



**Pinnacle Charter School
115 Ash Street
Buffalo, NY 14204**

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School Information and Cover Page

School Name: Pinnacle Charter School _____

School Leader: Heather Lyon _____

School email address: hlyon@pinnaclewny.org _____

Primary address: 115 Ash St. Buffalo, NY 14204 _____

School website: pinnaclewny.org _____

School email: hlyon@pinnaclewny.org _____

Telephone: 716-842-1244 _____ Fax: 716-842-1242 _____

BEDS #140600860853 _____

District/CSD of Location: Buffalo Public School District _____

Charter authorizer: NYSED _____

Chair, Board of Trustees: Richard Stanton _____

Date school first opened for instruction: September 2003 _____

2010-11 Enrollment: 540 _____

2010-11 Grades Served: K-8 _____

Our signatures below attest that all of the information contained herein is truthful and accurate.

HEATHER LYON
Print Name, Head of Charter School

Heather Lyon, 7/25/11
Signature and Date

RICHARD STANTON
Print Name, President, Board of Trustees

Richard Stanton, 7/25/11
Signature and Date

Key Focus Area Requests

Progress Toward Goal Achievement

Pinnacle Charter School has three areas of goals: (1) Academic Performance, (2) Quality Staff, and (3) Partnership Involvement. As of the publication of the 2010-2011 Annual Report, the NYS 3-8 Assessment data is not yet available to include, and therefore commenting on the progress towards this goal is premature.

As it relates to the other two goals, variable progress has been made. Specifically, it is important to note that this has been a year of transition at Pinnacle due to a change in leadership. While there has been a great deal of work that has been done to prepare for the upcoming 2011-2012 school year, it was apparent that there were items that were in need of attention. This is why, for example, data on staff was limited to classroom teachers only (not all staff in the building) as it related to their evaluation scores. Nevertheless, of those who were evaluated three times during the past school year, their scores were in the desired ranges (3s and 4s) on average as required by our Quality Staff goal. Furthermore, all teachers met their Professional Development goals and 95 percent of teachers were offered renewal contracts for the 2011-2012 school year.

Since this was a year of reflection and transition, the School Improvement Team used this as an opportunity to re-evaluate not only the work that was completed, but also the manner in which we evaluate the work. For that reason, the Continuous Improvement Rubric that has been historically used to rate the school's performance was "recalibrated" to provide a more authentic and accurate description of the work that has been completed over the past year. As a result, the scores were not as high as they have been in the most recent past. Even so, the School Improvement Team believes these scores to be a better assessment of where Pinnacle Charter School is at the present time.

Our final goal of Partnership Involvement was also met with variable success. While attendance at events was as good or significantly better than it has been in the past as measured by attendance data, we did not increase the number of events offered to the community by ten percent. While it is easy to have an event, quantity, it was determined that quantity is of secondary importance to quality. In other words, rather than

focusing on having more events for the community to attend and participate in, we would rather have events from which the community benefits and values.

Instructional Time

Pinnacle Charter School has a unique calendar that sets it apart. Open from late August through mid-July, this year-round approach to instruction allows students to minimize their loss of instructional time over the summer. Though the number of school days is identical to a traditional school's (184 days per year), these days are spread out over a longer period of time. This is because students essentially go to school for three months and then have a break for three to four weeks at a time. This past year, the first day of school was September 1, 2010 and the last day was July 21, 2011.

Moreover, Pinnacle Charter School has an extended day. Students are in classes learning from 8:50-3:56 daily. Students who attend Pinnacle from kindergarten through eighth grade exit with well over an additional year of learning as compared with their traditional public school peers. This learning is extended with optional Intersession Labs that are offered during the Winter and Spring trimester breaks, allowing students to come to school for electives that are both interest- and academic-based learning opportunities.

Finally, students at Pinnacle Charter School participate in a variety of special area classes including but not limited to: music/theater, physical education, art, foreign language, informational technology, and library. Built into the school day these classes integrate and build upon the content that students learn during their core area classes.

Financial Information

Currently, Pinnacle Charter School does not have any objectives related to finances listed in the school's Performance Goals. However, Pinnacle Charter School recognizes the importance of maintaining financial stability in order to provide quality edification and adequate resources for the students, staff, and families. Pinnacle contracts with an independent firm of Certified Public Accountants (CPA) who manage the fiscal operations of the school. The CPAs prepare financial documents, budgets, audits, and analyses thereof to the authorizing agencies, report to the Chief Administrative Officer and Board, and help to maintain a system of internal and external controls. Additionally, one of the CPAs dedicated to the operations of the

school meets monthly with the Board's Finance Committee to review budgets and the school's financial status. Further information pertaining to the school's financial stability and management systems are described in the fiscal portions of the application.

