



TRANSPORTATION ADVISORY SERVICES

**North Penn School District Transportation
Department Operational Audit — Proposal**
Transportation Advisory Services *Transportation
Proposal*

Submitted by Brian Lafountain, CPA blafountain@TransportationConsultants.com

July 8, 2026

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Rebecca Livsey, Procurement Supervisor

North Penn School District

401 East Hancock Street

Lansdale, PA 19446

Via email: npprocure@npenn.org

Copy: Dennis Ryan, Coordinator of Transportation — ryands@npenn.org

Re: Request for Proposals — Transportation Department Operational Audit

Dear Ms. Livsey:

Thank you for the opportunity to submit the enclosed proposal to provide a comprehensive Transportation Department Operational Audit for the North Penn School District (hereinafter NPSD or the District).

We believe that **TAS** is uniquely qualified to offer these services to the District. Over the past 36 years we have conducted numerous transportation studies focused on generating operating efficiencies, enhancing services, and exploring program options for districts of every size and structure. We are dedicated to serving the school district marketplace — we do not work for contractors; we do not sell products or services; we do not spread our focus to other areas such as public-sector fleets; and we do not accept fees or commissions. This independence is critical for NPSD given the strategic RFP assistance component of this engagement, where any perceived vendor bias could compromise the integrity of the future contracted-services procurement.

TAS offers NPSD unmatched depth in the exact scope areas contemplated by this RFP — including fleet and equipment audits, garage and facility utilization reviews, workforce and staffing analysis, technology lifecycle planning (Transfinder, Bus Hive, Bus Conduct, GPS, on-board cameras, tablets, and ASBE), three-year expenditure and benchmarking reviews, strategic RFP drafting for contracted services, demographic and feasibility modeling, and long-term capital forecasting. Our consultants have delivered these services to more than 550 districts, agencies, and associations across 22 states, including comparable large-scale districts.

The **TAS** approach is one based on providing pragmatic recommendations for services that will work. We do not burden you with meaningless graphs and sizzle. We provide the District with ideas and suggestions that have real-world applications and that are consistent with good transportation practices. As we interface with the District, you will find that we know what makes a good transportation program, and we know how to implement changes that are workable for all parties — including the practical realities of a district that transports approximately 13,000 students daily,

operates in-house with a fleet, maintenance shop, and propane fueling infrastructure, and is now planning the 2028-2029 contracted-services procurement.

We stand ready to discuss our proposal, and we would welcome an opportunity to make any adjustments that may be necessary if we have misinterpreted your needs and interests. As you evaluate our submission, please feel free to contact any of our 550+ current or former clients — we are very proud of our past efforts.

All of us at **TAS** look forward to working with the District on this challenging and important engagement.

Sincerely,

A handwritten signature in cursive script, reading "Brian Lafountain". The signature is written in a dark ink and is positioned below the word "Sincerely,".

Brian Lafountain, CPA, CFE President

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Proposal Summary

Transportation Advisory Services (**TAS**) is pleased to provide this proposal to the North Penn School District (NPSD) in response to the District's *Request for Proposals — Transportation Department Operational Audit*, released June 10, 2026. We understand that NPSD seeks a qualified consulting firm to perform a comprehensive operational audit of the District's Transportation Department, with the objectives of evaluating current efficiencies, infrastructure, and technology utilization, and providing strategic assistance for future contracted service requirements — specifically the 2028-2029 contracted bus services RFP, which is anticipated to begin drafting in Spring 2027.

TAS offers the District proven expertise in the evaluation of student transportation services. We have detailed knowledge of both district-operated and contracted programs; we offer a dedicated staff without the risk of any conflicts of interest; and we are recognized industry leaders with a level of professionalism that is a "must" to assist in the implementation of recommendations. We are the **only** consulting firm that offers NPSD 36 years of dedicated student transportation services focused exclusively on working for our public-sector clients — with a demonstrated track record in large in-house programs, propane-fueled fleets, ASBE deployment, and multi-vendor contracted-service procurement.

We stand ready to discuss this proposal, and our recommended process, to meet the objectives of the District. **TAS** has a reputation for effective and focused student transportation consulting services. We look forward to putting our proven services to work for the North Penn School District.

PART I – Management and Qualifications

A. Credentials and Qualifications in Transportation Consulting

Transportation Advisory Services (**TAS**) was founded in 1987 in New York State by Mark Walsh and Christopher Andrews. From its inception, **TAS** was dedicated to working with school districts, associations, agencies, and universities to provide a variety of transportation consulting services. *Based on our philosophy of providing independent, third-party expertise void of any concerns about conflicts of interest, TAS has not accepted any engagements from any contractors, and does not market products or services that generate any income or fees from other entities.*

As **TAS'** reputation grew in the industry, our services expanded. As shown on the client listing included with our supporting materials, **TAS** has now provided services to **more than 550 districts, agencies, and associations in 22 states**. This multi-state experience includes efficiency studies of district-operated programs; focused reviews on the pros and cons of contracted services; bid process management (directly relevant to Section 2.6 of NPSD's RFP); targeted services including program troubleshooting; routing, tiering and bell time reviews; facility utilization and design options; and State-funded programs for shared services and transportation program evaluations.

