TENTATIVE BUDGET
2013–2014
March 28, 2013

Dear Colleagues:

The state’s continuing fiscal crisis, coupled with the constraints of the property tax levy cap and state aid tied to income growth, has put unprecedented pressures on school boards to cut and contain costs. As you prepare a budget for 2013-2014, Questar III BOCES 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 10 at our Conference Center in Castleton. Questar III conducts an Annual Meeting to review its tentative operating plan, in accordance with state law.

We also invite you to learn more about next year’s proposed 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 and continues to achieve positive results for school districts and their students.

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

Robert H. Gibson
President
Questar III BOCES

James N. Baldwin
District Superintendent
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.

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 2013-2014 is $4,238,898, which is $36,898 more than the current year’s budget but $18,066 below a contingent budget. This budget supports the management, coordination, regional planning and leadership provided by the BOCES board and central administration.

By law, the 22 Boards of Education within Questar III will vote on the BOCES administrative budget on the same day, April 23. This is the only portion of the BOCES budget that component 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 2013-2014 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 by the superintendent of schools.

Budgets for services, programs and grants make up approximately 91 percent of Questar III’s total budget. A large percentage of services are instructional programs that include career and technical education for high school students and special education.
## Total Budget – Executive Summary

<table>
<thead>
<tr>
<th>EXPENDITURE CATEGORY</th>
<th>ACTUAL EXPENDITURES</th>
<th>ADJUSTED BUDGET</th>
<th>PROPOSED BUDGET</th>
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<td>TOTAL</td>
<td>$55,075,894</td>
<td>$63,488,092</td>
<td>$63,249,534</td>
</tr>
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</table>

| EXPENDITURE CATEGORY                        | ACTUAL EXPENDITURES | ADJUSTED BUDGET | PROPOSED BUDGET |
|                                            | 2011/12             | 2012/13         | 2013/14         |
| CENTRAL ADMINISTRATION                     | $3,778,092          | $4,503,393      | $4,238,898      |
| CAPITAL (RENTS AND LEASES)                 | $1,602,273          | $1,874,044      | $1,646,750      |
| CAREER & TECHNICAL EDUCATION               | $7,974,934          | $8,749,913      | $8,495,787      |
| SPECIAL EDUCATION                          | $17,731,399         | $20,174,276     | $21,286,209     |
| ITINERANT SERVICES                         | $1,504,691          | $1,657,214      | $1,737,765      |
| GENERAL EDUCATION                          | $4,074,016          | $4,008,290      | $3,883,347      |
| INSTRUCTIONAL SUPPORT                      | $4,580,380          | $5,744,445      | $5,411,329      |
| DISTRICT SERVICES                          | $8,270,710          | $10,847,106     | $10,332,785     |
| SPECIAL AID FUND                           | $5,559,399          | $5,929,411      | $6,216,664      |
| TOTAL                                      | $55,075,894         | $63,488,092     | $63,249,534     |
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 are 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 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 have been – and continue to be – an agent for change and a vehicle for family and student 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 districts, 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. Due to the death of Board Member Nancy Knabbe, there will be an additional seat up for election this year (to fill the remainder of her term, two years).

Questar III board members either serve or have served on local district boards and collectively have rendered more than 300 years of service to the children of our region. Most of them also have experience as board presidents in their districts.

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 their share of requested programs and 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. Questar III and the component districts enter into formal contracts through final service requests (FSR). Specified in each contract are the number and types of services to be furnished by the BOCES, the number of students 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 districts forming the cooperative.

As an incentive to cooperate and share resources, New York provides BOCES aid to partially reimburse school districts for participating in BOCES programs and services. Aid is distributed to districts based on a state approved formula. BOCES aid for Questar III districts range from 36 to 76 percent.

**Budget History**

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

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 in our decision-making process. These deliberations 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. Through this collaborative process, 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 Administrative Budget

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

<table>
<thead>
<tr>
<th>CENTRAL ADMINISTRATION</th>
<th>ACTUAL EXPENSES 2011/12</th>
<th>ADJUSTED BUDGET 2012/13</th>
<th>PROPOSED BUDGET 2013/14</th>
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<tr>
<td>INSTRUCTIONAL SALARIES</td>
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<td>$265,707</td>
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<td>NON-INSTRUCTIONAL SALARIES</td>
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<tr>
<td>EQUIPMENT</td>
<td>$6,784</td>
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<tr>
<td>TRANSFER CHARGES FROM OPERATIONS &amp; MAINT</td>
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<tr>
<td>TRANSFER CHARGES FROM OTHER SERVICES</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$3,778,092</strong></td>
<td><strong>$4,503,393</strong></td>
<td><strong>$4,238,898</strong></td>
</tr>
</tbody>
</table>

It also contains funding to support activities associated with the state learning standards, certification office and regional initiatives in health and safety, communications, fingerprinting and superintendent professional development.

Additionally, this budget supports superintendent searches, district strategic planning initiatives, budget facilitation, and board workshops/trainings. Based upon superintendent requests for additional support, the agency is also dedicating resources in this budget to assist school districts with research to identify grant opportunities for which they may qualify. Ultimately districts will decide whether to contract with Questar III to assist with the writing of such grants. This budget also supports an ongoing multi-BOCES initiative to maintain a regional database to assist districts in negotiating labor contracts.

Questar III’s proposed administrative budget for 2013-2014 is $4,238,898, which is $18,066 below a contingency budget of $4,256,964. The actual administrative charge to districts for this proposed budget would be $3,414,215 as this budget also includes $404,683 in revenue earned through administrative fees charged to non-components that buy services. Additionally, it also includes $420,000 in interest and indirect cost revenues.

The proposed budget reflects an increase in charges related to the fingerprinting program provided to all component school districts and employee benefits. Central warehouse and duplication charges decreased, as has the cost of salaries and
purchased services. Questar III has reduced a number of positions and implemented a vacancy control program whereby the need for positions is analyzed as vacancies occur within the agency.

