



TRANSPORTATION ADVISORY SERVICES

# STUDENT TRANSPORTATION PROGRAM REVIEW

FOR

NEWTOWN PUBLIC SCHOOLS



## FINAL REPORT

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**June, 2016**

# TABLE OF CONTENTS

	<b><u>SECTION</u></b>
INTRODUCTION	1
METHODOLOGY	2
EXECUTIVE SUMMARY	3
CONTRACTS	4
FINANCIAL	5
FLEET	6
POLICY & PROCEDURES	7
ROUTING	8
APPENDIX	

# INTRODUCTION

Transportation Advisory Services (**TAS**) was engaged to perform an analysis of the student transportation program of the Newtown Public Schools (hereinafter referred to as “District”). The purpose of this Study was to provide a third-party perspective on the operating efficiency of the current transportation system while offering recommendations for the future direction of the District’s contracted services.

The District’s liaison for the project was Ronald Bienkowski, Director of Business. Mark A. Walsh, CMC, served as the Project Leader for **TAS**.

An overview of all aspects of the student transportation program was sought by the District. In this period of tight finances and declining enrollments, savings that can be generated in support services frees up monies to be used for educational purposes. The on-going budget realities create a necessity for districts to challenge historical practices, and to make tough decisions on service levels and methods of providing mandated and voluntary transportation. Districts throughout the State are modifying the ways that things have “always been done”, with an eye toward better utilization of scarce education dollars.

The issue of contracted services has been an emotional, and sometimes divisive issue, in the District for the past several years. The transfer from an owner-operator model to fully contracted services using outside professionals has been controversial and still seems to create comments and questions after four years. We do not believe that it is productive to “re-litigate” the past decision on changing from the owner-operators, especially given the documented savings and high quality of services under the current All-Star Transportation contracts. *This report and study is focused on looking at the current program and submitting recommendations on future options.*

To that end, effort has not been made in this report to conjecture on what a program may look like today based on conditions that existed four years ago. In our opinion, the District has made a valid and justifiable operating determination in the style of contracts that are in place, and we believe that all efforts should be focused on meeting the future needs of the District with the highest quality services while maximizing all financial and operating resources.

It is important to note that students are transported home-to-school-to-home every day in a safe, reliable manner. By all appearances the District and their prime Contractor, All-Star Transportation, have employed high quality drivers who are respectful of both the students and the residents of the community.

## STUDY PROFILE

The Newtown Public Schools reported an enrollment of 4,554 students for the 2015-2016 school year. Based on a February, 2016 student enrollment report, the District had an enrollment “high” of 5,665 students in the 2006-2007 school year with a steady decline since that point.

Enrollment is obviously a key component of reviewing the efficiency of a transportation system. However, a simple numerical change in the total number of students does not necessarily impact (positively or negatively) the routing and asset efficiencies of the transportation program. There is not necessarily a direct correlation between enrollment and the number of buses required. Even though enrollments may decrease, transportation changes need to look at where students live (demographics), grade levels where enrollment changes occur, traffic changes, extra program demands to meet educational requirements, special needs and homeless demands, and District policy decisions.

The physical size of the District has obviously not changed in the past 10 years. The District covers 60.38 square miles which makes Newtown the 5<sup>th</sup> largest town, area-wise, in the State, and one of the largest in Western CT and Fairfield County. Additionally, based on our personal experience of having worked for the District on a few occasions over the past seven years, the traffic flow and congestion has markedly increased. Unfortunately, much of this traffic congestion occurs during the AM run times, negatively impacting the potential routing efficiencies.

Transportation is provided using a multi-tier routing system:

SCHOOL	REGULAR HOURS	ARRIVAL TIMES	LENGTH OF DAY
Newtown High School	7:20-2:02	6:55	6 hrs 42 min
Newtown Middle School	7:20-2:02	6:55	6 hrs 42 min
Reed Intermediate	8:05-2:49	7:50	6 hrs 44 min
Hawley Elementary	9:05-3:37	8:55	6 hrs 32 min
Head O'Meadow Elementary	9:05-3:37	8:55	6 hrs 32 min
Middle Gate Elementary	9:05-3:37	8:55	6 hrs 32 min
Sandy Hook Elementary	9:05-3:37	8:55	6 hrs 32 min
St. Rose	8:00-2:50	7:50	6 hrs 50 mins

SCHOOL	REGULAR HOURS	ARRIVAL TIMES	LENGTH OF DAY
Fraser Woods	8:15-3:00	8:00	6 hrs 45 mins
Housatonic Valley	8:15-3:00	8:00	6 hrs 45 mins
Kindergarten Hours:	9:05-3:37	8:55	6 hrs 32 min

Throughout this report we provide our perspectives and recommendations on a number of areas including contractor performance, contract options for the future, policy and procedures in the District, and routing protocols and options. Obviously, any significant routing changes would need to be considered in light of any building realignments or closures.

We commend the District for their willingness to conduct a third-party review of the program. We often caution districts... *“Don’t ask the question if you don’t want to hear the answer”*. The Newtown Public Schools has been willing to be open and cooperative in our review of the student transportation services.

Hopefully, this report will provide the Administration with a thorough understanding of the issues, and insights on the pro’s and con’s of making the type of changes which would help the program continue to meet the community’s needs at the lowest possible cost.

In order to facilitate the review and use of this report, most of the sections have been presented using a “bullet” format. This allows a succinct presentation of the issues, and we believe enhances the ongoing use of the report as a resource for the Administration and District personnel.

Everyone involved was extremely cooperative and provided us with everything we requested. We would like to thank those individuals for their assistance in this study process.

## METHODOLOGY

On March 18, 2016 a telephone conversation was held between the District and **TAS** to discuss a transportation efficiency study, including topic areas and timelines. Transportation Advisory Services (**TAS**) submitted a detailed proposal on March 24, 2016.

On May 9, 2016 **TAS** was notified of our engagement by the District.

Subsequent to the proposal's acceptance, the following activities were undertaken as part of our analysis:

1. On May 9, 2016 **TAS** submitted to the District an extensive data request in order to develop background information on the current transportation program.
2. The District was extremely responsive to the initial data request with information provided to **TAS** within three days of the request.
3. Based upon discussions with the District, and recommendations from **TAS**, the District established an interview schedule with key stakeholders which occurred on May 24, 2016:
  - ◆ Superintendent
  - ◆ Director of Business
  - ◆ Athletic Director
  - ◆ Director of Special Education, and Special Education Coordinator
  - ◆ Elementary Principals (2)
  - ◆ High School and Middle School Principals
  - ◆ Board of Education Member
  - ◆ Financial Analyst
  - ◆ Legislative Council Member
  - ◆ Representatives of All-Star Transportation at their offices
4. Numerous additional documents and analyses were provided by the District in response to questions raised during the analysis phase. Throughout the review process, additional items were discussed or provided through the use of telephone conversations, letters, fax communications, or email.

In order to clarify various aspects of the program, the contractor (All-Star Transportation) was requested by **TAS** to provide

specific information about the services provided, and assets utilized to meet the District's needs. All-Star Transportation was extremely responsive and open, and their cooperation is greatly appreciated.

5. **TAS** was provided the results of comparability surveys that had been issued and developed by the District. This information has been instrumental in our review and we compliment the District on the extensiveness and quality of the data collection effort.
6. This document constitutes our written report to the District. A copy of this report is being provided to various District representatives, including Administrators and Board Members. This report is intended to serve as an advisory document and resource for the District, and as such it should be reviewed and evaluated by the District for its applicability to the circumstances at the time of review.
7. The following information was utilized as a part of our analysis of the District's transportation program:
  - ❑ All-Star Transportation contract and copies of invoices
  - ❑ Education Connection contract and copies of invoices
  - ❑ District enrollment data
  - ❑ District budget documents
  - ❑ Bus route assignments
  - ❑ Ridership reports
  - ❑ Monthly reports from All-Star Transportation
  - ❑ District Transportation Policies and Regulations
  - ❑ All-Star Transportation policies and procedures
  - ❑ All-Star Transportation fleet information
  - ❑ Miscellaneous District-prepared analyses and reports

*TAS uses available information and its experience to estimate the potential costs and/or savings of particular transportation service arrangements described in this study. Although past experience can be an excellent basis for projections, TAS does not warrant that the costs or savings estimated herein will be realized if implemented.*

## EXECUTIVE SUMMARY

As stated in the Introduction section of this report, the comments contained herein pertain to those aspects of the engagement that are within the scope of the study as determined by the District.

### PROCESS RECOMMENDATION

This report contains a number of recommendations. We suggest that the District Administration review the report in detail with the intention of summarizing the recommendations, and responding with comments or changes. In those instances where the recommendations should move forward, the Administration should propose a timeline for implementation along with an estimate on the cost or potential savings.

In those instances where there is a disagreement with the suggestions or recommendations in this report, the Administration should document their disagreement. Alternatively, a different approach to the same end could be recommended by the Administration.

Recommendations pertaining to each section of this report are embodied in those sections. They are also included here in summary for easy reference. For a more definitive discussion of each topic, please refer to the section itself. **The following recommendations are not listed in any prioritized order.**

### Section 4 – CONTRACTS

- The study focus is on the home-to-school services provided by All-Star Transportation pursuant to a contract which expires on June 30, 2017.
- The District did an excellent job of gathering comparability information; however, given the numerous variables in student transportation an absolute comparison based on daily price only can be misleading.
- The rates being charged by All-Star to Newtown Public Schools are relatively comparable to regional districts.
- The high increase in the 2016-2017 rates (5%) may be reduced as part of any contract negotiations.
- Contract terms and conditions are industry standard, and All-Star has been compliant with the requirements.
- The quality of the services has been impressive based on our interviews with a range of stakeholders.



- The ability of All-Star to meet the demanding and variable needs for athletic transportation is impressive, and unusual.
- The District has three options for future services: renew the current contract, renegotiate a new contract with All-Star, or rebid.
- We recommend that the District immediately enter into renegotiation discussions with All-Star with a date certain for finalization. If an agreement cannot be reached by the deadline, efforts should be immediately undertaken to develop specifications to move forward on a new bid.
- Any financial discussions relative to a new contract should be kept confidential to protect the integrity of any bid and to protect the rights of All-Star to compete.
- A number of changes should be part of the renegotiations as detailed in the report.
- Although a new bid *might* result in a decrease in cost, it also may result in a significant increase in cost with no guarantee that the new services would meet the same quality standards.

#### **Section 5 – FINANCIAL**

- The District's financial reporting relative to transportation costs is impressive.
- A detailed reporting process should be put into place for both All-Star and Education Connection contracts to track actual student usage.

#### **Section 6 – FLEET**

- All-Star's current fleet is better than the average fleet that we have seen in comparable districts.
- The District is receiving the benefit of GPS even though this was not required in the bid specifications.
- All-Star's vehicle inspection results are exemplary.
- Prices for small vehicles should be solicited from both contractors.
- If All-Star were to propose a new fleet as part of a renegotiations, the Town would experience an increase in tax revenue. This revenue

**Section 7 –  
POLICY &  
PROCEDURES**

increase should be considered when looking at the overall cost of student transportation in the Town.

- The Board of Education policies are outdated and should be replaced.
- The policy review process should include the active participation of the Administration, and All-Star should be requested to provide input and recommendations.
- A greater use of bus stops should be encouraged.
- Safety zone areas must be continually reviewed given the changing demographics in the District.
- A trip tracking form should be used for athletic trips. Consideration should be given to utilizing a trip scheduling software package.
- An annual meeting should be held between the District Administrators and the drivers/bus aides.
- The District should develop a complaint tracking system in compliance with State requirements.

**Section 8 –  
ROUTING**

- All-Star appears to be doing a good job with routing.
- We do not believe that the District could cost-justify bringing the routing function back into the District.
- A detailed review of the ridership and route time analysis should be conducted as detailed in this report.
- The District should seriously consider looking at changes to both bell times and tier structures if a transportation savings is attractive and necessary.

## CONTRACTS

- Transportation services are provided to the District by Education Connection for special needs out-of-District, and All-Star Transportation (referred to herein as “All-Star”) for in-District (home-to-school and special needs) and Athletic/Field Trip transportation services.

This study is focused on the All-Star Transportation services as requested by the District. Education Connection transportation services, which is the District’s Regional Education Service Center, was awarded a contract pursuant to a bid with an opening date of 4/22/14, and a start date of the 2014-2015 school year. Education Connection was the low bidder with All-Star the only other bidder.

The All-Star services are provided pursuant to three separate contracts. One contract, for home-to-school services, was awarded as a five year contract which commenced on July 1, 2012 and runs through June 30, 2017. The in-District special needs services is a three year contract which runs from July 1, 2014 through June 30, 2017. The athletic and field trip services is a five year contract running coterminous with the home-to-school services.

**COMPARABILITY** • In order to put the financial terms of the All-Star contract into perspective, we utilized comparability data that was compiled by the District. *We would like to thank and commend the District for the thoroughness of the comparability data, and the efforts that went into gathering this information.* Unfortunately, there is not a credible Statewide database of transportation contract information so the District’s efforts are extremely important in this review.

In the Appendix to this report we have included various reports generated by the District showing comparability information based on: Transportation Costs and Increases by contractors; Transportation Costs and Increases within Newtown’s DRG; and Transportation Costs and Increases for surrounding Towns that are using All-Star.

