

**City of Portland, Maine
Finance Committee Meeting
Thursday, June 26, 2014
6:00 p.m., Room 209, City Hall**

AGENDA

1. Approval Of June 12, 2014 Minutes

Documents: [FINANCE COMMITTEE MEETING MINUTES 6-12-14 \(DRAFT\).PDF](#)

2. Discussion And Recommendation On 2015 Capital Improvement Program (CIP).Pdf

Documents: [CIP - FC ADDITIONAL INFORMATION 6-26-14.PDF](#)

1. Approve minutes from June 12 meeting.
2. Discussion and recommendation on 2015 Capital Improvement Program (CIP)

**Finance Committee
Meeting Minutes
Thursday, June 12, 2014**

Attendees: Chair Mavodones, Finance Committee members Duson, Marshall and Suslovic, members of staff and public.

Chair Mavodones opened the meeting—called to order.

- 1. Approval of Minutes for May 8, 2014 meeting** – approved 3-0.
- 2.** Presentation by city manager Rees on the Capital Improvement Plan.
- 3.** Meeting adjourned.



MEMORANDUM

To: Finance Committee

From: Ian Houseal, Assistant to the City Manager, Sustainability Coordinator

Date: June 26, 2014

RE: City Manager's Recommended 2015 CIP – Amendments and Additional Information

In preparation for the June 26 Finance Committee meeting please see the following amendments and additional information. Attachments are in order

1. "Penrith Road Erosion Restoration" Project was excluded from the itemized list of 2015 Sewer Fund projects on Page 29 of the Plan. The Sewer Fund totals listed are correct. The title, project description, and funding amount can be found on Page 95. An updated list of Sewer Fund Financed Projects (attachment A-3).
2. The narrative table listing "PROPOSED Principal and Interest Payments" on Page 7 of the Introduction is incorrect. Please see the correct values listed on Page 20, at the bottom of the page: "Net Debt Service Est."
3. The Finance Committee requested responses to the following questions and requests:
 - a. How is the Woodsford's Quiet Zone Railroad Crossing and the Forest Avenue Woodsford's Corner Intersection Improvements projects are tied together? (See attached memorandum A-4)
 - b. What would be the result of responding to the Greater Portland Landmark's request for additional funding for Spring Street and how "shovel-ready" is such a project? (See attached memorandum A-4)
 - c. Why is \$200,000 in 2015 needed for Portland Street in addition to the \$50,000 funded for design work in 2014? (See attached memorandum A-4)
 - d. Provide the project description for the Congress Square Re-design. (See attached project description A-6)
 - e. What is the City's policy on Fire Apparatus Replacement? (See attached section from the Fire Department: Performance and Management Study, A-7)
 - f. Is funding for Casco Bay H.S. expansion sufficient? (See attached memorandum A-24)
 - g. Provide a history of the debt policy indicators. (See attached table and figures A-44)

4. Capisic Pond

- a. Make the Capisic Pond Park Improvement Plan and associated documents available to the public via the City website. (See attached memorandum A-48)
- b. What grants are being considered for the Capisic Pond Improvement project? (To be provided at a future date)
- c. What will be the impact of adding full funding for Capisic Pond in 2015? (See attached memorandum A-49)
- d. If Capisic Pond is added, what projects will be removed to keep the funding recommendation the same? (See attached memorandum A-49)

5. Addition Public Comment

- a. Email from Hilary Bassett of Greater Portland Landmarks with regard to Spring Street. (See attached memorandum A-52)
- b. Email with regard to Lincoln Park. (See attached memorandum A-54)

B. RECOMMENDED 2015 CAPITAL PROJECTS - SEWER FUND FINANCED

SEWER FUND

Sewer

- CMOM - Sewer System Renewal	1,100,000
- Sewer/Storm Drain and Reconstruction on Moody St and Wilson St	760,000
- CSO - High St and York St Sewer Separation	410,000
- CMOM - Pump Station Rehabilitation	680,000
- Sewer Replacement - Somerset Street Extension (Elm St to Hanover St)	160,000

Sewer Total	3,110,000
--------------------	------------------

Stormwater

- Gravel Wetland Stormwater Treatment System in the Capisic Brook Watershed	1,000,000
- Baxter Woods Detention Pond	80,000
- Penrith Road Erosion Restoration	60,000
- Capisic Pond Improvements (Contingent upon receipt of General Fund allocation)	562,000

Stormwater Total	1,702,000
-------------------------	------------------

Vehicles

- Catch Basin Cleaner New - Stormwater	290,000
- Dump Truck Replacement- Sewer 3116	50,000
- 1 Ton Truck New - Sewer	50,000
- Street Sweeper Replacement - Sewer	175,000
- 1 Ton Utility Truck Replacement - Sewer 2192	50,000

Vehicles Total	615,000
-----------------------	----------------

SEWER FUND SUBTOTAL	5,427,000
----------------------------	------------------

REALLOCATED BOND PROCEEDS	(2,150,000)
---------------------------	-------------

SEWER FUND FINANCING TOTAL	3,277,000
-----------------------------------	------------------

SEWER FUND CASH TOTAL	115,000
-----------------------	---------

SEWER FUND CAPITAL PROJECTS TOTAL	3,392,000
-----------------------------------	-----------

Memo

To: Members of the Finance Committee
From: Michael Bobinsky, Director of Public Services
CC: Mark Rees, City Manager
Ian Houseal, Assistant to the City Manager
Ellen Sanborn, Finance Director
Katherine Earley, Engineering Services Manager
Date: June 19, 2014
Re: FY15 CIP - Responses to Finance Committee

Background

During the Finance Committee meeting on June 12, 2104 several topics were discussed that resulted in requests for Department of Public Services (DPS) responses. They include these three items; response to each are provided below.

- Provide how the Woodford's Quiet Zone Railroad Crossing and the Forest Avenue Woodford's Corner Intersection Improvements project are tied together.
- Define what is requested by Greater Portland Landmarks regarding additional funds for Spring St., and predict viability of deliverables (ie can we be 'shovel-ready'?)
- Explain why the Portland St Corridor project needs an additional \$200,000 in FY15.

RR Quiet Zone / Woodford's Corner

The Woodford's Corner intersection improvement project is being administered by MaineDOT, who hired HNTB to provide design services. Each of these entities is fully aware of the City's intention to provide Federally compliant devices at the Forest Ave rail crossing near Woodford's Corner subject to approval of the FY15 CIP funding request. The intersection improvement project design is proceeding with full consideration for the RR Quiet Zone project (quad gates). However, the design and construction of this RR Quiet Zone project is not included in the HNTB scope of services to MaineDOT. DPS will explore this possibility; regardless of outcome the two projects will not conflict with one another.

Spring St / Greater Portland Landmarks request

The organizations requesting \$500,000 in additional funds for the Spring St. Corridor are seeking an outcome that results in all three (3) phases of the Corridor Improvement project

being accomplished at once between Oak and High Street. The City's current plan is to perform work in this Corridor in 3 separate phases, dependent on CIP funding.

- Phase I = curbing and utilities to prepare for 2015 paving by MaineDOT
- Phase II = sidewalk and streetscape features
- Phase III = lighting

At this time our design consultant is proceeding with the task of fully designing all three phases. That results in our ability to add Phase II and III components (for this block only) into our bid going out this late Fall and construct them with our Phase I contract. HOWEVER – accomplishing the all three Phases for such a small portion of the Corridor in 2015 will reduce cost efficiencies and complicate the lighting objectives.

Portland Street

The Portland St. Streetscape objectives, for which \$50,000 has been appropriated in the FY14 CIP, are currently estimated to cost \$3M +/- . A fully designed product commonly requires funding of 7-10% of the construction estimate. Providing the additional \$200,000 in FY15 CIP will allow the City to proceed with not only the concept planning stage, but also deliver a fully designed product. This additional effort will provide the added benefit of recommending appropriately phased outcomes that are not in conflict with other initiatives influencing each end of this Corridor. These initiatives include:

- State & High Traffic flow conversion Study
- Bayside Transportation Master Plan
- Transforming Forest Avenue
- Franklin St

Please note – due to the poor condition of roadway pavement we will be placing a shim layer of new pavement this season in order to make the area safer to traverse, and to hold the street together while we plan it's future reconstruction.

Project Title ID 152445

Congress Square Re-Design



Planning & Urban Development

Division Planning

Classification Parks, Fields, Trails

Project Description

The Congress Square intersection and its surrounding sidewalks and public spaces will be redesigned in coordination with the State/High Two-way Conversion study. Phase I of the Congress Square Re-design includes the conceptual design of the Entire Square and design development and construction of Congress Square Plaza which will be coordinated with the design of the new adjacent Westin event center. Phase II includes the design development and construction of the remaining square/intersection.

Project Justification

For Phase I, in addition to the demand from the community and City Council to improve this public space, the design is necessitated by the reduction in size of the plaza as a result of the Council decision to sell a portion of the land to Rock Bridge Capitol for the construction of an event center. Apart from the anticipated purchase price of \$523,640 (which must be used for CDBG eligible projects which this is not), Rock Bridge has committed \$45,000 towards the construction cost of the plaza sidewalks. For Phase II, funds will have to be allocated and otherwise raised to cover the cost of design development and construction. The amount of this phase will have to be determined based on the result of the State/High two-way conversion study as well as the conceptual design produced as part of Phase I. Construction estimate should be available for the 2016 CIP process, and the present request will be revised at that time. Other funding for the project includes \$50,000 for design services

5 Year Cost Summary

<u>Planning</u>	<u>Land</u>	<u>Construction</u>	<u>Equipment</u>	<u>Est Total Cost</u>
		\$1,613,640		\$1,613,640

Funding Source

<u>Year</u>	<u>Other Funding</u>	<u>Requested Funding</u>	<u>City Mgr Recommended</u>	<u>Funding Type</u>
2015				
2016	\$45,000	\$568,640		
2017		\$1,000,000		
2018				
2019				
Total	\$45,000	\$1,568,640		

Other Funding Source Description

Operating Budget Impact

The maintenance costs for the plaza and intersection are anticipated to be the same or less than the current maintenance costs (possibly less because the space will be smaller). The potential operating costs from additional lighting or water features is yet to be determined.

APPARATUS AND EQUIPMENT ADMINISTRATION

Portland Fire Department

The Fire Chief assigns fire and EMS apparatus and equipment acquisition and maintenance to one of the six Deputy Chiefs of the Department as an ancillary duty. This ancillary assignment is in addition to the Deputy Chief's administrative and operational responsibility, while serving on a rotating shift of the Department.

Overseeing the fire and EMS apparatus and equipment acquisition and maintenance program of the Fire Department, while managing a complete rotating shift and routinely responding to emergency incidents, requires the Deputy Chief to commit many of his off-shift hours to the apparatus and equipment responsibility. The oversight could be more efficiently accomplished by a senior officer that is not assigned to a shift responsibility to the benefit of both the rotating shift and the Apparatus and Maintenance program.

The Deputy Chief provides direction and oversight to the Fire Department program while the crux of Fire Department fleet maintenance is accomplished by or through the Fleet Services Division of the Public Services Department.

The Marine and Air Rescue Division Deputy Chief provides oversight to the boats, vehicles, tools and equipment associated with the Marine Division.

Fleet Services Division

The Fleet Services Division purchases, repairs and rebuilds City-owned vehicles and runs a preventative maintenance schedule to assure optimum equipment availability. Fleet Services provides for the cost of all parts, outside repairs and fuel for all City vehicles and equipment. Fleet Services maintains the City's vehicle replacement program with the Fire Department providing the necessary specialized expertise and knowledge associated with emergency service vehicles and equipment.

Jetport International Airport

The Jetport's Fringe and Indirect Cost Division reimburses the City's General Fund for expenses incurred for Portland Fire Department's cost of employee benefits, general liability insurance, firefighting and EMS services and other City provided services.

Crash Fire Rescue apparatus are acquired and maintained through the Jetport, independent of the City of Portland's capital budget and fleet maintenance shop. The Jetport's maintenance shop is under the Jetport Manager and completely autonomous from the City of Portland.

Typically, crash rescue apparatus are funded through a formula of Federal Aviation Administration (FAA) 90 percent, the State of Maine DOT five percent and the City of Portland five percent. The replacement schedule and all maintenance are mandated by the FAA. The Portland Fire Department's role in vehicle maintenance at the Jetport is limited to the on-going daily and routine checks and light maintenance by the assigned Department personnel working the same shift rotation as the rest of the Fire Department.

CURRENT APPARATUS AND VEHICLE INVENTORY

Figure 5.1 lists the current fire and EMS apparatus and vehicle inventory for the Portland Fire Department, along with their functions, capacities and assignments.

Additionally, the crash/rescue fleet ("Red" Units), which is supported by the FAA, the State of Maine and, on an enterprise basis, the City of Portland, are included.

The Portland Fire Department vehicle inventory is comprised of 12 pumpers, one heavy rescue truck, two ladder trucks, four quints, four tankers, ten MEDCUs, one wheelchair van, three fire/transport boats, ten staff/support cars, four fire alarm vehicles, three service trucks, one fire investigation vehicle, one confined space unit, two hazard material units, four utility vehicles, and one golf cart/trailer. Four crash/rescue vehicles are the responsibility of the airport.

