



CENTRAL SQUARE CENTRAL SCHOOL DISTRICT

44 School Drive, Central Square, NY 13036 | P: 315-668-4220 | F: 315-676-4437 | www.cssd.org

Mr. Thomas J. Colabufo
Superintendent

April 3, 2017

RE: Letter of Recommendation – Mr. Mark Walsh and TAS

To Whom It May Concern:

It is with great pleasure that I write this letter of recommendation for Mr. Mark Walsh and Transportation Advisory Services.

Over a large part of the 2016-2017 school year, TAS came to the Central Square School District and provided us with a thorough study of our Transportation Department, which resulted in valuable feedback and recommendations moving forward. Mr. Walsh met with District Administrators, Board of Education members, drivers and mechanics, gathering an enormous amount of data, which Mr. Walsh used to assist us in our continuous improvements, focusing on student safety, as well as our fiduciary responsibility to taxpayers.

The final report was approximately 100 pages of extremely detailed information that we have already started to use, from the ordering of buses to the modifications of our bussing routes. Mr. Walsh was tremendously easy to work with and very professional in how he went about the gathering of this information. We are confident that the recommendations that he provided us in his report will save the District thousands of dollars, a savings that will be desperately needed in the financial times that we are currently facing.

Accordingly, I strongly recommend and endorse Mr. Walsh and TAS for any efficiency/safety study that specifically focuses on transportation.

Please feel free to contact me at 315-668-4220 if you have any further questions, as I would be happy to recommend this service.

Sincerely,

Thomas J. Colabufo
Superintendent

TJC/ph



TOMS RIVER REGIONAL SCHOOLS

WILLIAM J. DOERING, C.P.A.
BUSINESS ADMINISTRATOR

1144 Hooper Avenue, Toms River, NJ 08753
(732) 505-5549 • Fax: (732) 914-1607
E-mail: wdoering@trschoools.com

To Whom It May Concern:

It is with great pleasure that I am writing this letter of reference for Chris Andrews and Transportation Advisory Services ('TAS').

In 2015-16 we had a very comprehensive transportation study performed. TAS should be commended for their professional approach during the course of our comprehensive study, which concluded in March 2016. The methodology utilized to collect and analyze our data was well organized. The way TAS conducted on-site interviews with staff and administrators facilitated an open dialogue that enabled them to gather the information necessary to provide an objective critique of our operation. Despite hearing a variety of perspectives, TAS was able to discern the significant and factual components of our complex operation. The resultant recommendations, combined with sample forms provided, will provide guidance to the Board, Administration and Transportation Staff long after their work was completed.

It is without reservation that I would recommend Chris Andrews and Transportation Advisory Services, and I am very confident that they will not only meet, but exceed the expectations of your organization.

Sincerely,

William J. Doering, C.P.A.
Business Administrator
Toms River Regional Schools



Wayne Central School District

Mathis A. Calvin III, Ed.D.
Superintendent of Schools
P.O. Box 155
6200 Ontario Center Road
Ontario Center, NY 14520
Phone: (315) 524-1001
Fax: (315) 524-1049
September 30, 2016

RE: Letter of Recommendation – Mr. Mark Walsh and TAS

To Whom It May Concern:

It is with great pleasure that I write this letter of recommendation for Mr. Mark Walsh and Transportation Advisory Services.

Over the course of the last school year I have had the privilege to work with Mr. Walsh, who completed a comprehensive study of our district's transportation program. Mr. Walsh met with district administrators and community stakeholders; gathered and analyzed our transportation data; reviewed our district transportation policies and procedures and provided a comprehensive report to our Board of Education and community. This report included information on areas that we could improve and become more efficient.

I must share, in my eight years of being a school superintendent and twenty years in education, rarely have I worked with a person and/or company that demonstrated such professionalism and thorough understanding of transportation programs. Because of Mr. Walsh's efforts, I believe my district will operate in a much more efficient manner for years to come.

Accordingly, I strongly recommend and endorse Mr. Walsh and Transportation Advisory Services for any project that you might have. It is my strong belief that you will be pleased with the high quality of work that this organization demonstrates.

Should you wish to discuss this recommendation further, please do not hesitate to reach out to me directly by contacting my office at 315-524-1001.

Yours truly,

A handwritten signature in black ink, appearing to read "Mathis Calvin III", is written over the "Yours truly," text.

Mathis Calvin III, Ed. D.
Superintendent of Schools



 An Educational Plus



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David M. Pitcher, CDF
Director of Facilities Services

September 15, 2014

Mr. Mark Walsh, CMC
Transportation Advisory Services (TAS)
3181 Valley Drive
Walworth, NY 14568

Dear Mark,

I want to take this opportunity to express my appreciation and to commend and thank you for the outstanding work recently completed by TAS in regards to the Regional Transportation Study that you conducted for TST BOCES and the school districts that participated in the study.

As you know, TST BOCES is looking to assist the area school districts in making their transportation programs operate more effectively and efficiently. The specific recommendations that you have outlined in your final report has provided us with several areas to focus on as we begin to put programs and services into place to further collaborate with our school districts in this endeavor.

Your professionalism, knowledge, expertise and ability to collect information and evaluate needs and issues in each district was most impressive. The information that you collected, analyzed and put together in various charts and tables is extremely helpful and valuable in identifying trends and issues that we will use as we move forward with working together with the participating school districts.

Thanks again for a job well done.

Sincerely,

David M. Pitcher, CDF

xc. Dr. Jeffrey Matteson, TST BOCES District Superintendent



Mercer County School District #404

District Office: 1002 SW 6th Street Aledo, Illinois 51231

Phone: 309/582-2238 Fax: 309/582-7428 www.mercerschools.org

February 4, 2013

Re: Letter of Recommendation

To Whom It May Concern:

I am writing to recommend the consulting services of Transportation Advisory Services (TAS). Our District recently contracted with TAS because the Board wanted to learn about areas of needed improvement and it wanted to see if outsourcing was viable. The Board was delighted with the information and will continue using it in the coming days as important decisions are made with the District's transportation program.

Despite the hindrances of the holiday season, TAS was very responsive to the District's need to have the analysis done quickly. The information was insightful, comprehensive, and rooted in solid data. The consulting firm's decades of extensive experience gives credibility to the findings and will give the Board confidence when making tough decisions that impact our students and employees.

Without reservation, I wholeheartedly endorse Transportation Advisory Services. The product of their work is worth every penny. My only regret is that I did not use their services years ago.

Sincerely,

A handwritten signature in dark ink, appearing to read "Alan Boucher", written in a cursive style.

Alan Boucher
Superintendent

Mercer County High
1500 College Ave
Aledo, IL 61231
309/582-2223
Fax: 309/582-5920

Mercer County Junior High
436 N. Washington
Joy, IL 61260
309/584-4174
Fax: 584-4257

Mercer County Intermediate
1002 SW 6th Street
Aledo, IL 61231
309/582-2441
Fax: 309/582-2440

Apollo Elementary
801 SW 9th Street
Aledo, IL 61231
309/582-5350
Fax: 582-3457

New Boston Elementary
301 Jefferson Street
New Boston, IL 61272
309/587-8141
Fax: 309/587-2194

Niagara Wheatfield Central School District
Administrative Offices
6700 Schultz Street
Niagara Falls, NY 14304

James Knowles, Interim Superintendent
Phone: (716) 215-3002/FAX (716) 215-3039
Email: jknowles@nwcsd.org

NIAGARA WHEATFIELD

February 1, 2013

Transportation Advisory Services
3181 Valley Drive
Walworth, New York 14568

To Prospective Clients,

It is with a great deal of pleasure that I recommend Transportation Advisory Services (TAS) for your consideration as a consultant in the study of your Transportation Department.

My name is Jim Knowles and I am presently serving as the Interim Superintendent for the Niagara Wheatfield Central School District in Niagara Falls, New York. We are a District that owns its own bus fleet and transports some 4300 students daily.

The Board of Education for the district was interested in having a study of the Transportation Department conducted to see if we were operating efficiently and if there were steps we could take to economically benefit our school community.

Transportation Advisory Services was recommended to me by a respected BOCES Superintendent in the neighboring Genesee County who was familiar with their service.

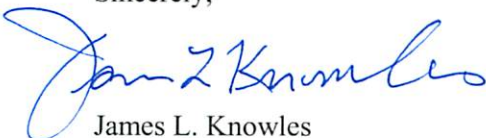
I contacted TAS and was immediately able to talk to a consultant who sent me material about their service and then followed with a call to explain exactly how the service worked. We were very confident that the service was going to meet our needs and we were not disappointed.

Mr. Christopher Andrews, Senior Consultant, was provided by TAS to conduct the study and we could not have been happier with his service. Chris was very professional and extremely thorough. He provided our District with a plan based on his findings that will help us with short term and long term goals. The study was definitely a positive step as we look to the future given the economic constraints that all school districts are experiencing.

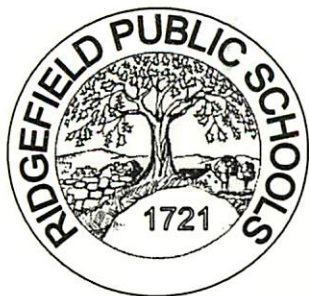
I recommend Transportation Advisory Services without reservation and would be willing to speak with interested parties in need of this service.

I can be reached at Niagara Wheatfield Central School District, (716) 215-3002.

Sincerely,



James L. Knowles
Interim Superintendent NWCSD



RIDGEFIELD PUBLIC SCHOOLS

70 Prospect Street, Ridgefield, Connecticut 06877
Phone: (203) 431-2800 Fax (203) 431-2810

Deborah Low
Superintendent of Schools

Karen Dewing
Director of Personnel

Paul Hendrickson
Business Manager

Kimberly Beck
Assistant Superintendent

Karen Berasi
Director of Special Education
& Pupil Services

Craig Tunks
Director of Technology
& Operations Development

January 18, 2013

Mr. Mark A. Walsh
Transportation Advisory Services
3181 Valley Drive
Walworth, NY 14568

Dear Mark:

It is a pleasure to write this letter of recommendation for Transportation Advisory Services (TAS), especially Mark Walsh. Since this was the first bus contract negotiation in which I had been involved, I asked my peer business managers for advice. Almost to a person, they recommended Mark Walsh be hired as a consultant.

Ridgefield hired Mark to analyze the District's existing contract, draft the request for proposal (RFP) and conduct the pre-bid meeting, as well as screen the final bid submissions. In drafting the RFP Mark very ably dissected the District's current contract – eliminating certain outdated or useless items, developing granularity in types of buses to achieve better costing, and adding appropriate penalties for non-performance. This drafting was not a unilateral process; Mark and the District (and the District's attorney) had several iterations to smooth out the details. Also, a significant aspect of the RFP is that it can be converted to a contract very easily.

In analyzing the RFP submissions, Mark lent his considerable expertise to explain which issues were important and which were "gives". He was also present at a "pre-hire" meeting with the selected vendor helping to ensure that the appropriate questions were asked. Mark was later available by phone during the Board of Education meeting at which the selected vendor was asked to present.

Please feel free to direct any potential client to me for comments on your excellent service.

Sincerely,

Paul B. Hendrickson
Business Manager



Town of Fairfield

TWIG HOLLAND
Director of Purchasing

15 January 2013

To Whom It May Concern:

I am pleased to provide a letter of recommendation on behalf of Mark Walsh of Transportation Advisory Services (TAS). In 2007, TAS was selected by the Town of Fairfield to assist its public school district with all work associated with bidding and contracting for student transportation services, which had not been publicly bid in fifteen years. TAS worked with town and school officials to identify the district's requirements, then tailored those requirements as specifications that could be publicly bid by a number of qualified transportation companies.

The result was much better than expected: where we hoped to maintain pricing, we received *lower* prices, which included supply of all required vehicle fuel, with no reduction in service or number of seats. Based on this outcome, we again contracted with TAS to update the bid specifications for the 2013 – 2018 contract term, with the same excellent results.

With both bids, TAS challenged our staff to think creatively and at the same time, to embed the specs with realistic requirements, some of which are unique to Fairfield (e.g. there are several MetroNorth Railroad bridges that limit height requirements for buses, which impacts routing of new buses in the fleet). TAS rates are fair and reasonable, service was provided beyond their original scope without request for additional compensation, their employees are uniquely qualified, and their work is well-respected by clients and transportation companies alike.

We are completely satisfied with the high quality of the work performed by everyone associated with Transportation Advisory Services, and highly recommend this firm to anyone who is considering them.

Sincerely,

A handwritten signature in blue ink that reads "Twig Holland". The signature is fluid and cursive, with the first and last names clearly legible.

Twig Holland, C.P.M.

Mary Beth Maciariello
District Clerk
(518) 664-5727 Ext. 2203



Michael J. McCarthy, Ed.D
Superintendent of Schools

William T. Woods
Business Manager
(518) 664-5727 Ext. 2200
Fax (518) 514-2102

July 2, 2012

Mr. Christopher Andrews
Transportation Advisory Services
7512 Dr. Phillips Blvd. #50-905
Orlando, Florida 32819

Dear Chris:

I would like to take this opportunity to thank you for the work you did on our transportation review. Your level of professionalism and willingness to work with the administration proved to be a real asset in our quest for improvement.

Your expertise and breadth of knowledge proved very helpful in our analysis of fleet efficiency. Your analysis of our cost of labor while not really a surprise, was (is) helpful as it comes from an independent third party.

This is not the first time I have utilized your services and I look forward to calling you again someday if need be.

