

**HCSD Board Members:**

Brian Lynch, Pres., Michael Buck, VP, Rose Apgar,  
Mark Brinthaup, Mary Anne Holleran, James Jacobus,  
John Lively, Ruth Miller, Pamela Strollo,  
and Student Rep. Daniel Strack

**Central Administrative Team:**

Ralph Marino, Jr., Ed.D., Superintendent  
Alice Learn, Assistant Superintendent  
Judy Christiansen, Human Resources, Dir.  
Kim Williams, Student Servs. Director

**HORSEHEADS CENTRAL SCHOOL DISTRICT**  
**BOARD OF EDUCATION**  
**Finance Committee**  
**December 7, 2010**  
**6:15 PM**  
**Conference Room A**

**MINUTES**

**Pledge of Allegiance**

1. **CALL TO ORDER** at 6:17 PM **Jim Jacobus**
  
2. **ROLL CALL OF THOSE IN ATTENDANCE** – All present **Jim Jacobus**  
Jim Jacobus, Mike Buck, John Lively, Brian Lynch,  
and Ralph Marino, Jr.
  
3. **DISCUSSION ITEMS** **Ralph Marino, Jr.**
  - 3.01 November 2010 Financial Reports  
The subcommittee reviewed the Claims Auditor's report and the Central Treasurers' reports.
  
  - 3.02 November 2010 Budget Transfer Report  
The subcommittee reviewed the monthly budget transfers.
  
  - 3.03 Possible Local Retirement Incentive  
The subcommittee decided to recommend to the full BOE a local retirement incentive.
  
  - 3.04 Possible Development of a Short-term and Long-term Business Plan for the District  
The subcommittee had a preliminary conversation about the concept of a business plan. This will be discussed again next month.
  
  - 3.05 Possible Mid-Year Spending Freeze  
The subcommittee decided to recommend a mid-year spending freeze to the full BOE on 12/16/10.
  
  - 3.06 20% Reduction of Materials, Supplies, Equipment, Conferences, etc. for 2011-12  
Dr. Marino gave an update on the 2011-12 budget planning and development process.
  
  - 3.07 Disposal of Fixed Assets Policy and Form  
Dr. Marino advised the subcommittee that the BOE Policy Subcommittee is working on a revised policy and form for the disposal of fixed assets and District property.
  
  - 3.08 Summer 2011 Capital Projects  
The subcommittee reviewed the list of proposed capital projects for Summer 2011. The money for these improvements was approved as part of the May 2010 budget vote.

3.09 History of District Spending, Tax Levies, & Tax Rates

Dr. Marino shared 10 years of information regarding District spending, tax levies, and tax rates.

3.10 Fiscal Advisors & Marketing Contract

The subcommittee reviewed a contract with Fiscal Advisors & Marketing, Inc. The BOE will be asked to approve it on 12/16/10.

3.11 RFP Chart & Checklist

Dr. Marino shared a 3-year calendar for Request for Proposals (RFP's).

4. **GOOD OF THE ORDER**

None

5. **ADJOURNMENT**

At 7:53 PM

**2010-11 FINANCE COMMITTEE GOALS:**

- 1) Maintain and update as needed the Five-Year Budget Projection to be used during the 2011-12 budget process (to be completed by October 28, 2010).
- 2) Explore all options for student transportation and make recommendations to the full BOE (to be completed by December 31, 2010).
- 3) Continue to research, evaluate, and develop a recommendation on Zero-Based Budgeting (to be completed by March 31, 2011).

**UPCOMING 2010-11 FINANCE COMMITTEE MEETINGS:** January 18, 2011

**NOTE: These Committee meetings are subject to change.**

**(Please call 739-5601 x4260 to be sure meeting is still scheduled to take place)**

**Cmk**

**c: Board President, Board Vice-President, Superintendent, Admin. Assistant to Supt., and Community Information Specialist**

## **Our Mission**

“Quality Education for All”

The Mission of the Horseheads Central School Community is to provide a quality education for all within a nurturing environment which promotes excellence, growth, and a sense of civic responsibility.

## **Our Vision**

We, the Horseheads School Community, want a district that:

- is nurturing and responsive;
- strives for balance in a supportive, safe, encouraging environment;
- recognizes the need for continual improvement in an ever-changing world;
- has a clearly defined focus on learning outcomes, collaboration, and support systems; and
- creates an environment within which everyone can thrive and achieve his/her highest potential.

## **Our Beliefs**

We believe:

- everyone can achieve his/her highest potential;
- trust is essential for growth;
- learning is cooperative;
- programs are inclusive;
- success will be nurtured and expected;
- learning is performance-based;
- decisions are data-based; and
- responsibility, respect and results guide our every effort.

## **Exit Outcomes**

The Horseheads Central School graduate will be...

- a life-long learner;
- a caring, productive citizen;
- an effective communicator;
- a creative problem-solver;
- a quality decision-maker;
- a healthy, well-rounded person

## 2010-11 BOARD/DISTRICT GOALS

The Board of Education embraces the importance of short-term and long-term strategic planning in relation to Character Education/Wellness, Student Achievement, Community Relations/Partnerships, Buildings/Facilities, Financial Planning/Development, and Professional Development/District Culture. Our district has made a significant investment in this model of planning and development for all facets of the operation. We encourage our staff and community members to visit the district's website ([www.horseheadsdistrict.com](http://www.horseheadsdistrict.com)) for more information on the 10-Year Strategic Plan and Implementation Team. Below are the Board of Education's goals for the school district for the 2010-11 school year. Some of the goals may be specific to certain stakeholder groups.

### GOAL #1

Character Education and Wellness

- Begin work on a district-wide character education program
  - Research new and updated tools by June 30, 2011
  - Identify other states and programs, that have successful outcomes, by June 30, 2011
  - Identify best practices within the district by June 30, 2011

### GOAL #2

Student Achievement

- Increase percentage of students who pass NYS Grade 3-8 student assessments by 2% over previous year
- Increase percentage of students who pass NYS Regents exams, other than Foreign Language and Physics (already achieving at least 98% passing rate), by 2% over previous year
- Increase percentage of students achieving mastery level in all NYS Regents exams by 2% over previous year

### GOAL #3

Community Relations and Partnerships

- Update Data Center to include 2009-2010 student achievement data by June 30, 2011
- Identify other district data from demographic software that should be added to district Data Center by December 31, 2010
- Conduct Community, Staff, and Student Voice surveys by March 31, 2011

### GOAL #4

Buildings and Facilities

- Verify that all district sites are actively participating in a recycling program by June 30, 2011
- Ensure that all non-participating sites have an active recycling program in place by June 30, 2011

### GOAL #5

Financial Planning and Development

- Maintain the financial soundness of the school district
- Continue to update the district's five-year budget and reserve forecast by 10/31/10, 1/31/11, and 4/30/11
- A voter approved 2011-12 budget that maintains quality programming, while being fiscally responsible to the community
- Successfully negotiate 8 employee contracts that are fair and equitable to all stakeholders

### GOAL #6

Professional Development and District Culture

Board Development Plan—

- 100% Participation in Board Annual Retreat in August 2010
- 100% Participation in BOE Annual Mini-Retreat in January 2011
- 100% New Board Member Participation in "New School Board Member Academy" and mandated "Fiscal Oversight Training"
- 33% Participation in NYSSBA Workshops and Conferences
- 100% Participation in at least one Workshop, Conference, or on-line Training Session

Staff Development Plan—

- Research and develop, based upon identified needs, staff development plans for all personnel

Approved: July 1, 2010  
Board of Education