**Figure 5.1
PORTLAND FIRE DEPARTMENT FIRE AND EMS APPARATUS AND
VEHICLE FLEET**

UNIT	YEAR	MAKE/MODEL	FUNCTION	HGT/PUMP/TANK	ASSIGNMENT
Engine 1	2001	Pierce Enforcer	Pumper	1200/750	Munjoy
Engine 2	1992	Pierce Arrow	Reserve	1500/750	Forest Ave
Engine 4	2011	Seagrave	Pumper	1500/750	Bramhall
Engine 5	2011	Seagrave	Reserve/Quint	1500/500	Central
Engine 6	2000	Pierce Dash	Pumper	1500/650	Bramhall
Engine 9	1998	Pierce Dash	Pumper	1500/750	Forest Ave
Engine 10	1999	Pierce Saber	Reserve	1250/750	Bramhall
Engine 11	2000	Pierce Dash	Pumper	1500/1000	Ocean Ave
Engine 12	2004	Pierce Kenworth	Pumper	1250/1000	Peaks Island
Engine 13	1996	E-One Cyclone	Pumper	1250/750	GrtDiamond Isl
Engine 14	1998	Ford 350	Mini-Pumper	250/285	Cushing Island
Engine 15	2004	Pierce Kenworth	Pumper	1250/1000	Cliff Island
Rescue 1	1999	Freightliner	Heavy Rescue	-	Bramhall
Ladder 1	1993	Pierce Arrow	Ladder Truck	85'Platform	Munjoy
Ladder 3	2012	Seagrave	Quint	100'/1500/400	Stevens Ave
Ladder 4	2000	Pierce Dash	Quint	105'/1500/500	Allen Ave
Ladder 5	1994	Pierce Lance	Quint	105'/2000/300	Munjoy
Ladder 6	2001	Pierce Dash	Ladder Truck	105'	Bramhall
Ladder 12	1998	Pierce Dash	Quint	75'/1500/500	Peaks Island
Tank 12	1979	Chevrolet	Tanker	1000/500	Peaks Island
Tank 13	1972	Ford/Bean	Tanker	750/750	GrtDiamond Isl
Tank 14	1973	International	Tanker	500/750	Cushing Island
Tank 15	1990	Mack	Tanker	1000/750	Cliff Island
MEDCU 3	2012	Chev Braun	Ambulance	-	Stevens Ave
MEDCU 4	2010	Ford Braun	Ambulance	-	Allen Ave
MEDCU 5	2010	Ford Braun	Ambulance	-	Central
MEDCU 6	2008	Ford Custom	Ambulance	-	Central
MEDCU 7	2007	Ford Custom	Ambulance	-	Ocean Ave
MEDCU 8	2004	Ford Custom	Reserve Amb	-	Central
MEDCU 9	2008	Ford Custom	Reserve Amb	-	Central
MEDCU 12	1987	Ford Type II	Ambulance	-	Peaks Island
MEDCU13	1999	Ford	Ambulance	-	GrtDiamondIsl
MEDCU 15	1999	Ford	Ambulance	-	Cliff Island
WC 1	2008	Ford Type II	Wheel Chair Van	-	Central

Marine 1	2009	AJ Theriault	65' Fire Boat	3000	Marine Div
Marine 2	1993	Duffy	42"TransportBoat	-	Marine Div
Marine 3	2005	Pacific Skiff	20' Emer Boat	-	Marine Div
Car 1	2006	Chev Suburban	Fire Chief Car	-	Take Home
Car 2	2006	Chev Suburban	Deputy Chief	-	Bramhall
Car 3	2006	Chev Suburban	EMS Dep Chief	-	Take Home
Car 4	2003	Ford Crown Vict	FP Captain	-	Take Home
Car 41	1995	Ford Explorer	FP Lieutenant	-	Take Home
Car 5	1999	Chev Tahoe	Call Back DC	-	Bramhall
Car 6	1995	Chev Tahoe	Electrical Super	-	Take Home
Car 7	2006	Chev Suburban	Fire Train Capt	-	Take Home
Car 8	2000	Chev Tahoe	Reserve Staff Car	-	Central
Car 9	2000	Chev Tahoe	EMS Train Capt	-	Take Home
FireAlarm62	1995	Ford F700	Bucket Truck	35' Bucket	Persumpscot
FireAlarm63	2006	GMC 3500	Service Truck	-	Presumpscot
FireAlarm64	1999	Ford Ranger	Service Truck	-	Take Home
FireAlarm65	2005	Chev 2500 Van	Service Can	-	Presumpscot
ServiceTrk 2	1993	GMC Sierra	Service Truck	-	Bramhall
ServiceTrk 4	1993	Ford F350 4WD	Mechanic Truck	-	Take Home
ServiceTrk 7	1998	Chev Ext Cab	Marine Division	-	Marine Qtrs
FIV	2003	Ford Custom	Fire Invest Vehicle	-	Central
CS 1	1995	Ford Custom	ConfinedSpaceUnit	-	Bramhall
PM 1	2007	GMC 3500	HazMat Svc Trk	-	Presumpscot
HM 1	2005	Chev 2500	HazMat Response	-	Presumpscot
Bus	1985	GMC Bus	Drill School Trans	-	Metro Garage
Forestry 13	2004	Kawasaki ATV	Service Vehicle	-	GrtDiamondIsl
Utility 15	1994	Kawasaki ATV	Service Vehicle	-	Cliff Island
Truck 15	1987	Chevrolet PU	Utility Vehicle	-	Cliff Island
		Yamaha	Golf Cart/Trailer	500 Portable Pump	LtDiamondIsl
JetPort					
Red 2	2011	Ford E-One	Rapid Intervention	450lbs PurpK,100gal Foam	Jetport
Red 3	1989	Oshkosh	Crash Rescue	1250/3000/450foam	Jetport
Red 4	2000	Oshkosh	Crash Rescue	1250/1500/150foam	Jetport
Red 5	1977	Walters CT4	Crash Rescue	1000/1500/150foam	Jetport
Source: Portland Fire Department					

APPARATUS REPLACEMENT SCHEDULE

To maximize firefighter capabilities and minimize risk of injuries, it is important that fire apparatus be equipped with the latest safety features and operating capabilities.

Significant progress has been made in upgrading functional capabilities and improving the safety features of fire apparatus in recent years. Although limited in number in the PFD fleet, apparatus manufactured prior to 1991 usually included only a few of the safety upgrades required by the recent editions of the NFPA 1901, *Standard for Automotive Fire Apparatus*.

Based on these safety upgrade improvements, fire departments should seriously consider the risk to firefighters of keeping fire apparatus older than 15 years in first-line service

There are a number of national fire apparatus organizations that have promulgated sample replacement schedules for fire and EMS apparatus, including the National Association of Emergency Vehicle Technicians (NAEVT), Fire Department Safety Officers Association (FDSOA), the National Fire Protection Association (NFPA), and the Fire Apparatus Manufacturer's Association (FAMA).

FAMA developed the "Fire Apparatus Duty Cycle White Paper" in 2004. The paper is an in-depth analysis of many aspects of apparatus replacement, including the key factors to be considered in a typical apparatus replacement schedule including:

- Type of department;
- Fire department workload;
- Population served;
- Demographics served; and,
- Topography of region served

Sample FAMA Apparatus/Vehicle Replacement Consideration Guidelines are as follows:

Excellent Condition (E)

- Less than five years old
- Fewer than 800 engine hours
- Fewer than 25,000 miles
- No know mechanical defects
- Very short downtime and very few operating expenses
- Excellent parts availability
- Very good resale value
- Meets all present NFPA 1901 and 1911 edition safety standards

Very Good Condition (VG)

- More than five but less than ten years old
- More than 800 but fewer than 1600 engine hours
- More than 25,000 but fewer than 50,000 miles
- No known mechanical or suspension defects present
- Low downtime and above average operating costs
- Good parts availability
- Good resale value
- Meets NFPA 1901 and 1911 safety standards

Good Condition (G)

- More than ten but less than 15 years old
- Some rust or damage to the body or cab
- More than 1,600 but less than 2,400 engine hours
- Some existing mechanical or suspension repairs necessary
- Downtime and operational costs are beginning to increase
- Parts are still available but getting difficult to find
- Resale value decreasing
- Meets all NFPA 1901 and 1911 safety standards

Fair Condition (F)

- More than 15 but less than 20 years old
- Rust, corrosion, or body damage apparent on body or cab
- More than 2,400 engine hours
- More than 75,000 but fewer than 100,000 miles
- Existing mechanical or suspension repairs necessary
- Downtime is increasing and operational costs are above historical average
- Parts become harder to find and/or obsolete
- Very little resale value
- Does not meet all NFPA 1901 and 1911 safety standards

Poor Condition (P)

- More than 20 years old
- Rust, corrosion, or damage to the body of cab impacting use of the apparatus
- More than 2,400 engine hours or 100,000 miles
- Existing mechanical or suspension problems affecting operation of the apparatus

- Downtime is exceeding in-service availability
- Operational cost are exceeding the resale value
- Parts are obsolete
- Does not meet all NFPA 1901 and 1911 safety standards

Average Apparatus Service Life

There are numerous resources available for reference to the average active and reserve life of emergency vehicles. The FAMA, “Fire Apparatus Duty Cycle White Paper” (2004) reflects the following:

Average Expected Years of Apparatus in Active Service

	Urban	Suburban	Rural
Pumper	15	16	18
Aerial	18	19	21

Average Expected Years of Apparatus in Reserve Service

	Urban	Suburban	Rural
Pumper	10	11	14
Aerial	9	10	13

Average Expected Years of Service Life (Active Reserve)

	Urban	Suburban	Rural
Pumper	25	27	32
Aerial	27	29	34

The Fire Apparatus Manufacturers Association suggests that the active service life of an urban pumper is 15 years. Active pumpers in serviceable condition could move to reserve status, as needed, when reaching their urban (15 years) life span. For purposes of this Study the Portland Fire Department first response district is considered an urban area.

Applying the Fire Apparatus Manufacturers Association’s formula to Portland Fire Department’s urban aerial ladder trucks suggests the average expected years of active service to be 18. Heavy rescue trucks typically align with the aerial ladder truck replacement schedule.

The Henrico (VA) Fire Department recently implemented a different rationale for the determination of the replacement of fire department vehicles.² The rationale involves the comparison of the life-to-date maintenance costs to the original vehicle acquisition costs. Their philosophy is one of not asking taxpayers to invest more money in the maintenance of a fire department vehicle than what they originally paid for it. They call it the ratio of maintenance to acquisition or M:A. They remove their front-line units from service when the M:A reaches 60 percent. This effectively means the vehicle has a 40 percent M:A equity remaining to serve as a reserve unit.

The Fleet Services Division has the data retention capability to initiate the retention of all maintenance cost for the life of fire department vehicles to determine M:A ratios based on the excellent fleet management reports provided to the Study Team. Policymakers could determine the M:A percentage benchmarks for movement to reserve status or replacement.

These sample replacement schedules are illustrations of the apparatus capital planning considerations required of every fire department. It should be noted that planning and decision making leading to the replacement of apparatus should begin at least two years prior to the planned replacement year and based on either years of service or the condition of the unit. The intent is that the unit should, in fact, be physically replaced in the service life year. Experience has shown that it may take nearly two years to plan, obtain approval/funding, and take delivery of the new unit from the manufacturer.

While the Portland Fire Department has not promulgated a formal fire and EMS apparatus and vehicle replacement plan, the City Manager's *Recommended General Fund Capital Projects* process delineates City-wide capital recommendations that include the fire department fleet. Figure 5.2 identifies the City Manager's fleet recommendations for FY2013 through FY2017:

² McDowell, Tony, *No More Guess Work*, Fire Chief Magazine, October 2012.

Figure 5.2
CITY MANAGER'S RECOMMENDED GENERAL FUND CAPITAL
FIRE DEPARTMENT VEHICLE PROJECTS
2013-2017

Fiscal Year Replacement	Vehicle	Year Acquired	Projected Years of Svc	\$ Budgeted
2013	MEDCU 6	2008	5	\$225,000
	Engine 9	1998	15	675,000
	Car 41	1995	18	15,000
	Service Truck 7	1998	15	35,000
				\$950,000
2014	MEDCU 5	2010	4	225,000
	Car 2	2006	8	50,000
	Car 1	2006	8	50,000
	Rescue 1	1999	15	1,000,000
				\$1,325,000
2015	Car 3	2006	9	50,000
	MEDCU 4	2010	5	225,000
	Ladder 1	1993	22	1,500,000
	Car 7	2006	9	50,000
	Car 62	1995	20	30,000
				\$1,855,000
2016	MEDCU 3	2012	4	225,000
	Engine 11	2000	16	700,000
				\$925,000
2017	Car 64	1999	18	30,000
	MEDCU 4	2008	9	225,000
	Ladder 4	2000	17	1,500,000
				\$1,755,000

Source: Portland City Manager

The City Manager's recommendations include a subtle fire department vehicle replacement schedule as follows:

Pumpers @ \$700,000 each	15-16 years
Ladder Trucks @ \$1,500,000 each	17-22 years
MEDCUs @ \$225,000 each	4-9 years
Staff Automobiles @ \$50,000 each	8-9 years

This replacement schedule is commensurate with industry-wide practices, especially when considering response vehicle workload assignments and the practice of moving certain "first line" units "back" to provide a "reserve" fleet.

Portland Fire Department Apparatus Replacement Process

The Apparatus and Equipment Deputy Chief provides the oversight to the Department's apparatus and equipment replacement process. While there is no formal apparatus replacement schedule, the Apparatus and Equipment Deputy Chief envisions a five to ten year process. Generally, the Study Team understands and agrees with the approach that, as an annual item, a MEDCU is replaced every other year.

