

Select Board & Board of Assessors Special Meeting - Agenda

September 14, 2023 @ 6:00 p.m.

DMB Education Hall, Coastal Rivers Conservation Trust Round Top Barn, Damariscotta, ME

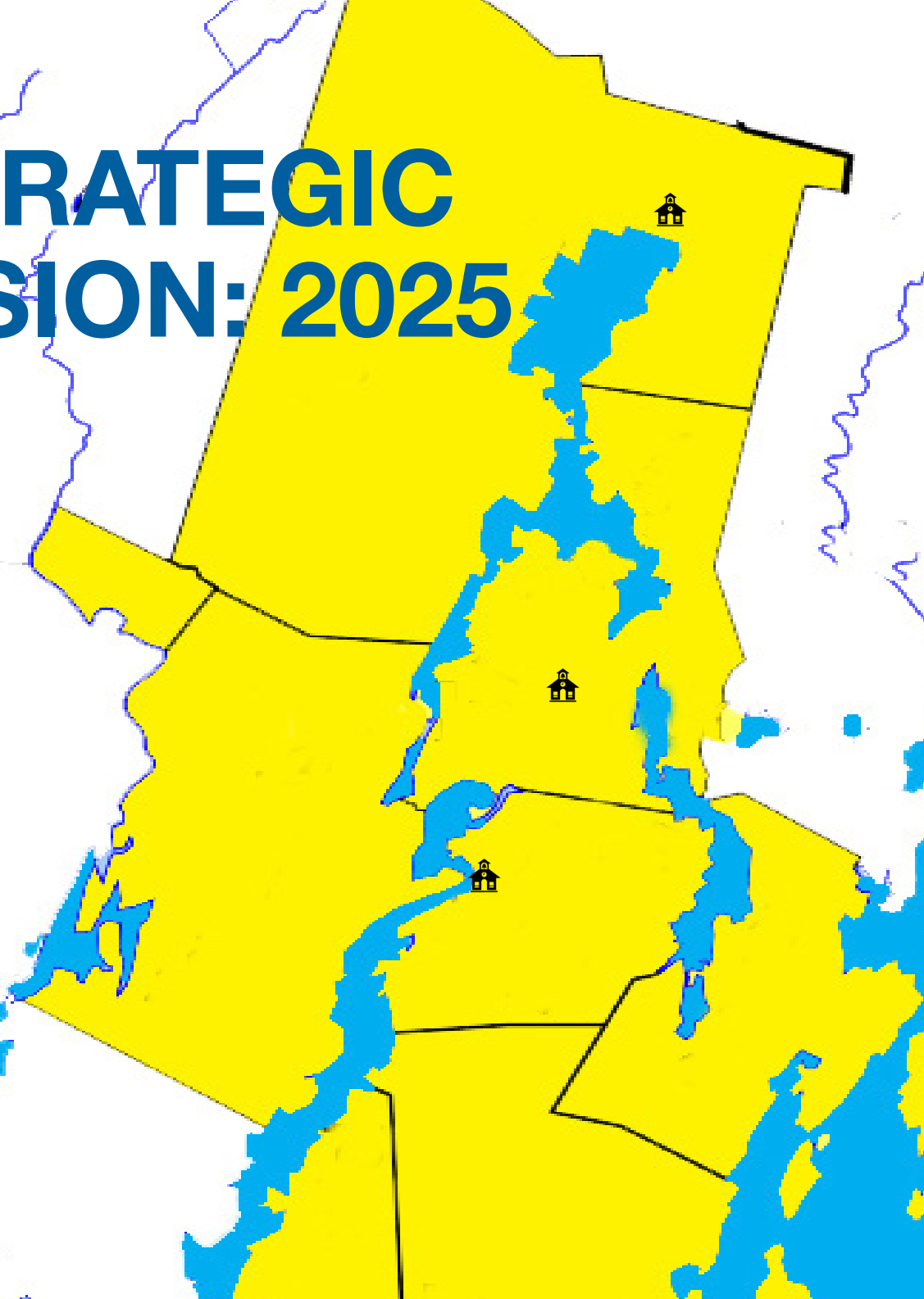
1. Call to Order

2. Presentation from Central Lincoln County School System (AOS # 93)

All Select Board Members of the 7 towns in the CLCSS are invited to a short presentation on the restructuring plans and an open discussion with School System administrators.

