

I. SCHOOL INFORMATION AND COVER PAGE

Created Tuesday, July 09, 2013
Updated Thursday, July 25, 2013

Page 1

1. SCHOOL NAME

(Select School name from dropdown menu; BEDS # appears first)

140600860856 ENTERPRISE CS

2. CHARTER AUTHORIZER

Buffalo BOE-Authorized Charter School

3. DISTRICT / CSD OF LOCATION

Buffalo

4. SCHOOL INFORMATION

PRIMARY ADDRESS	PHONE NUMBER	FAX NUMBER	EMAIL ADDRESS
Enterprise Charter School 275 Oak Street Buffalo, NY 14203	716-855-2114	716-855-2967	Heatherlyon@enterprisec harter.org

4a. PHONE CONTACT NUMBER FOR AFTER HOURS EMERGENCIES

4a. PHONE CONTACT NUMBER FOR AFTER HOURS EMERGENCIES Contact Name	Heather Lyon
4a. PHONE CONTACT NUMBER FOR AFTER HOURS EMERGENCIES Title	Interim CEO
4a. PHONE CONTACT NUMBER FOR AFTER HOURS EMERGENCIES Emergency Phone Number (###-###-####)	

5. SCHOOL WEB ADDRESS (URL)

www.Enterprisearcharter.org

6. DATE OF INITIAL CHARTER

2003-08-01 00:00:00

7. DATE FIRST OPENED FOR INSTRUCTION

2003-08-01 00:00:00

8. TOTAL NUMBER OF STUDENTS ENROLLED IN 2012-13 (as reported on BEDS Day)

(as reported on BEDS Day)

405

9. GRADES SERVED IN SCHOOL YEAR 2012-13

Check all that apply

• K

• 1

• 2

• 3

• 4

• 5

• 6

• 7

• 8

10. DOES THE SCHOOL CONTRACT WITH A CHARTER OR EDUCATIONAL MANAGEMENT ORGANIZATION?

Yes/No	Name of CMO/EMO
No	

11. FACILITIES

Will the School maintain or operate multiple sites?

No, just one site.

12. SCHOOL SITES

Please list the sites where the school will operate in 2013-14.

	Physical Address	Phone Number	District/CSD	Grades Served at Site	School at Full Capacity at Site	Facilities Agreement
Site 1 (same as primary site)	275 Oak Street Buffalo, NY 14203	716-855-21 14	BUFFALO CITY SD	K-8	Yes	Own
Site 2						
Site 3						

12a. Please provide the contact information for Site 1 (same as the primary site).

	Name	Work Phone	Alternate Phone	Email Address
School Leader	Heather Lyon	[REDACTED]		[REDACTED]o
Operational Leader				
Compliance Contact				
Complaint Contact				

13. Are the School sites co-located?

No

14. Were there any revisions to the school's charter during the 2012-2013 school year? (Please include both those that required authorizer approval and those that did not require authorizer approval).

No

16. Our signatures below attest that all of the information contained herein is truthful and accurate and that this charter school is in compliance with all aspects of its charter, and with all pertinent Federal, State, and local laws, regulations, and rules. We understand that if any information in any part of this report is found to have been deliberately misrepresented, that will constitute grounds for the revocation of our charter. Check **YES** if you agree and use the mouse on your PC or the stylus on your mobile device to sign your name).

• Yes

Signature, Head of Charter School

•

Signature, President of the Board of Trustees

•

Thank you.

Signature Page for President of Board of Trustees

Created Wednesday, July 31, 2013

Updated Thursday, August 01, 2013

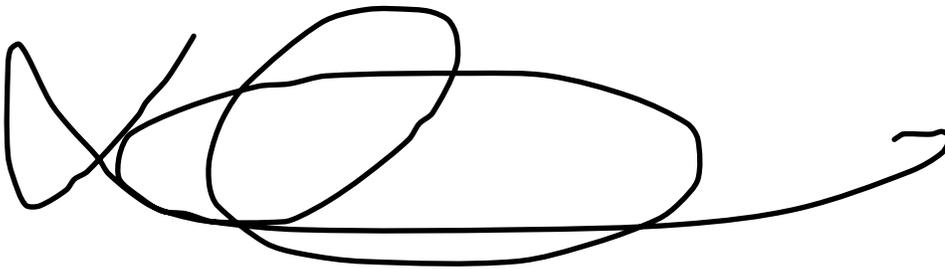
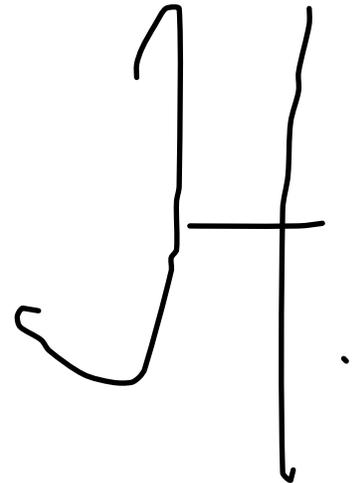
Page 1

140600860856 ENTERPRISE CS

16. My signature below attest that all of the information contained herein is truthful and accurate and that this charter school is in compliance with all aspects of its charter, and with all pertinent Federal, State, and local laws, regulations, and rules. We understand that if any information in any part of this report is found to have been deliberately misrepresented, that will constitute grounds for the revocation of our charter. Check **YES** if you agree and use the mouse on your PC or the stylist on your mobile device to sign your name).

- Yes
-

Signature, Board President

A large, stylized handwritten signature in black ink, consisting of several overlapping loops and a long horizontal stroke extending to the right.A large, stylized handwritten signature in black ink, consisting of a vertical line with a horizontal crossbar and a small hook at the top.

Thank you.

Appendix A: Progress Toward Goals

Created Monday, July 15, 2013

Updated Saturday, September 14, 2013

Page 1

1. NEW YORK STATE REPORT CARD

Provide a direct URL or web link to the most recent New York State School Report Card for the charter school (See <https://reportcards.nysed.gov/>).

(Charter schools completing year one will not yet have a School Report Card or link to one. Please type "URL is not available" in the space provided).

<https://reportcards.nysed.gov/files/2011-12/RC-2012-140600860856.pdf>

2. APPENDIX A: PROGRESS TOWARD CHARTER GOALS

2a. ACADEMIC STUDENT PERFORMANCE GOALS

If the Progress Toward Charter Goals are based on student performance data that the school will not have access to by August 1, 2013 (e.g., the NYS Assessment results), please list goals and explain this in the "Progress Towards Attainment" column. This information can be updated for Appendix A when available but no later than November 1, 2013. Board of Regents-authorized charter schools that opened for instruction in the fall of 2012 or that were renewed in 2012-13 will be held to the same charter-specific academic goals. Board of Regents-authorized charter schools will also be held accountable to Student Performance Benchmark 1 of the Performance Framework.

2012-13 Progress Toward Attainment of Academic Goals

	Academic Student Performance Goal	Measure Used to Evaluate Progress	2012-2013 Progress Toward Attainment	If Not Met, Describe Efforts to be Taken
Academic Goal 1	Annually increase the number of students at Level 3 by 10%	New York State ELA and Mathematics assessments given in the Spring of 2013	ELA: 26% at/above standard Math: 43% at/above standard Science: 70% at/above standard Overall increase or decrease from 2011-12 +3% ELA +1% Math -2% Science	Comparison of student proficiency scores for 2013 state ELA and Math assessments (Levels 1, 2, 3, and 4) in 2013 is not possible based upon the new "baseline" established with the shift to Common Core-aligned assessments. Upon release of the scores, State Education Commissioner John B. King, Jr. stated "These proficiency scores do not reflect a drop in performance, but rather a raising of standards to reflect college and career readiness in the 21st

century” and noted that the scores will not be used to negatively impact district, school, principal, or teacher accountability. Therefore we will use a 10% increase in proficiency using beginning (BOY) and end (EOY) data

The following strategies are being used to continually improve services and learning at Enterprise:

Common staff time to have targeted meetings on student learning objectives, data driven decision making, professional learning communities, school wide goal setting and attainment, lesson design, etc.

Common planning time for collaboration between teachers working at the same level.

iReady diagnostic testing, running records, and AIMSweb screening to get baseline information and track student growth
Implementation of best practices e.g. reader & writer workshop

Thorough evaluation of teachers to make sure only effective teachers are invited back the next year.

RtI time built into the school day with a new Student Support Services Director providing structure to a team of professionals providing targeted support.

Academic Goal 2	Increase its scores according to the Commissioner’s Performance Index for AYP each year	AYP for 2013 has not been determined	AYP for 2013 has not been determined	AYP for 2013 has not been determined
Academic Goal 3	By the end of the second renewal term, students in grades 3-8 who have been	Comparison of student proficiency scores for 2013 state ELA and Math	Cannot compare to assess attainment of goal	The following strategies are being used to continually improve

<p>continuously enrolled at Enterprise will perform on par with the state average for proficiency on the NYS ELA and math assessments.</p>	<p>assessments (Levels 1, 2, 3, and 4) in 2013 is not possible based upon the new “baseline” established with the shift to Common Core-aligned assessments</p>	<p>services and learning at Enterprise:</p>	<p>Common staff time to have targeted meetings on student learning objectives, data driven decision making, professional learning communities, school wide goal setting and attainment, lesson design, etc. Common planning time for collaboration between teachers working at the same level.</p>	
		<p>iReady diagnostic testing, running records, and AIMSweb screening to get baseline information and track student growth Implementation of best practices e.g. reader & writer workshop</p>	<p>Thorough evaluation of teachers to make sure only effective teachers are invited back the next year.</p>	
		<p>RtI time built into the school day with a new Student Support Services Director providing structure to a team of professionals providing targeted support.</p>		
<p>Academic Goal 4</p>	<p>80% of the students in grades K-3 who are continuously enrolled will achieve benchmark status according to AIMSWeb by year-end test results.</p>	<p>AIMSWeb Assessments given in the beginning of the year and at the end of the year.</p>	<p>AIMSWEB ELA BOY EOY K-Not applicable 1-4% 1-66% 2-49% 2-69% 3-30% 3-38%</p> <p>Did not make target due to starting point of students at beginning of the year Improvement Grade 1 +62% Grade 2 +20% Grade 3 +8%</p>	<p>The following strategies are being used to continually improve services and learning at Enterprise:</p> <p>Common staff time to have targeted meetings on student learning objectives, data driven decision making, professional learning communities, school wide goal setting and attainment, lesson design, etc. Common planning time for collaboration between teachers working at the same level.</p>
			<p>iReady diagnostic testing, running records, and</p>	

				<p>AIMSweb screening to get baseline information and track student growth Implementation of best practices e.g. reader & writer workshop</p> <p>Thorough evaluation of teachers to make sure only effective teachers are invited back the next year.</p> <p>RtI time built into the school day with a new Student Support Services Director providing structure to a team of professionals providing targeted support.</p>
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Academic Goal 5	80% of the students in grades 3-8 who are continuously enrolled at Enterprise will maintain a Level 3 or increase to a Level 4 on the NYS ELA and math assessments.	New York State ELA and Mathematics assessments given in the Spring of 2013	<p>ELA: 26% at/above standard Math: 43% at/above standard Science: 70% at/above standard</p> <p>Overall increase or decrease from 2011-12 +3% ELA +1% Math -2% Science</p>	These proficiency scores do not reflect a drop in performance, but rather a raising of standards to reflect college and career readiness in the 21st century”
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Academic Goal 6	75% of the continuously enrolled students in grades 1-8 will demonstrate a year’s growth on the Terra Nova reading and math assessments.	N/A	This test is no longer used at Enterprise.	This test is no longer used at Enterprise.
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Academic Goal 7

Academic Goal 8

2a1. Do have more academic goals to add?

(No response)

2012-13 Progress Toward Attainment of Academic Goals

	Academic Student Performance Goal	Measure Used to Evaluate Progress	2012-2013 Progress Toward Attainment	If Not Met, Describe Efforts to be Taken
Academic Goal 9				
Academic Goal 10				
Academic Goal 11				

Academic Goal
12

Academic Goal
13

Academic Goal
14

Academic Goal
15

Academic Goal
16

2a2. Do have more academic goals to add?

(No response)

2012-13 Progress Toward Attainment of Academic Goals

Academic Student Performance Goal	Measure Used to Evaluate Progress	2012-2013 Progress Toward Attainment	If Not Met, Describe Efforts to be Taken
Academic Goal 17			
Academic Goal 18			
Academic Goal 19			
Academic Goal 20			
Academic Goal 21			
Academic Goal 22			
Academic Goal 23			
Academic Goal 24			
Academic Goal 25			
Academic Goal 26			
Academic Goal 27			
Academic Goal 28			
Academic Goal 29			
Academic Goal 30			

2b. ORGANIZATIONAL GOALS

2012-13 Progress Toward Attainment of Organizational Goals

	Organizational Goal	Measure Used to Evaluate Progress	2012-2013 Progress Toward Attainment	If Not Met, Describe Efforts to be Taken
Org Goal 1	90% of the parents will report they are satisfied with Enterprise, as measured by an annual survey.	ECS Parent/Guardian Perception Survey given at Parent/Teacher Conferences.	According to results, 93.47% of parents are satisfied or very satisfied with ECS.	
Org Goal 2	100% of teachers will report that they have access to high quality professional development opportunities, as measured by an annual survey.	Teacher Survey	100% of teachers reported that they have access to high quality professional development.	
Org Goal 3				
Org Goal 4				
Org Goal 5				

2b.1 Do you have more organizational goals to add?

(No response)

2012-13 Progress Toward Attainment of Organizational Goals

	Organizational Goal	Measure Used to Evaluate Progress	2012-2013 Progress Toward Attainment	If Not Met, Describe Efforts to be Taken
Org Goal 6				
Org Goal 7				
Org Goal 8				
Org Goal 9				
Org Goal 10				
Org Goal 11				
Org Goal 12				
Org Goal 13				
Org Goal 14				
Org Goal 15				

2c. FINANCIAL GOALS

2012-13 Progress Toward Attainment of Financial Goals

	Financial Goals	Measure Used to Evaluate Progress	2012-2013 Progress Toward Attainment	If Not Met, Describe Efforts to be Taken
Financial Goal 1	Enterprise will be fully enrolled 100% of the time between August and April, as measured by enrollment reports submitted to NYSED on a bi-monthly basis.	Bi-monthly reports to Buffalo Board of Ed.	ECS was fully enrolled throughout the 201-2012 school year.	
Financial Goal 2				
Financial Goal 3				
Financial Goal 4				
Financial Goal 5				

Appendix B
Enterprise Charter School
Total Expenditures and Administrative Expenditures per Child
6/30/2013

<u>Total Expenditures per Child</u>	<u>\$ 13,528</u>
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<u>Total Administrative Expenditures per Child</u>	<u>\$ 5,019</u>
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Audited Financial Statement Checklist

Created Thursday, October 31, 2013

Page 1

Charter School Name:

1. Please check each item that is included in the 2012-13 Audited Financial Statement submitted for your charter school.

	Yes	No	NA
Audited Financial Statements (including report on compliance and report on internal control over financial reporting)	True	False	False
Single Audit (if applicable)	False	False	True
CSP Agreed Upon Procedures (if applicable)	False	False	True
Management Letter	False	False	True
Report on Extracurricular Student Activity Accounts (if applicable)	False	False	True
Corrective Action Plans for any Findings	False	False	True

2. Please indicated if there is a finding(s) noted in any of the following sections of your charter school's 2012-13 Audited Financial Statement.

	Yes	No
Report on Compliance	False	True
Report on Internal Control over Financial Reporting	False	True
Single Audit	False	True
CSP Agreed Upon Procedures Report	False	True
Management Letter	False	True

Thank you Heidi .

ENTERPRISE CHARTER SCHOOL

FINANCIAL STATEMENTS

JUNE 30, 2013

Table of Contents

June 30, 2013

Financial Statements

Independent Auditors' Report

Financial Statements

Notes to Financial Statements

Additional Information

Schedule of Expenses

Reporting Required by *Government Auditing Standards*

Independent Auditors' Report on Internal Control over Financial Reporting
and on Compliance and Other Matters Based on an Audit of Financial
Statements Performed in Accordance with *Government Auditing Standards*

INDEPENDENT AUDITORS' REPORT

The Board of Trustees
Enterprise Charter School

We have audited the accompanying balance sheet of Enterprise Charter School (the School) as of June 30, 2013, and the related statements of activities and cash flows for the year then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to a financial audit contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the School as of June 30, 2013, and the changes in its net assets and cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matter

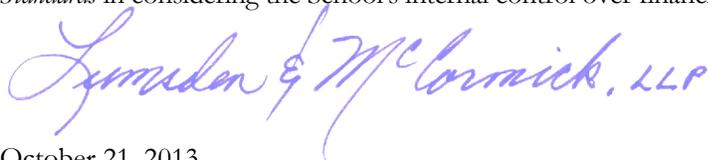
The financial statements of Enterprise Charter School as of June 30, 2012 were audited by other auditors whose report dated October 5, 2012, expressed an unmodified opinion on those statements.

Accompanying Information

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying schedule of expenses is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. Such information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated, in all material respects, in relation to the financial statements as a whole.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated October 21, 2013 on our consideration of the School's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, grant agreements, and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the School's internal control over financial reporting and compliance.

A handwritten signature in blue ink that reads "Lyndon & McCormick, LLP". The signature is written in a cursive, flowing style.

October 21, 2013

ENTERPRISE CHARTER SCHOOL

Balance Sheets

June 30,	2013	2012
Assets		
Current assets:		
Cash	\$ 3,741,060	\$ 2,943,113
Accounts and other receivables (Note 2)	60,231	208,747
Prepaid expenses	26,264	23,031
	<u>3,827,555</u>	<u>3,174,891</u>
Property and equipment, net (Note 3)	6,858,627	7,071,253
Investments held in trust (Note 4)	800,706	745,618
Deferred financing costs, net	623,269	645,797
	<u>\$ 12,110,157</u>	<u>\$ 11,637,559</u>
Liabilities and Net Assets		
Current liabilities:		
Current portion of long-term debt (Note 5)	\$ 80,000	\$ 70,000
Accounts payable and accrued expenses	809,694	794,993
Deferred revenue	-	27,410
	<u>889,694</u>	<u>892,403</u>
Long-term debt (Note 5)	7,125,000	7,205,000
Net assets:		
Unrestricted	4,089,973	3,535,247
Temporarily restricted	5,490	4,909
	<u>4,095,463</u>	<u>3,540,156</u>
	<u>\$ 12,110,157</u>	<u>\$ 11,637,559</u>

See accompanying notes.

ENTERPRISE CHARTER SCHOOL

Statements of Activities

For the years ended June 30,	2013	2012
Changes in unrestricted net assets:		
Support and revenue:		
Public school districts:		
Revenue-resident student enrollment	\$ 4,795,477	\$ 4,820,328
Revenue-students with disabilities	386,269	448,374
Federal grants	471,945	378,961
State and local grants	80,710	90,305
Rental income	173,602	170,246
Other income	43,594	187,963
Net assets released from restrictions	1,419	1,784
Total unrestricted support and revenue	5,953,016	6,097,961
Expenses:		
Program expenses:		
Regular education	3,823,769	3,627,879
Special education	481,690	459,006
Other programs	413,336	287,945
Total program expenses	4,718,795	4,374,830
Supporting services:		
Management and general	679,495	895,225
Total expenses	5,398,290	5,270,055
Change in unrestricted net assets	554,726	827,906
Changes in temporarily restricted net assets:		
Contributions	2,000	-
Net assets released from restrictions	(1,419)	(1,784)
Change in temporarily restricted net assets	581	(1,784)
Change in net assets	555,307	826,122
Net assets - beginning	3,540,156	2,714,034
Net assets - ending	\$ 4,095,463	\$ 3,540,156

See accompanying notes.

ENTERPRISE CHARTER SCHOOL

Statements of Cash Flows

For the years ended June 30,	2013	2012
Operating activities:		
Change in net assets	\$ 555,307	\$ 826,122
Adjustments to reconcile change in net assets to net cash flows from operating activities:		
Depreciation	330,220	301,123
Amortization	22,528	22,528
Loss on disposal of property and equipment	922	-
Changes in operating assets and liabilities:		
Accounts and other receivables	148,516	118,000
Prepaid expenses	(3,233)	15,207
Accounts payable and accrued expenses	14,701	127,740
Deferred revenue	(27,410)	15,805
Net operating activities	1,041,551	1,426,525
Investing activities:		
Property and equipment expenditures	(118,516)	(1,203,633)
Withdrawals from (deposits to) investments held in trust	(55,088)	920,317
Net investing activities	(173,604)	(283,316)
Financing activities:		
Principal repayments on long-term debt	(70,000)	(70,000)
Net change in cash	797,947	1,073,209
Cash - beginning	2,943,113	1,869,904
Cash - ending	\$ 3,741,060	\$ 2,943,113
Supplemental cash flow disclosures:		
Cash paid for interest on long-term debt	\$ 532,825	\$ 537,725

Notes to Financial Statements

1. Summary of Significant Accounting Policies:

Organization and Purpose:

Enterprise Charter School (the School) operates a charter school in the City of Buffalo, New York (the City) pursuant to its Charter Agreement with the Education Department of the State of New York. The School currently offers classes from kindergarten through grade 8. The School has been chartered through June 30, 2014.

Subsequent Events:

Management has evaluated events and transactions for potential recognition or disclosure through October 21, 2013, the date the financial statements were available to be issued.

Cash:

Cash in financial institutions potentially subjects the School to concentrations of credit risk since it may exceed insured limits at various times throughout the year. The School is required to hold no less than \$75,000 in an escrow account in order to pay for legal and audit expenses that would be associated with dissolution should it occur.

Receivables:

Receivables are stated at the amounts management expects to collect from outstanding balances. Balances that are outstanding after management has used reasonable collection efforts are written off through a charge to bad debts expense and a credit to accounts receivable. An allowance for doubtful accounts is considered unnecessary by management because all significant amounts deemed uncollectible are written off each year.

Property and Equipment:

Property and equipment is stated at cost net of accumulated depreciation. Depreciation is provided using the straight-line method over estimated useful asset lives. Maintenance and repairs are charged to operations as incurred; significant improvements are capitalized.

Deferred Financing Costs:

Deferred financing costs consist of charges incurred by the School in connection with its financing arrangements and are amortized over the remaining term of these arrangements. Amortization for deferred financing costs for the years ended June 30, 2013 and 2012 was \$22,528.

Enrollment Fees:

The School is reimbursed by each resident district based on the product of the annual approved operating expense of the district and the full time equivalent enrollment of the students in the School residing in the district. The School's enrollment fees are received primarily from the Board of Education for the City of Buffalo School District.

Grants:

The School is the recipient of awards and reimbursements from federal, state and local sources. The awards and reimbursements are subject to compliance and financial audits by the funding sources. Management believes no significant adjustments are necessary to recognized amounts.

The School records grant awards accounted for as exchange transactions as deferred revenue until related services are performed.

Income Taxes:

The School is a 501(c)(3) organization exempt from taxation under Section 501(a) of the Internal Revenue Code. The School believes it is no longer subject to examination by Federal and State authorities for years prior to 2010.