Directly Relevant Comparable Engagements:

- Fayetteville-Manlius Central School District (in-house fleet operations and contracted-service benchmarking)
- Schenectady City School District (urban, multi-tier, contracted vendor model — comprehensive efficiency study)
- Pittsford CSD, West Irondequoit CSD (in-house fleet operations and contracted-service benchmarking)
- Providence Public School District, Valley Central, Batavia, Newfane, Auburn CSD (Transportation RFP / Bid Management Services — directly parallel to NPSD's Section 2.6 scope)
- Matanuska-Susitna Borough SD (large multi-region district — comparable size complexity)

B. Experience and References

Brian Lafountain, the current President of **TAS**, and **Christopher Wojciechowski**, will be the principal consultants on this project. Christopher will be the primary Consultant on the project and will manage the day-to-day activities surrounding the engagement. Brian will serve in the *Advisory Partner* capacity for this project.

We have posted to our website a complete **TAS** client list detailing every client that we have served since our formation in 1987. We do not "screen" our list or provide only "selected" clients. We are very proud of our past efforts, and we encourage the proposal reviewers to contact anyone on our list. Reference letters and the complete client list can be found at www.TransportationConsultants.com.

Three K-12 References (as required by RFP Section 4):

1. Fayetteville-Manlius Central School District
2. Pittsford Central School District
3. Schenectady City School District

C. Officers and Consultants

Transportation Advisory Services, LLC (**TAS**) is incorporated in the State of New York. Brian Lafountain is authorized to bind the Company pursuant to this proposal.

- Transportation Advisory Services, LLC
- 171 Sully's Trail, Pittsford, NY 14534
- (800) 233-3251
- BLafountain@TransportationConsultants.com
- www.TransportationConsultants.com

D. Conflict of Interest Statement

The **TAS** consultants do not have, or have not had, a business or personal relationship, directly or indirectly, with any North Penn School District employees. Additionally, **TAS** does not sell or market services or products, and we do not accept finder's fees or commissions from any provider of services. We do not operate or manage transportation systems, or serve as contractors, thereby eliminating any potential conflict of interest. This independence is particularly important given that this engagement includes strategic assistance in developing the 2028-2029 contracted-services RFP — a role that requires absolute vendor neutrality.

TAS is the **only** student transportation consulting firm that can stipulate officially subscribing to the nationally recognized Code of Ethics of the Institute of Management Consultants.

PART II – Project Scope of Services

The scope below is organized to mirror the eight (8) work areas defined in NPSD RFP Section 2, with TAS's methodology applied to each.

A. Fleet, Equipment, and Propane Infrastructure Audit (NPSD RFP §2.1)

TAS will conduct a physical audit of the District's current fleet, evaluating the condition, age, and utilization of each vehicle. We will review the maintenance shop equipment, tools, and hardware required for daily operations, and we will assess the propane fueling infrastructure for alignment with the District's sustainability goals — including tank capacity, dispensing throughput, redundancy, safety compliance, and long-term suitability given the pace of transition to alternative fuels and electrification. Our fleet review will produce a data-driven vehicle replacement schedule, recommendations for spare-ratio right-sizing, and a capital forecast covering the next five to ten fiscal years. Included in any fleet recommendations will be the potential impact of any routing or bell-time changes.

B. Facilities, Garage Operations, and Capacity Analysis (NPSD RFP §2.2)

TAS will review the functionality of the transportation facility, including its impact on the ongoing operation of the program. TAS has been engaged over the years to assist districts in the review of facilities, including providing assistance to architects in the design of new structures. We will analyze current use of the bus garage and maintenance space to optimize workflow, review existing garage-improvement plans, and provide recommendations for facility upgrades or expansions. Our operational workflow review will cover traffic flow, bus parking configuration, mechanic workspaces, fueling access, and dispatch operations for efficiency and safety. We will conduct a formal capacity analysis to determine whether current garage and parking facilities are sufficient to support projected fleet and staffing growth — coordinated with the demographic analysis in Section H below.

C. Workforce and Staffing Analysis (NPSD RFP §2.3)

TAS will review the organizational structure of the transportation program, including personnel assignments, training, sufficiency, and areas of responsibility. Our workforce analysis will cover:

- Driver and Aide Workforce Sizing relative to student transport needs, including current-versus-required headcount and substitute pool depth.