Sincerely,

William T. Woods
Business Administrator

WTW/ms

Dr. Patrick Michel
District Superintendent
and Chief Executive Officer
(518) 736-4300
Fax: (518) 736-4301
pmichel@hfmboces.org

Dr. Lorraine G. Hohenforst
Assistant Superintendent
(518) 736-4305
Fax: (518) 736-4301
Lhoenforst@hfmboces.org

Ms. Karen Fagan
Chief Financial Officer
(518) 736-4310
Fax: (518) 736-4301
kfagan@hfmboces.org

November 4, 2011

Mr. Christopher J. Andrews
Senior Consultant
Transportation Advisory Services
3181 Valley Drive
Walworth, New York 14568

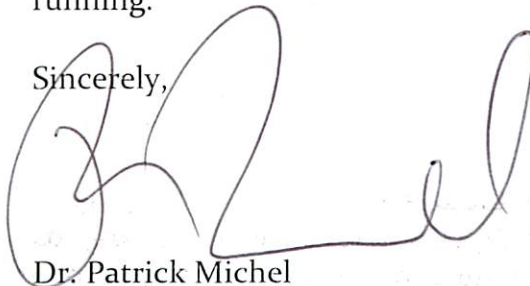
Dear Chris:

We are now in the process of sorting through the information you helped us create by leading one of our workshops. Our region needs to stand on its own and address the needs of our children and our communities. Your efforts are vital to having those hard conversations we need to have to address the dysfunctional education system we are dealing with.

On behalf of the Mohawk-Sacandaga School Board Association, we would like to thank you for your efforts. By next week, we will have created an email listserv and a Blog to continue our discussions. In reviewing the evaluations of the conference, we were impressed by the positive responses and the requests to have a similar event that goes more in depth concerning the various topics we discussed. We stated last night that this event was a beginning, and we meant it. Now the real work begins, and it is our hope you will continue to assist us as we move forward.

On a personal note, I also want to thank you. Your efforts on behalf of children are deeply appreciated by me and our community. Please contact me if you have any further questions, and feel free to post on our Blog once we have it up and running.

Sincerely,



Dr. Patrick Michel
District Superintendent of Schools

Board Members

James Beirlein – Northville
Louis Capece – Fort Plain
David Edwards – Mayfield
Joanne Freeman – Johnstown
Jean LaPorta – Gloversville
Joseph Sullivan – Fonda-Fultonville
Robert Townsend – Broadalbin-Perth

Averill Park Central School District

146 Gettle Road, ST 1
Averill Park, New York 12018
(518) 674-7050
Fax (518) 674-3802

SHARON L. LAWRENCE
ASSISTANT SUPERINTENDENT
OF SCHOOLS

MICHAEL J. MARCELLE
SUPERINTENDENT OF SCHOOLS

MICHAEL OUMET
ASSISTANT SUPERINTENDENT
FOR BUSINESS

Facing budget challenges like most schools, we engaged TAS to perform a transportation efficiency study to identify cost savings and operational improvement opportunities. TAS presented the district with a comprehensive departmental analysis with thorough recommendations for enhancing routing efficiencies, developing optimum staffing, salary and benefits levels, implementing appropriate fleet replacement schedules and adopting functional transportation policies.

By implementing TAS's routing strategies, we have already garnered significant cost savings vital to preserving educational programs. TAS's collective bargaining advice was instrumental to the district and staff reaching a mutually beneficial contract agreement and their policy suggestions provided our Board the ability to establish clear and consistent student transportation guidelines.

We were impressed with the knowledge, professionalism and ongoing support of Mark Walsh and his team and we highly endorse the valuable services TAS delivered to Averill Park CSD.



Michael Ouimet
Assistant Superintendent for Business

School Administrative Unit #9

176 H Main Street
Conway, New Hampshire 03818
www.kennett.k12.nh.us

Telephone 603-447-8368
Special Education 603-447-8951
Fax 603-447-8497

Dr. Carl J. Nelson
Superintendent of Schools

Dr. Robert Gadowski
Assistant Superintendent

James W. Hill
Dir. of Administrative Ser.

Pamela L. Stimpson
Director of Special Ser.

Becky J. Jefferson
Dir. of Budget/Finance

April 18, 2011

To Whom It May Concern,

The people of New Hampshire expect straight talk and good value. That's exactly what we received when we engaged Mark Walsh of Transportation Advisory Services (TAS) to conduct a *Student Transportation Program Review* for the Conway School District.

Being in my current position for 19 years, and as a certified Business Administrator, I've had the opportunity to work with numerous consultants. In my experience, the District is often responsible for providing reams and reams of information, only to receive a "cookie cutter" report where the consultant inserts the name of our District in the same spot of any dozen previous clients. With TAS this couldn't be further from the truth.

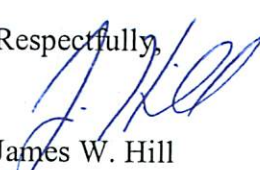
Working with Mr. Walsh was a great experience. Not only was he extremely knowledgeable, he was always very clear in his requests for information, and never asked for extraneous data. When he visited our site he met with everyone from the Superintendent, to the School Board, to the bus mechanics, to individual bus drivers. He was always respectful in his tone, clear in his goals, and gained everyone's trust by exhibiting his extensive and diverse "real world" experience.

I was also impressed when Mr. Walsh distributed his direct telephone number to *everyone* he spoke with, and made it very clear he welcomed and encouraged any other input or questions they may have had. Again, this truly raised everyone's level of trust by knowing he was willing to listen to all sides and perspectives.

Finally, the report we received was outstanding. It had clear recommendations directed specifically to *our* fleet, staff and geographic location, and he certainly didn't balk at making the hard calls. Although workers and management may disagree on what recommendations to implement, neither side would say he left any stone unturned.

I give Mr. Mark Walsh and TAS my highest recommendation. If you would like to speak to me personally about my experience, please feel free to call me at 603-447-8368.

Respectfully,


James W. Hill
Director of Administrative Svcs.

Roxbury Township Public Schools

OFFICE OF THE SUPERINTENDENT
42 N. Hillside Avenue, Succasunna, NJ 07876

MICHAEL A. ROSSI, JR., PH.D.
Superintendent of Schools
mrossi@roxbury.org

Phone: 973 584-6867
Fax: 973 252-1434
www.roxbury.org

March 3, 2011

To Whom It May Concern:

It my distinct honor to write this letter of recommendation of reference for Transportation Advisory Services (TAS).

Mr. Chris Andrews was hired as a transportation consultant for the Roxbury Township School District to analyze our current collective bargaining agreement with the Teamsters: our fleet of seventy-five (75) buses and vans, a year's worth of trip sheets, and sundry other facets of our operations. Mr. Andrews spent two (2) days on campus inspecting, interviewing, and analyzing the components of our day-to-day transportation services. Ultimately, Mr. Andrews produced a report that not only documented, in specific detail, all of the functions listed above but presented the Board of Education with options to consider related to potentially outsourcing our services.

As a result, the Board of Education was able to reach a new collective bargaining agreement with our Teamsters union that not only produced significant savings for the district but enabled our drivers to keep their jobs and satisfied concerned parents about "strangers" driving their children each day. Therefore, I give Transportation Advisory Services and Mr. Andrews individually my highest recommendation. Any district would be wise and lucky to enlist his services and those of TAS.

Sincerely yours,



Michael A. Rossi, Jr., Ph.D.
Superintendent of Schools

MAR:st

Buffalo City School District

November 6, 2009

Mark A. Walsh, CMC
Transportation Advisory Services
3181 Valley Drive
Walworth, NY 14568

Dear Mark:

Please accept this letter as our most sincere thanks for the expert service you offered us in our recent transportation bid. This was our third opportunity to work with TAS and each time has greatly benefited the district.

Our transportation program is extensive and expensive, with 28,000 students transported on 630 yellow busses every day. Our total annual budget is almost \$52M for 09-10. With our outsourced model, we rely 100% on having effective and efficient contracts with our transportation carriers.

We had not bid our contracts in a number of years, relying instead on the extension process to continue the good service we enjoyed through our carrier. Our decision to go to bid represented the single largest business decision in the history of the district, outside of our current capital program. The path was fraught with pitfalls and it was critical that we got the process right at every step. That is where your involvement was critical.

You provided clear advice on the applicable New York State procurement laws, guidance through the RFP versus RFB method, proven bid documents, and effective management of the actual bid process (issuance of specs, pre bid meeting, response to bidders, bid opening and bid evaluation). A business transaction of this magnitude (the estimated value of the contracts over their five year term is in excess of \$156M) demands the highest degree of integrity and professionalism and that is exactly what we knew we would be receiving from TAS.

Did I mention the results? Despite that fact that all of our work has been serviced by a single carrier since 1996, we had 11 regional and national carriers register as bidders and we received bids from three qualified carriers. The lowest bid, which we were able to accept with full confidence because of the strength and controls you built into the bid specs, was fully 14% below the next lowest submittal. This result guarantees the taxpayers of New York will receive quality services at a highly competitive rate for the next five years.

District operations contain a lot of needed expertise on the things required to make the busses run on time. When the occasional and very specific needs like bidding a transportation contract come up, it is a tremendous relief to know that expertise such as you offer is available. I know I slept well throughout the entire process knowing that we had TAS on our side. Thank you.



John P. Fahey, Assistant Superintendent
Buffalo City School District

105 Bailey Avenue, Buffalo NY, 14220-1093
716-816-4866 (p) 716-816-4836 (f)

Subj: **Letter of Recommendation**
Date: 7/22/2009 9:27:26 AM Eastern Daylight Time
From: DHansel@nhsd.org
To: ConsultCJA@aol.com
Chris,

I wanted to take a moment to thank you and TAS for the outstanding consultation services that you recently provided to the New Hope Solebury School District.

I was particularly impressed with how TAS structured its proposal in order to provide the district with a two-phased approach with Phase One determining the pro's and con's of moving forward with a re-bid for our contracted transportation services and Phase Two using that data to then move forward with the bid process. The Transportation Data Request forms that you provided were excellent tools for us to use in gathering our data and played a key role in helping us to understand why you recommended that we not go out for a re-bid. Your recommendation saved the district thousands of dollars in both time and valuable resources. Even though we never had a face-to-face meeting during our process, you always made yourself available to answer my questions either by phone or email and I never felt out of the loop with TAS.

I would highly recommend TAS to other school district who may need you services.

Thank you again for your time and effort in providing the New Hope Solebury School District with your expertise.

DAVID M. HANSEL
DIRECTOR OF OPERATIONS



NEW HOPE-solebury SCHOOL DISTRICT
180 WEST BRIDGE STREET
NEW HOPE, PA 18938
PHONE: (215) 862-8183
FAX: (215) 862-2906
E-MAIL: dhansel@nhsd.org



DISCOVER THE EXCELLENCE

James R. Fenton
Supervising Director of District
Operations

Rochester City School District
131 West Broad Street
Rochester, New York 14614
Phone: 585.262.8455
Fax: 585.295.2610
jim.fenton@rcsdk12.org
www.rcsdk12.org

January 15, 2009

Mr. Mark A. Walsh
Transportation Advisory Services
3181 Valley Drive
Walworth, New York 14568

Dear Mr. ~~Walsh~~: **MARK**

Thank you very much for your assistance recently with our historic "yellow" bus bid. As you know Rochester had not bid the majority of our yellow bus service in over twenty years. As a result of your consultation efforts, the Rochester City School District will improve the quality of our transportation service while substantially reducing costs.

Your expertise in school transportation, along with a dedication to serving customers, greatly contributed to our success. Again, thank you for your help and please consider us very satisfied clients.

Sincerely,


James R. Fenton
Supervising Director of District Operations

Xc: File

SOUTH WINDSOR PUBLIC SCHOOLS

Dr. Robert E. Kozaczka
Superintendent of Schools
(860) 291-1205

Daniel S. Hansen
*Assistant Superintendent
Curriculum and Instruction*
(860) 291-1210

Ania J. Czajkowski
*Assistant Superintendent
Personnel and Administration*
(860) 291-1215

Donna R. McKenty
Business Manager
(860) 291-1260

E D U C A T E A L L C H I L D R E N T O T H E I R F U L L E S T P O T E N T I A L

August 1, 2008

To Whom It May Concern:

The South Windsor Public School district recently contracted with Transportation Advisory Services to perform an efficiency study of district bussing services, and it is without reservation that I write this recommendation on their behalf.

The project was led by Mr. Mark Walsh of TAS, who was extremely professional and thorough in his work. Mr. Walsh collected and analyzed data from every possible source, including interviews with administrators, community members, and other stakeholders.

The final report from Mr. Walsh not only made solid recommendations pertaining to increased efficiency, but also addressed community concerns and methods in which to strengthen vendor relations and internal management. The final report from TAS will now serve as the foundation for redesigning Board policies and procedures in managing this aspect of district operations. This was the objective of our engagement and we are completely satisfied with the results.

Sincerely,



Donna R. McKenty
Business Manager



Michelle Barrera

Director for Administration and Employee Support

JUDSON INDEPENDENT SCHOOL DISTRICT

September 24, 2007

Christopher J. Andrews
Transportation Advisory Services
7512 Dr. Phillips Blvd., #50-905
Orlando, FL 32819

Dear Mr. Andrews,

This letter of support is being provided to your organization from our office based on the relationship we established during the period of time you audited our Transportation Department. It is my pleasure to provide you this letter.

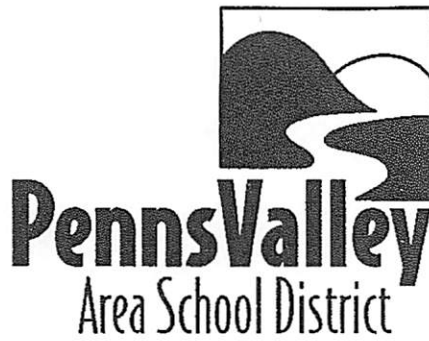
I want to commend you for your patience and diligence in obtaining information related to the audit. I am bulleting some of the areas I feel you should be commended for below.