3. Adjournment of Meeting

STRATEGIC VISION: 2025



Central Lincoln County School System

Lynsey Johnston, M.S.Ed.
Superintendent



WHO WE ARE

We are the administrators of the Central Lincoln County School System, a conglomerate of school districts that have sought to share efficiencies in educational services since 2009. **Our shared mission is to provide a quality public education** to the residents of Bremen, Bristol, Damariscotta, Jefferson, Newcastle, Nobleboro, and South Bristol, Maine. We operate as one of the Maine Department of Education's Alternative Organizational Structures (AOS). This structure is intended to provide local control over our PK-8 schools, while **achieving economies of scale** in a centralized administration.

OUR PROBLEM

Despite the best intentions of the original designers of the AOS structure, after nearly a decade-and-one-half we remain **plagued with inefficiency, redundancy, inconsistency, and unsustainability**. Our public school system has grown since the AOS inception to add regional programs, diverse grants, detailed accounting practices, and a blossoming of programs addressing behavioral, social-emotional, and special service needs. We face a historic labor shortage and rampant inflation that are putting an unbearable strain on our schools and our community. At the same time, we face a financial cliff as federal COVID funds come to end, increasing the demand on local dollars. We are aware that **we must act with urgency to resolve the burdens that threaten the successful achievement of our mission**.

OUR SOLUTION

We propose **exploring a plan to restructure the Central Lincoln County School System into a fewer number of school districts**, and to thereby address many of the inefficiencies in our current organizational model. This will be a legal, financial, and public process that will ultimately require full community support. Through the restructuring, we plan to resolve the strategic challenges we face, while also achieving a myriad of subtle benefits. **Our ultimate goal is to position the towns we serve to achieve the highest standards of public education in Maine through the 21st-century.**



POTENTIAL EDUCATIONAL BENEFITS



- Ability to offer a **broader and more equitable set of Pre-K programs** to our communities.
- Students may have more opportunity for **differentiated instruction** — different students come to school with different needs, interests, experiences, and strengths. Those differences make wonderful cooperative learning groups.
- Teachers may have **on-site peers** to plan/teamwork: *“Effective teams strengthen leadership, improve teaching and learning, nurture relationships, increase job satisfaction, and provide a means for mentoring and supporting new teachers and administrators.”* (Sparks, 2013).
- Programs for students with **special needs may be more localized** (Compass, Pathways, Center for Alternative Learning at each school/level). There may be **less travel** for these students, and **more inclusive** opportunities with same-age and grade peers.
- Behavioral intervention resources may be more equitable for all schools.
- Greater opportunity for **extracurricular programming** that may be more **appropriate for the grade** spans within the building. Better alignment with community groupings, ie. YMCA and community sports.
- Greater opportunities and **equity in Gifted/Talented, MTSS and special education areas** for specific grade span needs and appropriate social and emotional skill building per policy. Better capacity to instruct with **target class sizes optimized for each grade**.
- Increasing the population of grade-level peers **enhances the ability to measure and assess progress and achievement** on both academic and functional standards.
- **Part-time staff could be combined into more efficient full-time positions**. This supports educator retention, which benefits students.

