

QUEST  R III

# Tentative Budget 2009-2010



March 2009

Dear Colleagues:

As we prepare to close out the 2008-2009 school year—one that marks the 60<sup>th</sup> anniversary of Boards of Cooperative Educational Services (BOCES)—we begin the next chapter of our service to school districts. It is one filled with great hope and anticipation for the future, but also one that recognizes the economic difficulties facing our school communities.

As an extension of our member districts we continue a proud tradition of innovation and resilience in these challenging times.

Educational leadership demands recognition of the challenges we face, seizing opportunities to demonstrate a commitment to change and improvement, and the will to move forward. Questar III stands poised and ready to serve your needs, and provide cost savings through shared services.

The structure and mission of the BOCES demonstrate the power of intermunicipal cooperation to achieve economies and efficiencies, expand educational opportunity, close gaps in student achievement, improve educational equity and serve children.

On behalf of the Questar III Board of Education, it is our pleasure to invite component school board members to our Annual Meeting on April 1 at our Conference Center in Castleton. Questar III conducts an Annual Meeting to review its tentative operating plan, in accordance with state law.

I also invite you to learn more about next year's budget by reading this document. With BOCES as a catalyst, we will continue to work together to offer services that serve children and districts regardless of enrollment, income or size of tax base. The times may be urgent but the BOCES solution is time-tested.

Thank you for your interest and support for our continuing efforts to serve your school district.



James N. Baldwin  
District Superintendent  
Questar III BOCES



Robert H. Gibson  
Board President  
Questar III BOCES

## Table of Contents

❖ Executive Summary	4
❖ BOCES Overview	6
❖ How BOCES Operate	6
❖ How Districts Purchase Services	6
❖ Paying for BOCES Services	7
❖ Budget History	7
❖ Questar III Budget Philosophy	8
❖ Proposed 2009-2010 Administrative Budget	8
❖ Impact of Administrative Budget	9
❖ Annual Meeting and Budget Vote	9
❖ Rent and Capital Budget	10
❖ Program Budgets	10
❖ Career and Technical Education	11
❖ Special Education	12
❖ Itinerant Services	13
❖ General Education	14
❖ Instructional Support	15
❖ District Services	16
❖ Special Aid	18
❖ Explanation of Budget Line Items	19
❖ Questions and Answers	20
❖ Report Card Information	22
❖ Boards of Education and Superintendents	23

## **Executive Summary**

Questar III BOCES serves 22 component districts and one non-component in Rensselaer, Columbia and Greene counties and provides more than 250 shared services statewide. BOCES services are created when two or more districts have similar needs that can be met by sharing staff members, classroom/office space, equipment, time or expertise.

The organization has been proactive in controlling costs for districts in spite of being faced with the same economic challenges facing our region's schools.

Questar III's proposed administrative budget for 2009-2010 is \$3,827,613, which is the same as the current year's budget. This budget supports the management, coordination and leadership provided by the BOCES board and central administration.

The impact of this charge on district budgets will range from a decrease of approximately \$16,000 to an increase of approximately \$19,000. This proposed budget is approximately \$121,000 below a contingency budget.

By law, the 22 Boards of Education within Questar III will vote on the BOCES administrative budget on the same day, April 21. This is the only portion of the BOCES budget that component school districts vote on each year.

The budget for a BOCES differs in several significant ways from that of a school district. The most noticeable difference is that its total budget is actually a collection of several independent budgets. Another difference is that BOCES budgets are strictly revenue-based. That is, they are governed by the revenue generated rather than predetermined expenditures.

As a result, final program budgets for the 2009-2010 school year will depend upon service requests from districts. Each tentative program budget is adjusted as enrollments or district participation varies. Ultimately, all BOCES services and programs (except for administration and rent) must be requested, in writing. Therefore, districts only pay for requested services.

Budgets for services, programs and grants make up approximately 90 percent of Questar III's total budget. A large percentage of services are instructional programs. This includes career and technical education programs for high school students, special education and occupational therapy for students with disabilities.

The goal of this year's budget development process was to achieve a zero growth budget. This has resulted in a decrease of four to six percent due to contractual obligations and other costs outside our control. There are some increases in rates for smaller services.

## Total Budget – Executive Summary

EXPENDITURE CATEGORY	ACTUAL	ADJUSTED	PROPOSED
	EXPENDITURES 2007/08	BUDGET 2008/09	BUDGET 2009/10
INSTRUCTIONAL SALARIES	\$ 18,127,031	\$ 18,851,822	\$ 18,036,615
NON-INSTRUCTIONAL SALARIES	\$ 5,298,431	\$ 6,019,407	\$ 5,828,563
EQUIPMENT	\$ 2,537,867	\$ 2,503,227	\$ 2,093,268
SUPPLIES & MATERIALS	\$ 1,396,331	\$ 1,564,273	\$ 1,208,535
CONTRACTUAL SERVICES	\$ 4,056,562	\$ 4,718,782	\$ 3,314,307
PROFESSIONAL SERVICE CONTRACTS	\$ 1,320,133	\$ 2,100,915	\$ 1,413,333
RENTAL OF FACILITIES	\$ 1,194,328	\$ 1,432,306	\$ 1,258,897
PAYMENTS TO SCHOOLS DISTRICTS & OTHER BOCES	\$ 7,982,493	\$ 8,687,652	\$ 8,318,532
EMPLOYEE FRINGE BENEFITS	\$ 10,309,823	\$ 11,496,519	\$ 10,678,766
POST RETIREMENT BENEFITS	\$ 892,000	\$ 1,025,800	\$ 1,137,750
TRANSFER TO CAPITAL	\$ 373,591	\$ 573,474	\$ 579,789
TRANSFER CHARGES FROM OPERATIONS & MAINT	\$ 2,145,581	\$ 2,325,401	\$ 2,004,058
TRANSFER CHARGES FROM OTHER SERVICES	\$ 2,672,320	\$ 3,307,847	\$ 2,954,524
TRANSFER CREDITS	\$ (1,618,269)	\$ (1,729,913)	\$ (1,586,020)
<b>TOTAL</b>	<b>\$ 56,688,222</b>	<b>\$ 62,877,512</b>	<b>\$ 57,240,917</b>

PROGRAM/SERVICE AREA	ACTUAL	ADJUSTED	PROPOSED
	EXPENDITURES 2007/08	BUDGET 2008/09	BUDGET 2009/10
CENTRAL ADMINISTRATION	\$ 3,405,796	\$ 3,871,345	\$ 3,827,613
CAPITAL (RENTS AND LEASES)	\$ 1,381,882	\$ 1,793,358	\$ 1,771,886
CAREER & TECHNICAL EDUCATION	\$ 7,284,418	\$ 7,862,642	\$ 7,493,496
SPECIAL EDUCATION	\$ 17,270,100	\$ 19,890,663	\$ 19,615,770
ITINERANT SERVICES	\$ 1,438,410	\$ 1,268,198	\$ 1,160,974
GENERAL EDUCATION	\$ 5,987,275	\$ 6,594,706	\$ 5,761,000
INSTRUCTIONAL SUPPORT	\$ 4,574,884	\$ 5,014,192	\$ 4,543,523
DISTRICT SUPPORT	\$ 6,503,459	\$ 7,145,208	\$ 7,269,601
SPECIAL AID FUND	\$ 8,841,998	\$ 9,437,200	\$ 5,797,054
<b>TOTAL</b>	<b>\$ 56,688,222</b>	<b>\$ 62,877,512</b>	<b>\$ 57,240,917</b>

## **BOCES Overview**

Boards of Cooperative Educational Services (BOCES) are public education cooperatives that serve as extensions of local school districts. A BOCES provides programs and services that districts may be unable to offer on their own or that would be more economical to share with other districts.

