

# QUEST R III

## **Tentative Budget 2011-2012**





March 22, 2011

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 6 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.

A handwritten signature in black ink, appearing to read "Robert H. Gibson".

Robert H. Gibson  
President  
Questar III BOCES

## Table of Contents

Page

|                                            |    |
|--------------------------------------------|----|
| ❖ Executive Summary                        | 1  |
| ❖ BOCES Overview                           | 3  |
| ❖ How Questar III Operates                 | 3  |
| ❖ How Districts Purchase Services          | 4  |
| ❖ Paying for BOCES Services                | 4  |
| ❖ Budget History                           | 4  |
| ❖ Questar III Budget Philosophy            | 5  |
| ❖ Proposed 2011-2012 Administrative Budget | 5  |
| ❖ Impact of Administrative Budget          | 7  |
| ❖ Annual Meeting and Budget Vote           | 7  |
| ❖ Rent and Capital Budget                  | 7  |
| ❖ Program Budgets                          | 8  |
| ❖ Career and Technical Education           | 8  |
| ❖ Special Education                        | 10 |
| ❖ Itinerant Services                       | 12 |
| ❖ General Education                        | 12 |
| ❖ Instructional Support                    | 13 |
| ❖ District Services                        | 15 |
| ❖ Special Aid                              | 16 |
| ❖ Explanation of Budget Line Items         | 17 |
| ❖ Questions and Answers                    | 19 |
| ❖ Boards of Education and Superintendents  | 20 |

## **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 2011-2012 is \$4,118,053, which is \$137,858 more than the current year's budget (only \$10,494 of the increased budget will be absorbed by our component school districts). 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 4.46 percent to an increase of 11.87 percent.

By law, the 22 Boards of Education within Questar III will vote on the BOCES administrative budget on the same day, April 26. 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 2011-2012 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               |
|                                             | 2009/10              | 2010/11              | 2011/12              |
| INSTRUCTIONAL SALARIES                      | \$ 17,252,061        | \$ 16,097,527        | \$ 16,884,367        |
| NON-INSTRUCTIONAL SALARIES                  | \$ 6,007,513         | \$ 6,335,478         | \$ 5,931,433         |
| EQUIPMENT                                   | \$ 1,908,944         | \$ 2,332,971         | \$ 1,946,085         |
| SUPPLIES & MATERIALS                        | \$ 1,139,338         | \$ 1,693,808         | \$ 1,431,128         |
| CONTRACTUAL SERVICES                        | \$ 2,972,152         | \$ 3,459,540         | \$ 2,943,438         |
| PROFESSIONAL SERVICE CONTRACTS              | \$ 1,352,554         | \$ 1,374,455         | \$ 1,266,039         |
| RENTAL OF FACILITIES                        | \$ 1,157,498         | \$ 1,281,805         | \$ 1,361,596         |
| PAYMENTS TO SCHOOLS DISTRICTS & OTHER BOCES | \$ 8,410,663         | \$ 8,840,688         | \$ 8,820,031         |
| EMPLOYEE FRINGE BENEFITS                    | \$ 11,559,836        | \$ 10,738,891        | \$ 11,557,310        |
| POST RETIREMENT BENEFITS                    | \$ 1,227,750         | \$ 1,318,750         | \$ 1,390,000         |
| TRANSFER TO CAPITAL                         | \$ 579,789           | \$ 579,789           | \$ 579,789           |
| TRANSFER CHARGES FROM OPERATIONS & MAINT    | \$ 2,268,946         | \$ 2,471,713         | \$ 2,322,275         |
| TRANSFER CHARGES FROM OTHER SERVICES        | \$ 13,805,271        | \$ 10,627,311        | \$ 9,735,193         |
| TRANSFER CREDITS                            | \$ (12,359,681)      | \$ (9,140,957)       | \$ (8,212,895)       |
| <b>TOTAL</b>                                | <b>\$ 57,282,635</b> | <b>\$ 58,011,768</b> | <b>\$ 57,865,789</b> |

| EXPENDITURE CATEGORY         | ACTUAL               | ADJUSTED             | PROPOSED             |
|------------------------------|----------------------|----------------------|----------------------|
|                              | EXPENDITURES         | BUDGET               | BUDGET               |
|                              | 2009/10              | 2010/11              | 2011/12              |
| CENTRAL ADMINISTRATION       | \$ 3,649,796         | \$ 4,099,343         | \$ 4,118,053         |
| CAPITAL (RENTS AND LEASES)   | \$ 1,606,309         | \$ 1,771,886         | \$ 1,859,689         |
| CAREER & TECHNICAL EDUCATION | \$ 7,190,932         | \$ 7,775,674         | \$ 8,427,754         |
| SPECIAL EDUCATION            | \$ 18,039,833        | \$ 19,421,351        | \$ 19,239,848        |
| ITINERANT SERVICES           | \$ 1,407,347         | \$ 1,322,143         | \$ 1,692,723         |
| GENERAL EDUCATION            | \$ 5,483,971         | \$ 4,499,790         | \$ 4,658,144         |
| INSTRUCTIONAL SUPPORT        | \$ 4,709,668         | \$ 4,866,717         | \$ 4,558,629         |
| DISTRICT SUPPORT             | \$ 7,000,791         | \$ 8,594,584         | \$ 8,054,569         |
| SPECIAL AID FUND             | \$ 8,193,989         | \$ 5,660,279         | \$ 5,256,380         |
| <b>TOTAL</b>                 | <b>\$ 57,282,635</b> | <b>\$ 58,011,768</b> | <b>\$ 57,865,789</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.