It is important to note that participation in any comparability survey is based on the voluntary actions of the districts, with information provided by those districts. Not all districts choose to share information. Additionally, there are a significant number of variables within a program which make detailed comparisons difficult, and occasionally misleading. For example, although a district may state a

price for a bus type, it is important to look at other costs such as who pays for the fuel; who owns the facility; how long each day does the bus operate; what is the age of the bus; how many buses are used; are neighboring districts operated out of the same location; what is the contract term; what are the insurance mandates; who does the routing; are there employee rate minimums required; size of the district; employment market; property tax rates; demographics; specialized equipment requirements; and much more. Of course, outside of the rates, contractor quality must be paramount in any decision.



Therefore, although we fully understand why it's important to look at regional rates, we also understand that the rates are a guide to provide a general perspective on the competitiveness of the program. Our thoughts on the comparability data elements:

- Fairfield County is a high cost area for transportation given the employment market. When looking at rates, the location of the district is a critical factor.
- New Fairfield, Danbury and Bethel are the three districts in general proximity to Newtown where comparability information was provided by the districts.

Based on rates only (not including the types of variables shown above), the Newtown rates are competitive.

- Increases in the marketplace typically run from 2.5% to 4.0%.
- The District will experience a 5% cost increase for the 16-17 school year which is the final year of the All-Star contract. We believe this increased inflator was designed to encourage the District to negotiate a successor agreement, including a reduced inflator for the 16-17 fiscal year.

## **ALL-STAR**

- The All-Star contract terms and conditions are consistent with industry standards. Based on interviews, All-Star has been responsive and compliant with contractual mandates. It is important to understand that the specifications are designed to provide the District

with a full range of management controls and options, with many compliance elements up to the District to request.

- In conducting the program review, **TAS** conducted interviews with a range of individuals in a setting that facilitated candid conversations and comments. We were impressed with the overall very positive comments and impressions relative to All-Star's service, responsiveness, timeliness, and consistency. They were reported to be very easy to work with, and exceptional in their ability to "make things work".

- Athletic transportation is typically an area that greatly challenges a district as buses are required at the same time as PM runs are being operated. In the vast majority of districts that we review, the Athletic Department is limited to a certain number of vehicles every day, and frequently schedules must be adjusted – or games must be postponed – due to the lack of transportation resources. In fact, by the technical terms of the All-Star contract, they are only required to provide 4 buses per day for athletics. However, they are reported to be "amazing" at how they seem to meet all the needs of athletics, frequently exceeding the 4 bus mandate. This is obviously not a factor that can be part of a financial review, but it does have a practical impact on the quality of District services.

- The quality of services is a key component to the review of any transportation system. Obviously, a district cannot significantly overpay for services just because they like the Contractor. However, bringing the students to and from school, in a safe and timely manner, is a key factor in providing the students with a quality education.

Contracts need to be a balance between quality and cost. A district should do everything possible to limit unnecessary costs while keeping in perspective the critical issues of performance and reliability. As we have mentioned to individuals, buying contract transportation services is not like buying a copier. It may be relatively easy to switch between brands of copiers, but risking quality transportation services in search for a potential (not guaranteed) savings is a concern.

## **OPTIONS**

- We believe there are three basic options available to the District: renew; renegotiate; rebid. *Renewal* would be the extension of the current contract terms and conditions with a simple modification to the prices. A renewal would not entail substantive changes to the relationship by either the Contractor or the District. For example, the

fleet make-up would stay the same, the basis of the pricing would not change, and new mandates would not be implemented.

A *renegotiation* would be discussions with the Contractor for a new contract with substantive changes to the terms and conditions. For instance, the Contractor or District may modify the types and sizes of buses, the basis for prices, or new operating criteria may be developed.

A *rebid* means that the District develops new specifications and goes into the marketplace with the understanding that a new contractor may be selected. For ease of use, we use the term “bid” when the process may be either a bid (low price the determinant) or a request for proposal (more than price the criteria).

**RECOMMENDATION** • Based on the quality of services being provided to the District, our knowledge of the competitive marketplace, the competitive rates, and the benefits of continuity of service, ***we recommend that the District immediately enter into renegotiations with All-Star.***

- The renegotiations should be a good-faith request to All-Star to submit a detailed proposal for a new five year contract.
- The modified contract should address the fleet age and features.
- The negotiations should include a modified inflator rate for the 16-17 school year, thereby saving the District money for the upcoming school year.
- Rates should be based on a rate per day per bus, based on the actual length of day. We do not believe that the daily minimum rate should remain at the 6.5 hours in order to provide the District with greater flexibility should route times, or bell times, be modified in the future. We recommend rates for 4, 5, 6, and 7 hours, broken into quarter hour increments.
- Based on our discussions, we believe that All-Star may propose a new bus fleet to the District based on converting to propane. We address the impact of this in the Financial section of this report. However, should that occur, the annual fuel allowance would need to be modified as propane buses do not experience the same fuel economy as diesel.
- Any discussions must be based on a firm completion date in order to provide the District with the option of “going to bid” if that becomes necessary. Following would be our recommended timeline, including those actions which may be required only if renegotiations were not successful:

Activity	June	July	August	September	October	November	December
Commit to renegotiations							
Complete negotiations							
Spec development							
Publish Specs							
Bid Opening							
Award							

- All negotiations must be confidential. Should the negotiations not be successful, it is important to maintain pricing credibility for any future bid.
- Should the District move in the direction of negotiations, there may be a requirement to request a bid waiver.

## BIDDING

- What would a new bid mean should the District move in that direction?

Unfortunately, bidding is not necessarily a positive move for many districts. As mentioned, the quality of services being provided by All-Star appear to be exceptional. No matter what mandates are included in a bid specification, the quality of the services may not live up to the standards now being experienced by the District.

The prices may actually go up. There is somewhat limited competition in the CT marketplace, and the District's current rates are competitive. A new contractor entering the Newtown marketplace would need to develop an infrastructure, invest in assets, hire employees, and learn the District. Although there potentially might be up to five contractors who would "look" at the bid opportunity, we do not believe that all contractors would submit qualified bids.

Based on our experience, if a District does not continue with the incumbent contractor, and if the incumbent contractor decides to participate in the bid, the incumbent's rates are typically higher than the renewal rates available through negotiations. There is no guarantee that All-Star would even participate in a new bid.

All-Star has been responsible for routing as we discuss in the Routing section of this report. Based on our interviews, they have demonstrated a knowledge of the District and have been responsive to proposed adjustments by the District. In fact, there was a reduction in buses last year.

All-Star owns the routing software program rights (TransFinder). If a new contractor were to win a bid, there would need to be a new routing process developed, and the existing database would not be transferred to the new contractor. Therefore, based on our experience, there would likely be a “shake out” period during the first year of the new contract as the new contractor learns the routes and the District.



## Board of Education's Requested Operational Plan 2016-2017

### TRANSPORTATION SERVICES

#### Tier One- High School/Middle School

High School/Middle School uses 42 buses to provide transportation for up to 1,690 High School Students and up to 812 Middle School students for a total of 2,502 students with approximately 745 stops.

All Star Transportation (AST) transports eight students to Nonnewaug High School using a van.

Henry Abbott Tech (HAT) students ride the High School/Middle School bus to board the HAT bus at the High School. There are 28 HAT students.

#### Tier Two – Reed/St. Rose

St. Rose uses 8 buses to provide transportation for up to 142 students making 93 stops. Reed uses 36 buses with approximately 576 stops for up to 701 students for a total of 843 students.

AST also services Fraser Woods and Housatonic Valley using 3 buses in Tier Two. There are 10 students at Fraser Woods and 8 students at Housatonic Valley with a total of 13 stops.

Total number of stops in Tier Two is 682.

Danbury Magnet school students ride the Reed/St Rose buses to Reed school and then board a bus to the Magnet school. 25 Magnet students are enrolled.

#### Tier Three – Hawley, Sandy Hook, Middle Gate, and Head O'Meadow

Hawley uses 10 buses to transport 320 students making 169 stops.

Sandy Hook uses 10 buses and 1 van to transport 337 students making 188 stops.

Middle Gate uses 10 buses and 1 vans to transport 368 students making 198 stops.

Head O'Meadow uses 9 buses and 1 van to transport 298 students making 158 stops.

This schedule is repeated in the afternoon for local schools.

Henry Abbott Tech, Nonnewaug, and Magnet students are taken home directly or dropped at centralized locations from school at the end of the day.

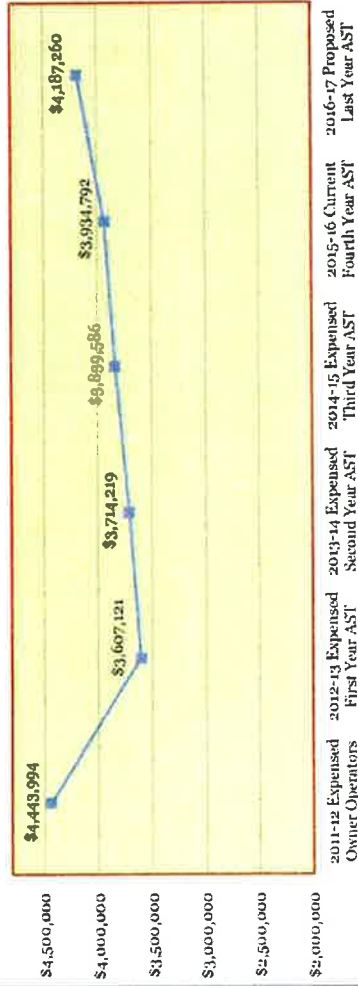
#### Mid-Day Pre- Kindergarten

AST uses multiple vans to transport up to 34 students making a varied number of stops for pre-k at Newtown High School.

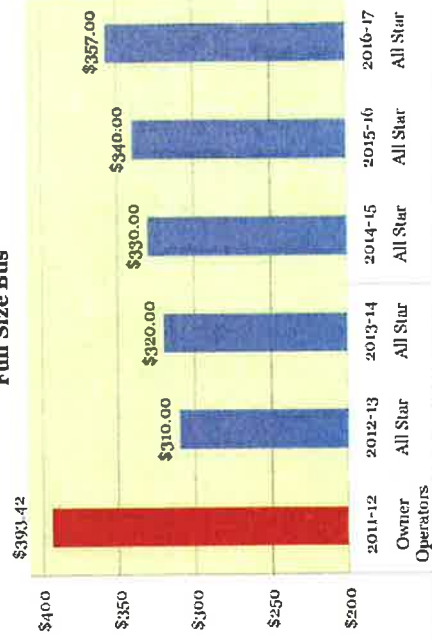
## Board of Education's Requested Operational Plan 2016-2017

The District will be entering its fifth and last year of a five year contract with All Star Transportation. The increase to this contract for local transportation will be \$120,139. In addition, the District will be entering its third year in a three year contract for local special education with All Star Transportation and Education Connection for out-of-district special education needs. The increase to the local special education contract is \$14,640