The New York State Board of Regents and the Commissioner of Education charge the state's 37 District Superintendents and BOCES with providing leadership and support in developing the capacity of local schools to enable students to meet both the state learning standards and graduation requirements.

Questar III BOCES serves 22 component districts and one non-component in Rensselaer, Columbia and Greene counties and provides more than 250 shared services statewide.

## **How Questar III Operates**

Questar III BOCES helps school districts operate more efficiently and cost-effectively by pooling their resources and sharing costs. BOCES services are created when two or more school districts have similar needs that can be met by sharing staff members, classroom/office space, equipment, time or expertise.

BOCES has been – and continue to be – an agent for change and a vehicle for choice in our public education system. Through BOCES, districts can provide a rich variety of learning experiences for students of all interests, ages and abilities.

Like public school systems, Questar III is governed by a policy-making board of education. The 11 members of the Questar III board serve three-year terms and are elected by component boards through a special vote held each April. Questar III board members either serve or have served on local district boards. Many of them have experience as board presidents or vice presidents in their districts.

James N. Baldwin is the District Superintendent of Questar III, serving both as the chief executive officer of the BOCES and the field representative of the New York State Commissioner of Education.

## **How Districts Purchase Services**

All services and programs (except for administration and rent) must be requested, in writing, each year. Therefore, districts only pay for requested services. Prior to providing any service, the BOCES must receive the approval of the Commissioner of Education through the submission of a proposed programmatic and financial operating plan for each service, known formally as a Cooperative Service Request or COSER.

Every year, each local board has the option to increase, renew or cancel any service. Through this process, local boards, who are the BOCES' customers, control approximately 97 percent of the BOCES budget.

Questar III and the component districts enter into formal contracts through its online final service request (FSR) system. Specified in each contract are the number and types of services to be furnished by the BOCES, the number of people to be served, and the amount to be paid to the BOCES.

## **Paying for BOCES Services**

Questar III has no taxing authority. It is funded by the school districts forming the cooperative. Except for the administrative and capital budgets, which are based on each school district's enrollment, Questar III districts pay only for the specific services they use.

As an incentive to cooperate and share resources, New York provides BOCES aid to partially reimburse districts for BOCES services. Aid is distributed directly to districts based on a state approved formula. BOCES aid for Questar III districts range from 36 to 81 percent.

Education Law does not permit a BOCES to carry fund balances into future years. Consequently, Questar III must return any funds that it has collected and not expended in the delivery of services during the following year.

## **Budget History**

Questar III has been proactive in controlling costs for component school districts in spite of being faced with the same economic challenges facing our region's schools.

When James N. Baldwin was named Questar III District Superintendent in 2002 he led efforts to reduce \$1.5 million in administrative expenses from the agency's administration and program budgets.

Our budget and program development efforts continue to strive for fiscal responsibility, accountability and transparency. We have encouraged greater participation by our component school superintendents, and these conversations have allowed Questar III to gain a better understanding of the level of shared service districts value and need.

Superintendent committees continue their active involvement in program development and rate setting. Here new services are developed or existing services are refined to better meet district needs.

## Questar III Budget Philosophy

Questar III's work embodies three core values—*Service, Learning and Excellence*—and a commitment to *Putting Students First*.

Through its budget development process, Questar III seeks to:

- Improve its capacity to deliver an educational program that supports student achievement and high academic standards.
- Be faithful stewards and make effective use of the financial resources entrusted to us by our component school districts.
- Move resources, both human and financial, closer to our students and points of service.
- Provide the best possible service to our customers as quickly as possible.
- Increase productivity and provide districts with value for their money.

## Proposed 2009-10 Administrative Budget

Questar III's proposed administrative budget for 2009-2010 of \$3,827,613 is the same as the current year's initial budget before any adjustments for prior year encumbrances.

This budget supports the management, coordination and leadership provided by the BOCES board and central administration, which includes the District Superintendent, business office, regional planning, board clerk, grant writing and fingerprinting.

It also contains funding to support activities associated with the state learning standards, Certification Office and regional initiatives in health and safety, communications, grant writing and superintendent professional development.

CENTRAL ADMINISTRATION	ACTUAL EXPENSES 2007/08	ADJUSTED BUDGET 2008/09	PROPOSED BUDGET 2009/10
INSTRUCTIONAL SALARIES	\$ 217,259	\$ 216,350	\$ 217,688
NON-INSTRUCTIONAL SALARIES	\$ 780,801	\$ 851,360	\$ 779,975
EQUIPMENT	\$ 32,548	\$ 18,470	\$ 13,100
SUPPLIES & MATERIALS	\$ 43,520	\$ 57,435	\$ 54,110
CONTRACTUAL SERVICES	\$ 92,091	\$ 158,479	\$ 156,490
PROFESSIONAL SERVICE CONTRACTS	\$ 189,393	\$ 332,919	\$ 318,500
PAYMENTS TO SCHOOLS DISTRICTS & OTHER BOCES	\$ -	\$ 1,606	\$ 1,623
EMPLOYEE FRINGE BENEFITS	\$ 512,757	\$ 535,287	\$ 494,343
POST RETIREMENT BENEFITS	\$ 892,000	\$ 1,025,800	\$ 1,137,750
TRANSFER CHARGES FROM OPERATIONS & MAINT	\$ 166,926	\$ 100,411	\$ 58,501
TRANSFER CHARGES FROM OTHER SERVICES	\$ 478,501	\$ 573,228	\$ 595,533
<b>TOTAL</b>	<b>\$ 3,405,796</b>	<b>\$ 3,871,345</b>	<b>\$ 3,827,613</b>

The BOCES Reform Legislation of 1993 requires the presentation of the administrative budget as separate from the capital budget (rents and leases). The legislation limits the salary of the District Superintendent and mandates the separate reporting of the District Superintendent salary and benefits as follows:

State of New York portion of salary and fringe:

<i>District Superintendent Salary</i>	\$ 43,499
<i>Federal Insurance Corporation of America</i>	\$ 9,002

BOCES portion of salary and fringe:

<i>District Superintendent Salary</i>	\$120,662
<i>New York State Teacher Retirement</i>	\$ 12,066
<i>Disability Insurance</i>	\$ 746
<i>Health &amp; Dental Insurance Less Employee Contribution</i>	\$ 16,046
<i>Workers' Compensation Insurance</i>	\$ 1,810
<i>Unemployment Insurance</i>	\$ 1,448

### **Impact of the Administrative Budget**

The impact of the BOCES administrative charge (compared to last year) on local districts' budget will range from a decrease of approximately \$16,000 to an increase of approximately \$19,000.