Commensurate with the budget schedule and the informal process, the Deputy Chief establishes an apparatus committee usually comprised of the Deputy, two Fleet Service Division members, a Finance representative, and the Captain and crew members of the unit being replaced. The captain and crew members are invited but generally not to participate as compensation is not available. MEDCU unit members are invited when a MEDUC unit is being replaced.

The apparatus or MEDCU needs are determined and specification drawn for internal review by the Fire Chief and other appropriate fire department representatives.

PFD has entered into a five-year arrangement with the Seagrave Fire Apparatus Company after an extensive specification effort was completed by the department. All fire apparatus acquired for the next five to ten years will be purchased from Seagrave in an effort to standardize body and hose bed layouts, parts inventories, maintenance procedures and the use of Waterous pumps.

PFD should review and evaluate current purchase specifications development and selection practices and identify any opportunities for improvement. This evaluation should examine how the operation requirements of PFD, especially practices and conditions unique to Portland, and the maintenance and repair experience of the Department with specific makes and models of vehicles in the development of vehicle specifications. The findings of this evaluation should be used as the basis for developing and implementing formal vehicle specification and acquisition policies and procedures.

The replacement data identified in the City Manager's *Recommended General Fund Capital Vehicle Project* was melded with the Fire Apparatus Manufacturer's Association data to produce the following illustrative chart addressing a sample replacement schedule for the Department's primary response units (Engines, Ladders, Rescue and MEDCUs). Other factors, such as unit assignment, age, engine hours, mileage, and maintenance costs, etc. would have to be introduced for a more definitive, formal replacement schedule. The main purpose of the illustration is to identify the planning and funding considerations and requirements of the Department fleet.

Figure 5.3

**ILLUSTRATIVE ENGINE, LADDER, RESCUE, MEDCU LIFE EXPECTANCY
AND REPLACEMENT COST CHART**

Unit	Year	Mileage	Engine Hours	*Life Expect Years	Current Age Years	**Condition	Replace Year	***Replace Cost	Annual Contrib	Current Cash Req
Engine 1	2001	66000	7454	15	12	G	2016	700,000	46,667	560,004
Engine 2	1992	133882	16580	15	21	P	Overdue	700,000	0	700,000
Engine 4	2011	10683	1142	15	2	E	2026	700,000	46,667	93,334
Engine 5	2011	17035	2123	15	2	E	2026	700,000	46,667	93,334
Engine 6	2000	102861	10277	15	13	G	2015	700,000	46,667	606,671
Engine 9	1998	95780	11017	15	15	F	2013	700,000	0	700,000
Engine 10	1999	14268	1663	15	14	G	2014	700,000	46,667	653,338
Engine 11	2000	105047	8465	15	13	G	2015	700,000	46,667	606,671
Engine 12	2004	6636	6335	15	9	VG	2019	700,000	46,667	420,003
Engine 13	1996	62801	6920	15	17	F	Overdue	700,000	0	700,000
Engine 14	1988	25419	25419	15	25	P	Overdue	700,000	0	700,000
Engine 15	2004	4278	4278	15	9	VG	2019	700,000	46,667	420,003

Ladder 1	1993	85154	13583	18	20	F	Overdue	1,500,000	0	1,500,000
Ladder 3	2013	0	0	18	0	E	2031	1,500,000	83,333	0
Ladder 4	2000	26321	9793	18	13	G	2018	1,500,000	83,333	1,083,329
Ladder 5	1994	30416	3714	18	19	F	Overdue	1,500,000	0	1,500,000
Ladder 6	2001	54031	8738	18	12	G	2019	1,500,000	83,333	999,996
Ladder 12	1998	58383	13754	18	15	F	2016	1,500,000	83,333	1,249,995
Rescue 1	1999	15134	9333	18	14	G	2017	1,000,000	55,556	777,784
MEDCU 3	2012	6034	457	5	1	E	2017	225,000	45,000	45,000
MEDCU 4	2010	43432	3684	5	3	E	2015	225,000	45,000	135,000
MEDCU 5	2010	23708	3123	5	3	E	2015	225,000	45,000	135,000
MEDCU 6	2008	44907	16557	5	5	E	Overdue	225,000	0	225,000
MEDCU 7	2007	88945	8496	5	6	VG	Overdue	225,000	0	225,000
MEDCU 8	2004	88107	12959	5	9	VG	Overdue	225,000	0	225,000
MEDCU 9	2008	128343	18373	5	5	E	2013	225,000	45,000	225,000
MEDCU 12	1987	76387	-	5	26	P	Overdue	225,000	0	225,000
MEDCU 13	1999	104928	-	5	14	P	Overdue	225,000	0	225,000
MEDCU 15	1999	117176	-	5	14	P	Overdue	225,000	0	225,000
TOTAL									\$942,224	\$15,254,462
Source: Portland Fire Department										
*Portland City Manager’s Recommended General Fund Capital Vehicle Projects										
**Fire Apparatus Duty Cycle White Paper, 2004, FAMA, E=Excellent, VG=Very Good, G=Good, F=Fair, P=Poor										
*** Portland City Manager’s Recommended General Fund Capital Vehicle Projects										

APPARATUS AND EQUIPMENT MAINTENANCE

“A properly maintained and tested emergency response vehicle will provide the agency with a safe, ready-to-use vehicle with a minimum of unscheduled down time.” Compliance with the N.F.P.A., 1911, *Standard for the Inspection, Maintenance, Testing, and Retirement of In-Service Automotive Fire Apparatus*, will provide the department with a comprehensive emergency response vehicle maintenance, inspection, testing and replacement program.

The need to have fully inspected tested and maintained emergency response vehicles (and equipment) is unprecedented. Recent emergency response vehicle accidents and lawsuits

have brought to the forefront the need for a professionally maintained fleet. A poor preventative maintenance (PM) program, no PM program at all, and/or unqualified technicians is a recipe for disaster. Any of these issues may lead to unsafe vehicles, increased maintenance costs and reduced apparatus life.

Along with these negatives, come the risk of accidents, lawsuits, lower morale and public distrust. Firefighter safety is of the utmost concern, and poorly maintained emergency response vehicles put everyone at risk. An accident caused by loss of brakes or broken components would be devastating.

The heartache of a Line of Duty Death (LODD) is followed by board of inquiries, legal investigations and NIOSH investigation into the cause of the accidents. Every aspect of the vehicle and agency will be looked at including, but not limited to, records, documentation, and qualifications of technicians, fleet department operations, testing, operator training and department policies.

The publicity following an accident is negative for the department and personnel. No one wants to see a picture of a ladder truck driven into a building or have to answer in court why NFPA 1911 (a national accepted ANSI standard) was not used to ensure the apparatus was maintained properly, tested and safe to operate.³

In-Station Maintenance

On-duty firefighter/paramedic crews provide the daily and routine checks and inspections of the Department's vehicles, tools, appliances and equipment under their respective company officers. Those minor maintenance matters that cannot be addressed at the station level are administratively forwarded to the Fleet Services Division for disposition. A Fire Department and Fleet Services Division consensus determination is made whether or not the matter will require taking the vehicle or equipment to fleet maintenance, out of service or whether it is of a minor nature where the vehicle or equipment may remain safely in-service.

Central Facility Maintenance

The Fleet Services Division is staffed with 24 positions including a dedicated Fire Equipment Specialist supplemented by 13 mechanics, an auto-body repair worker,

³ IAFC, *White Paper, Apparatus Maintenance*

welder, parts manager, machine shop foreman and a vehicle maintenance supervisor among others.

Routine scheduled maintenance of the fire department fleet is accomplished as prescribed by the manufacturer's requirements. This may be at the Fleet Maintenance Shop, at the assigned station and/or an outside vendor.

Marine Division Maintenance

The routine boat and associated equipment maintenance program for the Marine Division boats is the responsibility of the assigned boat Captains (Lieutenants) under the Deputy Chief responsible for the Marine and Aviation Divisions. Apparently this arrangement, however, has resulted in the level of the boat maintenance being inconsistent from shift to shift depending upon the training and experience of the Marine Captain (Lieutenant) on duty. This has been especially true when there is a Captain or Lieutenant vacancy or extended absence. Maintenance that cannot be handled at the Captain/Lieutenant level is contracted to an outside vendor.

The routine checks and inspections of the apparatus, tools and appliances assigned to the island fire/EMS stations are accomplished by the firefighter/paramedic assigned to Peaks Island and/or the Fire Boat crew for the other islands.

The Marine Division boat and equipment maintenance budget is shown in Figure 5.4.

Figure 5.4
**PORTLAND FIRE DEPARTMENT, MARINE DIVISION MAINTENANCE
AND REPAIR BUDGET, FY11-FY13**

Budget	FY11	FY12	FY13
Maintenance/Repair	\$18,200	\$34,400	\$54,750
Small Tools/Equip	4,000	4,000	4,000
Supplies	4,000	4,000	4,000
Fuel	25,935	29,925	31,025
Propeller Replace			10,000
TOTAL	\$52,135	\$72,325	\$103,775
Source: Portland Annual Budgets			

The PFD should consider conducting an activity-based cost analysis of the Department's fleet and equipment maintenance and develop a process for distributing the costs of the vehicles and services consumed to each company and division that consumes them.

The objective of this process is to increase awareness of and accountability for the costs of the resources fire companies consume. Increasing fire department fleet and equipment users' understanding of cost and resources necessary to maintain the fleet and equipment can only increase the safety and reliability of the fleet.

Figure 5.5 shows the Fleet Services Division Shop's labor and parts costs; hours; and outside vendor costs for the Fire Department for the five-year period of January 1, 2008, through December 31, 2012.

Figure 5.5
PORTLAND FIRE DEPARTMENT FLEET MAINTENANCE
COSTS & LABOR HOURS
JANUARY 01, 2008 - DECEMBER 31, 2012

	Costs	Annual Average Costs	Hours	Annual Average Hours
MEDCU				
Labor	\$82,430.82		3,342.69	668.54
Parts	132,817.92			
Vendor	44,760.01			
Sub-Total	\$260,008.75	\$52,001.75		
FIREFIGHTING				
Labor	192,665.67		7,831.55	1,566.31
Parts	543,918.76			
Vendor	171,060.22			
Sub-Total	\$908,169.65	\$181,633.93		
ADMIN				
Labor	5287.84		214.43	42.87
Parts	9,735.16			
Vendor	1,539.00			
Sub-Total	\$16,562.00	\$3,312.40		

ISLANDS				
Labor	10,819.09		438.73	87.75
Parts	15,945.43			
Vendor	1,539.00			
Sub-Total	\$27,184.52	\$5,436.90		
SPECIAL SVCS				
Labor	13,427.65		545.22	109.04
Parts	16,208.90			
Vendor	5,414.56			
Sub-Total	\$35,051.11	\$7,010.22		
Grand Total	\$1,246,976.03	\$249,395.21	12,372.62	2,474.52
Source: Portland Fleet Services Division				

Figure 5.6 shows the Fleet Maintenance Shop's documentation of fuel consumption and cost for the Fire Department for the five-year period of January 1, 2008, through December 31, 2012.

Figure 5.6
PORTLAND FIRE DEPARTMENT FUEL CONSUMPTION AND COST
JANUARY 01, 2008 - DECEMBER 31, 2012

	Gallon Consumption	Average Annual Consumption	Cost	Average Annual Cost
MEDCU				
Diesel	59,293.12		\$175,767.41	
Unleaded	22,162.80		56,070.16	
Sub-Total	81,455.92	16,291.18	\$231,837.57	\$46,367.51
FIREFIGHTING				
Diesel	125,054.42		370,537.19	
Unleaded	9,679.30		23,320.48	
Sub-Total	134,733.50	26,946.70	393,857.67	\$78,771.53
SPECIAL SVCS				
Diesel	351.10		1,017.19	
Unleaded	11,323.80		28,754.22	
Sub-Total	11,674.90	2,334.98	\$29,771.41	\$5,954.28
ADMIN				
Unleaded	15,397.00		39,527.76	
Sub-Total	15,397.00	3,079.40	\$39,527.76	\$7,905.55
GRAND TOTAL	243,261.32	48,652.26	\$694,994.41	\$138,998.88
Source: Portland Fleet Services Division				

Fire Department fuel costs continue to increase. This is especially true with the increased service demands upon the MEDCU vehicle and the large apparatus associated with firefighting. There are a number of options available to PFD that may be implemented by policy to conserve fuel consumption.

Examples of these options are as follows:

- Do not allow vehicles to sit at idle when practical and appropriate.
- Do an analysis to confirm the PFD “standard of cover” is commensurate with the Department’s mission and the City’s risk.
- Do an analysis to confirm the PFD BLS/ALS resource response is commensurate with service needs.
- Reduce the number of needless and false fire protection system actuations.
- Review the need for “take home” vehicles.
- The use of hybrid and/or alternative fuel staff vehicles
- The use of smaller staff vehicles
- Make every effort to take the least number of staff vehicles possible to training, meetings and other official gatherings.

TOOLS, APPLIANCES AND EQUIPMENT ACQUISITION & MAINTENANCE

“Best practices” as well as the Insurance Services Office (ISO) require that all automotive fire apparatus be equipped commensurate with N.F.P.A. *Standard 1901, Standard for Automotive Fire Apparatus*. This requirement pertains to reserve apparatus as well.

PFD should confirm that all automotive fire apparatus meets the N.F.P.A 1901 equipment inventory requirement.

The acquisition and replacement of tools, appliances and small equipment is overseen by the Apparatus and Equipment Deputy Chief. This process is “driven” by the City’s budget cycle when the Deputy Chief seeks the input of Company Captains and EMS members to formulate the Department’s needs for the next budget year.