At a special meeting held on March 16, Questar III's Board of Education unanimously voted to reinstate James N. Baldwin as district superintendent – a position he held from February 2002 to October 2010. The board moved to reinstate Baldwin to his former leadership position after learning he was interested in returning to Questar III.

Baldwin will return to Questar III as soon as he completes an assignment from the Commissioner and the Board of Regents to provide interim leadership as Deputy Commissioner for Higher Education. In the meantime, L. Jeffrey Baltes will continue to serve as chief operating officer and Charles Detrick will serve as interim district superintendent until Baldwin returns to Questar III.

## **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 90 percent of the BOCES general fund 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 to districts based on a state approved formula. BOCES aid for Questar III districts range from 36 to 78 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 to each district that participated in the service.

## **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 millions in administrative expenses from the agency's administration and program budgets. These cost containment efforts continued under the current leadership team.

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 2011-2012 Administrative Budget**

Questar III's proposed administrative budget for 2011-2012 of \$4,118,053, which is \$137,858 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.

This budget also includes supports a new multi-BOCES initiative which will develop a regional human resource database to assist with negotiating labor contracts effectively.

| CENTRAL ADMINISTRATION                      | ACTUAL              | ADJUSTED            | PROPOSED            |
|---------------------------------------------|---------------------|---------------------|---------------------|
|                                             | EXPENSES            | BUDGET              | BUDGET              |
|                                             | 2009/10             | 2010/11             | 2011/12             |
| INSTRUCTIONAL SALARIES                      | \$ 214,399          | \$ 268,259          | \$ 222,683          |
| NON-INSTRUCTIONAL SALARIES                  | \$ 795,348          | \$ 735,350          | \$ 755,925          |
| EQUIPMENT                                   | \$ 3,230            | \$ 6,500            | \$ 10,000           |
| SUPPLIES & MATERIALS                        | \$ 45,505           | \$ 76,121           | \$ 65,100           |
| CONTRACTUAL SERVICES                        | \$ 97,555           | \$ 151,573          | \$ 166,407          |
| PROFESSIONAL SERVICE CONTRACTS              | \$ 206,682          | \$ 419,829          | \$ 417,500          |
| PAYMENTS TO SCHOOLS DISTRICTS & OTHER BOCES | \$ -                | \$ 2,500            | \$ 39,000           |
| EMPLOYEE FRINGE BENEFITS                    | \$ 449,469          | \$ 449,412          | \$ 446,029          |
| POST RETIREMENT BENEFITS                    | \$ 1,227,750        | \$ 1,318,750        | \$ 1,390,000        |
| TRANSFER CHARGES FROM OPERATIONS & MAINT    | \$ 75,975           | \$ 93,392           | \$ 61,457           |
| TRANSFER CHARGES FROM OTHER SERVICES        | \$ 533,883          | \$ 577,657          | \$ 543,952          |
| <b>TOTAL</b>                                | <b>\$ 3,649,796</b> | <b>\$ 4,099,343</b> | <b>\$ 4,118,053</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> | \$ 8,170  |

**BOCES portion of salary and fringe:**

|                                                                 |           |
|-----------------------------------------------------------------|-----------|
| <i>District Superintendent Salary</i>                           | \$128,625 |
| <i>New York State Teacher Retirement</i>                        | \$ 16,721 |
| <i>Disability Insurance</i>                                     | \$ 1,286  |
| <i>Health &amp; Dental Insurance Less Employee Contribution</i> | \$ 20,080 |
| <i>Workers' Compensation Insurance</i>                          | \$ 1,929  |
| <i>Unemployment Insurance</i>                                   | \$ 1,929  |

As chief operating officer, L. Jeffrey Baltes is not eligible for the New York State portion of salary and fringe benefits because he cannot perform duties as the Commissioner's representative. Additionally, as a retired superintendent from Coxsackie-Athens CSD, Questar III does not pay for any retirement or health/dental insurance for Baltes.

## 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 4.46 percent to an increase of 11.87 percent.

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 33.75 percent of the administrative budget pays for retiree benefits.

## Annual Meeting and Budget Vote

By law, the 22 Boards of Education within Questar III will vote on the BOCES administrative budget on the same day, April 26. 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 6, 2011 at its Conference Center in Castleton.

Questar III's proposed 2011-2012 administrative budget is \$4,118,053. The proposed 2011-2012 administrative budget is approximately \$15,508 above a contingency budget of \$4,102,545.