School districts pay an annual assessment toward the support of the administrative budget based upon their Resident Weighted Average Daily Attendance (RWADA). This means the charge is distributed among the 22 districts based on a three-year average of student attendance. Thus, districts that have experienced significantly greater increases in enrollment in recent years will see a larger increase.

Approximately 32 percent of the \$3.8 million administrative budget pays for retiree benefits.

### **Annual Meeting and Budget Vote**

By law, the 22 Boards of Education within Questar III will vote on the BOCES administrative budget on the same day, April 21. This is the only portion of the BOCES budget that component school districts vote on each year. Additional information will be shared with board members at Questar III's annual meeting on April 1, 2009 at its Conference Center in Castleton.

Questar III's proposed 2009-2010 administrative budget is \$3,827,613, the same as 2008-2009. The proposed 2009-2010 administrative budget is approximately \$121,000 below a contingency budget.

## Rent and Capital Budget

There is a 1.2 percent spending decrease in the rent/capital budget for next year.

2008 – 2009 Budget	\$1,793,358
2009 – 2010 Budget	\$1,771,886

	<u>2007-2008</u>	<u>2008-2009</u>	<u>2009-2010</u>
Rents to School	\$504,043	\$804,506	\$655,800
Rent to Other	\$569,866	\$415,378	\$536,297
Transfer to Capital	\$373,591	\$573,474	\$579,789

Providing quality school facilities that create safe and modern learning environments for students is critical. Questar III continues to engage school and community leaders to consider future developments in our region and what facilities it will need to meet the future needs of its programs and districts.

As part of its long-term facility planning Questar III ended its leases at the Greenbush Academy in East Greenbush, Meadows Conference Center and Ferndale Plaza in Schodack last year.

In July 2008 Questar III moved from the former Greenbush Academy into its own wing at the Rensselaer City School District building. The new location, Rensselaer Academy, gives students in our special education program access to new educational opportunities that were not possible in the previous facilities.

In September 2008, Questar III moved its high school/adult LPN into a new wing at Hudson High School. Questar III also took over an additional 8,290 square feet of office and conference space at its central office building in Castleton. This space now supports a wide range of professional development opportunities and regional scoring.

Questar III and Capital Region BOCES have negotiated a lease with the University at Albany Foundation to provide space for Tech Valley High School at the University at Albany's East Campus. Each BOCES will pay half of the rent. The 2009-2010 "Rent to Other" budget includes approximately \$168,000 for the Tech Valley High School rent.

## Program Budgets

The budget for a BOCES differs in several significant ways from that of a school district. The most noticeable difference is that a BOCES budget is actually a collection of several independent budgets.

Another difference is that BOCES budgets are strictly revenue-based. That is, they are governed by the revenue generated rather than predetermined

expenditures. As a result, final program budgets depend upon service requests from districts. Each tentative program budget is adjusted as enrollments or district participation varies. These adjustments occur throughout the year as demand for BOCES services fluctuates.

Budgets for services, programs and grants make up approximately 90 percent of Questar III's total budget. A large percentage of services are instructional programs. This includes career and technical education programs for high school students, special education, and occupational therapy for students with disabilities.

The goal of this year's budget development process was to achieve a zero growth budget. This has resulted in a decrease of four to six percent due to contractual obligations and other costs outside our control. There are some increases in rates for smaller services.

*Below are highlights for each program area:*

## **Career and Technical Education**

Questar III's Career and Technical Education (CTE) programs offer high school students the opportunity to learn career skills while earning a Regents diploma. The half-day programs integrate classroom learning with professional training in a wide range of exciting fields such as aviation, construction, culinary arts, information technology and mechanical technology.

Based on feedback from our Superintendents' Committee for CTE, Questar III is phasing out two programs starting in 2009-2010 school year. Early Childhood Education II and Collision Technology II will be offered during the 2009-2010 school year so that current (first-year) students can complete their studies in these two-year programs in June 2010.

This decision is driven by several factors: fiscal constraints at Questar III and in our component school districts; a national focus on providing CTE instruction that prepares students for education beyond high school and employment in high wage, high demand, high skill occupations; and, input from superintendents who were actively engaged in this decision making process.

Our CTE programs continue to evolve from a limited number of programs into a broad system of hands-on programs that encompass the skills and occupational areas that are likely to be in greatest demand in the future (health sciences, information technology, etc.).

Applied learning is helping many students succeed in school. Last year, 90 percent of CTE students graduated with a Regents diploma compared to a regional graduation rate of 82 percent. Of these students, 27 percent were

students with disabilities and eight percent were economically disadvantaged.

Questar III will continue to explore the development of new high-demand, high-wage programs for students. Our goal is to prepare students for jobs of the future, not positions of the past. In recent years Questar III added several programs that focus on 21<sup>st</sup> Century learning, including Mechanical Technology; Heating, Air Conditioning and Refrigeration (HVAC/R); and, Aviation.

Students from our New Visions programs continue to thrive. These programs provide high school seniors with unparalleled access to local universities, college professors, high-tech companies, scientists and other working professionals that is difficult to recreate in the home district.

District requests for Career Studies programs for special needs students remain strong. These programs allow students to learn hands-on skills at a pace that is more appropriate for their learning styles.

CAREER & TECHNICAL EDUCATION	ACTUAL EXPENSES 2007/08	ADJUSTED BUDGET 2008/09	PROPOSED BUDGET 2009/10
INSTRUCTIONAL SALARIES	\$ 3,345,796	\$ 3,355,970	\$ 3,241,383
NON-INSTRUCTIONAL SALARIES	\$ 517,195	\$ 472,911	\$ 486,632
EQUIPMENT	\$ 207,953	\$ 270,107	\$ 239,642
SUPPLIES & MATERIALS	\$ 362,721	\$ 492,136	\$ 357,673
CONTRACTUAL SERVICES	\$ 460,741	\$ 665,625	\$ 627,744
PROFESSIONAL SERVICE CONTRACTS	\$ 51,027	\$ 52,898	\$ 68,750
PAYMENTS TO SCHOOLS DISTRICTS & OTHER BOCES	\$ 201,385	\$ 217,740	\$ 219,318
EMPLOYEE FRINGE BENEFITS	\$ 1,802,771	\$ 1,679,434	\$ 1,859,386
TRANSFER CHARGES FROM OPERATIONS & MAINT	\$ 890,665	\$ 1,076,138	\$ 847,558
TRANSFER CHARGES FROM OTHER SERVICES	\$ 427,584	\$ 570,583	\$ 498,410
TRANSFER CREDITS	\$ (983,420)	\$ (990,900)	\$ (953,000)
<b>TOTAL</b>	<b>\$ 7,284,418</b>	<b>\$ 7,862,642</b>	<b>\$ 7,493,496</b>

## Special Education

A decades-long leader in providing special education programs and related services to students with disabilities, Questar III provides a comprehensive array of services for students in Rensselaer, Columbia and Greene county schools. Students are placed in programs according to their individual academic capabilities and social/behavioral needs.