Use of Estimates:

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. Actual results could differ from those estimates.

Cost Allocation:

The School’s costs of providing its various programs and activities have been summarized on a functional basis in the statements of activities. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

Reclassifications:

The financial statements for the year ended June 30, 2012 have been reclassified to conform with the presentation adopted for June 30, 2013.

2. Accounts and Other Receivables:

	2013	2012
Transportation advance	\$ -	\$ 141,750
Grants	52,717	37,993
Enrollment fees	-	12,266
Other	7,514	16,738
	<u>\$ 60,231</u>	<u>\$ 208,747</u>

3. Property and Equipment:

	2013	2012
Building and improvements	\$ 7,336,485	\$ 7,314,623
Furniture and equipment	764,408	679,320
Books	163,869	156,724
Vehicles	20,751	20,751
	<u>8,285,513</u>	<u>8,171,418</u>
Less accumulated depreciation	1,426,886	1,100,165
	<u>\$ 6,858,627</u>	<u>\$ 7,071,253</u>

4. Investments Held in Trust:

The following accounts are held by a trustee in compliance with the issuance of the 2011 Series bonds (Note 5), representing investments restricted for project construction, repair and replacement, reserves, principal reduction and interest payments.

	2013	2012
Debt service fund	\$ 635,654	\$ 635,592
Repair and replacement fund	125,014	75,005
Custodian account	40,038	35,021
	<u>\$ 800,706</u>	<u>\$ 745,618</u>

5. Long-Term Debt:

	2013	2012
Erie County Industrial Development Agency Facility Revenue Bonds (Enterprise Charter School Project), Series 2011A (tax exempt) Bonds, principal payments beginning June 2015 in annual principal installments ranging from \$90,000 to \$590,000, plus interest ranging from 6.0% to 7.5%, final payment due December 2040.	\$ 7,125,000	\$ 7,125,000
Erie County Industrial Development Agency Facility Revenue Bonds (Enterprise Charter School Project), Series 2011B (taxable) Bonds, payable in annual principal installments ranging from \$70,000 to \$80,000, plus interest at 7.0%, final payment due December 2013.	<u>80,000</u>	<u>150,000</u>
	<u>7,205,000</u>	<u>7,275,000</u>
Less current portion	<u>80,000</u>	<u>70,000</u>
	<u>\$ 7,125,000</u>	<u>\$ 7,205,000</u>

In February 2011, the School entered into an installment sale agreement with Erie County Industrial Development Agency (ECIDA), principally to finance the cost of acquiring and renovating buildings to be used for the operation of the School. To finance the project, ECIDA authorized the sale of Revenue Bonds in the aggregate amount of \$7,345,000 under a trust indenture with a bank as trustee. The sale is secured by mortgage and security agreements granting the trustee a mortgage lien on and security interest in the facility and the other mortgaged property. The bonds are further secured by the Debt service fund (Note 4).

Aggregate maturities of long-term debt subsequent to June 30, 2013 are:

2014	\$ 80,000
2015	90,000
2016	95,000
2017	105,000
2018	110,000
Thereafter	<u>6,725,000</u>
	<u>\$ 7,205,000</u>

Interest expense for the years ended June 30, 2013 and 2012 was \$531,950 and \$537,521.

6. Line of Credit

The School has available an unsecured \$450,000 working capital line of credit with interest payable at one month LIBOR plus 3.25%. There were no borrowings outstanding at June 30, 2013 and 2012.

7. Retirement Plan:

The School participates in the New York State Teachers' Retirement System (TRS) and New York State and Local Employees' Retirement System (ERS) (the Systems), which are cost-sharing multiple employer, public employee retirement systems. The Systems offer a wide range of plans and benefits which are related to years of service and final average salary, vesting of retirement benefits, death and disability.

New York State Teachers' Retirement System:

TRS is administered by the New York State Teachers' Retirement Board and provides benefits to plan members and beneficiaries as authorized by the Education Law and the Retirement and Social Security Law of the State of New York. TRS issues a publicly available financial report that contains financial statements and required supplementary information. The report may be obtained from the New York State Teachers' Retirement System at www.nystrs.org.

New York State and Local Employees' Retirement System:

ERS provides retirement benefits as well as death and disability benefits. New York State Retirement and Social Security Law governs obligations of employers and employees to contribute and provide benefits to employees. ERS issues a publicly available financial report that includes financial statements and required supplementary information. This report may be obtained from the New York State and Local Retirement System at www.osc.state.ny.us/retire.

Funding Policies:

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For ERS, the Comptroller annually certifies the rates used, expressed as a percentage of the wages of participants, to compute the contributions required to be made by the School to the pension accumulation fund. The rate ranges from 15% to 18.5% and 12.7% to 15.7% for 2013 and 2012, dependent on the participant's tier. Pursuant to Article 11 of Education Law, rates are established annually for TRS by the New York State Teachers' Retirement Board at an actuarially determined rate. The rate is 11.84% of the annual covered payroll as of June 30, 2013, and 11.11% for the year ended June 30, 2012.

The required contributions for all plans were \$293,052 and \$266,904 for the years ended June 30, 2013 and 2012.

8. Rental Income:

The School leases office space to New York State under a non-cancellable operating lease. Future minimum rental payments to be received subsequent to June 30, 2013 are:

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	\$	<u>659,176</u>

ENTERPRISE CHARTER SCHOOL

**Additional Information
Schedule of Expenses**

For the year ended June 30, 2013 (with comparative totals for 2012)

	2013					2012
	Regular Education	Special Education	Other Programs	Management and General	Total	Total
Salaries	\$ 1,743,594	\$ 191,263	\$ 242,404	\$ 376,504	\$ 2,553,765	\$ 2,513,415
Employee benefits and taxes	534,553	58,624	74,349	138,860	806,386	758,401
Consultants	37,725	128,372	-	-	166,097	195,346
Supplies and materials	90,444	9,915	-	-	100,359	55,146
Student services	55,047	6,035	7,650	-	68,732	114,813
Transportation	49,476	5,424	6,876	-	61,776	62,901
Occupancy	7,551	472	472	944	9,439	19,850
Repairs and maintenance	135,223	8,451	8,451	16,903	169,028	140,980
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Office expenses	35,592	2,224	2,224	4,449	44,489	41,855
Postage and delivery	4,482	280	280	560	5,602	4,723
Printing and production	7,573	473	473	947	9,466	12,016
Equipment rental	-	-	-	-	-	8,989
Professional fees	116,511	7,282	7,282	14,564	145,639	102,213
Insurance	57,478	3,592	3,592	7,185	71,847	66,451
Dues and subscriptions	5,751	360	360	719	7,190	8,199
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Bad debt	-	-	-	-	-	39,925
Miscellaneous	20,695	1,293	1,293	2,599	25,880	25,242
	<u>3,541,571</u>	<u>464,053</u>	<u>395,699</u>	<u>644,219</u>	<u>5,045,542</u>	<u>4,946,404</u>
Depreciation and amortization	282,198	17,637	17,637	35,276	352,748	323,651
Total	<u>\$ 3,823,769</u>	<u>\$ 481,690</u>	<u>\$ 413,336</u>	<u>\$ 679,495</u>	<u>\$ 5,398,290</u>	<u>\$ 5,270,055</u>

INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS

The Board of Trustees
Enterprise Charter School

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Enterprise Charter School (the School), which comprise the balance sheet as of June 30, 2013, and the related statements of activities, and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated October 21, 2013.

Internal Control over Financial Reporting

In planning and performing our audit of the financial statements, we considered the School's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the School's internal control. Accordingly, we do not express an opinion on the effectiveness of the School's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and therefore, material weaknesses or significant deficiencies may exist that were not identified. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the School's financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the School's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the School's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.



October 21, 2013

ENTERPRISE CHARTER SCHOOL

FINANCIAL STATEMENTS

JUNE 30, 2013

Table of Contents

June 30, 2013

Financial Statements

Independent Auditors' Report

Financial Statements

Notes to Financial Statements

Additional Information

Schedule of Expenses

Reporting Required by *Government Auditing Standards*

Independent Auditors' Report on Internal Control over Financial Reporting
and on Compliance and Other Matters Based on an Audit of Financial
Statements Performed in Accordance with *Government Auditing Standards*

INDEPENDENT AUDITORS' REPORT

The Board of Trustees
Enterprise Charter School

We have audited the accompanying balance sheet of Enterprise Charter School (the School) as of June 30, 2013, and the related statements of activities and cash flows for the year then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to a financial audit contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the School as of June 30, 2013, and the changes in its net assets and cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matter

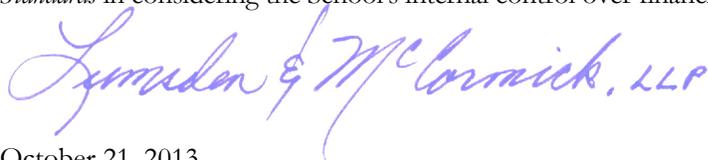
The financial statements of Enterprise Charter School as of June 30, 2012 were audited by other auditors whose report dated October 5, 2012, expressed an unmodified opinion on those statements.

Accompanying Information

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying schedule of expenses is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. Such information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated, in all material respects, in relation to the financial statements as a whole.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated October 21, 2013 on our consideration of the School's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, grant agreements, and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the School's internal control over financial reporting and compliance.

A handwritten signature in blue ink that reads "Lyndon & McCormick, LLP". The signature is written in a cursive, flowing style.

October 21, 2013

ENTERPRISE CHARTER SCHOOL

Balance Sheets

June 30,	2013	2012
Assets		
Current assets:		
Cash	\$ 3,741,060	\$ 2,943,113
Accounts and other receivables (Note 2)	60,231	208,747
Prepaid expenses	26,264	23,031
	<u>3,827,555</u>	<u>3,174,891</u>
Property and equipment, net (Note 3)	6,858,627	7,071,253
Investments held in trust (Note 4)	800,706	745,618
Deferred financing costs, net	623,269	645,797
	<u>\$ 12,110,157</u>	<u>\$ 11,637,559</u>
Liabilities and Net Assets		
Current liabilities:		
Current portion of long-term debt (Note 5)	\$ 80,000	\$ 70,000
Accounts payable and accrued expenses	809,694	794,993
Deferred revenue	-	27,410
	<u>889,694</u>	<u>892,403</u>
Long-term debt (Note 5)	7,125,000	7,205,000
Net assets:		
Unrestricted	4,089,973	3,535,247
Temporarily restricted	5,490	4,909
	<u>4,095,463</u>	<u>3,540,156</u>
	<u>\$ 12,110,157</u>	<u>\$ 11,637,559</u>

See accompanying notes.

ENTERPRISE CHARTER SCHOOL

Statements of Activities

For the years ended June 30,	2013	2012
Changes in unrestricted net assets:		
Support and revenue:		
Public school districts:		
Revenue-resident student enrollment	\$ 4,795,477	\$ 4,820,328
Revenue-students with disabilities	386,269	448,374
Federal grants	471,945	378,961
State and local grants	80,710	90,305
Rental income	173,602	170,246
Other income	43,594	187,963
Net assets released from restrictions	1,419	1,784
Total unrestricted support and revenue	5,953,016	6,097,961
Expenses:		
Program expenses:		
Regular education	3,823,769	3,627,879
Special education	481,690	459,006
Other programs	413,336	287,945
Total program expenses	4,718,795	4,374,830
Supporting services:		
Management and general	679,495	895,225
Total expenses	5,398,290	5,270,055
Change in unrestricted net assets	554,726	827,906
Changes in temporarily restricted net assets:		
Contributions	2,000	-
Net assets released from restrictions	(1,419)	(1,784)
Change in temporarily restricted net assets	581	(1,784)
Change in net assets	555,307	826,122
Net assets - beginning	3,540,156	2,714,034
Net assets - ending	\$ 4,095,463	\$ 3,540,156

See accompanying notes.

ENTERPRISE CHARTER SCHOOL

Statements of Cash Flows

For the years ended June 30,	2013	2012
Operating activities:		
Change in net assets	\$ 555,307	\$ 826,122
Adjustments to reconcile change in net assets to net cash flows from operating activities:		
Depreciation	330,220	301,123
Amortization	22,528	22,528
Loss on disposal of property and equipment	922	-
Changes in operating assets and liabilities:		
Accounts and other receivables	148,516	118,000
Prepaid expenses	(3,233)	15,207
Accounts payable and accrued expenses	14,701	127,740
Deferred revenue	(27,410)	15,805
Net operating activities	1,041,551	1,426,525
Investing activities:		
Property and equipment expenditures	(118,516)	(1,203,633)
Withdrawals from (deposits to) investments held in trust	(55,088)	920,317
Net investing activities	(173,604)	(283,316)
Financing activities:		
Principal repayments on long-term debt	(70,000)	(70,000)
Net change in cash	797,947	1,073,209
Cash - beginning	2,943,113	1,869,904
Cash - ending	\$ 3,741,060	\$ 2,943,113
Supplemental cash flow disclosures:		
Cash paid for interest on long-term debt	\$ 532,825	\$ 537,725

Notes to Financial Statements

1. Summary of Significant Accounting Policies:

Organization and Purpose:

Enterprise Charter School (the School) operates a charter school in the City of Buffalo, New York (the City) pursuant to its Charter Agreement with the Education Department of the State of New York. The School currently offers classes from kindergarten through grade 8. The School has been chartered through June 30, 2014.

Subsequent Events:

Management has evaluated events and transactions for potential recognition or disclosure through October 21, 2013, the date the financial statements were available to be issued.

Cash:

Cash in financial institutions potentially subjects the School to concentrations of credit risk since it may exceed insured limits at various times throughout the year. The School is required to hold no less than \$75,000 in an escrow account in order to pay for legal and audit expenses that would be associated with dissolution should it occur.

Receivables:

Receivables are stated at the amounts management expects to collect from outstanding balances. Balances that are outstanding after management has used reasonable collection efforts are written off through a charge to bad debts expense and a credit to accounts receivable. An allowance for doubtful accounts is considered unnecessary by management because all significant amounts deemed uncollectible are written off each year.

Property and Equipment:

Property and equipment is stated at cost net of accumulated depreciation. Depreciation is provided using the straight-line method over estimated useful asset lives. Maintenance and repairs are charged to operations as incurred; significant improvements are capitalized.

Deferred Financing Costs:

Deferred financing costs consist of charges incurred by the School in connection with its financing arrangements and are amortized over the remaining term of these arrangements. Amortization for deferred financing costs for the years ended June 30, 2013 and 2012 was \$22,528.

Enrollment Fees:

The School is reimbursed by each resident district based on the product of the annual approved operating expense of the district and the full time equivalent enrollment of the students in the School residing in the district. The School's enrollment fees are received primarily from the Board of Education for the City of Buffalo School District.

Grants:

The School is the recipient of awards and reimbursements from federal, state and local sources. The awards and reimbursements are subject to compliance and financial audits by the funding sources. Management believes no significant adjustments are necessary to recognized amounts.

The School records grant awards accounted for as exchange transactions as deferred revenue until related services are performed.

Income Taxes:

The School is a 501(c)(3) organization exempt from taxation under Section 501(a) of the Internal Revenue Code. The School believes it is no longer subject to examination by Federal and State authorities for years prior to 2010.

Use of Estimates:

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. Actual results could differ from those estimates.

Cost Allocation:

The School’s costs of providing its various programs and activities have been summarized on a functional basis in the statements of activities. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

Reclassifications:

The financial statements for the year ended June 30, 2012 have been reclassified to conform with the presentation adopted for June 30, 2013.

2. Accounts and Other Receivables:

	2013	2012
Transportation advance	\$ -	\$ 141,750
Grants	52,717	37,993
Enrollment fees	-	12,266
Other	7,514	16,738
	<u>\$ 60,231</u>	<u>\$ 208,747</u>

3. Property and Equipment:

	2013	2012
Building and improvements	\$ 7,336,485	\$ 7,314,623
Furniture and equipment	764,408	679,320
Books	163,869	156,724
Vehicles	20,751	20,751
	<u>8,285,513</u>	<u>8,171,418</u>
Less accumulated depreciation	1,426,886	1,100,165
	<u>\$ 6,858,627</u>	<u>\$ 7,071,253</u>

4. Investments Held in Trust:

The following accounts are held by a trustee in compliance with the issuance of the 2011 Series bonds (Note 5), representing investments restricted for project construction, repair and replacement, reserves, principal reduction and interest payments.

	2013	2012
Debt service fund	\$ 635,654	\$ 635,592
Repair and replacement fund	125,014	75,005
Custodian account	40,038	35,021
	<u>\$ 800,706</u>	<u>\$ 745,618</u>

5. Long-Term Debt:

	2013	2012
Erie County Industrial Development Agency Facility Revenue Bonds (Enterprise Charter School Project), Series 2011A (tax exempt) Bonds, principal payments beginning June 2015 in annual principal installments ranging from \$90,000 to \$590,000, plus interest ranging from 6.0% to 7.5%, final payment due December 2040.	\$ 7,125,000	\$ 7,125,000
Erie County Industrial Development Agency Facility Revenue Bonds (Enterprise Charter School Project), Series 2011B (taxable) Bonds, payable in annual principal installments ranging from \$70,000 to \$80,000, plus interest at 7.0%, final payment due December 2013.	<u>80,000</u>	150,000
	<u>7,205,000</u>	7,275,000
Less current portion	<u>80,000</u>	70,000
	<u>\$ 7,125,000</u>	<u>\$ 7,205,000</u>

In February 2011, the School entered into an installment sale agreement with Erie County Industrial Development Agency (ECIDA), principally to finance the cost of acquiring and renovating buildings to be used for the operation of the School. To finance the project, ECIDA authorized the sale of Revenue Bonds in the aggregate amount of \$7,345,000 under a trust indenture with a bank as trustee. The sale is secured by mortgage and security agreements granting the trustee a mortgage lien on and security interest in the facility and the other mortgaged property. The bonds are further secured by the Debt service fund (Note 4).

Aggregate maturities of long-term debt subsequent to June 30, 2013 are:

2014	\$ 80,000
2015	90,000
2016	95,000
2017	105,000
2018	110,000
Thereafter	<u>6,725,000</u>
	<u>\$ 7,205,000</u>

Interest expense for the years ended June 30, 2013 and 2012 was \$531,950 and \$537,521.

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ENTERPRISE CHARTER SCHOOL

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Professional fees	116,511	7,282	7,282	14,564	145,639	102,213
Insurance	57,478	3,592	3,592	7,185	71,847	66,451
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INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS

The Board of Trustees
Enterprise Charter School

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Enterprise Charter School (the School), which comprise the balance sheet as of June 30, 2013, and the related statements of activities, and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated October 21, 2013.

Internal Control over Financial Reporting

In planning and performing our audit of the financial statements, we considered the School's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the School's internal control. Accordingly, we do not express an opinion on the effectiveness of the School's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and therefore, material weaknesses or significant deficiencies may exist that were not identified. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the School's financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the School's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the School's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.



October 21, 2013

Enterprise Charter School

Projected Operating Budget

July 1, 2013 - June 30, 2014

APPROVED BY
Board of Trustees - 5/14/13

												Student FTE's	405	
												Buffalo per student	\$ 12,005	
												Total		
Acct		July	August	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	6/30/14
Revenue														
4120	School District Payments (State Aid)		-	482,990	482,990	482,990	482,990	482,990	482,990	482,990	482,990	482,990	483,015	4,829,925
4119	Special Education			45,430	45,430	45,430	45,430	45,430	45,430	45,430	45,430	45,430	45,404	454,274
4006	Federal and State grants			47,410	47,410	47,410	47,410	47,410	47,410	47,410	47,410	47,410	47,440	474,130
4008	Private Grants			-	-	-	-	-	-	-	-	-	-	-
4010	Contributions	-	-	-	-	-	-	-	-	-	-	-	-	-
4015	Interest income	210	210	210	210	210	210	210	210	210	210	210	190	2,500
4140	Uniform Income			1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	18,000
4180	Student activities			500	500	500	500	500	500	500	500	500	500	5,000
	Rental Income	15,656	15,656	15,656	15,656	15,656	15,656	15,656	15,656	15,656	15,656	15,656	15,654	187,870
4520	Bookstore Income			500	500	500	500	500	500	500	500	500	500	5,000
	Total Revenue	15,866	15,866	594,496	594,496	594,496	594,496	594,496	594,496	594,496	594,496	594,496	594,503	5,976,699
Expenses														
Instructional:														
5010	Instructional salaries	23,615	183,264	171,456	171,456	171,456	171,456	257,197	171,456	171,456	171,456	171,456	171,506	2,007,230
5020	Instructional consultants	6,445	6,445	6,445	6,445	6,445	6,445	6,445	6,445	6,445	6,445	6,445	6,445	77,340
5040	SPED teachers	-	12,266	24,531	24,531	24,531	24,531	24,531	24,531	24,531	24,531	24,531	24,535	257,580
5041	SPED consultants	459	10,853	11,949	13,551	11,517	10,912	13,096	10,128	14,549	10,719	12,745	12,132	132,610
6603	Educational materials	100	6,620	890	3,110	410	640	610	2,560	1,000	360	1,210	2,490	20,000
5201	Classroom supplies & materials	-	(40)	10,350	3,760	3,210	340	10	750	-	1,620	-	-	20,000
6106	Copy paper - classrooms	-	(20)	5,180	1,880	1,600	170	10	380	-	800	-	-	10,000
5220	Library supplies and materials	-	(10)	2,590	940	800	90	-	190	-	400	-	-	5,000
5230	Instructional Software	-	670	-	16,960	-	-	370	-	-	-	-	-	18,000
5320	Student services			400	400	400	400	400	400	400	400	400	400	4,000
5320	Extracurricular	3,039	5,608	6,353	6,033	5,013	5,493	5,651	5,733	5,743	5,153	4,803	8,078	66,700
5520	Bookstore expense			500	500	500	500	500	500	500	500	500	500	5,000
5800	Field trips	130	-	790	1,580	70	1,500	580	2,240	3,860	470	850	80	12,150
5810	Student activities			600	600	600	600	600	600	600	600	600	600	6,000
5820	Student testing & assessment	-	2,730	4,000	21,150	-	-	210	-	260	-	-	-	28,350
5860	Transportation		3,140	53,320	700	700	700	700	700	700	700	700	670	62,730
5870	Uniforms			2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	23,000
5880	Summer School	3,380	3,380											6,760
														-
Administrative:														
6010	Salaries	20,323	30,486	20,323	20,323	20,323	20,323	30,486	20,323	20,323	20,323	20,323	20,331	264,210
6145	Meeting expense	130	130	130	130	130	130	130	130	130	130	130	170	1,600
6147	Board expense	70	70	70	70	70	70	70	70	70	70	70	30	800
6160	Dues & Memberships/subscriptions	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	14,400
6700	Staff Development	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	32,400
6771	Travel & Conferences	2,430	2,430	2,430	2,430	2,430	2,430	2,430	2,430	2,430	2,430	2,430	2,470	29,200
Maintenance:														
5300	Custodial salaries	7,819	11,727	7,819	7,819	7,819	7,819	11,727	7,819	7,819	7,819	7,819	7,815	101,640
7100	Repairs & maintenance	12,540	12,540	12,540	12,540	12,540	12,540	12,540	12,540	12,540	12,540	12,540	12,560	150,500
	Building Maintenance costs	7,380	7,380	7,380	7,380	7,380	7,380	7,380	7,380	7,380	7,380	7,380	7,400	88,580
General:														
8090	Payroll taxes	20,470	17,220	27,190	19,020	18,150	17,820	29,120	27,060	32,200	18,350	18,440	20,560	265,600
8095	Pension	25,290	24,280	36,700	25,720	26,360	19,450	31,280	25,430	36,120	43,350	6,650	133,429	434,059
8100	Health Insurance	27,670	27,670	27,670	27,670	27,670	27,670	27,670	27,670	27,670	27,670	27,670	27,680	332,050

Appendix E: Disclosure of Financial Interest Form

Created Friday, July 12, 2013

Updated Monday, July 15, 2013

Page 1

140600860856 ENTERPRISE CS

An Appendix E: Disclosure of Financial Interest Form must be completed for each active Trustee who served on the charter school's Board of Trustees during the 2012-13 school year. Trustees are at times difficult to track down in the summer months. Trustees may complete and submit at their leisure (but before the deadline) their individual form at: <http://fluidsurveys.com/surveys/vickie-smith/appendix-e-disclosure-of-financial-interest-form/>.