## Rent and Capital Budget

There is 4.96 percent increase in the rent/capital budget for next year.

|                    |             |
|--------------------|-------------|
| 2010 – 2011 Budget | \$1,771,886 |
| 2011 – 2012 Budget | \$1,859,689 |
| Dollar increase    | \$87,803    |
| Percent increase   | 4.96%       |

|                     | <u>2009-2010</u> | <u>2010-2011</u> | <u>2011-2012</u> |
|---------------------|------------------|------------------|------------------|
| Rents to School     | \$655,800        | \$624,097        | \$752,900        |
| Rent to Other       | \$536,297        | \$568,000        | \$527,000        |
| Transfer to Capital | \$579,789        | \$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. Last year, Questar III signed a lease agreement with Averill Park for the George Washington School, an academy serving special education students. Questar III is also negotiating a new lease with Catskill.

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

As our two educational centers age, Questar III needs to replace or substantially renovate the Rensselaer Educational Center in Troy and the Columbia-Greene Educational Center in Hudson.

Questar III is also looking at new space at the Greene Business Technology Park to house some new CTE programs. We are also designing new Academy space at Catskill High School for Greene County's special education population.

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.

## **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 most 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.

|                                             | ACTUAL<br>EXPENSES<br>2009/10 | ADJUSTED<br>BUDGET<br>2010/11 | PROPOSED<br>BUDGET<br>2011/12 |
|---------------------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <b>CAREER &amp; TECHNICAL EDUCATION</b>     |                               |                               |                               |
| INSTRUCTIONAL SALARIES                      | \$ 3,354,156                  | \$ 3,000,174                  | \$ 3,145,371                  |
| NON-INSTRUCTIONAL SALARIES                  | \$ 482,146                    | \$ 482,084                    | \$ 560,624                    |
| EQUIPMENT                                   | \$ 71,403                     | \$ 179,176                    | \$ 261,710                    |
| SUPPLIES & MATERIALS                        | \$ 271,494                    | \$ 503,990                    | \$ 426,195                    |
| CONTRACTUAL SERVICES                        | \$ 476,834                    | \$ 698,312                    | \$ 803,456                    |
| PROFESSIONAL SERVICE CONTRACTS              | \$ 32,485                     | \$ 134,912                    | \$ 118,075                    |
| PAYMENTS TO SCHOOLS DISTRICTS & OTHER BOCES | \$ 183,193                    | \$ 193,599                    | \$ 136,674                    |
| EMPLOYEE FRINGE BENEFITS                    | \$ 1,987,090                  | \$ 1,738,025                  | \$ 2,096,416                  |
| TRANSFER CHARGES FROM OPERATIONS & MAINT    | \$ 602,534                    | \$ 1,000,240                  | \$ 1,017,540                  |
| TRANSFER CHARGES FROM OTHER SERVICES        | \$ 437,597                    | \$ 440,003                    | \$ 404,653                    |
| TRANSFER CREDITS                            | \$ (708,000)                  | \$ (594,840)                  | \$ (542,960)                  |
| <b>TOTAL</b>                                | <b>\$ 7,190,932</b>           | <b>\$ 7,775,674</b>           | <b>\$ 8,427,754</b>           |

Next year's budget combines Tech Valley High School and CTE rates in the five-year average. This was done at the request of component school superintendents.

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.

Questar III has proposed three new CTE programs for next year – Aviation Maintenance Technology, The Clean & Green: Tech Valley Career Program and Health and Emergency Medical Careers. The organization is also looking at the elimination of two to three programs, including high school LPN (the adult program will continue) and Business Information Systems.

In recent years, 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 have once again convened a joint meeting of superintendents, counselors, and high school principals to initiate a more thorough intake and placement process. This enables 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. Questar III has implemented a Work Based Learning program, or structured work-related learning experiences. This includes job shadowing, internships and service learning projects. Whether it's learning how to fly at Columbia County Airport or preparing food with the governor's executive chef, our students learn by working alongside professionals in the field.

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.

## **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.

In recent years, 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 needs. The organization signed a five-year lease with the Averill Park Central School District to locate a special education academy on the George Washington campus in Troy.

The school gives Questar III a chance to serve students who would otherwise be placed into private setting or one not connected to the public school system. The school serves students ages 5 to 13 with significant educational needs that require a high staff to student ratio in a self-contained academy setting.

The Centers for Disease Control estimates that 1 in 110 children in the United States is diagnosed with an autism spectrum disorder (ASD) – a group of developmental disabilities that can cause significant social, communication and behavioral challenges. Locally, Questar III is responding to this urgent national public health concern by expanding its services to children diagnosed with autism. While many students with autism can be placed in a number of Questar III special education classrooms, a new program for higher functioning students is set to launch at Rensselaer City this fall. The new Spectrum Program will provide students on the autism spectrum with opportunities to work towards achieving a Regents high School diploma while strengthening their social and emotional skills.

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. Starting this fall, Questar III will lease space at Catskill High School for several special education classrooms.