The Special Education Department plans to maintain the literacy initiative started last fall. It will continue to provide resources to those students who have been identified as being close to achieving proficiency on the state English Language Arts (ELA) exams in grades 3-8.

Additionally, Questar III is expanding its Therapeutic Youth Program (TYP) starting in July 2009. The Office of Mental Health will operate a satellite clinic at one of our sites in Rensselaer County and offer psychiatric social work services, psychiatric nursing services and psychiatrist services. The goal of this expanded program is to provide services to students aged 5-21 with mental health needs.

Questar III continues to work with districts to promote the clustering of educational programs in Rensselaer, Columbia and Greene counties to better assist the districts with increasing transportation costs. Our focus will be on the Greene County districts as we work towards replicating the model established in the Rensselaer City School District in July 2008.

SPECIAL EDUCATION	ACTUAL EXPENSES 2007/08	ADJUSTED BUDGET 2008/09	PROPOSED BUDGET 2009/10
INSTRUCTIONAL SALARIES	\$ 7,006,266	\$ 7,589,518	\$ 7,905,939
NON-INSTRUCTIONAL SALARIES	\$ 1,355,875	\$ 1,511,842	\$ 1,518,113
EQUIPMENT	\$ 90,129	\$ 91,531	\$ 69,490
SUPPLIES & MATERIALS	\$ 184,000	\$ 214,927	\$ 180,399
CONTRACTUAL SERVICES	\$ 211,725	\$ 402,230	\$ 334,595
PROFESSIONAL SERVICE CONTRACTS	\$ 18,047	\$ 79,175	\$ 55,300
PAYMENTS TO SCHOOLS DISTRICTS & OTHER BOCES	\$ 2,808,827	\$ 3,438,005	\$ 3,338,261
EMPLOYEE FRINGE BENEFITS	\$ 4,079,338	\$ 4,826,304	\$ 4,624,154
TRANSFER CHARGES FROM OPERATIONS & MAINT	\$ 784,212	\$ 763,179	\$ 643,891
TRANSFER CHARGES FROM OTHER SERVICES	\$ 731,681	\$ 973,952	\$ 945,628
<b>TOTAL</b>	<b>\$ 17,270,100</b>	<b>\$ 19,890,663</b>	<b>\$ 19,615,770</b>

### **Itinerant Services**

Through its itinerant services Questar III staff members are shared between school districts. This includes both certified and specialty support personnel.

Services may be provided at the local district, a BOCES site, or at a neutral location, depending on the nature of the request or service provided. Services may also be provided during certain hours each day, certain days each week, or certain periods during the school year, depending on the service. Services may not exceed 60 percent of a full-time service.

Itinerant services include bilingual education, consultant teacher, occupational therapy, orientation and mobility, physical therapy, public information coordinator, school psychologist, school social worker, speech and language therapist, supervisor speech, teacher of the blind/visually impaired, teacher of the deaf/hearing impaired, and transition coordinator.

ITINERANT SERVICES	ACTUAL EXPENSES 2007/08	ADJUSTED BUDGET 2008/09	PROPOSED BUDGET 2009/10
INSTRUCTIONAL SALARIES	\$ 810,563	\$ 567,568	\$ 524,729
NON-INSTRUCTIONAL SALARIES	\$ 7,160	\$ 134,920	\$ 159,330
EQUIPMENT	\$ -	\$ 4,160	\$ -
SUPPLIES & MATERIALS	\$ 2,781	\$ 3,819	\$ 3,209
CONTRACTUAL SERVICES	\$ 18,501	\$ 56,692	\$ 33,960
PAYMENTS TO SCHOOLS DISTRICTS & OTHER BOCES	\$ 225,138	\$ 137,240	\$ 138,026
EMPLOYEE FRINGE BENEFITS	\$ 342,196	\$ 332,947	\$ 282,084
TRANSFER CHARGES FROM OTHER SERVICES	\$ 32,071	\$ 30,852	\$ 19,636
<b>TOTAL</b>	<b>\$ 1,438,410</b>	<b>\$ 1,268,198</b>	<b>\$ 1,160,974</b>

## General Education

Questar III offers a wide array of general and alternative education offerings in distance learning, performing arts, pre-kindergarten, science and technology and regional competitions. This budget also includes Tech Valley High School.

Part of advancing the state standards is providing forceful leadership as an advocate for alternative learning. We have invested in programs that provide students with an alternative means for earning Regents diplomas. These full day programs are expensive, but they are an investment in kids that may not graduate without them.

The budget for the alternative education program finished in a deficit last year. Because a majority of the students attending Mountain View Academy are from Troy, Questar III is working with the district to determine its future direction. Our vision for alternative education is to work collaboratively with component school districts to provide a continuum of structured options for students who struggle behaviorally and academically in the more traditional learning environment.

GENERAL EDUCATION	ACTUAL EXPENSES 2007/08	ADJUSTED BUDGET 2008/09	PROPOSED BUDGET 2009/10
INSTRUCTIONAL SALARIES	\$ 2,206,226	\$ 2,091,859	\$ 2,090,003
NON-INSTRUCTIONAL SALARIES	\$ 359,130	\$ 367,103	\$ 380,220
EQUIPMENT	\$ 190,203	\$ 127,890	\$ 103,500
SUPPLIES & MATERIALS	\$ 75,680	\$ 81,510	\$ 50,635
CONTRACTUAL SERVICES	\$ 567,420	\$ 282,859	\$ 224,160
PROFESSIONAL SERVICE CONTRACTS	\$ 280,055	\$ 706,220	\$ 351,300
PAYMENTS TO SCHOOLS DISTRICTS & OTHER BOCES	\$ 618,657	\$ 990,766	\$ 881,093
EMPLOYEE FRINGE BENEFITS	\$ 1,047,409	\$ 1,059,717	\$ 934,244
TRANSFER CHARGES FROM OPERATIONS & MAINT	\$ 123,323	\$ 142,638	\$ 161,917
TRANSFER CHARGES FROM OTHER SERVICES	\$ 638,608	\$ 799,924	\$ 622,418
TRANSFER CREDITS	\$ (119,436)	\$ (55,780)	\$ (38,490)
<b>TOTAL</b>	<b>\$ 5,987,275</b>	<b>\$ 6,594,706</b>	<b>\$ 5,761,000</b>

## Instructional Support

This budget funds high quality teacher professional development and other instructional support services that benefit thousands of students, teachers and administrators across the region. All school improvement initiatives are coordinated through a single office, the Office of School Improvement, which responds directly to needs identified by school districts and/or schools.

Questar III is the only BOCES in the region that offers ongoing embedded professional development in mathematics, ELA, and integration of technology for educators who serve all students (including special populations that include LEP/ELL and special education). Our goal is to provide support where teachers need it the most – in the classroom.

The Office of School Improvement coordinates the regional scoring of the 3-8 state assessments in ELA, Mathematics, Science, Social Studies, and the New York State English as a Second Language (NYSESLAT). Additionally, the office now supports new principals through the Principal's Coaching Program. It also works collaboratively with districts to provide Supplemental Educational Services and required bus driver and bus monitor trainings. Looking ahead, the office will offer program and grant evaluation services, including the development and analysis of tailored surveys on topics that support district program needs.