The majority of health insurance costs for all BOCES retirees are included as part of the BOCES administrative budget. While the Rensselaer-Columbia-Greene Health Insurance Trust has been aggressive in keeping these rates low for the BOCES and districts, legacy costs remain a significant burden for Questar III and its component districts.

Approximately 36 percent of the administrative budget accounts for other post-retirement benefits (OPEB). The balance of OPEB payments are distributed to programs, services, grants and contracts. If OPEB obligations were fully funded by the administrative budget, the year-to-year budget increase would be 25 percent and OPEB would account for 46 percent of the administrative budget.

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:**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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<tbody>
<tr>
<td>District Superintendent Salary</td>
<td>$43,499</td>
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<tr>
<td>Federal Insurance Contributions Act and Medicare</td>
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**BOCES portion of salary and fringe:**

<table>
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<tr>
<th>Description</th>
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<tr>
<td>District Superintendent Salary</td>
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<td>New York State Teacher Retirement</td>
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<td>Health &amp; Disability Insurance</td>
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<td>Workers’ Compensation Insurance</td>
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<tr>
<td>Unemployment Insurance</td>
<td>$1,845</td>
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<tr>
<td>Auto Allowance</td>
<td>$6,000</td>
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**Rent and Capital Budget**

There is an 11.5 percent decrease in the rent/capital budget for next year.

<table>
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<tr>
<th>Description</th>
<th>Amount</th>
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<tr>
<td>2012 – 2013 Budget</td>
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<tr>
<td>2013 – 2014 Budget</td>
<td>$1,646,750</td>
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<tr>
<td>Dollar decrease</td>
<td>$212,950</td>
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<tr>
<td>Percent decrease</td>
<td>11.5%</td>
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Providing safe and modern learning environments for students is critical. Questar III continues to engage school and community leaders to consider the future facility needs of our programs and services.

In recent years Questar III’s special education program has moved to an academy approach. Questar III leases special education academy space from Averill Park, Catskill and Rensselaer to provide regionally centralized locations for clusters of classrooms. Additionally, the agency leases special education classrooms from East Greenbush, Ichabod Crane and Schodack.

While Questar III has dramatically improved its special education facilities thanks to partnerships with component districts, one of its longstanding challenges has been finding appropriate space for Career and Technical Education (CTE) students. While we have been working year-to-year to maintain and update our Hudson-based Columbia-Greene Educational Center with good results, our Troy-based Rensselaer Educational Center (REC) is past its useful life.

While the agency has budgeted for capital projects at REC, it is currently exploring options with Rensselaer City to relocate REC programs to the district’s K-12 campus. Rensselaer has proposed building a special wing to house CTE programs for Questar III and its districts. One of the benefits of working with districts with high building aid ratios is the cost savings for the BOCES and in-turn, its component school districts.

Options to expand or renovate the REC with its aged infrastructure and deteriorating conditions are limited. Right now Questar III would have to propose a region-wide vote to alter the footprint of REC – a non-starter in this fiscal climate. Moreover, these costs would also affect component districts’ tax levies – something we must avoid if possible. Additionally, there is limited centrally-located space available for lease from component schools (and none of this space is designed for hands-on career training programs).

The proposed site at Rensselaer City would provide a centralized location off I-90 limiting transportation costs for some districts. This would expand opportunities for students across our region by providing a central location for desired high-tech CTE programs. This proposal is in the planning stages. Questar III will keep school districts updated as this process unfolds.

Lastly, Questar III and Capital Region BOCES established a lease with the University at Albany Foundation to provide space for Tech Valley High School at their East Campus location. Once this lease expires Tech Valley will relocate to a

**Impact of the Administrative, Rent and Capital Budgets**

Sections 1950 and 1951 of the NYS Education Law established BOCES and the requirement of member or component districts to pay a proportionate share of the administrative costs. Twenty-one of our 22 component districts will experience a decrease in their share of administrative costs. The impact of the BOCES administrative, rent and capital charges (compared to 2012-2013) on local districts’ budget will range from a decrease of 10.43 percent to an increase of 1.83 percent.

School districts pay an annual assessment toward the support of the administrative budget based upon their Resident Weighted Average Daily Attendance (RWADA). District charges vary based on increases or decreases in student enrollment.

**Budget Vote**

By law, the 22 Boards of Education within Questar III are required to vote on the BOCES administrative budget on the same day, April 23. This is the only portion of the BOCES budget that component districts vote on each year.

**Program Budgets**

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

Another difference is that most BOCES budgets are strictly revenue-based. That is, they are determined by the revenue generated by purchases of programs and services rather than predetermined expenditures rolled from year-to-year. As a result, final program budgets depend upon service requests from districts in May of each year. Each tentative program budget is adjusted as enrollments or district participation varies. These adjustments occur throughout the year as demand for BOCES services fluctuates.

*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. These 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.
### CAREER AND TECHNICAL EDUCATION

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<td>$702,993</td>
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<tr>
<td>PROFESSIONAL SERVICE CONTRACTS</td>
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<td>$180,600</td>
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<tr>
<td>PAYMENTS TO SCHOOLS DISTRICTS &amp; OTHER BOCES</td>
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<td>$149,875</td>
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<td>EMPLOYEE FRINGE BENEFITS</td>
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<td>$1,966,229</td>
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<td>$8,749,913</td>
<td>$8,495,787</td>
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</table>

Questar III CTE programs continue to thrive with high demand by students and districts thanks to the success and reputation of our programs. The percentage of CTE students receiving Regents diplomas from their local high schools exceeds the average of all districts in our BOCES. It is important to note that approximately 30 percent of these students are special education students.

This year’s budget continues to combine CTE and Tech Valley High School rates into a five-year average. This was done at the request of our component school superintendents several years ago and it enables us to make full use of existing capacity by allowing school districts to send students to CTE or Tech Valley High without incurring additional costs in the current year.

