

ALTERNATIVE PLAN SUBMITTAL SHEET

School Administrative Unit Submitting Alternative Plan:

- South Portland

Contact Information:

Name: Suzanne T. Godin

Address: 130 Wescott Rd.

South Portland, ME 04106

Telephone: 871-0555

email: godinsu@spsd.org

Date Plan Submitted by SAU: January 10, 2008 as revised

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.)

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 checked="" type="checkbox"/>	<input 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
Does your plan currently include information/documentation on collaborative agreements? <i>(not required, but encouraged)</i>			<input checked="" type="checkbox"/>	<input type="checkbox"/>

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.

SOUTH PORTLAND SCHOOL DEPARTMENT ALTERNATIVE PLAN

The South Portland Consolidation Alternative Plan Committee has met to develop a plan for reorganization of administrative functions, duties and non-instructional personnel as required. Committee membership includes:

Richard Carter, School Board
Suzanne Godin, Superintendent
Polly Ward, Business Manager
Sara Goldberg, Community Member

James Soule, City Council
James Gailey, City Manager
Rob Coombs, City Finance Director
Robert Connors, DOE Facilitator

South Portland School Department currently enrolls 3,045 students. Enrollment projections for the next ten years indicate enrollments to range between 3,005 and 3,094 students. South Portland's notice of intent to file an alternative plan was approved by the Commissioner of Education as a SAU with more than 2,500 students.

As required, "the alternative plan must address how the SAU will reorganize administrative functions, duties and non-instructional personnel so that the projected expenditures of the SAU in FY 2008-2009 for system administration, transportation, special education and facilities and maintenance will not have an adverse impact on the instructional program."

In reviewing the targeted expenditure areas, factors impacting our district budget were identified. The largest impact is the structure of schools within South Portland. The 1,419 elementary students are currently educated in five schools ranging in enrollment from 217 students to 419 students. The 687 middle school students are attending two middle schools with building enrollments of approximately 345 students. The community decision to maintain five elementary schools and the two relatively small middle schools directly impacts our district budget in Transportation, Special Education, and Facilities and Maintenance.

Additionally the State and South Portland have long acknowledged that there are costs associated with being a service center community that are not recognized in EPS Funding.

Following is an outline of each of the targeted areas highlighting considerations for the area, planned reductions in the 2008-2009 budget and areas to be explored for further reductions within the next three years. In addition we have listed the collaborative agreements that are part of our plan and attached related documentation. Also attached are the calculations we used with guidance from our DOE facilitator to determine estimated targeted reductions for each of the impacted areas. As our alternative plan does not displace teachers or students, nor proposes closing any existing schools, we are not able to realize the targeted reductions in all four areas. The plan though is consistent with the policy objectives outlined by the state.

System Administration

Considerations:

- System Administration currently 3.04% of 100% EPS Allocation and 2.29% of FY08 Budget
- South Portland receives no State contribution for System Administration
- Consolidation of Curriculum Director and Assistant Superintendent positions and operating budget in FY08 Budget resulting in \$103,666 savings

**Estimated (\$63,157) Under Assessment
\$160,000 Targeted for Reduction**

Planned Reductions for 2008-2009 budget:

- | | |
|--|----------|
| • Business Office Clerk | \$35,000 |
| • Technology Supplies moved to Technology Budget | \$50,000 |
| • District Supply expenditures reallocated to building level budgets | \$45,000 |
| • Reduce Asst. Supt. & Secretary cost allocations once Standards Based Reporting Plan approved | \$20,000 |
| • Advertising through collaboration with the City of South Portland | \$10,000 |

Facilities and Maintenance

**Estimated \$1,272,529 Over Assessment
\$7,500 Targeted for Reduction**

Considerations:

- South Portland receives no State contribution for Facilities and Maintenance
- Community Support for 5 small Elementary Schools
- Community Support for 2 small Middle Schools
- High School renovation needs targeted at \$6,000,000 over the next five years.
- Working with a consultant to identify standards for staffing & whether costs are allocated correctly in EPS.
- Currently using State Facilities Maintenance VFA software to budget for ongoing maintenance costs.
- Currently bidding fuel oil, gasoline, diesel, #2 oil and electricity with City of South Portland
- Collaborative agreement with City Parks, Recreation and Public Works for maintenance of school grounds and athletic facilities resulting in \$332,150 worth of services provided to the School Department.
- Facilities rental agreement with City Park and Recreation Department for use of school buildings resulting in \$72,681 worth of services provided to the City.

Planned Reductions for 2008-2009 budget:

- Shared electrical and light construction services with City of South Portland resulting in \$7,500 worth of services provided to the City by School Department employees. Savings would show in City budget.

Areas to be Explored for Further Reductions

- Long term phone system consolidation

Transportation

**Estimated \$179,308 Over Assessment
\$274,104 Targeted for Reduction**

Considerations:

- South Portland receives no State contribution for Transportation.
- Coordinated transportation routing and vehicle maintenance program using Versatrans Routing Software and Zonar Vehicle Maintenance Software to reduce routing and maintenance costs. If the state adopts a transportation routing and vehicle maintenance software program, we anticipate realizing rebated system costs.

Planned Reductions for 2008-2009 budget:

- Collaborative Fleet Maintenance Agreement with Portland – \$58,466-\$89,464
South Portland would maintain Portland’s fleet at an annual savings of \$116,932 - \$178,928 to the Portland transportation budget half of which is attributed to South Portland reduction in expenditures.
- South Portland Maintenance Facility Lease expiration in 2010 \$184,640
(will need to acknowledge on-going costs currently in the lease, e.g. electricity etc.)

Special Education

**Estimated \$781,272 Over Assessment
\$240,000 Targeted for Reduction**

Considerations:

- In determining potential cost savings in Special Education, it should be taken into consideration that South Portland is determined a High Cost Service Center. As such, programming for students in residential placement facilities Heritage House, Reardon's Place and group homes financially impacts our district budget. Being an urban district allows access to community services which support families with diverse needs. The complexities of needs affect the number of students identified as well as the district services required to address these diverse needs. South Portland has been working closely with the state to reduce the number of students identified as well as to restructure the way in which services are delivered. Over the past three years we have reduced through attrition 7.6 positions in response to reductions in enrollment, resulting in \$261,875 savings.

Planned Reductions for 2008-2009 budget:

- | | |
|--|-----------|
| • Tuition Reduction | \$ 40,000 |
| • Teacher Positions (decreased identification/enrollment) | \$100,000 |
| • Ed. Tech Positions (decreased identification/enrollment) | \$100,000 |

Areas to be Explored for Further Reductions:

- ½ Clerk position
- Social Worker, Nursing positions all over staffed based on EPS ratios
- Day Treatment Area Service Center Collaborative with Area Districts
- Tutoring Center Area Service Center Collaborative with Area Districts

Collaborative Agreements

The following collaborative agreements are included in our plan:

Advertising – The City of South Portland has agreed to allow the School Department to advertise Service Employee positions through the City on-line posting accounts.

Facilities Rental – A facilities rental agreement with the City Parks and Recreation Department allows Parks and Recreation program use of school buildings with a waiver for rental fees.

Grounds and Athletic Facilities – A collaborative agreement with City Parks, Recreation and Public Works allows for City maintenance of school grounds and athletic facilities with no cost to the School Department.

Transportation Maintenance – A collaborative agreement between the South Portland School Department and the Portland School Department is being finalized that provides for maintenance of the Portland Bus Fleet through the South Portland Transportation Department (see attached draft agreement).

**MEMORANDUM OF UNDERSTANDING
FOR SCHOOL BUS REPAIR/MAINTENANCE SERVICES**

This Memorandum of Understanding (MOU) is made this 13th day of December, 2007, between the Portland School Committee and the Board of Education of the City of South Portland.

