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

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<tr>
<th>EXPENDITURE CATEGORY</th>
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<th>ADJUSTED BUDGET 2009/10</th>
<th>PROPOSED BUDGET 2010/11</th>
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<td><strong>61,283,163</strong></td>
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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.

<table>
<thead>
<tr>
<th>CENTRAL ADMINISTRATION</th>
<th>ACTUAL EXPENSES 2008/09</th>
<th>ADJUSTED BUDGET 2009/10</th>
<th>PROPOSED BUDGET 2010/11</th>
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<td>TRANSFER CHARGES FROM OPERATIONS &amp; MAINT</td>
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<td>TOTAL</td>
<td>$3,431,267</td>
<td>$3,827,613</td>
<td>$3,980,195</td>
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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:**

- *District Superintendent Salary*: $43,499
- *Federal Insurance Corporation of America*: $9,002

**BOCES portion of salary and fringe:**

- *District Superintendent Salary*: $120,662
- *New York State Teacher Retirement*: $13,876
- *Disability Insurance*: $744
- *Health & Dental Insurance Less Employee Contribution*: $17,713
- *Workers’ Compensation Insurance*: $1,810
- *Unemployment Insurance*: $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.

<table>
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<th>2008-2009</th>
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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.

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<th>CAREER &amp; TECHNICAL EDUCATION</th>
<th>ACTUAL EXPENSES 2008/09</th>
<th>ADJUSTED BUDGET 2009/10</th>
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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.

<table>
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<td>SUPPLIES &amp; MATERIALS</td>
<td>$179,597</td>
<td>$239,123</td>
<td>$171,788</td>
</tr>
<tr>
<td>CONTRACTUAL SERVICES</td>
<td>$176,119</td>
<td>$761,577</td>
<td>$406,340</td>
</tr>
<tr>
<td>PROFESSIONAL SERVICE CONTRACTS</td>
<td>$60,081</td>
<td>$79,790</td>
<td>$96,600</td>
</tr>
<tr>
<td>PAYMENTS TO SCHOOLS DISTRICTS &amp; OTHER BOCES</td>
<td>$3,357,774</td>
<td>$3,523,978</td>
<td>$3,629,700</td>
</tr>
<tr>
<td>EMPLOYEE FRINGE BENEFITS</td>
<td>$4,637,057</td>
<td>$4,327,719</td>
<td>$4,708,523</td>
</tr>
<tr>
<td>TRANSFER CHARGES FROM OPERATIONS &amp; MAINT</td>
<td>$529,200</td>
<td>$641,371</td>
<td>$667,614</td>
</tr>
<tr>
<td>TRANSFER CHARGES FROM OTHER SERVICES</td>
<td>$828,259</td>
<td>$822,878</td>
<td>$704,147</td>
</tr>
<tr>
<td>TRANSFER CREDITS</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$18,715,588</td>
<td>$19,519,258</td>
<td>$19,592,110</td>
</tr>
</tbody>
</table>

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.

<table>
<thead>
<tr>
<th>ITINERANT SERVICES</th>
<th>ACTUAL EXPENSES 2008/09</th>
<th>ADJUSTED BUDGET 2009/10</th>
<th>PROPOSED BUDGET 2010/11</th>
</tr>
</thead>
<tbody>
<tr>
<td>INSTRUCTIONAL SALARIES</td>
<td>$ 602,783</td>
<td>$ 668,603</td>
<td>$ 705,218</td>
</tr>
<tr>
<td>NON-INSTRUCTIONAL SALARIES</td>
<td>$ 144,951</td>
<td>$ 212,313</td>
<td>$ 237,970</td>
</tr>
<tr>
<td>EQUIPMENT</td>
<td>$ 5,195</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>SUPPLIES &amp; MATERIALS</td>
<td>$ 744</td>
<td>$ 4,764</td>
<td>$ 2,855</td>
</tr>
<tr>
<td>CONTRACTUAL SERVICES</td>
<td>$ 25,331</td>
<td>$ 71,456</td>
<td>$ 54,200</td>
</tr>
<tr>
<td>PAYMENTS TO SCHOOLS DISTRICTS &amp; OTHER BOCES</td>
<td>$ 146,527</td>
<td>$ 164,969</td>
<td>$ 169,923</td>
</tr>
<tr>
<td>EMPLOYEE FRINGE BENEFITS</td>
<td>$ 330,523</td>
<td>$ 369,381</td>
<td>$ 419,408</td>
</tr>
<tr>
<td>TRANSFER CHARGES FROM OTHER SERVICES</td>
<td>$ 24,457</td>
<td>$ 22,369</td>
<td>$ 19,760</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$ 1,280,511</td>
<td>$ 1,513,855</td>
<td>$ 1,609,334</td>
</tr>
</tbody>
</table>

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.