- You were flexible about meeting with the various groups of employees that could not meet when you originally scheduled them.
- You were very thorough about following up on any documents you felt would help you get a better picture of our organization.
- You articulated your experience with transportation employees well. As such, you were able to glean when information was accurate.
- You provided us timely drafts to be sure that all information was correct.
- Your helpful sample forms have assisted us in putting in place new procedures.
- Your philosophy about us being a permanent customer for calling in questions or inquiring about follow up ideas or questions is a great added benefit.

In closing, I want to say what a pleasure you were to work with. At times, it was difficult to gather some of the requested information, since we were without a Transportation Director. In fact, we were conducting interviews for the position when you were here on one occasion and you even provided ideas for our interview questions. It is in that spirit of going above and beyond that I provide this letter. Please do not hesitate to provide my name as a reference to any district you may be working with.

Sincerely,

Michelle Barrera
Director of Administration



Rural Living ... Progressive Education

4528 Penns Valley Road
Spring Mills PA 16875
814-422-8814
Fax: 814-422-8020
www.pennsvalley.org

Centre Hall-Potter Elementary
Miles Township Elementary
Penns Valley Area Elementary & Intermediate
Penns Valley Area High School

June 25, 2007

Transportation Advisory Services
7512 Dr. Phillips Blvd.
Suite 50-905
Orlando, FL 32819

Dear Mr. Andrews:

We would like to share with you several comments with respect to the recently completed transportation department study.

First, we were very impressed with your professional approach during the course of your review. The manner in which you facilitated dialogue with Principals, contractors and other members of the transportation department enabled you to obtain necessary information contained within your report. This is not an easy task, but you were successful.

Second, we noticed that you were very objective with respect to your critique of the operation. Although many different individuals offered their respective insights, you were able to distinguish the significant and factual components of our operations. The review was comprehensive and beneficial.

The corresponding recommendations could be valuable to our district, whereby we can address various difficult issues, while referencing objective and documented information.

Sincerely,

Pamela Farabaugh
Business Manager

cc: File



BYRAM HILLS SCHOOL DISTRICT

10 Tripp Lane, Armonk, New York 10504
914-273-4082, Ext. 208 Fax: 914-273-2516

John A. Chambers
Superintendent of Schools

February 13, 2006

Mr. Mark A. Walsh, CMC
Transportation Advisory Services
3181 Valley Drive
Walworth, NY 14568

Dear Mark:

On behalf of the Board of Education, I want to thank you for the thoughtful, thoroughly researched, and helpful report you provided to our Board of Education on February 7, as a "Student Transportation Program Review." Throughout the process of our consultant contract with you, it has been clear that your expertise is of high quality. It also became apparent that you have other fine qualities, including patience with our many constituencies, and communication skills both in writing and in person.

Your final report offers a bevy of useful recommendations, which I expect will serve us well as we follow up. Knowing that a decade ago you provided the District with a similar report, and that the District took pride in implementing your recommendations, I trust we will go forward in the same direction.

Please accept still more thanks for the extra hours this project entailed, and pass those thanks to your colleague Louis J. Boffardi, as well. Should you wish to list Byram Hills or its superintendent as references, please be encouraged to do so.

Sincerely,

A handwritten signature in blue ink, appearing to read "John A. Chambers".

John A. Chambers

JAC:co

Pc: Greg Carlson
Guy Elmore



*Three Rivers
Community Schools*

Roger Rathburn, Superintendent

May 24, 2005

17601 SIXTH AVENUE
THREE RIVERS, MI 49093

PHONE: 269/279-1100
FAX: 269/279-5584

TO WHOM IT MAY CONCERN:

I am pleased to comment on our satisfaction with **Transportation Advisory Services** and the outstanding professional character of their people. Their wealth of knowledge about transportation will allow us to implement some cost-saving ideas that will help our bottom line considerably. . . .and in times like these, every mile on every bus counts.

TAS. was thorough. We were gratified, if somewhat amazed, by the exhaustive and meticulous study they did. At the same time, they were pleasant to work with.

Our Board thought the cost for the study was reasonable in light of the valuable and detailed information we ended up with. They pointed out where we could and should improve [and exactly what needed to be done to achieve that end]....but they also reinforced the things we were doing well. They provided ideas to improve customer satisfaction as well as cost saving proposals. . . . all in a timely manner we truly appreciated.

Their final report was easy to read and understand so that we could then easily filter it to others down the chain of command. During the whole process, they answered all our questions as we went along so that we were always on the same page.

I would highly recommend **Transportation Advisory Services** to any district or community that's trying to ramp up its efficiency and improve delivery of services while minimizing cost.

Sincerely,

Roger Rathburn
Superintendent of School

WASHINGTONVILLE CENTRAL SCHOOL DISTRICT

52 West Main Street, Washingtonville, New York 10992



MR. HARVEY HILBURGH., *Superintendent of Schools*

JANET L. SEAMAN, ED.D., *Assistant Superintendent for Elementary & Early Secondary Instruction*

JANET C. BARBOUR, *Assistant Superintendent for Business*

MICHAEL COGLIANO, *Assistant Superintendent for Special Services*

ROBERTA L. GREENE, *Assistant Superintendent for Secondary Instruction & Guidance Services*

EDWARD J. MEHRHOF, *Assistant Superintendent for Personnel*

Phone: (845) 497-2200

Fax: (845) 497-4030

Website: <http://www.ws.k12.ny.us>

Memorandum

TO: To Whom It May Concern

FROM: Janet C. Barbour 
Assistant Superintendent for Business

DATE: May 10, 2005

RE: Transportation Advisory Services

On June 21, 2004, the Washingtonville Central School District Board of Education authorized the engagement of Transportation Advisory Services (TAS) for the completion of a Transportation Efficiency Study. This study was intended to provide the District with a comprehensive analysis of the District's Transportation operation. Additionally, TAS was to provide recommendations for improvements and continued operation of services to students.

Mr. Mark Walsh, TAS Partner, was the project leader and Mr. Louis Boffardi was project consultant. Both gentlemen worked through the fall of 2004 to gather and analyze information. In January 2005, the District was presented with an extensive report on all aspects of its Transportation services. In February 2005, Mr. Walsh presented to the Board of Education his findings & recommendations.

In all aspects of the engagement, TAS was exceptionally professional and informative. The Washingtonville Central School District Board of Education was appreciative and impressed with the depth and detail of the presentation.

The District has implemented recommendations from TAS that were immediately possible and is currently developing a long range plan to expand/renovate or replace the bus garage. On the ballot for voter approval this month are thirteen (13) new buses and a bus lift, as recommended by TAS. The Board of Education is hopeful that the community will support the future plans for Transportation Services and is grateful to have had Transportation Advisory Services as district consultants.

Livonia Central School District

PO Box E, Livonia New York 14487-0489
tel 585/346-4000 • fax 585/346-6145
www.livoniacsd.org

March 30, 2005

To Whom It May Concern:

Nine years ago our district was evaluating a capital project and a major issue to be addressed was our antiquated 1930s era bus garage. We contracted with Transportation Advisory Services to evaluate alternatives and Mark Walsh conducted the evaluation. Based on that review, we did not build a new garage. Instead, we contract for complete bus maintenance, bus parking and an office and lounge for drivers and staff. Mark developed the complete bid and today we are still enjoying the savings from his excellent analysis and work. TAS/Mark Walsh provided the complete package and did not, as so many consultants, just leave me a report to go do all of the work myself.

The reason that I am writing another reference letter nine years later is that I have continued to rely on Mark over these years as a real source of knowledge and value added service. Sometimes I may only call him once a year and other times I may call him four times a year on any topic ranging from operations to personnel issues to state aid. Mark is always an extremely reliable resource with expert knowledge and, just as important, very good judgement. Late last year, the company that had our contract was sold to another large school transportation provider. We contracted with Mark to assist us with a few transitional issues. Again, his assistance nine years after the initial contract and bid was invaluable.

In summary, I recommend TAS and Mark Walsh without reservation. His follow up and value added service have been significant.

Alfred M. Dietrich
Business Administrator
Livonia Central School



David P. DeLoria

Superintendent of Schools
ddeloria@livoniacsd.org
(585) 346-4000, ext. 4000



COUNTY OF SUMMIT

BOARD OF
MENTAL RETARDATION
& DEVELOPMENTAL
DISABILITIES

"Putting People First!"

Mr. Mark Walsh, CMC
Transportation Advisory Services
3181 Valley Drive
Walworth, New York 14568

December 10, 2004

RE: Letter of Reference

To give the reader some understanding of the type of services and supports the County of Summit Board of Mental Retardation and Developmental Disabilities (CSBMR/DD) provides the following is a brief description of the Agency:

- 2900 individuals with developmental disabilities/mental retardation are served
- over 1,027 individuals are transported daily
- many of the vehicles must support specialized transportation needs (i.e. wheelchair lifts)
- individuals ages 2 years through adulthood are transported
- 88 transportation vehicles comprise the fleet with 88 full/part time drivers and 35 full/part time bus attendants
- CSBMR/DD is a public entity supported primarily through taxpayer dollars
- transportation employees are all union members
- 5 mechanics support full service maintenance of all vehicles with 1 mechanic supervisor

Transportation Advisory Services (TAS) was contacted to conduct an analysis of the transportation services to review operating efficiencies, management options, service performance, and program protocols. Mr. Mark Walsh was the consultant that worked with us in the completion of this study. It simply goes without saying that the level of service and expertise provided by Mr. Walsh to complete this project was outstanding. CSBMR/DD was presented with complete and detailed recommendations based on facts, data, industry standards, and best practices. CSBMR/DD has been able to implement many of these recommendations that have resulted in meeting or exceeding our expectations for improving efficiencies and resulting in budget savings at the same time. Of special note was the review of our bargaining unit contract that gave concrete and realistic recommendations to improve management of sick leave, overtime expenses, and a host of other procedures that streamlined operations while maintaining or improving the quality of our services.

I have no reservation in recommending TAS consultation services to any organization that is striving to improve their transportation operations.

Sincerely,

Dorothy C. Schrum
Assistant Superintendent



ARMAND LaSELVA
Superintendent

JOSEPH COOPER
Business Administrator



SCHOOL ADMINISTRATION UNIT #11
MUNICIPAL BUILDING
288 CENTRAL AVENUE
DOVER, NEW HAMPSHIRE 03820-4132
TEL (603) 516-6800
FAX (603) 516-6809

THE DOVER PUBLIC SCHOOLS

June 3, 2002

Transportation Advisory Services
20 Flamingo Ct
Palm Coast, FL 32137
Attn: Mark A. Walsh

Dear Mark,

I want to take this opportunity to commend you for your outstanding effort as consultant to our recent busing contract renewal.

As you know, we are very happy in our new 5-year contract with Laidlaw Transportation. Your experience and guidance in this area were instrumental in helping us decide to pursue a renewal contract.

You have a wealth of knowledge in your field, and you quickly grasped the subtleties of the political climate of this community. You have earned the gratitude of this office and the Dover School Board.

Please feel free to share this letter with any prospective employer.

Thank you again for a job well done.

Regards,

A handwritten signature in black ink that reads "Joseph P. Cooper". The signature is written in a cursive, flowing style.

Joseph P. Cooper
Business Administrator



SARATOGA SPRINGS CITY SCHOOL DISTRICT

Dr. John E. MacFadden
Superintendent of Schools

February 26, 2002

Mr. Mark A. Walsh
Transportation Advisory Services
20 Flamingo Court
Palm Coast, FL 32137

Dear Mark:

I thought you might like to see the design, layout, and proposition for the Transportation/Maintenance Facility.

You were a great part of our planning and organizational effort to place the project before the voters. I am pleased to tell you that on February 12th the bond issue to support the project passed by a margin of 5 to 1.

Thanks for all your project support, advice, and encouragement.

Very truly yours,

John E. MacFadden
Superintendent of Schools

JEM/sav

Encs.

cc: Board of Education

MEMORANDUM

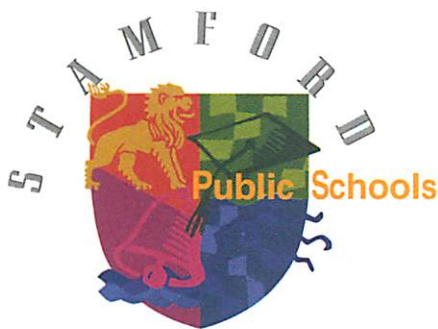
TO: Chris Andrews
FROM: Paul V. Kelly
DATE: 12/21/01



We would like to thank-you for your prompt submission of the report on vehicle acquisition and note that the Board of Education at it's December 19th meeting took the following action:

1. Authorized the purchase of twelve (12) replacement buses per the alternate bid from Rohrer Bus Sales.
2. Directed the Administration and Transportation Department to submit additional information regarding possible lease options and alternative bid specifications.
3. Encouraged the Transportation Department to investigate other means to provide student transportation, such as, IU#20 and independent contractors.

We appreciate your assistance in facilitating this acquisition process and look forward to future contact.



P.O. Box 9310
Stamford CT 06904
Administrative Offices
888 Washington Blvd.
Phone (203) 977-4105
TTY/TDD (203) 977-4526

Dr. Anthony L. Mazzullo
Superintendent of Schools

May 18, 2001

To: Mr. Mark Walsh, TAS
From: John Chardavoyne, Assistant Superintendent *John*
Subject: Letter of Recommendation

This is a letter of recommendation for your firm Transportation Advisory Services. You were called into the Stamford Public Schools to assess and make recommendations regarding the transportation contract and the services being provided by the transportation company. During your visits you were asked to apprise the Board of Education on matters such as the cost of the contract, the quality of services being provided, the driver recruitment and retention issues, the expected percentage of eligible ridership, etc. In addition, you were asked to explain the options and viability of preparing bid specifications to secure another contractor for the following school year.