The Coordinated Cooperative Collection Development (CCCD) service benefits districts by creating special collections in participating libraries that others in the system can draw upon through the established interlibrary loan network. The focus of the CCCD is to develop and manage collections in a cost-effective and user-beneficial way.

INSTRUCTIONAL SUPPORT	ACTUAL	ADJUSTED	PROPOSED
	EXPENSES	BUDGET	BUDGET
	2007/08	2008/09	2009/10
INSTRUCTIONAL SALARIES	\$ 890,200	\$ 891,742	\$ 959,178
NON-INSTRUCTIONAL SALARIES	\$ 381,272	\$ 521,429	\$ 501,799
EQUIPMENT	\$ 1,780,735	\$ 1,801,931	\$ 1,501,682
SUPPLIES & MATERIALS	\$ 130,613	\$ 76,090	\$ 36,983
CONTRACTUAL SERVICES	\$ 402,151	\$ 571,822	\$ 342,750
PROFESSIONAL SERVICE CONTRACTS	\$ 160,040	\$ 160,398	\$ 144,106
PAYMENTS TO SCHOOLS DISTRICTS & OTHER BOCES	\$ 568,815	\$ 674,253	\$ 668,868
EMPLOYEE FRINGE BENEFITS	\$ 449,289	\$ 593,890	\$ 561,781
TRANSFER CHARGES FROM OPERATIONS & MAINT	\$ 76,519	\$ 83,345	\$ 92,078
TRANSFER CHARGES FROM OTHER SERVICES	\$ 52,814	\$ 67,356	\$ 55,018
TRANSFER CREDITS	\$ (317,564)	\$ (428,064)	\$ (320,720)
<b>TOTAL</b>	<b>\$ 4,574,884</b>	<b>\$ 5,014,192</b>	<b>\$ 4,543,523</b>

## District Services

Districts face many challenges that require innovative solutions or a high level of technical expertise today. Whether it is providing health and safety programs, planning and evaluation services or communicating with the public, Questar III's support services extend, enhance and enrich the educational capacity of participating districts. Through teamwork and collaboration, these services can solve problems, simplify tasks or support district's operations.

DISTRICT SERVICES	ACTUAL	ADJUSTED	PROPOSED
	EXPENSES	BUDGET	BUDGET
	2007/08	2008/09	2009/10
INSTRUCTIONAL SALARIES	\$ 533,438	\$ 712,918	\$ 969,119
NON-INSTRUCTIONAL SALARIES	\$ 928,564	\$ 1,055,381	\$ 1,116,504
EQUIPMENT	\$ 115,485	\$ 51,546	\$ 64,100
SUPPLIES & MATERIALS	\$ 224,541	\$ 350,177	\$ 358,700
CONTRACTUAL SERVICES	\$ 476,605	\$ 948,158	\$ 563,289
PROFESSIONAL SERVICE CONTRACTS	\$ 139,480	\$ 169,865	\$ 356,100
PAYMENTS TO SCHOOLS DISTRICTS & OTHER BOCES	\$ 3,297,363	\$ 2,942,874	\$ 2,966,160
EMPLOYEE FRINGE BENEFITS	\$ 570,835	\$ 717,816	\$ 804,276
TRANSFER CHARGES FROM OPERATIONS & MAINT	\$ 103,936	\$ 159,690	\$ 127,282
TRANSFER CHARGES FROM OTHER SERVICES	\$ 311,061	\$ 291,952	\$ 217,881
TRANSFER CREDITS	\$ (197,849)	\$ (255,169)	\$ (273,810)
<b>TOTAL</b>	<b>\$ 6,503,459</b>	<b>\$ 7,145,208</b>	<b>\$ 7,269,601</b>

## Business Office

Questar III has developed a variety of services to support the increasingly complex school district business operations. The Questar III Health Insurance

Trust and Worker's Compensation Consortium are able to provide our districts with competitive and comprehensive health and worker compensation insurance.

The Questar III Purchasing Department routinely generates regional Requests for Proposals (RFP's) or bids for various goods and services. It has been our experience that regional RFP's and bids generate better vendor pricing and save business officials time.

School district compliance and accounting requirements are increasingly complex. Questar III shares our staff's expertise to ensure that all of our components comply with the new 403(b) Internal Revenue Service requirements. In addition, we created an aidable GASB 45/Other Post Employment Benefits (OPEB) service that helps districts calculate and manage their OPEB liability.

### **Communication Services**

Effective communications has become increasingly important for districts to help build community support and understanding for the school community. In this past year, eight districts have asked for onsite support. Communications specialists work closely with the administration and staff to accurately represent information that supports the district's mission and goals. This includes an array of onsite communications that range from the development of press releases to newsletters as well as focus group facilitation and crisis communications.

### **Data Coordination and Analysis**

This service now serves six districts with an onsite Data Coordinator/Analyst to help insure that accurate reporting of data is accomplished. The data analysts are experts at providing this level of support, as well as providing analysis of the data and how it can be used for instructional decision making. The team of data analysts at Questar III work closely together to make sure that changes in data reporting requirements are met by the school districts they serve and that the analysis of test result data can be used effectively.

### **Distance Learning**

Working closely with the NERIC, Questar III now offers access to a distance learning network that truly exemplifies the nature of the cooperative that Questar III represents. Sharing courses that cannot be offered in most school districts gives students the opportunity for advance placement offerings and college courses that they would not be possible, such as Mandarin Chinese. Schools both host and receive courses that provide for extensive offerings for students.

### **Grant Writing**

Questar III offers a grant writing support and coordination service. In the coming school year, each district will have access to 10 hours of this service. For school districts already purchasing the service, 10 additional hours will be offered for consortium applications. We feel strongly that districts can share resources with

both each other and municipalities that can be assisted through the support provided by an expert grant writer with a proven track record of success.

### **Health and Safety**

Questar III's team of health and safety experts serves the vast majority of our school districts. Services range from on-site support to an array of services that can be purchased separately. Many districts have found that by having a health and safety specialist onsite it has given them the capacity to identify health and safety issues in advance of an incident and that the expense of the on-site person quickly pays for itself in savings.

### **Online Professional Development**

Through a variety of online software products, several of our services are offering training opportunities that allow staff to stay where they are (thus avoiding mileage costs) and participate via live, interactive sessions that incorporate all of the benefits of a face-to-face meeting without actually being there.

### **State Aid Planning**

This service continues to be purchased by nearly every school district in New York State. The service is being expanded to offer more onsite support for school districts in school district business management or operations.

### **Substitute Calling**

This service has grown significantly in recent years. Some school districts now rely on it for their entire substitute calling needs. The districts provide the substitute calling listing and all employees then request and register their absences using the automated service available online or by phone. Some districts now share substitute calling lists so that they can pool the limited number of substitutes in some regions.

### **Special Aid**

The Special Aid Fund represents anticipated funding for 25 programs. This includes state contracts and grants from the state and federal government.

