

ALTERNATIVE PLAN SUBMITTAL SHEET

School Administrative Unit Submitting Alternative Plan:

- MSAD 40

Contact Information:

Name: Pamela Carnahan, Superintendent
Address: 44 School St.
Warren, ME
04864
Telephone: 207.273.4070
email: pamela_carnahan@sad40.k12.me.us

Date Plan Submitted by SAU: 1Dec07

The intent to submit an alternative plan has been approved by the Commissioner in the approval of the Notice of Intent?

YES NO

(If NO, please explain.)

Initial Receipt Revision (Version # _____)

Received: 12/3/07

Initial Review: 12/4/07

Review Completed: ___/___/___

Commissioner Response

Approved Revise & Return

Returned to SAU: ___/___/___

Revisions due to Department: ___/___/___

Initial Plan Received (if revision): ___/___/___

Alternative Plan Cover Sheet
(Please attach Alternative Plan as Exhibit A)

Plan Requirements				
Item	Complete	In Progress	Not Yet Started	Need Assistance ¹
Plan addresses how the SAU will reorganize administrative functions, duties and noninstructional personnel so that projected expenditures of RSU in fiscal 2008-2009 for the following areas will not have an adverse impact on the instructional program.				
system administration	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
special education	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
facilities and maintenance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Plan addresses how cost savings will be achieved in fiscal 2008-2009 for the above four areas.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Parameters for Plan Development				
Enrollment meets requirements (2,500 except where circumstances justify an exception)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When viewed in conjunction with surrounding proposed units, may not result in one or more municipalities being denied the option to join an RSU	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Includes at least one publicly supported high school	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consistent with policies set forth in section 1451	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No displacement of teachers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No displacement of students	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No closures of schools existing or operating during school year immediately preceding reorganization, except as permitted under section 1512	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Collaborative Agreements				
			Yes	No

¹ Please explain what assistance you need to complete this portion of your plan, and state from whom you need assistance, on the next page.

Exhibit A

**Regional School Unit 23
Alternative Plan**

December 1, 2007

**MSAD No. 40
44 School St.
Warren, ME 04864**

MSAD No. 40

Board of Directors

Bonnie Davis Micue, Chair
Sharon Brown
Theodore Brown
Carl Cunningham

Thomas Gallant
Mary Genthner
Philip Groce
Gail Hawes
Danny Jackson
Robert Jones
Tim Lewis
John Lichtman
Kim Miller
Joseph Tynan
Nancy Watson

Superintendent

Pamela Carnahan, PhD

Business Manager

Scott Vaitones

RPC members

Frank Braun, Selectman, Warren
John Gibbons, Selectman, Union
Donald Grinnell, Selectman, Washington
Carlton Johnson, Selectman, Waldoboro
Arthur Thompson, Selectman, Friendship
Bonnie Davis Micue, MSAD 40 Board
Gail Hawes, MSAD 40 Board
Danny Jackson, MSAD 40 Board
Tim Lewis, MSAD 40 Board
John Lichtman, MSAD 40 Board
Ted Andrei, Citizen of Washington
Ann DeWitt, Citizen of Friendship
Mark Lincoln, Citizen of Union
Charlie Richardson, Facilitator

Alternative Plan

1. Approval of Notice of Intent

On August 31, 2007, after an intensive and ultimately unsuccessful effort to find a merger partner among surrounding school administrative units, MSAD 40 submitted a Notice of Intent to file an Alternative Plan to transition to a Regional School Unit (RSU 23) as a stand-alone district. The justification for this submission falls under Section 1.f, "Other unique circumstances," of the Parameters for Plan Development section of DOE's specification for an Alternative Plan. The unique circumstance is the district's inability to find a merger partner despite its best efforts to do so, as documented in the rejection letters and other communications received from all surrounding units in the July – August time period. (Continued efforts to find a merger partner in the September – November period, after the filing of the Notice of Intent, were similarly unsuccessful.) On September 13, 2007, the district received a response from the Commissioner approving the Notice of Intent to file an Alternative Plan.