Trustees who are technologically advanced may complete the survey using their smartphones or other mobile devices by downloading the this bar code link to the survey <http://fluidsurveys.com/account/surveys/210748/publish/qrcode/>. (Make sure you have the bar code application reader on your phone).

If a Trustee is unable to complete the form by the deadline (i.e, out of the country), the school is responsible for submitting the information required on the form for that individual trustee.

Just send the links via email today to your Trustees requesting that they each complete their form as soon as possible.

Thank you.

Yes, each member of the school's Board of Trustees has received a link to the Disclosure of Financial Interest Form.

Yes

Thank you.

Appendix F: BOT Membership Table

Created Friday, July 12, 2013

Updated Wednesday, July 31, 2013

Page 1

140600860856 ENTERPRISE CS

1. Current Board Member Information

	Full Name of Individual Trustees	Position on Board (Officer or Rep).	Voting Member	Area of Expertise &/or Additional Role	Terms Served & Length (include date of election and expiration)	Committee affiliations
1	David T. Cantaffa, Ph. D.	Member	Yes	Academic Committee Chair	Election Date-7/11/12 Re-Election-7/15/2013 # of Terms-2 Length- 1 Year 1 Year 11 Months Expires- 7/1/2015	Academic Executive HR
2	Thomas Ess	Member	Yes	HR and Finance Committee Member	Election Date-6/10/2013 # of Terms-1 Terms Served-2 Months Expires-7/1/2014	Finance HR
3	Rachel Martin	Secretary	Yes	Parent Representative	Election Date-9/2/12 Re-Election-7/12/12 # of Terms-2 Expires-7/1/2015 2 Years 11 Months	Executive HR
4	Richard J. Morrisroe	Chair/President	Yes	Executive Committee Chair	Election Date-9/2/10 Election-9/2/10 Re-Election-7/12/12 # of Terms-2 Resigned-7/15/13 2 Years 10 Months	Executive Finance HR
5	Orlando Perez	Member	Yes	At Large	Election Date-4/15/2013 Re-Election Date-NA # of Terms-1 Terms Served-1 Resigned- 7/15/2013 Expires- 7/1/2014	
6	David T. Stieglitz	Member	Yes	Strategic Planning Committee Chair	Election Date-7/7/2011 # of Terms-1 2 Years Resigned 7/15/2013	Strategic Planning Academic
7	Lyle Wallace	Treasurer	Yes	Finance Committee Chair	Election Date-7/1/2012 # of Terms-1 Terms Served-1 Year Expires- 7/1/2015	Executive Strategic Planning Finance
8						
9						
10						

11

12

13

14

15

16

17

18

19

20

2. Total Number of Members Joining Board during the 2012-13 school year

5

3. Total Number of Members Departing the Board during the 2012-13 school year

6

4. According to the School's by-laws, what is the maximum number of trustees that may comprise the governing board?

11

5. How many times did the Board meet during the 2012-13 school year?

15

6. How many times will the Board meet during the 2013-14 school year?

12

Thank you.

ENTERPRISE CHARTER SCHOOL

Minutes: Annual Board of Trustees Meeting

July 12, 2012, 8:00 AM. 275 Oak Street, Buffalo, NY 14203

Trustees Present: Leslie Cohan; Kristine Graham, Mike Helman; Pamela King; Rachael Martin; Brenda McDuffie; and Richard Morrisroe.

Trustees Excused: Dr. Richard Lee; David Stieglitz; and Kristy Witkowski.

Final Candidate Present: Michelle Williams

Staff Present: Jill Norton, CEO; Heather Lyon, CAO; Andrew Starr, CIO; Stanley Simmons, Dean of Students; Nancy Krug, Business Manager, Lisa Yonksky, Office Manager and Justine LeFauve, Secretary.

Also Present: Jill Shahan, Elevate

The meeting was called to order at 8:08 AM by Chair McDuffie.

A quorum of 8 was established at 8:08 AM.

Public Notice was confirmed.

Chair McDuffie welcomed Michelle Williams as a voting Trustee and announced her approval as ECS Trustee by the State Education Department.

Ms. Norton gave a brief review of the 9th year of Enterprise Charter School. She noted specifically that ECS has been successful with student achievement especially with those who need us most and maintaining our highest performing students. The Gifted and Talented program was reinstated and the National Junior Honor Society continues to attract students. She expects that next year, ECS will be a school in good standing. This year's test scores are due out on 7/17/12 and although embargoed, she can share with the Board of Trustees when they are received. Ms. Norton reminded the Trustees of all of the work going on behind the scene, with 4 major grants requirements being fulfilled, with Ms. Krug keeping ECS on track. Ms. Norton announced a recommended time change for the school day, offering teachers more prep time with shorter days for students. She also pointed out that ECS is fiscally sound and supporting the school's efforts and that ECS is working hard to comply with the General Municipal Law.

Ms. Norton announced that the law firm of Damon Morey is presenting a breakfast briefing on "Charter School Board Compliance" on 7/25/12 at 7:30 AM and encouraged Trustees to attend.

Ms. Norton also announced that Mr. Stieglitz will head up a new Strategic Planning committee.

Chair McDuffie reviewed the documents to be considered at this annual meeting.

Several questions of clarification of the last draft of the Bylaws, specifically the section on page 4 dealing with the Liaison positions, came up. In order to bring ECS into compliance with General Municipal Law, teachers will no longer serve as voting trustees. Faculty Liaisons will be appointed and the bylaws are not clear on who is eligible and qualified. ECS's attorney will be asked to rephrase the section.

No vote on the Bylaws was taken.

On a motion by Mr. Helman, second by Ms. Martin, with all in favor and no abstentions, the Conflict of Interest Policy was adopted.

On a motion by Ms. King, second by Mr. Helman, with all in favor and no abstentions, the Code of Ethics was adopted.

Mr. Morrisroe, Chairman of the Nominating Committee for Trustees, presented the slate of nominees as Trustees for 1 At-large and 1 Parent Trustee for 3 year terms.

Richard Morrisroe, at large

Rachel Martin, parent

There were no additional nominations from the floor.

On a motion by Mr. Morrisroe, second by Ms. McDuffie, with all in favor and no abstentions the slate was elected to the Board of Trustees, with term expiring in 2015

The Enterprise Charter School's Board of Trustees voted to select David T. Cantaffa Ph.D as the final candidate to its Board of Trustees, with a term expiring on 7/1/2013, pending approval by SED. The resolution approving David T. Cantaffa, Ph.D. is formally adopted upon SED's approval.

The Enterprise Charter School's Board of Trustees voted to select Lyle Wallace as the final candidate to its Board of Trustees, with a term expiring on 7/1/2015, pending approval by SED. The resolution approving Lyle Wallace. is formally adopted upon SED's approval.

Mr. Helman declined the nomination for President.

Mr. Morrisroe presented the following slate of Officers for 2012-2013.

President: Richard Morrisroe

Vice-President: Pamela King

Treasurer: Mike Helman

Secretary: Rachel Martin

There were no nominations from the floor.

On a motion by Ms. McDuffie, the nominations were closed.

The slate of Officers for 2012-2013 were elected on the Nominating Committee's recommendation.

It was announced that any officer can co-sign checks requiring a 2nd signature.

On a motion by Mr. Helman, second by Ms. Martin, with all in favor and no abstentions, the Standard Form Banking Resolution was approved.

Newly elected Chairman of the Board of Trustees, Richard Morrisroe, asked current Committee Chairs to continue as chairs of the same committees.

Academic: Pamela King

Finance: Mike Helman

HR/Personnel: Rachel Martin

Renewal: Pamela King

Strategic Planning: David Stieglitz

Executive Committee includes the Chairman, Vice-Chairman, Treasurer, Secretary and Chair of

the HR/Personnel Committee.

Ms. Norton reported that she will send out a Doodle to poll the Board for the best meeting time for the regular monthly Trustee's meeting.

Mr. Helman offered his gratitude to the out-going officers.

It was believed that Ms. Graham & Ms. Witkowski remain on the board until their successors are named and continue as voting members.

On a motion by Mr. Helman, second by Ms. King, with all in favor and no abstentions, the Annual Meeting was adjourned at 8:56AM

I, Rachel Martin, Secretary to the Board of Trustees of Enterprise Charter School, was present at the Annual Meeting held 7/12/12 at which time a quorum was present. I verify that the foregoing minutes are accurate.

Rachel Martin, Board of Trustees

ENTERPRISE CHARTER SCHOOL

Minutes: Regular Board of Trustees Meeting

July 12, 2012, 8:00 AM. 275 Oak Street, Buffalo, NY 14203

Trustees Present: Leslie Cohan; Kristine Graham, Mike Helman; Pamela King; Rachael Martin; Brenda McDuffie; Richard Morrisroe; and Michelle Williams.

Trustees Excused: Dr. Richard Lee; David Stieglitz; and Kristy Witkowski.

Staff Present: Jill Norton, CEO; Heather Lyon, CAO; Andrew Starr, CIO; Stanley Simmons, Dean of Students; Nancy Krug, Business Manager, Lisa Yonksky, Office Manager and Justine LeFauve, Secretary.

Also Present: Jill Shahan, Elevate

The meeting was called to order at 9:06 AM by Chairman Morrisroe.

A quorum of 7 was established at 9:06 AM.

Public Notice was confirmed.

The minutes of the 6/7/12 were approved as amended on a motion by Mr. Helman, second by Ms. Martin.

Ms. Jill Shahan of Elevate reviewed some of the Renewal Options, noting that SED would accept a Restructuring Charter Renewal. It was suggested that Jan Barrett and her company (business consultants) might be interested in assisting with a restructuring and will be contacted.

The NYS assessment scores should be available on Tuesday and will help to determine how ECS will move forward. Ms. Shahan went on to say that she is sure that SED would work with them (Elevate) to prepare a restructuring plan and explained the process. Ms. Shahan also pointed out that ECS is at deadline for a decision on how they will proceed and added that Elevate will not charge extra for re-writing the renewal as a restructure. The big decision will be, if the scores are high enough, whether to move forward with a regular renewal or restructure. It was reiterated that restructuring will mean a full turnover of the Board of Trustees, all employees will be terminated and interviewed for possible re-hire using a new compensation plan, a new curriculum and assessment process.

It was decided to cancel the meeting of the Renewal Committee and replace it with a full Board of Trustees meeting on Friday, 7/20/12 at 8 AM.

Mr. Starr reviewed the data dashboard.

Ms. Norton announced that the Teacher Handbook, with some significant changes, is still being worked on.

Mr. Simmons reported on an updated Code of Conduct, as influenced by the NY State Dignity Act and includes an amendment to the Harassment Policy. Mrs. Stasio was appointed as the Dignity Act Liaison.

On a motion by Ms. Martin, second by Ms. King, will all in favor and no abstentions, the Board of Trustees accepted the updates to the Code of Conduct.

The May 31, 2012 Financial Statements were referred to the Finance Committee.

On a motion by Ms. Cohan, second by Ms. Martin, with all in favor and no abstentions, the following contracts were approved with:

City of Buffalo Board of Education Food Service Contract for the 2012-2013 school year as described on the "Agreement on Provision of Food Services".

Kirisits and Associates for general accounting and bookkeeping services from July 1, 2012 to June 30, 2012 at a contract rates of \$95.00 per hour not to exceed \$3000 per month.

Gym Equipment & Specialities of New York to install 12660 Telescoping Stands/RS Bleachers at a contract rate of \$16,950.00, with funding through the Margaret Wendt Foundation Grant.

Ms. Norton reported resignations from 4 teachers, including one ESL teachers, two Elementary teachers and a Social Studies teacher.

On a motion by Ms. Martin, second by Ms. Graham, with all in favor and no abstentions, the resignations were accepted.

Ms. Norton reported that there were ±22 changes to the Employee Handbook, and reviewed most significant items, with final language being worked on with the help of Mr. Miller and Mr. Baldwin.

On a motion by Ms. Cohan, second by Ms. Martin, with all in favor and no abstentions, the Employee Handbook was approved as amended.

Ms. Norton reported that the transportation issue with Buffalo Public Schools was settled and that the \$141,750.00 payment to ECS includes ½ the interest.

The enrollment report reflected that ECS is at capacity.

On a motion by Ms. King, second by Ms. Williams, with all in favor and no abstentions, a reimbursement of \$12.95 to Ms. Norton was approved.

On a motion by Ms. Graham, second by Ms. King, with all in favor and no abstentions, the meeting was adjourned at 10:44AM.

Ms. Norton agreed to set up a Doodle inquiry for regular meeting times for 2012-13.

I, Rachel Martin, Secretary to the Board of Trustees of Enterprise Charter School, was present at the Regular Meeting held 7/12/12 at which time a quorum was present. I verify that the foregoing minutes are accurate.

Rachel Martin, Board of Trustees

Enterprise Charter School, Special Meeting of Board of Trustees
8/13/12 meeting, 8:00 AM

Members Present: David Cantaffa; Pam King; Dr. Richard Lee; Rachel Martin; Richard Morrisroe; David Stieglitz; and Michelle Williams.

Member Excused: Lyle Wallace

Members Absent: Leslie Cohan; Mike Helman; Brenda McDuffie;

Also Present: Kristine Graham; Kristy Witkowski.

Staff Present: Dr. Heather Lyon, CAO; Jill Norton, CEO; and Justine LeFauve, Secretary

The meeting was called to order at 8:12 AM by Chairman Morrisroe.

A quorum of 7 members was established.

Proof of Public Notice was confirmed.

Ms. Norton reported that, in terms of renewal, there really is only one option available to Enterprise Charter School (ECS). That is restructuring.

Ms. Norton and Chairman Morrisroe met with NYSCSA in Albany and spent time illustrating the conditions that exist in Buffalo and in particular at ECS. They pointed out that if ECS closes, the only option for our students would be to go to failing Buffalo Public Schools. SED decisions are based on mandates of Race to the Top funding which requires high levels of performance by our students. They illustrated the efforts that ECS has made towards improved academics and noted that success at ECS is only a matter of timing.

Ms. Norton reported that Section 4 of the Renewal Application outlines the typical turn-around plan and that it will be a complete upheaval of ECS, except for the students. The renewal application goes to Buffalo tomorrow, and they will see that ECS is committed to seeing our students performing at a high level. While it is our only option, it is not a bad one in that additional support & resources will be available. This year the Strategic Plan will focus on monitoring of our work.

Under the restructuring plan, all employees will have to re-apply, to the new Board of Trustees, for their jobs. We are not waiting for renewal to begin, but have already started and have 3 potential candidates for the Board of Trustees. Ms. Aretha Miller, from the Venn Group, will be our watchdog and will also be working with the leadership team. If successful, this process could be a plan that Buffalo Public Schools (BPS) could use for their failing schools.

Chairman Morrisroe feels that their conversations in Albany have helped to clarify the situation here in WNY and is hopeful that Albany will reassess their criteria to determine a Charter school's status and not use just test scores. He also noted that we need to make BPS of what we do and how we do it.

Ms. Norton announced that ECS will request permission to add 20 additional students, at the kindergarten level, in order to accommodate unforeseen additional expenses to cover training, etc. for the turn-around.

At 8:36 AM, on a motion by Ms. King, second by Ms. Martin, with all in favor and no abstentions, the Board of Trustees entered Executive Session to discuss personnel issues.

Administrators were excused.

At 9:01 AM, on a motion by Ms. King, second by Ms. Martin, with all in favor and no abstentions, the Board of Trustees came out of executive Session.

Ms. Graham and Ms. Witkowski left the meeting to begin the first day of school for ECS for 2012-2013.

Chairman Morrisroe asked Ms. Norton to have Section 4 clarified to indicate that ALL employees would need to re-apply for their positions.

Dr. Cantaffa had several questions related to Section 4 that were resolved.

On a motion by Ms. Martin, second by Dr. Lee, with all in favor and no abstentions, the Board of Trustees acknowledged that future Trustees to this board require the approval of our authorizer, the Buffalo Board of Education.

On a motion by Dr. Lee, second by Mr. Stieglitz, with all in favor and no abstentions, Dr. Cantaffa and Mr. Wallace were welcomed as the newest members of the Board of Trustees, having received the approval of our authorizer.

On a motion by Ms. King, second by Ms. Martin, with all in favor and no abstentions, the Charter Renewal Application was approved.

In Ms. Witkowski's absence, Chairman Morrisroe reviewed the process that has been recommended to elect 2 Teacher Liaison representatives to the attend Board of Trustee meetings. It includes a required 3 year employment with ECS and a record of good standing. The teachers will vote and the school business manager will count the votes.

On a motion by Ms. King, second by Ms. Martin, with all in favor and no abstentions, the Teacher Liaison selection process was approved.

The minutes of the 7/20/12 Special Meeting were approved as amended on a motion by Mr. Stieglitz, second by Ms. King, with all in favor and no abstentions.

There was brief discussion of prospective new meeting times that would accommodate the Teacher Liaison's teaching schedule. Ms. Norton will put out a doodle to check with Trustees on their preferences.

At 9:26AM, on a motion by Mr. Stieglitz, second by Ms. Martin, with all in favor and no abstentions, the meeting was adjourned.

I, Rachel Martin, Secretary of Enterprise Charter School Board of Trustees, was present at a meeting held 8/13/12. I verify that the foregoing minutes are accurate.

Rachel Martin, Board of Trustees

ENTERPRISE CHARTER SCHOOL

Minutes: Regular Board of Trustees Meeting

August 2, 2012, 8:00 AM. 275 Oak Street, Buffalo, NY 14203

Trustees Present: Leslie Cohan; Kristine Graham, Pamela King; Rachael Martin; Richard Morrisroe; David Stieglitz; and Kristy Witkowski.

Trustees Excused: Mike Helman; Dr. Richard Lee;

Trustee Absent: Brenda McDuffie; Michelle Williams.

Final Candidates Present: Dr. David Cantaffa and Lyle Wallace.

Staff Present: Jill Norton, CEO; Andrew Starr, CIO; Stanley Simmons, Dean of Students; Nancy Krug, Business Manager, Kevin von der Emptem, Chief Custodian; and Justine LeFauve, Secretary.

Also Present: John Taylor, President, Elevate, Atty. Jesse Baldwin

The meeting was called to order at 8:05 AM by Chairman Morrisroe.

A quorum of 6 was established at 8:05 AM.

Public Notice was confirmed.

The minutes of the 7/12/12 Annual Meeting were approved as presented and the minutes of the 7/12/12 regular meeting were approved as amended on a motion by Ms. Graham, second by Mr. Stieglitz, with all in favor and no abstentions.

Academic:

Mr. Starr reviewed Dr. Lyon's report in her absence, noting that she is confident of higher achievement in the 2012-2013 school year. Mr. Starr also reviewed the interview process for new hires. Mr. Starr discussed the 2011-2012 ECS NYS Assessment Comparison Chart and answered questions. Ms. Norton will send a template of disaggregated data.

Dean of Students:

Mr. Simmons reported that a pilot program, Positive Behavioral Interventions and Supports (PBIS), is customized for ECS. It will empower the teachers and change the climate/culture of the school. It is a data heavy program and will take ±2 years to see results. Training will begin on Monday.

Financial:

In Mr. Helman's absence, Mr. Morrisroe reviewed the financial statements. Ms. Norton noted that ECS is in good financial standing with the banks with a BBB rating.

Ms. Norton reported that the Accounting Manual was updated to include the use of the ECS truck by Mr. von der Emptem and herself.

On a motion by Mr. Stieglitz, second by Ms. Witkowski, with all in favor and no abstentions the Financial Statements were accepted as presented.

On a motion by Ms. King, second by Ms. Witkowski, with all in favor and no abstentions, the

Cell Phone Policy for Ms. Pineiro, Ms. Norton, Mr. von de Empten, Ms. Lyon and Mr. Simmons for 2012-2013 Academic Year was approved.

On a motion by Ms. Witkowski, second by Ms. Cohan, with all in favor and no abstentions, the check signing policy was amended so that only one signature is required on those checks which are of recurring and routine nature and exceed the \$5000 existing limit. Ms. Norton noted that there is \$75,000.00 in an escrow account in case of dissolution.

On a motion by Ms. Witkowski, second by Ms. Graham, with all in favor and no abstentions, the authorization of credit cards for the Operations Manager and the Chief Custodian was approved. It was noted that the Master Business Cards have been changed from HSBC to First Niagara due to the closure of the HSBC branches in the area.

Mr. von der Empten reported that a proposal to repair the roof is still being investigated by the architect.

Legal:

Mr. Baldwin reported that the Board Liaison position is for the purpose of communication. No staff member may serve as Trustee and it is no longer a Board position. The process to select the liaisons is still to be determined but will most likely include qualifications such as years of service and good standing status.

On a motion by Ms. Martin, second by Mr. Stieglitz, with all in favor and no abstentions the Board of Trustees approved the By-Laws.

It was noted that Ms. Graham & Ms. Witkowski may continue to vote and count towards a quorum until the Final Candidates are approved.

On a motion by Mr. Stieglitz, second by Ms. Graham, with all in favor and no abstentions, the following teachers were approved for hiring:

Kelly Staley-Level 2

Lauren Bosius - Level 3

Ian Lewis - Level 3

Michael O'Sullivan - Soc Studies

David Schmidt - Phys Ed

Marisa Adams - Reading

Kathryn Nicosia – Reading

Interviews will continue.

Chairman Morrisroe reviewed the meeting held with Ms. Norton and Mr. Taylor and reported that progress is being made. He announced that Aretha Miller with the Venn Group would conduct an evaluation and make recommendations for the modification of the current program. Ms. Norton recommended that Ms. Miller report directly to the Board of Trustees. The Charter Renewal Application will be submitted to ECS Authorizer, the Buffalo Board of Education and will include the turn around plan.

Mr. Taylor stated that NYCSA/Elevate are trying to keep all of our Charter schools.