1. PURPOSE

The purpose of this MOU is to memorialize the understandings reached between representatives of the Portland School Department and the South Portland School Department to collaborate with respect to the repair and maintenance of the Portland and South Portland School bus fleets. The goals of this collaboration are (1) to utilize South Portland's existing repair/maintenance facility, bid processes, management and technical skills to reduce repair and maintenance costs for the Portland School Department bus fleet; (2) to ensure that the effectiveness of the South Portland School bus maintenance program is not compromised; and (3) to provide the basis for further collaboration as opportunities arise.

2. DESCRIPTION OF SERVICES

The South Portland School Department will provide the following services to the Portland School Department under this MOU:

A. Administration

The South Portland School Department will assume complete management responsibility for providing PMCS (Preventive Maintenance Checks and Services) and Repair/Maintenance programs for the Portland School Department school bus fleet, which currently consists of 21 buses. Administrative services to be provided will include but not be limited to hiring and scheduling technicians to perform repair/maintenance work; approving work orders and purchasing of parts; collecting necessary data; providing such reports and records as may be reasonably requested by the Portland School Department; supervising and evaluating technicians employed by the South Portland School Department; providing such training as may be necessary for those technicians; and keeping representatives of the Portland School Department informed of the operational status of the Portland School Department bus fleet.

B. Staffing

To provide the services required under this MOU, the South Portland School Department will employ 1.5 FTE repair/maintenance technicians to support the added Portland programs. All technicians will be employees solely of the South Portland School Department, which shall be responsible for all payroll, insurance and employer tax obligations. While both parties believe that the foregoing number of additional repair/maintenance technicians will be sufficient to provide the services necessary under this Agreement, the South Portland School Department reserves the right to reevaluate the number of technicians needed and the parties agree to consult with respect to any additional staffing requirements and the costs thereof before any staffing changes are made. In addition, this MOU is expressly contingent upon the ability of South Portland to hire 1.5 qualified technicians at an hourly rate of \$15.26.

C. Technician Training

Technician training is an essential component of an efficient and cost conscious program. The South Portland School Department shall provide all necessary training to its technicians.

D. Driver Training

An efficient repair/maintenance program requires the establishment of a comprehensive driver training program. The South Portland School Department will therefore provide a training program for Portland School Department drivers to include but not be limited to pre-trip and post-trip inspections; identifying and understanding potential mechanical issues; and proper driving techniques to ensure the longevity of school buses. Portland School Department drivers will participate periodically in training workshops as determined by the South Portland School Department, in consultation with the Portland School Department. The Portland School Department shall be responsible for all compensation paid to Portland School Department drivers while attending such training.

E. Parts Procurement

The South Portland School Department shall purchase all parts necessary for repair and maintenance of the Portland School Department's bus fleet. The South Portland School Department shall invoice Portland School Department for all such parts, at the price paid by South Portland School Department. In the event that the cost of an individual part exceeds \$1,000, the South Portland School Department will provide advance notification to the Portland School Department of the need for such a purchase.

F. Bidding

The parties agree that a competitive bid process is an essential element in controlling costs and maintaining accountability for any repair/maintenance program. South Portland School Department therefore agrees to include the bus repair/maintenance needs of the Portland School Department in any competitive bid process necessary to fulfill the terms of this Agreement. The competitive bid process will follow all established South Portland School Department policies.

G. Contracted Services

In the event that the South Portland School Department determines that it is unable to provide needed service to Portland School Department buses because of a lack of specialized technical skills or other factors, such repairs will be contracted to outside vendors. The South Portland School Department will consult with the Portland School Department to determine the identity of the outside vendor used, and the Portland School Department shall pay all invoices for such contracted services at cost.