2. Reorganization of Administrative Functions, Duties, and Personnel

The district has searched for opportunities to reorganize services and reduce non-instructional costs in the four areas targeted for reductions in State subsidy under LD499, with the following results:

a. Central Administration

EPS currently allows \$359.00 per student for system-wide administration. MSAD 40 already operates its Central Office at \$226.00, a cost that is approximately 40 percent below current EPS allowances and that is approximately 10% above next year's allocation of \$204.00. We have been unable to identify opportunities for further reductions in this area.

b. Transportation

The characteristics of the district limit our opportunities to find substantial reductions in projected transportation costs. MSAD 40 is a rural district with a population of less than 2,000 students distributed over more than 200 square miles. The district operates a total of 26 school buses, including 6 spares that are actually used most days for additional runs following extra-curricular activities, over routes that total more than 2,000 miles per day. Poorly-maintained roads ensure that buses suffer a high rate of wear-out and fatigue and require more maintenance and more-frequent replacement.

The district leases a bus garage (servicing facility), and performs much of its own fleet maintenance with its own mechanics. The district has already reduced its expenditures in this area by \$20,000 per year. A further decrease in our bus fleet operations and maintenance costs is unlikely, but having our own mechanics has allowed us to achieve a substantial decrease in in-service failures, faster repair turnaround times when operating problems do occur, and a very significant reduction in fault discoveries during State inspections.

We have high hopes for sharing a bus maintenance facility and maintenance staff with surrounding districts, but we have been unable to work out cooperative agreements so far. We plan to continue pursuing this opportunity.

We plan to investigate the potential for reductions in transportation costs by route and schedule optimization, using a commercially-available route optimization software package. We have not yet completed the investigation, but estimating the amount of any savings is going to be difficult in advance of actually purchasing the software and applying it. The cost of these packages is high. We hear persistent rumors that DOE is considering purchasing a Statewide license for a software package of this type, and making it available to the RSUs. We eagerly await confirmation of these rumors.

With fuel costs increasing daily, a reduction in transportation of 5% is highly unlikely to be achievable by any district and certainly not one that covers the number of road miles involved in this district.

c. Special Education

Our special education student population currently stands at about 18 percent of the overall student population, and represents a substantial cost element.

One of the opportunities identified for reduction of administrative costs in this program is the creative use of the Distance Learning System in our high school to reduce the administrative load on the special education staff. These opportunities are difficult to plan for, and must be identified as they occur. A recent example was the planned use of the DLS for a 5Nov07 informational session between the staff of the Governor Baxter School for the Deaf and hearing-impaired students and their families in a number of school districts across the State. Although this session was cancelled at the last minute by the Baxter School, it would have relieved our own administrative staff from the task of traveling to the Baxter school for a conference and then conducting such a session locally with interested families.

In addition, recent staffing changes have resulted in a small reduction in expenditures.

d. Facilities

MSAD 40's new district-wide middle school is scheduled to open in September 2008, replacing the district's two existing middle schools. As a result, the district plans to divest two buildings: the Educational Service Center in Warren, and the A.D. Gray Middle School building in Waldoboro. On a cost-per-square-foot basis, the ESC is currently the highest-cost building in the district to operate. And the A.D. Gray building is facing high repair and renovation needs that will be obviated by the transition to the new building. The dramatic rises in costs of utilities make further reductions unlikely.

As a district, we are committed to finding ways to preserve educational programming in the presence of planned reductions in State subsidy in the four targeted areas.

3. Cooperative Agreements With Other Districts

The district has been working for some time to identify opportunities for cooperative agreements with other districts for shared services that might lower operating costs for both parties.

In April of this year, MSAD 40 reached an agreement with MSAD 5 to share a Food Service Director. The sharing arrangement is working well, and both districts are completely satisfied with the results.

MSAD 40 has also entered into a buying consortium this year for heating oil and diesel fuel with several districts and municipalities, plus Knox County.

