

# QUEST R III

## **Tentative Budget 2010-2011**



March 2010

Dear Colleagues:

As an extension of our member districts Questar III continues a proud tradition of innovation and resilience in these challenging economic 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 14 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

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## **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 2010-2011 is \$3,980,195, which is \$152,582 more than 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 \$46,000 to an increase of approximately \$26,000. This proposed budget is approximately \$62,000 above 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 27. 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 2010-2011 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.

## Total Budget – Executive Summary

EXPENDITURE CATEGORY	ACTUAL		ADJUSTED		PROPOSED	
	EXPENDITURES		BUDGET		BUDGET	
	2008/09		2009/10		2010/11	
INSTRUCTIONAL SALARIES	\$	18,288,997	\$	18,436,366	\$	17,229,656
NON-INSTRUCTIONAL SALARIES	\$	5,786,593	\$	5,978,437	\$	6,334,127
EQUIPMENT	\$	2,383,919	\$	2,185,366	\$	2,065,040
SUPPLIES & MATERIALS	\$	1,333,089	\$	1,396,570	\$	1,396,133
CONTRACTUAL SERVICES	\$	3,050,531	\$	4,549,537	\$	3,178,365
PROFESSIONAL SERVICE CONTRACTS	\$	1,826,824	\$	1,790,839	\$	1,161,118
RENTAL OF FACILITIES	\$	1,367,682	\$	1,327,588	\$	1,296,825
PAYMENTS TO SCHOOLS DISTRICTS & OTHER BOCES	\$	9,192,123	\$	9,455,905	\$	9,527,478
EMPLOYEE FRINGE BENEFITS	\$	11,283,098	\$	10,838,136	\$	11,135,006
POST RETIREMENT BENEFITS	\$	1,106,300	\$	1,227,750	\$	1,318,750
TRANSFER TO CAPITAL	\$	573,474	\$	579,789	\$	579,789
TRANSFER CHARGES FROM OPERATIONS & MAINT	\$	1,867,232	\$	2,134,406	\$	2,196,868
TRANSFER CHARGES FROM OTHER SERVICES	\$	2,824,997	\$	2,741,662	\$	2,583,952
TRANSFER CREDITS	\$	(1,601,904)	\$	(1,359,190)	\$	(1,366,816)
<b>TOTAL</b>	<b>\$</b>	<b>59,282,955</b>	<b>\$</b>	<b>61,283,163</b>	<b>\$</b>	<b>58,636,291</b>

PROGRAM/SERVICE AREA	ACTUAL		ADJUSTED		PROPOSED	
	EXPENDITURES		BUDGET		BUDGET	
	2008/09		2009/10		2010/11	
CENTRAL ADMINISTRATION	\$	3,431,267	\$	3,827,613	\$	3,980,195
CAPITAL (RENTS AND LEASES)	\$	1,712,319	\$	1,771,886	\$	1,771,886
CAREER & TECHNICAL EDUCATION	\$	7,442,928	\$	7,671,259	\$	8,062,951
SPECIAL EDUCATION	\$	18,715,588	\$	19,519,258	\$	19,592,110
ITINERANT SERVICES	\$	1,280,511	\$	1,513,855	\$	1,609,334
GENERAL EDUCATION	\$	6,419,612	\$	5,182,250	\$	4,113,798
INSTRUCTIONAL SUPPORT	\$	4,652,395	\$	4,934,935	\$	4,910,578
DISTRICT SUPPORT	\$	6,649,735	\$	7,947,785	\$	8,251,788
SPECIAL AID FUND	\$	8,978,599	\$	8,914,321	\$	6,343,651
<b>TOTAL</b>	<b>\$</b>	<b>59,282,955</b>	<b>\$</b>	<b>61,283,163</b>	<b>\$</b>	<b>58,636,291</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 89 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 82 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 services 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 2010-2011 Administrative Budget