You have been invaluable in developing a constructive rapport with the leadership of the contracted vendor and working out solutions to legal matters before they became litigation issues. Furthermore, you have been extremely creative in developing achievable performance incentives agreeable to the bus company. In short, through your efforts the school district has secured bus service for at least another school year and, if things improve, there exists the possibility of service for several more years.

I would recommend you to any district looking to produce bid specifications for the purpose of contracting transportation. Moreover, for those school districts having difficulties with their current contractor you have the experience to review situations and make recommendations for improvement. The Stamford Board of Education and its superintendent appreciate all you have done this past school year and look forward to continue their working relationship with you in the future.

UTICA CITY SCHOOL DISTRICT

**1115 Mohawk Street
Utica, New York 13501-3709**

**AGNES G. CASE, Ed.D.
Director of Business and Finance**

**Telephone: (315) 792-2225
Facsimile: (315) 792-2299**

March 2001

To Whom it May Concern:

I am very pleased to be able to recommend the services of Transportation Advisory Services.

The Utica City School District recently contracted with TAS to help us solve the dilemma of whether to bid transportation for the next school year or extend the current contract. We transport 6,000 students per day, so the contract is substantial.

TAS did not make blanket recommendations. For our study, they gathered a large amount of information specific to this district and our needs. They performed extensive pre-study surveys. They spent time in the district interviewing all the parties involved--both pro and con. Their recommendations were based on this information and the TAS expertise, and they were both specific and tailored to this district. The Board of Education considered the recommendations from this study and is going to be implementing most of them.

We estimate the recommendations we received may save the district as much as \$1 million in transportation costs next school year. I certainly would not hesitate to use this service again and would urge any district seeking a thorough analysis of transportation options to utilize the talents of Transportation Advisory Services.

Sincerely,



Dr. Agnes G. Case
Director of Business and Finance

mss



September 28, 2000

Mr. Mark A. Walsh
Transportation Advisory Services
20 Flamingo Coast
Palm Coast, Florida 32137

Dear Mr. Walsh:

Thank you for your September 1, 2000 letter regarding TAS' continuing participation in the evaluation of Williamsville Central School District's school bus transportation program. We appreciate the expertise and independent view you bring to this topic.

The District will continue to be involved in this topic during the 2000-01 school year. From time to time Board member questions will be sent to you. We will coordinate the topic and time requirement with you.

We are interested in your fee schedule. Please let us know how we can plan to work with you regarding remuneration for the work.

Once again, thank you for being available to work with us on this topic.

Yours truly,

Richard A. Hitzges Ed.D.
Assistant Superintendent for Finance &
Management Services

RAH:scg

Whitehall-Coplay School District

JOHN WIEAND, PRESIDENT
JOHN KLUSARITS, VICE-PRESIDENT
EILEEN ABRUZZI, MEMBER
MICHAEL BANKOS, MEMBER
JOSEF FRAGNITO, MEMBER
KEITH NEWHARD, MEMBER
ANDY ROMAN, MEMBER
MARY C. SOTAK, MEMBER
JOYCE WHEELER, MEMBER



Administration Building
2940 MacArthur Road
Whitehall, PA 18052-3398
(610) 439-1431

DR. LOREN K. KEIM, SUPERINTENDENT
RODNEY L. BORGER, ASSISTANT
SUPERINTENDENT
KENNETH F. JONES, BUSINESS MANAGER
RANDY R. RICE, DIRECTOR OF
PUPIL PERSONNEL

August 23, 2000

Christopher J. Andrews
TAS
Southeast Region
7512 Dr. Phillips Blvd
Suite 50-905
Orlando, FL 32819

Dear Chris:

I want to thank you for a job well done. The Board was completely satisfied with the study and the result.

Thank you for the motivational booklet and I will share it with some of my co-workers.

Please use me as a reference for any work you will be doing in the future.

Sincerely yours,

A handwritten signature in cursive script, appearing to read "Ken", written in dark ink.

Kenneth Jones
Business Manager

GREENBURGH CENTRAL SCHOOL DISTRICT NO. 7

*475 West Hartsdale Avenue
Hartsdale, New York 10530
914/761-6000
Fax 914/761-2354*

*John Chardavoyne
School Business Administrator*

July 6, 1999

To Whom It May Concern:

I am the School Business Administrator for the GREENBURGH CENTRAL SCHOOL District #7; a position I have held for the last two years. In this capacity I am responsible for all business functions including transportation. When I started in the district I was given a report written by Transportation Advisory Services (TAS) in 1994. It included a series of findings and recommendations to improve the management and cost effectiveness of the department.

I utilized the report to implement the suggested changes and monitored expenditures to assess the fiscal impact projected by TAS. At the end of the fiscal year it was determined that that overall expenses were reduced by \$500,000 from the previous year. The only changes made from one year to the next were the implementation of the TAS recommendations.

In addition to a management survey, I have used TAS to develop a Request for Bid (RFB) to outsource the transportation function to a contractor. They assisted in preparing bid specifications and assembling a list of prospective contractors who might be interested in bidding. When the bids were submitted a TAS representative was at the bid opening to open them and perform a cost evaluation of all submissions. TAS also checked references to ensure that the low bidder was also a responsible bidder. Once the contract was awarded they gave the district a checklist of things the contractor had to provide prior to school opening. They were extremely helpful during the entire process.

Transportation Advisory Services (TAS) is a group of professionals that have transportation experiences that are useful to any school district exploring ways to improve efficiencies and management. I endorse and recommend them highly. They certainly were instrumental in improving my transportation department and saving substantial money for the school district.

Sincerely,



John Chardavoyne

Rhinebeck Central School



POST OFFICE BOX 351
RHINEBECK, NEW YORK 12572
Telephone: 914-871-5525
Fax: 914-876-4276

SHIRLEY L. CANNELLI
Business Administrator

June 17, 1998

Mr. Mark A. Walsh, Project Manager
SS/EC
100 Turk Hill Park
Fairport Park
Fairport, NY 14450

Dear Mark:

Enclosed please find a copy of an article in the June 11th issue of the Daily Kingston Freeman covering your presentation at our Board of Education Meeting, for your information.

Thank you for taking time from your busy schedule to provide the verbal reinforcement of your findings and recommendations, as well as answering questions. We appreciate your professionalism and cooperation in your dealings with our District.

Yours truly,

A handwritten signature in blue ink that reads 'Shirley Cannelli'.

Shirley L. Cannelli,
Business Administrator

/ca

enc.

cc: Charles Courtney, Project Consultant

Keshequa Central School

P.O. Box 517
Nunda, New York 14517-0517

Phone (716) 468-2541
Fax (716) 468-3814

Raymond J. Fashano
Superintendent of Schools
E-Mail: rfashano@gvmail.kcs.k12.ny.us

Crosby S. Lamont, Jr.
Business Administrator
E-Mail: slamont@gvmail.kcs.k12.ny.us

May 28, 1998

Mr. Mark Walsh
SSEC
100 Turk Hill Park
Fairport, NY 14450

Dear Mark,

I wanted to write your company a letter thanking you for the excellent efficiency study that Support Services/Efficiency Consultants did in our recently completed study of the buildings and grounds department at Keshequa Central School.

I found you and Mr. Courtney to be dedicated, hard-working individuals. I found that you were able to deal effectively on sensitive issues with our employees and other staff members. You always made your deadlines for your project. Your suggestions and recommendations were based on good and accurate data. Your report was complete, detailed and very understandable. Your presentation to our Board of Education was concise, but hit all the major areas of concern.

I want you to know that I would not hesitate to hire your firm again. I thank you and wish you the very best in future endeavors.

Sincerely,



Raymond J. Fashano
Superintendent of Schools

/dmp

GREENBURGH CENTRAL SCHOOL DISTRICT NO. 7

475 West Hartsdale Avenue
Hartsdale, New York 10530
914/761-6000
Fax No. 914/761-2354

John Chardavoyne
School Business Administrator

May 26, 1998

Mr. Mark Walsh
Transportation Advisory Services
100 Turk Hill Park
Fairport, New York 14450

Dear Mark:

I am more than happy to write a recommendation regarding the services that you and your firm provided to the Greenburgh #7 Central School District. As you know, this school district presents extraordinary problems with respect to providing routine information like: being able to identify specific routes; buses used; and drivers and monitors employed. It was even difficult to have someone from my transportation department review the draft specifications you submitted.

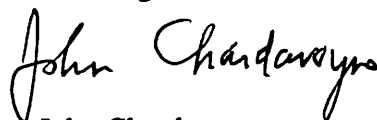
Nevertheless, in spite of every obstacle the school district placed in your path you were extremely successful in developing specifications so restrictive that questionable contractors were eliminated from serious contention. Furthermore, the specifications were flexible enough to permit the district to choose BOCES, use in district vehicles and other contractors if necessary.

I cannot begin to thank you for your guidance and support during the entire process of developing bid specifications, pre-bid conference, bid opening and identifying the low bidder. Furthermore, your advice on preparing a check list of issues to raise with the lowest responsible bidder and what must be sent to the State Education Department were invaluable to me.

Any school district looking to pursue outside contractors for the first time would be foolish to do it on their own unless they had someone on staff with prior experience. You were a bargain for the amount of work you did on behalf of the district and the guidance you provided the Superintendent, Board President and me. They were both extremely impressed by your professionalism and knowledge of the State Education Law as it related to transportation. In addition, they were very happy your firm was selected to take the school district through the process.

If you need me to provide a verbal reference to a prospective client do not hesitate to ask.

Best Regards,


John Chardavoyne

THE SCHOOL BOARD OF MARTIN COUNTY, FLORIDA

2845 S.E. Dixie Highway, Stuart, Florida 34997-5037, Telephone: (561) 288-0116, Ext: 16 Fax: (561) 288-2284



Office Of: John Klatt, Director of Purchasing & Warehousing

May 18, 1998

Transportation Advisory Services (TAS)
641 Fairbanks Avenue, #219
Winter Park, FL 32789

Attention: Christopher J. Andrews, Partner

Dear Chris:

I would like to thank you for all the help on our recent RFP for Student Transportation Services. Your experience and expertise were an invaluable asset.

I truly appreciate your professional approach and unbiased point of view. You were always there when needed and even provided service above and beyond our agreements.

It was truly a pleasure to work with you and I hope our paths will cross again soon.

Best regards,

John Klatt, CPPB, C.P.M.
Director of Purchasing and Warehousing

JK/jsh

c: Nancy E. Rivers, Ex. Director of Operations Services

sthilj\wpdocs\bids\misc\misc97.98\tasrfp.doc

Dr. Sara A. Wilcox, Superintendent

School Board Members: Dr. David L. Anderson • Henry A. Childers • Vicki Davis • Anthony D. George, Jr. • Hal K. Wilson

An Equal Opportunity Agency

WAPPINGERS CENTRAL SCHOOL DISTRICT
HOLLOWBROOK PARK, BUILDING 3
15 MYERS CORNERS ROAD
WAPPINGERS FALLS, NEW YORK 12590-4121

DIRECTOR OF ADMINISTRATION

January 30, 1998

Ms. Suzanne Spear
State Education Department
Office of Central Services
Categorical Aid Management, Rm. 542EB
Albany, NY 12234

Dear Ms. Spear:

Enclosed please find the interim report for the Student Transportation Efficiency Study submitted by Mark Walsh, Transportation Advisory Services. Also enclosed with a copy of the report is the FS-25 Request For Funds For a Federal or State Project form.

Mr. Walsh has been most cooperative in meeting the needs of the district. Since the district is currently working on the Wappingers Federation of Transit, Custodial, and Maintenance Workers contract, which includes the area of transportation, the Board of Education and the Superintendent had hoped for as many recommendations as possible by the interim report so that it would benefit from a review of the entire transportation system for the 1998-99 school year. In everyone's opinion, Mr. Walsh outdid all expectations. On three separate occasions Mr. Walsh has visited the district to meet with a variety of people and has remained in close contact with me throughout the entire process. Board of Education members, Central Office Staff, committee, and community members have all been impressed with his thoroughness and forthrightness.

The Board of Education and the community were given copies of the report on January 8, after the Transportation Advisory Sub-Committee had an opportunity to review it. I have included a number of newspaper articles that have appeared in our local papers for your review. More importantly, I would like to share with you some district initiatives that have occurred already as a result of this efficiency study.

Based on the preliminary recommendation that Mr. Walsh gave us back in the fall, the Transportation Sub-Committee has already had companies do presentations regarding transportation software. We are currently in the process of a review of the proposals including visitations to other districts and hope to make a recommendation to the Superintendent in the next week. There is a hope that the Transportation Department will benefit greatly from more advanced technology in both bus routing and fleet

January 30, 1998

Page 2

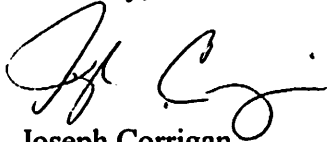
maintenance. Efforts have also been made to rethink past practices to reduce managerial overtime. Also, there have been a number of administrative changes already enacted and head bus driver overtime is currently being addressed.

The study process continued on this past Monday evening, January 26, when Mr. Walsh presented his thorough interim report to the Board of Education. (Also enclosed with the newspaper articles is the one reporting on the public presentation.)

Over the next few months, we will be getting the subsequent analyses to complete the report. After the final report, I will send you a copy of the district action plan that is currently being developed to address the concerns presented in the report and the cost savings the district hopes to realize.