### Transportation Costs

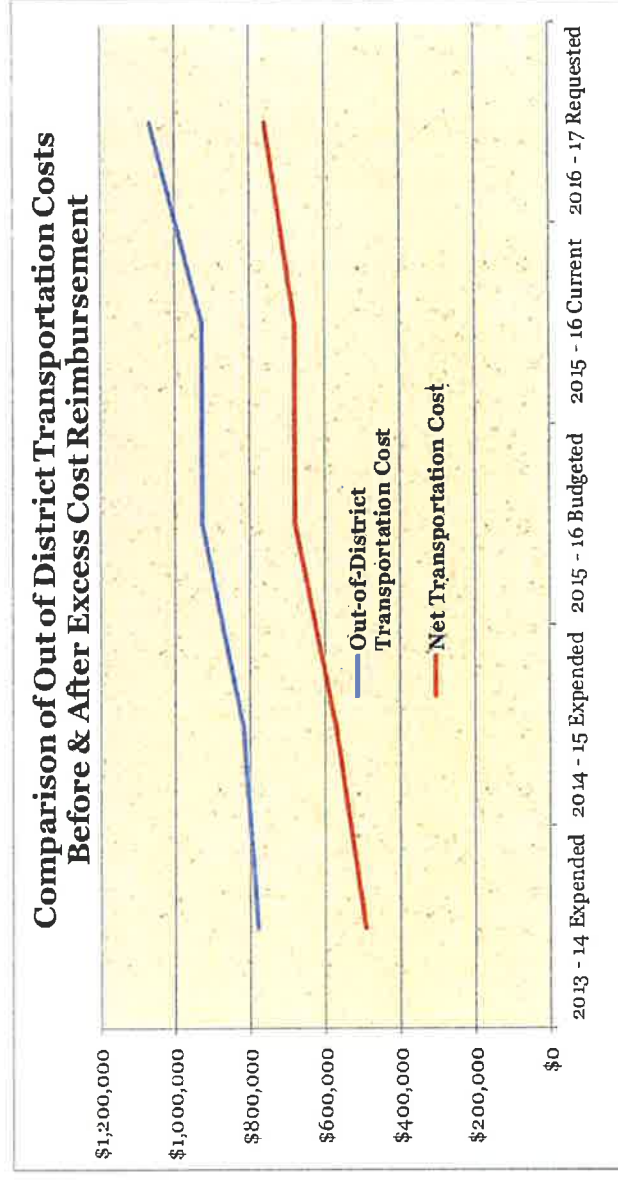


### Daily Rate for Full Size Bus



**Board of Education's Requested Operational Plan 2016-2017**  
**TRANSPORTATION SERVICES**

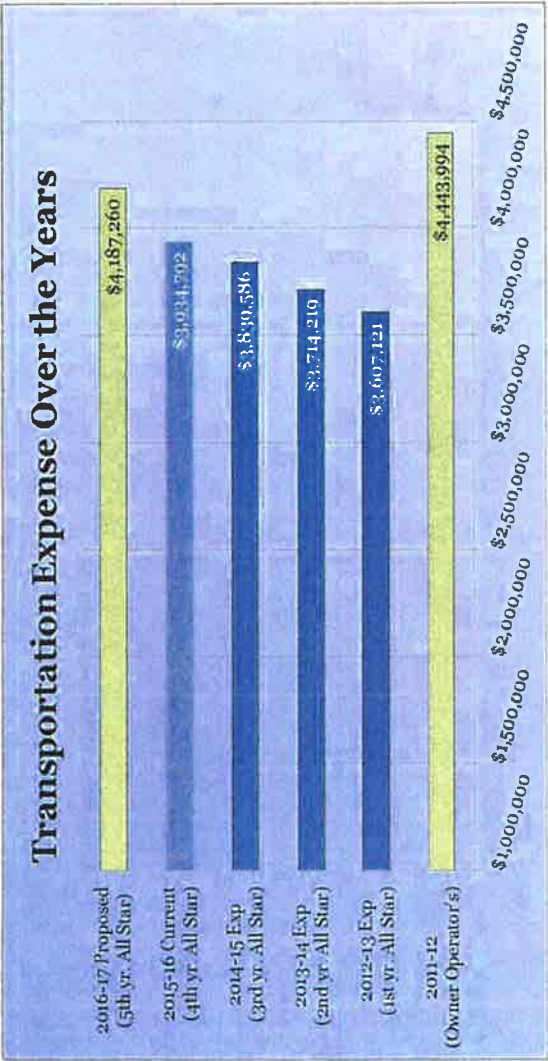
<b>TRANSPORTATION FOR SPECIAL ED.</b>						
	<b>2013 - 14 Expended</b>	<b>2014 - 15 Expended</b>	<b>2015 - 16 Budgeted</b>	<b>2015 - 16 Current</b>	<b>2016 - 17 Requested</b>	<b>\$ Change</b>
<u>Local Special Ed Transportation</u>						
Total Cost	509,821	492,273	534,439	494,439	536,151	41,712
Less Excess Cost Reimbursement	34,834	15,130	10,607	10,607	24,480	13,873
Net Cost	474,987	477,143	523,832	483,832	511,671	27,839
<u>Out of District Transportation</u>						
Total Cost	777,553	818,680	924,504	924,504	1,064,744	140,240
Less Excess Cost Reimbursement	289,214	249,245	249,236	249,236	309,390	60,154
Net Cost	488,339	569,435	675,268	675,268	755,354	80,086



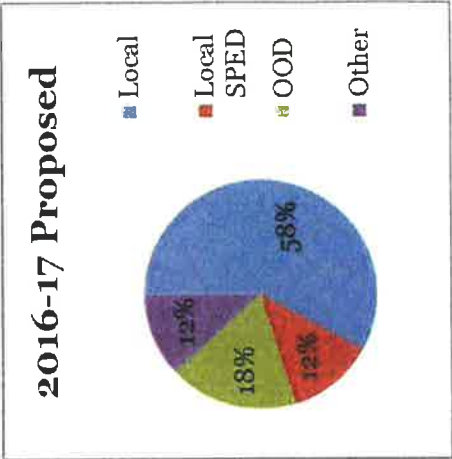
Board of Education's Requested Operational Plan 2016-2017

TRANSPORTATION SERVICES

The chart below shows the total transportation budget over six years comparing the last Owner Operator contract to the current All Star contract.



This pie chart shows how the transportation costs are allocated throughout the budget.



## TRANSPORTATION SERVICES

## FUEL FOR STUDENT TRANSPORTATION

## 2016-17 Budget Summary

<u>Diesel Fuel Gallons</u>	Actual 2013-14	Actual 2014-15	Budget 2015-16	Estimated 2016-17
O/O	3,640			
MTM	13,366			
All-Star	103,194	108,520	110,000	105,400
	120,200	108,520	110,000	105,400
Cost pr/gal	\$3.1500	\$3.0800	\$2.1901	\$2.1500
<b>Total</b>	<b>\$378,630</b>	<b>\$334,242</b>	<b>\$240,911</b>	<b>\$226,610</b>
<u>Gasoline Gallons</u>				
MTM/All Star*	37,040	16,799	22,400	16,000
SPED Van	316	104	600	600
Cost pr/gal - Qtr 1&2	\$3.1200	\$3.1934	\$2.9863	\$2.3300
Cost pr/gal - Qtr 3&4	\$3.1934	\$2.9863	\$3.0979	\$2.3300
<b>Total</b>	<b>\$118,014</b>	<b>\$50,949</b>	<b>\$70,141</b>	<b>\$38,678</b>
<u>Total Gallons</u>				
Gallons	157,556	125,423	133,000	122,000
<b>Cost</b>	<b>\$496,644</b>	<b>\$385,191</b>	<b>\$311,052</b>	<b>\$265,288</b>
<i>Fuel Liquidation</i>	\$10,799			
Less: Cash Receipts	-\$1,379			
<b>Total Budget</b>	<b>\$506,064</b>	<b>\$385,191</b>	<b>\$311,052</b>	<b>\$265,288</b>

\*MTM in fiscal 2013-14 only

Board of Education's Requested Operational Plan 2016-2017

## STAFFING - TRANSPORTATION

### TRANSPORTATION SERVICES STAFFING SUMMARY

SUPERINTENDENT'S REQUESTED STAFFING for the NEWTOWN PUBLIC SCHOOLS												
Classification	2007-08 Staffing	2008-09 Staffing	2009-10 Staffing	2010-11 Staffing	2011-12 Staffing	2012-13 Staffing	2013-14 Staffing	2014-15 Staffing	2015-16 Approved	2015-16 Current	2016-17 Estimated	Change
112 Transportation Director	1.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-
112 Transportation Coordinators	2.00	2.00	2.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	-
112 Bus Drivers	2.18	1.71	1.71	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-
Total	5.18	4.71	4.71	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

All routing and dispatching services are performed by All-Star Transportation Services personnel





## FLEET

### FLEET DATA

- During our contractor interview we requested a detailed fleet list in order to identify the number, age, capacity, and model of vehicles being provided to the District under the terms of the contracts.

A copy of All-Star's Newtown fleet is included at the end of this section. As of June, 2016 the All-Star fleet included 51 Type I buses and 9 Type II buses with 4 of the Type II vehicles having wheelchair capabilities. The overall fleet has an average age of 3.3 years with an average mileage of 60,688. This is an exceptionally "good" fleet based on our experience. The "average" fleet that we see has an average age of approximately 5.5 years with an average mileage of over 75,000.

The contract specifications require that the contractor provide a fleet with no bus older than 8 years with an average age of 5 years. All-Star is far exceeding this requirement.

- All buses in the fleet are equipped with camera systems and GPS is provided through the bus radio system. This near real-time system is extremely effective in evaluating bus utilization while facilitating inquiries about bus location and activities. The GPS was not required in the original bid.

### DMV INSPECTIONS

- Buses are required to be inspected annually by the Department of Motor Vehicles. For the period 9/1/14-8/31/15 All-Star has an out-of-service (OOS) rate of only 0.58%. This makes All-Star the second lowest OOS rate in the State with the lowest a contractor running a fleet that is only 10% of the size of All-Star. At the end of this section we have included a copy of the Statewide report from the DMV website.

### FLEET CHANGES

- As the District considers future contracts, we recommend that prices be requested for the provision of some small vehicles (5-7 passenger or Suburban style). We have found that homeless transportation (McKinney-Vento), or special needs, can benefit from operating these lower cost vehicles (reduced capital and operating expenses). These prices should be requested from both Education Connection and All-Star; however, the greatest use will be for out-of-District services. If Education Connection cannot provide these services then the District should require the contract flexibility to utilize All-Star if the pricing is advantageous.

**PROPERTY TAXES**

- Contractors are required to pay property taxes to Towns based on the calculated value of their fleets. All-Star had a 2016 Tax Year liability of \$89,309.85 given their relatively “young” fleet.

It is our belief that All-Star will consider proposing a brand new, all propane fleet, should the District enter into renegotiations for a new contract. If that occurred, the value of the new fleet would significantly increase, thereby resulting in an increased tax revenue for the Town of Newtown. Although we do not know the exact value of the buses, we have estimated the new tax liability based on our conservative valuations. As shown, the new liability would increase taxes paid to the Town by \$34,993.35.

**AST Vehicle Taxes - 2015 Tax Year***Existing Fleet*

<u>Original Value</u>	<u>Assessed Value*</u>	<u>Qty</u>	<u>Year</u>	<u>Make</u>	<u>Tax</u>	<u>Total Tax</u>
\$35,429	\$24,800	3	2009	IC	\$820.14	\$2,460.42
\$33,257	\$23,280	1	2008	IC	\$769.87	\$769.87
\$39,700	\$27,790	1	2009	IC	\$919.02	\$919.02
\$27,529	\$19,270	1	2008	IC	\$637.26	\$637.26
\$67,000	\$46,900	1	2013	BLUEB	\$1,550.98	\$1,550.98
\$76,286	\$53,400	2	2013	BLUEB	\$1,765.94	\$3,531.88
\$79,700	\$55,790	9	2014	CHEVY	\$1,844.98	\$16,604.82
\$63,657	\$44,560	3	2013	BLUEB	\$1,473.60	\$4,420.80
\$63,086	\$44,160	40	2013	BLUEB	\$1,460.37	\$58,414.80
		61				\$89,309.85

*Possible New Fleet*

<u>Original Value</u>	<u>Assessed Value*</u>	<u>Qty</u>	<u>Year</u>	<u>Make</u>	<u>Tax</u>	<u>Total Tax**</u>
\$105,000	\$73,500	39		77 Pass	\$2,469.60	\$96,314.40
\$55,000	\$38,500	18		30-47 Pass	\$1,293.60	\$23,284.80
\$50,000	\$35,000	4		18+1 Pass	\$1,176.00	\$4,704.00
		61				\$124,303.20

**Additional Town  
revenue**

**\$34,993.35**

\*Property tax applied to the assessed value which is equal to 70% of the original value

\*\*Total tax based on 2015 mill rate of 33.6



## Department of Motor Vehicles

## School Bus Out-of-Service Reports for Companies and Municipalities

The following is a list of school bus companies and municipalities that operate more than 20 school buses with Connecticut vehicle registrations. Each year by state law DMV does an annual inspection of the vehicles.

This list below shows the number of inspections, the number of vehicles put out of service, and the percentage of those vehicles that were put out of service as a result of DMV's annual inspection.

The period covers September 1, 2014 through August 31, 2015.

N/A = Reflects carriers with less than 21 vehicles registered the previous year.

Carrier Name	Number of Inspections (9/1/14 to 8/31/15)	Number of Taken OOS	OOS Percentage Rate	Previous Listed Vehicle OOS Percentage Rate
Access Transportation Solutions Llc	38	6	15.79%	15.63%
All Star Transportation	687	4	0.58%	0.33%
Autumn Transportation	78	12	15.38%	2.70%
B and B Transportation	67	0	0.00%	0.00%
Datco	1,240	40	3.23%	3.35%
Durham School Services	590	94	15.93%	10.58%
Eastconn	28	3	10.71%	3.85%
F.E. Edwin Smyth & Son	51	3	5.88%	0.00%
First Student	2,524	366	14.50%	13.02%
Glastonbury Town Of	63	8	12.70%	0.00%
Killingly Board of Ed.	34	11	32.35%	40.00%
Landmark Student Transportation Inc	61	10	16.39%	0.00%
M & J Bus Co.	436	11	2.52%	1.41%
Martel Transportation	22	6	27.27%	54.55%
Montville Board of Ed.	41	7	17.07%	15.79%
Newington Board of Ed.	55	4	7.27%	0.00%
Rainbow Bus Lines	64	24	37.50%	14.42%
Rainbow Transportation Services Inc	40	11	27.50%	N/A
Salter's Express Co Inc	46	1	2.17%	N/A
Smyth Bus Inc	108	1	0.93%	0.00%

<b>Specialty Transportation</b>	<b>97</b>	<b>9</b>	<b>9.28%</b>	<b>1.65%</b>
<b>Student Transp. Of America, CT STA of Connecticut Inc</b>	<b>632</b>	<b>23</b>	<b>3.64%</b>	<b>8.87%</b>
<b>The New Britain Transportation</b>	<b>258</b>	<b>39</b>	<b>15.12%</b>	<b>18.33%</b>
<b>Thompson Board of Ed.</b>	<b>23</b>	<b>2</b>	<b>8.70%</b>	<b>57.14%</b>
<b>We Transport LLC</b>	<b>257</b>	<b>48</b>	<b>18.68%</b>	<b>0.43%</b>
<b>Winkle Bus Co.</b>	<b>93</b>	<b>3</b>	<b>3.23%</b>	<b>12.90%</b>
<b>Worhunsky Bus Corp The</b>	<b>77</b>	<b>1</b>	<b>1.30%</b>	<b>10.53%</b>