Questar III's proposed administrative budget for 2010-2011 of \$3,980,195, which is \$152,582 more than 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 2008/09	ADJUSTED BUDGET 2009/10	PROPOSED BUDGET 2010/11
INSTRUCTIONAL SALARIES	\$ 156,250	\$ 217,688	\$ 268,259
NON-INSTRUCTIONAL SALARIES	\$ 762,073	\$ 779,975	\$ 819,527
EQUIPMENT	\$ 5,224	\$ 13,100	\$ 11,500
SUPPLIES & MATERIALS	\$ 38,366	\$ 54,110	\$ 58,100
CONTRACTUAL SERVICES	\$ 93,059	\$ 156,490	\$ 161,430
PROFESSIONAL SERVICE CONTRACTS	\$ 284,283	\$ 318,500	\$ 214,250
PAYMENTS TO SCHOOLS DISTRICTS & OTHER BOCES	\$ 1,606	\$ 1,623	\$ 2,000
EMPLOYEE FRINGE BENEFITS	\$ 406,400	\$ 404,343	\$ 465,235
POST RETIREMENT BENEFITS	\$ 1,106,300	\$ 1,227,750	\$ 1,318,750
TRANSFER CHARGES FROM OPERATIONS & MAINT	\$ 69,592	\$ 58,501	\$ 88,086
TRANSFER CHARGES FROM OTHER SERVICES	\$ 508,114	\$ 595,533	\$ 573,058
<b>TOTAL</b>	<b>\$ 3,431,267</b>	<b>\$ 3,827,613</b>	<b>\$ 3,980,195</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>	\$ 13,876
<i>Disability Insurance</i>	\$ 744
<i>Health &amp; Dental Insurance Less Employee Contribution</i>	\$ 17,713
<i>Workers' Compensation Insurance</i>	\$ 1,810
<i>Unemployment Insurance</i>	\$ 1,810

**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 \$46,000 to an increase of approximately \$26,000.

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 33 percent of the \$3.98 million administrative budget pays for retiree benefits. This represents an increase of \$91,000 over the current year's obligation.

**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 27. This is the only portion of the BOCES budget that component districts vote on each year. Additional information will be shared with board members at Questar III's annual meeting on April 14, 2010 at its Conference Center in Castleton.

Questar III's proposed 2010-2011 administrative budget is \$3,827,613. The proposed 2010-2011 administrative budget is approximately \$62,000 above a contingency budget.

## Rent and Capital Budget

There is no increase in the rent/capital budget for next year.

2009 – 2010 Budget	\$1,771,886
2010 – 2011 Budget	\$1,771,886

	<u>2008-2009</u>	<u>2009-2010</u>	<u>2010-2011</u>
Rents to School	\$804,506	\$655,800	\$624,097
Rent to Other	\$415,378	\$536,297	\$568,000
Transfer to Capital	\$573,474	\$579,789	\$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.

Several years ago, as part of its long-term facility planning, Questar III ended several private leases. Questar III also terminated its lease with Brunswick CSD for the Parker School building that previously housed our alternative learning program. We have consolidated our programs at our CTE centers to more effectively serve this growing population of students.

As CTE enrollment has grown, so too has the need for appropriate space. Questar III needs to replace or substantially renovate the Rensselaer Educational Center in Troy. The organization will also study the feasibility of relocating the administrative offices to achieve consolidation of locations and cost savings.

In recent years Questar III has worked to cluster special education classes for students. District costs have been reduced by this initiative.

Questar III and Capital Region BOCES established 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 pays half of the rent. The 2010-2011 "Rent to Other" budget includes approximately \$163,500 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.

*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.

Next year's budget will increase by over five percent. This will require a reduction in workforce at all levels, but this may be alleviated if there are a number of retirements by June.

The phase-out of the auto body and early childhood education learning programs will be completed by June 2010. As our programs continue to evolve from a limited number of programs into a broad system of hands-on programs that encompass the skills and job areas that are likely to be in greatest demand in the future (health sciences, information technology, etc.), we are re-aligning resources to better support our programs.

Enrollment remains at record levels, but we have focused on matching students to the "right" programs. Historically, some students were encouraged to enter a CTE program without the necessary interest or previous academic accomplishments to be successful. Additionally, some students moved from program to program to "explore" different careers - this often resulted in students with a deep and demonstrated interest in a particular program being unable to attend due to limitations in capacity.

To address these concerns we convened a joint meeting of superintendents, counselors, and high school principals to initiate a more thorough intake and placement process. This will enable students to make better informed decisions

before they start a CTE program, which is often an attractive alternative to the traditional high school.

Applied learning is helping many students succeed in school. The percentage of students in our CTE programs receiving Regents diplomas from their local high schools exceeds the average of all districts in the supervisory district, even though approximately 30 percent of these students are special education students.

