

**HCSD Board Members:**

Brian Lynch, President; Pam Strollo, Vice-President;  
Rose Apgar; Karen Boulas; Mark Brinthaup; Warren Conklin;  
James Jacobus; Doug Johnson; David Sadler; and Student Rep.  
Kate Reasons and Alternate Danielle Fuller-Sincock

**Central Administrative Team:**

Ralph Marino, Jr., Ed.D., Superintendent  
Judy Christiansen, Human Resources, Dir.  
Kim Williams, Student Servs. Director  
Karen Bracy, Elem. Ed. Director  
Jay Hillman, Secondary Ed. Director  
Katy Buzzetti, School Business Administrator

**HORSEHEADS CENTRAL SCHOOL DISTRICT  
BOARD OF EDUCATION  
SPECIAL BUSINESS MEETING  
AUGUST 11, 2014, 8 A.M.  
SUPERINTENDENT'S CONF. ROOM**

**AGENDA**

**PLEDGE OF ALLEGIANCE**

- |  |   |
|--|---|
| <b>1. CALL TO ORDER</b>  | <b>BRIAN LYNCH, BOARD<br/>PRESIDENT</b> |
| <b>2. AGENDA CHANGES (if any)</b>                                    | <b>BRIAN LYNCH</b>                      |
| <b>3. QUESTIONS/COMMENTS FROM THE<br/>PUBLIC</b>                     |   |
| <b>4. QUESTIONS/COMMENTS FROM BOARD<br/>MEMBERS</b>                  |   |
| <b>5. 2014-15 PROPERTY TAX WARRANT</b>                               | <b>BOARD ACTION</b>                     |
| <b>6. REVISED 2014-15 PRE-KINDERGARTEN<br/>AGREEMENT WITH YMCA</b>   | <b>BOARD ACTION</b>                     |
| <b>7. REVISED 2014-15 BROAD STREET LEASE<br/>AGREEMENT WITH YMCA</b> | <b>BOARD ACTION</b>                     |
| <b>8. 2014-15 YMCA LEASE RIDER</b>                                   | <b>BOARD ACTION</b>                     |
| <b>9. MOTION TO ADJOURN</b>  |   |
| <b>10. ADJOURNMENT</b>   |   |

RM:cms

## **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

**HORSEHEADS CENTRAL SCHOOL DISTRICT  
2014-2015 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 2014 -2015 school year. Some of the goals may be specific to certain stakeholder groups.

**GOAL #1**

**Student Achievement**

- The percentage of students in our District who achieve a level 3 or 4 on all NYS assessments in grades 3-8 will be a minimum of 10% higher than the state average of students who achieve a level 3 or 4. If a building's percentage is already at 10% above the state average, the building's site-based team will determine the desired achievement level.
- The percentage of students in our District who achieve 85% (mastery) on NYS Regents exams will be a minimum of 10% higher than the state average of students who achieve 85%; we will also see the percentage of students in our District who achieve 65% (passing) will be a minimum of 10% higher than the state average of students who achieve 65%. If a building's percentage is already at 10% above the state average, the building's site-based team will determine the desired achievement level.

**GOAL #2**

**District Reorganization & Sustainability**

- Evaluate and select options from facility utilization and grade configuration task force work by June 30, 2015
- Conduct joint district consolidation feasibility study with Elmira Heights School District. Review draft of consolidation feasibility study by June 30, 2015.
- Identify additional shared service alternatives

**GOAL #3**

**Strategic Plan**

- Continued communication with the Strategic Plan Implementation Team via 2 members of the Planning and Development Committee.
  - Performance against Year Four targets by September 30, 2014
  - Establishment of Year Five Targets by September 30, 2014
  - Report to the full Board of Education by committee representatives by January 31, 2015
  - Final Report on Year Four progress to the Board of Education by June 30, 2015

**GOAL #4**

**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 10/31/14, 1/31/15, and 4/30/15
- Develop a voter approved 2015-2016 budget that maintains quality programming, while being fiscally responsible to the community
- Successfully negotiate 10 employee contracts that are fair and equitable to all stakeholders

**GOAL #5**

**Professional Development and District Culture**

**Board Development Plan—**

- 100% Participation in Board Annual Retreat in August 2014
- 100% Participation in BOE Annual Mini-Retreat in January 2015
- 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
  - Assess progress in December 2014