H. Emergency Response

The South Portland School Department will provide a mutual aid list of contacts and telephone numbers to Portland School Department drivers for use in the event of emergency breakdowns on trips. The South Portland School Department will also provide the Portland

School Department drivers with a list of response staff and telephone numbers in the event of emergency breakdowns.

3. **PURCHASE OF DIAGNOSTIC EQUIPMENT/SOFTWARE**

The parties agree that it is critical for the overall efficiency and productivity of a repair/maintenance program to periodically purchase diagnostic equipment and software. If there is a need for such equipment which can be used by both the South Portland and the Portland School Department bus fleets, the parties agree that each will be responsible for 50% of the cost of such purchase. If diagnostic equipment and software is required to be purchased which is specific to the Portland School Department bus fleet, the Portland School Department will be responsible for the entire cost of said purchase. South Portland School Department agrees to inform the Portland School Department by December 1, 2008 and in December of each year thereafter while this Agreement is in effect of any anticipated purchase of diagnostic equipment and software, in order that Portland School Department may adequately budget for such purchase.

4. **CAPITAL OUTLAY BY PORTLAND**

The parties agree that the purchase of specialized equipment is necessary in order for this MOU to be implemented. Accordingly, Portland School Department has agreed to purchase specific specialized shop equipment at a cost of \$28,957, as outlined in Exhibit A hereto. All such equipment shall remain the property of the Portland School Department, which reserves the right to remove it from the South Portland facility in the event that this MOU is terminated.

5. **PAYMENT FOR SERVICES**

In addition to paying for any necessary parts, contracted services, diagnostic equipment/software, and capital outlay pursuant to Sections 2(E) and (G), 3 and 4 above, the South Portland School Department agrees to provide all services required by this Agreement at a total cost of \$45,536.40 for the six month period beginning January 1, 2008 and ending June 30, 2008. This six month cost reflects an annualized cost of \$91,072.80, based upon the agreement of the parties as to an equitable allocation of facilities costs, administration costs, and labor costs as set forth in Exhibit A. The cost for the twelve

month period beginning July 1, 2008 and ending June 30, 2009 shall be mutually agreed to by the parties on or before February 1, 2008. The annual payment for any future terms of this MOU subsequent to June 30, 2009 shall be subject to the agreement of the parties at such time as this MOU is mutually extended.

6. **INSURANCE**

Because buses which are the property of the Portland School Department will be housed in the South Portland garage, the Portland School Department agrees to name the South Portland School Department as a named insured on the property and casualty insurance policy applicable to such buses.

7. **TIME OF PAYMENT**

The South Portland School Department shall invoice the Portland School Department on a monthly basis for the cost of this Agreement pursuant to Section 5 and any additional charges pursuant to Sections 2(E) and (G), 3 and 4 above. The Portland School Department agrees to pay all such invoices within thirty (30) days of receipt thereof.

8. **TERM OF AGREEMENT**

This MOU shall extend for a period of 18 months beginning January 1, 2008 and ending on June 30, 2009. Thereafter, it may be further extended on an annual basis for such periods of time and on such terms as are mutually agreeable to both parties.

9. **EARLY TERMINATION**

This MOU may be terminated for cause upon written notice by either party at any time during the period from January 1, 2008 through June 30, 2008. During the period from July 1, 2008 through June 30, 2009, and during any annual extensions of this agreement thereafter, this agreement may be terminated without any requirement of cause prior to its expiration at the discretion of either party upon at least one hundred twenty (120) days prior written notice, or at any time by the mutual consent of both parties.

PORTLAND SCHOOL DEPARTMENT

12/13/07
Date

By: Gene Whynot-Victor
Its Superintendent of Schools

SOUTH PORTLAND SCHOOL DEPARTMENT

12/13/07
Date

By: Suzanne J. Godwin
Its Superintendent of Schools

BOARD OF EDUCATION OF THE CITY OF
SOUTH PORTLAND

12/13/07
Date

By: [Signature]
Its Chair

PORTLAND SCHOOL COMMITTEE

12/19/07
Date

By: John H. Rye
Its Chair

EXHIBIT A

Cost calculations are based on garage area square footage.