POTENTIAL MUNICIPAL BENEFITS



- **Prevent escalation of per-pupil cost** to towns by achieving greater financial efficiency and cost-sharing.
- **Fluctuations in enrollment are mitigated** by larger grade-level populations.
- Member towns do not need to compete with each other to attract young families; rather they can collaborate as a region to **elevate property values through a healthy and vibrant school community** that is competitive across the state.
- Utilization of all school buildings currently in the AOS would allow towns with dropping enrollments to still benefit from a **local school community with operations within their town**.
- **Long-range facilities needs** may be addressed through regional collaboration. The replacement rate for school buildings is currently approaching \$500 per square foot with a minimum 3% annual escalation rate, **a cost no single town can possibly bear alone**.
- Larger districts are in a **better position to qualify for school construction support** from the state.
- **Cost sharing formula design is flexible** and fair and equitable models can be tested, designed, and achieved.
- Interlocal Agreements may be designed with **weighted representation to provide towns a clear and valued role in governance**.



POTENTIAL OPERATIONAL EFFICIENCY & EFFICACY

- Allow **principals the opportunity to focus on staff and program** management, rather than be spread thin over facilities, transportation, and finance issues. Ensure that they are first education leaders, not operation leaders.
- **Build on centralized operations and resources** for operations and support teams.
- **Reduce the number of grants**, thereby eliminating redundancies in applications, compliance, and reimbursement, thus **speeding up cash flow**.
- Allow for **more detailed and in-depth financial planning, program development, and strategic initiatives**, all of which are currently reduced to just-in-time tasks across the AOS.
- **Simplify** enrollment reporting, NEO financials reporting, Maintenance of Effort compliance, and all other DOE reporting.
- **Retain talented and effective personnel** by providing a professional and modern workflow that attracts high performers and retains them with a life-work balance.
- **Allow Superintendent to focus on meeting strategic goals**, rather than focus on organizing an excessive load of meetings.

PROSPECTIVE SCENARIOS

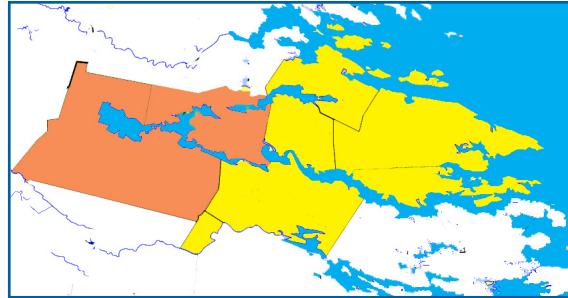
SCENARIO 1		2022									
	PRE-K	K	1	2	3	4	5	6	7	8	TOTAL PK-8
BRISTOL	14	20	26	23	16	20	18	20	20	13	190
SOUTH BRISTOL	0	8	4	3	4	5	6	6	11	8	55
BREMEN											
DAMARISCOTTA											
NEWCASTLE											
GREAT SALT BAY		34	40	49	41	42	41	54	50	54	405
PEMAQUID CSD	14	62	70	75	61	67	65	80	81	75	650
JEFFERSON		18	29	31	29	30	24	30	20	27	238
NOBLEBORO		15	24	19	14	17	12	15	17	15	148
DAMARISCOTTA LAKE CSD		33	53	50	43	47	36	45	37	42	386

SCENARIO 2		2022									
	PRE-K	K	1	2	3	4	5	6	7	8	TOTAL PK-8
BRISTOL	14	20	26	23	16	20	18	20	20	13	190
SOUTH BRISTOL	0	8	4	3	4	5	6	6	11	8	55
JOHNS BAYS CSD	14	28	30	26	20	25	24	26	31	21	245
BREMEN											
DAMARISCOTTA											
NEWCASTLE											
GREAT SALT BAY SCHOOL		34	40	49	41	42	41	54	50	54	405
GREAT SALT BAY CSD		34	40	49	41	42	41	54	50	54	405
JEFFERSON		18	29	31	29	30	24	30	20	27	238
NOBLEBORO		15	24	19	14	17	12	15	17	15	148
DAMARISCOTTA LAKE CSD		33	53	50	43	47	36	45	37	42	386