The Marine Division tools, appliances and small equipment needs are submitted to the budget process through their Deputy Chief.

Maintenance of the Department’s tools, appliances and small equipment is initially accomplished by the on-duty firefighters and paramedics as supervised by their company

196 Allen Avenue, Portland, Maine 04103
(207) 874-8100

June 17, 2014

TO: Nicholas Mavodones, Finance Committee Chair, Portland City Council

FROM: Peter Eglinton, Chief Operations Officer

CC: Emmanuel Caulk, Superintendent
David Galin, Chief Academic Officer

SUBJECT: Response to Question on Casco Bay High School Expansion

At the City Council Finance Committee meeting on June 12, 2014, Councilor Suslovic requested additional information on the amount and adequacy of Capital Improvement Plan (CIP) funding for Casco Bay High School (CBHS) expansion.

District leadership has considered the scope and timing of renovations to expand CBHS within the context of other major capital investment priorities, including the pending Buildings for Our Future elementary school projects, critical maintenance projects across the district, and the recent purchase of a property for Central Office, the Multilingual and Multicultural Center, and West Program. Based on the recommendations in the January 2011 report of the CBHS Future Expansion Task Force, we requested \$505,000 in city Capital Improvement Plan (CIP) funding for CBHS expansion and Central Office relocation: \$200,000 (approved) in FY2014 for the planning and design services and initial supplies and/or renovation; and \$305,000 (requested) for additional renovations to create classrooms and a science lab.

These funds will allow us to expand CBHS enrollment by up to 30 students each of the next two years and to pursue PDT Architects' recommended improvements to accommodate this increase. As outside funding (grants) as well as available operating budgets allow in the future, we would ensure that renovations are consistent with the master plan and acceptable to the Portland Board of Public Education ("Board") and to CBHS and Portland Arts and Technology High School (PATHS) leadership. At this time, district leadership does not anticipate seeking additional CIP or operating budget funding in FY2015.

Background

Expanding CBHS has been a district priority since 2010, when Superintendent Jim Morse requested that CBHS Principal Derek Pierce develop a recommendation by January 2011 about the future growth and location of the school. Principal Pierce formed a task force of district and school staff, high school principals, students, and parents to address these issues. Attachment

A provides a copy of the final task force report, including the results of their research and recommendations.

The task force established a goal of expanding CBHS to a maximum of 372 students over a three-year period. To accomplish this growth, the task force recommended moving Central Office to another location and pursuing up to \$300,000 in renovations to create classrooms (including a science lab and art room), offices, and an expanded Great Space for all-school meetings. Accordingly, Central Office successfully found a new location and requested \$505,000 in CIP funding (\$200,000 in FY2014 and \$305,000 in FY2015) to support the renovations suggested by the task force.

Since the January 2011 task force report, several other substantive developments have occurred:

- (1) Superintendent Caulk announced in March 2013 that CBHS would expand to 400 students over a three-year period.
- (2) After the district submitted its FY2015 CIP request, PDT Architects developed a \$4.2 million master plan for the school, providing a “roadmap” for future building investments at CBHS, as resources allow and the Board and district leadership approve. A summary of their recommendations can be found at <http://www2.portlandschools.org/sites/default/files/2014%2003.25%20scp.pdf>.
- (3) PDT Architects recently learned that their plan to expand the Great Space – a priority for Principal Pierce and the school – would cause the room capacity rating to increase to 605 people, and would require an unanticipated third staircase for egress.

The requested CIP funds are sufficient to achieve PDT Architect’s First Phase recommendations, but not the cost of a third staircase to address capacity requirements. A third staircase was envisioned for a new main entry, but not until the Third Phase (if pursued), which could cost up to \$1 million and is not planned for the foreseeable future. A serviceable, but less attractive, option to solely address egress requirements could cost upwards of \$500,000. Without a new stairway, CBHS would be left with the existing Great Space, which has a maximum capacity of 468 people.

Understandably, the CBHS Principal and school community would appreciate an additional \$500,000 to \$2 million to complete more of the recommended master plan. Given competing capital needs and the continuing pressures on the district’s operating budget, district leadership does not recommend an amendment to the FY2015 CIP request for CBHS expansion. With the move of Central Office to downtown, the school will have 50% more space for about 20% more students than this year, including a new science lab anticipated later in the fall. The school will continue to operate with fewer square feet per student than a typical high school, but significantly more room than they have now.

ATTACHMENT A

CBHS Future Expansion Task Force: Report to the Superintendent: 1/25/11

Context

Late last winter, Dr. Morse requested that Principal Pierce make a recommendation about the future growth and location of Casco Bay High School to him by January 2011. In September 2010, Mr. Pierce formed the CBHS Future Expansion Task Force to address these issues. At Casco Bay, there currently is a wait list of about 30 (in-district) students for a spot in the existing freshmen class. The sophomore class is one short of maximum capacity. The junior and senior classes have both grown to near full capacity. Our total enrollment is 275 out of a maximum capacity of 280. We will not have a clear idea about precise demand for spots in the incoming 9th grade class (the Class of 2015) until early February 2011, but we know as of 1/25/11 that we will again have to hold a lottery. Any recommendations about expansion are contingent on current CBHS enrollment trends continuing and in-district waitlists for both grades 9 and 10 being 23 or higher.

CBHS Future Expansion Task Force Objective: To draft a plan to share with the Superintendent by January 2011 about the possible expansion of Casco Bay High School up to 400 Students (100 per grade level). The plan would include a recommendation about:

- 1) The Expansion of the Student Body
- 2) The Expansion of the Faculty
- 3) The Location of any Expansion
- 4) The Timing of any Expansion

Executive Summary

The Task Force unanimously recommends that:

- 1) Over a three year period, Casco Bay High School expands to 93 students per grade level and 372 students overall.
- 2) The faculty grows in proportion to the student body and in line with state recommended ratios, 6.2 positions over three years.
- 3) CBHS meets the facility needs caused by the proposed addition of nearly 100 students by renovating and expanding into the space currently housing Central Office on the third floor of the CBHS-PATHS building. Though a stand-alone building in or near downtown may be a long-term ideal, the Task Force sees this option to expand into the current Central Office space as by far the most viable, building on what clearly has worked with the current location and the co-habitation with PATHS.
- 4) The proposed expansion process begins as soon as possible to meet community demands, even in the fall of 2011. The Task Force recognizes, however, that legitimate logistical, budgetary and political issues may preclude this.

Process

The Task Force was comprised of CBHS students, faculty and parents who worked in conjunction and in consultation with the Superintendent, Mark Terison, Doug Sherwood and the three other high school principals. The Task Force members included:

- *Staff:* Susan McCray and Kevin Murray
- *CBHS Students:* Noah Lupica and Caleb Horton
- *CBHS Parents:* Michael Ehringhaus, Maria Testa and Susan Webster

In addition, Mike Johnson attended our meeting concerning a move to Portland High School. Doug Sherwood attended several meetings and facilitated a tour of two leasing options in downtown Portland. Prospective CBHS parent, Marcia Minter, joined our discussion for the last several meetings.

We met bi-monthly, after-school on Mondays, 8 times in all. In addition, several Task Force members toured two downtown leasing options. On December 13th, we met to review all of our findings so far and draft our recommendations which are fully enumerated below.

Full Recommendations

The Task Force unanimously recommends the following:

- 1) **EXPANSION OF STUDENT BODY:** Casco Bay High School should expand over a three year period - to 93 students per grade and 372 overall. We recommend that grades 9 and 10 be expanded to 93 in the same year, and that subsequent 9th grade classes be launched at 93 over the next two school years, presuming adequate demand. This size is ideal for a grade level team and would result in core class sizes of 23.3 (93/4). This is equivalent to our current ratio and equitable with class sizes in the rest of the district. This expansion would allow for greater access to the school and better meet the community's demand for the small, EL school model. It also fits with the district's larger aims to attract more families into Portland Public Schools by providing meaningful options. Equally important, we expect the proposed expansion will benefit teaching and learning at Casco Bay - as well as our teachers' ability to sustain their work. Teachers would primarily be able to focus their efforts on one grade level team – as opposed to being split among two, as they are currently. At the proposed full size, we would be able to have two teams of teachers (math, science, English, social studies) that would loop as teachers and advisors in grades 9 and 10, and two that would loop similarly in grades 11 and 12. This would enable teachers to better focus on knowing one team of students deeply and designing interdisciplinary and differentiated learning expeditions. Still, the Task Force feels strongly that any expansion should be capped. CBHS should remain true to the original vision of being a small school of choice for Portland residents. Being small is at the core of our identity, our school design and our effectiveness.
- 2) **EXPANSION OF STAFF:** Casco Bay's staff should grow commensurate with its student body. According to state EPS ratios, CBHS should grow by 6.2 teachers over this three year period of expansion. It is recommended to grow both the 9th and 10th grade classes at once so that there are enough additional students to justify enough new faculty to make complete 9th and 10th grade teams in the first year of the expansion. This would also address the greatest points of students' demand simultaneously. Under our proposal, the faculty would grow by 2.7 FTE faculty in the first expansion year, 1.5 in the second year, and 2.0 in the third year. The Task Force also recommends a proportional growth in administrative and support staff (up to 3 FTE) to be phased in over this three year period. Details concerning the proposed expansion of staff are included later in this report.
- 3) **LOCATION OF EXPANSION:** The Task Force agrees that the ideal solution would be a new stand-alone building or campus in or near downtown that meets the facility requirements detailed in Appendix A. However, when the cost of building such a school is 10 million dollars at a minimum, and when even leasing is about \$500,000 annually for the space we would need,

we know that the cost (and politics) of building/renovating a new school right now are prohibitive. Perhaps this might be the “final” phase of Casco Bay’s facilities evolution somewhere down the line. Right now, the best option for expansion is clearly to grow right where we are and to build on what is already working. Casco Bay should meet the space demands required by taking on another nearly 100 students by expanding into the 3rd floor space in the PATHS building currently occupied by Central Office. As the Long-Range Facilities Report indicated, in its current space, Casco Bay already exceeds the stated POC capacity. Dr. Morse has made clear that Central Office is currently occupying prime real estate for teaching and learning, and that he does not think that is appropriate. We know that moving Central Office causes a whole new set of complications (Where to? How much will it cost?). However, based on our review, the Task Force believes this is the most feasible option - and the only genuine option if the move were to happen before September 2011. The symbiotic nature of the Casco Bay-PATHS relationship could be deepened with a CBHS expansion – while allowing each school to maintain its own identity. Based on the information we gathered and a review of pros and cons, the Task Force believes that moving to Portland High School is a distant next option. The prime location and the possibility of some key shared resources (from a librarian to a library) are the prime assets, but the potential to negatively impact the cultures and effectiveness of both schools is substantial. This option includes serious risk for each school. Based on the Task Force’s review, Deering High School is not a tenable option. According to the Long Range Facilities Report, the building’s POC is significantly smaller, the location is far less advantageous for expeditionary learning, and it is hard to imagine a geographic breakdown within the Deering building that would not either dilute the Casco Bay culture or compromise Deering’s.

- 4) **TIMING OF EXPANSION:** If student demand for a spot at CBHS remains high (more than 23 students on the waitlist for both grades 9 and 10), then the Task Force recommends that the move happen as soon as possible, even in the Fall of 2011. The Task Force recognizes that even if the School Committee approves of the concept, that any proposed expansion may need to be postponed until at least 2012-2013 because of either logistics (eg; finding a reasonable place for the Central Office to move to in under six months) and/or budgetary constraints; the purported “funding cliff” means that any new, discretionary spending will be highly scrutinized. We would like to avoid any proposed expansion becoming a lightning rod or central target for attack in what promises to be a most challenging budget season.

Additional Recommendations

- 1) **Qualifications of EL Staff:** We recognize it may be difficult to hire externally during an expected time of cutbacks elsewhere in the district, but the Task Force believes it is critical to the success of the EL model that the Casco Bay principal and staff have appropriate latitude to ensure that any expansion staff at Casco Bay have the qualifications and disposition necessary to be successful teachers at an Expeditionary Learning high school.
- 2) **Cap on Future Expansion:** If, even after an expansion, there still is a waitlist of more than 20 students for one or more CBHS grades for two consecutive years, then the Task Force recommends that the district look at other programmatic or structural ways to accommodate these students’ needs. The Task Force does NOT recommend that Casco Bay grow any larger than 372, however. CBHS’s significantly smaller size provides a distinct choice for Portland residents. Also, given the centrality of teaming to the school’s approach, the next logical cut-off

points for additional students for the school would be to add another half-team (46 students) or full-team (93) to each grade level. This would fundamentally alter the character and “smallness” of the school. (It would also further complicate facilities issues.)

A Summary of the Prime Arguments and Findings Behind Our Recommendations

With each Task Force question, the group tried to gather relevant data and identify the primary “pros and cons” with each issue.

Question #1: *Should we expand the student body?*

CON

The prime arguments AGAINST expansion center on fears that growth could undermine the school's community, identity and effectiveness if not well executed. There is also a recognition that severe budget challenges mean that any talk of expansion – and the potential impact on facilities and staffing that would follow from a CBHS expansion – could make this proposed expansion politically challenging, untenable and perhaps even damaging in the short term.