Mr. Taylor went on to say that Charter Schools have to be better and that Common Core Standards must be met. With the renewal due in two weeks, changes should be implemented now. He noted that ECS has a strong infrastructure but that accountability structures need tweaking. Using a target of 75%-100% in ELA, the turnaround has to be started now.

Ms. Norton stated the focus must be on Board Governance and Academics and she is looking for Aretha Miller with the Venn group to begin immediately. Ms. Miller will do a "paper review" of ECS prior to coming for the 2.5 day evaluation. Ms. Norton also noted that she will be getting Highbar in place to begin work with the Board of Trustees. That initial expenses will be reflected in the RttT budget line Mr. Taylor reiterated the need to install best practices asap. Ms. Norton prefers to have a face-to-face conversation with parents and expects that to happen at Welcome Back Night.

Other groups to assist with a restructuring have been contacted/considered and have been found to be unavailable.

All employees will have to re-apply for their positions.

On a motion by M. Witkowski, second by Ms. Martin, with all in favor and no abstentions, the contract with The Venn Group was approved in the amount of \$13,500.

The Teacher Improvement Plan (TIP) is being updated and should be ready soon.

ECS will be notified in at least 90 prior to the end of the current charter if the renewal has been granted.

Ms. Norton noted that the new hires will be subject to Emergency Conditional Appointments and that the school is fully enrolled.

On a motion by Ms. Graham, second by Ms. King, with all in favor and no abstentions, the meeting was adjourned at 10:20AM.

I, Rachel Martin, Secretary of Enterprise Charter School Board of Trustees, was present at a meeting held 8/2/12. I verify that the foregoing minutes are accurate.

Rachel Martin, Board of Trustees

ENTERPRISE CHARTER SCHOOL

Minutes: Regular Board of Trustees Meeting

September 10, 2012, 5:00 PM 275 Oak Street, Buffalo, NY 14203

Trustees Present: Dr. David Cantaffa; Pamela King; Dr. Richard Lee; and Richard Morrisroe, Chairman

Trustees Excused: David Stieglitz and Lyle Wallace

Trustee Absent: Leslie Cohan; Rachael Martin; Brenda McDuffie; and Michelle Williams.

Liaison Present: Kristine Graham; and Kristy Witkowski.

Staff Present: Dr. Heather Lyon, AO; Jill Norton, CEO; Stanley Simmons, Dean of Students; Andrew Starr, CIO; Kevin von der Emptem and Justine LeFauve, Secretary.

Also Present: Atty. Jesse Baldwin; Lisa Kirisits, Accountant

The meeting began at 5:15 PM.

A quorum was not established.

Public Notice was confirmed.

Ms. Witkowski reviewed the process and selection of Staff Liaisons. There will be one from the instructional staff and one non-instructional staff person. They will have served ECS for a minimum of 3 years and be a member in good standing. Eligibility is still being worked on.

Ms. Graham asked about the criteria for APPR and was told that it is a holistic approach with a 60/20/20 break down. A delay in the completion of this is because the scores were just received.

Ms. Norton stated that the State will be identifying the teachers as being Developing or Ineffective and require that they have Teacher Improvement Plan, adding that it has been pre-determined by the State for this year. This will be discussed by the HR Committee.

Ms. Witkowski was told that if there are no non-instructional staff interested that two instructional staff will do.

Mr. Baldwin stated that there were no legal reasons to not move forward. He reviewed the new law regarding why no teachers could serve as Trustees. The Board decided that staff liaisons would not participate in Executive Session with confidential issues and have no vote.

Ms. Norton reported the change of enrichment time to the beginning of the day. One club is planning on producing a recipe collection and invited Trustees to submit recipes.

The contract with Nick Timpone, Primavera Professional Development, LLC will be presented to the HR Committee. Aretha Miller will be focused at the macro level while Primavera would work at the micro level. Ms. Norton noted that not all teachers would be involved, that the small, targeted group would be based on the HEDI categories. Miss Graham expressed concern over the lack of privacy and days out of the classrooms.

Other contracts that were not approved due to the lack of a quorum include The Highbar Board Smart and the NY Charter Schools Association.

Dr. Cantaffa pointed out that the full Board must be willing to do the work and that individual training is not effective. It was further noted that Board Development is a high priority and

requires a high level of commitment and will raise the level of accountability. Chairman Morrisroe recommends holding off until new Board members are on board and Ms. Norton added that restructuring will include a turn over of the Board. She added that our by-laws call for 9-11 members so we are still in compliance. Ms. King reported that she attended a 6-day training by the United Way and thinks they do a good job.

Ms. Norton pointed out the need for a strategic plan and Board self-analysis to be part of regular practice for ECS. Chairman Morrisroe suggested an interim step of a Board In-Service for 2-3 hours on a Saturday morning. Ms. King will follow up with the United Way to see if they can do this type of training.

Dr. Lyon announced that Family Fun Night would be 9/27/12 and invited Trustees to attend. Dr. Cantaffa stressed the importance of Trustees "being here". The Trustees will receive an email invitation to Family Fun Night.

Academic: Dr. Lyon distributed a list of Changes for the 12/13 year and the ECS Calendar for 2012-2013. Aretha Miller will be here on 9/24-25/12. We should have an answer from Buffalo on the renewal 90 days from the submission.

Financial:

Ms. Norton noted that Ms. Kirisits does a good job, with the least amount of movement of funds. The Kirisits contract is on the table and it was reported that the bill for July is over the contracted dollar amount due to additional time spent on the Annual Audit.

There is a \$201.36 bill to be approved for expenses for trip to Albany by Ms. Norton and Chairman Morrisroe.

Due to Mr. Helman resignation, new bank signature cards need to be signed.

Ms. Kirisits reviewed changes to the Operating/Capital Budget (Recast version) to right size salaries, primarily for office staff. This increase will go to the Audit/Finance committee for recommendation. She also reviewed other Financial Reports.

Dr. Lyon distributed and reviewed her Acknowledge/Incentivize Employee Attendance Program that is part of "Operation Steroid".

Ms. Norton pointed out that the Long Range Plan and the Strategic Plan should dove-tail, noting that the Strategic Plan will deal with overall resources for ECS. A Board/Staff morning meeting will be planned to discuss renewal and longevity.

Mr. von der Emptem reported that the roof replacement will be done next year during the summer and will take 4-5 weeks to complete. It is too disruptive to do during the school year.

Ms. Norton added that there are some other things memorialized in the recast budget, including the number of ESL teachers for the school year based on how many of the students are de-classified and number of new needs. The enrollment is at 405.

Melissa Streiff, VP of the PTA is looking to use some Title I funding to help increase parent involvement with ECS. Chairman Morrisroe asked about Home visits as a pilot program. Ms. Norton will work the idea into Family Fun Night.

Chairman Morrisroe stressed the need to build a good Board and involve parents.

A poll will be taken to determine the next meeting date, as the second Monday is a holiday.

The meeting adjourned at 6:50PM

I, Richard Morrisroe, Secretary of Enterprise Charter School Board of Trustees, was present at a meeting held 9/10/12. I verify that the foregoing minutes are accurate.

Richard Morrisroe, Board of Trustees

ENTERPRISE CHARTER SCHOOL

Minutes: Regular Board of Trustees Meeting

October 8, 2012, 5:00 PM

275 Oak Street, Buffalo, NY 14203

Trustees Present: Dr. David Cantaffa; Pamela King; Rachael Martin; David Stieglitz; Lyle Wallace and Michelle Williams.

Trustees Excused: Richard Morrisroe, Chairman.

Trustees Absent: Leslie Cohan; and Brenda McDuffie;

Liaison Present: Kristine Graham.

Staff Present: Jill Norton, CEO; Stanley Simmons, Dean of Students; Lisa Yonkosky, Office Manager, Nancy Krug, Operations Manager and Justine LeFauve, Secretary.

Also Present: Lisa Kirisits, Consultant

The meeting was called to order by Ms. King, Vice Chairman, at 5:15PM with a quorum present at 5:15PM.

Public Notice was confirmed.

The minutes of the 8/2/12 & 8/13/12 meetings were approved as presented and the minutes of the 9/10/12 meeting were approved as amended on a motion by Ms. Martin, second by Mr. Stieglitz, with all in favor and no abstentions.

Ms. Norton reported that Mr. Morrisroe, Dr. Cantaffa and Ms. King have been getting really involved with ECS, have met with Aretha Miller and will take on arranging for the necessary Board Training and other Governance Issues. Ms. Norton also reported on the site visit by Buffalo and is expecting a report by mid-October, adding that there are technical errors to be corrected on the Renewal Application. There is a hearing being held Wednesday at 4:30PM in Room 801, City Hall and Ms. Norton encouraged everyone to attend, if possible. Parents are being contacted about attending via several venues. It is expected that the BOE will vote at the end of November (11/28/12), then send it to SED and they have 90 days to present to the Board of Regents. There is not a 90 day requirement for Buffalo's action. (It is not required for the authorizer's review). It was noted that the BOE denied ECS' request to change hours of operation and recommended it be part of the renewal.

Financial Issues:

It was noted that the 2012-2013 budget was approved at the 5/9/12 meeting.

The Financial Reports for 5/31/12, 6/30/12 and 7/31/12 were approved on a motion by Ms. Martin, second by Mr. Stieglitz, with all in favor, including one abstention. The Financial Reports for August & September as well as the year-end report will be presented at the November meeting. Ms. Kirisits noted that some auditor's findings needed clarification, but it will be a clean audit, with no negative findings.

The Audit/Finance Committee reviewed and recommends payment of the two invoices for Kirisits & Associates. July and August invoices include extra time on the year-end audit and preparations for the renewal applications.

The Audit/Finance Committee recommends the payment of \$6075.00 for Advocacy Dues to NY Charter Schools Association.

Approval was asked for a contract with HighBar in the amount of \$7000. It is a Board Training Tool that includes Board Self Evaluation. It is a good value for our transitioning board. It was noted that the HighBar contract did not come to the Board of Trustees via the Audit/Finance /committee.

On a motion by Dr. Cantaffa, second by Ms. Martin, with all in favor the Kirisits invoices, the contract with NYC Schools Association and High Bar were approved.

There was brief discussion of the Accounting Procedures Manual and it was noted that it has not been ECS practice to have Board approval of any changes

Mr. Simmons noted that the data collection on behavior management and school culture continue. He is looking at trends to better communicate with parents. Mr. Stieglitz noted the current interest in behavior and nutrition, adding that it could become a way to modifying behaviors. Dr. Cantaffa asked for a full report, with as much detail as possible on the categories of suspension, formal suspension and expulsion including issues of the context of outside influences like assessments, site visits, etc. Ms. Graham reminded that that the report should be done by race/gender, whether teacher or student and without names.

Ms. Norton recommends the hiring of Sarah Fowler, with the start date of 9/25/12. On a motion by Mr. Stieglitz, second by Ms. Martin, with all in favor and no abstentions, the recommendation to hire Ms. Fowler was approved.

Ms. Norton reported on the right sizing of staff salaries. Ms. Norton recommends a 10% increase for non-instructional staff. It would be budget neutral. On a motion by Mr. Stieglitz second by Dr. Cantaffa, with all in favor and no abstentions, the 10% salary increase for non-instructional staff was approved.

Ms. Norton recommends changing Ms. Yonkosky to a full time position. She will relieve Dr. Lyon of some responsibilities like covering the call in of subs, and will be involved in the hiring process. On a motion by Dr. Cantaffa, second by Ms. Martin, with all in favor and no abstentions, the Board approved Ms. Yonkosky to full-time status.

Academic Committee:

Referred to Dr. Lyon's report, noting that it is informational and does not require any action. There was discussion regarding assessment days and Dr. Cantaffa will have a graduate assistant do some research on whether Mondays & Fridays should be used for assessments. Ms. Norton stated that there is a purpose for all of the assessments.

The Strategic Plan was put on hold.

HR/Personnel Committee:

Dr. Cantaffa reported that there is still a lot to be discussed regarding the Teacher Improvement Plans (TIP) and how they will be handled, what the timeline is, etc. There will be

a number of resources available and it is yet to be determined how those on a TIP will be supported.

There were no Emergency Conditional Appointments.

ECS is fully enrolled.

Invitations to a Charter School Conference being held by Hodson Russ Attorneys were distributed. It will be on Tuesday, 10/23/12 from 9am –noon.

New Business:

On a motion by Dr. Cantaffa, second by Ms. Martin with all in favor and no abstentions, Dr. Richard Lee's letter of resignation was accepted with regret.

It was noted that a letter of resignation has not yet been received from Brenda McDuffie,

On a motion by Dr. Cantaffa, second by Ms. Williams, with all in favor and no abstentions, the meeting was adjourned at 7:00 PM.

I, Rachel Martin, Secretary of Enterprise Charter School Board of Trustees, was present at a meeting held 10/8/12. I verify that the foregoing minutes are accurate.

Rachel Martin, Board of Trustees

ENTERPRISE CHARTER SCHOOL

Minutes: Regular Board of Trustees Meeting

November 5, 2012, 5:00 PM 275 Oak Street, Buffalo, NY 14203

Trustees Present: Dr. David Cantaffa; Pamela King; Rachael Martin; Richard Morrisroe, Chairman; David Stieglitz; Lyle Wallace and Michelle Williams.

Trustees Absent: Leslie Cohan; and Brenda McDuffie;

Liaison Present: Kristine Graham.

Staff Present: Jill Norton, CEO; Andrew Starr, CIO; Nancy Krug, Operations Manager and Justine LeFauve, Secretary.

Also Present: Patricia Pitts, CEI and Paulette Gandel, PICCS

Teachers/Staff Present: Kevin von der Empten; Anne Gugliuzza; Melissa Streiff; and Jeff Reinhardt.

The meeting was called to order by Mr. Richard Morrisroe, Chairman, at 5:04 PM with a quorum present of 6 at 5:04 PM.

Public Notice was confirmed.

The minutes of the 10/8/12 meeting of the Board of Trustees were approved as amended and the minutes of the 6/11/12 meeting of the Charter Renewal Committee were approved on a motion by Dr. Cantaffa, second by Ms. Williams, with all in favor and no abstentions.

Ms. Norton welcomed the visitors from PICCS.

Director's Report: Jill Norton

Ms. Norton reported that corrections were made on the Renewal Application and return to Buffalo Board of Education (BOE). A response will be drafted to the Site Visit Report with edits to facts stated and submitted by 11/14/12. Angela Cullen has suggested that ECS may be on the BOE agenda for 12/12/12 and Ms. Norton noted that it would be in our best interest to contact BOE members that we know. She has requested parent testimonials via students.

Ms. Norton distributed folders and assigned "homework" to Trustees regarding the High Bar, Board On Track Program, and reminded all that future notification will be delivered using that system. She also recommended that Trustees go to the High Bar Site and take the assessments.

Academic Presentation: Andy Starr

Mr. Starr reviewed Dr. Lyon's monthly report that was distributed in the Board Packet.

Ms. Norton reported that there is a Professional Development Session on the Danielson framework that is being offered via the PICCS grant. There is a Network Team of all local Charter Schools for training and guidance. Discussion related to Student Learning Objectives (SLO's) ended with additional questions to be answered. A meeting with Dr. Lyon will be set regarding Response to Intervention (RIT). The Data Analysis Survey for November will go to the next Academic Excellence Committee meeting. The Progress Monitoring period ends 12/13/12 and report cards go out tomorrow.

Dean of Students Report: Reviewed by Mr. Starr

Mr. Simmons' October 2012 Suspension Data was discussed and Ms. Norton will ask for a comparison with last year. Mr. Stieglitz recommended that a program be developed to bring new students into sync with the school culture to help to reduce the number of incidents. Ms. Williams would like to know how these numbers compare to other Charter Schools and how many students may be at Enterprise as a "new start". Ms. Gugliuzza pointed out that several of the students have memory/cognitive issues as part of their disability.

Legal, Operations and Personnel:

On a motion by Mr. Stieglitz, second by Dr. Cantaffa, with all in favor and no abstentions, the resignations of Mr. Helman and Ms. Cohan were accepted with regret.

It was also noted that Ms. Streiff has resigned.

Committee Reports:

Academic Committee: Mr. Morrisroe

Mr. Morrisroe reported that he expects High Bar to help with Infrastructure Building and assisting the Board to identify and parse out tasks as per Trustee skill sets.

On a motion by Mr. Stieglitz, second by Mr. Wallace, with all in favor and no abstentions, the change of chairmanships of the Academic and Personnel Committees was ratified. Dr. Cantaffa will now serve as Vice Chair of the Board of Trustees and Chair of the Academic Committee and Ms. King will serve as Chair of the Personnel Committee.

Dr. Cantaffa would like to see a Comprehensive Assessment Plan that includes what tests ECS uses and what they are for, as well as other options.

Audit and Finance Committee: Lyle Wallace

The Audit/Finance Committee recommends the payment of Ms. Norton's expenses for the SUPES Academy of \$78.30 to the Board.

The August and September Financial Reports were approved as received on a motion by Dr. Cantaffa, second by Mr. Stieglitz, with all in favor and no abstentions.

The Accounting Policy and Procedure Manual has been reviewed and amended by Ms. Krug and she was offered the appreciation of the Board of Trustees.

The Board formally accepted the Audit as presented, noting that a late adjustment had been made, on a motion by Mr. Wallace, second by Dr. Cantaffa, with 6 in favor and 1 abstention.

An Unqualified Opinion was offered by the Auditors, with no material findings.

Mr. Morrisroe, noting that the ECS financial house is in order, asked where/how best to make some new investment in Academics. Ms. Norton reported that when ECS was a SINI there were grants available. ECS has recently applied for a Strengthening Teachers Leadership Grant that was not awarded to us. She added that there is a 21st Century Grant out, that is seeking Priority and Focus Schools.

Executive Committee: Mr. Morrisroe

Mr. Morrisroe noted our focus to be implementing High Bar and expects it to build capacity, help our training and provide clarity. AND it is underway.

Personnel: Dr. Cantaffa

Dr. Cantaffa reported that a new letter will be prepared by the sub-committee, to inform on

how the HEDI scores will be arrived at. It will honor the ranges that staff held last year. Ineffective or Developing teachers will have a Teacher Improvement Plan (TIP) or a Teacher Support Plan (TSP). The matter has been resolved for the 2011-2012 school year. The 2012-2013 school year HEDI still awaits the finalization of the SLOs. It is expected to be different again in the 2013-2014 school year.

Ms. Norton noted having an Annual Professional Performance Review (APPR) would offer better access to funding. Dr. Cantaffa added that it is equally important to be aware of its constraints, and if it tends to move us away from our Charter. Chair Morrisroe added that since being linked to Race to the Top (RttT) we are more like a public school and we are giving up some flexibility to accept PICCS funding. It was noted that PICCS has to comply with Federal and State requirements, as do Charter Schools.

There was lengthy discussion regarding the SLO's and when they would be ready to administer. Ms. Witkowski pointed out that some schools have already given them.

On a motion by Ms. Martin, second by Mr. Wallace, with all in favor and no abstentions, the recommendation of the sub-committee was accepted.

New Business:

Draft Site Visit Report:

Trustees were asked to review the report and offer edits for factual information, It is due back to Buffalo on 11/14/12.

There were no Emergency Conditional Appointments.

There are currently 405 students enrolled at ECS.

ECS has been invited to join the Erie County Association of School Boards. There are shared training opportunities. Charter schools are not recognized by the State School Boards Association. Ms. Norton will check on the cost of membership.

On a motion by Ms. Martin, second by Ms. King, with all in favor and no abstentions, the meeting was adjourned at 6:45PM.

I, Rachel Martin, Secretary of Enterprise Charter School Board of Trustees, was present at a meeting held 11/5/12. I verify that the foregoing minutes are accurate.

Rachel Martin, Board of Trustees

ENTERPRISE CHARTER SCHOOL

Minutes: Regular Board of Trustees Meeting

December 10, 2012, 5:00 PM 275 Oak Street, Buffalo, NY 14203

Trustees Present: Dr. David Cantaffa; Pamela King; Rachael Martin; Richard Morrisroe, Chairman; and David Stieglitz.

Trustee Excused: Lyle Wallace.

Trustees Absent: Michelle Williams.

Liaisons Present: Kristine Graham and Kristy Witkowski.

Staff Present: Jill Norton, CEO; Heather Lyon, CAO; Nancy Krug, Operations Manager Lisa Yonkosky, Office Manager and Justine LeFauve, Secretary.

Other Staff Present: Kevin von der Empten.

The meeting was called to order by Mr. Richard Morrisroe, Chairman, at 5:10 PM with a quorum present of 5 at 5:10 PM.

Public Notice was confirmed.

The minutes of the 11/5/12 meeting of the Board of Trustees were approved as presented, on a motion by Ms. King, second by Dr. Cantaffa, with all in favor and no abstentions.

Director's Report: Jill Norton

Renewal Status Report:

Ms. Norton reported that the 2nd Site Visit Report (SVR) was to have been reviewed and edited today. There are numerous corrections to be made. It is expected that the staff recommendation to the Buffalo Board of Education (BOE) will be made on 12/12/12.

Monthly Update:

Ms. Norton reported that there is the possibility of a partnership with Gateway Longview for mental health services for Enterprise Charter School (ECS) students.

A 21st Century Learning Grant is being coordinated with Buffalo State Teachers College for support services. The \$200,000.00 would be specifically for mentoring, including Be A Friend and Big Brother/Big Sister programs.

Ms. Yonkosky announced that members (10) of the Student Council and Junior National Honor Society has been invited to Albany to learn the Electoral College process.

Financial Report: Mr. Morrisroe

Mr. Morrisroe reported that Ms. Kirisits and Mr. Wallace have reviewed the Financial Statements for period ending 10/31/12 and the Finance Committee recommends their approval.

Ms. Norton noted that the Title I and Title II funds have just been received. The Recast Budget that demonstrates the right sizing of staff was also recommended to the Board of Trustees by the Finance Committee.

On a motion by Mr. Stieglitz, second by Dr. Cantaffa, with all in favor and no abstentions, the Financial Statements for the period ending 10/31/12 were approved.

On a motion by Mr. Stieglitz, second by Dr. Cantaffa, with all in favor and no abstentions, the Recast Budget was approved.

On a motion by Dr. Cantaffa, second by Ms. King, with all in favor and no abstentions the re-

imbursement of cost of SUPS Academy lunch for Ms. Norton was approved.

Academic Excellence: Heather Lyon

Dr. Lyon noted that Trustees have received her written report and that she has completed about ¼ of the teacher evaluation for the time period and has had pre-observation conferences with teachers.

Dr. Lyon reported that the Erie County Association of School Boards have invited ECS to join their group, adding that until the present, Charter Schools have been excluded from the organization.

Dean of Students: Jill Norton

In Mr. Simmons' absence, Ms. Norton reviewed his report that was compiled information on suspensions. It was noted that ± ½ were new students to ECS and that long time students assist in teaching new students the culture of the school.

The offenders are not just students in crisis, but families in crisis with chronic problems.

Ms. Norton stated that a family orientation is done at the beginning of the school year, but that after that it is a quick intake. Mr. Stieglitz pointed out the efforts to create a residential school situation have not been successful.

Committee Reports:

Academic Committee: David Cantaffa

Dr. Cantaffa thanked the Administration for the requested information that will inform the Comprehensive Academic Plan he is developing. Teachers have begun the Student Learning Objectives (SLO) and the testing schedule is revised to add more days to the schedule.