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. Our centers now offer career exploration programs for ninth and tenth grade students. This program offers 2-3 week units in each of the other Career Studies programs so that students see what they like and enables them to make a better decision about what program they would like to attend.

CAREER & TECHNICAL EDUCATION	ACTUAL EXPENSES 2008/09	ADJUSTED BUDGET 2009/10	PROPOSED BUDGET 2010/11
INSTRUCTIONAL SALARIES	\$ 3,305,011	\$ 3,105,924	\$ 3,237,650
NON-INSTRUCTIONAL SALARIES	\$ 562,575	\$ 487,082	\$ 508,510
EQUIPMENT	\$ 275,996	\$ 110,993	\$ 194,565
SUPPLIES & MATERIALS	\$ 371,986	\$ 379,327	\$ 530,318
CONTRACTUAL SERVICES	\$ 480,492	\$ 886,585	\$ 717,738
PROFESSIONAL SERVICE CONTRACTS	\$ 35,247	\$ 68,675	\$ 98,050
PAYMENTS TO SCHOOLS DISTRICTS & OTHER BOCES	\$ 149,342	\$ 239,398	\$ 184,782
EMPLOYEE FRINGE BENEFITS	\$ 1,911,510	\$ 1,773,477	\$ 1,876,620
TRANSFER CHARGES FROM OPERATIONS & MAINT	\$ 752,779	\$ 847,558	\$ 950,766
TRANSFER CHARGES FROM OTHER SERVICES	\$ 460,882	\$ 498,410	\$ 435,792
TRANSFER CREDITS	\$ (862,891)	\$ (726,170)	\$ (671,840)
<b>TOTAL</b>	<b>\$ 7,442,928</b>	<b>\$ 7,671,259</b>	<b>\$ 8,062,951</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. Students are placed in programs according to their individual academic capabilities and social/behavioral needs.

Over the past year, Questar III has worked to cluster classes and locate appropriate space for students. District costs have been reduced by this initiative – there is less travel for related services personnel and resources can be deployed in a more fiscally responsible manner.

Additionally, Questar III is receiving requests to serve students who require smaller, academy based settings to meet their mental health and/or behavioral needs. In response, the BOCES is working with Greene County superintendents and CSE Chairs to assist them with programming for their students and have looked at other appropriate learning environments for students.

Questar III expanded its Therapeutic Youth Program (TYP) in response to growing needs for placement in programs with a psychiatric counseling component. Through this program, the Capital District Psychiatric Center (CDPC) provides an outpatient service to our students and their families.

Questar III is increasing its focus on curriculum development and literacy and numeracy in the delivery of special education. Additionally, the organization is also creating more project-based and technology-based learning opportunities. Past special education models were too passive and too dependent on adding adults to the classrooms. These improvements are critical as districts are held accountable for the academic performance of these special education students.

SPECIAL EDUCATION	ACTUAL	ADJUSTED	PROPOSED
	EXPENSES 2008/09	BUDGET 2009/10	BUDGET 2010/11
INSTRUCTIONAL SALARIES	\$ 7,380,015	\$ 7,604,276	\$ 7,382,947
NON-INSTRUCTIONAL SALARIES	\$ 1,428,285	\$ 1,441,897	\$ 1,739,326
EQUIPMENT	\$ 139,201	\$ 76,649	\$ 85,125
SUPPLIES & MATERIALS	\$ 179,597	\$ 239,123	\$ 171,788
CONTRACTUAL SERVICES	\$ 176,119	\$ 761,577	\$ 406,340
PROFESSIONAL SERVICE CONTRACTS	\$ 60,081	\$ 79,790	\$ 96,600
PAYMENTS TO SCHOOLS DISTRICTS & OTHER BOCES	\$ 3,357,774	\$ 3,523,978	\$ 3,629,700
EMPLOYEE FRINGE BENEFITS	\$ 4,637,057	\$ 4,327,719	\$ 4,708,523
TRANSFER CHARGES FROM OPERATIONS & MAINT	\$ 529,200	\$ 641,371	\$ 667,614
TRANSFER CHARGES FROM OTHER SERVICES	\$ 828,259	\$ 822,878	\$ 704,147
TRANSFER CREDITS	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 18,715,588</b>	<b>\$ 19,519,258</b>	<b>\$ 19,592,110</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.

In recent years there has been an increase in non-instructional salaries of the itinerant services budget due to requests for the onsite communications service. Last year, 10 districts purchased this service. 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.