Questar III is increasing its focus on curriculum development and literacy and numeracy in the delivery of special education. Next year's budget includes an additional literacy specialist. Questar III is also reconfiguring class ratios from 6:1:1 to 6:1:2. 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.

|                                             | ACTUAL<br>EXPENSES<br>2009/10 | ADJUSTED<br>BUDGET<br>2010/11 | PROPOSED<br>BUDGET<br>2011/12 |
|---------------------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <b>SPECIAL EDUCATION</b>                    |                               |                               |                               |
| INSTRUCTIONAL SALARIES                      | \$ 6,748,243                  | \$ 7,285,676                  | \$ 7,721,721                  |
| NON-INSTRUCTIONAL SALARIES                  | \$ 1,480,931                  | \$ 1,844,533                  | \$ 1,725,101                  |
| EQUIPMENT                                   | \$ 108,530                    | \$ 129,087                    | \$ 100,075                    |
| SUPPLIES & MATERIALS                        | \$ 246,685                    | \$ 238,363                    | \$ 157,238                    |
| CONTRACTUAL SERVICES                        | \$ 300,110                    | \$ 343,720                    | \$ 326,810                    |
| PROFESSIONAL SERVICE CONTRACTS              | \$ 65,756                     | \$ 96,343                     | \$ 93,150                     |
| PAYMENTS TO SCHOOLS DISTRICTS & OTHER BOCES | \$ 2,346,887                  | \$ 2,840,382                  | \$ 2,417,296                  |
| EMPLOYEE FRINGE BENEFITS                    | \$ 4,648,777                  | \$ 4,908,140                  | \$ 5,017,206                  |
| TRANSFER CHARGES FROM OPERATIONS & MAINT    | \$ 1,017,540                  | \$ 827,190                    | \$ 663,977                    |
| TRANSFER CHARGES FROM OTHER SERVICES        | \$ 12,028,981                 | \$ 8,734,656                  | \$ 8,020,871                  |
| <b>TOTAL</b>                                | <b>\$ 18,039,833</b>          | <b>\$ 19,421,351</b>          | <b>\$ 19,239,848</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 our onsite communications service. This year, eight 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<br>EXPENSES<br>2009/10 | ADJUSTED<br>BUDGET<br>2010/11 | PROPOSED<br>BUDGET<br>2011/12 |
|---------------------------------------------|-------------------------------|-------------------------------|-------------------------------|
| INSTRUCTIONAL SALARIES                      | \$ 653,754                    | \$ 605,461                    | \$ 859,871                    |
| NON-INSTRUCTIONAL SALARIES                  | \$ 226,127                    | \$ 201,691                    | \$ 218,835                    |
| EQUIPMENT                                   |                               |                               | \$ -                          |
| SUPPLIES & MATERIALS                        | \$ 2,497                      | \$ 3,304                      | \$ 1,650                      |
| CONTRACTUAL SERVICES                        | \$ 42,847                     | \$ 50,063                     | \$ 32,280                     |
| PAYMENTS TO SCHOOLS DISTRICTS & OTHER BOCES | \$ 128,122                    | \$ 140,057                    | \$ 131,971                    |
| EMPLOYEE FRINGE BENEFITS                    | \$ 335,189                    | \$ 303,237                    | \$ 430,996                    |
| TRANSFER CHARGES FROM OTHER SERVICES        | \$ 18,811                     | \$ 18,331                     | \$ 17,120                     |
| <b>TOTAL</b>                                | <b>\$ 1,407,347</b>           | <b>\$ 1,322,143</b>           | <b>\$ 1,692,723</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 no longer includes Tech Valley High School (this is now part of the five-year average with CTE billing).

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.

However, this year's alternative learning budget is running a deficit due to declining enrollment and the organization needs to downsize the program once again. As a result, Questar III is in discussions to restructure and create new online courses to serve this population of students.

### 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              | ADJUSTED            | PROPOSED            |
|---------------------------------------------|---------------------|---------------------|---------------------|
|                                             | EXPENSES            | BUDGET              | BUDGET              |
|                                             | 2009/10             | 2010/11             | 2011/12             |
| INSTRUCTIONAL SALARIES                      | \$ 1,860,827        | \$ 1,300,478        | \$ 1,236,815        |
| NON-INSTRUCTIONAL SALARIES                  | \$ 217,607          | \$ 111,799          | \$ 69,376           |
| EQUIPMENT                                   | \$ 63,932           | \$ 14,050           | \$ 6,500            |
| SUPPLIES & MATERIALS                        | \$ 49,370           | \$ 58,346           | \$ 50,511           |
| CONTRACTUAL SERVICES                        | \$ 57,274           | \$ 121,606          | \$ 43,090           |
| PROFESSIONAL SERVICE CONTRACTS              | \$ 247,601          | \$ 250,606          | \$ 226,113          |
| PAYMENTS TO SCHOOLS DISTRICTS & OTHER BOCES | \$ 1,368,235        | \$ 1,423,884        | \$ 1,761,475        |
| EMPLOYEE FRINGE BENEFITS                    | \$ 1,025,192        | \$ 627,758          | \$ 729,681          |
| TRANSFER CHARGES FROM OPERATIONS & MAINT    | \$ 115,803          | \$ 158,948          | \$ 160,777          |
| TRANSFER CHARGES FROM OTHER SERVICES        | \$ 516,621          | \$ 470,805          | \$ 373,806          |
| TRANSFER CREDITS                            | \$ (38,490)         | \$ (38,490)         |                     |
| <b>TOTAL</b>                                | <b>\$ 5,483,971</b> | <b>\$ 4,499,790</b> | <b>\$ 4,658,144</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.