The proposed budget for next year of \$5,797,054 represents funding for Special Education Summer School, the Career and Technical Education Resource Center, LPN program, Adult Education, Library programs, the Bilingual Education Training and Resource Center, the Puerto Rican and Hispanic Youth Leadership Institute and programs for Youth at Risk.

The State and Federal budget crisis has left two grant programs with uncertain futures. Funding for the Capital Region Teacher Center, which had a budget in excess of \$1.5 million, has not been included in the 2009-2010 State budget. In addition, the multi-year contract for the Regional School Support Center expires as of June 30, 2009 with annual funding of \$1.4 million.

SPECIAL AID FUND	ACTUAL EXPENSES 2007/08	ADJUSTED BUDGET 2008/09	PROPOSED BUDGET 2009/10
INSTRUCTIONAL SALARIES	\$ 3,117,283	\$ 3,425,897	\$ 2,128,576
NON-INSTRUCTIONAL SALARIES	\$ 968,434	\$ 1,104,461	\$ 885,990
EQUIPMENT	\$ 120,814	\$ 137,592	\$ 101,754
SUPPLIES & MATERIALS	\$ 372,475	\$ 288,179	\$ 166,826
CONTRACTUAL SERVICES	\$ 1,827,328	\$ 1,632,917	\$ 1,031,319
PROFESSIONAL SERVICE CONTRACTS	\$ 482,091	\$ 599,440	\$ 119,277
RENTAL OF FACILITIES	\$ 186,037	\$ 212,422	\$ 66,800
PAYMENTS TO SCHOOLS DISTRICTS & OTHER BOCES	\$ 262,308	\$ 285,168	\$ 105,183
FRINGE BENEFITS	\$ 1,505,228	\$ 1,751,124	\$ 1,118,498
TRANSFER CHARGES FROM O&M	\$ -	\$ -	\$ 72,831
<b>TOTAL</b>	<b>\$ 8,841,998</b>	<b>\$ 9,437,200</b>	<b>\$ 5,797,054</b>

## Explanation of Budget Line Items

The following is a description of the budget categories presented in this document. These budget classifications are those that are prescribed by the New York State Department of Audit and Control for use by all Boards of Cooperative Educational Services.

**Instructional Salaries** —This category includes salaries of Board of Cooperative Educational Services personnel who are employed in positions requiring certification by the State Education Department. These individuals are generally members of the New York State Teachers' Retirement System. Salaries of teachers, teacher assistants and administrators would be reported in this category.

**Non-Instructional Salaries** —This category includes the salaries of Board of Cooperative Educational Services personnel who are employed in positions that do not require certification by the State Education Department. These positions generally are classified under the state and county Civil Service commissions, and these individuals are generally members of the New York State Employees' Retirement System. Salaries of clerks, secretaries, aides and custodians would be reported in this category. Also included in this category are certain positions which require licensing by the State Education Department, but which do not require certification (i.e., physical therapists).

**Equipment** —This category includes costs for the purchase of equipment and furniture.

**Supplies and Materials** —This category includes items such as textbooks, periodicals, paper, tests, records, tapes, films, cleaning supplies, small tools,

lumber, metal, paint, hardware, uniforms, gasoline, lubricants, tires, automotive parts, etc.

**Contractual Services** —Contractual and purchased services such as utilities, equipment repair, insurance, legal fees, independent auditors and accountants, other professional and technical services, rental of equipment, advertising, freight, postage and travel expenses are reported in this category.

**Payments to School Districts and Other BOCES** —This classification is used to report expenses for services purchased from school districts and other Boards of Cooperative Educational Services, except for facility rentals.

**Employee Benefits** —The amounts reported in each of the various categories presented represent the Board of Cooperative Educational Services' share of employee benefits. Included in this line are amounts budgeted for New York State retirement systems, social security, workers' compensation insurance, unemployment insurance and health insurance.

**Transfer Charges from Operation and Maintenance of Plant** —The amount shown in this budget category for each service program represents the share of the total costs for the operation and maintenance of Board of Cooperative Educational Services facilities that has been prorated to the particular program.

**Transfer Charges from Other Service Programs** — Costs reported in this category represent charges to a Board of Cooperative Educational Services service program for the use of other services provided by this Board of Cooperative Educational Services.

**Transfer Credits from Other Service Programs** —The amounts reported in this category represent credits to a particular program, due to services provided by that program to other service programs in this Board of Cooperative Educational Services.

## **Questions and Answers**

### **What happens if the tentative administrative budget is not approved?**

Questar III must prepare and adopt a contingency administrative budget if a majority of the component school districts do not approve the tentative administrative budget, or if there is a tie vote (half approve, half disapprove).

### **Are there any limitations on a BOCES contingency administrative budget?**

Yes. In a contingency budget for BOCES the amount of the administrative budget may not exceed the amount in the prior year's budget, except for expenditures incurred in the supplemental retirement allowances, including health insurance benefits for retirees. The 2009-2010 proposed budget is lower than a contingency budget.

**How does Questar III plan for the future?**

Questar III has a 20-year history of developing strategic plans. Our strategic planning efforts ensure that we are providing leadership for our districts through the development and refinement of high quality programs, achievement of cost efficiencies, transparency of decisions and – the essence of any cooperative – collaborative decision-making.

The [2008-2011 Strategic Plan](#) builds upon our previous planning efforts and reflects the voices of our stakeholders. It represents a dynamic process that enables us to respond to the needs of our districts and changes in public education. Questar III will collect data, measure success, evaluate and modify services, and engage community partners. Each year, departments will identify specific objectives and performance measures that align their individual action plans with the overall plan. These action plans will identify tactics and define performance measures for tracking progress.

*For more information:*

**Questar III**

10 Empire State Boulevard  
Castleton, New York 12033

T: 518.477.8771

F: 518.477.9833

[www.questar.org](http://www.questar.org)

## Report Card Data

### Adult Education

A team working with the U.S. DOE and the American Institute for Research has developed a report card rubric for Adult Education Providers. The report card generates a single score which places each agency in one of four quartiles. See chart below.