I would like to thank you for your cooperation and support in bringing this very much needed study to the Wappingers Central School District. Transportation Advisory Services, and Mark Walsh in particular, have truly been outstanding in the delivery of their services. This has proven to be an excellent example of the state supporting the local initiative that will hopefully have benefits for the taxpayers. Mr. Walsh and Transportation Advisory Services have proven to be an excellent vehicle for this purpose. If you have any questions about our continued progress, please give me a call.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Joe Corrigan', with a stylized flourish at the end.

Joseph Corrigan

Assistant Superintendent for Administration

JC/cr
spear

cc: W. Gersen, Superintendent of Schools

Att.

CLARENCE CENTRAL SCHOOL DISTRICT

ADMINISTRATION

Thomas G. Cosco Ed.D.

Superintendent of Schools

Daniel A. George

Director of Personnel

Joan L. Johnston

Director of Curriculum

and Staff Development

James M. Maloney

Director of Special Education

Richard J. Mancuso

Business Official



April 22, 1998

BOARD OF EDUCATION

James A. Powers

President

Sharon K. Patterson

Vice President

David R. Byers

Michael T. Huttner

Judith F. Quinn

John R. Semler

Jane W. Sweet

To Whom It May Concern:

In the Fall of 1997 the Clarence Central School District contracted with Transportation Advisory Services to do an efficiency study of our bus garage including the maintenance and overall transportation system we currently have. Prior to contracting with Transportation Advisory Services, we reviewed many proposals from many companies and quickly determined that Transportation Advisory Services stood alone in the industry.

Our initial determination held true once we received a working report. Transportation Advisory Services not only outlined the options we had regarding our facility and service, but also made strong recommendations and followed up with procedures to enact those recommendations. The detailed work done by Transportation Advisory Services was truly amazing, and I would strongly recommend them to anyone needing any type of analysis regarding transportation or maintenance services.

If further details are required, please feel free to contact me.

Sincerely,

CLARENCE CENTRAL SCHOOL DISTRICT

Richard J. Mancuso, Business Administrator

RJM/njp

c: File



Waterloo Central School District

DISTRICT OFFICES
202 WEST MAIN STREET, WATERLOO, N.Y. 13165
Fax (315) 539-1504

RANDY BOS, Ed. D.
Superintendent of Schools
Telephone (315) 539-1501

PAUL E. PELTON
Business Administrator
Telephone (315) 539-1510

VICTORIA BAUDER-RIVET
Board of Education, President
Telephone (315) 539-1501

August 22, 1997

Christopher Andrews
Transportation Advisory Services
100 Turk Hill Park
Fairport, New York 14450

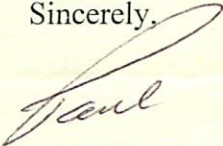
RE: Letter of Thanks

Dear Chris:

I would like to thank you on behalf of the Waterloo Central School District for a fantastic job done on our 1996-97 transportation efficiency study. It is very difficult to scrutinize yourself in many instances. We have been able to implement many of the suggestions that you made already. We are using staff more efficiently and saving \$\$ on the maintenance of our fleet. We will continue to look at your suggestions to make improvements in our program.

It would be my pleasure to talk with any district who is considering you for a study.

Once again, thank you.

Sincerely,


Paul E. Pelton
Business Administrator



**IROQUOIS CENTRAL
SCHOOL DISTRICT
ELMA, NEW YORK 14059-0032
(716) 652-3000 FAX (716) 652-9305**

**JOSEPH K. THOMAN, JR.
BUSINESS ADMINISTRATOR**

14 August 1997

Transportation Advisory Services
ATTN: Chris Andrews
100 Turk Hill Park
Fairport, NY 14450

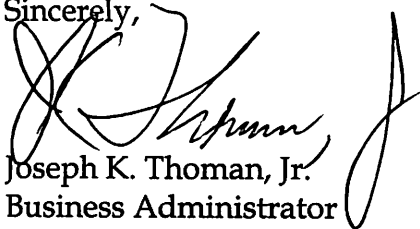
Dear Chris:

We have just recently completed our Transportation Audit with TAS and I am very pleased with the quality of the product. The research into the factors that enabled the report was very thorough. We were required to come up with exacting information to ensure accuracy.

Once the information was received by TAS in written or interview format, the compilation of that information and the comparison of the information with other selected districts was done competently and effectively. The recommendations for improvement were reviewed with the management team first ensuring that there would be no "surprises". In the public arena, that is very important! The quality of the common sense that went into the recommendations shows a mature approach to the process of Transportation in Public Schools.

Should we be looking for other services having a basis in Pupil Transportation, TAS will be our first choice!

Sincerely,



Joseph K. Thoman, Jr.
Business Administrator

pc: Michael Glover, Superintendent
file



Bethlehem Central
School District

90 Adams Place
Delmar, New York
12054

(518)439-7481
Business Administration

August 11, 1997

Mr. Christopher J. Andrews
Transportation Advisory Services
100 Turk Hill Park
Fairport, NY 14450

Dear Chris:

It was a pleasure working with your firm during the Transportation Efficiency Study conducted this past school year. We have commenced with the implementation of many of your suggestions for the fall of 1997. Your study results will also be used to support the need for changing certain contractual provisions to make our operation more cost-effective and efficient. We were pleased with your study and would recommend your firm to other districts

Very truly yours,

Franz K. Zwicklbauer
Assistant Superintendent

kh

VINCENT A. CIANCI, JR.
Mayor

ARTHUR M. ZARRELLA, PED. D.
Superintendent

ROBERT A. DEROBBIO
Assistant Superintendent

MARK V. DUNHAM
Director of Business Operations

ROLAND L. RAINVILLE, C.P.M.
Purchasing Administrator



PURCHASING

April 9, 1997

Mr. Mark A. Walsh, Partner
Transportation Advisory Services
100 Turk Hill Park
Fairport NY 14450

Dear Mark:

We want to thank you for the extraordinary job you did for us on the development and issuance of our bid specifications for our student transportation services.

Your endeavors were outstanding, from beginning to end, and the fact that you were always available to us made our task much easier. The assistance you rendered during the preliminary meeting with the vendors, I think, saved time and effort, and the outcome reflected that. The savings to the Providence Schools System was far more than the cost of your services.

Again, thank you for your excellence, and we look forward to working with you again.

A large, stylized handwritten signature in black ink, which appears to read "Roland Rainville".

Roland L. Rainville, C.P.M.
Purchasing Administrator

RLR/spg



PARKING AND TRANSIT SERVICES

• • • • •

October 15, 1996

Mr. Christopher J. Andrews
Transportation Advisory Services
100 Turk Hill Park
Fairport, NY 14450

Dear Mr. Andrews:

Thank you so much for reviewing our campus transit services. Your comprehensive study has enabled us to receive funding for enhanced services which were detailed in your report.

The senior administration of the University was very impressed with the content, customer survey analysis and comparison of services. Based on your work for our department, I would be happy to recommend your firm to other campus transit directors.

It has been a pleasure working with you.

Sincerely,

R. Susan Olley
Director

BOARD OF EDUCATION

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KATHLEEN A. REED

SHARON R. MILLS, CLERK
LYNN A. WAITE, TREASURER

Indian River Central School District

District Office

P.O. Box 308

Philadelphia, New York 13673-0308

Phone 315-642-3441

Fax 315-642-3738

JAMES RIZZO
Superintendent of Schools
(642-3441)

CARLYLE T. CAMPANY
Assistant Superintendent
for Administration
(642-3441)

ROGER SZUREK
Assistant Superintendent
for Instruction
(642-3471)

JULIE DZIEWISZ
Assistant to the Superintendent
for Communications and
Special Services
(642-3471)

MARY ANNE DOBMEIER
Supervisor of Pupil Personnel
Services/Committee on
Special Education
(629-0610) FAX (629-0614)

June 20, 1996

Ms. Suzanne Spear

The New York State Education Department

Office of Associate Commissioner for Finance, Management & Information Services

School District Organization and B.O.C.E.S.

505 West, Education Building

Albany, New York 12234

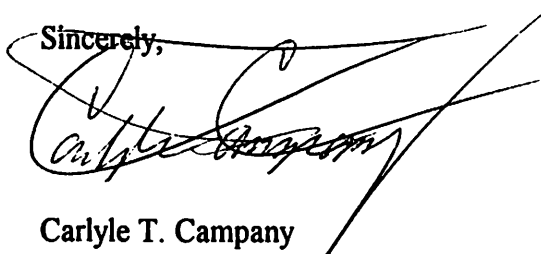
Dear Ms. Spear:

Enclosed with this letter you will find two copies of Form FS-10 (final expenditure report) for our efficiency study grant. Also enclosed you will find one copy of the final study report which was prepared by Mr. Chris Andrews of T.A.S., Inc.

As to satisfaction with our consultant services, we are pleased. We have worked with Mr. Andrews before, in another capacity. As always, we have found his work to be thorough, detailed and timely submitted. We were particularly pleased with Mr. Andrews' ability to make all of the parties comfortable with the process, and its outcome. We expect that the study will produce results in terms of additional Town-Village-D.O.T.- School District cooperation in the future.

If you have further questions, please feel free to contact me.

Sincerely,



Carlyle T. Campany
Assistant Superintendent

CTC/clr
3199596

Enclosures

xc: Mr. Rizzo, Superintendent of Schools
Board of Education



Greenville Central School

GREENVILLE, NEW YORK 12083 - 0129

TELEPHONE: (518) 966-5065

OFFICE OF

SUPERINTENDENT OF SCHOOLS

April 18, 1996

Messrs. Christopher J. Andrews and Mark Walsh
Transportation Advisory Services
100 Turk Hill Park
Fairport, New York 14450

Dear Chris and Mark:

It is my pleasure to provide a letter of reference for Transportation Advisory Services. It is important for others concerned about the transportation systems in public schools to know that you provide a quality service. In both instances when Greenville Central School District called upon you to assist us in decision making, the information presented in your reports was objective, clearly stated, and extremely pertinent.

Initially you helped us with an audit of the transportation system as compared with private contracting. The report provided help to allay community concern and also highlighted areas requiring immediate attention. The efficiency grant conducted with funds provided through a grant with a neighboring school district has opened avenues of communication between the two districts which will not only benefit us in transportation but in other avenues for providing educational services.

Please feel free to refer any interested educators to the Greenville Central School District for further explanation of the excellent service you have provided.

Sincerely,

Linda R. Gush, Ph.D.
Superintendent

LG/lz

DELAWARE VALLEY CENTRAL SCHOOL DISTRICT

Superintendent
Robert F. Harris, Ph.D.
914-887-5301

Assistant Superintendent
Ed Chellis
914-887-5300

6240 Route 97, P O Box 247
Callicoon, New York 12723
Fax # 914-887-6021

Board of Education
Loretta Kratz, President
Robert Sturdevant, Vice President
Jack Terry, Member
Robert J. Flynn, Member
Larry Knack, Member

Building the Future, Student by Student

March 28, 1996

Mr. Christopher J. Andrews
Transportation Advisory Services
100 Turk Hill Park
Fairport, New York 14450

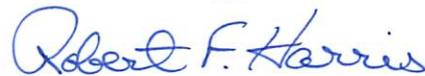
Dear Chris:

On behalf of the current and future students of Delaware Valley and Narrowsburg Central School Districts please accept my sincere thank you for the work you put forth in our recent merger vote. The community wanted more information and local involvement before a second vote was held. I am convinced your efforts met that need. The voter turn out increased ten percent to nearly a thousand ballots.

Although the vote did not result in a merger I am sure both districts will continue providing a quality education within the resources available. Your continued support of that goal is appreciated.

As the future unfolds there may be chances for us to once again work together on a common objective. Until that time, thanks again for your professional efforts on our merger vote.

Yours truly,



Robert F. Harris
Superintendent

RFH:pll

Mission Statement

The mission of Delaware Valley Central School, with support of administrators, board of education, staff, parents, and community is to develop responsible citizens who possess a positive attitude and self-esteem, respect for individual diversities and personal choices, and are actively involved in their school and community. A dedicated and nurturing professional staff will develop a comprehensive well-balanced program in an environment conducive to learning.



LIVONIA CENTRAL SCHOOL DISTRICT

P.O. BOX E LIVONIA, NEW YORK 14487-0489 TELEPHONE 716-348-4000 FAX 716-348-6145

Donald R. Covell
Superintendent of Schools

December 20, 1995

Mr. Mark A Walsh
Partner
Transportation Advisory Services
100 Turk Hill Park
Fairport, New York 14450

Dear Mark:

After our Board of Education meeting on December 11th at which you presented the findings of our transportation efficiency study, both the President and Vice-president requested that I communicate the following to you:

- ♦ Your analysis of our transportation operation was by far one of the most thorough studies which they have seen, and
- ♦ Your presentation of the findings was also one of the most professional which the Board has seen.

Having worked with you for the past four months, I would add that their observations are not only valid for your Board presentation that evening, but for the entire manner in which you conducted our analysis. Your findings and recommendations represent significant savings to Livonia and our neighboring district.

It has been a real pleasure working with both you and Chris Andrews. Best wishes for a happy holiday.

Sincerely,

A handwritten signature in cursive script, appearing to read "Alfred M. Dietrich".

Alfred M. Dietrich
Business Administrator

Copy: Mr. D. R. Covell

(914) 895-3301 (914) 565-6566 FAX (914) 895-3630

June 23, 1995

Mark Walsh
Transportation Advisory Services
100 Turk Hill Park
Fairport, New York 14450

Dear Mark,

On behalf of the Wallkill Central School District I would like to express our appreciation of the fine study that you conducted regarding the District's student transportation contract.

The study was thorough, well organized, easy to read, and most importantly right to the point in terms of recommendations.