Some Additional Arguments Against Expansion:

- Students are fond of the space as it is; everyone can find their own niche
- The current space is integral to the success of the culture (eg: “the Great Space”).
- A larger school might mean that the current experience would be diluted, in jeopardy.
- Expansion might inevitably make us more bureaucratic and inflexible as an institution, less nimble and personalized.
- Some students might get lost. Would we be able to know each student as well?
- There are a lot of unknowns. With every big change, there is big risk. Let's not screw up something that is working.
- We could expand in the short term and then not draw enough families in the long term.
- Is there really more equity to 372 than 275?
- There could be a dilution of faculty vision and performance if we expand in a time when there is limited control of hirings.
- During a global recession when everything is being cut back, now is not the time to be talking about any kind of expansion. We will become a political lightning rod if we do.

PRO

The prime arguments IN SUPPORT of expansion center around equity and educational opportunity. Denying admission to students who want to attend – even if decided at random – does not seem fair or just for a public school system at some level. An expansion would seem to address a community need and more closely fulfill the original vision for the school. In addition, staffing projections indicate that there are some economies of scale that might be realized by growing the student body and faculty which could benefit both student learning and the sustainability of faculty's efforts.

Some Additional Arguments For Expansion:

- The original projection for the school's size was 400.
- It fits with the school philosophy to address a community need.
- We should address rising 8th grade students and family anxiety (and sometimes anger) about having to turn students away.

- Casco Bay will be more stable and viable politically in the long-term, if larger. We may be able to draw more outside support.
- Casco Bay might have a more beneficial educational impact on the district as a whole (and more credibility) if larger.
- With more size, offerings and facilities, we might attract an even wider pool of students for whom we would be a good fit.
- We are congested now and need more space per body.
- It is best to proactively address the emerging issues before some kind of political or financial crisis forces us to.
- It is contrary to the school's values of inclusion to exclude students.
- We might be able to provide richer programming for students and address key gaps (eg: the arts).
- With math, science, English and social studies teachers primarily on one team, teachers would be able to better focus on knowing one team of students deeply and designing interdisciplinary and differentiated learning expeditions.
- Teacher teams would have more latitude to manipulate the daily schedule to serve teaching and learning (eg: more fieldwork opportunities that don't disrupt other courses)
- The growth would ensure that the school would remain dynamic and avoid complacency.

Question #2: If we expand the student body, how should the faculty grow?

Related Recommendations:

We would suggest that grades 9 and 10 be expanded to 93 in the same year, and that subsequent 9th grade classes be launched at 93 over the next two school years, presuming adequate demand. This size is ideal for a grade level team and would result in core class sizes of 23.3 (93/4). This is equivalent to our current ratio and equitable with class sizes in the rest of the district. We expect it will also benefit teaching and learning at Casco Bay as well as our teachers' ability to sustain their work. Most critically, teachers would primarily be able to focus their efforts on one grade level team – as opposed to being split among two, as they are currently. At the proposed full size, we would be able to have two teams of teachers (math, science, English, social studies) that would loop as teachers and advisors in grades 9 and 10, and two that would loop similarly in grades 11 and 12.

According to state EPS ratios, CBHS should grow by 6.2 teachers over this three year period of expansion. It is recommended to grow both the 9th and 10th grade classes at once so that there are enough additional students to justify enough new faculty to make complete 9th and 10th grade teams in the first year of the expansion. This would also address the greatest points of students demand simultaneously. Under our proposal, the faculty would grow by 2.7 FTE faculty in the first expansion year, 1.5 in the second year, and 2.0 in the third year. The Task Force also recommends a proportional growth in administrative and support staff (up to 3 FTE) to be phased in over this three year period. Details concerning the proposed expansion of staff are below.

We recognize it may be difficult to hire externally during an expected time of cutbacks elsewhere in the district, but the Task Force believes it is critical to the success of the EL model that the Casco Bay principal and staff have appropriate latitude to ensure that any expansion staff at Casco Bay have the qualifications and disposition necessary to be successful teachers at an Expeditionary Learning high

school.

State, Current and Recommended Future EPS Ratios

	State EPS Ratios	Current CBHS Staffing Ratios (for 275 students)	Projected CBHS Staffing Ratios (for 372 students)
Teachers	1 to 15	1 to 14.2	1 to 14.6
Teaching Assistants	1 to 250	1 to 137.5	1 to 124
Counseling/Guidance	1 to 250	1 to 275	1 to 248
Librarian	1 to 800	1 to 550	1 to 744
Media Assistant	1 to 500	0 to 275	1 to 744
Nurse	1 to 800	1 to 550	1 to 744
Administrator	1 to 315	1 to 275	1 to 248
Clerical Staff	1 to 200	1 to 183	1 to 186

Proposed CBHS Staffing Expansion Over Three Year Period

	CURRENT	YEAR ONE EXPANSION (2 grades to 326)	YEAR TWO EXPANSION (1 grade to 349)	YEAR THREE EXPANSION (1 grade to 372)
Teaching Staff				
English	3.5	3.5	4	4
Social Studies	3	3.5	3.5	4
Math	3	3.5	3.5	4
Science	3	3.5	3.5	4
Health/PE	1	1.5	1.5	1.5
Art	0.6	1	1	1
French	0.5	0.5	1	1
Spanish	1	1	1	1.5
Special Ed	2	2	2	2
ELL	1.7	2	2.5	2.5
TOTALS	19.3	22	23.5	25.5
Increase		2.7	1.5	2
Support and Administrative				

Staff				
Nurse	0.5	0.5	0.5	0.5
Librarian	0.5	0.5	0.5	0.5
Social Worker	0.5	0.5	0.5	0.5
Guidance	1	1	1	1.5
Ed Tech	2	2	2	2
Clerical	1.5	2	2	2
Principal/Ass't Principal	1	1.5	1.5	1.5
ELL Ed Tech	0	0	1	1
Media Assistant	0	0	0	0.5
TOTALS	7	8	9	10

Additional Discussion

- Note the figures and ratios above are NOT weighted as EPS recommends to account for students who are "Economically Disadvantaged" or "English Language Learners." Given our percentage of Economically Disadvantaged students and ELL students, our "weighted" student population would be 331 now and 448 after the full expansion.

Question #3: Given that we are currently above our facility's operating capacity, if we expand by 100 students, where should we be located?

The Superintendent asked us to do a cost-benefit analysis of four possible places where we might expand, if that seemed the desirable course:

- 1) Our Current Location
- 2) Portland High School
- 3) Deering High School
- 4) A TBD Leased Space in In-Town Portland

Key Facility Requirements for a School of 372

- About 50,000 square feet
- 17 Classrooms available at any one time
- A Space Large Enough for the Whole School to Assemble (372)
- Appropriate Facilities for Lunch and PE/Recreation
- Appropriate Storage, Office and Conference Spaces

Please see Appendix A for a more detailed description of our facility requirements and how they might be met in our current location and at Portland High School.

What follows is our summary analysis of each of the four options, listed in order from the option considered most viable to the least viable.

1) MOST VIABLE OPTION: REMAIN IN OUR CURRENT LOCATION AND EXPAND.

How It Would Work:

We would keep our existing space (13 classrooms) and renovate and expand into the space currently occupied by Central Office on the 3rd floor. We would take out Rooms 250C and 250D on the 2nd floor to create a space large enough for the whole school to assemble. We would move food service into this "Greater Space." We would create 6 classrooms and numerous office spaces out of the space currently occupied by Central Office staff, including a science lab and an art room. Please see Appendix A for further details.

Cost Estimates:

- Up to \$300,000 to do the renovations proposed.
- \$10,000 to move Central Office to another location.
- Up to \$150,000 to renovate and/or lease the space to which Central Office would move.

PROS

- The current arrangement and co-existence are working for – and benefitting – both CBHS and PATHS. PATHS benefits a smaller school by providing a slew of electives that CBHS could not otherwise provide. We provide PATHS with the highest percentage of students of the 3 high schools. We already share space (library and dance studio) and staff (nurse and librarian) effectively.
- This option does not have a negative potential impact to other students or schools.
- The synergies and collaborations between CBHS and PATHS can be further deepened.
- CBHS could maintain its own identity.
- This option would be strongly preferred by the CBHS community (parents, faculty and students) over moving to Portland or Deering.
- Central Office does not need to be occupying prime learning space.
- Anecdotally, our presence and CBHS-PATHS students seems to have helped to positively change the perception of who a "PATHS kid" is.
- The expansion would be costly, but not prohibitively so, with a one time cost.
- This option is the least disruptive and risky to the CBHS community and culture.
- PATHS has the best campus for a student body that often does work out of doors.
- The large PATHS campus has the most room of any option for future expansion that would jointly benefit both PATHS and CBHS (eg: a larger culinary program and/or theater).

CONS

- Central Office would need to be re-located again – and at a significant cost.
- If downtown is the best long-term location for us, should more money be invested in us staying on the peninsula?
- The challenges of a PHS and CBHS co-existence may be short-term and solvable.
- We still would not have a traditional gym or a cafeteria (though these are not high priorities of our community).
- Any expansion would be contingent on Central Office finding a suitable place to relocate.
- Would PATHS or GAC be upset if CBHS occupied more of the building?

- Would there be enough parking? (Would the addition of 100 more students be adequately compensated for by fewer adult cars if CO relocated?)
- Would we be able to resolve adequately the food service issue?
- Given the city's current cap of 10 million dollars of capital improvement per year (and that the schools typically only get 1 million per year for this), there are lots of legitimate competing interests for very limited funds.

2) 2nd MOST VIABLE OPTION: MOVE TO PORTLAND HIGH SCHOOL

How It Would Work:

We looked at two possibilities, primarily occupying the ground floor of Portland High School or the 2nd floor (new wing) of Portland High School. Mike Johnson recommended that the 2nd floor would be the preferable option. In this plan, Casco Bay would have exclusive use of 12 classrooms in the new wing on the second floor (Rms 2010-2019, 210, 213). Several rooms (Rms 201-203, 211- 212, 2020) would be used for offices and small meeting spaces. We would share science labs and art rooms on the 3rd floor. Casco Bay would use one of the Chestnut Street Entrances. Please see Appendix A for further details.

Cost Estimates

Up to \$40,000 to move Casco Bay High School to Portland High School

Up to \$50,000 to complete renovations to new Casco Bay space in order to meet space and “separate school” requirements

Up to \$20,000 to complete renovations to existing Portland High space in order to make up for lost classrooms.

PROS

- There are more, proximate resources for expeditionary learning fieldwork. During one class block, students could go to a downtown site and return to school. (We would have fewer fieldwork transportation requests.)
- There might be more joint staff development possibilities between PHS and CBHS.
- Some of the concerns about PHS and CBHS co-existing may be surmountable with time and careful planning.
- We could expand and deepen our connections with the downtown community (eg: the Boys and Girls' Club and the Portland Public Library).
- CBHS and PHS could share numerous facilities (eg: gym, kitchen, library and theater) and support staff (eg: librarian, social worker, nurse – and possibly ELL and special ed.).
- CBHS students would have more ready access to music and athletic facilities and programs.
- There would be increased common schedule possibilities.
- Some 8th grade families might find the new location more appealing.
- This might be the least costly option.

CONS

- The blending of schools may dilute both schools' culture and effectiveness.
- The students and faculties could be unproductively competitive or resentful of one another. (The PATHS- CBHS relationship is fundamentally different because the purposes of the schools are

more complementary than competitive.)

- There is some negative history of an unsuccessful attempt at a “school-within-a-school” at Portland High School.
- This would represent a significant literal and psychic displacement for two schools. In the first several years after a move, many students in each school could be negatively impacted by the need to work-through issues, from logistical and cultural to educational and existential.
- Portland High would struggle to maintain its current programming with significantly less real estate. There might also understandably be resentment about giving up its quality classrooms to CBHS. (Conversely, if CBHS were primarily in the basement of PHS, CBHS might feel like a second class citizen.)
- As a smaller, younger school moving into a much larger school teeming with tradition, Casco Bay could risk losing its distinct identity. Casco Bay might end up feeling more like “a program” than a school.
- The 2nd Floor Option would result in CBHS students spread throughout the building and without its own “Great Space” for gathering the school together. The new wing alone would not be large enough to fully meet Casco Bay's classroom and office needs. This would be detrimental to the sense of community and belonging that is a catalyst for academics at CBHS. (The basement option could be better in this way because CBHS could be more self-contained and self sufficient. However, this would mean displacing some vital PHS programs (eg: the Asperger's Program.)
- Current CBHS families and some prospective 8th grade families might find the new location a step backwards for the school.
- With lots of shared space (from labs to the cafeteria), both schools could face more significant limitations than they do now in terms of scheduling classes. This could impact issues from teaming to common planning. Casco Bay would not likely be able to maintain its current schedule – which is catered to the needs of an Expeditionary Learning school.
- CBHS would lose its outdoor campus (and CBHS students would be less likely to access PATHS).
- There is a significant risk that the confluence of factors that has lead to CBHS's success – while still brittle – could be jeopardized.
- Some of the advantages of “being small” which some students and families have sought out (eg: fewer social distractions, harder to be “invisible”) could be diminished due to building geography.

3) 3rd MOST VIABLE OPTION: LEASE 50,000 SQUARE FEET IN PORTLAND DOWNTOWN

How It Would Work

We would lease about 50,000 square feet of space in a downtown building – or in several buildings that could be treated like a “campus.” (Perhaps the district would look into buying back former school buildings.) We would have the owner renovate the space to meet our “key facility requirements.” (As samples, we visited the spaces that formerly housed Olympia Sports and LL Bean on Congress St. and a warehouse-type building across from City Hall that used to house the *Portland Press Herald's* printing press.)