Program Year 2005-06*	Adult Education	
*Report received from SED 6/08	<u>SED Target</u>	<u>Questar III</u>
Educational Gain	36%	32.5%
Follow-up Outcomes (Pursuing Postsecondary Ed. or training)	58%	68.1%

CAREER AND TECHNICAL EDUCATION (Questar III June 2007)	Questar III Count	Questar III Percentage
All Secondary CTE Programs		
Total Number Completed	255	
Completed and Passed Regents Exams	230	90.2%
Completed and had Course Average of 75% or higher	226	88.6%
Completed and Attained a HS Diploma or Equivalent	231	90.6%
Completed and Whose Status is Known	173	67.8%
Completed and Were Successfully Place*	164	94.8%**

\*Attend Post Secondary Educational Institution, Employed or are in the Military

\*\*Based upon the students whose status is known

ALTERNATIVE EDUCATION (Questar III June 2008)	MS	½ day	Full Day
Number of students who returned to a school district program	5		8
Number of students who remained in the BOCES program	49		69
Left the program and did not enter another district or BOCES (dropouts)	3		42
Received high school diplomas		5	8
Received high school equivalency diplomas		13	10

STUDENTS PROVIDED SPECIAL CLASS PROGRAMS	June 2008
Regents Diploma (regular)	0
Local Diploma	5
Individualized Education Program Diploma	13

SPECIAL EDUCATION		Average Cost/ Program
Class Enrollments	2007-2008	
6:1:1	156	\$42,508
6:1:2	20	\$43,077
4:1:2*	14	\$51,108
8:1:1	39	\$29,372
8:1:2	70	\$33,020
12:1:1	7	\$29,080

### PROFESSIONAL DEVELOPMENT 2007-2008

BOCES provided training for a minimum of one or more full instructional days in the following areas:

	NUMBER OF PARTICIPANTS				
	Districts	Teachers	Principals	Paraprofessionals	Other
Learning Standards (ELS, MST etc.)	13	1081	0	0	9
Data Management and Analysis	6	214	15	4	1
Integrating Technology into Curriculum and Instruction	16	282	0	1	26
Instructional Strategies	63	1286	94	72	180
Parent Training	4	2	0	0	26
Special Education Issues					
Leadership Training	8	0	60	0	80
Special Education Training					
Resource Center (SETRC)	6	402	98	4	67

## Boards of Education and Superintendents

### RENSELAER COUNTY

#### Averill Park CSD

Moccia, Dr Josephine - Superintendent  
Lawrence, Ms Sharon - Assistant Superintendent

#### **Board of Education**

Bonesteel, Mr Neil - Board President  
Cristo, Ms Regina - Board Vice-President  
Glasser, Ms Jennie - Board Member  
McKenna, Mr Patrick - Board Member  
Shaw, Mr Christopher - Board Member  
Tater, Ms Pamela - Board Member  
Valente, Mr Steve - Board Member  
Ouimet, Mr Michael - Board Clerk

#### Berlin CSD

Gregory, Ms Charlotte - Interim Superintendent

#### **Board of Education**

Zwack, Mr Frank - Board President  
Morelli, Mr Thomas - Board Vice-President  
Darling, Ms Julie - Board Member  
French, Mr Donald - Board Member  
Miller, Ms Elizabeth - Board Member  
Paine, Mr Jeffrey - Board Member  
Stewart, Ms Beverly - Board Member  
Grant, Ms Mary - Board Clerk

#### Brunswick (Brittonkill) CSD

McIntosh, Mr Louis – Superintendent

#### **Board of Education**

Zagursky, Ms Karen - Board President  
LaRocque, Ms Nancy - Board Vice-President  
Daley, Mr Paul – Board Member  
Doyle, Ms. Mary Ann - Board Member  
Galipeau, Mr Darren - Board Member  
McGrath, Ms Kathleen - Board Member  
Meehan, Mr Jamie - Board Member  
Meskoskey, Mr Peter - Board Member  
Wade, Mr Matthew - Board Member  
Lathrop, Ms. Gail – District Clerk

#### East Greenbush CSD

Guptill, Dr Angela - Superintendent  
Bowman, Ms Michele - Assistant Superintendent  
Edson, Mr Lawrence - Assistant Superintendent  
Jenkins, Mr Paul - Assistant Superintendent

#### **Board of Education**

Graziano, Ms Catherine - Board President  
Curley, Ms Marie - Board Vice-President  
Angelo, Mr Michael - Board Member  
Curran, Ms Karen - Board Member  
Hart, Ms JoAnn - Board Member  
LeClair, Ms Michelle - Board Member  
Mann, Mr Mark - Board Member  
Sullivan, Mr John - Board Member  
Werking Jr, Dr Raymond H. - Board Member  
Mead, Ms Deborah - Board Clerk

#### Hoosic Valley CSD

Kelley, Mr Douglas - Superintendent

#### **Board of Education**

Houston, Ms Karen - Board President  
Calhoun, Ms Wendy K - Board Vice-President  
Catone, Ms Bonnie - Board Member  
Connors, Ms Kimberly - Board Member  
Madigan, Ms Joann - Board Member

Moran, Ms Joanne - Board Member  
Nesich, Mr Jeffrey - Board Member  
Ryan, Mr James - Board Member  
Tesman, Mr Todd - Board Member  
Galarnau, Ms Jill - Board Clerk

**Hoosick Falls CSD**

Facin, Mr Kenneth - Superintendent

**Board of Education**

Sutton, Mr David - Board President  
Foster, Ms Bridget - Board Member  
Gormley, Ms Lauretta - Board Member  
Helft, Mr John - Board Member  
Laurin, Mr Greg - Board Member  
Skott, Mr Donald - Board Member  
Wilwol, Mr Dwain - Board Member  
Cottrell, Ms Pamela - Board Clerk

**Lansingburgh CSD**

Goodwin, Mr George - Superintendent

Oboyski-Butler, Ms Katherine – Assistant Superintendent

**Board of Education**

Sweeney, Ms Mary – Acting Board President  
Farrell, Ms Susan - Board Member  
Gamble, Ms Karlene - Board Member  
Higgitt, Mr PJ - Board Member  
Lance, Ms Bonnie - Board Member  
McGrath, Ms Hilary – Board Member  
O'Malley, Ms Jan - Board Member  
Broderick, Ms Theresa - Board Clerk

**North Greenbush Common SD**

Padalino, Mr Joseph - Superintendent

**Board of Education**

O'Connell, Ms Susan - Board President  
Hunter, Mr David - Board Vice-President  
Hennessy, Ms Jennifer - Board Member  
Hunter, Ms Lisa - Board Clerk

**Rensselaer City SD**

Reynolds, Mr Gordon - Superintendent

**Board of Education**

Mooney, Mr John - Board President  
Pratt, Mr Kenneth - Board Vice-President  
Burns, Mr Edward - Board Member  
Spath, Mr Timothy - Board Member  
Stasack, Mr Paul - Board Member  
Williams, Ms Christina - Board Clerk

**Schodack CSD**

Hamlin, Mr Douglas B - Superintendent

**Board of Education**

Noll, Ms Paula - Board President  
Megna, Ms Susan - Board Vice-President  
Fleck, Mr J. Andrew – Board Member  
Flood, Mr Ken – Board Member  
Hendrick, Mr Seth - Board Member  
Nichols Hesse, Ms – Beth - Board Member  
Puccio, Mr Paul - Board Member  
Warner, Mr George - Board Member  
Weber-Scannell, Ms Phyllis – Board Member  
Chipman, Ms Elizabeth - Board Clerk

**Troy City SD**

Atiba-Weza, Mr Fadhilika - Superintendent

Rivers, Dr Nichelle - Assistant Superintendent

**Board of Education**

Schofield, Mr Jason - Board President  
Mayo, Mr Thomas - Board Vice-President  
Adams, Ms Mary Ellen - Board Member

Clinton, Ms Ilene – Board Member  
Harvin, Ms Carol - Board Member  
O'Grady, Ms Patricia - Board Member  
Pollack, Mr Michael – Board Member  
Scully, Ms Stephanie - Board Member  
Wager-Rounds, Ms Anne - Board Member  
DeFiglio, Ms Eva - Board Clerk