Due to an unanticipated increase in State Aid, Pinnacle Charter School had a very favorable balance at the conclusion of the 2010-2011 school year. Historically, Pinnacle Charter School has been very prudent with its finances and continues to be financially sound.

Charter Revisions

There were no charter revisions made during the 2010-2011 school year.

Board of Trustees

The Board of Trustees (BOT) is currently composed of eight volunteer stakeholders who are dedicated to providing a quality edification program to the families of the Buffalo/Niagara region through the mission and educational philosophies espoused in Pinnacle Charter School. The Board exemplifies the geographical, ethnic, gender, and cultural diversity of the community it serves along with a broad range of expertise in fields that include Education, Law, Marketing, Management, and Business. The Board also includes a staff and a parent representative and is advised by the school's legal counsel, contracted CPA's, and the School Improvement Team to ensure that input and outcomes reflect the entire school community.

Board membership terms for parent or faculty members continue for one year, whereas all others can continue for up to three years. During the current charter term, six of the eight existing members have been serving since the 2009-2010 school year, the first year of the current term, and a total of seven representatives left their positions on the Board. Reasons for turnover included relocation, maternity leave, increased job responsibilities, and the tragic loss of a parent representative subsequent to a motor vehicle accident.

To ensure that the Board maintains sufficient expertise for effective governance, the Board regularly conducts a needs assessment to identify any areas of expertise that would enhance its operations. Potential candidates are nominated by Board members, community members, school staff, and/or the Family Council. Each candidate's credentials are reviewed, interviewed, and once a finalist is identified, the Board votes on official membership. The new member is given a tour of the school, and provided with various documents

such as the school's charter, By-Laws, and Code of Ethics to gain a better understanding of the roles and responsibilities of membership. Additional guidance is supported by existing BOT members, their legal counsel, school leaders, and hired consultants.

The Board has organized active committees to focus on key initiatives that include Finance, Personnel, and Marketing/Enrollment. Each month, the committees report to the full Board to discuss current status and any potential items that require Board approval. The Board has regularly scheduled meetings at a minimum of eleven meetings per year, and special meetings called in situations of urgent matters. The Board has also hired a consultant from the Western New York Educational Services Council to continue the Board's development and improve effectiveness in strategic management, analyses, and planning. The consultant accompanied the Board during a retreat in July 2011, and will revisit the entire Board at the beginning of 2012. Additionally, the consultant will be meeting monthly with the incoming Board Chair to support the progression of Board initiatives.

Throughout the current term, the Board identified its goals and initiatives to improve the school's performance and stability. Each of these items is monitored and reviewed either during monthly Board meetings, through formal evaluations, reports from school leadership and CPA firm, and/or informal monitoring through school visits and discussions. They include the following:

- Oversight of capital improvements and review of the school's revenue and expenditures with financial statements and audits generated by a contracted firm of Certified Public Accountants
- Annual CAO evaluations, succession, and interim arrangement with the new CAO
- Enhanced monitoring and support of the school's academic program to improve instructional services and ensure adequate resource allocations. Data reports are furnished by the school's leadership and School Improvement Team throughout the year
- Active intervention and resolution of any grievances filed with the Board
- With new accountability measures resulting from Race to the Top, the teacher compensation program has been restructured to promote Master Teachers and to reflect performance, both in the classroom and in student achievement

- Board representatives attended an informational workshop pertaining to the implementation of the Common Core Standards and its implications for schools
- Improving partnership development by implementing a systematic way to involve existing families with Pre-kindergarten education. The Family Services Coordinator is working with these families to assist in beginning an early start on school culture by connecting them with head start programs and in-home outreach programs
- Sponsored the search, identification, and hiring of a Dean and Assistant Dean of Students to improve school-wide behavioral management systems, including the opening of the Redirection Room
- Providing leadership and oversight in preparation for the upcoming charter renewal
- Active involvement in school functions to strengthen stakeholder relationships that include classroom observations, attendance at events such as Pinnacle Pride Night and Science Fairs, collaborations with the School Improvement Team, and meetings with specialists in grant-writing and IT to promote programmatic enhancements

As a result of careful reflection and strategic planning, the Board has also identified some initiatives that will commence in the upcoming year, and continue into the renewal term. First, the school will be reconnecting with the Coalition of Essential Schools (CES) philosophy. The school is establishing a CES team that will include the CAO, Director of Instruction, 1-2 Board members, and key identified staff members. These individuals will attend the annual CES conference, and provide turnkey training and support to their peers and colleagues. The CES Committee will help the remainder of the staff become better educated and more actively involved in the full implementation of CES principles. Additionally, the school has already joined the CES network to access greater opportunities for support.