As our programs continue to evolve into a system of career pathways that develop content specific knowledge and 21st century skills demanded by employers, we continue to re-align resources to better support our programs.

Over the past decade, Questar III has expanded to offer a number of high-tech, CTE programs that can lead to in-demand and high-wage technical careers. These include: green/alternative energy, information technology, health care, aviation, mechanical technology, engineering, scientific research, construction and HVAC/R. Questar III offers six industry certifications and five licensing exams. Additionally, Questar III expanded its Green Technologies and Renewable Energy program to Rensselaer High School.

As we look to the future we will develop explicit career pathways so that students and their families can make better informed decisions about high school experiences that will result in college and career readiness in Tech Valley and beyond.
Career Studies programs provide students (ages 16-21) with entry-level training in a technical area or trade at an alternative learning pace. These programs are designed to provide more customized career instruction and experience in a supportive learning environment. These programs have a small student-teacher ratio and are taught by certified teachers with substantial real-world experience in their given trade. Please visit http://goo.gl/ihiir to view a Career Studies video. These programs are not part of the overall CTE budget and this year we convened a group of superintendents, school counselors and Committee on Special Education (CSE) chairs to consider future directions for the programs.

Like our school districts, Questar III is implementing the Regents Reform Agenda. The CTE budget provides support for implementation of the Common Core Learning Standards and Annual Professional Performance Review (APPR) in our CTE programs. While Questar III does not directly receive Race to the Top money for programs, it does connect to the Network Team and our professional development resources to learn about and share best practices and resources.

Questar III’s CTE programs are actively involved in regional economic development initiatives and conversations. More than 200 representatives from business, labor, government and higher education serve on our consultant committees – advising the BOCES on course content, equipment and current trends. This equals more than 10,000 hours of volunteer service to Questar III, its students and programs annually. The collaborations resulting from these collaborations allow our CTE programs to be responsive to school, economic and workforce needs.

Thanks to the support of business and higher education, we have expanded our work-based learning initiative for students. This includes job shadowing, internships and service learning projects onsite at local companies. In fact, last year’s students completed more than 6,200 hours of internships, including time at the University at Albany and organizations such as Habitat for Humanity.

This year, Questar III and Capital Region BOCES established an agreement to offer wider CTE options for students. While the two BOCES have made their New Visions programs available to all high school seniors in either BOCES for several years, the new effort takes advantage of existing capacity and expands the number of courses offered jointly to provide students in all seven counties with more pathways to college and career readiness.

**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, based on their individual academic capabilities and social/behavioral needs.
### Special Education Budget Comparison

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Instructional Salaries</strong></td>
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<td>$6,884,282</td>
</tr>
<tr>
<td><strong>Non-Instructional Salaries</strong></td>
<td>$885,236</td>
<td>$640,003</td>
<td>$1,081,681</td>
</tr>
<tr>
<td><strong>Equipment</strong></td>
<td>$85,367</td>
<td>$71,791</td>
<td>$27,000</td>
</tr>
<tr>
<td><strong>Supplies &amp; Materials</strong></td>
<td>$176,199</td>
<td>$207,064</td>
<td>$167,350</td>
</tr>
<tr>
<td><strong>Contractual Services</strong></td>
<td>$185,885</td>
<td>$439,130</td>
<td>$208,825</td>
</tr>
<tr>
<td><strong>Professional Service Contracts</strong></td>
<td>$38,906</td>
<td>$36,100</td>
<td>$35,500</td>
</tr>
<tr>
<td><strong>Payments to Schools Districts &amp; Other BOCES</strong></td>
<td>$1,834,920</td>
<td>$2,794,000</td>
<td>$2,080,080</td>
</tr>
<tr>
<td><strong>Employee Fringe Benefits</strong></td>
<td>$4,112,511</td>
<td>$4,648,096</td>
<td>$5,572,235</td>
</tr>
<tr>
<td><strong>Transfer Charges from Operations &amp; Maint</strong></td>
<td>$566,084</td>
<td>$871,958</td>
<td>$674,227</td>
</tr>
<tr>
<td><strong>Transfer Charges from Other Services</strong></td>
<td>$3,831,320</td>
<td>$4,474,916</td>
<td>$4,555,029</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$17,731,399</td>
<td>$20,174,276</td>
<td>$21,286,209</td>
</tr>
</tbody>
</table>

In recent years, the cost of delivering high-quality programs and services has increased and districts have asked us to seek newer, less costly ways of doing business. Last year, we convened a Special Education Task Force to research different delivery models that better meet the academic and behavioral needs of our students in light of uncertain finances and greater accountability for all.

As a result of that work we have implemented a number of changes. Last fall, Questar III started using SED ratios rather than class names to place students. With the exception of 6:1:1 Therapeutic Youth Program (TYP) program will be identified since it’s a specialized program), the ratios are:

- 8:1:2 for students in district based classes
- 6:1:1 for students in academy based classes
- 6:1:1 TYP program
- 4:1:2 for students in academy based classes who are academically close to grade level or cognitively low functioning with significant behavioral needs

Ultimately, this process allows us to construct more homogeneous classes for students. It also provides districts with greater flexibility when placing a student from the Committee on Special Education.

The 12:1:4 program for students who are medically fragile will be discontinued due to low enrollment. School districts have indicated that they can accommodate these students through other means. The agency is also finalizing a new college partnership (Sarah’s Sisters) at Russell Sage for students with intellectual disabilities ages 18-21. This will provide these students with a learning experience in a college setting before they move to post-secondary life.
Next year’s budget also supports expansion of the Sackett Educational Center’s success with a grant-funded partnership with Brown University. Brown University’s Collaboratory for Adolescent Literacy Leaders (CALL) grant has allowed a team of four teachers and one literacy specialist to join six other teams across the country in a professional development program to improve classroom instruction and student achievement.