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

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.
### 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.

<table>
<thead>
<tr>
<th>INSTRUCTIONAL SUPPORT</th>
<th>ACTUAL EXPENSES 2008/09</th>
<th>ADJUSTED BUDGET 2009/10</th>
<th>PROPOSED BUDGET 2010/11</th>
</tr>
</thead>
<tbody>
<tr>
<td>INSTRUCTIONAL SALARIES</td>
<td>$ 999,683</td>
<td>$ 805,659</td>
<td>$ 925,222</td>
</tr>
<tr>
<td>NON- INSTRUCTIONAL SALARIES</td>
<td>$ 507,474</td>
<td>$ 492,690</td>
<td>$ 496,555</td>
</tr>
<tr>
<td>EQUIPMENT</td>
<td>$ 1,665,201</td>
<td>$ 1,723,043</td>
<td>$ 1,654,350</td>
</tr>
<tr>
<td>SUPPLIES &amp; MATERIALS</td>
<td>$ 65,538</td>
<td>$ 85,441</td>
<td>$ 54,578</td>
</tr>
<tr>
<td>CONTRACTUAL SERVICES</td>
<td>$ 447,660</td>
<td>$ 466,724</td>
<td>$ 386,562</td>
</tr>
<tr>
<td>PROFESSIONAL SERVICE CONTRACTS</td>
<td>$ 155,873</td>
<td>$ 213,427</td>
<td>$ 149,584</td>
</tr>
<tr>
<td>PAYMENTS TO SCHOOLS DISTRICTS &amp; OTHER BOCES</td>
<td>$ 527,151</td>
<td>$ 786,375</td>
<td>$ 810,073</td>
</tr>
<tr>
<td>EMPLOYEE FRINGE BENEFITS</td>
<td>$ 595,438</td>
<td>$ 534,321</td>
<td>$ 575,195</td>
</tr>
<tr>
<td>TRANSFER CHARGES FROM OPERATIONS &amp; MAINT</td>
<td>$ 58,667</td>
<td>$ 92,078</td>
<td>$ 113,787</td>
</tr>
<tr>
<td>TRANSFER CHARGES FROM OTHER SERVICES</td>
<td>$ 57,775</td>
<td>$ 55,898</td>
<td>$ 80,242</td>
</tr>
<tr>
<td>TRANSFER CREDITS</td>
<td>($428,064)</td>
<td>($320,720)</td>
<td>($335,570)</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$4,652,395</td>
<td>$4,934,935</td>
<td>$4,910,578</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DISTRICT SERVICES</th>
<th>ACTUAL EXPENSES 2008/09</th>
<th>ADJUSTED BUDGET 2009/10</th>
<th>PROPOSED BUDGET 2010/11</th>
</tr>
</thead>
<tbody>
<tr>
<td>INSTRUCTIONAL SALARIES</td>
<td>$ 598,842</td>
<td>$ 813,920</td>
<td>$ 582,977</td>
</tr>
<tr>
<td>NON- INSTRUCTIONAL SALARIES</td>
<td>$ 1,012,845</td>
<td>$ 1,266,936</td>
<td>$ 1,648,148</td>
</tr>
<tr>
<td>EQUIPMENT</td>
<td>$ 39,263</td>
<td>$ 101,390</td>
<td>$ 59,400</td>
</tr>
<tr>
<td>SUPPLIES &amp; MATERIALS</td>
<td>$ 300,698</td>
<td>$ 332,250</td>
<td>$ 372,215</td>
</tr>
<tr>
<td>CONTRACTUAL SERVICES</td>
<td>$ 419,160</td>
<td>$ 596,672</td>
<td>$ 623,807</td>
</tr>
<tr>
<td>PROFESSIONAL SERVICE CONTRACTS</td>
<td>$ 196,520</td>
<td>$ 424,392</td>
<td>$ 293,298</td>
</tr>
<tr>
<td>PAYMENTS TO SCHOOLS DISTRICTS &amp; OTHER BOCES</td>
<td>$ 3,320,692</td>
<td>$ 3,531,268</td>
<td>$ 3,631,968</td>
</tr>
<tr>
<td>EMPLOYEE FRINGE BENEFITS</td>
<td>$ 661,484</td>
<td>$ 809,598</td>
<td>$ 961,471</td>
</tr>
<tr>
<td>TRANSFER CHARGES FROM OPERATIONS &amp; MAINT</td>
<td>$ 110,965</td>
<td>$ 127,282</td>
<td>$ 98,902</td>
</tr>
<tr>
<td>TRANSFER CHARGES FROM OTHER SERVICES</td>
<td>$ 244,436</td>
<td>$ 217,886</td>
<td>$ 300,518</td>
</tr>
<tr>
<td>TRANSFER CREDITS</td>
<td>($255,169)</td>
<td>($273,810)</td>
<td>($320,916)</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$6,649,735</td>
<td>$7,947,785</td>
<td>$8,251,788</td>
</tr>
</tbody>
</table>
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.