Executive Committee: Richard Morrisroe

Mr. Morrisroe encouraged Trustees to use the Highbar Tool to reach better focus especially with all of the changes and uncertainty with the Renewal. The Goal Setting process will be looked at in mid-January and reviewed again in June. New Trustees are being sought. Dr. Cantaffa recommended that Trustees read Board Meetings, A Guide for Charter Schools, and the assessments on Highbar. The role of the Governance Committee is currently being filled by the Executive Committee and additional training is considered necessary.

Finance Committee: Jill Norton

Ms. Norton reported for Mr. Wallace, stating that the Performance Based Compensation Plan payments have been called in. It is the first of PICCS payments.

Mr. Stieglitz, architect for the Health Now building being constructed just north of ECS, reported that traffic patterns were reviewed and given careful consideration in the design plan. Ms. Norton and Mr. von der Empten agreed that it is well planned and thought out.

HR/Personnel: Ms. Norton, Dr. Lyon & Ms. King

Ms. Norton and Dr. Lyon updated the Board of Trustees regarding staff changes and efforts to fill out the teaching staff. Ms. King reported that the ECS staff is looking into unionizing and

that they continue to ask for more concrete Renewal information.

Executive:

There were no legal issues brought forward.

Other Business:

There were no Emergency Conditional Appointments.

Enrollment Report: Nancy Krug

Ms. Krug reported that efforts continue to be made to replace the expelled students, noting that it is always more difficult to bring in new students later in the year. She added that marketing is done mostly in the Fall & Spring but that there are sometimes special opportunities to advertise ECS. Also, the marketing funding was cut from the recast budget and there is some question as to whether ECS has the capacity to take in more students in need of services. Ms. Krug also pointed out that ECS does not get extra funding for ESL services. There are some students on a waiting list for 7th grade but 3rd & 7th grade lists are depleted.

There was no public comment.

Since there have been no candidates for the Staff Liaison position, Ms. Norton will set a deadline for nominations.

The Annual Winter Concert will be held on 12/20/12 at 2 PM.

On a motion by Ms. King, second by Ms. Martin, with all in favor and no abstentions, the meeting was adjourned at 6:37 PM.

I, Rachel Martin, Secretary of Enterprise Charter School Board of Trustees, was present at a meeting held 12/10/12. I verify that the foregoing minutes are accurate.

Rachel Martin, Board of Trustees

ENTERPRISE CHARTER SCHOOL

Minutes: Regular Board of Trustees Meeting

January 14, 2013 5:00 PM

275 Oak Street, Buffalo, NY 14203

Trustees Present: Dr. David Cantaffa; Pamela King; Rachael Martin; Richard Morrisroe, Chairman; David Stieglitz; and Michelle Williams.

Trustee Excused: Lyle Wallace.

Liaisons Present: Kristine Graham and Kristy Witkowski.

Staff Present: Jill Norton, CEO; Heather Lyon, CAO; Andrew Starr, CIO; Stanley Simmons, Dean of Students; Nancy Krug, Operations Manager; Lisa Yonkosky, Office Manager and Justine LeFauve, Secretary.

Other Staff Present: Kevin von der Empten.

The meeting was called to order by Mr. Richard Morrisroe, Chairman, at 5:03PM with a quorum of 5 present at 5:03PM.

Public Notice was confirmed.

The minutes of the 12/10/12 meeting of the Board of Trustees were approved as amended, on a motion by Dr. Cantaffa, second by Ms. King, with all in favor and no abstentions.

It was noted that the Audit/Finance Committee needs an additional member and Mr. Morrisroe is looking for a Trustee to fill the slot.

Future Board Packets will be sent in hard copy to all Trustees and Ms. Norton will prepare a packet on High Bar with attachments.

Mr. Morrisroe announced the retirement of Mrs. LeFauve, Board Secretary for the past 10 years.

Director's Report: Jill Norton

Renewal Status Report:

Ms. Norton reported that the Buffalo has recommended a 3-year Renewal for ECS but denied the additional 20 students that had been requested. She will be meeting with Angela Cullen with some questions and to begin work on the Operating Agreement. Buffalo's recommendation has been sent to SED and they have 90 days to act, and the Board of Regents will consider either in February or March. The Site Visit report is attached to the recommendation. Dr. Lyon noted that academics are the tipping point. Dr. Cantaffa suggested that the Academic Committee consider the best way to clarify the ECS methods of Education/Teaching for the Buffalo Board of Education.

Monthly Update:

Ms. Norton reported that the initial application to establish a Mental Health Clinic at ECS has been approved and we are currently waiting for State approval. It is hoped that it would start off in March with 3 days of service each week.

Ms. Norton reported that the 21st Century Grant application has been submitted, noting that it is a strong application and should benefit our Before and After School programs. She hopes to

hear by April.

Financial Report: Mr. Morrisroe

In Mr. Wallace's absence, Mr. Morrisroe briefly reviewed the Financial reports for November 2012 adding that they had been received/filed by the Finance Committee.

On a motion by Mr. Stieglitz, second by Ms. Martin, with 6 in favor and Ms. King abstaining, the Board Resolution on grants over \$10,000 was approved.

Ms. Norton will amend the Scope of Work on the Race to the Top Application to receive balance of funds this year to make some adjustments for Professional Development needs.

On a motion by Mr. Stieglitz, second by Ms. King with all in favor and no abstentions, reimbursement was approved for Ms. Norton in the amount of \$680.00 to cover the costs of the trip to Albany with students for Electoral College Education. Expenses included car rental, gas, parking and lunch for the students.

Ms. Norton invited Trustee participation on the Day Trip to Albany to present case on Unfunded Mandates. Several trustees expressed interest in attending.

Academic Excellence: Heather Lyon

Dr. Lyon reported that all observations for the 1st half of the year will be completed by the end of January. She invited Trustees to join her on a tour of the building to see what Project Based Learning (PBL) looks like.

Mr. Starr distributed and reviewed the ECS Data Analysis Summary for 1/14/13 and the ECS Assessment Teacher Reflection. He noted that the Literacy Teachers would like to address the Academic Committee. There was discussion regarding rigor of materials, Common Core standards and whether programs are being implemented to full value. Dr. Lyon pointed out that it is working at some levels and not at others.

Dean of Students: Stanley Simmons

Mr. Simmons distributed and reviewed his December, 2012 Suspension report and compared it to stats from December, 2011. He noted that harassing has diminished. He went on to say that a number of things have been initiated to improve behaviors. In 2011 ECS held onto multiple offenders. Mr. Simmons also pointed out that our counselors are academic and not disciplinary. It is expected that the process will be much improved once Gateway Longview is available for Tier 3 services. Dr. Lyon noted that behaviors change from one classroom to the next and that it impacts a great deal on substitute teachers. Having subs shadow classroom teachers and seeking feed back from classroom teachers on subs were discussed.

Mr. Simmons stated that he has added Classroom Management to his orientations.

Committee Reports:

Academic Committee: David Cantaffa

Dr. Cantaffa reported that the committee is discussing information regarding the Honor Roll

with Ms. Starr. He also reviewed the areas of concern that the Academic Committee is discussing, noting that Trustees need to get into classrooms and become familiar with the Danielson Methods.

Executive Committee: Richard Morrisroe

Mr. Morrisroe discussed the renewal and next steps. He reported that the Executive Committee will have a planning meeting and report back to the full Board. He noted that the CEO evaluation will be discussed and that the CAO evaluation will be done by the CEO and the Chairman of the Academic Committee.

Finance Committee: Richard Morrisroe

In Mr. Wallace's absence, Mr. Morrisroe reported that the 990 will be coming for Trustees review and submission. Ms. Kirisits will give a comparative snapshot of how we allocate resources compared to other charter Schools.

HR/Personnel: Ms. King

No report

Executive:

There were no legal issues brought forward.

Other Business:

There were no Emergency Conditional Appointments.

Enrollment Report: Nancy Krug

Ms. Krug distributed and reviewed the Month End: December 2012 Enrollment Report and reported that ECS is short 5 students.

There was no public comment.

On a motion by Ms. King, second by Ms. Martin, with all in favor and no abstentions, the meeting was adjourned at 7:07 PM.

I, Rachel Martin, Secretary of Enterprise Charter School Board of Trustees, was present at a meeting held 1/14/13. I verify that the foregoing minutes are accurate.

Rachel Martin, Board of Trustees

ENTERPRISE CHARTER SCHOOL
Minutes: Regular Board of Trustees Meeting
February 11th, 2013 5:30 PM 275 Oak Street, Buffalo, NY 14203

Trustees Present: Dr. David Cantaffa; Rachael Martin; Richard Morrisroe, Chairman; David Stieglitz; Michelle Williams, and Lyle Wallace.

Liaisons Present: Kristine Graham and Linda Morgan.

Staff Present: Heather Lyon, CAO; Stanley Simmons, Dean of Students

Other Staff Present: Kevin von der Empten.

Visitors Present: J. Baldwin (Damon & Morey)

I. Opening Items

The meeting was called to order by Mr. Richard Morrisroe, Chairman, at 5:31 PM with a quorum of 6 present.

Public Notice was confirmed.

The minutes of the 1/14/2013 meeting of the Board of Trustees were approved as amended, on a motion by Dr. Cantaffa, second by Mr. Stieglitz, with all in favor and no abstentions.

II. Directors's Report: Dr. Heather Lyon

Renewal Status Report:

Dr. Lyon reported that Angela Cullen delivered the revised charter to Enterprise. Jessie Baldwin is reviewing the document.

III. Financial Report: Mr. Wallace

A review of the December 2012 Financials was conducted with nothing outstanding to report. There was an ongoing salary differential. A motion was made by Mr. Wallace to approve the December 2012 Financial Report and seconded by Dr. Cantaffa with all in favor and no abstentions.

The 990 for 2011-2012 was presented. The document was previously reviewed in detail by Lisa Kirisits and Lyle Wallace. There is nothing of material to note in terms of variances. The only correction was to change the signature line from Brenda McDuffie, our former Board Chairperson, to Ms. Norton, our CEO, who will be signing off on the 990. Mr. Wallace made a motion to accept the 990, seconded by Dr. Cantaffa, with all in favor and no abstentions.

IV. Academic Excellence Report /Academic Excellence Committee: Heather Lyon

Dr. Lyon shared information regarding Rtl and a recent visit from Jim Wright. It was discussed how Rtl is delivered this year versus last year. There was a comparison regarding how ECS performed last year against other charters and how we have allocated Support Services versus other charters. The Board was informed and invited to attend the upcoming Academic Pep Rally.

At the Academic Committee Meeting, a presentation took place by Marisa Adams and Kate Nicosia, the ECS Reading Specialists. Dr. Lyon spoke regarding a comparison of support services at ECS as compared to other charters. A discussion ensued regarding whether we need to redirect resources to support our students. Many students have needs that are greater than the classroom teacher can provide and we have very few resources to support the needs of the children. Assessment scores for this year were compared to the scores from last year. Given that the students didn't do well last year, we have reason for concern for how they will perform this year. Though parents are thrilled with the progress that their children are making, it still may not be enough progress.

V. Dean of Students: Stanley Simmons

Mr. Simmons shared comparison data for this year versus last year. We have seen a decrease in "one student being responsible for multiple infractions". A student left the building and a discussion took place regarding how that happened as well as how we will prevent that from happening again. At the January All Staff Meeting, the entire staff examined disciplinary data. Wednesdays appeared to be the day of the week with the most write ups. Although our students are not violent, horseplay is on the rise. The gym locker room is a hot spot for incidents.

VI. Committee Reports:
HR/Personnel Committee

Pre-strategic planning meetings are occurring. The Committee is discussing evaluations of the CEO and CAO, as well as formal ways to create board goals and recruitment goals to improve things going forward. Teacher Recruitment Day in Buffalo is scheduled for April. The staff needs to know when/if they can apply for that. There is nothing that needs to be stated that the end of this charter is a termination for employees; it can be called a lay-off due to restructuring. What happens should someone be offered a job at ECS but they decline the offer? How does that impact Unemployment benefits? An employee will have a difficult time securing Unemployment if they declined an offer for equivalent employment. We need to move forward assuming that SED is going to renew us. The word we have at this point is that the Regents will give strong deference to BPS's recommendation. The Board also needs to think about their own application to the position.

There was a discussion about staffing updates for the replacement of Ms. Rice, the second grade teacher, and Mr. Schmidt, the Physical Education teacher, who have resigned. There was also discussion about the Social Worker position for the replacement of the school counselor. There was also a broader conversation about resources to support students.

Finance Committee: Lyle Wallace

Mr. Wallace spoke with Lisa Kirisits today. There is nothing material to mention. Ms. Kirisits and Ms. Norton will be getting together for the first pass at the 2013-2014 budget. Should there be a subcommittee of the strategic planning group to look at what is needed regarding

the budget? We need to be mindful of being both financially and academically solvent.

VII. Executive:

There were no legal issues brought forward.

VIII. Other Business:

Dr. Cantaffa made a motion to accept Nicole Valint as the new second grade teacher. The motion was seconded by Mr. Stieglitz with all in favor.

A motion was made at 6:33 PM by Dr. Cantaffa, seconded by Ms. Martin to go into Executive Session to discuss a confidential personnel matter. At 6:51 PM, a motion was made by Dr. Cantaffa, seconded by Ms. Martin to end Executive Session.

Jesse Baldwin briefly went over the 3rd Renewal Operating Agreement. This is not the application. This is how the district and the ECS BOT will interact. The "5th Where As" clause mentions that the PBS has satisfied the renewal. The reason to go through the Operating Agreement line by line is due to a SED mandate that all charters need to use as of this year. The most notable point is in section 5.3. The last paragraph is something that the BOE is requiring that SED does not require. It is an internal audit and will be an additional cost to us. Challenging this as a condition for renewal will go nowhere. SED will not come to our rescue if we say no, so there is no reason to challenge it. It's meant to place a little more leg work on us. Under section 5.3, the last paragraph, add the word "days" after the number 30. Additionally, they brought up wanting us to agree to the change in the funding level per student, but the one in the contract states the standard funding. Ms. Martin made a motion to accept, with Mr. Stieglitz seconding and all in favor.

Enrollment Report: Nancy Krug

Ms. Krug was not available to present the enrollment report but there was a discussion about how we are still attempting to fill our vacant seats. It becomes more and more difficult as the year goes on as parents aren't interested in moving students this late in the school year.

There was no public comment.

IX. Closing Items

On a motion by Ms. Martin, second by Mr. Stieglitz, with all in favor and no abstentions, the meeting was adjourned at 7:28 PM.

I, Rachel Martin, Secretary of Enterprise Charter School Board of Trustees, was present at a meeting held 2/11/2013. I verify that the foregoing minutes are accurate and that the board has approved them for publication.

Respectfully submitted,
Rachel Martin

ENTERPRISE CHARTER SCHOOL
Minutes: Regular Board of Trustees Meeting
March 11th, 2013 5:30 PM 275 Oak Street, Buffalo, NY 14203

Trustees Present: Dr. David Cantaffa; Rachael Martin; Richard Morrisroe, Chairman; Michelle Williams, and Lyle Wallace.

Trustees Excused: David Stieglitz

Liaisons Present: Kristine Graham and Linda Morgan.

Staff Present: Heather Lyon, CAO; Jill Norton, CEO; Stanley Simmons, Dean of Students

Other Staff Present: Kevin von der Empten, Lisa Yonkosky, Nancy Krug, Kristy Witkowski

Visitors Present: Jesse Baldwin, Damon & Morey; Stacey Moar, Damon & Morey; Orlando

Perez, Final Candidate for Board of Trustees

I. Opening Items

The meeting was called to order by Mr. Richard Morrisroe, Chairman, at 5:40 PM with a quorum of 5 present.

Public Notice was confirmed.

The minutes of the 2/11/2013 meeting of the Board of Trustees were approved as amended, on a motion by Dr. Cantaffa, second by Mr. Wallace, with all in favor and no abstentions.

II. Director's Report: Jill Norton

Renewal Status Report:

Ms. Norton stated that on Tuesday, March 5th, she was informed by the Buffalo Board of Education that there was an Emergency Board Meeting taking place for Enterprise Charter School. The previous unanimous 3 year renewal vote was possibly being withdrawn and a revote was to take place. The meeting did occur on March 6th and the Buffalo Board of Trustees voted for a 2 year renewal with a backup decision for 1 year if the two years was not accepted by the state. There appeared to be a sense of urgency relative to taking this action to get the item on the Board of Regents agenda for Monday, March 11th. That did not occur as we were not on the March 11th Board of Regents agenda. We have no other news after that. A copy of the vote was requested by Ms. Norton.

We are awaiting information on the status of the renewal from the state for the clarification as to when we will be on the agenda for the Board of Regents for the revised recommendation. Dr. Cantaffa questioned whether we should contact Regent Bennett for a question/answer conversation. Ms. Norton stated the Board of Regents does have a final say in the renewal process, although Bill Clark, the new Charter Schools representative said that the Buffalo Board of Education is our authorizer and we should be going to them for answers.

The North East Charter School Network (NECSN) is currently seeking answers regarding the new framework. How will they handle discrepancies for schools that are designated a school in good standing and then have issues with renewal?

Monthly Update – Jill Norton

Ms. Norton reported that a review took place with the Fitch Rating Company. We had been rated BBB but are now rated BBB- due to our academic performance. Of the 18 schools being revisited for their rating, we were 1 of 4 that maintained an investment grade rating.

III. Financial Report: Mr. Wallace

The January 2013 Financials were reviewed by the Finance Committee and Mr. Wallace reported there was nothing material noted, there are some timing differences. Junior Achievement's rent is being renegotiated for the upcoming year. Mrs. Kirisits, from our Accounting Firm, is always available should there be any further questions. A motion was made by Dr. Cantaffa to approve the January 2013 Financial Report and seconded by Mr. Wallace, with all in favor and no abstentions.

The Finance Committee also reviewed bids for the roof replacement on Building B & C. Sahlems Roofing and Siding was recommended for the award due to the price and the fact that they have worked on the ECIDA building in the past. A question arose regarding the large difference in pricing. Mr. von der Empten, Custodian, stated Sahlems is a family owned business and therefore they don't need to meet a union prevailing wage. Mr. von der Empten stated he also spoke with ECIDA regarding this company as they did work on their roof and it was noted that there was a large difference in pricing on their bids as well with Sahlems as the winning bidder. It was also noted that there may be additional charges due to unknown circumstances when the roof replacement begins. On a motion by Dr. Cantaffa, seconded by Ms. Martin, Sahlems Roofing and Siding was awarded the bid for the roof replacement for Building B & C in the amount of \$123,820.00.

The Finance Committee also reviewed bids for the replacement of Carpeting in five classrooms in the building. A history of the rugs was provided. Carpet tiles are being suggested as they are much easier to maintain. Allasen Carpets was recommended. Allied Floor was \$100 cheaper but their bid was not complete. On a motion by Ms. Martin, seconded by Mr. Wallace, Allasen Carpet was awarded the Carpet Replacement Project in the amount of \$14,850.00

IV. Academic Excellence Report: Heather Lyon

Dr. Lyon updated the Board of Trustees on the upcoming Test Prep Family Fun Night on March 27th from 5:15 to 7:15 PM and invited all board members to attend. Dinner will be served from 6:45 to 7:15 PM.

Dr. Lyon also reviewed the information previously presented to the Academic Committee for the Data Analysis, Grant Updates, and Report Card and Awards Pep Rally. It was noted that the February 14th Pep Rally was an intervention for student motivation. Students were rewarded for behavior, academics, attainment and growth. Many awards were issued yet the data for students who are reading at or above grade level is only at 22%. This is a problem and there are many conversations underway regarding this data and gaps that need to be closed.

She provided additional information for the Rtl program at Enterprise and the feedback from Jim Wright, the RTI Consultation and Training consultant's follow up visit. Jenn Borgioli, from Learner Centered Initiatives, created 3 videos for Test Prep without Corruption – all teachers were required to view and respond to the videos. Dr. Lyon also reviewed the types of supports that are available; noting the type of support will depend on funding. Ms. Norton stated that the assembly proposal for the budget cuts charter funding. We will be watching this, as well as Title I and IDEA funding.

Dr. Lyon is now performing unannounced observations. Ten have been completed with 25 more that need to be done.

Dr. Lyon stated that the Kindergarten teachers are now using reading levels for their students (this was not done in the past). Our students should be at a C or D level, but would like to see all students in that grade at an E level. Some students are already at an E or F level. The work and use of data taking place in the Kindergarten classrooms is great.

Dr. Lyon also stated that the Buffalo Board of Education, at the March 6th meeting, had many compliments for Enterprise Charter School.

V. Dean of Students: Stanley Simmons

Mr. Simmons provided the suspension data for February noting there were no formal suspensions. Formal suspensions are down this year but students continue to struggle with social interactions. Substitute teachers are going much smoother due to additional training in-house and the sub pool is more consistent. We also now have four lunch monitors who are working out great.

Dr. Cantaffa noted that the new PBIS system needs to support a culture of learning, not just a tool for behavior and requested a year-end report comparing last year and the stats for PBIS for this year. Mr. Simmons explained that the PBIS system takes 3-5 years to be successful.

VI. Committee Reports:

Academic Committee: Dr. Cantaffa

Dr. Cantaffa explained the Academic Committee meetings have been moved to the 1st Monday of the month just before the board meetings to provide up-to-date information for the board meetings. Dr. Cantaffa observed Dr. Lyon, followed by a conference with Dr. Lyon and a report to Mr. Morrisroe and Ms. Norton. He also noted that Dr. Ceprano, the Buffalo State Professor who holds classes and works in close contact with teachers in our building, wrote a letter to Dr. Lyon congratulating her and our staff on the changes made to our academics here at Enterprise Charter School and the progress we will see from those changes.

Executive Committee –Richard Morrisroe

Mr. Morrisroe stated that difficult decisions are underway as the board must backtrack for the renewal issues. The committee is still discussing the terms of the charter renewal. The Buffalo

Board of Education did not attach any strings to our renewal so the ECS board can now start to examine the options. It was noted the level of attainment that is expected is serious and employees must realize this.

Mr. Morrisroe also introduced Mr. Orlando Perez as a candidate for the Board of Trustees to replace Ms. Pamela King who recently resigned.

The Enterprise Charter School Board of Trustees voted to select Orlando Perez as the final candidate to the BoT, with a term expiring on 7/1/2014, pending approval by the Buffalo Board of Education. The resolution approving Orlando Perez is formerly adopted upon BOE's approval. With a motion by Ms. Martin, seconded by Ms. Williams, with all in favor and no abstentions, Mr. Perez was nominated as a final candidate for the vacant Board of Trustee position.

Finance Committee: Lyle Wallace

Mr. Wallace also reported that the draft budget for next year is underway, with challenges being discussed as well as the needs of Enterprise Charter School's students.

HR/Personnel Committee-Richard Morrisroe

Mr. Morrisroe indicated that the logistics for a complete reapplication process would be a nightmare. ECS needs to build on the good aspects and prune the bad. There are various models being discussed for a more intensive review of staff. Ms. Graham questioned a goal date for the plan. The board realizes the urgency and stated they are still reviewing the options with the attorneys.