Teachers on the CALL grant team are required to meet for three hours each week prior to the start of the day to share strategies and discuss how they are interacting as a team with their students. They observe each other’s lessons and work together to strengthen their teaching practice.

As with all Questar III instructional programs, the special education budget also supports implementation of the Common Core Learning Standards and APPR.

**Itinerant Services**

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

<table>
<thead>
<tr>
<th>ITINERANT SERVICES</th>
<th>ACTUAL EXPENSES 2011/12</th>
<th>ADJUSTED BUDGET 2012/13</th>
<th>PROPOSED BUDGET 2013/14</th>
</tr>
</thead>
<tbody>
<tr>
<td>INSTRUCTIONAL SALARIES</td>
<td>$674,082</td>
<td>$538,061</td>
<td>$565,089</td>
</tr>
<tr>
<td>NON-INSTRUCTIONAL SALARIES</td>
<td>$198,014</td>
<td>$172,718</td>
<td>$241,052</td>
</tr>
<tr>
<td>EQUIPMENT</td>
<td>$3,102</td>
<td>$799</td>
<td>-</td>
</tr>
<tr>
<td>SUPPLIES &amp; MATERIALS</td>
<td>$906</td>
<td>$1,510</td>
<td>$1,050</td>
</tr>
<tr>
<td>CONTRACTUAL SERVICES</td>
<td>$19,825</td>
<td>$45,174</td>
<td>$17,921</td>
</tr>
<tr>
<td>PAYMENTS TO SCHOOLS DISTRICTS &amp; OTHER BOCES</td>
<td>$188,232</td>
<td>$583,327</td>
<td>$477,216</td>
</tr>
<tr>
<td>EMPLOYEE FRINGE BENEFITS</td>
<td>$394,988</td>
<td>$287,654</td>
<td>$397,150</td>
</tr>
<tr>
<td>TRANSFER CHARGES FROM OPERATIONS &amp; MAINT</td>
<td>-</td>
<td>$1,004</td>
<td>$7,806</td>
</tr>
<tr>
<td>TRANSFER CHARGES FROM OTHER SERVICES</td>
<td>$25,542</td>
<td>$26,967</td>
<td>$30,481</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$1,504,691</td>
<td>$1,657,214</td>
<td>$1,737,765</td>
</tr>
</tbody>
</table>

Services may be provided at the local district, a BOCES site, or at another location depending on the nature of the request or service provided. Services may also be provided during specified times to address district needs.

Itinerant services include: consultant teacher, music therapy, occupational therapy, orientation and mobility, physical therapy, adaptive physical education, school psychologist, psychological worker, speech and language therapist, speech improvement, teacher of the blind/visually impaired, teacher of the deaf/hearing
impaired, and transition coordination; as well as district services such as claims auditing and public information /communicator coordination.

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, seven districts purchased this service. Communications specialists work closely with the administration and staff of the district 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, communications planning and crisis communications. Several school districts have also launched Facebook pages as a way to reach new audiences and to engage residents.

**General Education**

Questar III offers a wide array of general and alternative education offerings in distance learning, performing arts, pre-kindergarten, and regional competitions.

<table>
<thead>
<tr>
<th>GENERAL EDUCATION</th>
<th>ACTUAL EXPENSES 2011/12</th>
<th>ADJUSTED BUDGET 2012/13</th>
<th>PROPOSED BUDGET 2013/14</th>
</tr>
</thead>
<tbody>
<tr>
<td>INSTRUCTIONAL SALARIES</td>
<td>$975,593</td>
<td>$848,935</td>
<td>$888,427</td>
</tr>
<tr>
<td>NON-INSTRUCTIONAL SALARIES</td>
<td>$55,602</td>
<td>$47,030</td>
<td>$65,130</td>
</tr>
<tr>
<td>EQUIPMENT</td>
<td>$24,920</td>
<td>$39,519</td>
<td>-</td>
</tr>
<tr>
<td>SUPPLIES &amp; MATERIALS</td>
<td>$97,636</td>
<td>$145,482</td>
<td>$97,550</td>
</tr>
<tr>
<td>CONTRACTUAL SERVICES</td>
<td>$26,031</td>
<td>$51,202</td>
<td>$18,300</td>
</tr>
<tr>
<td>PROFESSIONAL SERVICE CONTRACTS</td>
<td>$136,571</td>
<td>$170,500</td>
<td>$130,500</td>
</tr>
<tr>
<td>PAYMENTS TO SCHOOLS DISTRICTS &amp; OTHER BOCES</td>
<td>$2,024,407</td>
<td>$1,943,431</td>
<td>$1,990,271</td>
</tr>
<tr>
<td>EMPLOYEE FRINGE BENEFITS</td>
<td>$551,153</td>
<td>$422,818</td>
<td>$462,534</td>
</tr>
<tr>
<td>TRANSFER CHARGES FROM OPERATIONS &amp; MAINT</td>
<td>$121,135</td>
<td>$158,233</td>
<td>$112,924</td>
</tr>
<tr>
<td>TRANSFER CHARGES FROM OTHER SERVICES</td>
<td>$60,968</td>
<td>$181,140</td>
<td>$117,711</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$4,074,016</td>
<td>$4,008,290</td>
<td>$3,883,347</td>
</tr>
</tbody>
</table>

Questar III has a significant and longstanding commitment to alternative education programs for at-risk students. These full day programs are expensive, but they are an investment in students that may not graduate without them.

During the last several years, school districts have worked to develop their own “in-house” programs, and enrollment in these programs has declined. While it is still part of our instructional mission to maintain a program for at-risk high school students, the program is undergoing review to see if enrollment warrants its continuation. If enrollment further declines Questar III will work with participating districts to develop an in-district program that can best meet the specialized needs of their students.
Distance Learning
Questar III works closely with the Northeast Regional Information Center (NERIC) to offer access to a distance learning network that truly exemplifies the nature of the cooperative. This allows participating districts to share courses that cannot be offered in most districts and gives students the opportunity for Advanced Placement (AP) offerings and college courses that would not otherwise be possible. Participating schools both host and receive courses that provide for extensive offerings for students.