| INSTRUCTIONAL SUPPORT                       | ACTUAL              | ADJUSTED            | PROPOSED            |
|---------------------------------------------|---------------------|---------------------|---------------------|
|                                             | EXPENSES            | BUDGET              | BUDGET              |
|                                             | 2009/10             | 2010/11             | 2011/12             |
| INSTRUCTIONAL SALARIES                      | \$ 881,816          | \$ 862,699          | \$ 934,191          |
| NON-INSTRUCTIONAL SALARIES                  | \$ 562,090          | \$ 465,886          | \$ 525,576          |
| EQUIPMENT                                   | \$ 1,585,365        | \$ 1,854,228        | \$ 1,453,100        |
| SUPPLIES & MATERIALS                        | \$ 89,855           | \$ 151,493          | \$ 119,400          |
| CONTRACTUAL SERVICES                        | \$ 503,680          | \$ 382,679          | \$ 417,466          |
| PROFESSIONAL SERVICE CONTRACTS              | \$ 195,939          | \$ 92,656           | \$ 86,700           |
| PAYMENTS TO SCHOOLS DISTRICTS & OTHER BOCES | \$ 528,817          | \$ 675,439          | \$ 541,851          |
| EMPLOYEE FRINGE BENEFITS                    | \$ 577,590          | \$ 547,563          | \$ 655,296          |
| TRANSFER CHARGES FROM OPERATIONS & MAINT    | \$ 105,221          | \$ 112,157          | \$ 90,264           |
| TRANSFER CHARGES FROM OTHER SERVICES        | \$ 78,426           | \$ 81,888           | \$ 67,785           |
| TRANSFER CREDITS                            | \$ (399,132)        | \$ (359,970)        | \$ (333,000)        |
| <b>TOTAL</b>                                | <b>\$ 4,709,668</b> | <b>\$ 4,866,717</b> | <b>\$ 4,558,629</b> |

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 provides 15 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. Service for next year was revamped based on input from school superintendents to include a three tiers of service. This ranges from collaborative grant development to coaching and “help desk” support to writing/editing grant proposals.

## 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.

| DISTRICT SERVICES                           | ACTUAL<br>EXPENSES<br>2009/10 | ADJUSTED<br>BUDGET<br>2010/11 | PROPOSED<br>BUDGET<br>2011/12 |
|---------------------------------------------|-------------------------------|-------------------------------|-------------------------------|
| INSTRUCTIONAL SALARIES                      | \$ 534,617                    | \$ 585,977                    | \$ 772,477                    |
| NON-INSTRUCTIONAL SALARIES                  | \$ 1,156,665                  | \$ 1,625,440                  | \$ 1,249,351                  |
| EQUIPMENT                                   | \$ 38,111                     | \$ 77,930                     | \$ 43,200                     |
| SUPPLIES & MATERIALS                        | \$ 257,543                    | \$ 418,105                    | \$ 402,205                    |
| CONTRACTUAL SERVICES                        | \$ 500,079                    | \$ 1,053,247                  | \$ 614,405                    |
| PROFESSIONAL SERVICE CONTRACTS              | \$ 203,212                    | \$ 289,311                    | \$ 273,010                    |
| PAYMENTS TO SCHOOLS DISTRICTS & OTHER BOCES | \$ 3,528,497                  | \$ 3,499,827                  | \$ 3,726,764                  |
| EMPLOYEE FRINGE BENEFITS                    | \$ 724,163                    | \$ 948,902                    | \$ 930,003                    |
| TRANSFER CHARGES FROM OPERATIONS & MAINT    | \$ 128,405                    | \$ 112,790                    | \$ 69,486                     |
| TRANSFER CHARGES FROM OTHER SERVICES        | \$ 190,952                    | \$ 303,970                    | \$ 307,006                    |
| TRANSFER CREDITS                            | \$ (261,453)                  | \$ (320,916)                  | \$ (333,338)                  |
| <b>TOTAL</b>                                | <b>\$ 7,000,791</b>           | <b>\$ 8,594,584</b>           | <b>\$ 8,054,569</b>           |

## Business Office Support

Questar III has developed a variety of services to support the increasingly complex school district business operations. We are currently involved in a number of business office support initiatives. We are investigating ways for school districts to share Business Office and Transportation staff.

Thanks to the Rensselaer-Columbia-Greene Health Insurance Trust, local school districts have successfully negotiated contract renewals with Blue Shield of Northeastern New York (BSNENY) below the national trend for the past five years. The Trust provides health benefits to more than 10,000 employees, retirees and dependents in 23 districts in a three-county region.

By pooling together resources, the Trust leverages great purchasing power to obtain lower premiums and to spread potential losses over a larger number of policyholders. Over the past several years, the Trust has worked proactively to contain health care costs by negotiating better pricing terms and implementing performance guarantees for vendors that put their fees at risk if they do not meet established performance standards.

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.

The State Aid & Financial Planning 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.