**Wynantskill UFSD**

Hamill, Ms Christine - Superintendent

**Board of Education**

Paone, Ms Andrea - Board President  
Marsh, Ms Ann - Board Vice-President  
Casale, Ms Helen - Board Member  
Curran, Ms Christina - Board Member  
Hoffman, Ms Kelly - Board Member  
Fazioli, Ms Kathy - Board Clerk

**COLUMBIA COUNTY**

**Berkshire UFSD**

Gaudette, Mr James - Superintendent  
Potter, Mr Bruce - Assistant Superintendent

**Board of Education**

Giacchetta, Mr Timothy - Board President  
Brutsch, Mr Michael - Board Member  
Hauser, Ms Donelle - Board Member  
Moccia, Dr Josephine - Board Member  
Springer, Mr Jay – Board Member  
Mudge, Ms Melissa - Board Clerk

**Chatham CSD**

Bordick, Mr Lee – Interim Superintendent  
McGill, Dr Phyllis - Assistant to the Superintendent

**Board of Education**

Wapner, Dr John - Board President  
MacFarlane, Ms Elizabeth - Board Vice-President  
Campbell, Mr Ric - Board Member  
Clark, Mr Michael - Board Member  
Dapice, Ms Denise - Board Member  
Hutchinson, Mr Fred - Board Member  
Iaconetti, Mr Francis - Board Member  
O'Connor, Mr David - Board Member  
Toteno, Mr James - Board Member  
Malecki, Ms Diane - Board Clerk

**Germantown CSD**

Gabriel, Mr Patrick - Superintendent

**Board of Education**

Clum, Ms Lynn - Board President  
Pelletier, Ms Suzanne - Board Vice-President  
Coons, Mr Donald - Board Member  
DelPozzo, Mr Ralph - Board Member  
Forman, Mr David - Board Member  
Repko, Ms Teresa - Board Member  
Smith, Ms Cynthia - Board Member  
Griffin, Ms Linda - Board Clerk

**Hudson City SD**

Howe, Mr Jack - Superintendent  
Bagnato, Dr Amanda - Ass't Superintendent

**Board of Education**

Daly, Ms Mary - Board President  
Abitabile, Ms Patricia - Board Vice-President  
Mabb, Mr John J - Board Member  
Meister, Mr Emil - Board Member  
Meyer, Mr Peter - Board Member  
Otty, Mr Jeffrey - Board Member  
Rost, Mr Peter - Board Member  
VanDeusen, Ms Frieda - Board Clerk

**Ichabod Crane CSD**

Dexter, Mr James P - Superintendent  
VanDeusen, Ms Maureen – Assistant  
Superintendent for Instruction

**Board of Education**

Phillips, Mr John - Board President  
Kramarchyk, Mr Andrew - Board Vice-President  
Bagnato, Mr Gary - Board Member  
Haber, Ms Landra - Board Member  
Harsen, Mr Edward - Board Member  
Neufeld, Mr Thomas - Board Member  
Rose, Ms Helen Regina - Board Member  
Welcome, Mr Anthony - Board Member  
Potts, Ms Mindy - Board Clerk

**New Lebanon CSD**

McGraw, Ms Karen – Superintendent

**Board of Education**

Downey-Luhrmann, Ms Susan - Board Member  
Gavriety, Ms JoAnn - Board Member  
Lambert, Mr Timothy - Board Member  
Magin, Ms Kelly - Board Member  
Smith, Mr Timothy - Board Member  
Sowalski, Mr Raymond - Board Member  
Wood, Ms Monique - Board Member  
Giangrossi, Ms Krista - Board Clerk

**Taconic Hills CSD**

Sposato, Dr Mark - Superintendent  
Marchesano, Mr Anthony - Director of Organizational Development

**Board of Education**

Morales, Mr Ronald - Board President  
Robertson, Mr Paul B - Board Vice-President  
Bailey, Mr Frank T - Board Member  
Keefner, Mr Mike - Board Member  
Lagonia, Jr., Mr George - Board Member  
Mastropolo, Mr John - Board Member  
McComb, Mr Donald - Board Member  
McComb, Mr Robert - Board Member  
Weber, Mr Harvey - Board Member  
Layman, Ms Melissa - Board Clerk

**GREENE COUNTY**

**Cairo-Durham CSD**

Sharkey, Ms Sally - Superintendent

**Board of Education**

Alfeld, Mr William - Board President  
Armstrong, Ms Debra - Board Member  
Koerner-Fox, Mr Greg - Board Member  
Kohrs, Mr Carl - Board Member  
Kusminsky, Ms Susan - Board Member  
O'Connell, Mr Christopher - Board Member  
Plank, Mr Thomas - Board Member  
Zimmerman, Mr Frederick - Board Member  
Agostinoni, Ms Barbara - Board Clerk

**Catskill CSD**

Farrell, Dr Kathleen - Superintendent

**Board of Education**

Garafalo, Mr James - Board President  
Jones, Mr Andrew - Board Vice-President  
Bulich, Mr Michael - Board Member  
Griffin, Mr Randall - Board Member  
Haas, Ms Karen - Board Member  
Holsopple, Mr Eric - Board Member  
Leibowitz, Mr Matthew - Board Member  
Schilansky, Ms Carol - Board Member  
Warner, Ms Lisa - Board Member

VanKleeck, Ms Donna - Board Clerk

**Coxsackie-Athens CSD**

Gregory, Dr Earle - Superintendent

**Board of Education**

Garland, Mr Joseph - Board President  
Gerrain, Mr Mark - Board Vice-President  
Cardinale, Mr Joseph - Board Member  
Hanse, Ms Maureen - Board Member  
Mercer, Ms Carrol - Board Member  
Nadler, Mr Russell - Board Member  
Petramale, Mr Michael - Board Member  
Tailleur, Ms Beth - Board Member  
Wallace, Mr Barton - Board Member  
Zoller, Ms Judith - Board Clerk

**Greenville CSD**

Dudley, Ms Cheryl A. - Superintendent

Sutherland, Ms Tammy J. - Assistant Superintendent

**Board of Education**

Bear Jr., Mr Wilton - Board President  
Mitchell, Ms Anne - Board Vice-President  
Dombroski, Ms Tina - Board Member  
Holstein, Ms Ann - Board Member  
Lampman, Mr Gregory - Board Member  
Stapleton, Ms Rosanne - Board Member  
Tompkins, Mr Lawrence - Board Member  
O'Halloran, Ms Jacqueline - Board Clerk

**Questar III**

Baldwin, Dr James – District Superintendent

Gibson, Mr Robert - Board President  
Kline, Mr Donald - Board Vice-President  
Brooks, Mr Edmund - Board Member  
Garland, Mr Joseph – Board Member  
Hill, Mr John - Board Member  
Keegan, Mr James - Board Member  
Knabbe, Ms Edna - Board Member  
Loffredo, Ms Erin - Board Member  
Noonan, Ms Marilyn - Board Member  
Orvis, Ms Carol - Board Member  
Puccio, Mr Paul - Board Member