ITINERANT SERVICES	ACTUAL EXPENSES 2008/09	ADJUSTED BUDGET 2009/10	PROPOSED BUDGET 2010/11
INSTRUCTIONAL SALARIES	\$ 602,783	\$ 668,603	\$ 705,218
NON-INSTRUCTIONAL SALARIES	\$ 144,951	\$ 212,313	\$ 237,970
EQUIPMENT	\$ 5,195	\$ -	\$ -
SUPPLIES & MATERIALS	\$ 744	\$ 4,764	\$ 2,855
CONTRACTUAL SERVICES	\$ 25,331	\$ 71,456	\$ 54,200
PAYMENTS TO SCHOOLS DISTRICTS & OTHER BOCES	\$ 146,527	\$ 164,969	\$ 169,923
EMPLOYEE FRINGE BENEFITS	\$ 330,523	\$ 369,381	\$ 419,408
TRANSFER CHARGES FROM OTHER SERVICES	\$ 24,457	\$ 22,369	\$ 19,760
<b>TOTAL</b>	<b>\$ 1,280,511</b>	<b>\$ 1,513,855</b>	<b>\$ 1,609,334</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 challenge of any alternative learning program is to establish a structured environment while addressing the diverse learning and social-behavioral needs of individual students. In response, Questar III consolidated ALP programs at its CTE centers to more effectively serve this growing population of students. This allows the organization to focus on graduation requirements while simultaneously offering a hands-on and a project-based approach to learning at our educational centers.

Starting in September 2010, the grade 9-10 ALP program will be discontinued. The program is under-subscribed by districts and carries a high tuition rate given the intense staff-to-student ratio. 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.

### Distance Learning

Working closely with the NERIC, Questar III 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.

GENERAL EDUCATION	ACTUAL EXPENSES 2008/09	ADJUSTED BUDGET 2009/10	PROPOSED BUDGET 2010/11
INSTRUCTIONAL SALARIES	\$ 2,067,145	\$ 1,936,659	\$ 1,443,545
NON-INSTRUCTIONAL SALARIES	\$ 333,220	\$ 245,297	\$ 108,830
EQUIPMENT	\$ 114,845	\$ 56,341	\$ 6,500
SUPPLIES & MATERIALS	\$ 49,877	\$ 72,919	\$ 44,150
CONTRACTUAL SERVICES	\$ 94,647	\$ 245,290	\$ 59,925
PROFESSIONAL SERVICE CONTRACTS	\$ 677,523	\$ 243,651	\$ 160,000
PAYMENTS TO SCHOOLS DISTRICTS & OTHER BOCES	\$ 1,291,193	\$ 927,900	\$ 1,037,448
EMPLOYEE FRINGE BENEFITS	\$ 1,047,011	\$ 802,078	\$ 670,615
TRANSFER CHARGES FROM OPERATIONS & MAINT	\$ 98,859	\$ 161,917	\$ 150,840
TRANSFER CHARGES FROM OTHER SERVICES	\$ 701,074	\$ 528,688	\$ 470,435
TRANSFER CREDITS	\$ (55,780)	\$ (38,490)	\$ (38,490)
<b>TOTAL</b>	<b>\$ 6,419,612</b>	<b>\$ 5,182,250</b>	<b>\$ 4,113,798</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.

### **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. This team works closely together to make sure that changes in data reporting requirements are met by the districts they serve and that the analysis of test result data can be used effectively.