VII. Other Business:

ECS has hired a new Physical Education teacher, Lindsay Mathais.
The Social Work position has been posted again.

The enrollment report was reviewed by Ms. Norton noting that we have 5 vacancies but have students in line for many of those positions. It was also noted that we do not bring in new students after April 1st due to the lateness in the year.
There was no public comment.

A motion was made at 7:30 PM by Mr. Morrisroe, seconded by Dr. Cantaffa to go into Executive Session to discuss legal options for renewal and the HR plan for renewal. At 8:40 PM, a motion was made by D. Cantaffa, seconded by Ms. Martin to end Executive Session.

A motion was made to authorize legal counsel to file an Article 78 and a restraining order blocking the decision by the Buffalo Board of Education to change the original vote by Dr. Cantaffa, seconded by Ms. Martin, with all in favor and no abstentions was carried.

A motion was made to continue to use the evaluation process, not a mass layoff for the upcoming school year was made by Ms. Williams, seconded by Mr. Wallace with 5:1 vote the

motion was carried.

VIII. Closing Items

On a motion by Mr. Morrisroe, second by Ms. Martin, with all in favor and no abstentions, the meeting was adjourned at 8:49 PM.

I, Rachel Martin, Secretary of Enterprise Charter School Board of Trustees, was present at a meeting held 3/11/2013. I verify that the foregoing minutes are accurate and that the board has approved them for publication.

Respectfully Submitted,
Rachel Martin, Board of Trustees

ENTERPRISE CHARTER SCHOOL
Minutes: Regular Board of Trustees Meeting
April 15th, 2013 5:30 PM 275 Oak Street, Buffalo, NY 14203

Trustees Present: Dr. David Cantaffa; Rachael Martin; Richard Morrisroe, Chairman; David Stieglitz, Lyle Wallace and Orlando Perez (Final Candidate)
Liaisons Present: Kristine Graham and Linda Morgan
Staff Present: Heather Lyon, CAO; Jill Norton, CEO; Stanley Simmons, Dean of Students, Kevin von der Empten, Lisa Yonkosky, Nancy Krug
Visitors Present: R. Timothy O'Neill (WNY Education Services Council)

I. Opening Items

The meeting was called to order by Mr. Richard Morrisroe, Chairman, at 5:40 PM with a quorum of 5 present.
Public Notice was confirmed.

The minutes of the 3/11/2013 meeting of the Board of Trustees were approved on a motion by Dr. Cantaffa, seconded by Ms. Martin, with all in favor and no abstentions.

II. Director's Report: Jill Norton
 Renewal Status Report:

Ms. Norton reported she has no new information regarding the renewal other than our renewal is anticipated to be on the agenda for the Board of Regents on Monday April 22nd for a vote on April 23rd. We are unable to confirm this information as we have not had a response to our inquiry to the NY State Education Department (SED). By our clock, the 90 days the state has to vote on our renewal is up by their April meeting so it must appear on the upcoming agenda.

 Monthly Update – Jill Norton

Ms. Norton responded that she has no updates at this time. Mr. Morrisroe welcomed our newest Board Member, Orlando Perez, who was recently approved by the Buffalo Board of Education. A motion was made by Mr. Stieglitz and seconded by Mr. Wallace to accept Orlando Perez as an Enterprise Charter School Board of Trustee, with all in favor and no abstentions, the motion was passed.

III. Financial Report: Mr. Wallace

The February 2013 Financials were reviewed by the Finance Committee and Mr. Wallace reported there was nothing material noted, the unfavorable variances are due to timing differences and will be offset in the future. A motion was made by Dr. Cantaffa to approve the January 2013 Financial Report and seconded by Ms. Martin, with all in favor and no abstentions.

The Finance Committee also reviewed bids for the spring / summer seasons for Landscaping for 2013-2015. Three companies responded to the request for proposals and Westwood Landscaping was recommended for the award. They are the lowest bidder, are familiar with our complex as they held our snowplowing service, and their price remains the same over the three year contract. The other companies have an increase in pricing over the span of the

contract. Mr. von der Empten, Chief Custodian, agrees with this decision. On a motion by Mr. Stieglitz, seconded by Ms. Martin, Westwood Landscaping was awarded the contract for the spring / summer landscaping service for 2013-2015 in the amount of \$7,475.00.

IV. Academic Excellence Report: Heather Lyon

Dr. Lyon provided an update for the Tower Grant, PICCS Grant and Race to the Top Grant. We are currently awaiting approval for amendments for the Tower Grant as LCI will not be providing services and we are looking to support other areas. Paula Bevan from PICCS performed walk throughs with Dr. Cantaffa and Dr. Lyon.

A PBIS survey is being completed by the staff to get feedback for the new behavioral system utilized this year.

The New York State assessments will be scored by a third party to avoid conflict of interest issues.

Dr. Lyon announced the awards ceremony for the 3rd quarter report cards will be held on May 6th at 1:30 PM and the Board is welcome to attend. Mr. Simmons is currently working with the Motivation Committee on the awards ceremony.

The Data Team is reviewing school-wide data to show how many students are at grade level and proficient. Readiness and retention meetings will begin to occur, facilitated by Dr. Lyon, Stephanie Brauner, and Ms. Morgan, using the 3rd term report cards.

All unscheduled observations have been completed. On April 23rd, the evaluation process will be shared with the staff.

Dr. Lyon reviewed the reading levels for comparison for the beginning of the year and middle of the year data. Much growth is being seen in grades 1-6 and 57% of the students in Grade 5 are at or above grade level. Dr. Lyon indicated that the majority of students went up 5 reading levels from the beginning of the year to the middle of the year. Dr. Cantaffa stated we should celebrate the work that teachers are doing as we are seeing growth.

Dr. Lyon noted that Rtl block for additional levels of support was instrumental in this progress. The level of monitoring is unprecedented. Dr. Cantaffa noted we are progressing, not regressing and stated the Board must continue to receive and review the data to make appropriate decisions.

Ms. Norton stated this should be tied to a goal and Mr. Stieglitz suggested that this be added to the agenda.

V. Dean of Students: Stanley Simmons

Mr. Simmons provided the suspension data for March noting that holiday breaks tend to spike suspensions. Formal suspensions are down this year and students continue to struggle with social interactions. We had no weighted incidents for March.

Mr. Simmons reported that Gateway Longview will have a satellite office in our facility beginning April 16th to address the emotional issues of our students and families. In addition, our new Social Worker, Lia Fegley, is starting next week. Ms. Morgan, our School Counselor is also supportive in this area. Dr. Cantaffa expressed that clear goals for the behavioral expectations of students is necessary as it affects learning. Ms. Norton suggested using the Data Dashboard on Highbar but it must first be tied to goals and the mission and vision of our school. We need to continue to monitor data to for areas in need.

VI. Committee Reports:

Academic Committee: Dr. Cantaffa

Dr. Cantaffa expressed gratitude to Dr. Lyon on behalf of the Committee as he had the opportunity to join Dr. Lyon and Paula Bevan from the Danielson Group on a walk about through the school. It was an invaluable experience and the association available through the PICCS grant is wonderful.

Dr. Cantaffa also reported that he is attending the Teacher Recruitment Day (TRD) with Dr. Lyon on April 16th. Dr. Lyon reported the ELA tests are occurring this week, with the Math assessments next week. Dr. Lyon gave kudos to Andrew Starr on ensuring that the scheduling and distribution of tests and testing materials is all set.

Dr. Lyon also reported that the students were challenged to read over the spring break. The winning classroom from grade 5 read in excess of 12,000 minutes. That class now has the opportunity to throw pies at Ms. Norton, Dr. Lyon, Mr. Starr, and Mr. Simmons this Friday at 3:30. The entire school is invited to watch and it will provide a break from testing for the students. In total, the school read for 52,828 minutes.

Dr. Cantaffa reported he attended the Education Leadership Summit with Dr. Lyon and Marisa Adams, a Reading Specialist. He thanked the Board for providing the school staff the opportunity to attend this conference.

Executive Committee –Richard Morrisroe

Mr. Morrisroe formally recognized Ms. Norton's resignation and thanked her for her many years of service and the actual creation of Enterprise Charter School. Dr. Cantaffa thanked her for being welcoming to him as a new board member.

The Organizational Chart was addressed by Mr. Morrisroe for the proposed chart. Mr. Morrisroe and Ms. Norton spoke of the changes to the chart and how they relate to the mandates and needs of the school to ultimately make improvements for our students. Mr. Morrisroe noted the CEO would be responsible for outside funding as we cannot rely on grants. A motion for approval of the Organizational Chart was made by Mr. Wallace, seconded by Dr. Cantaffa, with all in favor and no abstentions.

Mr. Morrisroe discussed two options for a search for CEO candidates. The Board received two proposals and is recommending the proposal from Dr. Vincent Coppola, a former superintendent of 2 school districts and has provided searches for charter schools in the past. It was also noted that he is local and his fee is slightly lower than the other company. On a

motion by Mr. Stieglitz, seconded by Mr. Wallace, with all in favor and no abstentions, the contract for the CEO search was awarded to Dr. Vincent Coppola. Mr. Stieglitz recommends we have a special Board meeting so all Board Members may meet Dr. Coppola.

Finance Committee: Lyle Wallace

Mr. Wallace also reported that the draft budget for next year is still in process, noting the challenges due to our frozen funding and the possibility of fundraising efforts. The Finance Committee is meeting on April 17th and the Board will be updated.

HR/Personnel Committee-Richard Morrisroe

Ms. Norton stated that the Social Worker, Lia Fegley, has been hired and is starting April 24th. The Employee Handbook is currently under review and will be presented for committee review at the next HR Committee. SLO's are still in process.

A question arose about the status of the lunch monitors on the Organizational Chart as they are not listed. Ms. Norton explained that we hope to retain their services but they are not currently budgeted.

VII. Other Business:

A motion was made by Mr. Stieglitz, seconded by Dr. Cantaffa, with all in favor and no abstentions to accept and recognize the hiring of Lia Fegley as the Social Worker. There are no emergency conditional appointments at this time.

The enrollment report was reviewed by Ms. Norton noting that we have 4 vacancies for students who left in late March. We do not replace students after April 1st due to the lateness in the year. We have 35 students who have registered for Kindergarten for next year, with 10 additional families who have appointments coming up.

There was no public comment.

VIII. Closing Items

On a motion by Ms. Martin, second by Dr. Cantaffa, with all in favor and no abstentions, the meeting was adjourned at 7:25 PM.

I, Rachel Martin, Secretary of Enterprise Charter School Board of Trustees, was present at a meeting held 4/15/2013. I verify that the foregoing minutes are accurate and that the board has approved them for publication.

Respectfully Submitted,
Rachel Martin, Board of Trustees

ENTERPRISE CHARTER SCHOOL
Minutes: Special Board of Trustees Meeting
April 29th, 2013 4:30 PM 275 Oak Street, Buffalo, NY 14203

Trustees Present: Dr. David Cantaffa; Rachael Martin; Richard Morrisroe, Chairman; David Stieglitz, and Orlando Perez

Liaisons Present: Kristine Graham and Linda Morgan

Staff Present: Heather Lyon, CAO; Jill Norton, CEO; Kevin von der Empten, Chief Custodian; Nancy Krug, Operations Manager and Board Secretary

Visitors Present: Vincent Coppola (WNY Education Services Council)

I. Opening Items

The meeting was called to order by Mr. Richard Morrisroe, Chairman, at 4:37 PM with a quorum of 4 present. Public Notice was confirmed.

II. CEO Search Update

Mr. Vincent Coppola introduced himself and provided references for all present. He explained it is his understanding that Ms. Norton will be leaving Enterprise Charter School on July 1st, 2013 and a replacement search will occur in hopes of having someone in place by the start of our academic year. The process and timetable was reviewed as well items that Mr. Coppola needs to properly perform his search.

Mr. Coppola discussed meeting with focus groups to find out more about our school. Focus groups (comprised of approximately 10 people) will be formed for members of the teaching staff, non-teaching staff, parents, administration, and community partners. A schedule has been generated to meet with each focus group for approximately 45 minutes. Mr. Coppola is interested in the positive aspects of Enterprise, as well as any concerns individuals may have. Two people from each focus group will then be selected to assist in the final interview process.

Mr. Coppola and the members of the Board of Trustees discussed the specifics for qualifications for the CEO position and how and where it should be advertised.

The schedule was reviewed for availability of board members and the process for interviewing final candidates. The Charter Renewal status was also reviewed.

III. Closing Items

On a motion by Ms. Martin, second by Dr. Cantaffa, with all in favor and no abstentions, the meeting was adjourned at 6:24 PM.

I, Rachel Martin, Secretary of Enterprise Charter School Board of Trustees, was present at a meeting held 4/29/2013. I verify that the foregoing minutes are accurate and that the board has approved them for publication.

Respectfully Submitted,

Rachel Martin, Board of Trustees

ENTERPRISE CHARTER SCHOOL
Minutes: Regular Board of Trustees Meeting
May 14th, 2013 6:45 PM 275 Oak Street, Buffalo, NY 14203

Trustees Present: Dr. David Cantaffa; Rachael Martin; Richard Morrisroe, Chairman;
David Stieglitz, Orlando Perez
Liaisons Present: Linda Morgan
Staff Present: Jill Norton, CEO; Kevin von der Empten, Lisa Yonkosky, Andrew Starr

X. Opening Items

The meeting was called to order by Mr. Richard Morrisroe, Chairman, at 6:45 PM with a quorum present. Public Notice was confirmed.

The minutes of the 4/15/2013 meeting of the Board of Trustees were approved on a motion by Dr. Cantaffa, seconded by Mr. Wallace, with all in favor and no abstentions. The 4/29/13 Special Board Meeting was also approved on a motion by Dr. Cantaffa, seconded by Ms. Martin, with all in favor and no abstentions.

XI. Director's Report: Jill Norton

Status Report:

The 2013-2014 Budget was discussed by Ms. Norton including the health care increase of 18%, that Enterprise will pay 25% of the higher deductible for health care, as well as the Organizational Chart changes per the Executive Committee meeting. A motion was made by Dr. Cantaffa, seconded by Ms. Martin, with all in favor and no abstentions to approve the 2013-2014 budget.

XII. Financial Report: Mr. Wallace

The March 2013 Financials were reviewed by the Finance Committee and Mr. Wallace reported there were no real variances from last month. Enterprise did receive the IDEA funds from Buffalo to offset a portion of the Special Education costs. A motion was made by Mr. Wallace to approve the March 2013 Financial Report and seconded by Ms. Martin, with all in favor and no abstentions.

XIII. Academic Excellence Report: Heather Lyon

Andrew Starr provided an update on behalf of Dr. Lyon. He reported all SLO's have been approved and readiness meetings were conducted.

Mr. Starr also distributed a suspension data report from Mr. Simmons. After a review of the report, Ms. Norton stated ECS is heading in the right direction. The new Social Worker has proved to be very helpful. In addition, the new Gateway Longview satellite office at ECS has received many referrals.

Committee Reports:

 Academic Committee: Dr. Cantaffa

Dr. Cantaffa reported that there are no additions to the information that Mr. Starr had just reported.

Executive Committee –Richard Morrisroe

Mr. Morrisroe reviewed the contract for board consulting services through the WNY Educational Service Council. After a brief discussion, a motion was made by Mr. Wallace to approve the contract, seconded by Ms. Martin, with all in favor and no abstentions.

The amendments to the Organizational Charter were discussed with a part time Psychologist position. On a motion by Ms. Martin, seconded by Dr. Cantaffa, with all in favor and no abstentions, the motion passed for the approval of the amended Organizational Chart.

Mr. Morrisroe went on to discuss our new candidate for the Board of Trustees, Thomas Ess. The ECS Board of Trustees voted to select Thomas Ess as the final candidate, with a term expiring on 7/1/14, pending approval by the Buffalo Board of Education.

Finance Committee: Lyle Wallace

Mr. Wallace reviewed a contract for Optimal Therapy Associate Services (OTAS) who perform Occupational and Physical Therapy for the students at ECS. On a motion by Mr. Wallace, seconded by Dr. Cantaffa, with all in favor and no abstentions, the motion to accept the contract for OTAS was approved.

HR/Personnel Committee-Richard Morrisroe

Mr. Morrisroe and Ms. Norton discussed the recent terminations. On a motion by Dr. Cantaffa, seconded by Ms. Martin, with all in favor and no abstentions, the terminations were upheld. Ms. Norton informed the board that Ms. Brauner will not be returning as she is moving to Florida.

The health insurance renewal for Blue Cross Blue Shield was approved on a motion by Dr. Cantaffa, seconded by Mr. Wallace, with all in favor and no abstentions.

XIV. Executive – Ms. Norton

Ms. Norton reported there will be closure on the job descriptions very soon.

There are no emergency conditional appointments at this time.

There were no changes on the enrollment report from last month.

There was no public comment.

I. Closing Items

On a motion by Dr. Cantaffa, second by Mr. Wallace, with all in favor and no abstentions, the meeting was adjourned at 7:19 PM.

I, Rachel Martin, Secretary of Enterprise Charter School Board of Trustees, was present at a meeting held 5/14/2013. I verify that the foregoing minutes are accurate and that the board has approved them for publication.

Respectfully Submitted,

Rachel Martin, Board of Trustees

ENTERPRISE CHARTER SCHOOL
Minutes: Regular Board of Trustees Meeting
June 10th, 2013 5:30 PM 275 Oak Street, Buffalo, NY 14203

Trustees Present: Rachael Martin; Richard Morrisroe, Chairman; Lyle Wallace; David Stieglitz, Dr. David Cantaffa (arrived at 6:16 PM)

Trustees excused: Orlando Perez

Liaisons Present: Linda Morgan, Kristine Graham

Staff Present: Jill Norton, CEO; Kevin von der Empten, Lisa Yonkosky, Stanley Simmons, Dr. Heather Lyon, Nancy Krug

Guests Present: Jesse Baldwin (Damon & Morey), Melissa Perez

XV. Opening Items

The meeting was called to order by Mr. Richard Morrisroe, Chairman, at 5:28 PM with a quorum of 4 present. Public Notice was confirmed.

The minutes of the 5/14/2013 meeting of the Board of Trustees were approved on a motion by Mr. Wallace, seconded by Ms. Martin, with all in favor and no abstentions. The minutes for the Executive Committee for 5/14/2013 were also approved on a motion by Mr. Wallace, seconded by Ms. Martin with all in favor and no abstentions.

Mr. Morrisroe took a moment to recognize Mr. Thomas Ess, as an official Board of Trustee, as approved by the Buffalo Board of Education. On a motion by Mr. Wallace, seconded by Mr. Steiglitz, with all in favor and no absentions, Mr. Ess was welcomed to the Board.

XVI. Director's Report: Jill Norton

Renewal Status Report:

Ms. Norton provided a recap about the one year renewal agreement explaining that the Buffalo Board of Education (BOE) was asked to reconsider their original vote for a three year renewal. They changed their vote to a one year renewal. Ms. Norton indicated that Enterprise did not agree to one year as we did not sign an operating agreement for the one year, we signed an operating agreement for three years. Buffalo agreed that this was a procedural error. When asked why the decision had changed, the Buffalo Board of Trustees stated that they did not know they could look at academics as part of the renewal and when all areas were reviewed, the change took place. There are currently two litigations against the state due to flawed processes.

Ms. Norton is looking for answers for a one year renewal such as when would a site visit take place and when would we submit another renewal? It is difficult to know how to proceed as a one year term has no clear rules or direction.

XVII. Financial Report: Mr. Wallace

The April 2013 Financials were reviewed by the Finance Committee and Mr. Wallace stated there was nothing material to report. Enterprise is still on target and negative variances are offset by positive variances. A motion was made by Mr. Wallace to approve the April 2013 Financial Report and seconded by Ms. Martin, with all in favor and no abstentions.

The following contracts were reviewed by Mr. Wallace:
Philadelphia Insurance for General Property, Liability, and Auto insurance coverage to June 2014
Palmisano Architecture for a schedule of capital improvements
Lumsden McCormick for the External Auditing Contract from 2013-2015
The Food Service Contract between ECS and the Buffalo Board of Education
Buffalo Hearing and Speech to provide speech services for the upcoming academic year

A discussion took place on the importance of the upkeep and build-out of our facility for our students, families, visitors and site visits.

On a motion by Mr. Wallace, seconded by Mr. Ess, with all in favor and no abstentions, all five contracts were approved.

XVIII. Academic Excellence Report: Heather Lyon

Dr. Lyon reported on the grant updates noting the Tower Grant was coming to a close. Ipad Mini's were purchased using the Tower Grant funds for classrooms to record data. There is an upcoming PICCS meeting for possibilities for next year. RTTT networking with BOCES discussions are underway for qualified services. Title IIA is still in process with the writing scope and sequence consultants.

Dr. Lyon discussed the student readiness index and the formula used to determine whether a student is promoted or retained. 4% of Enterprise students were retained.

Dr. Lyon also reported that as of June 3rd, all observations were completed for employees hired before February 2013.

Mr. Simmons informed the board about a spike in suspensions, many were repeat offenders. Gateway Longview has received a number of referrals from Mr. Simmons and Ms. Morgan. Ms. Fegley, our school Social Worker, is also working with many students. Mr. Simmons stated that we set high standards for our students, which keeps our VADIR report numbers down.

Committee Reports:

Academic Committee: Dr. Cantaffa
See above notes from Dr. Lyon

Executive Committee –Richard Morrisroe

There are no emergency conditional appointments at this time.
There was no public comment.

Finance Committee: Lyle Wallace

The Finance Committee items were discussed earlier in this meeting.

HR/Personnel Committee-Richard Morrisroe

The Employee Handbook went before the HR/Personnel Committee. Edits were completed and our HR Consultant gave his approval. A motion was made to accept the revised Employee Handbook by Mr. Wallace, seconded by Dr. Cantaffa with all in favor and no abstentions. A motion was also made by Mr. Wallace to accept the job description changes, seconded by Mr. Stieglitz, with all in favor and no abstentions.

Letters will be mailed home by the end of the week for staff notification of their return to Enterprise, as well as the total compensation package. All contracted staff will receive a letter (not per diem employees). Data for determination of these letters includes prior evaluations and walk throughs. Lunch monitors will be notified in August after we review whether our mandated services for ESL have changed. Dr. Lyon strongly requested that the board find the funds to cover lunch monitors so certified staff members can be attending to certified needs. A review will take place at the upcoming Finance Committee meeting

Enrollment Report – Jill Norton

Ms. Norton reported enrollment stayed steady throughout the year. We had 4 recent expulsions.

Legal Operations and Personnel Issues – A motion was made at 6:44 PM by Ms. Martin to go into Executive Session to discuss personnel issues, seconded by Mr. Wallace, with all in favor and no abstentions.

A motion was made by Ms. Martin at 6:59 PM to come out of Executive Session, seconded by Mr. Ess, with all in favor and no abstentions. Mr. Morrisroe reported that a few people will be asked not to return to Enterprise, most people will be invited back. The liaisons are to inform employees to follow the handbook for any questions.