Online Learning
Online Learning was developed to respond to changes made to the State Education Department’s regulations. School districts can now grant credit to students who have completed coursework using online learning courseware. Questar III currently works with seven courseware vendors to offer districts choices in service plans. Fifteen school districts are using the service for credit recovery, credit accrual, home schooling, tutoring and Regents test prep.

Instructional Support
This budget funds high quality professional development and other instructional support services that benefit students, teachers and administrators across the region. All school improvement initiatives are coordinated by the Office of School Improvement, which responds directly to identified school needs.

<table>
<thead>
<tr>
<th>INSTRUCTIONAL SUPPORT</th>
<th>ACTUAL EXPENSES 2011/12</th>
<th>ADJUSTED BUDGET 2012/13</th>
<th>PROPOSED BUDGET 2013/14</th>
</tr>
</thead>
<tbody>
<tr>
<td>INSTRUCTIONAL SALARIES</td>
<td>$ 1,110,209</td>
<td>$ 1,072,331</td>
<td>$ 1,390,112</td>
</tr>
<tr>
<td>NON-INSTRUCTIONAL SALARIES</td>
<td>$ 438,968</td>
<td>$ 465,483</td>
<td>$ 532,341</td>
</tr>
<tr>
<td>EQUIPMENT</td>
<td>$ 1,439,224</td>
<td>$ 1,897,172</td>
<td>$ 1,677,800</td>
</tr>
<tr>
<td>SUPPLIES &amp; MATERIALS</td>
<td>$ 243,572</td>
<td>$ 360,991</td>
<td>$ 234,020</td>
</tr>
<tr>
<td>CONTRACTUAL SERVICES</td>
<td>$ 369,574</td>
<td>$ 526,313</td>
<td>$ 344,425</td>
</tr>
<tr>
<td>PROFESSIONAL SERVICE CONTRACTS</td>
<td>$ 118,959</td>
<td>$ 148,264</td>
<td>$ 88,900</td>
</tr>
<tr>
<td>PAYMENTS TO SCHOOLS DISTRICTS &amp; OTHER BOCES</td>
<td>$ 361,664</td>
<td>$ 629,133</td>
<td>$ 577,153</td>
</tr>
<tr>
<td>EMPLOYEE FRINGE BENEFITS</td>
<td>$ 635,609</td>
<td>$ 689,430</td>
<td>$ 917,959</td>
</tr>
<tr>
<td>TRANSFER CHARGES FROM OPERATIONS &amp; MAINT</td>
<td>$ 86,109</td>
<td>$ 149,954</td>
<td>$ 107,380</td>
</tr>
<tr>
<td>TRANSFER CHARGES FROM OTHER SERVICES</td>
<td>$ 60,242</td>
<td>$ 88,868</td>
<td>$ 83,322</td>
</tr>
<tr>
<td>TRANSFER CREDITS</td>
<td>(283,750)</td>
<td>(283,494)</td>
<td>(542,063)</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$ 4,580,380</td>
<td>$ 5,744,445</td>
<td>$ 5,411,329</td>
</tr>
</tbody>
</table>

Questar III continues to be the only BOCES in the region that offers ongoing embedded professional development in mathematics, ELA, and integration of
technology for educators who serve all student populations. Our goal is to provide support where teachers need it the most – in the classroom.

Through its School Improvement Office, Questar III BOCES developed a regional approach to implementing the Regents Reform Agenda several years ago, before many details became final on new teacher and principal evaluation systems and Common Core standards. A Race to the Top Steering Committee – comprised of superintendents, principal coaches, and advisors – was created to provide leadership and guidance on how Questar III could best assist districts.

Nineteen school districts pooled together $1.3 million in Race to the Top funding with Questar III to create a network of training staff for every level of the system – superintendents, principals and teachers. In total, nearly 7,500 local educators attended 315 different workshop sessions last year. Even non-participating districts continue to attend regional workshops that focus on details of implementing the Reform Agenda, ensuring alignment within the region.

To help parents understand these changes, Questar III BOCES created a brochure for families about the Common Core Learning Standards available in both English (http://goo.gl/FxJbv) and Spanish (http://goo.gl/xA5B9). It provides tips for families about how to help children meet standards in English and math.

**Data Coordination and Analysis**

This service provides 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 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.

**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.

**Other school improvement efforts**

School Improvement also coordinates the regional scoring of the 3-8 state assessments in ELA, Mathematics, and the New York State English as a Second Language Achievement Test (NYSESLAT). Additionally, the office supports new principals through the Principal’s Coaching Program. It also works collaboratively with districts to provide Supplemental Educational Services, home instruction and required bus driver/bus monitor trainings.

**District Services**
Districts face many challenges that require innovative solutions or a high level of technical expertise. Whether it is providing health and safety programs, evaluation services or financial analysis, Questar III’s district services extend, enhance and enrich the educational capacity of participating districts. Next year, there will be minimal rate increases driven by employee costs.