### **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.

### **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.



INSTRUCTIONAL SUPPORT	ACTUAL EXPENSES 2008/09	ADJUSTED BUDGET 2009/10	PROPOSED BUDGET 2010/11
INSTRUCTIONAL SALARIES	\$ 999,683	\$ 805,659	\$ 925,222
NON-INSTRUCTIONAL SALARIES	\$ 507,474	\$ 492,690	\$ 496,555
EQUIPMENT	\$ 1,665,201	\$ 1,723,043	\$ 1,654,350
SUPPLIES & MATERIALS	\$ 65,538	\$ 85,441	\$ 54,578
CONTRACTUAL SERVICES	\$ 447,660	\$ 466,724	\$ 386,562
PROFESSIONAL SERVICE CONTRACTS	\$ 155,873	\$ 213,427	\$ 149,584
PAYMENTS TO SCHOOLS DISTRICTS & OTHER BOCES	\$ 527,151	\$ 786,375	\$ 810,073
EMPLOYEE FRINGE BENEFITS	\$ 595,438	\$ 534,321	\$ 575,195
TRANSFER CHARGES FROM OPERATIONS & MAINT	\$ 58,667	\$ 92,078	\$ 113,787
TRANSFER CHARGES FROM OTHER SERVICES	\$ 57,775	\$ 55,898	\$ 80,242
TRANSFER CREDITS	\$ (428,064)	\$ (320,720)	\$ (335,570)
<b>TOTAL</b>	<b>\$ 4,652,395</b>	<b>\$ 4,934,935</b>	<b>\$ 4,910,578</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 EXPENSES 2008/09	ADJUSTED BUDGET 2009/10	PROPOSED BUDGET 2010/11
INSTRUCTIONAL SALARIES	\$ 598,842	\$ 813,920	\$ 582,977
NON-INSTRUCTIONAL SALARIES	\$ 1,012,845	\$ 1,266,936	\$ 1,648,148
EQUIPMENT	\$ 39,263	\$ 101,390	\$ 59,400
SUPPLIES & MATERIALS	\$ 300,698	\$ 332,250	\$ 372,215
CONTRACTUAL SERVICES	\$ 419,160	\$ 596,672	\$ 623,807
PROFESSIONAL SERVICE CONTRACTS	\$ 196,520	\$ 424,392	\$ 293,298
PAYMENTS TO SCHOOLS DISTRICTS & OTHER BOCES	\$ 3,320,692	\$ 3,531,268	\$ 3,631,968
EMPLOYEE FRINGE BENEFITS	\$ 661,484	\$ 809,598	\$ 961,471
TRANSFER CHARGES FROM OPERATIONS & MAINT	\$ 110,965	\$ 127,282	\$ 98,902
TRANSFER CHARGES FROM OTHER SERVICES	\$ 244,436	\$ 217,886	\$ 300,518
TRANSFER CREDITS	\$ (255,169)	\$ (273,810)	\$ (320,916)
<b>TOTAL</b>	<b>\$ 6,649,735</b>	<b>\$ 7,947,785</b>	<b>\$ 8,251,788</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 Governmental Accounting Standards. An aidable GASB 45/Other Post Employment Benefits (OPEB) valuation service helps districts across the state calculate and manage their OPEB liability.

### **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.

### **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 \$6,343,651 represents funding for Special Education Summer School, LPN program, the Teacher Center, 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.

As expected, the contract with the State Education Department for the Eastern New York Regional School Support Center will end June 30, 2010 and this will require a reduction in staff. The state budget crisis has the Capital Region Teacher Center with uncertain funding. The Executive Budget proposal eliminates funding for this discretionary grant program. The Teacher Center was funded through the State Fiscal Stabilization Fund during the 2009-2010 school year.

SPECIAL AID FUND	ACTUAL EXPENSES 2008/09	ADJUSTED BUDGET 2009/10	PROPOSED BUDGET 2010/11
INSTRUCTIONAL SALARIES	\$ 3,179,268	\$ 3,283,637	\$ 2,683,838
NON-INSTRUCTIONAL SALARIES	\$ 1,035,172	\$ 1,052,247	\$ 775,261
EQUIPMENT	\$ 138,995	\$ 103,851	\$ 53,600
SUPPLIES & MATERIALS	\$ 326,282	\$ 228,636	\$ 162,129
CONTRACTUAL SERVICES	\$ 1,314,063	\$ 1,364,742	\$ 768,363
PROFESSIONAL SERVICE CONTRACTS	\$ 417,297	\$ 442,405	\$ 149,336
RENTAL OF FACILITIES	\$ 228,837	\$ 135,491	\$ 104,728
PAYMENTS TO SCHOOLS DISTRICTS & OTHER BOCES	\$ 397,839	\$ 280,394	\$ 61,584
FRINGE BENEFITS	\$ 1,693,674	\$ 1,817,219	\$ 1,457,939
TRANSFER CHARGES FROM O&M	\$ 247,171	\$ 205,699	\$ 126,873
<b>TOTAL</b>	<b>\$ 8,978,599</b>	<b>\$ 8,914,321</b>	<b>\$ 6,343,651</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, furniture and fixtures.