A motion was made at 7:06 PM by Dr. Cantaffa, seconded by Mr. Stieglitz, with all in favor and no abstentions to go into Executive Session again to discuss the charter renewal and the potential litigation.

A motion was made by Mr. Stieglitz at 8:06 PM to come out of Executive Session, seconded by Mr. Ess, with all in favor and no abstentions.

A motion was made by Dr. Cantaffa, seconded by Ms. Martin with all in favor, except Mr. Ess who abstained, to engage Damon and Morey to begin litigation against the Buffalo Board of Education, the State Education Department and the Board or Regents.

A motion was made by Mr. Stieglitz, seconded by Mr. Wallace with 4 in favor, one nay (Ms. Martin) and one abstention (Mr. Ess) to reject the 1 year renewal because the Board of Education failed to tell us (ECS) a timetable for the renewal process. This board will not agree to the arbitrary and capricious change from a three year renewal to a one year renewal. Furthermore, we believe the school, the staff, and families it serves deserve the three years.

II. Closing Items

On a motion by Ms. Martin, second by Mr. Ess, with all in favor and no abstentions, the meeting was adjourned at 8:08 PM.

I, Rachel Martin, Secretary of Enterprise Charter School Board of Trustees, was present at a meeting held 6/10/2013. I verify that the foregoing minutes are accurate and that the board has approved them for publication.

Respectfully Submitted,

Rachel Martin, Board of Trustees

Student Placement Lottery Procedure For Enrollment and Retention

The Enterprise Charter School holds its annual lottery in April and is advertised as a media release in the community newspapers. Applications are forwarded to current families for siblings and/or relatives, to any families on the previous waiting list, as well as to any families who request this information. Many applications are requested through “word of mouth”. Notices in English and Spanish are attached to the applications for the corresponding mailing process noted above. An informational sheet with “Frequently Asked Questions” is also forwarded to new applicants and is available in English and Spanish. (See attached examples)

Other means of communicating student recruitment include:

- Attending enrollment venues at CAO Head Start Programs
- Distributing Applications, Frequently Asked Questions and Brochures to Local CAO Head Start Programs
- Advertising with WUFO Radio during National Black History Month
- Advertising with WJL Hispanic radio station
- Advertising via area Billboards – in English and Spanish
- Held an Open House

All the enrollment applications received are input into a waiting list database in the appropriate grade. Applications are numbered and color-coded according to the following criteria:

- 1st Preference – Siblings in the school
- 2nd Preference – All other applications

The lottery date is publicized and open to the public. It takes place after the close of a school day in April and is monitored by two volunteers from the League of Women Voters.

The process for conducting the actual lottery is as follows:

Corresponding numbers to match the pre-numbered applications are grouped together for the above criteria.

Beginning with kindergarten, the numbered cards for each grouping are placed face down on the table and mixed up. Since there are two criteria (“siblings in the school” and “all other applications”), there is a possibility that each grade may have two sets of numbered cards. The numbered cards for siblings in the school are drawn first, with the “other” numbered cards drawn next.

As the cards are drawn by the League of Women Voter volunteers, the number on its face is displayed to all present and then recorded.

Office personnel assist by pulling the numbered applications as the lottery number is drawn and then marking the lottery number at the top of the corresponding enrollment application. Another person marks the lottery number on the excel spreadsheet.

This process continues for each grade level until all applications have been drawn.

The following day, lottery numbers are input into the database waiting list and sorted by the lottery number drawn.

Applications are always accepted, even after the lottery, and those received after the drawing are placed at the bottom of the appropriate grade level and are assigned the next consecutive number for that grade.

Notification of each student's number on the waiting list may be obtained at the lottery and is also mailed to each home to inform parents of the child's status on the waiting list. Parents are always welcome to call to inquire about updated waiting list placement numbers.

Enterprise Charter School then notifies approximately 45 kindergarten students to make an appointment for registration. For all other grades, families of applicants are notified when positions are available by the order of their number on the waiting list. Criteria that may influence a change in lottery position includes enrollment of a sibling and accepting or declining of an available enrollment slot.

The parents of students awarded an enrollment slot are contacted for their decision as to whether they will accept. If no response is received, a second call is placed. If there is still no response, the application is declined by default and the next name on the waiting list is contacted. Applicants who accept the position are scheduled to come in for the registration process.

Check Request Form

Today's Date: 9/18/12

Purchase Order # _____

Date Required: _____

Amount: 150.00

Payable to: Journey's End Refugee Services

Purpose: Full page ad in program

(Attach Documentation)

Additional Instructions: _____

Name of Person Requesting: Lisa Yonkosky


Authorized Signature

6210
Account Number

Completed: LMY 9-18-12
(Initials) (Date)
Check Number 13025

Sponsorship Level

- Gold Sponsor - \$1,000
- Silver Sponsor - \$500
- Bronze Sponsor - \$250

Program Ads

- Full Page Ad - \$150
- Half-Page Ad - \$100
- Quarter-Page Ad - \$75
- Business-Card Ad - \$50
- Patron Listing - \$35

*Ads must be camera ready in the following formats: eps, jpg, pdf
Assistance for ad layout is available upon request.*

Tickets

_____ # of Tickets - \$30 each (\$35 at the door)

- Please charge my credit card. (CIRCLE ONE) MC VISA DISC AMEX

CARD # _____

EXPIRATION DATE _____

NAME ON CARD _____

SIGNATURE _____

DATE _____

EMAIL ADDRESS _____

To Purchase online go to : jersbuffalo.org/btte

For More Info -Contact: **Brian Brown-Cashdollar**
716-882-4963 x205 • bhc@jersbuffalo.org

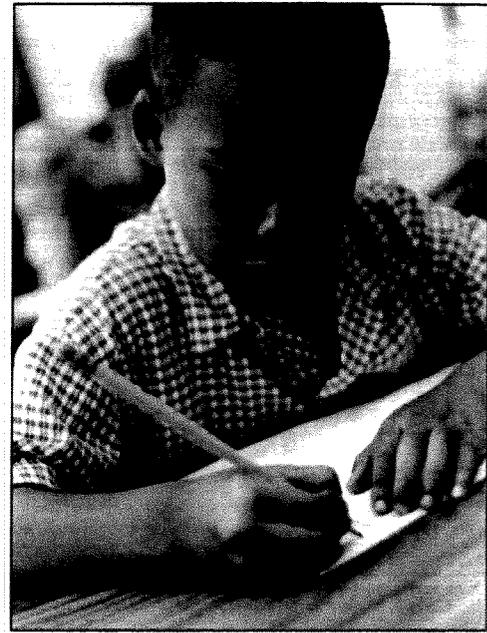
* Make Checks Payable to: **Journey's End Refugee Services**
2495 Main Street • Suite 317 • Buffalo, NY 14214

Engaging Young Minds Through Projects and Partnerships

Enterprise Charter School is a family-friendly public school that provides Buffalo and Western New York's children with a safe and secure atmosphere in which to learn and grow. Students are given the knowledge, skills and dispositions to grow and problem solve, supplying them with the resources to lead and succeed in school and the community at large.

Enterprise offers instruction based on New York State Learning Standards in a year round academic calendar with an extended school day. The program at all grade levels includes conflict resolution training, art, music, physical education, vocational technology, computers and foreign language. Enterprise currently has 405 students [grades K-8] dividing them into five levels.

Support services are available in the areas of reading, mathematics, ESL and special education to help students reduce or eliminate academic difficulties. A full time nurse and two counselors are on staff to assist with the wellness program and meeting the needs of the whole child. Enterprise Charter School is committed to supporting each child's personal growth and development in an environment that honors justice and respect, positive social skills and values, citizenship and leadership. Transportation is provided.



Enterprise is the first stand-alone charter school in New York State to be approved by its local board of education. An 11 member Board of Trustees, comprised of various community members, including two parents, govern the school.

Enterprise Charter School continues to accept applications for all grades. Please arrange a tour for you and your family.





The Community Action Organization of Erie County, Inc.

■ Buffalo, New York 14209 ■ (716) 881-5150 ■ Fax (716) 881-2927

Funding Sources:

U.S. Dept. of HHS.
N.Y. State Dept. of State
County of Erie
City of Buffalo

Ferry Academy
909 E. Ferry St.
Buffalo, New York 14211
716-836-2021

Enterprise Charter School
275 Oak Street
Buffalo, New York 14203

Dear Ms. Nancy Krug:

Thank you for accepting our invitation to attend the Charter School information session. I've enclosed a flyer for your convenience.

Hope to see you on April 19, 2012 at 3:30. Thank you in advance for your kind consideration.

Yours truly,

Jean Baugh

Community Service Worker



Want something new and exciting for your children, come sail along with us on a Charter School experience.

Date: April 19, 2012
Time: 3:30pm -5:30pm
Place: Ferry Academy
909 East Ferry St.

Presenting
Enterprise Charter School
King Charter School
Pinnacle Charter School
Community Charter School
Aloma .D. Johnson Fruit Belt Community Charter School
Buffalo United Charter School

Attended by Nancy



Nancy Krug [redacted]

Enrollment Venue

5 messages

Nancy Krug [redacted] Thu, Nov 17, 2011 at 1:27 PM
To: [redacted]

Hi Joshe - I plan to be at the enrollment venue. We don't have applications ready for next year yet but will have them in January and I will drop them off then.

Joshua Cooke [redacted] Thu, Nov 17, 2011 at 2:33 PM
To: Nancy Krug [redacted]

Hi Nancy,

Thanks for your participation. I'm sure you will have brochures or information parents can leave with at the event?

Thanks, See you on Tuesday :)

Josh

[Quoted text hidden]

--

Joshua Cooke
Center Director of St. Agatha's Academy
[redacted]

Prime Directive: To demonstrate servitude through humble service to the community and my peers so that we may engage in and go through great undertakings together in order to establish a program that not only contributes to the success of our children, but to the parents so that we may be seen as a great resource for the community.

Nancy Krug [redacted] Fri, Nov 18, 2011 at 7:28 AM
To: Joshua Cooke [redacted]

I do. Do you have any Spanish speaking parents? About how many families are we talking about so I bring enough brochures, etc.

[Quoted text hidden]

Joshua Cooke [redacted] Fri, Nov 18, 2011 at 8:46 AM
To: Nancy Krug [redacted]

We do have a few spanish speaking families in our program. We service 68 children and families but, nearly half of them will be preparing to enter kindergarten the following year. I would suggest bringing enough for everyone so they will be aware your program next year.

[Quoted text hidden]

Nancy Krug [redacted] Fri, Nov 18, 2011 at 9:02 AM

Celebrating National Black History Feb 1st. - Feb 29th., 2012



WUFO Radio is proud to celebrate National Black History month by airing a series of :30 second produced vignettes that bear witness to the progress, richness and diversity of African American achievements.

Join WUFO as a co-sponsor when we acknowledge the accomplishments of great people:
As a co-sponsor your company will receive:

-50 (:10 second) Open/Close

(:05 second) Open: National Black History Month is brought to you in part by WUFO Radio and (your company name).

(:25 second) National Black History vignette

(:05 second) Close: National Black History Month is brought to you in part by WUFO Radio and (your company name).

-40 (:60 or :30 second) commercials

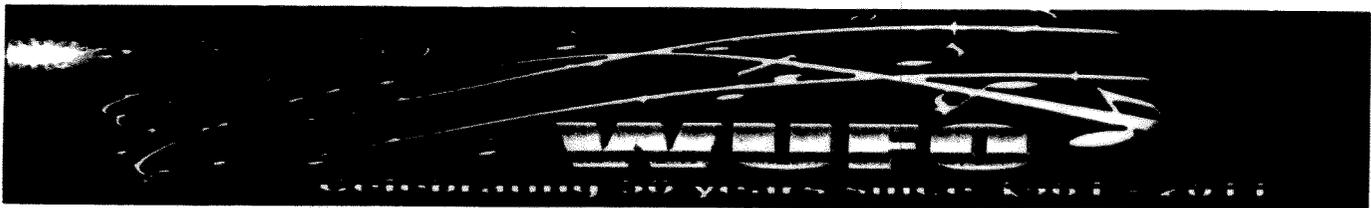
-Business listing on WUFO website (Feb 1st. - 29th.)

Your Investment - \$800.00

Signature

Date

1/26/12



Fatimah Croom (716) 834-1080 x24 (716) 578-3572 cell Email: fcroom@wufoam.com
WUFO Radio/Sheridan Broadcasting 89 LaSalle Avenue Buffalo NY 14214



INVOICE

960 Penn Avenue, 4th Floor
Pittsburgh, PA 15222
Phone: (412) 456-4005
Fax: (412) 456-4022
cassenti@sbcnl.com

Date 01/26/12

Invoice # 041833

Bill To

ENTERPRISE CHARTER SCHOOL
275 OAK STREET
BUFFALO, NY 14203

Air Dates - February 1 through February 29

Quantity	Description	Rate	Amount
40	:60 Commercials	\$ 20.00	\$ 800.00
6	:60 Commercials	\$ -	\$ 0.00

Subtotal \$ 800.00

Make all checks payable to
WUFO-AM
1080 LASALLE AVE.
BUFFALO, NY 30294
If you have any questions concerning this invoice, contact
Cathy Assenti at 412-456-4005; or email:
cassenti@sbcnl.com
Thank you for your business!

Balance due \$ 800.00

Billboard dates and locations

The Enterprise Charter School billboards will start on the following dates and will be placed in the locations noted below. These billboards are set to run for one month (unless no one else purchases the billboard area –then it could be up longer)

Concert Photo

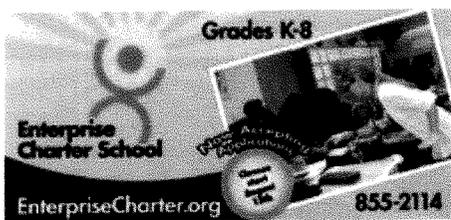
6/4/12 – Niagara at Tonawanda

One bonus billboard will be placed in the South Buffalo area – to be determined on 6/4/12

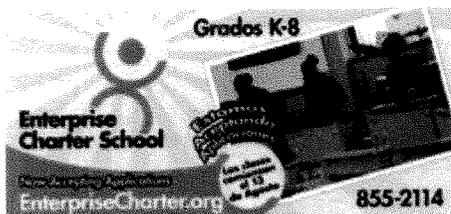
Science Class Photo

6/18/12 – 1112 Genesee St near Best St

One bonus billboard will be placed in the Lovejoy area – to be determined on 6/18/12



EnterpriseCharterSchool_2012Green_R1.jpg
91K



EnterpriseCharterSchool_2012BlueSpanish_R3.jpg
103K

Nancy Krug <nancykrug@enterprisecharter.org>
To: Todd Schaefer <tschaefer@lamar.com>

Wed, Mar 21, 2012 at 1:53 PM

Yes - these are the correct designs. Thank You.
[Quoted text hidden]

Nancy Krug <[REDACTED]>

Fwd: Enterprise Charter - Spanish (R2)

9 messages

Todd Schaefer <[REDACTED]>

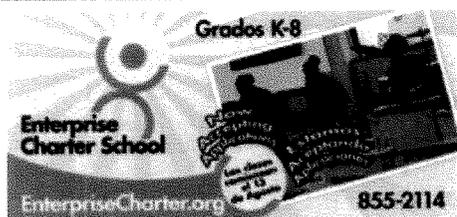
Wed, Mar 7, 2012 at 3:33 PM

To: Nancy Krug <[REDACTED]>

Nancy-

See attached revision. We couldn't do the two languages on either side of the circle because they became too small to read. Let me know what you think.

Todd Schaefer



EnterpriseCharterSchool_2012BlueSpanish_R2.jpg
108K

Nancy Krug <[REDACTED]>

Thu, Mar 8, 2012 at 8:09 AM

To: Todd Schaefer <[REDACTED]>

Can you give us another version? Possibly leaving the Spanish version over the circle and placing the English version of "Now Accepting Applications" in a straight line format over the Enterprisecharter.org?

[Quoted text hidden]

Todd Schaefer <[REDACTED]>

Thu, Mar 8, 2012 at 9:10 AM

To: Nancy Krug <[REDACTED]>

Nancy-

See attached. Is this what you were thinking?

Todd Schaefer

Lamar Advertising of Buffalo #213

289 Exchange St.

Buffalo, NY 14204

p 716.852.5791

f 716.852.5921

c 716.812.6731

----- Forwarded message -----

From: **Robin Turner** <[REDACTED]>
Date: Thu, Mar 8, 2012 at 8:57 AM
Subject: Re: Enterprise Charter - Spanish (R2)
To: Todd Schaefer <[REDACTED]>

Todd,

Here you go.

Thanks,

Robin Turner | Graphic Artist

Lamar Advertising
[REDACTED]

© This Design was created by Lamar Advertising and cannot be used for any other advertising purposes without written permission.

On Thu, Mar 8, 2012 at 8:47 AM, Todd Schaefer <[REDACTED]> wrote:

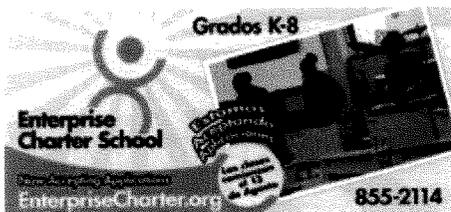
Robin-

See below comments from client regarding their Spanish design. Can we make this happen?

Todd Schaefer

Lamar Advertising of Buffalo #213
[REDACTED]

[Quoted text hidden]



EnterpriseCharterSchool_2012BlueSpanish_R3.jpg
103K

Nancy Krug <[REDACTED]>

To: Todd Schaefer <[REDACTED]>

Thu, Mar 8, 2012 at 9:34 AM

That's It!! I like that better. I am now waiting for 2 consents to be returned and we will be good to go. Thanks for all your help and I will let you know when I receive those consents.

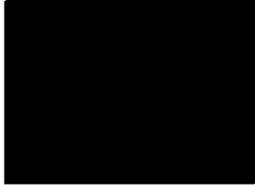
[Quoted text hidden]

Todd Schaefer
To: Nancy Krug

Thu, Mar 8, 2012 at 9:39 AM

Great! I will hold on ordering these designs until I hear back from you.

Todd Schaefer
Lamar Advertising of Buffalo #213



[Quoted text hidden]

Nancy Krug
To: Todd Schaefer

Thu, Mar 8, 2012 at 9:42 AM

Fantastic! I have the check being processed also. You should receive it next week.

[Quoted text hidden]

Nancy Krug
To: Todd Schaefer

Wed, Mar 14, 2012 at 9:47 AM

Todd - We are good to go. I have all the necessary consents. Can we just confirm which 2 photos we are using?

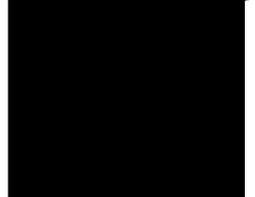
[Quoted text hidden]

Todd Schaefer
To: Nancy Krug

Wed, Mar 21, 2012 at 12:50 PM

Hi Nancy-
Attached are the two designs you approved last week. We are ordering 2 of each design. Please confirm one last time these are the correct designs and I will place the order.

Todd Schaefer
Lamar Advertising of Buffalo #213



[Quoted text hidden]

2 attachments

Staff will be arriving at 8 AM on Saturday March 24th for the Open House / EPIC Meeting

EPIC Meeting

Nylsa to make and post signs for directions to "EPIC Meeting" which will be held in the Bflo State room

Ask Kevin to provide: Coffee, water, Plates, napkins, cups, knives, forks, spoons/stirrers, coffee creamer, sugar

(Jill is ordering and bringing Breakfast pizzas for the EPIC meeting)

Nancy will provide sign in sheet

Nancy, Jill, Stan, Ms. Streiff to attend EPIC (may be others also)

Open House

Nylsa to place helium balloons outside (Andy to obtain helium tank)

Ask Kevin to place a table at front lobby area with 2 chairs (same as parent teacher conference)

Nancy to provide applications, brochures, magnets, bookmarks, lottery info, sign in sheet, pens, clipboards

Nancy to provide Frequently Asked Questions to the NJHS students and staff

Nancy to provide route to follow to the NJHS students and staff

Jaime and Stephanie to give tours with National Junior Honor Society Students (2 groups)

NJHS students to also be at table at front lobby

Marielena and Nylsa to work front desk, translate

Possible ECS promotional video to run in lobby area as well as possible other video to run in the cafeteria (of concerts, plays)

Marielena to order pizza, wings, soda, plates and napkins for NJHS and staff who have volunteered to work the Open House. Ask Kevin to provide cups

Route for the Open House should be as follows:

Proceed first to the gym – explain it is newly built – not even one year old – We have sports programs (basketball and football, and we have a Willie Hutch Jones Program that is operated in our after school program for soccer.)

From gym go through level 3 (grades 3 and 4) and down the hall to the Cafeteria and specials hallway. Inform parents that students from grades K-8 receive Art, Music, Computers, Spanish, and Technology

Next, go upstairs and explain we are entering the Level 5 area for 7th and 8th grades. Our library is also in this area.

Continue down the hall, to level 4, grades 5 and 6. You may also start to explain we have many programs and agencies that work in our building. Chameleon Community Schools writes grants for our school, and Junior Achievement has an office located in our school. We also have a Head Start Pre-K program run by Lil Workers. This is a separate program from Enterprise and to apply parents would need to contact Lil Workers.

Head downstairs to the Level 2 (grades 1 and 2) and explain that Buffalo State College holds classes in our schools for future teachers. Those students help out in our classrooms.

Explain we have a full time nurse and 2 counselors

Finally, show them our kindergarten rooms and you are now returned to the lobby area.

Other things to talk about include:

We offer ESL (English as a Second Language) and Special Education services for children who may need these services.