<table>
<thead>
<tr>
<th>DISTRICT SERVICES</th>
<th>ACTUAL EXPENSES 2011/12</th>
<th>ADJUSTED BUDGET 2012/13</th>
<th>PROPOSED BUDGET 2013/14</th>
</tr>
</thead>
<tbody>
<tr>
<td>INSTRUCTIONAL SALARIES</td>
<td>$ 503,595</td>
<td>$ 724,976</td>
<td>$ 670,283</td>
</tr>
<tr>
<td>NON-INSTRUCTIONAL SALARIES</td>
<td>$ 1,239,211</td>
<td>$ 1,538,918</td>
<td>$ 1,628,163</td>
</tr>
<tr>
<td>EQUIPMENT</td>
<td>$ 20,810</td>
<td>$ 73,061</td>
<td>$ 45,761</td>
</tr>
<tr>
<td>SUPPLIES &amp; MATERIALS</td>
<td>$ 266,359</td>
<td>$ 464,093</td>
<td>$ 304,570</td>
</tr>
<tr>
<td>CONTRACTUAL SERVICES</td>
<td>$ 456,994</td>
<td>$ 1,220,082</td>
<td>$ 1,005,072</td>
</tr>
<tr>
<td>PROFESSIONAL SERVICE CONTRACTS</td>
<td>$ 265,510</td>
<td>$ 211,220</td>
<td>$ 49,500</td>
</tr>
<tr>
<td>PAYMENTS TO SCHOOLS DISTRICTS &amp; OTHER BOCES</td>
<td>$ 4,670,984</td>
<td>$ 5,562,859</td>
<td>$ 5,621,878</td>
</tr>
<tr>
<td>EMPLOYEE FRINGE BENEFITS</td>
<td>$ 824,475</td>
<td>$ 981,884</td>
<td>$ 1,040,853</td>
</tr>
<tr>
<td>TRANSFER CHARGES FROM OPERATIONS &amp; MAINT</td>
<td>$ 86,572</td>
<td>$ 122,870</td>
<td>$ 91,819</td>
</tr>
<tr>
<td>TRANSFER CHARGES FROM OTHER SERVICES</td>
<td>$ 241,134</td>
<td>$ 410,589</td>
<td>$ 371,708</td>
</tr>
<tr>
<td>TRANSFER CREDITS</td>
<td>$ (304,934)</td>
<td>$ (463,446)</td>
<td>$ (496,822)</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$ 8,270,710</td>
<td>$ 10,847,106</td>
<td>$ 10,332,785</td>
</tr>
</tbody>
</table>

Business Office Support

Questar III has developed a variety of services to support the increasingly complex school district business operations. In response to district feedback, we developed a central business office (CBO) service. Looking ahead, we will expand this service to include grant financial management, budget analysis and long-term financial planning.

Thanks to the Rensselaer-Columbia-Greene Health Insurance Trust, local districts have successfully negotiated contract renewals with Blue Shield of Northeastern New York below the national trend for the past five years. The Trust provides health benefits to approximately 10,000 employees, retirees and dependents. By pooling 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 aggressively to contain health care costs by negotiating better pricing terms and implementing performance guarantees for vendors putting 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. Looking ahead, there will be changes in the billing methodology for equipment purchases with increased district savings.

School 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 district in New York. The service is being expanded to offer more onsite support for districts in business management or operations. In particular, the service expanded its offerings related to the state’s System to Track and Account for Children (STAC) system and process for claiming aid for students with disabilities.

Questar III’s health and safety team serves the vast majority of our districts. Services range from on-site support to an array of services that can be purchased separately. The department is adding an asbestos surveillance, fire and security system, and shared facilities manager services in response to district needs. In recent years, the service also added backflow inspection and kitchen hood suppression system services.

**Special Aid**

The Special Aid Fund represents anticipated funding for 15 programs. The proposed budget of $6,216,664 represents anticipated funding for Special Education Summer School, LPN program, Adult Education, Library programs and Regional Bilingual Education Resource Network (formerly known as BETAC).

<table>
<thead>
<tr>
<th>SPECIAL AID FUND</th>
<th>ACTUAL EXPENSES 2011/12</th>
<th>ADJUSTED BUDGET 2012/13</th>
<th>PROPOSED BUDGET 2013/14</th>
</tr>
</thead>
<tbody>
<tr>
<td>INSTRUCTIONAL SALARIES</td>
<td>$ 2,048,098</td>
<td>$ 2,375,903</td>
<td>$ 2,358,807</td>
</tr>
<tr>
<td>NON-INSTRUCTIONAL SALARIES</td>
<td>$ 807,823</td>
<td>$ 707,227</td>
<td>$ 813,775</td>
</tr>
<tr>
<td>EQUIPMENT</td>
<td>$ 19,227</td>
<td>$ 55,532</td>
<td>$ 6,000</td>
</tr>
<tr>
<td>SUPPLIES &amp; MATERIALS</td>
<td>$ 158,375</td>
<td>$ 203,553</td>
<td>$ 232,397</td>
</tr>
<tr>
<td>CONTRACTUAL SERVICES</td>
<td>$ 802,466</td>
<td>$ 726,636</td>
<td>$ 800,256</td>
</tr>
<tr>
<td>PROFESSIONAL SERVICE CONTRACTS</td>
<td>$ 183,767</td>
<td>$ 138,421</td>
<td>$ 209,525</td>
</tr>
<tr>
<td>PAYMENTS TO SCHOOLS DISTRICTS &amp; OTHER BOCES</td>
<td>$ 98,474</td>
<td>$ 97,967</td>
<td>$ 87,780</td>
</tr>
<tr>
<td>FRINGE BENEFITS</td>
<td>$ 1,261,478</td>
<td>$ 1,464,238</td>
<td>$ 1,553,295</td>
</tr>
<tr>
<td>TRANSFER CHARGES FROM O&amp;M</td>
<td>$ 179,691</td>
<td>$ 159,934</td>
<td>$ 154,829</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$ 5,559,399</td>
<td>$ 5,929,411</td>
<td>$ 6,216,664</td>
</tr>
</tbody>
</table>
The BETAC contract was renewed this spring by SED under a new name, RBE-RN. The contract for the Puerto Rican and Hispanic Youth Leadership Institute (PR/HYLI), which ended June 30, 2012, was renewed for five years. The Teacher Center is no longer based at Questar III BOCES.