Content Last Modified on 3/1/2016 10:23:19 AM

Newtown Equipment List

<u>Loc</u>	<u>Fleet #</u>	<u>Class</u>	<u>AssetType</u>	<u>VIN</u>	<u>Plate</u>	<u>Chassis</u>	<u>Year</u>	<u>Body</u>	<u>Cap</u>	<u>Mileage</u>
NWTN	53	R	Type II	1GB3G3BG9E1203334	30B29	CHEVY	2014	Microbird	30	26528
NWTN	51	R	Type II	1GB3G3BG0E1203710	30B27	CHEVY	2014	Microbird	30	29152
NWTN	52	R	Type II	1GB3G3BG5E1197855	30B25	CHEVY	2014	Microbird	30	37265
NWTN	49	R	Type II	1GB3G3BG3E1204219	30B26	CHEVY	2014	Microbird	30	39296
NWTN	50	R	Type II	1GB3G3BG5E1203413	30B28	CHEVY	2014	Microbird	30	41521
NWTN	55	SP	Type I	4DRBUAFL88B558534	89A88	INTER	2008	CE	47	135698
NWTN	41	R	Type I	1BAKBCPA1DF294251	34B37	BB	2013	Vision	47	52429
NWTN	43	R	Type I	1BAKBCPA5DF294253	34B41	BB	2013	Vision	47	55332
NWTN	39	R	Type I	1BAKBCPA3DF294249	34B46	BB	2013	Vision	47	58239
NWTN	35	R	Type I	1BAKBCPA6DF290521	30B61	BB	2013	Vision	47	58245
NWTN	36	R	Type I	1BAKBCPA8DF294246	34B43	BB	2013	Vision	47	58630
NWTN	42	R	Type I	1BAKBCPA3DF294252	34B40	BB	2013	Vision	47	60439
NWTN	34	R	Type I	1BAKBCPA4DF290520	30B60	BB	2013	Vision	47	60574
NWTN	44	R	Type I	1BAKBCPA7DF294254	34B39	BB	2013	Vision	47	63283
NWTN	40	R	Type I	1BAKBCPAXDF294250	34B38	BB	2013	Vision	47	63384
NWTN	33	R	Type I	1BAKBCPA8DF290519	30B59	BB	2013	Vision	47	66255
NWTN	37	R	Type I	1BAKBCPAXDF294247	34B44	BB	2013	Vision	47	68969
NWTN	38	R	Type I	1BAKBCPA1DF294248	34B45	BB	2013	Vision	47	76743
NWTN	57	SP	Type I	4DRBUAFN98B502376	86A11	INTER	2008	CE	77	96355
NWTN	58	SP	Type I	4DRBUAAN89A670699	91A71	INTER	2009	CE	77	28464
NWTN	56	SP	Type I	4DRBUAAN29A670696	91A64	INTER	2009	CE	77	68019
NWTN	59	SP	Type I	4DRBUAAN49A670697	91A69	INTER	2009	CE	77	83988
NWTN	61	SP	Type I	1BAKGCPA2DF295913	30B05	BB	2013	Vision	77	40298
NWTN	23	R	Type I	1BAKGCPA8DF290487	30B57	BB	2013	Vision	77	46684
NWTN	26	R	Type I	1BAKGCPA8DF290490	30B65	BB	2013	Vision	77	48818
NWTN	60	SP	Type I	1BAKGCPA0DF295912	30B06	BB	2013	Vision	77	49374
NWTN	25	R	Type I	1BAKGCPA1DF290489	30B63	BB	2013	Vision	77	50386
NWTN	27	R	Type I	1BAKGCPAXDF290491	30B64	BB	2013	Vision	77	52610
NWTN	9	R	Type I	1BAKGCPA8DF290473	34B13	BB	2013	Vision	77	52976
NWTN	19	R	Type I	1BAKGCPA0DF290483	30B89	BB	2013	Vision	77	53671
NWTN	24	R	Type I	1BAKGCPAXDF290488	30B62	BB	2013	Vision	77	54400
NWTN	8	R	Type I	1BAKGCPA6DF290472	30B92	BB	2013	Vision	77	55557
NWTN	62	SP	Type I	1BAKGCPA6DF290486	30B87	BB	2013	Vision	77	57457
NWTN	28	R	Type I	1BAKGCPA1DF290492	30B66	BB	2013	Vision	77	57680
NWTN	12	R	Type I	1BAKGCPA3DF290476	34B08	BB	2013	Vision	77	57735
NWTN	10	R	Type I	1BAKGCPAXDF290474	30B93	BB	2013	Vision	77	59260
NWTN	31	R	Type I	1BAKGCPA8DF293597	32B58	BB	2013	Vision	77	59364
NWTN	6	R	Type I	1BAKGCPA9DF290465	30B88	BB	2013	Vision	77	60188
NWTN	7	R	Type I	1BAKGCPA4DF290471	30B91	BB	2013	Vision	77	60417
NWTN	29	R	Type I	1BAKGCPA3DF290493	30B58	BB	2013	Vision	77	62525
NWTN	18	R	Type I	1BAKGCPA9DF290482	30B85	BB	2013	Vision	77	63905
NWTN	11	R	Type I	1BAKGCPA1DF290475	30B94	BB	2013	Vision	77	64644
NWTN	20	R	Type I	1BAKGCPA2DF290484	30B90	BB	2013	Vision	77	64725
NWTN	1	R	Type I	1BAKGCPA4DF293600	32B64	BB	2013	Vision	77	64908
NWTN	5	R	Type I	1BAKGCPA2DF290470	19B11	BB	2013	Vision	77	64981
NWTN	13	R	Type I	1BAKGCPA5DF290477	34B09	BB	2013	Vision	77	66349
NWTN	2	R	Type I	1BAKGCPA0DF290466	19B09	BB	2013	Vision	77	67054
NWTN	4	R	Type I	1BAKGCPA2DF290467	10B70	BB	2013	Vision	77	67458
NWTN	14	R	Type I	1BAKGCPA7DF290478	34B16	BB	2013	Vision	77	67687

Newtown Equipment List

<u>Loc</u>	<u>Fleet #</u>	<u>Class</u>	<u>AssetType</u>	<u>VIN</u>	<u>Plate</u>	<u>Chassis</u>	<u>Year</u>	<u>Body</u>	<u>Cap</u>	<u>Mileage</u>
NWTN	15	R	Type I	1BAKGCPA9DF290479	34B10	BB	2013	Vision	77	68799
NWTN	3	R	Type I	1BAKGCPA4DF290468	19B08	BB	2013	Vision	77	68981
NWTN	21	R	Type I	1BAKGCPA4DF290485	30B86	BB	2013	Vision	77	71790
NWTN	22	R	Type I	1BAKGCPAXDF293598	32B56	BB	2013	Vision	77	73035
NWTN	17	R	Type I	1BAKGCPA7DF290481	34B12	BB	2013	Vision	77	73447
NWTN	16	R	Type I	1BAKGCPA5DF290480	34B11	BB	2013	Vision	77	74328
NWTN	30	R	Type I	1BAKGCPA6DF290469	19B10	BB	2013	Vision	77	76970
NWTN	48	SP	Type II - W/C	1GBKG316091162019	95A34	CHEVY	2010	Microbird	18+1	122660
NWTN	46	R	Type II - W/C	1GB3G3BG3E1204088	30B23	CHEVY	2014	Microbird	18+1	35654
NWTN	45	R	Type II - W/C	1GB3G3BG5E1203315	30B24	CHEVY	2014	Microbird	18+1	36263
NWTN	47	R	Type II - W/C	1GB3G3BG2E1198543	49B31	CHEVY	2014	Microbird	18+1	39410
<b>Total Number of Vehicles:</b>				<b>60</b>						
<b>Average Age (based on 2016 model year):</b>				<b>3.3</b>						
<b>Average Mileage:</b>				<b>60,688</b>						

## POLICY AND PROCEDURES

- An important issue in the operation and provision of student transportation services is the development, adoption and implementation of policy.

Policy identifies for the community the level of service to be provided to the residents while clarifying for the Administration and the Contractor(s) the parameters to be utilized to offer equitable and safe services. In all cases it is our belief that policy and procedure should agree.

During the course of our review, we evaluated Policy #3-701 which includes a number of subsections. This policy includes several key provisions, including a specific delineation for determining eligibility for transportation services. Eligibility has been established to provide transportation services to students living in the following circumstances:

- All children, kindergarten through grade 8, living one (1) mile or more from the school they attend.
- All children, grades 9 through 12, living one and one-half (1.5) miles or more from the school they attend.

The policy includes a distance waiver statement for physical disabilities and hazardous conditions. Additionally, it includes a provision for students to walk to the nearest bus stop with the maximum stop distance equivalent to the walker distances to schools stated above.

*The policies are outdated, inaccurate and need to be replaced.* Throughout the policy there are references to the owner-operator method of providing services, and procedures are stated that were obviously designed to meet the owner-operator needs. As stated, the policies need to reflect the Board's determination on service levels, and should not be designed to reflect the needs of the provider.

It is our understanding that the District has subscribed to the CABA policy service, and has the CABA prototype policies available. We have reviewed these prototype policies for other clients and they are thorough and compliant with regulatory requirements. We recommend that the Board of Education address the policy issues at the earliest possible date in order to establish a firm foundation for services to be provided to the Community in the future. This is especially important

should any building realignments be necessary, or should a new transportation bid be undertaken.

As policies are reviewed by the Board of Education, we strongly encourage the active participation of the Administration. Additionally, given the detailed involvement of All-Star in determining routes and services, we recommend that they be consulted relative to the current practices while soliciting their input on any recommendations for future changes. All-Star operates in a number of communities and their insights would be valuable and appropriate.

All-Star publishes “*Transportation Information*” which details rules and regulations that they have implemented in the Newtown Public Schools. We have included these two pages in the Appendix. We suggest that the Board of Education review this document to ensure that it is compliant with the operating methods desired by the District.

#### **WALKER DISTANCES AND STOPS**

- The establishment of stops closer to home because the parent cannot see the student from their front window, or challenges about buses entering cul-de-sacs because the parent assumed that a bus would enter the cul-de-sac, are typical issues that we hear and where we believe a district must establish fair parameters.

We believe that it's very important to minimize the number of times the bus stops; this is a major area of safety concern. Additionally, a reduction in the number of stops will reduce route times and reduce fuel usage. If the implementation of a formal stop system could allow the reduction of even one bus, or the elimination of the need to add a new bus, the savings to the District would be in excess of \$60,000 per year. This type of savings may allow the District to allocate these funds to teaching positions or other direct educational expenses.

Frequent bus stops are problematic and unsafe:

- They interfere with traffic and sometimes encourage drivers behind the bus to try to get ahead of the bus.
- The chance of a rear-end collision is increased.
- When proceeding from one stop to the next the driver needs time to activate the yellow warning flashers to alert motorists.
- The operation of the route is extended due to the frequency of students getting on or off the bus.
- The number of students assigned to the bus is decreased due to the extended run times.

We understand the challenge for the District in the determination of safe and equitable bus stop locations.

Parents also challenge stop locations for a multitude of reasons. It is incumbent on the District to determine stop locations based on safety, efficiency and policy compliance. In certain instances where stops are difficult to determine, we recommend that the District develop a matrix to be utilized to review the questionable stop. Issues such as: sight lines; speed limits; sidewalks; safe area to wait; number of students; student ages; safe bus stopping location; and more, can be included in the evaluation process.

For the new stop, all factors would be considered and a determination would be made based on the sum of all elements of the review. This would allow the stop review process to be conducted by District staff members in a consistent method, thereby providing equity to residents while ensuring student safety.

The drop-off of students is an issue that has been addressed by All-Star and the Administration as they implemented a more formal and consistent procedure. Prior to the operation under a formal single-contractor mode, “personal” arrangements were made with drivers and parents. This is absolutely not acceptable and not safe. This should be clarified in any new policies.

**SAFETY ZONES** • Safety zones should periodically be reviewed to ensure that the area continues to meet the defined criteria. Road conditions can certainly change over time and it is not uncommon for an area to be deemed an unsafe area and then receive transportation services that far exceed an area’s eligibility. As a part of this process, a record should be kept of the date of the review and the party conducting the review.

**TRIP TICKET** • In order to provide an audit trail for charges related to athletic and field trips, we recommend that the District develop a trip ticket to be used for each athletic or educational, non-route trip. It would certainly be appropriate to work with the Contractor on this form development.

The trip ticket should include at least the following items:

- Date
- Event/Sport/School name
- Destination description

- Bus #
- Driver name
- Scheduled departure time
- Actual departure time
- Departure mileage
- Initial of coach/teacher/responsible adult
- Scheduled return time
- Actual return time
- Initial of coach/teacher/responsible adult
- Comment field to be completed by coach/teacher/adult (problems; issues; commendations; etc)

#### **ANNUAL MEETING**

- We recommend that there be an annual meeting with all principals and the Athletic Director, attended by all the drivers/aides of the Contractor(s). This provides an opportunity for increased training, including detailed conversations addressing procedural issues such as bus conduct reports. This type of meeting also provides an opportunity for the drivers and aides to ask questions about procedures, discipline, policy, and more. These meetings assist in building and enhancing relationships between the transportation employees and the Building Administrators.

#### **COMPLAINT TRACKING**

- The District should develop and implement a complaint tracking system in compliance with Section 10-221c requirements (included in Appendix). We have included in the Appendix a sample of an Excel based tracking system in use in other districts.



## ROUTING

### ROUTING

- Route scheduling for all in-District runs is being performed by All-Star using TransFinder routing software. TransFinder is a capable, industry-standard routing software program. The TransFinder program is owned by All-Star.

The bid specifications issued for the services being performed by All-Star were based on the District performing all routing services utilizing the VersaTrans routing software that was owned and operated by the District. Pursuant to an agreement between the District and All-Star in April, 2012, All-Star assumed complete responsibility for the management of all of the District's transportation services, including the routing function. All-Star assumed this responsibility at no additional cost to the District.

As a firm, we have a belief that, whenever possible, a district should be responsible for routing. This eliminates any concerns about the "fox watching the hen house", and eliminates any consternation about tedious requirements to explore routing options. If the district wants to spend time looking at options, that is solely a district decision.