- Office and Support Staff Efficiency — routing, dispatch, and mechanic-to-fleet ratios benchmarked against industry norms.
- Recruitment, Retention, and Absenteeism Review — hiring practices, turnover trends, overtime utilization, and retention strategies for drivers, aides, mechanics, and dispatch staff.
- Program-management systems and procedures, including labor time tracking, payroll processing, and attendance reporting.

D. Technology and Software Review (NPSD RFP §2.4)

TAS will conduct a comprehensive review of the District's transportation software ecosystem — including Transfinder, Bus Hive, and Bus Conduct — and assess the useful life and integration of all supporting hardware, including tablets, GPS, on-board cameras, and Automated School Bus Enforcement (ASBE) systems. Our review will identify (a) opportunities for improved utilization and training of existing platforms, (b) integration gaps between systems, (c) technology lifecycle-replacement schedules, and (d) ASBE program-performance metrics against comparable deployments. Where warranted, we will recommend platform upgrades, additional modules, or replacement — always framed against the practical operational realities of the District and free from any vendor commission relationships.

E. Financial and Cost Analysis (Three-Year Review) (NPSD RFP §2.5)

A critically important consideration of each area that we study will be the financial impact that any proposed changes could have upon the District. TAS will perform a three-year review of all departmental costs, including fuel, utilities, parts, labor, and administrative overhead. We will benchmark current in-house costs against contractor rates and regional benchmarks — a critical input to Section F below (Strategic RFP Assistance). We will provide long-term capital-forecasting projections for anticipated capital expenditures related to fleet replacement, facility improvements, and technology upgrades. It is important to state that this is not a financial audit, but a review from an experienced transportation consultant.

F. Strategic RFP Assistance — 2028-2029 Contracted Services (NPSD RFP §2.6)

TAS has provided Transportation RFP / Bid Management Services to school districts across the U.S., including recent engagements with Providence Public School District, Valley CSD, Batavia CSD, Newfane CSD, and Auburn Enlarged CSD. Consistent with the NPSD RFP timeline — drafting to begin Spring 2027 for the 2028-2029 school year — TAS will provide professional assistance in developing the Request for Proposal for contracted bus services. This phase would include:

- Program and specification review, incorporating the operational findings of the Phase 1 audit
- Draft RFP document development and District/legal review coordination
- Contractor notification, publication, and distribution of specifications
- Pre-submission meeting facilitation with prospective contractors
- Bid/proposal evaluation, negotiation support, and contract-award assistance

Please see Part IV, Section A for pricing of this component (proposed as an optional add-on so the audit fee remains competitive).

G. Optimization and Efficiency Recommendations (NPSD RFP §2.7)

TAS will evaluate specific cost-reduction measures, including financial-impact quantification. Our review will identify strategies to streamline internal and external communication, assess maintenance data visibility for tracking labor hours and shop throughput, and recommend a suite of Key Performance Indicators (KPIs) and reporting dashboards for ongoing departmental monitoring and accountability. We will identify opportunities to improve routing efficiency, preventive maintenance scheduling, dispatch coordination, and daily operational workflows. Where possible, recommendations will be quantified with dollar-range impact estimates to support Board and community decision-making.

H. Departmental Feasibility and Demographic Analysis (NPSD RFP §2.8)

TAS will assess current and projected student population for NPSD (approximately 13,000 students transported daily) and develop long-term projections to inform future operational planning. We will analyze the current requirements of the 10-mile radius for non-public school eligibility and its impact on the required number of buses, drivers, and associated costs. We will evaluate the long-term feasibility of maintaining a primarily in-house transportation service given projected student population growth and current resource constraints — including the national driver shortage — and we will review student ridership data against bus capacity to evaluate the efficiency of current routes (including non-public routes that may involve long commute times). Our final recommendation will identify a sustainable service model that balances operational efficiency (mileage, fuel use) with fair and equitable student ride times.

PART III – Proposed Timeline and Methodology

A. Timeline

In many ways, the District controls the timeline for this engagement. Once the engagement begins, we will require the assistance of the District to facilitate the scheduling of meetings and the return of the data collection instrument. Consistent with NPSD's stated project schedule (RFP released June 10, 2026; proposals due July 8, 2026; interviews the week of July 20; final selection / Board vote August 20, 2026), the following timeline is proposed:

Sample Timeline	Target
Proposal submission	July 8, 2026
Interview with District	Week of July 20, 2026
Final selection / Board award	August 20, 2026
Acceptance of TAS proposal & PO issuance	Late August 2026
Issuance of data collection instruments by TAS	September 2026
Data submitted to TAS	September – October 2026
On-site interviews, physical fleet/facility audit, ridership audit	October – November 2026
Interim recommendations	December 2026
Draft final report	January 2027
Final report delivery & Board presentation	February 2027
(Optional) RFP Assistance kickoff — 2028-2029 contracted services	Spring 2027

It is important to state that this timeline is used for sample purposes only and can be accelerated in certain areas if there are time-sensitive issues that need to be addressed.