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 BOCES:

- **Instructional Salaries**: includes salaries of BOCES 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**: includes the salaries of BOCES 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 secretaries, aides and custodians would be reported in this category. Also included in this category are certain positions which require licensing by SED, but which do not require certification (i.e., physical therapists).
- **Equipment**: includes costs for the purchase of equipment, furniture and fixtures.
- **Supplies and Materials**: includes items such as textbooks, periodicals, paper, tests, records, tapes, cleaning supplies, small tools, lumber, metal, paint, hardware, uniforms, gasoline, lubricants, tires, auto 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, postage and travel expenses are reported in this category.
- **Payments to School Districts and Other BOCES**: reports expenses for services purchased from districts and other BOCES, 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 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**: represent charges to a BOCES program for the use of other services provided by Questar III.
- **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). The proposed administrative budget for 2013-14 is below contingency.

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 $4,238,898 is $18,066 below a contingency budget of $4,256,964.

How does Questar III plan for the future?
Questar III has a 20-year history of developing strategic plans. Our 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. Over the past year, Questar III has engaged its staff and district colleagues in reflection and dialogue that asked some fundamental questions—what do we want to be, how can we achieve our goals and how will we know we have succeeded. More than 100 individuals from Questar III and our component districts – superintendents, business officials, principals, teachers, directors, specialists and others – advised us as part of a planning process designed to respond to the challenges and opportunities facing us, from the classroom to the board room.

Working with a consultant group called Communities for Learning, we used the ARCS Framework to develop a new strategic plan. This process ensured that we:

1. made clear connections between the expertise of our staff with the actions needed to move toward our vision (alignment).
2. included diverse perspectives (representation).
3. learned from each other, and past experiences (culture).
4. paid close attention to our internal capacities and considered the long-term consequences of our actions (sustainability).

A draft of our plan, Shared Success, was shared with superintendents and component board members in January 2013. The Questar III Board of Education is expected to approve and adopt the plan at its April 2013 meeting.
Boards of Education and Superintendents

RENSSELAER COUNTY

**AVERILL PARK CSD**
Dr. James Hoffman, Superintendent

**Board of Education**
Mr. Chris Foster, Board President
Mr. Neil Bonesteel, Board Member
Ms. Jennie Glasser, Board Vice President
Mr. William Reinhardt, Board Member
Ms. Dori Salisbury, Board Member
Mr. Peter Schaefer, Board Member
Ms. Jessica Zweig, Board Member
Ms. Susan Radley, Board Clerk

**BERLIN CSD**
Dr. Stephen Young, Superintendent

**Board of Education**
Mr. James Willis, Board President
Ms. Katie Fiske, Board Vice President
Ms. Gina Goodermote, 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 CSD**
Mr. Louis McIntosh, Superintendent

**Board of Education**
Mr. Matthew Wade, Board President
Mr. Kyle Christiansen, Board Vice President
Mr. Robert Fitzgerald, Board Member
Mr. Craig Gilbert, Board Member
Mr. Anthony Grab, Board Member
Ms. Jacklyn Lindemann, Board Member
Mr. Jack Roddy, Board Member
Ms. Judy Wieman, Board Member
Ms. Lyn Denway, Board Clerk

**EAST GREENBUSH CSD**
Dr. Angela Nagle, Superintendent

**Board of Education**
Dr. Shay Harrison, Board President
Ms. Alyssa Blostein, Board Member
Ms. Karen Curran, Board Member
Ms. Kathleen Curtin, Board Member
Mr. John Dunn, Jr., Board Member
Ms. Susan Garrigan-Pielia, Board Member
Ms. Katherine Maciol, Board Member
Mr. Mark Mann, Board Vice President
Ms. JoAnn Taylor, Board Member
Ms. Deborah Mead, Board Clerk

**HOOSIC VALLEY CSD**
Mr. Douglas Kelley, Superintendent

**Board of Education**
Ms. Karen Houston, Board President
Ms. Joanne Moran, Board Member
Mr. David Paul, Board Member
Mr. James Ryan, Board Vice President
Ms. Carolyn Stannard-Carlo, Board Member
Mr. Todd Tesman, Board Member
Ms. Michelle Wiegert, Board Member
Mr. Craig Wilson, Board Member
Ms. Jill Galarneau, Board Clerk

**LANSINGBURGH CSD**
Ms. Cynthia DeDominick, Superintendent

**Board of Education**
Mr. Jason Shover, Board President
Ms. Kelley Bristol, Board Member
Mr. Michael Cusack, Board Member
Ms. Lisa Devaren, Board Member
Ms. Susan Farrell, Vice President
Mr. Edward McDonough, Board Member
Ms. Mary Sweeney, Board Member
Mr. Carl Walp, Jr., Board Member
Ms. Jennifer Ward, Board Member
Ms. Theresa Broderick, Board Clerk

**NORTH GREENBUSH CSD**
Ms. Christine Hamill, Superintendent

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

**RENSSELAER CSD**
Ms. Sally Ann Shields, Superintendent

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

**SCHODACK CSD**
Mr. Robert Horan, Superintendent

**Board of Education**
Mr. J. Andrew Fleck, Board President
Mr. Michael Charsky, Board Member
Ms. Christine DiGiulio, Board Member
Mr. Michael Hiser, Board Vice President
Ms. Lisa Lafferty, Board Member
Mr. Paul Puccio, Board Member
Mr. Bruce Romanchak, Board Member
Mr. George Warner, Board Member
Ms. Mary Yurista, Board Member
Ms. Michele Reickert, Board Clerk

**TROY CSD**
Dr. Brian Howard, Interim Superintendent

**Board of Education**
Ms. Anne Wager-Rounds, Board President
Ms. Ilene Clinton, Board Member
Ms. Elizabeth Denio, Board Member
Ms. Carol Harvin, Board Member
Mr. Thomas Mayo, Board Member
Mr. Jason Schofield, Board Member