However, in most cases there is a charge from a contractor for providing routing services given the significant labor demand that the function requires, and the requirement to own and operate routing software. Additionally, a thorough routing function requires periodic reports to the district, and time sensitivity to meet changes in routing demands and student movements.

With our prejudice toward district operation of routing, we reviewed the process in place with All-Star, the route and ridership information provided, and the knowledge that they demonstrated during our interview. Given the incremental costs that the District would incur by trying to bring this function in-house (personnel; software), coupled with our comfort level with the efforts being provided by All-Star, we recommend that the routing and management function remain with All-Star – assuming that a future contractual relationship can be achieved. We do not see any demonstrable savings to the District by assuming responsibility for the routing, and there would definitely be additional costs.

The only concern that we have is the potential impact on District operations should a rebid be required. As mentioned earlier in this report, the routing software, maps, and information is owned by All-Star. Although the student data obviously resides with the District, the routing software, maps and related data belongs to All-Star and would not be available to another contractor.

## **RIDERSHIP ANALYSIS**

- At the end of this section we have included AM and PM reports that were generated by All-Star. These reports provide critical information as we review the effectiveness of the routing process:

- The AM report shows each bus, the licensed capacity (children), usage for each of the three tiers, scheduled ridership (shown as registered), the actual riders during each of the three count periods, and the run times.
- The licensed capacity is the maximum student ridership on the bus. It is important to note that this is based on 3 students to a seat which many districts do not feel is sufficient space for secondary students, especially with coats and backpacks. The 3 students to a seat is based on 13 inch “rump room”. Therefore, on a 77 passenger bus if a district assigned 2 students to a seat the effective capacity would become 52 students.
- The pricing methodology under the contract requires the District to pay for a bus based on the length of day (6.5 hours). Therefore, if a bus is not needed for the middle tier in a three tier system, the District still pays for the bus. Therefore, many districts believe that they might just as well use the bus since they’re paying for it. However, given that there is variable operating cost for running a bus (fuel; maintenance), the District may be better off allowing the contractor to park the bus if there is not a legitimate need for the bus capacity to service the school.
- The PM analysis is based on riding time information only as the PM routes in the District are designed to replicate the AM routes. Given the desire to replicate routes in order to develop continuity between the drivers, students and parents, the length of run that can be operated in the afternoon in many ways controls the type of route that can be developed for the AM.
- PM ridership is also much more difficult to project given the number of students who participate in outside events. PM riding time is a significant issue in routing as the time between dismissal bells typically controls the length of the routes, therefore the student loads. When evaluating PM route times, it

is critically important to understand that there is a loading time requirement at the schools after the PM bell. The industry standard is 7 to 10 minutes depending on student ages, building layouts, traffic flow, and dismissal process. Therefore, with a 10 minute load factor, a 2:49 dismissal means that the bus effectively begins the route at 2:59. The bus then must deliver all the students to their homes and make it back to the next building (tier) by dismissal time. Therefore, for the Intermediate School, a 2:49 dismissal means that the bus leaves by 2:59, and then must deliver all students and be at the elementary building by 3:37.

- Following is a summary of information gathered from an analysis of the AM and PM ridership report:

<b>AM STUDENT RIDERSHIP ANALYSIS *</b>			
	<b>TIER 1</b>	<b>TIER 2</b>	<b>TIER 3</b>
Average scheduled riders:	67	24	37
Average # of riders	32.7	17.43	27.41
% of riders to scheduled	48.8%	71.3%	73.4%
% of riders to full capacity (77)	42.5%	22.6%	35.6%
% of riders to adult capacity (52)	62.9%	33.5%	52.7%
Average ride time (mins)	38	31	32
<b>PM RIDERSHIP ANALYSIS</b>			
Average ride time (mins)	36	32	33
* Based on 77 passenger bus analysis only. May 2016 report from AST.			

What are the key “take-aways” from this analysis?

- The ridership analysis for the AM runs is based on our analysis of the 77 passenger buses only. We did not include the 47 passenger buses given the relatively unique use of these buses.
- Scheduling 67 students for the first tier, which services the secondary schools, is “overloading” a bus that has an effective adult capacity of 52 students. This is highly appropriate given that only 48.8% (33) of the scheduled riders actually use the bus. Although more students could be assigned to these first tier buses, the ride time is already 38 minutes. Additionally, since the PM runs replicate the AM runs, there is an effective limit to the length of the run.
- The AM route times must consider the practical problem of traffic flow. The traffic in Newtown in certain areas is challenging and must be integrated into the run development without regard to

the actual number of miles traveled in a route. Typically, AM traffic flow is a greater challenge than during the afternoon.

- In looking at the first tier student assignments, there appears to be a solid attempt to equalize student loads as the lowest assigned student load was 50 students with the highest assigned load being 77 students. The average load was 67 students with the mode being 77 students.
  - The PM run schedule for the first tier (secondary schools) includes the use of a “wave” system which means that half the buses start at the High School with the other half starting at the Middle School. The buses pick up students at their respective schools and then transition to the other building to pick up the remainder of their assigned students. Therefore, there is actually a dual loading factor that must be considered which integrates an additional almost 20 minutes into the first tier PM run.
  - Second tier ridership is much lower (average 17), along with the number of scheduled riders (24). This appears to be due to run time limitations, an attempt to utilize all buses since they are being paid for, and the types of destinations (private/parochial along with the Intermediate School).
  - Third tier (Elementary School) assigned ridership is also much lower (average of 37) but with a utilization rate of 73% based on actual to scheduled. Elementary students are typically much higher users of assigned buses. The average run time is 33 minutes in the PM. The average last drop-off in the afternoon is 4:19.
- From all indications, All-Star has worked well with the District to adjust routes and attempt to consolidate runs. The statistics show a reasonable balance between run times and student loads. Although the second tier appears to show buses that are underutilized, this is explained by run times and attempts to utilize contracted buses. We believe this is an area that should be reviewed in greater detail to balance convenience versus variable operating cost savings.

As mentioned earlier, the District and All-Star were able to reduce 2 buses from the fleet. This type of on-going review must be continued given the enrollment decline in the District. To that end, as part of our discussions with All-Star, we did pose two questions relative to areas of potential savings. Following is our question and their response:

- **TAS** question: *“Is there a potential for reducing buses if bell times were adjusted using the current three tier system?”*

All-Star response: *“Per your request I have looked into the possibility of reducing buses by moving school bell times. We currently operate 42.50 Type I buses and 8 Type II vans. The afternoon schedule is extremely tight with buses just making or arriving slightly after dismissal for their Tier 2 and Tier 3 schools. Consolidating HS/MS routes would result in longer runs requiring additional time between Tiers. We would most likely need to adjust the Tier 2 & Tier 3 schools by 15 minutes. Tier 2 would go from 8:05–2:49 to 8:20–3:04 and Tier 3 would go from 9:05–3:37 to 9:20–3:52. This would allow a reduction of 3.5 units. Base on next year’s rates there would be a potential savings of \$208,345.50 + fuel; however, there would be additional cost as we would likely exceed the 6 ½ hour contracted rate by approximately 15 minutes per day per bus for a potential increase of \$107,055.00 which reduces potential savings to \$101,290.50 + fuel.”*

- **TAS** question: *“Would it be possible to create a later start time for the High School, and if so, what would be the best method of achieving this goal?”*

All-Star response: *“Also regarding later start times for the High School. The most logical option would be to convert to a 2 Tier system. We operate next door in New Milford which is similar in size to Newtown. They operate on a 2 Tier system with HS/MS from 7:35 – 2:15 (buses drop off at 7:10) and the Intermediate and 2 elementary schools from 8:50 – 3:15. They run 62.50 units. We are unable to forecast how many units that might require given the uncertainty of whether Newtown will be closing a school and what the new configuration might be.”*

- From our perspective, if the District is willing to look at adjusting bell times, we believe there would be financial advantages to creating more time between tiers. The financial projections shown by All-Star might be modified through contract renegotiations where the pricing methods are addressed, and where unnecessary second tier buses are removed. Although this type of analysis will be time consuming, we believe the effort would be financially beneficial. This is especially true should building reconfigurations occur in the future given the declining enrollments.

As a part of the “what-if” routing analysis, should reconfiguration be a legitimate option for the District, a two-tier system would be a

reasonable option. Most districts of the geographic size of Newtown operate a two-tier system given the time versus space analysis of bus use. The larger the district, the more time that is needed for runs in order to maximize bus capacities. The buses demonstrate that there is unused student capacity; therefore, creating longer runs will allow more assigned students.

Although there may be a need for a few more buses, the length of day per bus should decrease from the current 6.5 hours down to potentially 4.5 to 5 hours. The decreased length of day for the entire fleet may offset the incremental cost of increasing a few buses. This cannot be determined until the detailed “what if” review is completed, and until contract renegotiation is completed with a change in pricing methodologies.

- Overall, we believe All-Star is doing a good job in the routing process, and we do not believe that the District could cost justify bringing the routing responsibility in-house. Although the District needs to continually focus on controlling costs through bus utilization reviews, we do not find any glaring inefficiencies in the current program.

We do recommend that the District work with All-Star to explore bell time and tier structure options, keeping in mind that any changes would not occur until the 2017-2018 school year at the earliest.

## A.M. STUDENT COUNT SHEET

May, 2016: 3rd Count for Year

BUS	CAP	SCHOOL	REG	SEP	JAN	MAY	TIME	SCHOOL	REG	SEP	JAN	MAY	TIME	SCHOOL	REG	SEP	JAN	MAY	TIME
1	77	NHS/MS	73	39	38	39	36	REED	30	27	28	25	40	SANDY HOOK	53	51	50	50	45
2	77	NHS/MS	68	39	31	28	38	REED	18	15	13	14	25	SANDY HOOK	28	21	20	23	31
3	77	NHS/MS	70	38	29	29	38	REED	36	32	29	28	32	SANDY HOOK	34	29	27	29	29
4	77	NHS/MS	63	48	53	50	38	REED	31	27	26	26	27	SANDY HOOK	30	25	28	30	27
5	77	NHS/MS	60	28	26	23	27	REED	26	20	16	15	24	SANDY HOOK	29	23	21	19	25
6	77	NHS/MS	77	45	39	33	34	REED	27	24	21	20	32	MIDDLE GATE	38	28	23	25	25
7	77	NHS/MS	62	33	31	28	34	ST ROSE	28	24	20	16	43	MIDDLE GATE	41	27	26	26	28
8	77	NHS/MS	65	37	36	27	30	REED/ST ROSE	39	21	19	16	36	HAWLEY	55	34	34	27	36
9	77	NHS/MS	63	37	31	29	28	REED/ST ROSE	39	25	20	19	30	HAWLEY	52	37	35	33	35
10	77	NHS/MS	77	37	31	38	33	REED	17	12	11	15	31	HAWLEY	35	22	20	23	33
11	77	NHS/MS	67	33	28	23	37	REED	25	19	21	21	29	HAWLEY	30	27	30	27	30
12	77	NHS/MS	70	42	33	35	25	REED	29	19	17	19	34	HEAD O'MDW	23	15	15	16	24
13	77	NHS/MS	60	30	29	27	42	REED	13	13	13	14	27	HEAD O'MDW	44	39	39	37	22
14	77	NHS/MS	52	33	28	24	40	REED	25	17	14	17	36	HEAD O'MDW	34	33	28	23	31
15	77	NHS/MS	55	29	28	25	45	REED	13	8	6	7	32	HEAD O'MDW	46	34	32	34	34
16	77	NHS/MS	75	30	26	21	42	REED	23	19	16	16	37	HEAD O'MDW	50	31	29	28	34
17	77	NHS/MS	50	31	25	21	36	REED	31	22	18	16	34	HEAD O'MDW	49	22	33	29	32
18	77	NHS/MS	57	21	21	19	43	REED	28	27	26	24	36	MIDDLE GATE	23	13	13	12	41
19	77	NHS/MS	58	45	44	38	41	REED	31	30	28	28	24	MIDDLE GATE	52	52	51	38	43
20	77	NHS/MS	65	35	31	18	32	REED	23	17	12	18	38	MIDDLE GATE	40	24	21	14	24
21	77	NHS/MS	65	43	35	37	36	REED	20	15	12	11	36	SANDY HOOK	29	18	21	21	33
23	77	NHS/MS	77	33	31	26	37	REED	16	14	14	13	22	MIDDLE GATE	41	31	28	30	30
24	77	NHS/MS	67	31	25	23	38	REED	47	34	26	33	23	MIDDLE GATE	30	20	20	20	28
25	77	NHS/MS	73	29	30	25	31	REED/ST ROSE	31	22	19	8	35	MIDDLE GATE	22	21	19	17	35
26	77	NHS/MS	77	42	37	39	46	ST ROSE	14	8	8	8	29	SANDY HOOK	44	39	42	41	42
27	77	NHS/MS	77	49	45	48	45	FRASER WD	3	4	3	3	20	MIDDLE GATE	44	30	28	27	29
28	77	NHS/MS	77	33	28	26	43	ABBOTT TECH	14	11	12	10	26	MIDDLE GATE	34	25	20	22	30
29	77	NHS/MS	65	33	33	32	47	ST ROSE	10	10	8	6	30	HEAD O'MDW	27	23	21	22	31
30	77	NHS/MS	74	46	37	39	38	REED	22	13	11	14	31	HEAD O'MDW	46	42	34	31	46
31	77	NHS/MS	71	33	28	25	45							DNBY MAG	17	17	16	16	30

Averages:

% of reg 36.07 32.23 29.83 38

% of cap 53.8% 48.1% 44.5%

% adult cap 46.8% 41.9% 38.7%

69.4% 62.0% 57.4%

avg riders 67

32.71

avg % of reg 36.07

48.8%

avg % of cap 53.8%

42.5%

avg % of adult cap 46.8%

62.9%

24

18.93 16.79 16.55 31

77.4% 68.7% 67.7%

24.6% 21.8% 21.5%

36.4% 32.3% 31.8%

17.43

71.3%

22.6%

33.5%

37

28.43 27.47 26.33 32

76.2% 73.6% 70.5%

36.9% 35.7% 34.2%

54.7% 52.8% 50.6%

27.41

73.4%

35.6%

52.7%

Bus	School	Lv. School	Ride	Arrive	School	Lv. School	Last D/O	Ride	Arrive	School	Lv. School	Last D/O	Ride	Yard
1	NHS/MS	2:17	36	2:52	REED	3:05	3:35	0:30	3:47	SH	3:50	4:29	0:39	4:43
2	NHS/MS	2:16	41	2:54	REED	3:00	3:36	0:36	3:40	SH	3:46	4:24	0:38	4:43
3	NHS/MS	2:15	37	2:56	REED	3:00	3:35	0:35	3:42	SH	3:46	4:23	0:37	4:38
4	NHS/MS	2:17	37	2:56	REED	3:00	3:30	0:30	3:42	SH	3:46	4:23	0:37	4:36
5	NHS/MS	2:17	28	2:51	REED	3:00	3:35	0:35	3:43	SH	3:47	4:26	0:39	4:36
6	NHS/MS	2:16	35	2:53	REED	3:00	3:31	0:31	3:40	MG	3:46	4:21	0:35	4:33
7	NHS/MS	2:16	32	2:50	STR	2:55	3:25	0:30	3:36	MG	3:44	4:08	0:24	4:22
8	NHS/MS	2:17	31	2:51	REED/STR	3:00	3:31	0:31	3:38	HW	3:45	4:20	0:35	4:32
9	NHS/MS	2:19	25	2:56	REED/STR	3:00	3:31	0:31	3:35	HW	3:42	4:13	0:31	4:28
10	NHS/MS	2:18	34	2:54	REED	3:00	3:25	0:25	3:38	HW	3:46	4:15	0:29	4:26
11	NHS/MS	2:16	38	2:55	REED	3:00	3:36	0:36	3:37	HW	3:44	4:21	0:37	4:29
12	NHS/MS	2:18	24	2:58	REED	3:05	3:40	0:35	3:47	HOM	3:47	4:21	0:34	4:31
13	NMS/HS	2:16	40	3:00	REED	3:05	3:40	0:35	3:42	HOM	3:47	4:22	0:35	4:27
14	NMS/HS	2:15	42	2:58	REED	3:05	3:35	0:30	3:41	HOM	3:47	4:16	0:29	4:24
15	NMS/HS	2:16	40	2:57	REED	3:05	3:36	0:31	3:38	HOM	3:47	4:22	0:35	4:25
16	NMS/HS	2:14	43	2:55	REED	3:05	3:38	0:33	3:46	HOM	3:47	4:22	0:35	4:36
17	NMS/HS	2:16	34	3:01	REED	3:05	3:33	0:28	3:37	HOM	3:47	4:20	0:33	4:40
18	NMS/HS	2:14	41	2:52	REED	3:00	3:30	0:30	3:39	MG	3:45	4:08	0:23	4:30
19	NMS/HS	2:16	36	2:56	REED	3:05	3:40	0:35	3:46	MG	3:51	4:21	0:30	4:36
20	NMS/HS	2:17	29	2:52	REED/STR	3:05	3:45	0:40	3:45	MG	3:49	4:19	0:30	4:22
21	NMS/HS	2:16	33	2:54	REED	3:00	3:40	0:40	3:47	SH	3:52	4:29	0:37	4:44
23	NMS/HS	2:15	37	2:54	REED/STR	3:05	3:30	0:25	3:39	MG	3:47	4:20	0:33	4:31
24	NMS/HS	2:21	31	2:58	REED	3:05	3:40	0:35	3:44	MG	3:50	4:16	0:26	4:27
25	NMS/HS	2:16	36	2:51AM	REED/STR	3:05	3:30	0:25	3:44	MG	3:50	4:09	0:19	4:25
26	NMS/HS	2:20	39						3:15	SH	3:45	4:21	0:36	4:41
27	NHS/MS	2:22	44		NVA				3:13	MG	3:44	4:25	0:41	4:33
28	NHS/MS	2:22	43		NVA				3:08	MG	3:44	4:18	0:34	4:32
29	NMS/HS	2:21	44						3:20	HOM	3:47	4:15	0:28	4:28
30	NMS/HS	2:23	30	3:01	REED	3:05	3:35	0:30	3:43	HOM	3:47	4:22	0:35	4:43
31	NMS/HS	2:20	46						3:36	DNBY MG	3:45	4:22	0:37	4:32
33	NMS/HS	2:17	24	2:50	REED	3:00	3:37	0:37	3:44	SH	3:49	4:29	0:40	4:45
34	NHS/MS	2:17	28	2:51	REED/STR	3:00	3:30	0:30	3:43	SH	3:47	4:22	0:35	4:37
35	NMS/HS	2:22	32	2:50	REED/STR	3:00	3:35	0:35	3:43	HW	3:48	4:07	0:19	4:29
36	NMS/HS	2:17	32	2:52	REED/STR	3:00	3:30	0:30	3:40	HW	3:46	4:08	0:22	4:27
37	NHS/MS	2:21	40	2:51	REED	3:00	3:37	0:37	3:43	HW	3:49	4:16	0:27	4:32
38	NHS/MS	2:20	34	2:52	REED	3:00	3:29	0:29	3:43	SH	3:48	4:27	0:39	4:41
39	NHS/MS	2:14	37	2:58	REED	3:00	3:40	0:40	3:41	HW	3:46	4:22	0:36	4:27
40	NHS/MS	2:19	33	2:51	REED	3:00	3:40	0:40	3:48	HW	3:52	4:18	0:26	4:34
41	NHS/MS	2:17	27	2:50	STR	2:58	3:40	0:42						3:51
42	NMS/HS	2:19	32	2:49	STR	2:57	3:40	0:43						3:53
43	NMS/HS	2:21	30	2:48	STR	2:56	3:40	0:44						3:57
44	NMS/HS	2:15	37	2:52	STR	3:00	3:40	0:40						4:01
			36					0:33					0:32	



## **APPENDIX**

- COMPARABILITY SURVEY DATA
- ALL-STAR TRANSPORTATION REGULATIONS
- SECTION 10-221C REQUIREMENTS
- SAMPLE COMPLAINT TRACKING REPORT

Enter your Town	Was your current bus contract:	When contract expires, do you plan to:	Daily Rate for Type I Vehicles					Daily Rate for Type II		
			2015-16	2016-17	2017-18	2018-19	2019-20	2015-16	2016-17	2017-18
Ansonia	Negotiated	Bid	\$250.00	\$260.00	\$270.00			\$286.46	\$297.93	\$309.85
				4.00%	3.85%				4.00%	4.00%
South Windsor	Bid	Bid	hourly	\$328.00	\$336.00	\$344.00	\$353.00	hourly	\$292.50	\$300.00
					2.44%	2.38%	2.62%			2.56%
Simsbury	Negotiated	Bid								
Derby	Negotiated	Negotiate	\$282.00	\$297.00	\$312.00			same		
				5.32%	5.05%					
Manchester	Bid	Bid	\$234.26	\$241.05				\$218.63	\$218.63	
				2.90%					0.00%	
Region 12	Negotiated	Un-decided	\$294.00	\$302.50	\$311.50	\$322.00		\$282.00	\$294.00	\$302.50
Washington, Bridgewater, Roxbury				2.89%	2.98%	3.37%			4.26%	2.89%
Waterbury	Bid	Bid	\$280.00	\$288.00	\$296.00	\$304.00	\$312.00	\$295.00	\$304.00	\$313.00
				2.86%	2.78%	2.70%	2.63%		3.05%	2.96%
Ellington	Bid	Bid	\$224.45	\$230.96	end of 5 yr			\$212.47	\$218.63	n/a
				2.90%					2.90%	
East Hampton	Bid	Un-decided	\$233.24	\$239.07				\$225.69	\$231.34	
				2.50%					2.50%	
Waterford	Bid	Un-decided	\$227.91	\$234.75				\$227.91	\$234.75	
				3.00%					3.00%	
Coventry	Bid	Bid	\$291.48	\$299.93	\$308.93	\$318.51		N/A	N/A	N/A
				2.90%	3.00%	3.10%				
RSD 10 (Burlington/Harwinton)	Negotiated	Negotiate	\$298.00	\$306.00				\$298.00	\$306.00	
				2.68%					2.68%	
RSD13 - Durham and Middlefield	Negotiated	Un-decided	\$239.18	\$243.97	\$248.85	\$253.82	n/a	\$227.75	\$232.30	\$236.95
				2.00%	2.00%	2.00%			2.00%	2.00%
Guilford	Negotiated	Un-decided	\$270.34	\$274.40	\$278.52	tbd	tbd	\$270.34	\$274.40	\$278.52
				1.50%	1.50%				1.50%	1.50%

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Hampton	Bid	Un-decided	\$248.11	\$255.55	\$263.22	\$271.12	
				3.00%	3.00%	3.00%	
Salem	Bid	Un-decided	\$263.75	\$267.50	\$273.75	\$278.50	
				1.42%	2.34%	1.74%	
Region 1	Bid	Un-decided	\$297.50	\$304.50	\$311.50	\$318.50	
				2.35%	2.30%	2.25%	
			\$257.58	\$259.59	\$261.68		
				0.78%	0.81%		

Enter your Town	Vehicles 2018-19    2019-20	
Ansonia		
South Windsor	\$307.00 2.33%	\$315.00 2.61%
Simsbury		
Derby		
Manchester		
Region 12 Washington, Bridgewater, Roxbury	\$311.50 2.98%	\$322.00 3.37%
Waterbury	\$322.00 2.88%	\$332.00 3.11%
Ellington		
East Hampton		
Waterford	*****	*****
Coventry	N/A	
RSD 10 (Burlington/Harwinton)		
RSD13 - Durham and Middlefield	\$241.69 2.00%	n/a
Guilford	tbd	tbd

Is fuel included in your contract? If yes, is there a limit of (gallons) per vehicle or per contract?	
Yes	Vendor pays \$1.60gallon/BOE pays balance
No	
No	
No	
Yes	42000
Yes	2500
No	
No	
No	
No	
No	
No	
No	

What type of fuel does your fleet use?
Diesel
Diesel
Diesel
Diesel
Diesel
Gas    Diesel
Diesel
Diesel
Diesel
Diesel
Diesel
Diesel

Would you consider propane vehicles?
Yes
Yes
Yes
Yes
Un-decided
Yes
Yes
No
Un-decided
Un-decided
Un-decided
Yes
Un-decided
Un-decided



Hampton		No	Diesel	Un-decided
Salem		No	Diesel	Un-decided
Region 1	\$263.84 0.83%	No	Diesel	Yes

Enter your Town	How many vehicles do you run?			What is your current enrollment?	Is your routing performed by:	Who is your current transportation provider?
	Type I	Type II	Total			
Ansonia	15	7	22	2400	Bus Company	All-Star Transportation
South Windsor	33	12	45	4109	District	First Student (next yr DATTCO)
Simsbury			0			
Derby	9	3	12	1400	Bus Company	All-Star
Manchester	29	26	55	6202	Bus Company	First Student
Region 12	10	12	22	728	Bus Company	All-star
Washington, Bridgewater, Roxbury						
Waterbury	125	65	190	18752	Bus Company	RE: Durham SE: All-Star
Ellington	33	5	38	2637	Bus Company	First Student
East Hampton	16	1	17	1991	District	DATTCO
Waterford	26	11	37	2600	Bus Company	STA
Coventry	19		19	1625	Bus Company	M&J Bus, Inc.
RSD 10 (Burlington/Harwinton)	26	2	28	2400	Bus Company	All Star
RSD13 - Durham and Middlefield	21		21	1700	Bus Company	Dattco
Guilford	30	5	35	3393	District	STA



Wallingford	59	2	61	6052	Bus Company	Durham
Glastonbury	0					
Orange	0				Bus Company	
	12	2	14	997	Bus Company	All star
New Fairfield	5	20	25	2497	Bus Company	First Student
Danbury	79	35	114	11000	District	STA
Seymour	15	5	20	2202	Bus Company	All Star Transportation
Milford	56	13	69	6125	Bus Company	Durham School Services
Stafford	33 33			#####	Bus Company	M & J
Manchester	0					
Cromwell	13	4	17	1982	Bus Company	Dattco
Enter your Town	How many vehicles do you run?			What is your current enrollment?	Is your routing performed by:	Who is your current transportation provider?
Groton	47	14	61	4971	District	STA
Farmington	38	6	44	4141	District	M & J
Somers	13	2	15	1427	Bus Company	First Student
Cheshire	35	13	48	4400	District	Dattco
Stonington	25	4	29	2151	Bus Company	First Student
Putnam	0					
Regional School District #18 Lyme-Old Lyme	16	4	20	1239	Bus Company	M&J
Suffield	19	1	20	2370	Bus Company	M&J Bus
Tolland	25	6	31	2598	Bus Company	First Student
Bethel	21	5	26	2958	Bus Company	First Student

Hampton	3	0	3	100	Bus Company	First Student
Salem	9	0	9	373	Bus Company	M&J
Region 1	26	6	32	1400	Bus Company	All Star