Beyond these limited successes, the district has aggressively sought cooperative agreements for shared services with surrounding districts in the following areas:

- a. School bus maintenance
- b. Special transport of students presenting transportation difficulties
- c. Transportation management
- d. Overall business services management: purchasing, disbursements, payroll, global financial services, health insurance services, dental and other benefits management, staff hiring and training, reporting, and related services
- e. Facilities management and administration (hiring, training, standardization of procedures, products and equipment used, and protocols)
- f. Sharing of skilled on-staff personnel (e.g., and electrician, an HVAC technician)
- g. Computer network management, IT services, laptop and related equipment repair, and technology integration support.

In July, we approached all of the surrounding districts with a proposal to investigate cooperative agreements in any of the above areas. Only two districts responded, and both of those declined to discuss the proposal because of ongoing merger discussions that overshadowed inter-district agreements. We plan to pursue this avenue further, but the timing does not appear productive right now because of the continuing merger discussions around us. The indications are that July-August 2008 might be a more-realistic target timeframe, when real cost data rather than projections are available to support the discussions. There is a strong commitment to collaborative arrangements in this district and MSAD 40 will continue to explore relationships that will be mutually advantageous.

Exhibit B

This Exhibit contains reports describing the results of MSAD No. 40 contacts with surrounding districts inquiring about interest in exploring a merger under LD499.

None of the inquiries led to productive discussions, primarily because all surrounding districts were pursuing other merger opportunities, and MSAD No. 40 consequently filed a Notice of Intent to become a stand-alone RSU as a result of its “doughnut hole” status. This NOI was approved by the Commissioner.

With a current student population of just under 2,000, MSAD No. 40 has less than the standard minimum of 2500 students but more than the absolute minimum of 1200 students. Doughnut hole status has been recognized by DOE as a unique circumstance justifying an exception to the 2500 student minimum.

Attached are the following documents describing the results of our unsuccessful attempts to institute merger discussions with surrounding districts:

1. *MSAD 28 and Five Town CSD*

Attachment 1: Letter from Pat Hopkins, MSAD 28 and Five Town CSD superintendent, addressed to Pam Carnahan, MSAD 40 superintendent, providing notification of plan to file a notice of intent without MSAD 40.

2. *MSAD 5 and MSAD 50*

Attachment 2: Letter from Judy Harvey, MSAD 50 superintendent, addressed to Pam Carnahan, MSAD 40 superintendent, providing notification of intent to merge with MSAD 5, without MSAD 40.

Attachment 3: Letter from Jamie Doubleday, MSAD 50 board chair, addressed to Bonnie Davis Micue, MSAD 40 board chair, declining to discuss the possibility of a merger with MSAD 40.

3. *Unions 74*

Attachment 4: Letter from Robert Bouchard, Union 74 superintendent, addressed to Pam Carnahan, MSAD 40 superintendent, declining to discuss a potential merger or cooperative agreements with MSAD 40.

4. *Wiscasset, Westport Island, Alna, Union 132, Union 133*

Attachment 5: Letter from MSAD 40 RPC co-chair addressed to Jay McIntire, Wiscasset School District superintendent, Frank Boynton, Union 132 superintendent, and Greg Potter, Union 133 superintendent, reporting withdrawal of MSAD 40 from merger discussions because of opposition from other participating school units.

5. *Proposals for consolidation of services/collaborative agreements:*

Attachments 6-11: Outlines for proposals which were offered to area superintendents outlining areas for discussion to reach collaborative agreements. To date, there are no new agreements on the table, but these offers still stand open.

Printed by: Pamela Carnahan
Title: Re: regionalization : SAD40

Thursday, July 12, 2007 7:21:23 AM
Page 1 of 1

Wednesday, July 11, 2007 1:09:37 PM

Message

From: Patricia_Hopkins@fivetowns.net
Subject: Re: regionalization
To: Pamela Carnahan

Hi Pam,

The MSAD #28 School Board voted on Monday, July 9 to file a Notice of Intent to reorganize with the Five Town CSD and Union #69. The Five Town CSD has a meeting this evening and will discuss its reorganization intention at that time. I will officially notify you following that meeting.