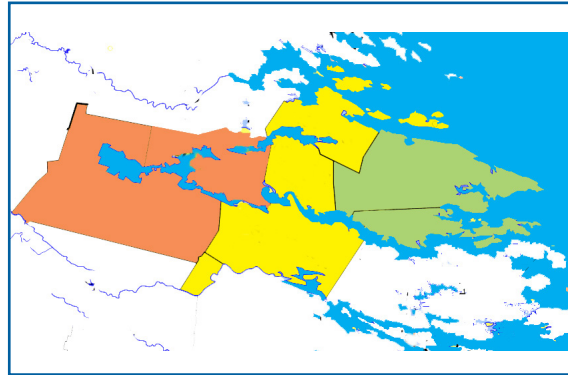
SCENARIO 3		2022									
	PRE-K	K	1	2	3	4	5	6	7	8	TOTAL PK-8
BRISTOL	14	20	26	23	16	20	18	20	20	13	190
SOUTH BRISTOL	0	8	4	3	4	5	6	6	11	8	55
NOBLEBORO		15	24	19	14	17	12	15	17	15	148
BREMEN											
DAMARISCOTTA											
NEWCASTLE											
GREAT SALT BAY		34	40	49	41	42	41	54	50	54	405
JEFFERSON		18	29	31	29	30	24	30	20	27	238
CENTRAL LINCOLN COUNTY CSD	14	95	123	125	104	114	101	125	118	117	1036

SCENARIO 4		2022									
	PRE-K	K	1	2	3	4	5	6	7	8	TOTAL PK-8
BRISTOL	14	20	26	23	16	20	18	20	20	13	190
SOUTH BRISTOL	0	8	4	3	4	5	6	6	11	8	55
NOBLEBORO	0	15	24	19	14	17	12	15	17	15	148
SONBRISTO CSD	14	43	54	45	34	42	36	41	48	36	393
BREMEN											
DAMARISCOTTA											
NEWCASTLE											
GREAT SALT BAY SCHOOL		34	40	49	41	42	41	54	50	54	405
GREAT SALT BAY CSD		34	40	49	41	42	41	54	50	54	405
JEFFERSON MSU		18	29	31	29	30	24	30	20	27	238

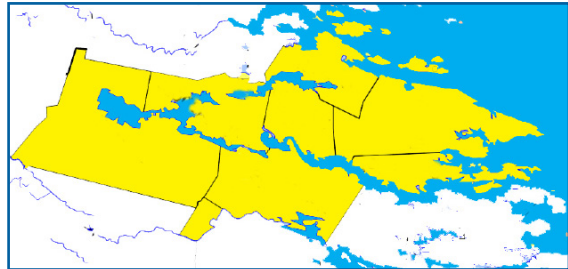
9	10	11	12	TOTAL 9-12	TOTAL PK-12
29.5	22.5	20	25	97	287
9	5.5	7	5.5	27	82
13.5	6	6	7	32.5	32.5
24.5	23	18	22	87.5	87.5
24	27	25.5	28	104.5	104.5
0	0	0	0	0	405
100.5	84	76.5	87.5	348.5	998.5
29	31.5	27	21.5	109	347
17.5	21	17.5	20.5	76.5	224.5
46.5	52.5	44.5	42	185.5	571.5



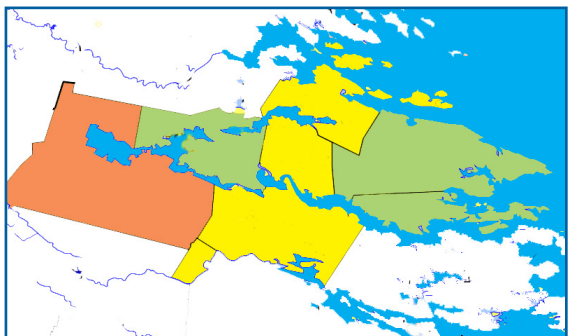
9	10	11	12	TOTAL 9-12	TOTAL PK-12
29.5	22.5	20	25	97	287
9	5.5	7	5.5	27	82
38.5	28	27	30.5	124	369
13.5	6	6	7	32.5	32.5
24.5	23	18	22	87.5	87.5
24	27	25.5	28	104.5	104.5
					405
62	56	49.5	57	224.5	629.5
29	31.5	27	21.5	109	347
17.5	21	17.5	20.5	76.5	224.5
46.5	52.5	44.5	42	185.5	571.5