**TROY CSD, continued**
Mr. William Strang, Board Vice President
Mr. Michael Tuttmann, Board Member
Ms. Martha Walsh, Board Member
Ms. Mary Beth Bruno, Board Clerk
WYNANTSCKILL UFSD
Dr. Lisa Hinkel, Superintendent
Board of Education
Ms. Andrea Paone, Board President
Ms. Christina Curran, Board Member
Mr. Matthew Hug, Board Member
Mr. Andrew Lansey, Board Member
Ms. Ann Marsh, Board Vice-President
Ms. Kathy Fazioli, Board Clerk

COLUMBIA COUNTY
BERKSHIRE UFSD
Mr. Bruce Potter, Superintendent
Board of Education
Mr. Timothy Giacchetta, Board President
Mr. Michael Brutsch, Board Member
Mr. Donelle Hauser, Board Member
Mr. Joseph Lawrence, Board Member
Ms. Bonnie Vandenburgh, Board Clerk

CHATHAM CSD
Ms. Cheryl Nuciforo, Superintendent
Board of Education
Ms. Melony Spock, Board President
Mr. Michael Clark, Board Member
Ms. Gail Day, Board Member
Ms. Muriel Faxon, Board Member
Ms. Jennifer Lindberg, Board Member
Mr. James Marks, Board Member
Mr. David O'Connor, Board Member
Mr. James Toteno, Board Vice President
Mr. John Wapner, Board Member
Ms. Debbie Pottenburgh, Board Clerk

GERMANTOWN CSD
Mr. Patrick J. Gabriel Jr., Interim Superintendent
Board of Education
Ms. Lynn Clum, Board Member
Mr. Ralph DelPozzo, Board Member
Ms. Brittany DuFresne, Board Member
Ms. Faydra Geraghty, Board Member
Mr. Ronald Moore, Board Vice President
Ms. Teresa Repko, Board Member
Ms. Linda Griffin, Board Clerk

HUDSON CSD
Ms. Maria Suttmeier, Superintendent
Board of Education
Mr. Peter Merante, Sr., Board President
Ms. Jeri Chapman, Board Member
Ms. Elizabeth Fou, Board Vice President
Ms. Kelly Frank, Board Member
Ms. Tiffany Martin Hamilton, Board Member
Mrs. Carrie Otty, Board Member
Mr. Peter Rice, Board Member
Ms. Frieda VanDeusen, Board Clerk

ICHABOD CRANE CSD
Mr. George Zini, Superintendent
Board of Education
Mr. Anthony Welcome, Board President
Mr. John Antalek, Board Member
Mr. John Chandler, Board Member
Ms. Barbara Johnson-Heimroth, Board Member
Mr. Bruce Naramore, Board Member
Mr. Jeffrey Quellette, Board Member
Ms. Susan Ramos, Board Member
Ms. Helen Regina Rose, Board Vice President
Ms. Cheryl Trefzger, Board Member
Ms. Mindy Potts, Board Clerk

NEW LEBANON CSD
Ms. Karen McGraw, Superintendent
Board of Education
Ms. Monique Wood, Board President
Mr. Michael Bienes, Board Member
Ms. Tracy Bingham, Board Member
Ms. JoAnn Gavrity, Board Member
Mr. David Kroboth, Board Member
Ms. Christine Sotek, Board Member
Mr. Raymond Sowalski, Board Vice-President
Ms. Leslie Coons, Board Clerk

TACONIC HILLS CSD
Dr. Neil Howard, Superintendent
Board of Education
Mr. Kevin Maisenbacher, Board President
Mr. Steve Argus, Board Member
Mr. Clifford Campbell, Board Vice President
Mr. Joseph Costa, Board Member
Mr. Donald McComb, Board Member
Ms. Christine Perry, Board Member
Mr. Glenn Schermerhorn, Board Member
Ms. Anna Skoda, Board Member
Mr. Harvey Weber, Board Member
Ms. Terri Hoffman, Board Clerk

ICHABOD CRANE CSD
Mr. George Zini, Superintendent
Board of Education
Mr. Anthony Welcome, Board President
Mr. John Antalek, Board Member
Mr. John Chandler, Board Member
Ms. Barbara Johnson-Heimroth, Board Member
Mr. Bruce Naramore, Board Member
Mr. Jeffrey Quellette, Board Member
Ms. Susan Ramos, Board Member
Ms. Helen Regina Rose, Board Vice President
Ms. Cheryl Trefzger, Board Member
Ms. Mindy Potts, Board Clerk

CATSKILL CSD
Dr. Kathleen Farrell, Superintendent
Board of Education
Mr. Michael Bulich, Board President
Ms. Tracy Darling, Board Member
Mr. William Fiske, Board Member
Mr. Michael Maloney, Board Vice President
Ms. Courtney Parish, Board Member
Ms. Tracy Powell, Board Member
Ms. Lisa Warner, Board Member
Ms. Poscha McDougall, Board Clerk

COXSACKIE-ATHENS CSD
Mr. Randall Squier, Superintendent
Board of Education
Mr. Joseph Garland, Board President
Ms. Bonnie Ecker, Board Member
Ms. Maureen Hanse, Board Member
Mr. Richard Jewett, Board Member
Ms. Carol Ann Luccio, Board Member
Mr. Stephen Oliveira, Board Member
Mr. Michael Petramale, Board Member
Ms. Beth Tailleur, Board Vice President
Mr. Barton Wallace, Board Member
Ms. Judith Zoller, Board Clerk

GREENE COUNTY
CAIRO-DURHAM CSD
Ms. Mary Fassett, Superintendent
Board of Education
Mr. Greg Koern-Fox, Board President
Mr. William Alfeld, Board Member
Ms. Beatrice Clappin, Board Member
Mr. Robert Criswell, Board Member
Ms. Beth Daly, Board Member
Mr. Carl Kohrs, Board Vice President
Ms. Susan Kusinsky, Board Member
Ms. Elizabeth Phillips, Board Member
Mr. Thomas Plank, Board Member
Ms. Elisabeth Doolan, Board Clerk