**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 BOCES.

## 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 2010-2011 proposed budget is approximately \$62,000 higher 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  
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## 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 2006-07*	Adult Education	
*Report received from SED 6/09	<u>SED Target</u>	<u>Questar III</u>
Educational Gain	41%	43.6%
Follow-up Outcomes (Pursuing Postsecondary Ed. or training)	76%	85.6%

### CAREER AND TECHNICAL EDUCATION (Questar III June 2008)

Questar III  
Count      Questar III  
Percentage

All Secondary CTE Programs		
Total Number Completed	334	
Completed and Passed Regents Exams		77%
Pass rate on the Technical Assessment		47%
Completed and Attained a HS Diploma or Equivalent		94%
Completed and Whose Status is Known	255	100%
Completed and Were Successfully Place*	225	88%**

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

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

### ALTERNATIVE EDUCATION (Questar III June 2009)

MS      ½ day      Full Day

Number of students who returned to a school district program			26
Number of students who remained in the BOCES program			26
Left the program and did not enter another district or BOCES (dropouts)			6
Received high school diplomas			13
Received high school equivalency diplomas		9	

### STUDENTS PROVIDED SPECIAL CLASS PROGRAMS

June 2009

Regents Diploma (regular)	4
Local Diploma	2
Individualized Education Program Diploma	10

### SPECIAL EDUCATION

Average Cost/

Class Enrollments	2008-2009	Program
6:1:1	187	\$43,936
6:1:2	12	\$45,137
4:1:2*	17	\$53,509
8:1:1	41	\$30,508
8:1:2	63	\$33,993
12:1:1	28	\$ 9,710

### PROFESSIONAL DEVELOPMENT 2008-2009

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.)	23	616		135	
Data Management and Analysis	3				
Integrating Technology into					
Curriculum and Instruction	23	569		57	9
Instructional Strategies	23	1691	61	432	365
Parent Training	7				25
Special Education Issues	29	733	38	103	87
Leadership Training	27	22	52		85
RSE-TASC (Formerly SETRC)	32	701	38	103	82
Other					

TECHNOLOGY SERVICES

BOCES provides technology services to district and BOCES staff and students

	Districts	Professionals Teachers Administrators	Students	Other
Distance Learning	2	16	87	
Computer/Audio Visual Repair				
Library Automations/Software	6	4077	7326	
LAN Installation/Support				
Distributed Process Technicians				
Guidance Information				
Administrative Computer Services				
Administrative Training				

# Boards of Education and Superintendents

## RENSSELAER COUNTY

### **Averill Park CSD**

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

#### **Board of Education**

Bonesteel, Mr Neil - Board President  
Foster, Mr Chris - Board Member  
Glasser, Ms Jennie - Board Member  
Schaefer, Mr Peter - Board Member  
Tater, Ms Pamela - Board Member  
Valente, Mr Steve - Board Member  
Zweig, Ms Jessica - Board Member  
Radley, Ms Susan - Board Clerk

### **Berlin CSD**

Gregory, Ms Charlotte - Interim Superintendent

#### **Board of Education**

Zwack, Mr Frank - Board President  
Morelli, Mr Thomas - Board Vice-President  
Goodermote, Ms Gina - Board Member  
Greene, Mr John - 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**

Daley, Mr Paul - Board President  
Fox, Ms. Christina - Board Member  
Doyle, Ms Mary Ann - Board Member  
Galipeau, Mr Darren - Board Member  
Matthews, Mr Ryan - Board Member  
McGrath, Ms Kathleen - Board Member  
Meehan, Mr Jamie - Board Member  
Wade, Mr Matthew - Board Member  
Zagursky, Ms Karen - Board Member  
Lathrop, Ms Gail - District Clerk

### **East Greenbush CSD**

Nagle, Dr Angela - Superintendent  
Bowman, Ms Michele - Assistant Superintendent  
Edson, Mr Lawrence - Assistant Superintendent  
Summer, Kitty Ms - Assistant Superintendent

#### **Board of Education**

Graziano, Ms Catherine - Board President  
Angelo, Mr Michael - Board Member  
Curran, Ms Karen - Board Member  
Dobert Burke, Ms Julie - Board Member  
Hammill, Mr Richard - Board Member  
Hart, Ms JoAnn - Board Member  
LeClair, Ms Michelle - Board Member  
Mann, Mr Mark - Board Member  
Taylor, Ms JoAnn - Board Member  
Mead, Ms Deborah - Board Clerk