B. Methodology

Based on our many years of experience with successful efficiency studies, the following process is recommended:

- **Data Collection** — TAS will develop and issue a data collection instrument designed to gather three years of operating and cost data from the District. This data will be reviewed prior to on-site meetings.
- **Physical Fleet, Equipment & Facility Audit** — On-site inspection of all buses, shop equipment, propane infrastructure, and garage/parking configurations (unique to this engagement given RFP §2.1 and §2.2).
- **Ridership Audit** — Actual-versus-scheduled ridership evaluation on all runs, typically conducted over a five-day period.
- **Stakeholder Interviews** — District Administrators, Building Principals, Athletic Director, Special Education Director, Transportation Coordinator (Dennis Ryan), office staff, mechanics, drivers, aides, dispatchers, routers, and community members as appropriate.
- **Technology Assessment** — Structured review sessions with the users of Transfinder, Bus Hive, Bus Conduct, GPS/camera vendors, and ASBE stakeholders.
- **Financial Benchmarking** — Three-year cost review with in-house-vs-contractor benchmarking against regional and national norms.
- **Demographic Modeling** — Enrollment and ridership projections modeled against non-public 10-mile mandate and driver-shortage sensitivity.
- **Interim Recommendations** — Delivered throughout the study for items that can be implemented immediately.
- **Final Report & Presentation** — Comprehensive report with prioritized recommendations, quantified financial impact ranges, KPI/dashboard framework, and capital forecast; optional Board of Education presentation included.
- **Ongoing Assistance** — Availability for follow-up consultation as the District implements recommended changes.

C. Report Structure and Results

The District will be provided with a PDF of the final report to facilitate distribution to appropriate individuals. If requested, bound copies will be printed for each Board Member, the Superintendent, the Business Official, and the Coordinator of Transportation. A final presentation to the Board of Education is included in the base fee at the District's option.

PART IV – Cost Proposal

A. Consulting Fees

Base Engagement — Comprehensive Operational Audit (RFP §§ 2.1–2.5, 2.7, 2.8):

The fee for the Comprehensive Transportation Operational Audit, consistent with this proposal, is based on a fixed fee of **\$50,000**, which does not include any out-of-pocket expenses incurred as detailed in Section B.

Payment schedule:

- Initial payment (PO / kickoff) — **\$16,667**
- Interim payment (completion of data analysis and interviews) — **\$16,667**
- Final payment (submission of final report) — **\$16,666**

Optional Add-On — Strategic RFP Assistance (RFP §2.6, drafting begins Spring 2027):

Consistent with our standard Transportation Bid/RFP Management Services engagements, the fee for full RFP-drafting and bid-management services for the 2028-2029 contracted-services procurement is quoted at a fixed fee of **\$18,000**, billable per a schedule to be established at the time this phase is initiated.

This add-on may be engaged at the District's option under the same Master Agreement, or contracted separately at that time.

B. Expenses

As stated in the "Consulting Fees" section, the proposed project is quoted at a flat fee — not including expenses. All expenses related to the performance of this contract will be reimbursed to TAS by the District. Expenses will consist of mileage at the applicable IRS reimbursement rate, parking fees, shipping charges, postage, road tolls, lodging, meals, and any other direct expenses related to the process that are approved by the District. Given the distance between Pittsford, NY and Lansdale, PA, TAS anticipates 2–3 multi-day on-site visits during Phase 1; travel expenses will be tracked and billed at cost.

C. Incremental Services

Should any additional on-site meetings be requested by the District beyond those contemplated in this proposal, TAS reserves the right to charge a per-diem rate of \$1,600 (\$200 per hour), plus

expenses, for such services. TAS will notify the District in advance of any such charge to allow the District to determine the necessity of the on-site visit.

D. Payment Terms

The structured payments are detailed in Section A above.

E. Proposal Acceptance

To signify the District's acceptance of this proposal, please provide us with a duly authorized Purchase Order, specifying your acceptance of the terms and conditions of this proposal. Once TAS is notified of the engagement, we will provide the District with a W-9 for your files. TAS will then issue the District an invoice for the retainer.

Respectfully submitted,

[Insert signature image OR type "Brian Lafountain" in script font, 24pt italic]

Brian Lafountain, CPA, CFE President, Transportation Advisory Services, LLC