Hope you're well. Best, Pat

Patricia Hopkins
Superintendent of Schools
Five Town CSD/MSAD #28
7 Lions Lane
Camden, ME 04843
Tel: 207-236-3358
Fax: 207-236-7810

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MAINE SCHOOL ADMINISTRATIVE DISTRICT NO. 50
OFFICE OF THE SUPERINTENDENT
12 Starr Street
Thomaston, ME 04861
(207) 354-2555
FAX (207) 354-2564

Judith Harvey
Superintendent of Schools

John Spear
Business Manager

Neal Guyer
Curriculum Coordinator

Christine Tofani
Director of Student Services

July 16, 2007

To: Pam Carnahan

From: Judy Harvey

Re: Regionalization

Thanks so much for meeting with me last week. As I expressed to you, MSAD #50 and MSAD #5 are intending to go forward with a Letter of Intent regarding joining forces into a new RSU. Our work together on Many Flags over the past several years has poised us well for such a collaborative effort.

However, many of the ideas we discussed at our 7/10/07 meeting (also reflected in your memo to me dated 7/9/07) are definitely worthy of further conversation. Another meeting in which we involve Al Pfeiffer would be an excellent next step. Your suggestion of meeting on Wednesday, July 18 is a good one and I look forward to exploring options.

Cc: Al Pfeiffer

Attachment 3

From: **Jamie Doubleday** <jamiedd@adelphia.net>
Date: Aug 28, 2007 2:53 PM
Subject: SAD #40 request
To: Bonnie Davis <bonniedavis.micue@gmail.com>
Cc: josiah wilson <joeycora22@yahoo.com>, spencer hurtt <spencer.hurtt@verizon.net>, bill reinhardt <breinhardt@georgechall.com>, morris berry <mjberry@midcoast.com>, joanne richards <joanne.richards@umit.maine.edu>, dan breen <dan97f150@adelphia.net>, david cobey <cobey@midcoast.com>, loren andrews <landrews@discoverycs.com>, audrey buffington <audreyb217@aol.com>, Al Pfeiffer <apfeiffer@msad5.org>, Judith Harvey <jharvey@msad50.org>, matthews@midcoast.com

August 28, 2007

To: Bonnie Davis Micue, Chair, MSAD 40 School Board

From: Jamie Doubleday, Chair, MSAD 50 School Board

Re: Request for Agenda Item dated 8/22/07

Bonnie,

I have spoken with Judy Harvey, Supt. and Bill Reinhardt and Dan Breen, officers of the Board regarding your request. Additionally, I polled five other Board members to get their input. The Board feels that it has had a discussion about consolidation with SAD 40 and does not feel further conversation is necessary. However, if your board or regional planning committee would like to submit a written proposal outlining the points you wish to have us consider, I will forward it to all Board members. If there is information that the Board feels warrants further discussion, I will, of course, notify you and make arrangements for a presentation.

MSAD #50 will continue to follow our Notice of Intent which states " that we will have discussions with MSAD #40 to work on finding regional efficiencies through possible common efforts in food service, maintenance, human resources, etc., but not a general consolidation." It is my understanding that these discussions have already started with our superintendents and the superintendent of MSAD #5. I am sure they will be productive.

SCHOOL UNION NO. 74

767 Main Street 1A
Damariscotta, ME 04543
(207) 563-3044
FAX: (207) 563-8276

Robert G. Bouchard, Jr.
Superintendent of Schools

July 9, 2007

Pamela J. Carnahan, Superintendent
MSAD 40
44 School Street
Warren, ME 048604

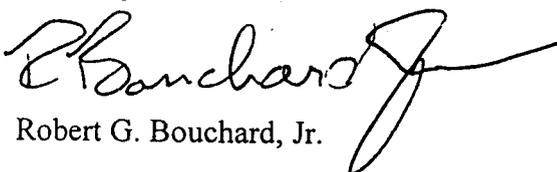
Dear Pam:

This is in response to your letter of July 6 in which you requested a time to discuss possible collaborative and/or reorganization efforts we might jointly undertake between Union No. 74 and MSAD 40.