We have a breakfast program for parents who may need to get to work each day. This starts at 7 AM

We also have an afterschool program with many programs such as:

- Girl Scouts and Boy Scouts
- Willie Hutch Jones Program – provide soccer, tap, and math tutoring
- Tutoring
- After Care
- Big Brother / Big Sister
- YMCA Advantage program
- Latin dance

Other programs that work with our students include

Mentoring Program – community volunteers come in to read, talk, play games, have lunch with the student they are partnered with

Fun things at Enterprise include:

- Field trips / some long distance trips
- Family fun nights
- Monthly All Blues rewards for good behaviors
- Awards ceremonies
- Concert, plays, and Community Service projects

Open House

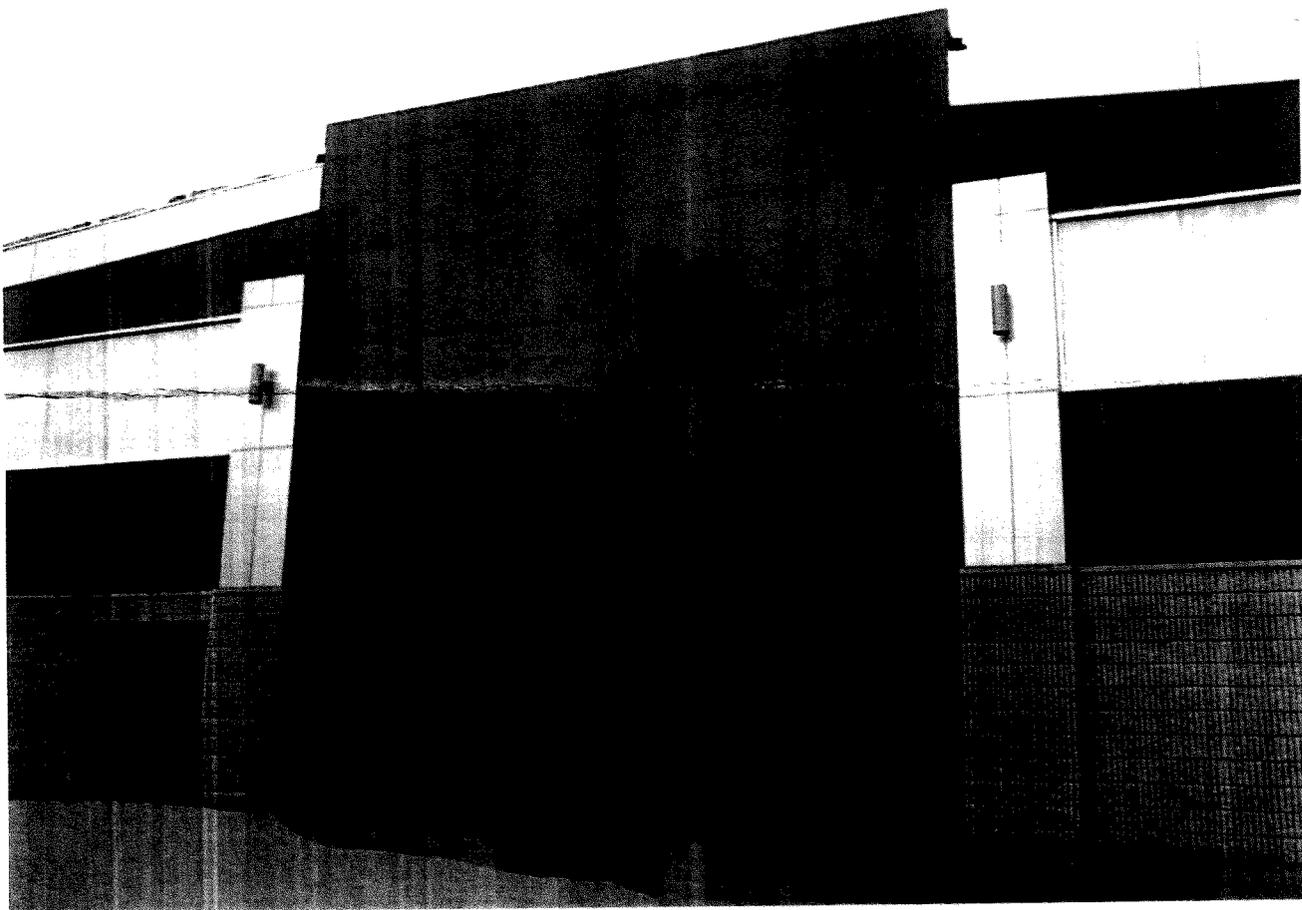
Enterprise Charter School

275 Oak Street, Buffalo, NY 14203

(716) 855-2114

Date: Saturday, March 24

9:00 A.M. - 12:00 Noon



Guided tours

Applications available for the 2013 School Year.

Speak with staff and students.

www.enterprisecharter.org

LOCATIONS OF CENTERS AND HOME BASED PROGRAMS
Listing Of All Head Start/Early Head Start Sites
(Both CAO and Delegates)

<p>CAO Head Start/Early Head Start Administrative Office 70 Harvard Place Buffalo, NY 14209 Phone: 716-881-5150 Fax: 716-885-2911 Phyllis A. McBride, Early Childhood Administrator Email: pmcbride@caoec.org</p>	<p>CAO Early Head Start 2422 Delaware Avenue Buffalo, NY 14216 Phone: 716-871-1873 Fax: 716-871-1875 Joan Buckingham, EHS Administrator Email: jrbuckingham@caoheadstart.org</p>
<p>Bethel Head Start Administrative Office 1461 Main Street Buffalo, NY 14209 Phone: 716-878-0220 Fax: 716-878-0225 Antoinette Amos, Director Email: aamos@bethelheadstart.org</p>	<p>Holy Cross Head Start Administrative Office 150 Maryland Street Buffalo, NY 14201 Phone: 716-852-8373 Fax: 716-854-7046 Cortland Purks, Executive Director Email: cpurks@holycrossheadstart.org</p>

BETHEL HEAD START CENTERS

<p>1485 Center 1485 Jefferson Avenue 2 ✓ Buffalo, NY 14208 Phone: 716-878-2425</p>	<p>Infant of Prague Center 921 Cleveland Drive Cheektowaga, NY 14225 Phone: 716-631-5200</p>
<p>EOC Center 465 Washington Street 1 ✓ Buffalo, NY 14203 Phone: 716-849-9473</p>	<p>FLAR Center 307 Leroy Avenue Buffalo, NY 14214 Phone: 716-878-0232, 716-878-0233</p>
<p>George K. Arthur Center 2056 Genesee Street (Bailey) 5 ✓ Buffalo, NY 14211 Phone: 716-896-1551</p>	<p>Harlem Road Center 4255 Harlem Road Amherst, NY 14226 Phone: 716-839-3507</p>
<p>Langfield Center (Kensington HS) 175 Oakmont Avenue (Suffolk) 4 ✓ Buffalo, NY 14215 Phone: 716-833-8337, 716-833-8349</p>	<p>1424 Center ✓ 1424 Jefferson Avenue 3 Buffalo, NY 14208 Phone: 716-878-0226, 716-878-0238</p>
<p>St. James Center 500 Terrace Blvd. Depew, NY 14043 Phone: 716-681-2625</p>	<p>U.B. Center 3435 Main Street (Annex B) University of Buffalo Buffalo, NY 14214 Phone: 716-829-3161</p>

Lil' Workers
 275 Oak Street
 Buffalo, New York 14203 ✓

*All highlighted Applications given (no)
 All delivered 1/25/12*

HOLY CROSS HEAD START CENTERS

Akron Center 7 Church Street Akron, NY 14001 Phone: 716-542-2962	Central Center 80 Clinton Street Tonawanda, NY 14150 Phone: 716-695-0936
Holy Cross Center 150 Maryland Street Buffalo, NY 14201 Phone: 716-852-8373	Northwest Center 155 Lawn Avenue Buffalo, NY 14207 Phone: 716-877-5022
Parkside Center 169 Sher-Parkside Drive Tonawanda, NY 14150 Phone: 716-876-0100	

CAO HEAD START CENTERS

ABLEY Center 24 Ludington Street Buffalo, NY 14206 Phone: 716-362-8952	2 Bailey Hemen ✓	Chapel Park Villa Center 7008 Erie Road, Route 5 Derby, NY 14047 Phone: 716-947-0064 Toll Free: 866-447-0085
Faith Baptist Center 630 Humboldt Parkway Buffalo, NY 14208 Phone: 716-897-1701	4 ✓	Ferry Center 909 East Ferry Street (80 Applications) Buffalo, NY 14211 Phone: 716-348-3322
Frontier Center 3780 South Park Avenue Blasdell Elementary School Blasdell, NY 14219 Phone: 716-828-9297		Gowanda Center 64 East Main Street Gowanda, NY 14070 Phone: 716-532-5927
Memorial Temple Center 800 Sycamore Street Buffalo, NY 14212 Phone: 716-894-0616, 716-8941620, 716-8941501	3 ✓	Old First Ward Center 62 Republic Street Buffalo, NY 14204 Phone: 716-852-1262
Resurrection Center 3 Doat Street (Genesee) Buffalo, NY 14211 Phone: 716-893-4298	1 ✓	St. Agatha's Center 65 Abbott Road Buffalo, NY 14220 Phone: 823-9757
St. Hyacinth's Center 257 Ridge Road Lackawanna, NY 14218 Phone: 716-822-2402, 716-822-2403		Springville League for the Handicapped Center 393 North Street Springville, NY 14141 Phone: 716-592-2595
Weinberg Center 2700 North Forest Road Getzville, NY 14068 Phone: 716-639-3330 ext 2440		Valley Community 6 South Buffalo 93 Leddy St 14216

THE  COMPANIES
CONTRACT

Buffalo
289 Exchange Street
Buffalo NY 14204
PHONE: (716)852-5791
FAX: (716)852-5921

Date: 3/6/2012
New/Renewal RENEWAL

Contract No. 1679496

Customer Name: ENTERPRISE CHARTER

Advertiser: ENTERPRISE CHARTER

Street Address:

Cust A/C #: 545714-0

Nat'l/Local: LD

Mailing Address: 275 OAK STREET

Term: 4 weeks

Service Date: 6/4/2012

City: BUFFALO St: NY Zip: 14203

Contact Person: Nancy Krug

Phone: (716)855-2114 Fax:

Campaign: 2012 Enterprise Charter Billboards

Total Camp. Invest.: \$2,154.00

Email: nancykrug@enterprisecharter.org

Handwritten: TOTAL NET

Posters Seq # 1

Company #: 213 Investment Per \$990.00
Billing Period: _____
Local AE: TCS4588-Todd Schaefer
Design: Music
Daily GRPs: _____ # Spaces: 1

Market: BUFFALO Market Code: 1
Alt. AE: _____ PO #: _____
Imprint: _____

Panel	Market	Location	Size	Illum	Service Dates	# Billing Periods	Invest Per Billing Period
20573	BUFFALO	2 TONAWANDA ST COR NIAGARA #2 F/S	10' 6" X 22' 9"	No	06/04/12-07/01/12	1	\$990.00

Posters Seq # 2

Company #: 213 Investment Per \$660.00
Billing Period: _____
Local AE: TCS4588-Todd Schaefer
Design: Science
Daily GRPs: _____ # Spaces: 1

Market: BUFFALO Market Code: 1
Alt. AE: _____ PO #: _____
Imprint: _____

Panel	Market	Location	Size	Illum	Service Dates	# Billing Periods	Invest Per Billing Period
20622	BUFFALO	1112 GENESEE ST NR BEST F/E	10' 6" X 22' 9"	No	06/18/12-07/15/12	1	\$660.00

Posters Seq # 3

Company #: 213 Investment Per \$0.00
Billing Period: _____
Local AE: TCS4588-Todd Schaefer
Design: BONUS
Daily GRPs: _____ # Spaces: 1

Market: BUFFALO Market Code: 1
Alt. AE: _____ PO #: _____
Imprint: _____

Panel	Market	Location	Size	Illum	Service Dates	# Billing Periods	Invest Per Billing Period
TBD	BUFFALO	1 bonus on 6/4 1 bonus on 6/12 SEE PO			06/04/12-07/15/12	2	\$0.00

PosterPaper Seq # 4

Company #: 213 Investment Per \$504.00
Billing Period: _____
Local AE: TCS4588-Todd Schaefer
Product: Fabrication
Qty: 4 Rate Per Unit: \$126.00

Market: BUFFALO Market Code: 1
Alt. AE: _____ PO #: _____
Description: Printing of 4 Posterflex (2 designs) with ground freight
Freight: \$0.00

Service Dates: 06/04/12

INITIALS: 

Contract No.: 1679496

PAGE 1 of 4

Investment Schedule

Year	Period	Total Investment
2012	6/4	\$504.00
	6/4-7/1	\$990.00
	6/18-7/15	\$660.00

- THE REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY -

INITIALS: _____

Handwritten initials, possibly 'J' or 'D', written in black ink over a horizontal line.

Contract No.: 1679496

PAGE 2 of 4

The terms on all pages are part of this contract

Advertiser authorizes and instructs The Lamar Companies (Lamar) to display in a good and workmanlike manner, and to maintain for the terms set forth above, outdoor advertising displays described above or on the attached list. In consideration thereof, Advertiser agrees to pay The Lamar Companies all contract amounts within thirty (30) days after the date of billing. Advertiser acknowledges and agrees to be bound by the terms and conditions on all pages of this contract.

The undersigned representative or agent of Advertiser hereby warrants to The Lamar Companies that he/she is the

ADVERTISER

of the Advertiser and is authorized to execute this contract on behalf of Advertiser.

BY: [Signature]
ACCOUNT EXECUTIVE: Todd Schaefer

ENTERPRISE CHARTER

CUSTOMER/ADVERTISER

DATE: 3-5-12

COMPANY: Buffalo

BY:

[Signature]
(signature above)

CUSTOMER/ADVERTISER SIGNED BY: Nancy Krug

(print name above)

This contract is NOT BINDING UNTIL ACCEPTED by a Lamar General Manager.

DATE: _____

THE LAMAR COMPANIES

BY:

GENERAL MANAGER: Rick Dvorak

STANDARD CONDITIONS

I. General Conditions

- On initial installation, if Lamar and/or Lamar Transit Authority (LTA) is requested by Advertiser to submit art work, then art work submitted by Lamar and/or LTA shall be approved or substitute art work shall be furnished by Advertiser within ten (10) days after submission. In the case of default in furnishing or approval of art work by Advertiser, then the date of installation posting for purposes of commencement of the first invoice shall be deemed to occur on the date on which the various spaces are available for service.
- Advertiser warrants that all approved designs do not infringe upon any trademark or copyright, state or federal. Advertiser agrees to defend, indemnify and hold Lamar free and harmless from any and all loss, liability, claims and demands, including attorney's fees arising out of the character, contents or subject matter of any copy displayed or produced pursuant to this contract.
- Upon completion and installation of initial posting, or upon the circumstances described in paragraph 1 regarding default, an invoice for payment will be sent to Advertiser or Agency. Upon Advertiser's or Agency's request, a report of the posting will be sent with the initial invoice. The first invoice shall cover the period from date of installation (if more than one location is included, the average date of installation shall be used) to the end of the billing period in which the invoice is rendered, and subsequent invoices shall be rendered in advance on the first of each successive billing period. Each invoice will cover the billing period following commencement of posting or date of installation; or following the circumstances described in paragraph 1 above regarding default. All prorated invoices and credits will be computed on the basis of a four week billing period.
- If Lamar is prevented from posting or maintaining any of the spaces by causes beyond its control of whatever nature, including but not limited to acts of God, strikes, work stoppages or picketing, or in the event of damage or destruction of any of the spaces, or in the event Lamar is unable to deliver any portion of the service required in this contract, including illumination, buses in repair, or maintenance, this contract shall not terminate. Credit shall be allowed to advertiser at the standard rates of Lamar for such space or service for the period that such space or service shall not be furnished or shall be discontinued or suspended. Lamar may discharge this credit, at its option, by furnishing advertising service on substitute spaces, to be reasonably approved by advertiser, or by extending the term of the advertising service on the same space for a period beyond the expiration date. The substituted or extended service shall be of a value equal to the amount of such credit.
- Upon default in the punctual payment of the contract indebtedness or any part thereof, as the same shall become due and payable, the entire amount of the indebtedness contracted for herein shall be matured and shall be due and payable immediately, at the option of Lamar, and unless same is promptly paid, Lamar may, at its option, discontinue without notice the outdoor or transit advertising contracted for herein; provided, however, that such discontinuance shall not relieve the Advertiser or agency of the contract indebtedness. All payments in arrears shall bear interest at the highest contract rate permitted by law, not to exceed 1 1/2% per month. In addition, Advertiser shall pay Lamar all costs and expenses of exercising its rights under this contract, including reasonable attorney's fees of not less than 25% of the amount due, or \$250.00, whichever is greater, and all reasonable collection agency fees.
- This contract, all pages, constitutes the entire agreement between Lamar and Advertiser. Lamar shall not be bound by any stipulations, conditions, or agreements not set forth in this contract. Waiver by Lamar of any breach of any provision shall not constitute a waiver of any other breach of that provision or any other provision.

II. Poster Conditions

- Lamar reserves the right to determine if copy and design are in good taste and within the moral standards of the individual communities in which it is to be displayed.
- Lamar reserves the right to reject or withdraw any copy, either before or after posting. Lamar further reserves the right to terminate the contract for any reason, at any time.

INITIALS: [Signature]

Contract No.: 1679496

PAGE 3 of 4



Spanish Radio Program
WJL AM 1440 5K WATTS
 976-B Union Road
 West Seneca, NY 14224
 Sundays/Domingo 3-5 p.m.

Business ENTERPRISE Charter Schools

Address 275 Oak Street, BUFFALO, N.Y. 14203

Desired Length: _____ : 30sec _____ : 60sec _____ Start _____ End _____

of Wks 12 # Spots p/wk 2 Total Ads 24 Rate \$ 25.⁰⁰ T/Cost \$ 600.00

→ Beginning March 11 through May 27th

Week	MON	TUE	WED	THUR	FRI	SAT	SUN

Advertisement instructions

To promote Enrollment on Radio
SHOW EVERY SUNDAY as per agreement

[Signature]
 Signature of Client (Business)

(Use back of page if necessary) Angel, N. Acevedo
 Signature of Agent (Radio)

Please remit balance due immediately by check or money order payable to:

Failure to pay on a timely fashion will result in late fees
 Failure to pay will result in legal action

WJL-AM 1440
 976-Union Road (Southgate Plaza)
 West Seneca, NY 14224
 Ph (716) 674-9555

Promoter: Angel Acevedo (Niche)
 Telephone: 716-544-9440

Net Price Quote	1-24 per month	25-50 per month	Over 50 per month
30 Seconds	20.00	40.00	60.00
60 Seconds	<u>25.00</u>	50.00	75.00

QUALITY SPANISH PROGRAMMING TO SOUTHERN ONTARIO AND ALL 8 WESTERN NEW YORK COUNTIES

Per Mr. Acevedo. His show runs for 1 hr. every Sunday. He has the commercial from last year w/ Nylsa giving general info about our school. It is \$25 for each 60 second commercial. We choose dates & time

Required Form: Appendix E - Disclosure of Financial Interest Form

Created Monday, July 15, 2013

<https://fluidsurveys.com/surveys/vickie-smith/appendix-e-disclosure-of-financial-interest-form/167cbade035153ee13c9becab45eb7>

Page 1

Please open the link to this form using **Google Chrome** as your browser. Doing so will allow you to input your signature on page 2 of the form. Thank you.

1. Trustee Name:

David T Cantaffa

2. Charter School Name:

Enterprise Charter School

3. Charter Authorizer:

Buffalo Board of Education

4. *Your Home Address:

4. *Your Home Address: | Street Address

4. *Your Home Address: | City/State

4. *Your Home Address: | Zip

5. *Your Business Address

5. *Your Business Address | Street Address

5. *Your Business Address | City/State

5. *Your Business Address | Zip

6. *Daytime Phone Number:

7. *E-mail Address:

8. Select all positions you held on Board:

(check all that apply)

- Vice Chair/Vice President

9. Are you a trustee and also an employee of the school?

No

10. Are you a trustee and an employee or agent of the management company or institutional partner of the charter school?

No

13. Have you or any of your immediate family members or any persons who live with you in your house had an interest in or engaged in a transaction with the charter school during the time you have served on the board, and in the six-month period prior to such service?

No

14. Are you a member, director, officer or employee of an organization formally partnered with school that is doing business with the charter school and in which such entity, during your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or relationship?

No

Signature of Trustee

Required Form: Appendix E - Disclosure of Financial Interest Form

Created Wednesday, July 17, 2013

<https://fluidsurveys.com/surveys/vickie-smith/appendix-e-disclosure-of-financial-interest-form/0795b12c124b806da23c9e4996267>

Page 1

Please open the link to this form using **Google Chrome** as your browser. Doing so will allow you to input your signature on page 2 of the form. Thank you.

1. Trustee Name:

Rachel Martin

2. Charter School Name:

Enterprise Charter School

3. Charter Authorizer:

Buffalo Board of Education

4. *Your Home Address:

4. *Your Home Address: | Street Address [REDACTED]ve

4. *Your Home Address: | City/State [REDACTED]

4. *Your Home Address: | Zip [REDACTED]

5. *Your Business Address

5. *Your Business Address | Street Address [REDACTED]

5. *Your Business Address | City/State [REDACTED]

5. *Your Business Address | Zip [REDACTED]

6. *Daytime Phone Number:

[REDACTED]

7. *E-mail Address:

[REDACTED]

8. Select all positions you held on Board:

(check all that apply)

- Secretary

-
- Parent Representative

9. Are you a trustee and also an employee of the school?

No

10. Are you a trustee and an employee or agent of the management company or institutional partner of the charter school?

No

13. Have you or any of your immediate family members or any persons who live with you in your house had an interest in or engaged in a transaction with the charter school during the time you have served on the board, and in the six-month period prior to such service?

No

14. Are you a member, director, officer or employee of an organization formally partnered with school that is doing business with the charter school and in which such entity, during your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or relationship?

No

Signature of Trustee

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Required Form: Appendix E - Disclosure of Financial Interest Form

Created Saturday, July 27, 2013

<https://fluidsurveys.com/surveys/vickie-smith/appendix-e-disclosure-of-financial-interest-form/6de192526f0267974ce2b5b810bec>

Page 1

Please open the link to this form using **Google Chrome** as your browser. Doing so will allow you to input your signature on page 2 of the form. Thank you.

1. Trustee Name:

Richard J Morrisroe

2. Charter School Name:

Enterprise Charter School

3. Charter Authorizer:

Buffalo Board of Education

4. *Your Home Address:

4. *Your Home Address: | Street Address

4. *Your Home Address: | City/State

4. *Your Home Address: | Zip

5. *Your Business Address

5. *Your Business Address | Street Address

5. *Your Business Address | City/State

5. *Your Business Address | Zip

6. *Daytime Phone Number:

7. *E-mail Address:

8. Select all positions you held on Board:

(check all that apply)

- Chair/President

9. Are you a trustee and also an employee of the school?

No

10. Are you a trustee and an employee or agent of the management company or institutional partner of the charter school?

No

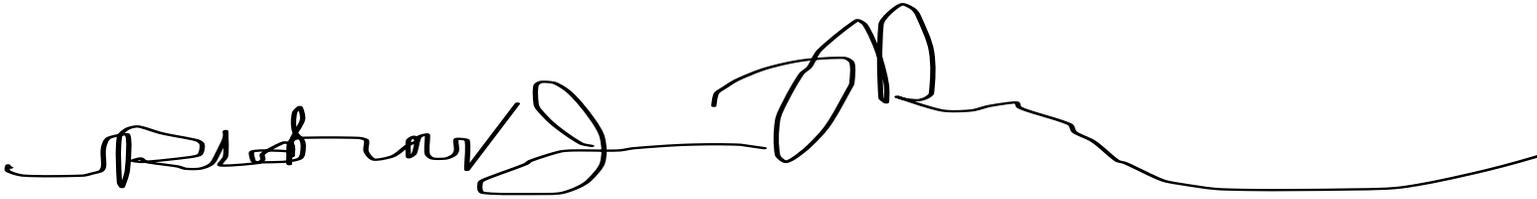
13. Have you or any of your immediate family members or any persons who live with you in your house had an interest in or engaged in a transaction with the charter school during the time you have served on the board, and in the six-month period prior to such service?

No

14. Are you a member, director, officer or employee of an organization formally partnered with school that is doing business with the charter school and in which such entity, during your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or relationship?

No

Signature of Trustee

A handwritten signature in black ink, consisting of several loops and a long horizontal stroke at the end, extending across the width of the page.