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

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
T: 518.477.8771
F: 518.477.9833
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.

<table>
<thead>
<tr>
<th>Program Year 2006-07*</th>
<th>Adult Education</th>
<th>Questar III</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SED Target</td>
<td>Questar III</td>
</tr>
<tr>
<td>Educational Gain</td>
<td>41%</td>
<td>43.6%</td>
</tr>
<tr>
<td>Follow-up Outcomes</td>
<td>76%</td>
<td>85.6%</td>
</tr>
</tbody>
</table>

(Pursuing Postsecondary Ed. or training)

CAREER AND TECHNICAL EDUCATION (Questar III June 2008)

<table>
<thead>
<tr>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>255</td>
<td>100%</td>
</tr>
</tbody>
</table>

| Complete and Whose Status is Known* | 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)

<table>
<thead>
<tr>
<th>MS</th>
<th>½ day</th>
<th>Full Day</th>
</tr>
</thead>
<tbody>
<tr>
<td>26</td>
<td>26</td>
<td></td>
</tr>
</tbody>
</table>

| 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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>187</td>
<td>12</td>
<td>17</td>
<td>41</td>
<td>63</td>
<td>28</td>
</tr>
<tr>
<td>$43,936</td>
<td>$45,137</td>
<td>$53,509</td>
<td>$30,508</td>
<td>$33,993</td>
<td>$9,710</td>
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</table>

PROFESSIONAL DEVELOPMENT 2008-2009

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

<table>
<thead>
<tr>
<th>Number of Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Learning Standards (ELS, MST etc.)</td>
</tr>
<tr>
<td>Data Management and Analysis</td>
</tr>
<tr>
<td>Integrating Technology into Curriculum and Instruction</td>
</tr>
<tr>
<td>Instructional Strategies</td>
</tr>
<tr>
<td>Parent Training</td>
</tr>
<tr>
<td>Special Education Issues</td>
</tr>
<tr>
<td>Leadership Training</td>
</tr>
<tr>
<td>RSE-TASC (Formerly SETRC)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other</th>
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<tbody>
<tr>
<td>23</td>
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<tr>
<td>3</td>
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<tr>
<td>23</td>
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<tr>
<td>23</td>
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<td>27</td>
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<tr>
<td>32</td>
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</table>

<table>
<thead>
<tr>
<th>Other</th>
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</thead>
<tbody>
<tr>
<td>7</td>
</tr>
<tr>
<td>87</td>
</tr>
<tr>
<td>85</td>
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<tr>
<td>82</td>
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</tbody>
</table>
TECHNOLOGY SERVICES
BOCES provides technology services to district and BOCES staff and students

<table>
<thead>
<tr>
<th>Service</th>
<th>Districts</th>
<th>Professionals Teachers Administrators</th>
<th>Students</th>
<th>Other</th>
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</thead>
<tbody>
<tr>
<td>Distance Learning</td>
<td>2</td>
<td>16</td>
<td>87</td>
<td></td>
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<tr>
<td>Computer/Audio Visual Repair</td>
<td></td>
<td></td>
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<tr>
<td>Library Automations/Software</td>
<td>6</td>
<td>4077</td>
<td>7326</td>
<td></td>
</tr>
<tr>
<td>LAN Installation/Support</td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>Distributed Process Technicians</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Guidance Information</td>
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<td></td>
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<tr>
<td>Administrative Computer Services</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Administrative Training</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
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
Speth, 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
Fuccio, 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
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
Otto, 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
Hansen, 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-Luhmann, Ms Susan - Board Member
Gavirty, 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
McCorm, Mr Donald - Board Member
McCorm, 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
Kaminskis, 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