Note: Doug Sherwood estimates that it would cost 10 million – at an absolute minimum – to build a new 50,000 square foot high school from scratch (50,000 x \$200 per square feet). While this option does not seem a likelihood for the district to pursue within the foreseeable future, it is the Task Force's request that this stand-alone campus option be retained as a long-range option for CBHS facilities, and the possible "final" phase of Casco Bay's facilities evolution.

Cost Estimates

\$500,000 a year to lease

PROS

- The school would be able to maintain (and perhaps enhance) its distinct identity and community as a stand-alone school. This is the only option that allows for this.
- There might be some design advantages. The space might be able to be configured to fit our vision for the school.
- The space could be newly renovated.
- Some costs might be partially subsidized by the state – or funded by grants. In a down economy, there might be some bargains or unusual breaks to take advantage of that would make this option more affordable.
- The location could be downtown – creating similar advantages as moving to Portland High School – without many of the Cons noted above.
- There could be a campus feel – with multiple buildings involved.
- The stand-alone school downtown might appeal to a wider array of Portland families.
- We might be able to lease to buy.
- We could possibly partner/share with another organization (commercial or non-profit) that could make the space more affordable and/or desirable (eg: MECA).

CONS

- This could be way too expensive. Significant long-term grants, tax breaks and subsidies would be required to make this a viable option.
- There might be additional renovation costs (and legal costs) in addition to the lease costs.
- Purchasing (or leasing to buy) may not be an option, and then PPS would not accrue anything over time.
- It may be difficult to find 50,000 square feet of suitable and desirable space downtown – at the time that we need it.
- Adequate downtown parking could be tough.
- Renewing the lease every year would be a significant annual drag on the budget (and a potentially significant political liability for the school and the district).
- If PPS does not own the building, then the owner could possibly kick out an established school at some point.
- Business space may have to be significantly retrofitted in order to effectively meet academic needs (eg: art and science classrooms).
- We would likely lose the collaborative advantages we currently have with PATHS - as well as an outdoor campus.
- Given the city's current cap of 10 million dollars of capital improvement per year (and that the schools typically only get 1 million per year for this), there are lots of legitimate competing

interests for very limited funds.

4) NOT A VIABLE OPTION – MOVE INTO DEERING HIGH SCHOOL

How It Would Work

It is the least clear how this option could possibly work. CBHS would likely have primary use of Deering's basement classrooms, but that would not be sufficient. Other classrooms and larger spaces (library, gym, theater) would have to be shared. Please see Appendix A for further details.

Cost Estimates

Up to \$40,000 to move Casco Bay High School to Deering High School

Up to \$50,000 to complete renovations to new Casco Bay space in order to meet space and “separate school” requirements

Up to \$30,000 to complete renovations to existing Deering High space in order to make up for lost classrooms.

PROS

- There might be more joint staff development possibilities between DHS and CBHS.
- CBHS and DHS could share numerous facilities (eg: gym, kitchen, library and theater) and support staff (eg: librarian, social worker, nurse – and possibly ELL and special ed.).
- CBHS students would have more ready access to music and athletic facilities and programs.
- An outdoor campus is more readily available than at PHS.
- There might be more K-8 collaborations possible for learning expeditions with Lincoln and Longfellow as neighbors.
- There would be increased common schedule possibilities.
- This might be the least costly option.

CONS

- According to the Long Range Facilities Report, Deering's POC is 1059 students and Portland's is 1338 students (given it is another 60,000 square feet larger). Moving CBHS to Deering would make both CBHS and DHS schools over-crowded unless the Deering enrollment was limited to about 700 – which does not seem desirable or likely.
- This option would have most all of the disadvantages of a possible move to Portland High School with fewer of the potential advantages (downtown location and downtown partnerships).
- The blending of schools may dilute both schools' culture and effectiveness.
- The students and faculties could be unproductively competitive or resentful of one another.
- This would be a significant literal and psychic displacement for two schools. In the first several years after a move, many students could be negatively impacted by the need to work-through issues from logistical and cultural to educational and existential.
- Deering High would struggle to maintain its current programming with significantly less real estate.
- Deering's room layouts would mean that CBHS students would likely be relegated primarily to the building's least desirable real estate – while still depending significantly on shared space.
- As a smaller, younger school moving into a much larger school teeming with tradition, Casco Bay could risk losing its distinct identity. Casco Bay might end up feeling more like “a program” than a school.

- Current CBHS families and some prospective 8th grade families might find the new location a step backwards for the school.
- With lots of shared space (from labs to the cafeteria), both schools could face more significant limitations than they do now in terms of scheduling.
- There is a significant risk that the confluence of factors that has lead to CBHS's success – while still brittle – could be jeopardized.
- Some of the advantages of “being small” which some students and families have sought out (eg: fewer social distractions, harder to be “invisible”) could be diminished due to building geography.)
- Deering would distance us from PATHS and the current synergies we experience there.

Communication Plan for Task Force Report:

- 1) Share this draft with the Superintendent and members of the Task Force for review.
- 2) Revise the draft based on feedback and then share with the Superintendent, the Task Force and the CBHS Community (faculty (1/5) then students and parents (1/13)).
- 3) Present to the School Committee as necessary and appropriate.
- 4) Hold public hearings as necessary and appropriate.

Unresolved Questions:

- If Casco Bay expanded to 372 students, would we be able to maintain our unique cooperative relationship for athletics with Deering and Portland? This would be the CBHS principal's strong preference, but we would probably need to review this with the Maine Principal's Association which has approved the current arrangement. If we moved into Portland or Deering High, would all of our students then compete for that one school? How would other co-curriculars be impacted?
- Are there comparable schools elsewhere who have considered growing similarly? What did they decide? Why? How have they fared?
- Should we survey students and parents at CBHS as well as in PPS middle schools to try to get a clearer picture of long-term demand – and how the proposed expansion might impact that?
- How does the proposed expansion interface with plans for the PATHS-Westbrook merger? How can PATHS and CBHS deepen our synergies and collaboration?

- estimates for page 9 and page 11

**Portland Public Schools
Casco Bay High School
Facility Requirements
2010-2011 Relocation Planning**

APPENDIX A	MDOE Space allocation	Current - CBHS	Proposed Lease	PHS	DHS
17 Classrooms				(may have enough space)	(not likely to have space)
Chemistry	900-1200	1084 (Rm 220C)	All spaces would be	1025 SF (room #305/shared)	1104 (308/shared)
Physics	900-1200	916 (Rm 240B)	built out as close to	1204 (338/shared)	1125 (302/shared)
Biology	900-1200	936 (Rm 231B)	the MDOE space	1520 (334/shared)	1128 (305/shared)
New Env. Science	900-1200		allocation guidelines	1204 (330/shared)	1178 (306/shared)
General Classroom	800	896 (250A)	as possible	707 (2015)	1040 (115)
General Classroom	800	824 (250B)		664 (2013)	1026 (103)
General Classroom	800	660 (250C)		600 (2018)	816 (111)
General Classroom	800	616 (250D)		600 (2019)	780 (114)
General Classroom	800	684 (220A)		588 (2011)	780 (117)
General Classroom	800	741 (220B *)		588 (2012)	754 (118)
General Classroom	800	616 (240A)		576 (2016)	750 (113)
ELL Classroom	800	420 (Rm 300)		620 (210)	748 (116)
Special Ed Classroom	250-800	392 (Rm 350)		260 (202)	832 (120/shared)
New General Classroom	800			553 (2014)	720 (110)
New General Classroom	800			553 (2017)	624 (102)
New General Classroom	800			474 (2010)	624 (104)
Art	1200-1400	736 (231A)		(310/shared)	1219 (125/shared)
New Music	1400			Shared	Shared
New Computer Lab	500-800			525 (213)	1120 (112/shared)
Gym	7280+	½ Day/ Dance Studio		Shared/next door?	Shared
Library	2425	1880 (Shared)		Shared/third floor	Shared
Assembly/Auditorium w/ stage	3333	2580+		Shared/John Ford Theater	Shared

**Portland Public Schools
Casco Bay High School
Facility Requirements
2010-2011 Relocation Planning**

Description	MDOE Space allocation	Current - CBHS	Proposed Lease	PHS	DHS
Health Clinic/Nurse	350-700	234 (Shared)		Shared	Shared
Café plus kitchen	2000 + 1120	Hallway		Shared/open campus	Shared
4 Teacher Planning Spaces				N/A	N/A
9th Grade Team Room	300	210 (2nd Floor Blue Room)		425 (211)	460 (107)
10th Grade Team Room	300			?	256 (108)
11th Grade Team Room	300			450 (212)	480 (109)
12th Grade Team Room	300			?	560 (119)
5 Offices				N/A	N/A
Principal	150	128 (in Rm 250)		150 R (203)	468 R
Dean of Students	150	312 (in Rm 250)		312 (2020)	\$ 338
School Secretary	300	117 (231A)		300 R (203)	468 R
Guidance	150	144 (in Rm 250)		143 (201)	SPED area office
Social Worker	150	192 (off stairwell #2/2nd)		?	SPED area office
4 Conference/Small Group				N/A	N/A
IEP Conference Room	300	192 (off stairwell #2/3rd)		Shared	SPED area
Read 180 Conf Rm	300	144 (Conf Rm off room 300)		Shared	SPED area
Administrative Conference Room	300			Shared	SPED area
General Conference Room	300			Shared	?
Subtotal:	35,558-38,158 SF				
Common Areas (40% of above)	14,223-15,263 SF				
Total:	49,781-53,421 SF	16,932+			

Portland Public Schools Casco Bay High School Facility Requirements

[illegible]

**Portland Public Schools
Casco Bay High School
Facility Requirements
2010-2011 Relocation Planning**

Special Considerations	Current - CBHS	PHS	DHS
Science Storage	Bldg B - mezz	Shared *	Shared *
Restrooms	2nd/3rd floor	Shared	Shared
Walkways/Corridors	Shared	Shared	Shared
Stairs	Shared	Shared	Shared
Doors			
Hardware	Shared	Shared	Shared
Keying	Shared	separate?	separate?
Flooring			
Ceilings			
Windows			
Exterior walls			
Mechanical Systems			
Heating			
Ventilation			
Plumbing			
Electrical Systems			
Power			
Lighting			
			x