### **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. We are also investigating the possibility of sharing operations and maintenance staff.

### **Special Aid**

The Special Aid Fund represents anticipated funding for 22 programs. This includes state contracts and grants from the state and federal government. The proposed budget for next year of \$5,256,380 represents funding for Special Education Summer School, LPN program, Adult Education, Library programs, the Bilingual Education Training and Resource Center, the Puerto Rican and Hispanic Youth Leadership Institute and programs for Youth at Risk.

Funding for the Teacher Center ended last year after several years of uncertain funding. The Regional School Support Center (RSSC) and Career and Technical Education Resource Center (CTERC) also ended last year (2009-2010). The BETAC contract ends June 30, 2011 and funding for next year and beyond is uncertain.

| SPECIAL AID FUND                            | ACTUAL              | ADJUSTED            | PROPOSED            |
|---------------------------------------------|---------------------|---------------------|---------------------|
|                                             | EXPENSES            | BUDGET              | BUDGET              |
|                                             | 2009/10             | 2010/11             | 2011/12             |
| INSTRUCTIONAL SALARIES                      | \$ 3,004,250        | \$ 2,188,803        | \$ 1,991,238        |
| NON-INSTRUCTIONAL SALARIES                  | \$ 1,086,600        | \$ 868,696          | \$ 826,645          |
| EQUIPMENT                                   | \$ 38,373           | \$ 72,000           | \$ 71,500           |
| SUPPLIES & MATERIALS                        | \$ 176,389          | \$ 244,086          | \$ 208,829          |
| CONTRACTUAL SERVICES                        | \$ 993,773          | \$ 658,340          | \$ 539,524          |
| PROFESSIONAL SERVICE CONTRACTS              | \$ 400,879          | \$ 90,797           | \$ 51,491           |
| RENTAL OF FACILITIES                        | \$ 130,978          | \$ 89,708           | \$ 81,696           |
| PAYMENTS TO SCHOOLS DISTRICTS & OTHER BOCES | \$ 326,913          | \$ 65,000           | \$ 65,000           |
| FRINGE BENEFITS                             | \$ 1,812,365        | \$ 1,215,853        | \$ 1,251,683        |
| TRANSFER CHARGES FROM O&M                   | \$ 223,469          | \$ 166,996          | \$ 168,774          |
| <b>TOTAL</b>                                | <b>\$ 8,193,989</b> | <b>\$ 5,660,279</b> | <b>\$ 5,256,380</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 proposed administrative budget of \$4,118,053 is \$15,508 above a contingent budget amount of \$4,102,545.

### **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.

Our 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.

*For more information:*

### **Questar III**

10 Empire State Boulevard  
Castleton, New York 12033  
T: 518.477.8771  
F: 518.477.9833  
[www.questar.org](http://www.questar.org)

## **Boards of Education and Superintendents**

### **AVERILL PARK CENTRAL SCHOOL DISTRICT**

Ms. Josephine Moccia, Superintendent  
Mr. Neil Bonesteel, Board President  
Mr. Chris Foster, Board Member  
Ms. Jennie Glasser, Board Member  
Mr. Peter Schaefer, Board Member  
Mr. William Reinhardt, Board Member  
Ms. Pamela Tater, Board Member  
Ms. Jessica Zweig, Board Member  
Ms. Susan Radley, Board Clerk

### **BERKSHIRE UNION FREE SCHOOL DISTRICT**

Mr. James Gaudette, Superintendent  
Mr. Timothy Giacchetta, Board President  
Mr. Michael Brutsch, Board Member  
Mr. Donelle Hauser, Board Member  
Ms. Josephine Moccia, Board Member  
Dr. Jay Springer, Board Member  
Ms. Melissa Mudge, Board Clerk

### **BERLIN CENTRAL SCHOOL DISTRICT**

Mr. Brian Howard, Interim Superintendent  
Mr. John Greene, Board President  
Ms. Gina Goodermote, Board Member  
Ms. Elizabeth Miller, Board Member  
Mr. John Nash, Board Member  
Mr. Beverly Stewart, Board Member  
Mr. Alan Webster, Board Member  
Mr. Frank Zwack, Jr., Board Member  
Ms. Mary Grant, Board Clerk

### **BRUNSWICK CENTRAL SCHOOL DISTRICT**

Mr. Louis McIntosh, Superintendent  
Mr. Paul Daley, Board President  
Mr. Kyle Christiansen, Board Member  
Ms. Christine Fox, Board Vice-President  
Mr. Craig Gilbert, Board Member  
Mr. Ryan Matthews, Board Member  
Ms. Kathleen McGrath, Board Member  
Ms. Nancy Rheeman, Board Member  
Mr. Matthew Wade, Board Member  
Ms. Karen Zagursky, Board Member  
Ms. Gail Lathrop, Board Clerk

### **CAIRO-DURHAM CENTRAL SCHOOL DISTRICT**

Dr. Sally Sharkey, Superintendent  
Mr. Greg Koerner-Fox, Board President  
Mr. William Alfeld, Board Member  
Ms. Beatrice Clappin, Board Member