I am especially appreciative of the expertise you shared with me pertinent to the student transportation business. Your comments and insight have expanded my knowledge of this very complex area of school support services.

There were many positive comments from Board of Education members, administrators, and the public on your report and the professional manner in which your firm conducted itself.

Please be assured I would be pleased to refer your firm to any other school districts seeking an analysis of their student transportation services.

Sincerely,


Anthony Argulewicz
Assistant Superintendent
for Support Services

AA/co

RAMAPO CENTRAL SCHOOL DISTRICT
Hillburn, New York

June 22, 1995

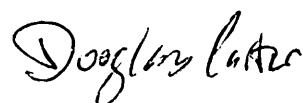
Mark A. Walsh
Transportation Advisory Services
100 Turk Hill Park
Fairport, N.Y. 14450

Dear Mark:

Thanks so much for your presentation to our school board Tuesday night reviewing your year-long study of our transportation system. I'm not sure that they appreciated the fact that you made such a long drive in order to make an abbreviated presentation. What was clear though, was your professionalism and expertise. Everyone that I spoke with was most impressed by your manner and analysis. Ramapo Central School District has benefitted greatly from your work. Several of your suggestions have already been implemented; the others will be addressed this summer.

Thanks again for all your extra efforts. I look forward to meeting you again.

Yours truly,



Douglas Carter
Administrative Assistant

DC/akk

cc: Sheila Nugent, Ass't Sup't for Business
Suzanne Spear, Supervisor Central Services, SED



OFFICE OF THE ASSISTANT SUPERINTENDENT FOR BUSINESS
Robert McClintock

NORTHMONT CITY SCHOOL DISTRICT | 4001 Old Salem Rd. | Englewood, OH 45322-2697 | 513-836-2601 | FAX: 513-836-4373

May 19, 1995

To Whom it May Concern:

This letter is in reference to Mark Walsh from Transportation Advisory Services. I met Mark at Ohio's annual school board convention and found him very knowledgeable and experienced with school transportation. Our school was in the process of restructuring transportation but unsure of the specific route or method to apply.

Northmont subsequently engaged TAS and Mark for transportation consulting services. He spent three days with the district, interviewing, touring, and observing all aspects of the operation from inside and out. The final report was concise, specifically directed to Northmont, and very helpful as we moved into the restructuring. The insights gained in such a short time were both reaffirming of ideas we had but also enlightening to other proposals and suggestions not obvious to us.

We have implemented a number of Mark's recommendations and plan to either implement or explore the remaining suggestions. I believe we gained a great deal of specific, uncluttered, useful information from Mark's report and therefore, consider the consulting well worth the investment in the future of transportation.

I would recommend TAS and Mark Walsh for a district that wants a fresh view of its transportation program with a specific results-oriented report.

Sincerely,

Robert McClintock
Assistant Superintendent for Business

GREENBURGH CENTRAL SCHOOL DISTRICT NO. 7

475 West Hartsdale Avenue
Hartsdale, New York 10530
914/761-6000
914/761-2354

May 15, 1995

Edward Price
Assistant Superintendent

To whom it may concern:

During the past six months I had the pleasure of working with Transportation Advisory Services (TAS) conducting an analysis of Greenburgh's transportation services. TAS was recommended to us by the New York State Pupil Transportation Association, Southern Westchester BOCES and the State Education Department when we sought advice for improvement of our operation. Mark Walsh of TAS visited the district on several occasions to obtain documents and to observe all aspects of the operation. He went to each school, drove bus routes, and examined equipment. This information provided the basis for an interim report which recommended contracting transportation services.

Mr. Walsh prepared sample specifications for bidding and assisted in making modifications for local needs. After bid proposals were received, he analyzed the information using bids from other school districts in the metropolitan area to insure the prices quoted were competitive.

The final report prepared by TAS was the most comprehensive analysis of transportation I have seen in twenty years as a school district administrator. It clearly demonstrated areas of concern through comparisons with other schools. Moreover, specific recommendations and means of implementation were provided. The document is a plan for improvement of service and reduction of cost.

Throughout this review Mr. Walsh and his staff maintained the highest level of professionalism. Comments from people with various points of view were combined with unbiased observations to provide objective guidance. While Mr. Walsh has clear knowledge in components of an ideal system, he is pragmatic. His recommendations focus on critical issues and provide realistic action plans.

In summary, I found Transportation Advisory Services to be thorough, professional, objective and pragmatic in their analysis. I am pleased to recommend TAS without reservation.

Yours truly,



Edward Price
Assistant Superintendent

EP:jc

COUNCIL ROCK SCHOOL DISTRICT

ADMINISTRATION & BUSINESS OFFICES

301 TWINING FORD ROAD
RICHBORO, PA 18954-1897

DAVID P. BLATT

SUPERINTENDENT OF SCHOOLS
TELEPHONE (215) 355-9901
FAX (215) 322-2185

RICHARD L. SCHRECENGOST

DIRECTOR OF BUSINESS AFFAIRS
TELEPHONE (215) 355-9901
FAX (215) 396-9119

April 21, 1995

TRANSPORTATION ADVISORY SERVICES
100 Turk Hill Park
Fairport NY 14450

Attention: Christopher J. Andrews

Dear Mr. Andrews,

Thank you very much for all your help in aiding our school district prepare the negotiating process with Laidlaw.

Enclosed for your information is the draft agreement for transportation with Laidlaw. Please review and if you have any comments that might be helpful, please respond, verbal or written, as soon as possible.

Value your input. Thanks again,

Sincerely,

A handwritten signature in blue ink that reads "Richard Schrecengost". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

RICHARD SCHRECENGOST
Director of Business Affairs

/crs
encl.

Oriskany Central School District
Oriskany, NY 13424-0539
Towns of Whitestown - Marcy - Floyd - Rome

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James E. Wasielewski

Superintendent

Richard G. Timbs

315-768-7824

Business Manager

Robert J. Nole

315-768-7824

High School Principal

Richard Alito

315-768-7821

Elementary Principal

James Cufari

315-768-7818

Senior High Guidance

Lorraine Florczyk

315-768-7823

*Elementary and Middle
School Guidance*

Jacqueline Lapertosa

315-768-7823

Transportation

George Humphrey

315-768-7784

Fax Number

315-768-1733

March 16, 1995

To Whom It May Concern:

I have had the pleasure and good fortune to work with Transportation Advisory Services (TAS). TAS provided the critical expertise needed to make our transportation system more cost effective, efficient and responsive to the needs of my community.

TAS was an active partner in an efficiency study for 11 school districts in the Mohawk Valley. The success of that study is outlined in the February 1995 issue of *School Business Affairs*, published by ASBO International. The testimonials of Superintendents involved in that study are included in the article and are an indication of the quality TAS is known for.

TAS performed admirably. They were able to examine, assess and recommend a direction for each of our transportation systems. They met with transportation supervisors, business officials and superintendents, ensuring a complete understanding of economic, geographic and political history and climate of each transportation system. They were sensitive to individual district goals and culture while finding palatable ways to enhance cooperation, ensure economy and customer satisfaction. We could not have completed such an overwhelming task without them.

I highly recommend TAS and expect that districts in our area will use them as a resource for years.

Sincerely,



Richard G. Timbs
Superintendent of Schools

FAIRPORT CENTRAL SCHOOL DISTRICT

38 West Church Street Fairport, New York 14450

(716) 421-2000
Fax (716) 421-2024

Paul R. Doyle
Superintendent of Schools



February 8, 1995

Transportation Advisory Services
Mark Walsh, Partner
100 Turk Hill Park
Fairport, NY 14450

Dear Mark:

Thank you for your presentation of the transportation study at the February 7, Board of Education meeting. Your report and presentation were excellent.

It was a pleasure working with both of you and I look forward to working with you in the future.

Best wishes in your future endeavors.

Sincerely,

A handwritten signature in blue ink, appearing to read "Dan".

Daniel P. Hendricks
Assistant Superintendent for Business

LAKELAND
SCHOOLS

ADMINISTRATION BUILDING, SHRUB OAK, NEW YORK 10588

OFFICE OF
SUPERINTENDENT

914 245-1700

July 27, 1994

Mr. Christopher J. Andrews
Transportation Advisory Services
100 Turk Hill Park
Fairport, New York 14450

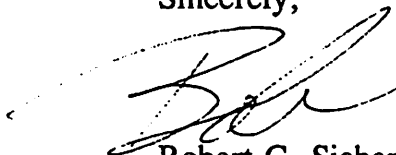
Dear Chris,

As you know, the issue of how we will operate our transportation system will be a major topic of concern for the 1994-95 school year. It is likely that the Board of Education will authorize an advisory committee to study your report and make some choices from among the options you have provided. Thom Ryan will be the administrative liaison of this advisory committee. Undoubtedly, there will be a Board trustee as committee chairperson.

I anticipate enlisting your services to support the work of the committee. This may involve a couple of evenings during the upcoming school year. Depending on where all of this takes us, we may be relying on TAS heavily for professional advice.

You and Mark are to be commended for your professionalism and expertise. Having worked with the two of you, I have the utmost confidence that you will continue to provide the Lakeland community with the highest quality consulting services.

Sincerely,



Robert C. Siebert
Superintendent of Schools

RCS:vi

KINGS PARK CENTRAL SCHOOL DISTRICT

ADMINISTRATIVE BUILDING
101 Church Street
Kings Park, New York 11754
516-269-3200 · FAX 516-269-0750



Mary DeRose, Ed.D.
Superintendent of Schools
516-269-3210

Phyllis Becker
Administrator for Finance
& Administrative Services
516-269-3229

Marilyn LoPresti, Ph.D.
Administrator for Elementary,
Secondary Curriculum and PSEN
516-269-3212

June 27, 1994

Michele M. Baierlein
Administrator for
Special Education
516-269-3219

Peter Blieberg
Director of Athletics
and Physical Education
516-269-3207

Ms. Suzanne Spear
District Organization
Room 501 West Wing
NYS Education Department
Albany, NY 12234

Dear Ms. Spear:

I am writing to let you know that as a result of the Efficiency Study Grant provided by your office to the Kings Park Central School District we have already been able to institute shared services for the 1994-95 school year.

At our June Board of Education meeting the results of the study were presented publicly and the Board of Education agreed that we could sell the Smithtown Central School District diesel fuel oil for their vehicles. This will result in a substantial savings for the Smithtown Central School District.

In addition, the districts covered by this Efficiency Study Grant met with the Huntington Group that had been involved in an Efficiency Study Grant the prior year and the two groups were able to accomplish additional shared services.

A cooperative bid for private/parochial school busing was entered into and the results will be available mid-July. Many of the districts met and were able to share transportation services. For the 1994-95 school year we will be making arrangements with at least three other school districts to transport some of their students and for at least one other school district to transport students from Kings Park.

We have agreed to meet more frequently during the year to try to develop other cooperative programs such as parts and tire purchasing programs and are looking into the idea of regionalized maintenance.

- 2 -

Transportation Advisory Services has given support to us for all of these endeavors and has been available to guide us and answer all of our questions. We found their final report to be inciteful, accurate and extremely helpful in pointing us in directions that will ultimately lead to shared services and savings for all of the districts involved.

If I can be of any future assistance to you in supporting the usefulness of this type of grant program, I would be happy to do so.

Sincerely,

A handwritten signature in cursive script that reads "Phyllis Becker". The signature is written in dark ink and is positioned below the word "Sincerely,".

Phyllis Becker
Administrator for Finance

PB:LM

Enclosures



Gananda Central School District

P.O. Box 609 - Macedon, New York 14502

Phone (315) 986-3521 Fax (315) 986-2003

Ruben A. Cirillo
President Board of Education

Larry R. Pedersen Ed. D.
Superintendent

April 12, 1994

Miss Suzanne Spear, Supervisor
Bureau of District Organization, BOCES and Rural Services
Room 501 Education Building - West Wing
New York State Education Department
Albany, NY 12234

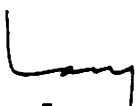
Dear Suzanne:

Enclosed is a worksheet that details the savings Wayne County District's are incurring due to implementation of recommendations of our transportation efficiency grant.

Thought you would be interested.