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29.5	22.5	20	25	97	287
9	5.5	7	5.5	27	82
17.5	21	17.5	20.5	76.5	224.5
13.5	6	6	7	32.5	32.5
24.5	23	18	22	87.5	87.5
24	27	25.5	28	104.5	104.5
0	0	0	0	0	405
29	31.5	27	21.5	109	347
147	136.5	121	129.5	534	1570



9	10	11	12	TOTAL 9-12	TOTAL PK-12
29.5	22.5	20	25	97	287
9	5.5	7	5.5	27	82
17.5	21	17.5	20.5	76.5	224.5
56	49	44.5	51	200.5	593.5
13.5	6	6	7	32.5	32.5
24.5	23	18	22	87.5	87.5
24	27	25.5	28	104.5	104.5
					405
62	56	49.5	57	224.5	629.5
29	31.5	27	21.5	109	347



PHASE I : DISCOVERY

APRIL 2023 — SEPTEMBER 2023

- Invite public participation throughout the entire process.
- Consider ideal organization of schools into districts.
- Identify financial savings.
- Design governance model.
- Design representation model.

PHASE II: LEGALITIES

SEPTEMBER 2023 - JULY 2024

- Achieve DOE approval of plan
- Achieve legislative action to approve plan

PHASE III: LOCAL APPROVAL

AUGUST 2024-NOVEMBER 2024

- Open forums in all communities.
- Public hearings.
- Town meetings.
- Communications and public relations campaign.

PHASE IV: IMPLEMENTATION

DECEMBER 2024 — AUGUST 2025

- Pass budgets in spring under new structure.
- Change financial structure at close of FY25, June 30, 2025.
- Organize employees into new payroll groups on July 1, 2025.
- Be fully re-organized in all aspects for beginning of 2025-26 school year.

CLCSS ADMINISTRATORS

Jason Adickes
Adam Bullard
Chuck Hamm

Lynsey Johnston
Tara McKechnie
Peter Nielsen

Jennifer Ribeiro
Kim Schaff
Kelly Stokes



THIS DOCUMENT MAY CONTAIN FORWARD-LOOKING STATEMENTS AND INFORMATION RELATING TO, AMONG OTHER THINGS, THE SCHOOL SYSTEM, ITS BUSINESS PLAN AND STRATEGY, AND ITS SECTOR. THESE FORWARD-LOOKING STATEMENTS ARE BASED ON THE BELIEFS OF ASSUMPTIONS MADE BY, AND INFORMATION CURRENTLY AVAILABLE TO THE CURRENT ADMINISTRATION. WHEN USED IN THE MATERIALS, THE WORDS "ESTIMATE," "PROJECT," "BELIEVE," "ANTICIPATE," "INTEND," "EXPECT" AND SIMILAR EXPRESSIONS ARE INTENDED TO IDENTIFY FORWARD-LOOKING STATEMENTS, WHICH CONSTITUTE FORWARD-LOOKING STATEMENTS. THESE STATEMENTS REFLECT THE ADMINISTRATION'S CURRENT VIEWS WITH RESPECT TO FUTURE EVENTS AND ARE SUBJECT TO RISKS AND UNCERTAINTIES THAT COULD CAUSE THE SCHOOL SYSTEM'S ACTUAL RESULTS TO DIFFER MATERIALLY FROM THOSE CONTAINED IN THE FORWARD-LOOKING STATEMENTS. THE PUBLIC IS CAUTIONED NOT TO PLACE UNDUE RELIANCE ON THESE FORWARD-LOOKING STATEMENTS, WHICH SPEAK ONLY AS OF THE DATE ON WHICH THEY ARE MADE. 04.11.2023