Mr. Robert Criswell, Board Member  
Mr. Timothy Hunt, Board Member  
Mr. Carl Kohrs, Vice President  
Ms. Susan Kusminsky, Board Member  
Mr. Thomas Plank, Board Member  
Ms. Patricia Ublacker, Board Member  
Ms. Barbara Agostinoni, Board Clerk

**CATSKILL CENTRAL SCHOOL DISTRICT**

Ms. Kathleen Farrell, Superintendent  
Mr. Andrew Jones, Board President  
Mr. Kevin Allen, Board Member  
Mr. Michael Bulich, Board Member  
Ms. Karen Haas, Board Member  
Mr. Matthew Leibowitz, Board Vice-President  
Mr. Matthew Leipman, Board Member  
Ms. Jennifer Osswald, Board Member  
Ms. Tracy Powell, Board Member  
Mr. Christopher Van Loan, Board Member  
Mr. Matthew McCoy, Board Clerk

**CHATHAM CENTRAL SCHOOL DISTRICT**

Ms. Cheryl Nuciforo, Superintendent  
Mr. John Wapner, Board President  
Mr. Michael Clark, Board Member  
Ms. Gail Day, Board Member  
Mr. Francis Iaconetti, Board Member  
Ms. Elizabeth MacFarlane, Board Vice-President  
Mr. James Marks, Board Member  
Mr. David O'Connor, Board Member  
Ms. Melony Spock, Board Member  
Mr. James Toteno, Board Member  
Ms. Debbie Pottenburgh, Board Clerk

**COXSACKIE-ATHENS CENTRAL SCHOOL DISTRICT**

Ms. Annemarie Barkman, Interim Superintendent  
Mr. Joseph Garland, Board President  
Mr. Joseph Cardinale, Board Member  
Mr. Mark Gerrain, Board Vice-President  
Ms. Maureen Hanse, Board Member  
Ms. Carrol Mercer, Board Member  
Mr. Stephen Oliveira, Board Member  
Mr. Michael Petramale, Board Member  
Ms. Beth Tailleux, Board Member  
Mr. Barton Wallace, Board Member  
Ms. Judith Zoller, Board Clerk

**EAST GREENBUSH CENTRAL SCHOOL DISTRICT**

Dr. Angela Nagle, Superintendent  
Dr. Michael Angelo, Board Member  
Ms. Michelle LeClair, Board President

Ms. Karen Curran, Board Member  
Ms. Julie Dobert Burke, Board Member  
Dr. Shay Harrison, Board Member  
Ms. Katherine Maciol, Board Member  
Mr. Mark Mann, Board Member  
Ms. JoAnn Taylor, Board Vice President  
Mr. Stewart Wagner, Board Member  
Ms. Deborah Mead, Board Clerk

**GERMANTOWN CENTRAL SCHOOL DISTRICT**

Mr. Patrick J. Gabriel Jr., Superintendent  
Ms. Lynn Clum, Board President  
Mr. Donald Coons, Board Member  
Mr. Ralph DelPozzo, Board Member  
Mr. David Forman, Board Member  
Mr. Eric Mortenson, Board Member  
Ms. Teresa Repko, Board Member  
Ms. Cynthia Smith, Board Member  
Ms. Linda Griffin, Board Clerk

**GREENVILLE CENTRAL SCHOOL DISTRICT**

Ms. Cheryl A. Dudley, Superintendent  
Mr. Wilton Bear Jr., Board President  
Ms. Ann Holstein, Board Member  
Mr. Gregory Lampman, Board Member  
Ms. Anne Mitchell, Board Vice-President  
Mr. Jason Reinhard, Board Member  
Ms. Rosanne Stapleton, Board Member  
Mr. Lawrence Tompkins, Board Member  
Ms. Jacqueline O'Halloran, Board Clerk

**HOOSIC VALLEY CENTRAL SCHOOL DISTRICT**

Mr. Douglas Kelley, Superintendent  
Ms. Karen Houston, Board President  
Mr. Ryan Bennett, Board Member  
Ms. Kimberly Connors, Board Member  
Ms. Joanne Moran, Board Member  
Ms. JoAnn Madigan, Board Member  
Mr. James Ryan, Board Member  
Ms. Carolyn Stannard-Carlo, Board Member  
Mr. Todd Tesman, Board Member  
Ms. Jill Galarneau, Board Clerk

**HOOSICK FALLS CENTRAL SCHOOL DISTRICT**

Mr. Kenneth Facin, Superintendent  
Mr. David Sutton, Board President  
Mr. Richard Ferrannini, Board Member  
Ms. Laretta Gormley, Board Member  
Mr. John Helft, Board Member  
Mr. Donald Skott, Board Member  
Ms. Elizabeth Stacy, Board Member

Mr. Dwain Wilwol, Board Member  
Ms. Pamela Cottrell, Board Clerk

**HUDSON CITY SCHOOL DISTRICT**

Mr. Jack Howe, Superintendent  
Mr. Emil Meister, Board President  
Ms. Mary Daly, Board Member  
Ms. Elizabeth Fout, Board Member  
Mr. Peter Merante, Sr., Board Member  
Mr. Peter Meyer, Board Member  
Mr. Jeffrey Otty, Board Vice-President  
Mr. Peter Rice, Board Member  
Ms. Frieda VanDeusen, Board Clerk