The Board is also supporting the development of Pinnacle's Response to Intervention (RtI) program, the implementation of the AIMSweb assessment and management system, Race to the Top initiatives, and partnership development projects. Members of the Board have had several meetings with school leaders and input from the finance committee to make informed decisions based on data provided in the School

Improvement Plan and financial statements. This enables the Board to ensure that sufficient resources are available and allocated to such improvements.

The Board takes careful measures to maintain fidelity to the school and to all protocols, policies, and regulations. First, all Board members have signed full disclosure forms related to any potential conflicts of interest. In situations where there may be potential conflicts, those individuals abstain from voting and discussions while the remainder of the Board maintains a quorum for passing any motions. Secondly, the Board has By-Laws and a Code of Ethics, which are provided to each member upon induction. These documents provide overarching guidelines to which the Board must adhere. Further, the Board complies with Open Meetings Law by providing public announcements of scheduled Board meetings on the school's website, calendar, and any general notices or newsletter that are distributed to parents. Finally, the meeting minutes are published on the school's website to provide transparent communication with the families.

The Board of Trustees evaluates its own performance as an organic process. One measure it uses is by conducting a needs assessment, particularly when seats become available for membership. In these situations, the Board identifies its strengths, determines its weaknesses, and seeks candidates who can contribute to strengthening those areas for improvement. Additionally, during Board retreats and discussions, the group appraises its oversight with analyses of the school's academic, financial, and organizational progress, and identifies key initiatives that will help to further improve the program. This process is supported by an outside consultant who offers support in strategic management and initiative planning.

Required Forms: Appendices

Appendix A: Progress Toward Charter Goals

Academic Goals Table

2010-11 Progress Toward Attainment of Academic Charter Goals			
Academic goal or objective	Measure used to evaluate progress toward attainment of goal or objective	2010-11 progress toward attainment of goal or objective	If not met, describe efforts to be undertaken to meet goal or objective
<p>Goal 1 Student Performance: Seventy-five percent (75%) of third through eighth graders (with a minimum retention rate of three years at the school) will meet or exceed (levels 3 or 4) NYS Standards in English Language Arts, Mathematics, Social Studies and Science.</p>			
<p><i>Cohort Improvement</i> Each year, each grade-level cohort of students will reduce by one-half the gap between the percent at level 3 or 4 on the previous year's NYS assessment and seventy-five percent (75%) at level 3 or 4 on the current year's NYS assessment. (If a grade-level cohort exceeds seventy-five percent (75%) at level 3 or 4 in the previous year, the cohort is expected to maintain or increase for the current year.)</p>	NYS Assessments	Data not available	
<p><i>Programmatic Improvement</i> Each year, the percent of all tested students (with a minimum retention rate of 3 years at the school) and performing at level 3 or 4 will be greater than that of all students in the same tested grades in the local school district.</p>	NYS Assessments	Data not available	

Organizational Goals Table

2010-11 Progress Toward Attainment of Organizational Charter Goals			
Organizational goal or objective	Measure used to evaluate progress toward attainment of goal or objective	2010-11 progress toward attainment of goal or objective	If not met, describe efforts to be undertaken to meet goal or objective
Goal 2 Quality Staff: Each year, eighty percent (80%) of teaching staff (with a minimum retention rate of two years at the school) will meet or exceed (levels 3 or 4) Professional Standards in Classroom Planning and Preparation, Classroom Environment, Instruction and Assessment, and Professional Responsibilities.			
Each year, 80% of teachers and staff will meet or exceed (levels 3 or 4) the performance indicators of the <i>Framework for Teaching</i> evaluation.	Taken from Danielson, C. (1996). <i>Enhancing Professional Practice: A Framework for Teaching</i> (p. 67). Alexandria, VA: ASCD. and Evertson, C. (2003). <i>Classroom Organization and Management Program (COMP)</i> . Nashville, TN: Peabody College, Vanderbilt University.	Due to the administrative changes during the 10/11 school year data is only available for the classroom teachers, all of whom , on average, received at least 3s on their evaluation rubric.	
Each year, 90% of teachers (with a minimum retention rate of two years at the school) will meet their PDP goals (Core, Supplemental, and Individual)	The teacher's presentation of his/her Professional Development Portfolio	All teachers met their goals	
Each year maintain an 80% retention rate for teachers	Teacher contracts	95% of teachers were offered contracts to return for the 11/12 school year.	
Each year, the school will maintain a level 4 or 5 in Approach, Implementation, and Outcome variables on the Continuous Improvement Continuums for Information and Analysis, Staff Development and Leadership	Continuous Improvement Report (<i>The School Portfolio Toolkit: A Planning, Implementation, and Evaluation Guide for Continuous School Improvement</i> , by Victoria L. Bernhardt, 2002, Larchmont, NY: Eye on Education.).	Goal was not met.	Goal was not met due to the leadership during the first and second trimester. Under new leadership we have taken the steps needed to allow us to meet the goal next year. Some of these steps include partnering with BOCES for staff development and hiring a new CAO.