**Hoosic Valley CSD**

Kelley, Mr Douglas - Superintendent

**Board of Education**

Houston, Ms Karen - Board President  
Bennett, Mr Ryan – 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  
Stannard-Carlo, Ms Carolyn – Board Member  
Tesman, Mr Todd - Board Member  
Galarneau, 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  
Mausert, Mr Ryerson – 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 – Board President  
Bristol, Ms Kelley – Board Member  
Farrell, Ms Susan - Board Member  
Gamble, Ms Karlene - Board Member  
Higgitt, Mr PJ - Board Member  
McDonough, Mr Edward – Board Member  
Shover, Mr Jason – Board Member  
Broderick, Ms Theresa - Board Clerk

**North Greenbush Common SD**

Padalino, Mr Joseph - Superintendent

**Board of Education**

O'Connell, Ms Susan - Board President  
Hennessy, Ms Jennifer - Board Vice-President  
Hunter, Mr David – 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**

Fleck, Mr Andrew - Board President  
Megna, Ms Susan - Board Vice-President  
Flood, Mr Ken – Board Member  
Hendrick, Mr Seth - Board Member  
Hiser, Mr Michael – Board Member  
Puccio, Mr Paul - Board Member  
Underwood, Ms Linda – 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

**Board of Education**

Mayo, Mr Thomas - Board President  
Wager-Rounds, Ms Anne – Board Vice-President  
Adams, Ms Mary Ellen - Board Member  
Clinton, Ms Ilene – Board Member  
Harvin, Ms Carol - Board Member  
Marro-Giroux, Ms Mary – Board Member  
Schofield, Mr Jason – Board Member  
Scully, Ms Stephanie - Board Member  
Walsh, Ms Martha – Board Member  
Bruno, Ms Mary Beth - 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**

Nuciforo, Ms Cheryl – Superintendent

**Board of Education**

Wapner, Dr John - Board President  
MacFarlane, Ms Elizabeth - Board Vice-President  
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  
Coons, Mr Donald - Board Member  
DelPozzo, Mr Ralph - Board Member  
Forman, Mr David - Board Member  
Pelletier, Ms Suzanne - Board Member  
Repko, Ms Teresa - Board Member  
Smith, Ms Cynthia - Board Member  
Griffin, Ms Linda - Board Clerk

**Hudson City SD**

Howe, Mr Jack - Superintendent  
Suttmeier, Ms Maria - Assistant Superintendent

**Board of Education**

Meister, Mr Emil - Board President  
Otty, Mr Jeffrey - Board Vice-President  
Abitabile, Ms Patricia - Board Member  
Daly, Ms Mary - Board Member  
Fout, Ms Elizabeth – Board Member  
Mabb, Mr John J - Board Member  
Meyer, 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  
Antalek, Mr John – Board Member  
Bagnato, Mr Gary - Board Member  
Harsen, Mr Edward - Board Member  
Naramore, Mr Bruce – 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**

Wood, Ms Monique - Board President  
Sowalski, Mr Raymond - Board Vice-President  
Bingham, Ms Tracy – Board Member  
Downey-Luhrmann, Ms Susan - Board Member  
Gavrity, Ms JoAnn - Board Member  
Lambert, Mr Timothy - Board Member  
Smith, Mr Timothy - Board Member  
Giangrossi, Ms Krista - Board Clerk

**Taconic Hills CSD**

Sposato, Dr Mark - Superintendent  
Gardner, Ms Sandra - Director of Instruction & Staff Development

**Board of Education**

Morales, Mr Ronald - Board President  
Lagonia, Jr., Mr George - Board Vice-President  
Bailey, Mr Frank T - Board Member  
Campbell, Mr Clifford – Board Member  
Decker, Mr Scott – 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**

Kusminsky, Ms Susan - Board President  
Alfeld, Mr William - Board Member  
Clappin, Ms Beatrice – Board Member  
Criswell, Mr Robert – Board Member  
Hunt, Mr Timothy – Board Member  
Koerner-Fox, Mr Greg - Board Member  
Kohrs, Mr Carl - 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**

Griffin, Mr Randall - Board President

Haas, Ms Karen - Board Member

Allen, Mr Kevin – Board Member

Bulich, Mr Michael - Board Member

Cotton, Ms Beverly – Board Member

Jones, Mr Andrew – Board Member

Leibowitz, Mr Matthew - Board Member

Osswald, Ms Jennifer – 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