Enter your Town	Are there any comments you would like to share with us?
Ansonia	We are too small to obtain competitive bids. All-Star has one bus depot that serves the area (Seymour, Ansonia, Derby, Wolcott). We negotiated our last contract to align our "end" dates so that we can bid as a group and hopefully attract more vendors.
South Windsor	We went to bid this past fall and spent the summer researching propane fueled bussing. I had open issues regarding moving to propane but was very interested. Currently, there are no bus contractors in my area working with propane. I posted the RFP encouraging contractors to provide an alternate bid for alternate fuel. We only received 2 bids and both were for diesel only.
Simsbury	
Derby	Derby shares the same facility with Ansonia, Seymour and Oxford.
Manchester	In this last contract, we did a regional contract through our KESC. We were not given a per diem costs, we were given a per diem up to 4 hours with an overtime cost of \$47.09 per hour for excess time over 4 hours, many of our routes are very long. Unfortunately, this has increased our transportation costs substantially. I believe we are in the neighborhood of \$300 per day for our Type I's with the overtime. Our transportation department used to do all the routing until this year. A change in staff, and the new transportation coordinator verifying that no other transportation coordinator within the regional contract does routing, made us look at the position and make the change to having the bus company do the routing. We are verifying that the routes are still optimized for us and currently, the overtime costs have remained the same. We are paying a flat \$26,000 for the bus company to do the routing. Please call if you have any questions.
Region 12 Washington, Bridgewater, Roxbury	
Waterbury	RE moving to Propane SE remaining Diesel
Ellington	We are in a regional contract bid by CREC with the Towns of Ellington, Somers, Vernon, and Manchester. The contract was not a savings for our district over the prior individual contract with First Student.
East Hampton	routing is shared, provider's software, support, and training almost zero sidewalks, zero K-3 walkers great survey Special Education not included
Waterford	Very good service, well managed.
Coventry	
RSD 10 (Burlington/Harwinton)	We are very happy with our current provider.
RSD13 - Durham and Middlefield	RSD13 leases the buses. Therefore, our daily rate may appear lower than expected. We originally did a five year lease and then renewed (as planned originally) another five years to spread the cost of the vehicle over ten years. We do have an additional agreement with Dattco that mandates they buy the buses at the end of the second five year lease term. Good luck
Guilford	Guilford is considering changes to school start times and the impact that would have on the bus routes and schedules. No funding was included in the 2016-17 proposed budget to make any changes. Any

	changes would occur for the 2017-18 school year at the earliest.	
Wallingford		
Glastonbury		
Orange		
New Fairfield		
Danbury		
Seymour		We are very interested in obtaining propane buses in near future.
Milford		
Stafford		16-17 is extension year from 3 year contract. Working on a number of initiatives and plan to work toward rebidding or negotiating in the fall
Manchester		
Cromwell		
Enter your Town		Are there any comments you would like to share with us?
Groton		
Farmington		
Somers		Our daily rates are for (4) hours. Hourly excess rate \$45.76. Factoring in the excess, our total daily rate is @ \$265
Cheshire		Good Luck!
Stonington		BOE has directed that we go out to bid as we have extended a couple of times.
Putnam		
Regional School District #18 Lyme-Old Lyme		Will you be sharing your results?
Suffield		
Tolland		Contract ends 6/30/19, we will be going out to bid. The buses service four building and one of them id Vo-Tech . SPED run not included with these figures
Bethel		The daily rate include transition and other trips within town even field trips. We are interested in bidding w another district if you would like to discuss. We are open to a discussion using propane.

Hampton	
Salem	
Region 1	We are geographically challenged as there is no competition in the NW corner of the state. AST has provided very good service over the years.

## Transportation Increase in Costs by Provider Town

Transportation Provider & Location	Daily Rate for Type I Vehicles					Daily Rate for Type II Vehicles				
	2015-16	2016-17	2017-18	2018-19	2019-20	2015-16	2016-17	2017-18	2018-19	2019-20
<b><u>ALL-STAR TRANSPORTATION</u></b>										
Ansonia	\$250.00	\$260.00	\$270.00			\$286.46	\$297.93	\$309.85		
Derby	\$282.00	\$297.00	\$312.00			same				
<b>Newtown</b>	<b>\$340.00</b>	<b>\$357.00</b>				<b>\$322.00</b>	<b>\$335.00</b>			
Region 1	\$297.50	\$304.50	\$311.50	\$318.50		\$257.58	\$259.59	\$261.68	\$263.84	
Region 12	\$294.00	\$302.50	\$311.50	\$322.00		\$282.00	\$294.00	\$302.50	\$311.50	\$322.00
RSD 10 (Burlington/Harwinton)	\$298.00	\$306.00				\$298.00	\$306.00			
Seymour	\$300.94	\$308.47	\$316.18			\$300.94	\$308.47	\$316.18		
<b>Average Costs &amp; Increases</b>	<b>\$294.63</b>	<b>\$305.07</b>	<b>\$304.24</b>	<b>\$320.25</b>		<b>\$291.16</b>	<b>\$300.17</b>	<b>\$297.55</b>	<b>\$287.67</b>	<b>\$322.00</b>
<b><u>DATTCO</u></b>										
Cheshire	\$301.00	\$310.00	\$319.00	\$329.00		\$246.00	\$254.00	\$261.00	\$269.00	
Cromwell	\$289.43	\$296.67	\$304.09			\$222.92	\$228.49	\$234.20		
East Hampton	\$233.24	\$239.07				\$225.69	\$231.34			
RSD13 - Durham and Middlefield	\$239.18	\$243.97	\$248.85	\$253.82	n/a	\$227.75	\$232.30	\$236.95	\$241.69	n/a
<b>Average Costs &amp; Increases</b>	<b>\$265.71</b>	<b>\$272.43</b>	<b>\$290.65</b>	<b>\$291.41</b>		<b>\$230.59</b>	<b>\$236.53</b>	<b>\$244.05</b>	<b>\$255.35</b>	
<b><u>DURHAM SCHOOL SERVICES</u></b>										
Milford	\$257.39	\$265.11				\$250.62	\$258.13			
Wallingford	\$257.52	\$263.96	\$270.56	\$277.32		\$238.51	\$244.47	\$250.58	\$256.84	
Waterbury	\$280.00	\$288.00	\$296.00	\$304.00	\$312.00	\$295.00	\$304.00	\$313.00	\$322.00	\$332.00
<b>Average Costs &amp; Increases</b>	<b>\$264.97</b>	<b>\$272.36</b>	<b>\$283.28</b>	<b>\$290.66</b>	<b>\$312.00</b>	<b>\$261.38</b>	<b>\$268.87</b>	<b>\$281.79</b>	<b>\$289.42</b>	<b>\$332.00</b>
<b><u>FIRST STUDENT</u></b>										
Bethel	\$347.65	\$355.47				\$347.65	\$355.47			
Ellington	\$224.45	\$230.96				\$212.47	\$218.63	n/a		
Hampton	\$248.11	\$255.55	\$263.22	\$271.12						
Manchester	\$234.26	\$241.05				\$218.63	\$218.63			
New Fairfield	\$295.31	\$312.00	\$329.15	\$347.26		\$263.80	\$278.00	\$293.61	\$309.76	
Somers	\$234.26	\$241.05				\$212.47	\$218.63			
South Windsor	hourly	\$328.00	\$336.00	\$344.00	\$353.00	hourly	\$292.50	\$300.00	\$307.00	\$315.00
Stonington	\$256.18	\$263.87	\$271.78			\$256.18	\$263.87	\$271.78		
Tolland	\$297.32	\$305.50	\$313.90	\$322.53		\$297.32	\$305.50	\$313.90	\$322.53	
<b>Average Costs &amp; Increases</b>	<b>\$267.19</b>	<b>\$281.49</b>	<b>\$302.81</b>	<b>\$321.23</b>	<b>\$353.00</b>	<b>\$258.36</b>	<b>\$268.90</b>	<b>\$294.82</b>	<b>\$313.10</b>	<b>\$315.00</b>
<b><u>M&amp;J BUS, Inc.</u></b>										
Coventry	\$291.48	\$299.93	\$308.93	\$318.51		N/A	N/A	N/A	N/A	
Farmington	\$234.03	\$239.41	\$245.40	\$251.65		\$234.03	\$239.41	\$245.40	\$251.65	
Regional School District #18 Lyme-Old Ly	\$236.50	\$246.00	\$256.00	\$266.00	\$277.00	\$236.50	\$246.00	\$256.00	\$266.00	\$277.00
Salem	\$263.75	\$267.50	\$273.75	\$278.50		N/A	N/A	N/A	N/A	
Stafford	\$279.46	\$286.44	\$293.60			\$279.46	\$286.44	\$293.60		
Suffield	\$248.97	\$255.94	\$261.11			\$234.08	\$240.63	\$247.37		
<b>Average Costs &amp; Increases</b>	<b>\$259.03</b>	<b>\$265.87</b>	<b>\$273.13</b>	<b>\$278.67</b>	<b>\$277.00</b>	<b>\$246.02</b>	<b>\$253.12</b>	<b>\$260.59</b>	<b>\$258.83</b>	<b>\$277.00</b>
<b><u>STA</u></b>										
Danbury	\$328.34	\$336.55				\$329.46	\$337.70			
Guilford	\$270.34	\$274.40	\$278.52	tbd	tbd	\$270.34	\$274.40	\$278.52	tbd	tbd
Waterford	\$227.91	\$234.75				\$227.91	\$234.75			
<b>Average Costs &amp; Increases</b>	<b>\$275.53</b>	<b>\$281.90</b>	<b>\$278.52</b>			<b>\$275.90</b>	<b>\$282.28</b>	<b>\$278.52</b>		

## Transportation Increase in Costs by Provider Town

Transportation Provider & Location	% Increase by Year Type I Vehicle				% Increase by Year Type II Vehicle			
	2016-17	2017-18	2018-19	2019-20	2016-17	2017-18	2018-19	2019-20
<b><u>ALL-STAR TRANSPORTATION</u></b>								
Ansonia	4.00%	3.85%			4.00%	4.00%		
Derby	5.32%	5.05%						
<b>Newtown</b>	<b>5.00%</b>				<b>4.04%</b>			
Region 1	2.35%	2.30%	2.25%		0.78%	0.81%	0.83%	
Region 12	2.89%	2.98%	3.37%		4.26%	2.89%	2.98%	3.37%
RSD 10 (Burlington/Harwinton)	2.68%				2.68%			
Seymour	2.50%	2.50%			2.50%	2.50%		
<b>Average Costs &amp; Increases</b>	<b>3.54%</b>	<b>3.33%</b>	<b>2.81%</b>		<b>3.04%</b>	<b>2.55%</b>	<b>1.90%</b>	<b>3.37%</b>
<b><u>DATTCO</u></b>								
Cheshire	2.99%	2.90%	3.13%		3.25%	2.76%	3.07%	
Cromwell	2.50%	2.50%			2.50%	2.50%		
East Hampton	2.50%				2.50%			
RSD13 - Durham and Middlefield	2.00%	2.00%	2.00%		2.00%	2.00%	2.00%	
<b>Average Costs &amp; Increases</b>	<b>2.50%</b>	<b>2.47%</b>	<b>2.57%</b>		<b>2.56%</b>	<b>2.42%</b>	<b>2.53%</b>	
<b><u>DURHAM SCHOOL SERVICES</u></b>								
Milford	3.00%				3.00%			
Wallingford	2.50%	2.50%	2.50%		2.50%	2.50%	2.50%	
Waterbury	2.86%	2.78%	2.70%	2.63%	3.05%	2.96%	2.88%	3.11%
<b>Average Costs &amp; Increases</b>	<b>2.79%</b>	<b>2.64%</b>	<b>2.60%</b>	<b>2.63%</b>	<b>2.85%</b>	<b>2.73%</b>	<b>2.69%</b>	
<b><u>FIRST STUDENT</u></b>								
Bethel	2.25%				2.25%			
Ellington	2.90%				2.90%			
Hampton	3.00%	3.00%	3.00%					
Manchester	2.90%				0.00%			
New Fairfield	5.65%	5.50%	5.50%		5.38%	5.62%	5.50%	
Somers	2.90%				2.90%			
South Windsor		2.44%	2.38%	2.62%		2.56%	2.33%	2.61%
Stonington	3.00%	3.00%			3.00%	3.00%		
Tolland	2.75%	2.75%	2.75%		2.75%	2.75%	2.75%	
<b>Average Costs &amp; Increases</b>	<b>3.17%</b>	<b>3.34%</b>	<b>3.41%</b>	<b>2.62%</b>	<b>2.74%</b>	<b>3.48%</b>	<b>3.53%</b>	<b>2.61%</b>
<b><u>M&amp;J BUS, Inc.</u></b>								
Coventry	2.90%	3.00%	3.10%					
Farmington	2.30%	2.50%	2.55%		2.30%	2.50%	2.55%	
Regional School District #18 Lyme-Old Ly	4.02%	4.07%	3.91%	4.14%	4.02%	4.07%	3.91%	4.14%
Salem	1.42%	2.34%	1.74%					
Stafford	2.50%	2.50%			2.50%	2.50%		
Suffield	2.80%	2.02%			2.80%	2.80%		
<b>Average Costs &amp; Increases</b>	<b>2.66%</b>	<b>2.74%</b>	<b>2.82%</b>	<b>4.14%</b>	<b>2.90%</b>	<b>2.97%</b>	<b>3.23%</b>	<b>4.14%</b>
<b><u>STA</u></b>								
Danbury	2.50%				2.50%			
Guilford	1.50%	1.50%			1.50%	1.50%		
Waterford	3.00%				3.00%			
<b>Average Costs &amp; Increases</b>	<b>2.33%</b>	<b>1.50%</b>			<b>2.33%</b>	<b>1.50%</b>		