Square Footage of Facility Being Leased = 32,800

Garage Area Square Footage = 60 X 60 = 3,600

3,600 divided by 32,800 = 11%

Lease of Transportation Facility = \$184,640.00 06/07

\$184,640.00 X 11% = 20,310.00

The total 11% was used because Portland would be using the total garage area at one point or another.

Administration Cost = \$6,000

Capital Outlay Cost Breakdown

Bus Lift = \$26,657.00

1 - ¾ inch Air Gun = \$400.00

1 - ½ inch Air Gun = \$300.00

2 - Retractable Drop Cord Lights = \$300.00

4 - 20 Ton Jack Stands = \$250.00

1 - Set of Shelving = \$900.00

1 - Computer Hard Drive Upgrade = \$150.00

COC = \$28,957.00

Estimated Staffing Cost Breakdown

1 Technician 52 weeks 52 X 40 hrs. = 2080 hrs. 2080 X \$15.26 hr. = \$31,741 X 36% benefits = \$11,427
\$31,741 + \$11,427 = \$43,168 **TOTAL = \$43,168**

.5 Technician 52 weeks 52 X 20 hrs. = 1040 hrs. 1040 X \$15.26 hr. = \$15,871 X 36% benefits = \$5,714
\$15,871 + \$5,714 = \$21,585 **TOTAL = \$21,585**

Procurement of Repair Maintenance Facility \$20,310 + Administration cost \$6,000 = **Total \$26,310**

The 1.5 technicians were calculated on 1 technician per 17 school bus units per national standard.

21 Portland school bus units involved in the repair maintenance program.

Final Breakdown Labor Cost

One (1) technician = \$43,168 at 2080hrs. (40 hrs. week 52 weeks)

One half (.5) technician = \$21,585 at 1040hrs. (20 hours week 52 weeks)

Total technician cost = \$64,753 \$64,753 divided by 3,120hrs. = \$20.76hr.

Procurement of repair maintenance facility and administration cost = \$20,310 + 6,000 = \$26,310.

\$26,310 divided by 3,120hrs. = \$8.43

Total Labor Cost per Hour = \$29.19 \$29.19/hour X 60 hours X 52 weeks = \$91,072.80 Annual Cost

Capital Outlay Cost = \$28,957.00 + \$91,072.80 = \$120,029.80 Total First Year Cost

NOTE: There are 21 Portland school bus units involved in the proposed collaborative repair maintenance program. Portland is currently paying O'Connor Motors \$63.00 hr. The implementation of this agreement is contingent upon South Portland School Department hiring an adequate technician for the calculated hourly labor rate of \$15.26.

Received

**OFFICE OF THE SUPERINTENDENT
130 WESCOTT ROAD
SOUTH PORTLAND, MAINE 04106-3442**

JAN 14 2008

Suzanne T. Godin, Superintendent of Schools
Steven Bailey, Assistant Superintendent
Polly S. Ward, Business Manager



Maine Department of Education
Kathleen Cox, Director of Instructional Support
Dianne Paton, Assistant Director of Instructional Support

January 10, 2008

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

Dear Susan,

Attached please find the second revised Alternative Plan for South Portland Schools including an updated Submittal Page and a copy of your letter dated January 8, 2008. As requested we have resubmitted our plan including the figures we're targeting for reduction in each of the categories. We've included the estimated allocation numbers provided on the Department's Exhibit A so that the community will clearly see our budget in relation to estimated allocations, as well as our intended savings.

We will eagerly await your response to our most recent revisions.

Sincerely,

A handwritten signature in cursive script that reads "Suzanne T. Godin".

Suzanne T. Godin,
Superintendent of Schools

Cc: Bob Connors
Consolidation Alternative Plan Committee

"ENRICHING LIVES THROUGH QUALITY LEARNING FOR ALL"