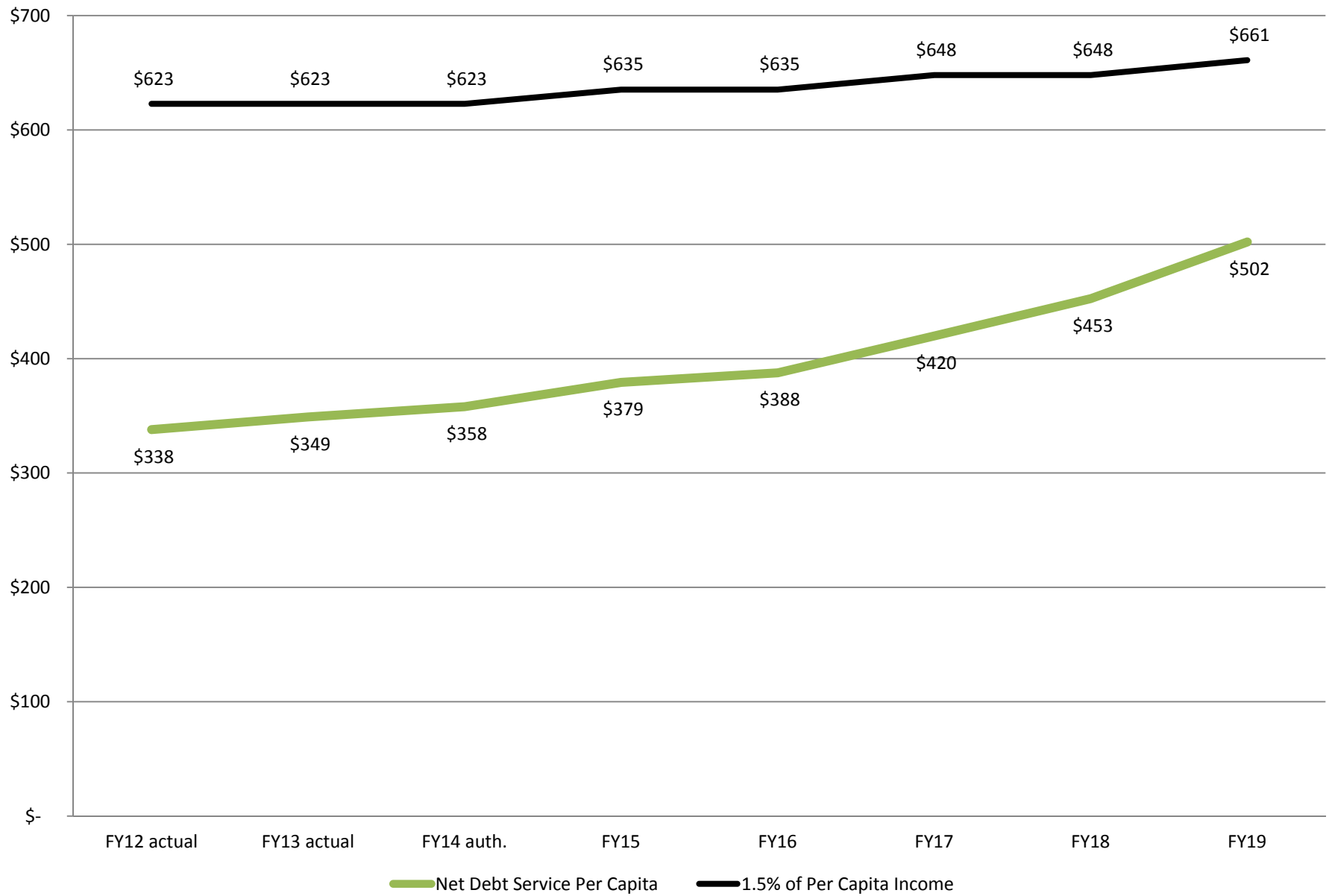
DEBT POLICY INDICATORS HISTORY

	FY12 actual	FY13 actual	FY14 auth.	FY15	FY16	FY17	FY18	FY19
<u>General Fund Debt Policy Indicators</u>								
Gen. Fund Rev. Projections	250,973,413	258,947,971	269,045,351	277,948,142 3.2%	282,561,297 1.6%	287,306,848 1.7%	292,185,906 1.7%	297,199,776 1.7%
Total Debt Service as % of GF Rev	11.9%	12.1%	12.1%	12.3%	12.7%	14.0%	15.5%	17.5%
Net Debt Service as % of GF Rev	8.9%	9.0%	8.9%	9.2%	9.3%	10.1%	10.8%	11.9%
Moody's Selected Indicator** (total debt service,	7.9%	7.9%	7.9%	7.9%	7.9%	7.9%	7.9%	7.9%
S&P "moderate" range (total debt service)	8%-15%	8%-15%	8%-15%	8%-15%	8%-15%	8%-15%	8%-15%	8%-15%
Population (1% increase every year)	66,149	66,810	66,810	67,478	68,153	68,834	69,523	70,218
Per capita net debt service	\$ 338	\$ 349	\$ 358	\$ 379	\$ 388	\$ 420	\$ 453	\$ 502
Per Capita Income (2% increase every 2 years)	\$ 41,522	\$ 41,522	\$ 41,522	\$ 42,352	\$ 42,352	\$ 43,200	\$ 43,200	\$ 44,065
1.5% of Per Capita Income	\$ 623	\$ 623	\$ 623	\$ 635	\$ 635	\$ 648	\$ 648	\$ 661
Total Outstanding debt (June 30 prior year)	272,137,261	274,611,746	\$ 288,015,985	\$ 295,729,222	\$ 278,909,459	\$ 281,601,646	\$ 293,821,933	\$ 313,218,622
Total debt per capita	\$ 4,114	\$ 4,110	\$ 4,311	\$ 4,383	\$ 4,092	\$ 4,091	\$ 4,226	\$ 4,461
Net Outstanding Debt (June 30 prior year)	208,694,399	211,168,886	\$ 213,581,238	\$ 222,889,999	\$ 223,018,306	\$ 228,636,104	\$ 238,972,464	\$ 256,856,941
Net debt per capita	\$ 3,155	\$ 3,161	\$ 3,197	\$ 3,303	\$ 3,272	\$ 3,322	\$ 3,437	\$ 3,658
Moody's "moderate" indicator (net debt)	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
S&P "moderate" range (net debt)	\$2,000-\$5,000	\$2,000-\$5,000	\$2,000-\$5,000	\$2,000-\$5,000	\$2,000-\$5,000	\$2,000-\$5,000	\$2,000-\$5,000	\$2,000-\$5,000
State equalized valuation (1% est. increase)	7,909,900,000	7,659,250,000	7,552,150,000	7,551,450,000	7,626,964,500	7,703,234,145	7,780,266,486	7,858,069,151
Total Debt %, total debt OS	3.4%	3.6%	3.8%	3.9%	3.7%	3.7%	3.8%	4.0%
Net Debt %, non-ent debt OS	2.6%	2.8%	2.8%	3.0%	2.9%	3.0%	3.1%	3.3%
Net debt %	2.64%	2.76%	2.83%	2.95%	2.92%	2.97%	3.07%	3.27%
S&P "moderate" range (net debt)	3%-6%	3%-6%	3%-6%	3%-6%	3%-6%	3%-6%	3%-6%	3%-6%

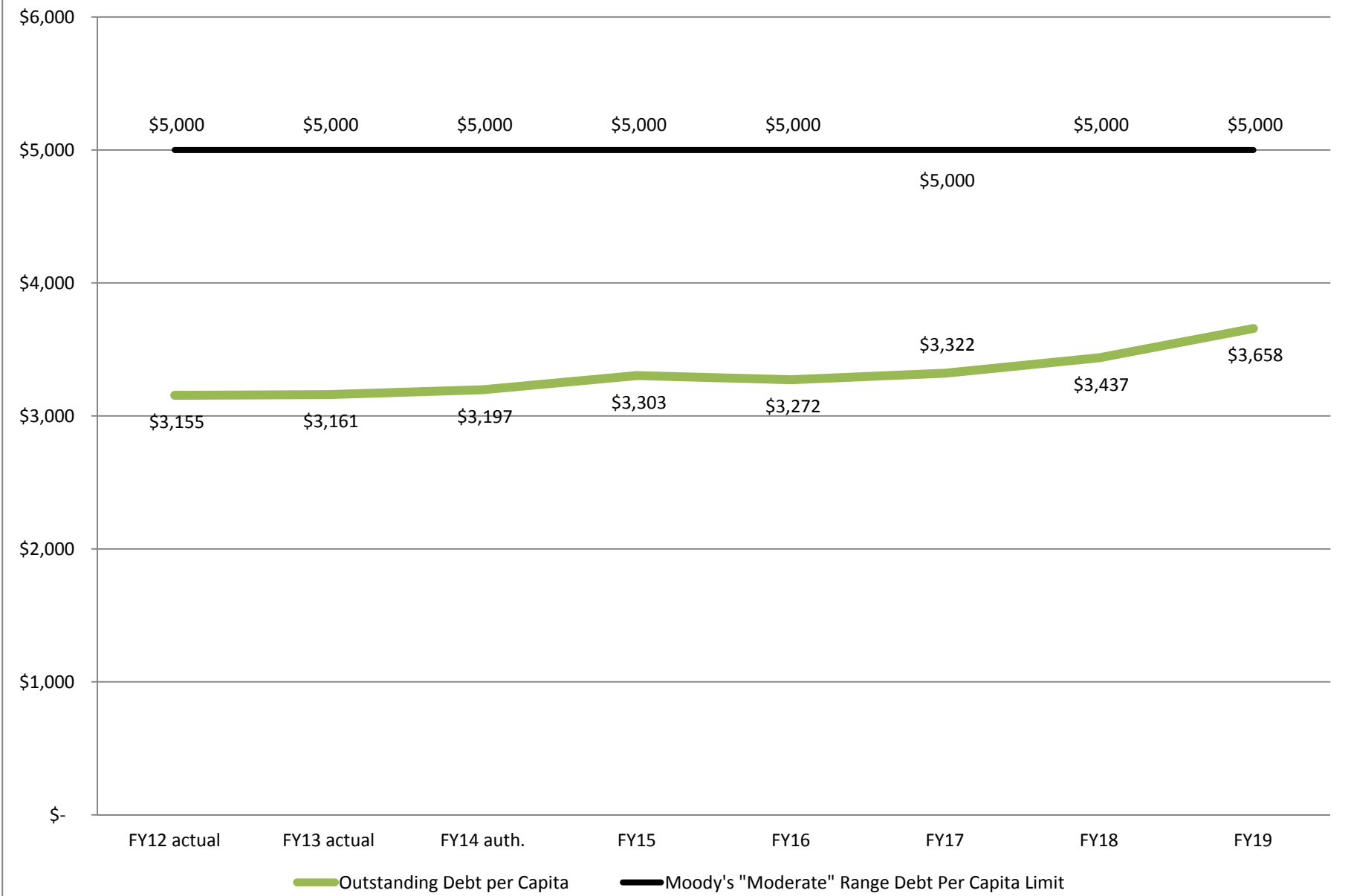
* As of February 6, 2014

**For Aa rated cities

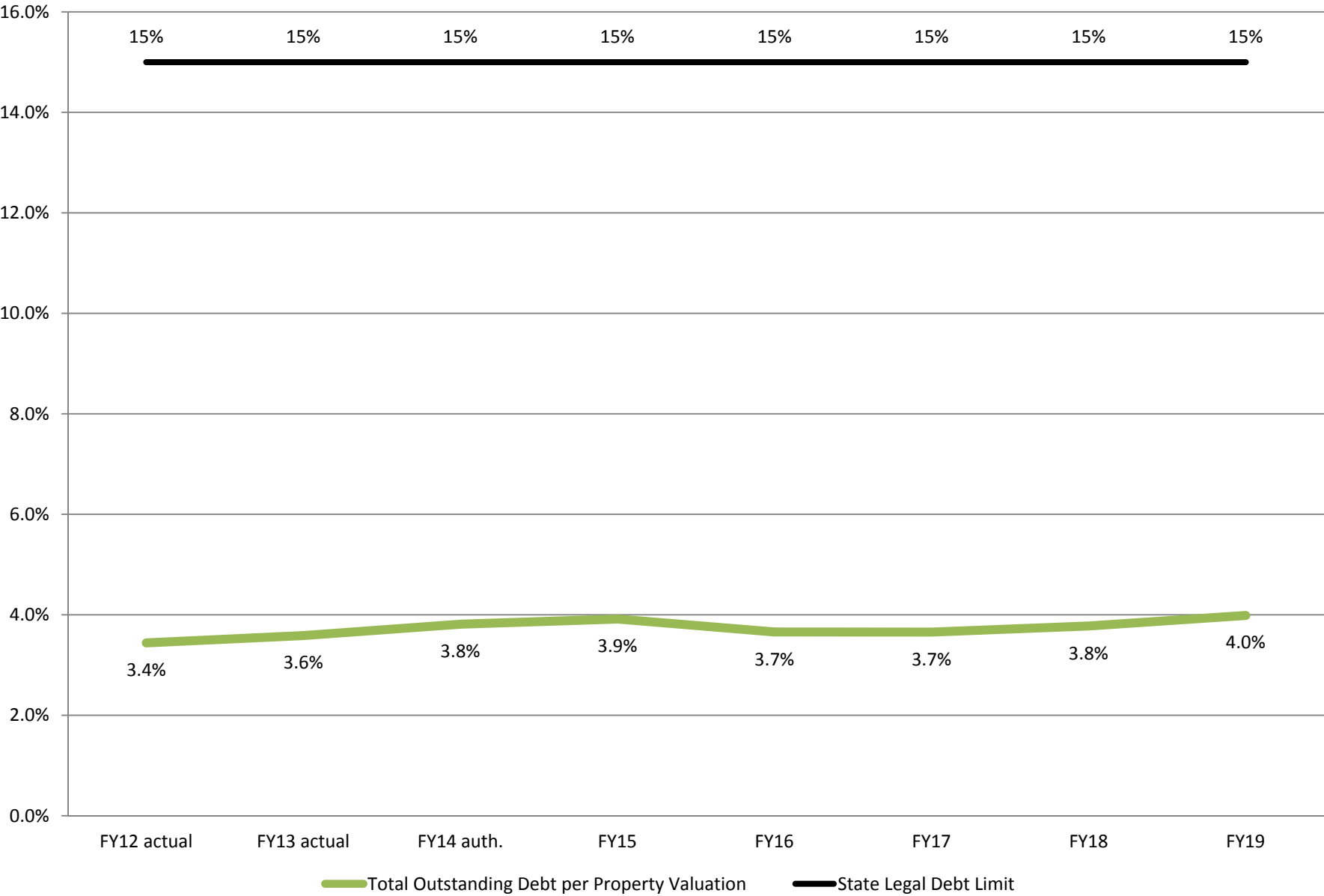
Debt Service Projections and Net Debt Service per Capita



Net Outstanding Debt per Capita



Total Outstanding Debt per Total Property Valuation





Michael J. Bobinsky
Director of Public Services

To: Finance Committee

From: Michael J. Bobinsky, Director of Public Services

Date: June 19, 2014

Subject: **CIP Finance Committee Questions for Public Services – Capisic Pond**

During the June 12, 2014 Finance Committee Meeting, the following question was asked of Public Services:

- Please make the Capisic Pond Improvement Plan and documents available to the public. Please put the study and plan on website.

Our Department will have the documents available for the public to view. Staff will work on posting the Capisic Pond Improvement Project and we plan to have this on line during the week of June 23.

If you have any further questions or concerns, please feel free to contact me directly.



MEMORANDUM

To: Finance Committee

From: Mark Rees, City Manager

Date: June 26, 2014

RE: Impact of Adding Full Funding for Capisic Pond in 2015

The Finance Committee requested to know what would be the impact of adding full funding for Capisic Pond in 2015 and conversely what projects would be removed from the list of projects to fund if Capisic Pond was fully funded.

The full project cost is \$2,250,000. The City Manager's recommendation was \$562,000 from the General Fund, \$563,000 from the Sewer Fund, and \$1,125,000 from grants.

To assess the impact of fully funding Capisic Pond in 2015 it is assumed that no grants will be applied to the project. It is also assumed that half of the funding for the project will be paid for through sewer fees. No assessment has been made for impact for the Sewer Fund.

Adding Funding

Assuming Capisic Pond was fully funded, General Fund borrowing will increase by \$563,000, resulting in an estimated net budgetary increase of approximately \$50,000 beginning in FY 2016 and for the next twenty years.