## Transportation Increase in Costs by Provider Town

Transportation Provider & Location	Square Miles	Current Enrollment	# Type I Buses	# Type II Buses	Total Capacity	% Enrollment to Full Capacity	# Buses per sq. Miles
<b><u>ALL-STAR TRANSPORTATION</u></b>							
Ansonia	6.2	2,400	15	7	1,010	42%	3.55
Derby	5.4	1,400	9	3	564	40%	2.22
<b>Newtown</b>	<b>59.1</b>	<b>4,554</b>	<b>30.5</b>	<b>12</b>	<b>1,976</b>	<b>43%</b>	<b>0.72</b>
Region 1	268.4	1,400	26	6	1,536	110%	0.12
Region 12	82.3	728	10	12	930	128%	0.27
RSD 10 (Burlington/Harwinton)	61.52	2,400	26	2	1,396	58%	0.46
Seymour	15	2,202	15	5	940	43%	1.33
<b>Average Costs &amp; Increases</b>	<b>71</b>	<b>2,155</b>	<b>19</b>	<b>7</b>	<b>1,193</b>	<b>66.30%</b>	<b>1.24</b>
<b><u>DATTCO</u></b>							
Cheshire	33.36	4,400	35	13	2,240	51%	1.44
Cromwell	13.5	1,982	13	4	803	41%	1.26
East Hampton	36.8	1,991	16	1	851	43%	0.46
RSD13 - Durham and Middlefield	37.1	1,700	21		1,071	63%	0.57
<b>Average Costs &amp; Increases</b>	<b>30.19</b>	<b>2,518</b>	<b>21</b>	<b>6</b>	<b>1,241</b>	<b>49.29%</b>	<b>0.93</b>
<b><u>DURHAM SCHOOL SERVICES</u></b>							
Milford	26.14	6,125	56	13	3,311	54%	2.64
Wallingford	39.9	6,052	59	2	3,079	51%	1.53
Waterbury	28.96	18,752	125	65	8,650	46%	6.56
<b>Average Costs &amp; Increases</b>	<b>31.67</b>	<b>10,310</b>	<b>80</b>	<b>27</b>	<b>5,013</b>	<b>50.35%</b>	<b>3.58</b>
<b><u>FIRST STUDENT</u></b>							
Bethel	16.9	2,958	21	5	1,246	42%	1.54
Ellington	34.6	2,637	33	5	1,858	70%	1.10
Hampton	25.5	100	3	0	153	153%	0.12
Manchester	27.7	6,202	29	26	2,389	39%	1.99
New Fairfield	25.1	2,497	5	20	955	38%	1.00
Somers	28.5	1,427	13	2	733	51%	0.53
South Windsor	28.7	4,109	33	12	2,103	51%	1.57
Stonington	50	2,151	25	4	1,415	66%	0.58
Tolland	40.3	2,598	25	6	1,485	57%	0.77
<b>Average Costs &amp; Increases</b>	<b>30.81</b>	<b>2,742</b>	<b>21</b>	<b>9</b>	<b>1,371</b>	<b>63.09%</b>	<b>1.02</b>
<b><u>M&amp;J BUS, Inc.</u></b>							
Coventry	38.4	1,625	19	0	969	60%	0.49
Farmington	28.8	4,141	38	6	2,148	52%	1.53
Regional School District #18 Lyme-Old Lyme	63.3	1,239	16	4	956	77%	0.32
Salem	29.8	373	9	0	459	123%	0.30
Stafford	58.8	1,544	0	33	1,155	75%	0.56
Suffield	42.93	2,370	19	1	1,004	42%	0.47
<b>Average Costs &amp; Increases</b>	<b>43.67</b>	<b>1,882</b>	<b>17</b>	<b>7</b>	<b>1,115</b>	<b>71.48%</b>	<b>0.61</b>
<b><u>STA</u></b>							
Danbury	44.3	11,000	79	35	5,254	48%	2.57
Guilford	49.7	3,393	30	5	1,705	50%	0.70
Waterford	44.56	2,600	26	11	1,711	66%	0.83
<b>Average Costs &amp; Increases</b>	<b>46.19</b>	<b>5,664</b>	<b>45</b>	<b>17</b>	<b>2,890</b>	<b>54.61%</b>	<b>1.37</b>



**Transportation Costs and Increases Within Newtown DRG**

Transportation % Increase DRG & Contiguous	Daily Rate for Type I Vehicles					Daily Rate for Type II Vehicles					% Increase by Year Type I Vehicle				% Increase by Year Type II Vehicle				Bus Company
	2015-16	2016-17	2017-18	2018-19	2019-20	2015-16	2016-17	2017-18	2018-19	2019-20	2016-17	2017-18	2018-19	2019-20	2016-17	2017-18	2018-19	2019-20	
<b><i>ALL-STAR TRANSPORTATION</i></b>																			
Cheshire	\$301.00	\$310.00	\$319.00	\$329.00		\$246.00	\$254.00	\$261.00	\$269.00		2.99%	2.90%	3.13%		3.25%	2.76%	3.07%		DATTICO
New Fairfield	\$295.31	\$312.00	\$329.15	\$347.26		\$263.80	\$278.00	\$293.61	\$309.76		5.65%	5.50%	5.50%		5.38%	5.62%	5.50%		FIRST STUDENT
South Windsor	hourly	\$328.00	\$336.00	\$344.00	\$353.00	hourly	\$292.50	\$300.00	\$307.00	\$315.00		2.44%	2.38%	2.62%		2.56%	2.33%	2.61%	FIRST STUDENT
Farmington	\$234.03	\$239.41	\$245.40	\$251.65		\$234.03	\$239.41	\$245.40	\$251.65		2.30%	2.50%	2.55%		2.30%	2.50%	2.55%		M&J
Guilford	\$270.34	\$274.40	\$278.52	tbd	tbd	\$270.34	\$274.40	\$278.52	tbd	tbd		1.50%	1.50%		1.50%	1.50%			STA
Danbury	\$328.34	\$336.55	\$346.54			\$329.46	\$337.70	\$347.79				2.50%			2.50%				STA
Bethel	\$347.65	\$355.47	\$355.47			\$347.65	\$355.47	\$355.47				2.25%			2.25%				FIRST STUDENT
Average Rate	\$296.11	\$307.98	\$315.73	\$317.98	\$353.00	\$281.88	\$290.21	\$297.40	\$284.35	\$315.00	2.87%	2.97%	3.39%	2.62%	2.86%	2.99%	3.36%	2.61%	
Newtown	\$340.00	\$357.00				\$322.00	\$335.00				5.00%				4.04%				AST

Transportation % Increase in Surrounding Towns	Daily Rate for Type I Vehicles					Daily Rate for Type II Vehicles					% Increase by Year Type I Vehicle					% Increase by Year Type II Vehicle					Bus Company
	2015-16	2016-17	2017-18	2018-19	2019-20	2015-16	2016-17	2017-18	2018-19	2019-20	2016-17	2017-18	2018-19	2019-20	2016-17	2017-18	2018-19	2019-20			
<b><u>ALL-STAR TRANSPORTATION</u></b>																					
New Fairfield	\$295.31	\$312.00	\$329.15	\$347.26		\$263.80	\$278.00	\$293.61	\$309.76		5.65%	5.50%	5.50%		5.38%	5.62%	5.50%		FIRST STUDENT		
Danbury	\$328.34	\$336.55				\$329.46	\$337.70				2.50%				2.50%				STA		
Bethel	\$347.65	\$355.47				\$347.65	\$355.47				2.25%				2.25%				FIRST STUDENT		
Average Increase	\$327.83	\$340.26	\$329.15	\$347.26		\$315.73	\$326.54	\$293.61	\$309.76	#DIV/0!	3.85%	5.50%	5.50%		3.54%	5.62%	5.50%				
Newtown	\$340.00	\$357.00				\$322.00	\$335.00				5.00%				4.04%				AST		

## **All-Star Transportation/Newtown Public Schools**

### **Transportation Information**

**The primary objective of the school bus transportation system is to provide safe bus transportation for the students of the Newtown. Courtesy and good manners are essential in achieving this objective. Full cooperation in adhering to the following rules and regulations is necessary. Please review the following rules and regulations with your children before the first day of school.**

1. The driver of the bus is in full charge of the bus and all students riding therein. This includes assigning seats. This should not be considered punitive, simply an effort to insure student comfort and safety.
2. Students must take a seat when they enter the bus and remain seated until their designated stop. They should get on and off the bus only when it is fully stopped, and the driver has acknowledged them.
3. Reasonable conversation is permitted. No disruptive behavior, bullying, indecent or profane language, shall be permitted on the bus.
4. Conversation with the driver is prohibited while the vehicle is moving.
5. The use of tobacco, alcohol or drugs on the bus is prohibited.
6. Students must not throw paper, hats, snowballs, or other objects in, at or about the bus.
7. Bus windows shall not be opened without permission from the driver.
8. Students shall assist in keeping the bus clean and orderly and shall refrain from damaging or abusing the bus, its cushions, padding or other equipment.
9. Students who damage or deface any bus or any equipment on any bus shall be liable for such damage. If a student is found to have damaged the bus, full restitution for the repair will be expected.
10. The emergency door is to be kept free and available at all times.
11. Upon entering or leaving the bus, students shall avoid crowding or in any way disturbing others.
12. Students will not be allowed to cross the street, on a double yellow lined road, after exiting from the bus. For the student's safety, no student shall climb over or around the forward safety arm.
13. In the event a student drops personal items, step away from the bus, make eye contact with the driver and wait for directions on how to reclaim items. **DO NOT** attempt to get them on their own!
14. For the safety of all students, **no eating is allowed while on the bus.** The advent of food allergies requires this action to prevent possible adverse reactions.

**PENALTIES FOR VIOLATION:** Any student who violates any of these regulations may be prohibited from riding the bus either temporarily or permanently by the school principal and may be suspended from school or subjected to such other disciplinary action as deemed proper by the administration. To ensure proper discipline on the buses, all buses are now equipped with Video and Audio cameras.

## **All-Star Transportation/Newtown Public Schools**

### **Transportation Information**

#### **SAFETY NOTES FOR PARENTS:**

1. Parents are not allowed to board school buses, without prior approval from All-Star Transportation.
2. If your child misses the bus, drive him/her to school. Do not follow the bus and have your child run alongside the bus to board it. This is extremely dangerous and is **prohibited**.
3. When buses are parked with their lights activated, and they are loading or unloading students, it is illegal for an automobile or any other vehicle to pass through their lights. **This includes busses parked and loading or unloading both on the road, any public or private parking lot, and in the school yard.** Any vehicles observed passing through the flashing lights of any bus will be reported directly to the Newtown Police Department, Connecticut Department of Motor Vehicles, Newtown Board of Education and will be subject to a \$450.00 fine, under Connecticut State Law, Title 14, and Section 279. Buses will be sporadically fitted with cameras that will take pictures of violators.
4. The bus driver needs to focus on driving the bus and providing safe transport. If you have any concerns regarding the operation of your child's school bus, please contact All-Star at 203-304-9778.

**THE STOPS LISTED ON THIS WEB SITE, WILL INDICATE THE BUS NUMBER AND NEAREST STOP TO YOUR HOME ADDRESS. PLEASE BE SURE TO CHECK BOTH THE A.M. AND P.M. ROUTES FOR YOUR STUDENT AS THE BUS NUMBER MAY NOT BE THE SAME FOR A.M. and P.M. ROUTES.**

§ 10-221c. Development of policy for reporting complaints re school transportation safety. Reporting of accidents at school bus stops.

(a) The superintendent of schools of each local or regional school district and the supervisory agent of each nonpublic school shall develop and implement a policy for the reporting of all complaints relative to school transportation safety, and shall cause to be maintained a written record of all such complaints received. Each such superintendent of schools and each such supervisory agent shall, annually, within thirty days after the end of the school year, provide the Commissioner of Motor Vehicles with a copy of the written record of complaints received for the previous twelve-month period.

(b) The superintendent of schools of each local or regional school district and the supervisory agent of each nonpublic school shall make a written report of the circumstances of any accident within his jurisdiction and knowledge, involving a motor vehicle and any pedestrian who is a student, which occurs at a designated school bus stop or in the immediate vicinity thereof, to the Commissioner of Motor Vehicles within ten days thereafter on a form prescribed by the commissioner.

SAMPLE SCHOOL DISTRICT  
ANNUAL SUBMISSION  
SECTION 10-221C  
SCHOOL TRANSPORTATION SAFETY COMPLAINTS  
SCHOOL YEAR 201x-201x

Complaint Codes:		Code		
Bus Operations		1		
Late buses		2		
Bus breakdowns		3		
Bus accidents		4		
Passing stopped bus		5		
Fighting; bullying; disruptive student behavior		6		
Stop locations		7		
Other		8		
DATE	COMPLAINT SOURCE	COMPLAINT CODE	DESCRIPTION	ACTIONS/RESULTS
8/29/201x	driver	3	bus 154 was overheating	replaced bus
9/4/201x	parent	1	driver of 221 didn't pick up student	sent another driver to pick up child
9/5/201x	driver	1	bus 169 student got on the wrong bus	took the child in to toquam
10/4/201x	HS	2	bus 153 was lost and got to school late	N/A
10/10/201x	driver	3	bus 116 breakdown	replaced the bus
10/14/201x	parent	8	lost kindergartner	parent missed the kid at the bus stop
10/27/201x	parent	6	child was hit in the head with bottle	addressed by Principal
11/12/201x	driver	6	Bus #178 child slapped a student in the face	BOE, and School was called