Sincerely,

GANANDA CENTRAL SCHOOL DISTRICT


Dr. Larry R. Pedersen, Superintendent

LRP/ds
Enclosure

CC: Wayne County Superintendents
Transportation Advisory Services

Shared Services:Home District Based Savings

Service Provider	Home District	Destination	Number of Children	Description	Cost for Provider	Savings for Home District	Net
Lyons	Clyde	Sunnyside	1	Transport student from Clyde to Sunnyside	\$0.00	\$9,830.00	\$9,830.00
Lyons	Clyde	Ontario Primary/Elem	1	Transport student from VOPRO to Ontario Prim/Elem	\$0.00	\$7,290.00	\$7,290.00
Lyons	Clyde	VOPRO	1	Transport student from VOPRO to Lyons	\$0.00	\$16,120.00	\$16,120.00
Lyons	Clyde	Ontario High/Middle	1	Transport student from Lyons to Wayne	\$0.00	\$15,615.00	\$15,615.00
I-R-W	Clyde	RSD	1	Transport student from Clyde to RSD	\$0.00	\$34,560.00	\$34,560.00
					\$0.00	\$92,215.00	\$92,215.00
Williamson	Genanda	VOPRO TRANSFERS	1	Williamson does all VOPRO Transfers	\$0.00	\$0.00	\$0.00
Clyde	Lyons	Alpha-Omega	1	Transport student from Clyde to Alpha-Omega	\$0.00	*	\$0.00
Clyde	Lyons	St. Michael's	1	Transport student from Lyons to St. Michael's	\$0.00	*	\$0.00
Clyde	Lyons	Geneva	1	Transport student from Lyons to Geneva HS	\$0.00	\$10,260.00	\$10,260.00
I-R-W	Lyons	Rochester School Deaf	1	Transport student from Sodus to RSD	\$0.00	\$61,138.68	\$61,138.68
Leawick	Lyons	East Palmyra Christian	1	Transport student from EPC to ARC-Transfer	\$0.00	*	\$0.00
Leawick	Lyons	St. Michael's	1	Transport student from EPC to St. Michael's	\$270.00	\$8,000.00	\$7,730.00
Sodus	Lyons	Flint - Alt Ed	1	Transport student from Phelps to Flint	\$0.00	*	\$0.00
Wayne	Lyons	Helpern	1	Transport student from Wayne to Helpern	\$0.00	*	\$0.00
Williamson	Lyons	VOPRO TRANSFERS	1	Williamson does all VOPRO Transfers	\$0.00	\$6,955.20	\$6,955.20
					\$270.00	\$86,361.76	\$86,081.76
Wayne	Marion	MWhitman	1	Transport student from Marion to M. Whitman	\$0.00	\$21,600.00	\$21,600.00
Williamson	Marion	VOPRO TRANSFERS	1	Williamson does all VOPRO Transfers	\$0.00	\$0.00	\$0.00
						\$21,600.00	\$21,600.00
Sodus	N-R-W	Newark	1	Transport student from SBG to Newark HS	\$0.00	\$0.00	\$0.00
Sodus	N-W-W	Sodus	3	Transport student from Williamson to Sodus	\$0.00	\$2,766.72	\$2,766.72
Clyde	N-R-W	St. Michael's	1	Transport student from St. Michael's to Clyde	\$0.00	\$10,611.00	\$10,611.00
						\$2,766.72	\$2,766.72
Lyons	Newark	Forman Center	1	Transport student from Newark to Forman Center	\$0.00	\$6,100.00	\$6,100.00
Pal-Mac	Newark	ARC (School Age)	1	Transport student from home to ARC	\$0.00	\$9,108.00	\$9,108.00
Pal-Mac	Newark	Bird Elementary	1	Transport student from Phelps/Newark to Bird Elementary	\$0.00	\$0.00	\$0.00
Canandaigua	Newark	Clifton Springs	2	Transport student from Canandaigua to Clifton (PM ONLY)	\$0.00	\$6,500.00	\$6,500.00
					\$0.00	\$21,708.00	\$21,708.00
Marion	Pal Mac	Harris Green	1	Transport from student Pal Mac to Harris Green	\$0.00	\$10,924.05	\$10,924.05
Newark	Pal-Mac	Crestwood	1	Transport student from Macedon to Crestwood	\$0.00	\$14,430.00	\$14,430.00
					\$0.00	\$25,354.05	\$25,354.05
Newark	Phelps	St. Michael's	1	Transport student from EPC to St. Michael's	\$0.00	\$0.00	\$0.00
Newark	Phelps	Bird Elementary	1	Transport student from Home to Bird Elementary	\$0.00	\$4,471.20	\$4,471.20
					\$0.00	\$4,471.20	\$4,471.20
I-R-W	Sodus	Newark HS	1	Transport student from SBG to Newark HS	\$0.00	\$4,989.63	\$4,989.63
I-R-W	Sodus	Rochester School Deaf	1	Transport student from Sodus to RSD	\$0.00	\$18,467.58	\$18,467.58
Wayne	Sodus	Williamson VOPRO	1	Transport student from Williamson VOPRO to Breen's & Reb	\$0.00	\$304.05	\$304.05
Wayne	Sodus	Wayne BOCES	1	Transport student from Williamsons to Wayne & Return	\$0.00	\$4,289.91	\$4,289.91
Williamson	Sodus	VOPRO TRANSFERS	1	Williamson does all VOPRO Transfers	\$0.00	\$4,863.67	\$4,863.67
					\$0.00	\$32,884.74	\$32,884.74
Marion	Wayne	Harris Green	1	Transport student from Wayne to Harris Green	\$0.00	\$14,309.88	\$14,309.88
Williamson	Wayne	VOPRO TRANSFERS	6	Williamson does all VOPRO Transfers	\$0.00	\$6,050.60	\$6,050.60
					\$0.00	\$19,360.38	\$19,360.38
Marion	Williamson	Harris Green	2	Transport students from Williamson to Harris Green	\$0.00	\$10,269.60	\$10,269.60
	* (Terminated: Savings Protected 2/18/94)						
Sodus	Williamson	Norman Howard	1	Transport student from Williamson to Norman Howard	\$2,692.00	\$17,181.00	\$14,689.00
Sodus	Williamson	Sodus Primary	1	Transport student from Williamson to Sodus Primary	\$0.00	\$6,285.60	\$6,285.60
					\$2,692.00	\$33,736.10	\$31,144.10
* Indicates that these cells are combined totaling \$61,138.68							
TOTAL					\$2,862.00	\$330,447.95	\$327,685.95

SOUTHOLD UNION FREE SCHOOL DISTRICT

420 OAKLAWN AVENUE, P.O. BOX 470
SOUTHOLD, NY 11971-0470
(516) 765-5400
FAX (516) 765-5086

BOARD OF EDUCATION

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PATRICIA A. HENNESSEY
SUPERINTENDENT OF SCHOOLS

July 21, 1993

Ms. Suzanne Spear, Associate
Bureau of District Organization,
BOCES and Rural Services
Room 501 West Wing
NYS Education Department
Albany, New York 12234

Re: Efficiency Study Grant Final Report

Dear Ms. Spear:

Southold School District was pleased to serve as the LEA for the efficiency study grant program entitled, "Student Transportation Resource Sharing Study." The Transportation Advisory Services consultants provided a thorough and timely set of recommendations for the school district. They provided a variety of recommendations of varying complexity to help the North Fork districts consider increased cooperative ventures which improving efficiency and cost effectiveness.

Data collection took place immediately upon the notification of the grant in October of 1992. Each district prepared materials for the consultants' review. A meeting was held on December 14, 1992 in Southold by the consultants for all participating superintendents. It provided an opportunity for everyone to become familiar with the process and common goals. Transportation Advisory Services were apprised at that time of other areas of information and of local issues. The consultants met individually with officials in each district. Following this initial meeting, they also met with other transportation officials and the local private contractor. These meetings were held on December 14 and 15, 1992, and February 18 and March 4, 1993.

During this time, I was pleased with the feedback from the consultants, and suggestions they were able to make, even at that point, regarding issues for future planning.

An interim report was provided in February of 1993. This was shared with participating superintendents, so that they could begin to look at these areas and have discussion regarding the impact for the next budget year. A follow up meeting was held with the LEA on March 3, 1993. On March 29, 1993, a presentation of the draft proposal was made to the participating districts. This again provided an opportunity for individuals to ask questions and have an opportunity to clarify matters. Superintendents each presented the report at public meetings of their Boards of Education. New items were generated from the study.

The districts that took part in the study are of varying sizes, and the recommendations impact on them accordingly. Work has begun already to implement some of the recommendations.

The areas of emphasis included the following:

1. Coordination of out-of-district runs;
2. Bidding of runs;
3. Coordination of bell schedules to improve efficiency;
4. Fuel purchase;
5. Maintenance bidding;
6. Future trends in alternative fuel development;
7. Leasing arrangements;
8. Radio needs;
9. Staff training and qualification.

Action is underway in a number of these areas. For example, the Southold School District has applied for a radio channel, as a follow up to the recommendations regarding radio use. The Greenport School District offered to organize a bid for out-of-district runs. Taking part in shared out-of-district transportation will be at least Greenport, Southold, Oysterponds, Laurel and New Suffolk. There is also a potential for neighboring Shelter Island, which was not part of the study grant group, to utilize the service. In one area of transportation alone, three bids received varied greatly in price from \$68,000 to \$38,600. The contract will go to the low bidder. From past experience, the projection for this service was approximately \$80,000. It is obvious that this one activity will balance the cost of the efficiency study grant.

Action has also begun regarding fuel purchasing, including the use of skid tanks and bidding.

Summary:

As the initiator of the efficiency study grant, I was very pleased with the study grant process. The consultants were responsive to our needs, and endeavored to do all they could within the parameters of the grant. The potential for change in the Southold district, based on the study grant, is excellent. Changes are underway currently. The communications and cooperation with neighboring school districts was positive. I would recommend to other districts that they participate in such a grant.

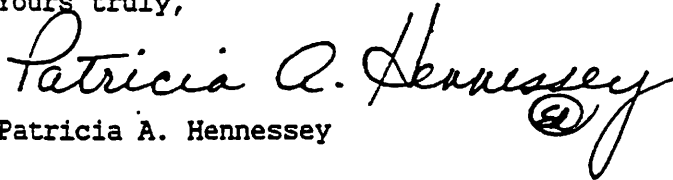
I rate the study consultants' work - in terms of time expended, availability, comprehensiveness of study report, recommendations and follow up - as excellent. SED provided a similar high quality of responsiveness to expedite both the application process and all other aspects of the study.

In conclusion, I was pleased to share with the Board of Education, at our May 25, 1993 meeting, the report provided by Transportation Advisory Services. We have begun on implementing some recommendations, and future investigation will take place in the other areas. I look forward to taking part in future sharing study projects. I found this to be a wise expenditure of state funding, one in which Southold, as well as neighboring districts, is able to see a financial return which exceeds the amount of the study grant.

I'd like to extend my thanks to both the State Education Department and the Transportation Advisory Services staff for the assistance they provided.

I look forward to applying for future grants to investigate further shared areas.

Yours truly,

A handwritten signature in cursive script that reads "Patricia A. Hennessey". The signature is written in dark ink and includes a small circular mark at the end of the last name.

Patricia A. Hennessey

PAH:ed



RADNOR TOWNSHIP
ADMINISTRATION BUILDING
135 SOUTH WAYNE AVENUE

SCHOOL DISTRICT
TELEPHONE (215) 688-8100 • FAX (215) 971-0742
WAYNE, PENNSYLVANIA 19087-4194

July 21, 1993

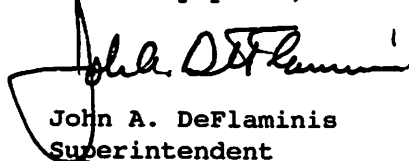
Mr. Christopher J. Andrews
Transportation Advisory Services
200 Turk Hill Park
Fairport, NY 14450

Dear Mr. Andrews:

Thank you very much for your recent letter. It was a pleasure to work with you and your organizations. While I did not work with the entire process, my opportunity to be present at the final analysis and closing was most gratifying. I do believe that through your guidance we have not only saved money, but did it in a way that we moved some of the politics that were hanging over our heads for many years. I publicly commended Mr. Buurma for pursuing this process with you and do believe that you provide an invaluable service to our school districts.

I do believe that many districts in this county will be facing the same question of future services. If you wish to send me fifteen additional copies of your brochure, I will see that they go into the hands of each of our district's tenants. Thank you again for a wonderful service.

Sincerely yours,



John A. DeFlaminis
Superintendent

JAD:pl



William Floyd Union Free School District

of the MASTICS - MORICHES - SHIRLEY
240 Mastic Beach Road, Mastic Beach, New York 11951
(516) 281-3020 (516) 281-3047 (Fax)

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Wayne Williams
Superintendent of Schools

June 1992

To Whom It May Concern:

Following the conclusion of contracted work performed by the Transportation Advisory Services (T.A.S.), I am pleased to take this opportunity to recommend their services to public school districts throughout New York State.

T.A.S. worked diligently with our District's officials for a period of 17 months. Following their appointment by the Board of Education, they conducted an in-depth analysis of our transportation operation which culminated in the presentation of their findings in a formal written report. Then, through a series of interviews with school board members, administrators, contractors and transportation personnel, coupled with the financial analysis of the total operation, they were able to make serious recommendations for reducing our costs while maintaining the level of service which has been provided for our students. As a result of their recommendations which were accepted by the Board of Education and subsequently approved by the resident taxpayers, the District now anticipates a savings of \$750,000 each year for a minimum of the next five years.

Having worked closely with Mr. Chris Andrews, T.A.S. consultant, I found him to be a tactful, responsive and knowledgeable professional in all phases of the process. He made himself available either by telephone or in person, often during evening hours and weekends. Both he and his partner, Mr. Mark Walsh, made several visits to our District to facilitate the smooth implementation of these recommendations. They were able to address the School Board's concerns and were capable of addressing the public at open Board meetings. We found their industry-wide contacts to be extremely useful; for example, our newly written transportation specifications attracted 13 bidders to the pre-bid conference, as compared to one bidder in previous years. In addition T.A.S. knew who, when and how to contact various officials at the State Education Department to maintain our District in total compliance throughout the year and a half long process as well as in the written specifications which were recently awarded for a period of five years.

I highly recommend T.A.S. and their service. Should your district seek to save tax-payer dollars in the area of its transportation program, T.A.S. would be an invaluable consultant firm to assist your school district personnel in this endeavor.

Sincerely,

James Wieta
Director of Operations
William Floyd School District



Warsaw Central School

Warsaw, New York 14569

June 12, 1992

To Whom It May Concern:

During the 1990-91 school year, Warsaw Central School engaged the services of Transportation Advisory Services to obtain assistance in its plan to subcontract student transportation services. Chris Andrews provided a great deal of solid advice to the district in preparing bid documents and in analyzing the whole question of subcontracting. With his help we were able to conclude an agreement successfully for transportation services. I would not attempt to make such a move without the kind of advice and support he was able to provide. I highly recommend him to anyone seeking consultation services in the area of school bus transportation. Those interested in reviewing these comments in a more specific manner ought to feel free to contact me at the number listed below.