Removing Projects

Please see the attached scored list of all 2015 requested projects requiring borrowing. Note: there are a number of projects where partial funding was recommended to increase the total number of projects funded including Capisic Pond. As noted on the list, those projects include:

- Paving
- Sidewalks
- Lincoln M.S. brick work
- Payson Park Amenity and Field Improvements

Assuming Capisic Pond was fully funded; those projects that scored lowest would be removed from the list of recommended projects first. Those projects would include:

- Portland Street (reduced funding)
- Evergreen Cemetery Wall Repair Phase II
- Cliff Island Wharf Repair
- Congress Street and Bramhall Street Pedestrian Improvements
- Walkways at Deering H.S.

CAPISIC POND:**BORROWING REQUESTED-RECOMMENDED 2015 FUNDING OPTIONS**

	Score	Requested	Recommended	Impact
- Cardiac Monitors	57	130,000	130,000	
- CSO Compliance - SRF Ineligibles	45	800,000	800,000	
- Elevator - Burbank Branch Library	45	125,000	125,000	
- PACTS Collector Paving (Multiple Locations) - Local Share + Ineligibles/System upgrades	43	485,000	485,000	
- MaineDOT Arterial Paving Franklin St (Middle St to Fox St) - ineligible/system upgrades	43	125,000	125,000	
- Elementary School Improvements	42	1,600,000	-	
- Medcu Ambulance Replacement - Fire	41	265,000	265,000	
- Police Cruisers (7) Replacement - Police	41	265,000	265,000	
- Arrest Vehicle Replacement - Police	41	75,000	-	
- Portland Ocean Terminal Whale Wall Gabions	41	225,000	225,000	
- Railroad Quiet Zone Improvements (Woodford's Corner)	41	400,000	400,000	
- Payson Park Softball Field "A" - Amenity and Field Upgrades	39	400,000	200,000	
- Traffic Signal Improvements (Preble St and Elm St)	39	230,000	230,000	
- Bramhall Roof Reinforcement	39	50,000	50,000	
- Regional Transportation Management Systems - Traffic Signals	38	165,000	165,000	
- Trash Collection Vehicle - 4042	37	230,000	230,000	
- West School Demolition	37	200,000	200,000	
- Great Diamond Island Barge Landing	37	20,000	20,000	
- Parking Meters Replacement	37	175,000	175,000	
- Communication System Replacement	37	9,000,000	-	
- Payson Park Playground and Splashpad	37	50,000	50,000	
- Backhoe Replacement - Cemeteries 5066	37	95,000	95,000	
- Virtualization, Storage and Redundancy Upgrade	36	65,000	65,000	
- Masonry at Lincoln Middle School	35	500,000	250,000	
- Sidewalk Tractor Replacement	35	135,000	135,000	
- Seating at Hadlock Field	34	190,000	190,000	
- School Bus	34	95,000	95,000	
- MaineDOT Arterial Paving Alternate Route 1 Commercial St and High St to Franklin St and Middle St - ineligible/system upgrades	34	900,000	900,000	
- Forest Avenue Improvements - Forest/State/Marginal/High Intersection	33	400,000	400,000	
- Queuing Lanes Seawall	33	450,000	450,000	
- Freshman Alley	33	400,000	170,000	
- Portland Ocean Terminal Roof Replacement	33	210,000	210,000	
- Paving Preservation and Rehabilitation	33	4,000,000	1,750,000	
- Sidewalk Rehabilitation/Accessibility	33	850,000	700,000	
- North Course Clubhouse	32	225,000	225,000	
- School Technology Equipment	31	1,450,000	775,000	
- Roof at Ice Arena	31	150,000	150,000	
- Casco Bay High School Expansion	31	305,000	305,000	

CAPISIC POND:**BORROWING REQUESTED-RECOMMENDED 2015 FUNDING OPTIONS**

	Score	Requested	Recommended	Impact
- Spring St and Temple/Union/Middle/Spring Intersection Traffic and Streetscape (Ineligibles/System upgrades)	31	1,250,000	200,000	
- Walkway Repairs at Deering High School	29	100,000	100,000	-
- Portland Street Reconstruction & Streetscape	29	200,000	200,000	177,000
- Cliff Island Wharf	29	270,000	270,000	-
- Evergreen Cemetery Expansion	29	250,000	-	
- Evergreen Cemetery - Repair Wall Along Stevens Avenue - Phase II	29	70,000	70,000	-
- Congress St and Bramhall St Pedestrian Improvements	29	100,000	100,000	-
- Deering Oaks Lighting	29	110,000	-	
- Bucket Truck Replacement - Forestry 5098	29	210,000	-	
- Capisic Pond Improvements (Contingent upon receipt of grant funds and Sewer Fund allocation)	29	2,250,000	563,000	1,126,000
- Softball Field at Riverton School	29	75,000	-	
- Golf Course Rehabilitation	27	100,000	-	
- Lincoln Park Fence Repair	27	225,000	-	
- Lincoln Park Walkways Repair	27	235,000	-	
- Street Reconstruction Munjoy St	27	1,080,000	-	
- Street Reconstruction Vesper St	27	1,005,000	-	
- Peninsula Wayfinding Program	27	390,000	-	
- Structural Repairs - Hadlock Stadium	27	40,000	-	
- Emergency Egress at Exposition Building	27	160,000	-	
- Ultra Violet Water Treatment System at Riverton Pool	26	50,000	-	
- Arrest Module Software	26	50,000	-	
- Front Plaza Renovation at Lyman Moore School	26	70,000	-	
- Portland Technology Park - Gas Main Connection from Westbrook Street	25	160,000	-	
- Restroom Facilities at Deering Oaks	25	300,000	-	
- Stairs and Improvements on Plum Street Alley	25	90,000	-	
- Street Reconstruction Morning St	25	1,090,000	-	
- Streets and Sidewalks Reconstruction on Moody St and Wilson St	25	1,100,000	-	
- Ft. Sumner Park Lighting Improvements - prior CDBG Request	25	100,000	-	
- Novell Open Workgroup Suite	25	250,000	-	
- Plaza at Public Safety	25	200,000	-	
- Rubbish Packer Replacement	25	240,000	-	
- Concession Stand at Exposition Building Renovation	24	50,000	-	
- Electronic Document Storage	24	135,000	-	
- Police Scheduling Software	24	70,000	-	
- Portland Technology Park Road - Phase II	22	500,000	-	
Grand Total			12,508,000	12,508,000

Web Mail - RE: Capital Budget for Spring Street Rehabilitation Concept Plan -- clarification

From: Hilary Bassett <hbassett@portlandlandmarks.org>
To: "kjdonoghue@portlandmaine.gov"
 <kjdonoghue@portlandmaine.gov>, "jduson@p...
Date: 6/12/2014 12:30 PM
Subject: RE: Capital Budget for Spring Street Rehabilitation Concept Plan -- clarification
CC: "Brennan, Mike (mfpb@portlandmaine.gov)"
 <mfpb@portlandmaine.gov>, "city..."

Dear Members of the Finance Committee:

We write to clarify that we are requesting that the Finance Committee include approximately \$500,000 in *additional funds* in the FY15 CIP toward the Spring Street revitalization project, to fund improvements to the sidewalk, street trees and lighting on each side of Spring Street from Oak Street to High Street. As we understand it, the funds obtained in FY14 and requested in FY15 will simply allow moving the curb and utility adjustments in advance of the MaineDOT's paving project in 2015. They do not provide for any streetscape elements to be constructed. Thank you again for your consideration.

Hilary Bassett
 Greater Portland Landmarks
 Mark Bessire
 Portland Museum of Art
 Bowen Depke
 Portland Rotary Club

From: Hilary Bassett
Sent: Wednesday, June 11, 2014 6:12 PM
To: 'kjdonoghue@portlandmaine.gov'; 'jduson@portlandmaine.gov'; 'nmm@portlandmaine.gov'; damarshall@portlandmaine.gov
Cc: Brennan, Mike (mfpb@portlandmaine.gov); 'citymanager@portlandmaine.gov'; Jeff Levine (JLEVINE@portlandmaine.gov); 'AQJ@portlandmaine.gov'; Deb Andrews; Bruce Hyman (BHYMAN@portlandmaine.gov); 'Bowen T. Depke'; 'mbessire@portlandmuseum.org'
Subject: Capital Budget for Spring Street Rehabilitation Concept Plan

Dear Members of the Finance Committee:

We write with regard to the work to implement the City-approved concept plan for the Spring Street Arterial. As you may know, Landmarks and the Portland Museum of Art actively participated in the Spring Street advisory committee. Since Landmarks owns property at the corner of High and Spring at 93 High Street and the Portland Museum of Art has an extensive property on Spring street, we are very interested in the rehabilitation of the land on Spring Street between Oak and High Streets.

In its 50th anniversary year, Greater Portland Landmarks has been investigating the possibility of working with the City and community partners to improve the land which will be freed up at the corner of Spring and High to be a community resource celebrating Portland's heritage. The Portland Rotary

Club is celebrating their 100th anniversary in 2015 and is interested in this idea as well. And the Portland Museum of Art is also interested, as they are in the process of conducting a major master planning project for their campus and reinstalling the Museum's collection for a grand reopening on Feb. 14, 2016.

We would like to request that the City include approximately \$500,000 in the FY15 CIP toward the improvements to the sidewalk, street trees and lighting on each side of Spring Street from Oak Street to High Street. The reason to move this City investment early in the Spring Street rehabilitation project is that Landmarks would like to work with Rotary and others to invest in the streetscape and public right of way to create an attractive community open space open to all.

The timing is important, as an attractive streetscape will enhance the immediate abutting properties, including the Holiday Inn's frontage on the street, Landmarks and Rotary as they celebrate 50 and 100 years of community service respectively, and the Portland Museum of Art for their grand reopening on Feb. 14, 2016. Completing the improvements to the Oak to High Street segment, will set the stage for further improvements in later years to redevelop the Spring Street corridor.

Thanks very much for your consideration.

Hilary Bassett
Greater Portland Landmarks

Mark Bessire
Portland Museum of Art

Bowen Depke
Portland Rotary Club

Cc: City Manager
Mayor Brennan
Bruce Hyman
Jeff Levine
Alex Jaegerman
Deb Andrews

Web Mail - Re: Lincoln Park

From: Troy Moon
To: FSReilly@aol.com
Date: 6/18/2014 4:19 PM
Subject: Re: Lincoln Park
CC: Deb Andrews; Kevin Donoghue; Michael Bobinsky; Michael Brennan; Shei...

Frank,

Thanks for sharing the historical information you have learned about the fountain in Lincoln Park. It is very interesting to learn that at least part of it may have come from France. Let me know if you hear back from the company. I would be curious to learn if they are able to add more detail to what we know about the fountain.

Regarding the CIP -- any lists to date have reflected requests and priorities of City departments. Public Services feels that Lincoln Park is very important and requested funds in the FY15 budget to repair the fence and walkways. The City Manager is charged with the very difficult job of creating a CIP budget that incorporates requests from all of the departments. He has a limited amount of funds available to allocate but a large number of important and worthy projects that require investment. Unfortunately, this means some projects cannot be funded as requested by the individual departments. In the case of Lincoln Park, the City Manager recognizes that it requires investment and is recommending that the fence and walks be funded in the FY17 budget.

I realize this recommendation is disappointing. We are all anxious to make Lincoln Park a vibrant place. Public Services will work within our existing resources to maintain the park and will look forward to future investment of CIP funds. The Finance Committee and the full Council will be taking up the Manager's recommended CIP budget and will accept public comment. Friends of Lincoln Park are invited to participate in this process.

Thanks for all of your efforts,

Troy

Troy Moon
Environmental Programs Manager
City of Portland, ME
207-874-8467 (office)
207-874-8816 (fax)>>> <FSReilly@aol.com> 6/18/2014 3:08 PM >>>

Dear Troy,

I thought I'd better get caught up with you as I keep

running in all directions to see our treasured Lincoln Park renewed: Meetings galore with Open, Green Spaces, Financial, PDD, Rec&Facilities, and the enlightened lecture from Adrian Benepe, where Lincoln Park had a table, poster and cards to hand out.

Sharon and I did have an informative meeting with Ethan & Bob at Rec&Facilities two weeks ago wherein we discovered that the Fountain has an insignia on it in French, leading us into the fountain (literally) later to find the name "Val D'Osne". I followed up on Google to discover the foundry was created in Paris, 1835, known for its "ornate design and resting pools". (I emailed the company for more info but no word yet!) Being an old ad man, I thought we could use it to our advantage in some way. You may already know all of this!

Anyway, I am leading to the question of the C.I.P. allocation for Lincoln Park, which I understand has mysteriously disappeared on the City Manager's recommended budget.

Sharon and I were not made aware of the June 1st meeting until too late for us to change plans to make it, but are intending to be there next Thursday to see if we can have some light shed on this disappearing act.

Troy, how can this happen, after the funding had already been allocated and knowing how hard a handfull of people are fighting for something that one shouldn't have to fight for in the first place:

Portland's Oldest Park, dating back to 1866, representing

the rebirth of City after a devastating fire? To further stress the importance of this landmark, Greater Portland Landmarks listed it as an "In Peril" landmark last year.

After all, there is a world outside of Congress Square!

Yes, I am a wee bit hot under the collar, but then I don't know anyone who wouldn't be under these circumstances.

I am hoping that this information can assist Friends of Lincoln Park to convince you to do everything in your official power to regain the funds that were originally allocated to our worthy cause of repairing historic Park so people need not stumble their way through broken pavement or view a once beautiful fountain and rusted fencing.

I so appreciate everything you've done, as well as that of Jeff and Joe, in our effort to complete this long overdue restoration.

My best regards,
Frank