**ICHABOD CRANE CENTRAL SCHOOL DISTRICT**

Mr. Lee Bordick, Interim Superintendent  
Mr. Andrew Kramarchyk, Board President  
Mr. John Antalek, Board Member  
Mr. John Chandler, Board Member  
Mr. Edward Harsen, Board Member  
Mr. Bruce Naramore, Board Member  
Mr. Thomas Neufeld, Board Member  
Mr. John Phillips, Board Vice-President  
Ms. Helen Regina Rose, Board Member  
Mr. Anthony Welcome, Board Member  
Ms. Mindy Potts, Board Clerk

**LANSINGBURGH CENTRAL SCHOOL DISTRICT**

Mr. George Goodwin, Superintendent  
Ms. Mary Sweeney, Board President  
Ms. Kelley Bristol, Board Member  
Ms. Susan Farrell, Vice President  
Mr. PJ Higgitt, Board Member  
Mr. Edward McDonough, Board Member  
Mr. Jason Shover, Board Member  
Mr. Carl Walp, Jr., Board Member  
Ms. Jennifer Ward, Board Member  
Ms. Theresa Broderick, Board Clerk

**NEW LEBANON CENTRAL SCHOOL DISTRICT**

Ms. Karen McGraw, Superintendent  
Ms. Monique Wood, Board President  
Ms. Tracy Bingham, Board Member  
Ms. JoAnn Gavrity, Board Member  
Mr. David Kroboth, Board Member  
Mr. Timothy Lambert, Board Member  
Mr. Timothy Smith, Board Member  
Mr. Raymond Sowalski, Board Vice-President  
Ms. Krista Giangrossi, Board Clerk

**NORTH GREENBUSH COMMON SCHOOL DISTRICT**

Ms. Mary Ann Taylor, Interim Superintendent  
Ms. Jennifer Hennessy, Board President  
Mr. David Hunter, Board Member  
Ms. Susan O'Connell, Board Vice-President  
Ms. Lisa Hunter, Board Clerk

**QUESTAR III**

Mr. L. Jeffrey Baltus, Chief Operating Officer  
Mr. Robert Gibson, Board President  
Mr. Edmund Brooks, Board Member  
Mr. Joseph Garland, Board Member  
Mr. John C Hill, Board Member  
Mr. James Keegan, Board Member  
Mr. Donald Kline, Board Vice-President  
Ms. Edna Knabbe, Board Member  
Ms. Erin Loffredo, Board Member  
Ms. Marilyn Noonan, Board Member  
Ms. Carol Orvis, Board Member  
Mr. Paul Puccio, Board Member  
Ms. Robin Emanatian, Board Clerk

**RENSSELAER CITY SCHOOL DISTRICT**

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

**SCHODACK CENTRAL SCHOOL DISTRICT**

Mr. Robert Horan, Superintendent  
Mr. J. Andrew Fleck, Board President  
Ms. Christine DiGiulio, Board Member  
Mr. Ken Flood, Board Member  
Mr. Michael Hiser, Board Member  
Ms. Lisa Lafferty, Board Member  
Ms. Susan Megna, Board Vice-President  
Mr. Bruce Romanchak, Board Member  
Mr. Paul Puccio, Board Member  
Mr. George Warner, Board Member  
Ms. Elizabeth Chipman, Board Clerk

**TACONIC HILLS CENTRAL SCHOOL DISTRICT**

Dr. Mark Sposato, Superintendent  
Mr. Ronald Morales, Board President  
Mr. Clifford Campbell, Board Member  
Mr. Joseph Costa, Board Member  
Mr. George Lagonia, Jr., Board Vice-President  
Mr. Robert McComb, Board Member

Mr. Donald McComb, Board Member  
Mr. Kevin Maisenbacher, Board Member  
Ms. Christine Perry, Board Member  
Mr. Harvey Weber, Board Member  
Ms. Melissa Layman, Board Clerk

**TROY CITY SCHOOL DISTRICT**

Dr. Fadhilika Atiba-Weza, Superintendent  
Mr. Thomas Mayo, Board President  
Ms. Mary Ellen Adams, Board Member  
Ms. Ilene Clinton, Board Member  
Ms. Carol Harvin, Board Member  
Ms. Mary Marro-Giroux, Board Member  
Mr. Jason Schofield, Board Member  
Mr. Michael Tuttman, Board Member  
Ms. Anne Wager-Rounds, Board Vice-President  
Ms. Martha Walsh, Board Member  
Ms. Mary Beth Bruno, Board Clerk

**WYNANTSKILL UNION FREE SCHOOL DISTRICT**

Ms. Christine Hamill, Superintendent  
Ms. Andrea Paone, Board President  
Ms. Helen Casale, Board Member  
Ms. Christina Curran, Board Member  
Mr. Andrew Lanese, Board Member  
Ms. Ann Marsh, Board Vice-President  
Ms. Kathy Fazioli, Board Clerk