Although there are some projects we might jointly pursue in the future, our current efforts are focused on putting together an intent to consolidate with Union 49 and Jefferson. As I am sure you realize, this work is consuming much time and energy and I do not believe we could effectively begin discussions with another district at this time.

Thank you for including us in your efforts and I look forward to working with you in the future.

Sincerely,


Robert G. Bouchard, Jr.

Cc: F. Parker Renelt, Union 74 Chair

Attachment 5

To: jmcintire@wiscasset.k12.me.us
Cc: fnboynton@altd.u132.k12.me.us, potter_g@union133.org
From: jgibbons@tidewater.net
Subject: SAD40 Withdrawal
Date: November 13, 2007 8:42:38 AM EST

Jay,

The SAD40 RPC voted tonight to withdraw from the Wiscasset et al merger discussions, with heartfelt thanks to Wiscasset and the other towns in the proposed RSU for considering SAD40 as a potential partner.

The SAD40 RPC's action was motivated in part by the reluctance of some towns to proceed with the formation of an RSU as large as the one that would result from the inclusion of SAD40, and the respect that we all must have for those who hold that view. Given the short schedule that we are all working under to meet DOE's timeline for the submission of merger plans, It is our view that the prudent course is to step aside at this point and allow the merger of the remaining towns to proceed smoothly.

We take this action with some regret. We see a lot of opportunities in a district with two high schools, and we expect to be looking back from time to time and thinking about what we all might have been able to accomplish if there had been more time to explore all the possibilities and resolve the issues to everyone's satisfaction. We are encouraged by the openness and positive attitudes that we encountered in the overall group, and we wish you all the best in the work ahead of you.

John

MAINE SCHOOL ADMINISTRATIVE DISTRICT NO. 40

Friendship * Waldoboro * Warren * Washington * Union

Pamela J. Carnahan, Ph.D., Superintendent
Susan Jackson, Director of Instruction

Scott Vaitones, Business Manager
Karen Etheridge, Director of Student Services

July 9, 2007

Facilities

What do we do in common?

1. We all have facilities that we maintain
2. Have some sort of Facilities Director's position
3. Hire and train custodians
4. Evaluate staff
5. Have a core specialized maintenance staff
6. Buy supplies
7. Contract with various contractors for repairs and upgrades

To consider: Where can we save & how?

1. Facilities Director – Currently most of us have some sort of Facilities Director's position that is developing budget request, overseeing custodians, scheduling summer projects, putting together bidding for things such as mowing, plowing & utilities.
2. Establish uniform job descriptions and hiring practices and screening so that we don't "trade" poor performing staff with each other.
3. Standardizing on cleaning products and protocols and being able to offer regional training.
4. Develop strong relationships with quality contractors for repairs.
5. Share our "specialized" maintenance personnel. In other words, one District may have a electrician on staff and another a plumber.

What doesn't make sense:

1. To not be part of the evaluation process at the local level

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July 9, 2007

Business Services

What do we do in common?

1. Generate paychecks
2. Pay vendors
3. Interpret contract language
4. Send out Purchase Orders
5. Track finger printing
6. Post job openings
7. Screen and schedule interviews
8. Manage Health Insurance Enrollments
9. Manage Dental and other plans
10. Set up annuity deductions
11. Balance check books
12. Deposit funds
13. Hire and train staff
14. Work with auditors
15. File State reports
16. Involvement in the budget management process

To consider: Where can we save & how?

1. Creating a Business Service Center that performed most of the above functions from one central location.

What doesn't make sense:

1. Budget building outside of the local level
2. Budget management outside of the local level
3. Depositing funds outside of the local level
4. Filing State reports outside of the local level
5. Working with the auditors outside of the local level

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July 9, 2007

Food Services

What do we do in common?