Edmund Kulakowski, Ed.D.
Superintendent of Schools

District/Business Offices
(716) 786-8000

High School Office
(716) 786-8010

Guidance Office
(716) 786-8020

Elementary Office
(716) 786-8040

FAX: (716) 786-8008



DUNKIRK PUBLIC SCHOOLS

City School District of Dunkirk

MRS. NANCY A. RENCKENS
President
BOARD OF EDUCATION

MISS TERRY L. WOLFENDEN
Superintendent of Schools

P. O. Box 1298
201 Lake Shore Drive East, Dunkirk, N. Y. 14048
Telephone (716) 366-6700

April 30, 1992

TO WHOM IT MAY CONCERN:

At the request of Christopher J. Andrews, I am writing this letter of recommendation on behalf of Transportation Advisory Services.

Chris Andrews was instrumental in assisting the Dunkirk City School District in its endeavor to contract out its student transportation service. His company is a full-service student transportation consulting and advisory firm making a wide range of transportation services available to school districts.

He worked diligently with District administrators and supervisors to thoroughly research and review our needs and assist in the bidding process. He made himself readily available for meetings and consultations and his presentation to the Dunkirk Board of Education was well accepted.

I wholeheartedly endorse Transportation Advisory Services for your student transportation needs.

Sincerely,

Terry L. Wolfenden
Superintendent of Schools

/sm

Watkins Glen Central School District

BUSINESS OFFICE
301 12TH STREET
WATKINS GLEN, NY 14891

TELEPHONE: (607) 535-2763

FAX: (607) 535-4629

April 3, 1992

Transportation Advisory Services
200 Turk Hill Park
Fairport, NY 14450

Dear Mr. Andrews;

It is with great pleasure that I write a letter of recommendation for your firm. Two months after the overview of your services was presented to the Board of Education, the final report was completed encompassing all areas of concern.

Your fact gathering process included all pertinent school employees and volunteers, as well as personal interviews with parents, community leaders and even persons hostile to opposing views. The information was impartially and effectively synthesized.

Resultant of your survey, several immediate and emotional issues were professionally evaluated and rectified. Your expert opinions were readily accepted by even the most belligerent of activists only because of the quality of the review and caliber of the presentation of the facts.

Additionally, although our district was managed and operated with great efficiency, your study pointed out supplementary mechanisms and techniques to further save both time and costs. You achieved all of the outlined objectives scientifically, with proficient authority.

The answers to this school district's most pressing transportation issues were accepted and those special interest agendas remain suspended a full year later. I anticipate that the Transportation Advisory Study of February of 1990 will hold merit for years to come.



C. G. Carr
Business Official

HANCOCK CENTRAL SCHOOL

ADMINISTRATION
Richard A. Dillon, Superintendent
George T. Wacker, High School Principal
Frederic C. Johnson, Elementary Principal

READ STREET
HANCOCK, NEW YORK 13783
(607) 637-2511

BOARD OF EDUCATION
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Maureen P. Hunt, Vice-President
Frank J. Brown
Robert C. Wrighter, Sr.
Harvey English

March, 1992

To Whom It May Concern:

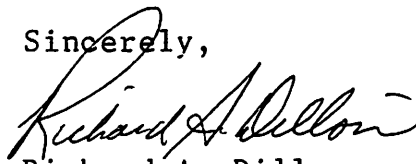
I am writing on behalf of the Hancock Central School District regarding the feasibility study done by Transportation Advisory Services during the 1991-92 school year.

This study was done very timely and thoroughly. The purpose was to determine if the district could manage its transportation fleet more efficiently by contracting.

The Transportation Advisory Services worked closely with the district's transportation staff and reported to the Board of Education in a manner which was understandable and efficient.

We appreciate the work done for the district and recommend them without reservation.

Sincerely,



Richard A. Dillon
Superintendent

RAD/deg

**BLOOMFIELD CENTRAL SCHOOL
OAKMOUNT AVENUE
EAST BLOOMFIELD, NY 14443**

TO: Members, Board of Education

FROM: R. Jack Siring

SUBJ: Survey results of the 21 T.A.S. referenced school districts

Of the 21 school districts referenced in the Transportation Advisory Services (T.A.S.) proposal, 17 responded to my survey as of 10/9/91 (see attached tally sheet).

Of the 17 who responded:

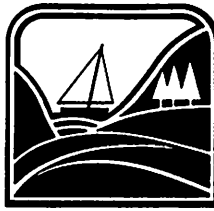
1. 16 own their own buses
2. 13 operate their own buses
3. 10 service their own buses
4. 5 went from district operated to private contracting during the last 10 years
5. 3 went from private contracting to district operated during the last 10 years
6. 16 had T.A.S. perform consulting or flat analysis services. Of the 16 who used T.A.S. services:
 - a) 10 found T.A.S. services very beneficial/useful to the district
 - b) 5 found T.A.S. services beneficial/useful to the district
 - c) 1 found T.A.S. services moderately beneficial/useful
 - d) 0 found T.A.S. services not worth the money

RJS/cr

10/9/91

xc: Administrators

DR. STEPHEN J. UEBBING
Superintendent of Schools
DR. JOHN W. COOPER
Asst. Superintendent for Instruction
MR. FRANK A. KERWIN
Asst. Superintendent for Business



**Canandaigua
City School
District**



BOARD OF EDUCATION

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President
JAYNE S. BOBSEIN
Vice President

Committed to Excellence

143 North Pearl Street

Canandaigua, New York 14424

Telephone: (716) 394-3880

November 6, 1990

Mr. Chris Andrews
Transportation Advisory Services
200 Turk Hill Road
Fairport NY 14450

Dear Chris:

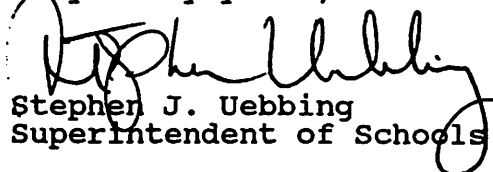
I would like to thank you and your associates at TAS for the thorough and detailed report on our transportation program. I was especially pleased that such a wide variety of individuals, including community members on two (2) separate evening meetings, were provided an opportunity to have input into the report. It is this type of approach which adds credibility to a study and builds support when changes are made.

I also appreciated the objective manner in which the study was conducted. Sensitive personnel issues were addressed in an honest but constructive fashion. This activity also is very meaningful in developing an effective and useful report.

As you know the District took back transportation in 1990-91. Thus far the move has met widespread support among the transportation staff, administration, the Board of Education, and most importantly, the general public. Your cost estimates proved to be very helpful to the District in assessing the financial impact of this major change in the way we operate.

I wish TAS continued success.

Very truly yours,


Stephen J. Uebbing
Superintendent of Schools

SJU/jsh

Bayport - Blue Point Union Free School District

GEORGE M. REILLY, Ed.D.
Superintendent of Schools

189 Academy Street
Bayport, New York 11705

RICHARD W. CURTIS
Assistant Superintendent for
Instruction and Personnel

DISTRICT OFFICE
(516) 472-4040

ALICE K. CONNOR
Assistant Superintendent
for Business

FINANCE OFFICE
(516) 472-4043

August 21, 1989

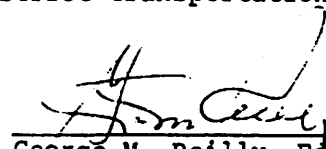
To Whom It May Concern:

I am very pleased to endorse Transportation Advisory Services as a professional and helpful consulting firm relating to school district transportation.

The Bayport-Blue Point School District contracted with Transportation Advisory Services to conduct a comprehensive feasibility study to guide a decision as to whether the district should continue to contract out its transportation services or purchase its own buses and conduct an in-district transportation program. The assistance of Mr. Christopher J. Andrews and Mr. Mark Walsh were invaluable in this project. Their report provided authoritative guidance to me and to the Board of Education in the decision process. It was based on weeks of study. The partners in the firm personally spent many hours in our own District Office and in our community researching not only our own existing cost basis for transportation, but regional costs in our area. Their work resulted in a cost analysis that was specific to our district and our region and was not generalized on state and national figures.

The partners in the firm were generous in the time they provided to the Superintendent of Schools and to the Board of Education for personal discussion and consultation. This was most appreciated, especially in light of the fact that we are a Long Island school district and they are based in Fairport, New York.

I am pleased to recommend Transportation Advisory Services enthusiastically for your consideration should you be in need of consultation services in the area of school district transportation.


George M. Reilly, Ed.D.
Superintendent of Schools

ad

Skaneateles Central School

49 East Elizabeth Street
Skaneateles, New York 13152
(315) 685-8361

Walter J. Sullivan
Superintendent of Schools

Dale R. Bates
Business Manager

PRINCIPALS

High School:

Edmund P. Backus

Middle School:

Tiffany L. Phillips

State Street School:

William J. Britt

Belle H. Waterman School:

William J. Palombella

October 5, 1989

TO WHOM IT MAY CONCERN:

This is a letter of reference for Transportation Advisory Services. They have worked with the Skaneateles School District on a number of occasions always facilitating aspects of our transportation services. Their work has always been of high quality and their final report delivered on time. They also have a tremendous facility for dealing with the issues at hand and making practical suggestions and providing alternatives to the school district. Their performance is exemplary and they have always delivered as promised. In discussions representing the school district, they are tactful, sensitive and above all, direct.

On a number of occasions, the Board of Education has asked Transportation Advisory Services to come before the Board to explain a particular recommendation, and they always have been succinct and practical. The Board of Education has always appreciated the wisdom of their recommendations. I would certainly highly recommend them if you are interested in top quality advisory services.

In summary, I would like to identify the following:

1. The Board has used TAS on a number of occasions during the past two years. We initially contracted with them prior to SED approving their service for aid. The Board, at that time, felt that their service was a justifiable expense and would help our system operate more smoothly. Since then our initial contact with their service has become aidable under State Transportation Aid.

2. Their services were used initially to mediate a number of serious disputes between the school district and their transportation contractor. The most recent use was in the Spring of 1989 in helping the District prepare bid specifications and soliciting bidders for the 1989-90 transportation contract. During this time representatives from TAS met with the Board of Education to discuss the District's alternatives for a transportation program. After some very frank discussions, the

Mr. Christopher J. Andrews
October 5, 1989
Page 2

Board decided it was in the best interest of the District to continue operating on a management contract basis.

3. We have found TAS to be very sensitive to the political ramifications of transportation in the District. They are also very knowledgeable in the way contractors operate, but have also given the Board input on running a District-operated system.

4. Our experience with them has been rewarding, to say the least. They have set reasonable timelines and have worked well with the Business Office in reaching deadlines and submitting recommendations to the Board of Education. They have met one-on-one with the Board and have gained the confidence of the Board members.

Please do not hesitate to let me know if you would like some additional information.

Yours truly,

A handwritten signature in cursive script that reads "Walter J. Sullivan".

Walter J. Sullivan
Superintendent of Schools

WJS:mm

E

EAST SYRACUSE-MINOA CENTRAL SCHOOLS
FRITZ HESS
ADMINISTRATION BUILDING
407 FREMONT ROAD, EAST SYRACUSE, NEW YORK
SUPERINTENDENT OF SCHOOLS
PHONE 656-7201
ZIP 13057

August 15, 1989

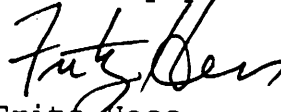
Christopher J. Andrews
Partner
Transportation Advisory Services
200 Turk Hill Park
Fairport, NY 14450

Dear Chris,

It is my pleasure to write the following letter of reference.

The ES-M School District and its Citizens' Advisory Transportation Committee was extremely pleased with your capable and punctual service. Your final report was timely, it discussed all relevant issues, and you performed all aspects of our contract as requested. Your meeting with all parties in our community was handled in a tactful manner being sensitive to the needs of the district, the students, the community, and the tax payers. You were a quick study of our needs, analyzing our problems, and your final report cleared up many concerns that our Board of Education had to face with various members of our community. When our Citizens' Advisory Committee finished their report they concurred with our staff in following your recommendations. Most of all you were available when needed and made an extra effort to attend many of our special meetings. I would certainly again hire you, if and when we need further transportation assistance.

Sincerely yours,



Fritz Hess
Superintendent of Schools



gananda central school district

p.o. box 609 macedon, n.y. 14502 phone 1-(315) 986-3521

susan savage, president
board of education

August 15, 1989

dr. larry r. pedersen
superintendent

TO WHOM IT MAY CONCERN:

Gananda Central School District utilized Transportation Advisory Services for a comprehensive study of our transportation system. We found that the service provided was consistently timely, exceeded our expectations and specifically addressed the issues. I personally have found Chris Andrews as being knowledgeable, and always follows through on issues/questions. Our Board of Education and I would utilize Transportation Advisory Services again if the need arises and wholeheartedly recommend their services to other Districts.

Respectfully,

GANANDA CENTRAL SCHOOL DISTRICT

Dr. Larry R. Pedersen, Superintendent

LRP/dv
8-11-tas

ADDISON CENTRAL SCHOOL
ADDISON, NEW YORK 14801

August 14, 1989

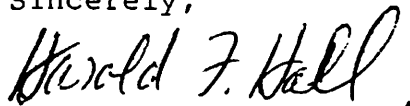
T.A.S.
200 Turk Hill Park
Fairport, New York 14450

To Whom It May Concern:

I highly recommend the Transportation Advisory Service. They were very professional in their approach to the gathering of data, and attention to detail in their final report. The report was delivered on time and addressed all the issues we asked them to address.

The contract was performed as promised. The approach was tactful, sensitive, and professional. The report was presented in a manner to be understood by school professionals and laypeople in the community.

Sincerely,

A handwritten signature in dark ink, appearing to read "Harold F. Hall", followed by a small, stylized monogram or flourish.

Harold F. Hall
Superintendent

HFH:nr