1. Feed Students
2. Process Free & Reduced applications
3. Develop menus
4. Manage an ala carte program
5. Purchase food and supplies
6. Teach and practice safe food handling
7. Manage a debit card system
8. Have some sort of Food Service Director's position
9. Hire and train staff
10. Evaluate staff
11. Do some catering

To consider: Where can we save & how?

1. Sharing a Food Services Director – Who becomes responsible for hiring, training, menu planning and purchasing
2. Catering – look at core functions and develop a team to deliver quality catered services

What doesn't make sense:

1. To manage free and reduced outside of the local district
2. To manage a debit card system outside of the local district
3. To not be part of the evaluation process at the local level

MAINE SCHOOL ADMINISTRATIVE DISTRICT NO. 40

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July 9, 2007

Transportation

What do we do in common?

1. We all bus students
2. Have some sort of Transportation Director's position
3. Hire and train drivers
4. Evaluate staff
5. Maintain or contract out bus maintenance
6. Buy fuel
7. Establish routes
8. Manage student behavior

To consider: Where can we save & how?

1. Bus maintenance – Currently most of us maintain and staff some sort of “bus repair” facility. It might be possible to join forces and maintain fewer facilities and still keep the buses close to their own District boundaries.
2. Sharing a Transportation Director – Who becomes responsible for hiring, training, route management and first steps of student management.
3. How we manage difficult students that may need 1 on 1 transporting.

What doesn't make sense:

1. To have a central fuel lot. The bus fueling locations need to stay locally.
2. To not be part of the evaluation process at the local level.

MAINE SCHOOL ADMINISTRATIVE DISTRICT NO. 40

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Karen Etheridge, Director of Student Services

July 9, 2007

Technology

What do we do in common?

1. Manage Local Area Networks
2. Keep current on technology trends
3. Budget building
4. Develop long terms plans
5. Teach integration of technology
6. Repair technology
7. Buy supplies

To consider: Where can we save & how?

1. Share a Network Administrator
2. Share integrationist
3. Share repair techies
4. Share lessons learned

What doesn't make sense:

1. ????

MAINE SCHOOL ADMINISTRATIVE DISTRICT NO. 40

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Special Education

What do we do in common?

1. Work with special needs students.
2. Contract for various service such as PT & OT.
3. Responsible for transporting difficult students.
4. Involvement in the budget building and management process.

To consider: Where can we save & how?

1. Hiring some of the contracted type services and shared employees.
2. Sharing Day Treatment program services.
3. Transporting difficult students to the same locations.

What doesn't make sense:

1. Budget building outside of the local level
2. P.E.T.s need to be managed at the local level

DEC 03 2007

MAINE SCHOOL ADMINISTRATIVE DISTRICT NO. 40

Friendship * Waldoboro * Warren * Washington * Union
Pamela J. Carnahan, Ph.D., Superintendent
Susan Jackson, Director of Instruction

Maine Department of Education
Scott Vaitones, Business Manager
Karen Etheridge, Director of Student Services

November 29, 2007

Commissioner Susan Gendron
The Maine State Department of Education
State House Station 23
Augusta, ME 04333-0023

Re: Regionalization Plan for M.S.A.D. # 40 / RSU 23

Please find attached the Alternative Plan submittal sheets for Maine School Administrative District No. 40 (M.S.A.D. # 40) / Regional School Union No 23 (RSU # 23).

The Regional Planning Committee has explored all logical avenues for merger and believe the only option for M.S.A.D. # 40 is to remain a stand alone District made up of the towns of Warren, Waldoboro, Washington, Union and Friendship.

The plan, as attached, details the options the Regional Planning Committee has explored and details a number of areas where future partnerships can be formed.

The Committee firmly believes that within the next couple of years the RSU can build partnerships with other RSUs in the mid-coast region based on the attached Food Services model that has already been implemented with M.S.A.D. # 5 this past year.

Thank you for your consideration of the attached plan.

Thank you,


Pamela Carnahan, PhD.