Goal 3 Partnership Involvement: Each year, parents and community partnerships will increase by 10%			
Organizational goal or objective	Measure used to evaluate progress toward attainment of goal or objective	2010-11 progress toward attainment of goal or objective	If not met, describe efforts to be undertaken to meet goal or objective
Each year, 80% of parents and guardians will report a satisfactory level with the school based on the annual parent satisfaction questionnaire.	Parent Survey	The parent survey was altered this year and did not question parent satisfaction, per se. However, 97% of parents agreed that they felt welcomed in the school and 95% agreed that the school had high expectations for their child.	We will add a question related specifically to parent satisfaction on next year's survey.
Each year, 75% of parents and guardians will report a satisfactory level on post-event surveys for school-wide or grade-level events designed for parents to foster learning at home and their role in assisting student learning.	Event Exit Surveys	Over 75% of parents who completed exit surveys at events reported that they were satisfied with the event.	
Each year, the school will maintain a level 4 or 5 in Approach, Implementation, and Outcome variables on the Continuous Improvement Continuum for Partnership Involvement	Continuous Improvement Report	Goal not met	We did not meet our goal this year due the leadership during trimester 1 and 2. We have created a parent/teacher committee to help parents get involved.
Each year, the number of community initiatives responded to by Pinnacle will increase by 10%.	Annual School Improvement Team Report	Goal not met	There was nearly a 30% reduction in the number of initiatives that Pinnacle ran during the 10/11 school year. This was due to the desire to increase the quality of the initiatives rather than simply focusing on the quantity.

Organizational goal or objective	Measure used to evaluate progress toward attainment of goal or objective	2010-11 progress toward attainment of goal or objective	If not met, describe efforts to be undertaken to meet goal or objective
Each year, the number of Pinnacle initiatives responded to by the community will increase by 10%	Annual School Improvement Team Report	For the two events that were held with data collected on attendance, the Art Show had a 25% increase of attendees and the 5K had a 0% increase.	We will be more diligent about recording attendance in the future at events.

Financial Goals Table

2010-11 Progress Toward Attainment of Financial Charter Goals			
Financial goal or objective	Measure used to evaluate progress toward attainment of goal or objective	2010-11 progress toward attainment of goal or objective	If not met, describe efforts to be undertaken to meet goal or objective
N/A			

Charter-Specific Goals Table¹

2010-11 Progress Toward Attainment of Charter-Specific Goals			
Charter-specific goal or objective	Measure used to evaluate progress toward attainment of goal or objective	2010-11 progress toward attainment of goal or objective	If not met, describe efforts to be undertaken to meet goal or objective
N/A			

¹ Charter-specific goals can include objectives that support the school's model and/or essential characteristic, such as core area of expertise or theme (e.g. technology, arts, etc).

Appendix B: Instructional Timetable

This Table is required only of Board of Regents-authorized charter schools.

2010-11 Instructional Time	
Total number of instructional days for the 2010-11 school year	184
First and last day of the 2010-11 school year	September 1, 2010 July 21, 2011
Length of school day (please note if schedule varies throughout the week or the year)	8:50-3:56

Aappendix C: Total Expenditures and Administrative Expenditures per Child

Total Expenditures per Child \$ 11,144
(Note - above number does not include capital expenditures or debt service. If these were included the Expenditures per Child would be \$11,554)

Total Administrative Expenditures per Child \$ 3,221

Appendix D: Unaudited Financial Statements

Pinnacle Charter School
Balance Sheet
June 30, 2011
(See accountant's report)

DRAFT

ASSETS

Cash	\$	2,849,373.45
Receivables		366,853.50
Prepaid expenses		67,518.90
Property and equipment, net		1,638,444.39
Rental deposit		61,500.00
Loan commitment fees		<u>24,572.00</u>
Total Assets	\$	<u>5,008,262.24</u>

LIABILITIES AND NET ASSETS

Liabilities:		
Accounts payable	\$	232,188.51
Line of credit		0.00
Accrued expenses		751,057.52
Loans payable - software, copier & alarm system		10,319.23
Loan payable - buildout		867,089.87
Deferred revenue		0.00
Refundable grants		0.00
Total Liabilities		<u>1,860,655.13</u>
Net Assets:		
Unrestricted		3,147,607.11
Temporarily restricted		<u>0.00</u>
Total Net Assets		<u>3,147,607.11</u>
Total Liabilities and Net Assets	\$	<u>5,008,262.24</u>

Pinnacle Charter School

Statement of Activities

For the year ended June 30, 2011 (Historical and Budgeted)

(See accountant's report)

DRAFT

	Grants	School	Total PCS	YTD Budget	Favorable (Unfavorable) Variance	Annual Budget
Change in unrestricted net assets:						
Revenue and support:						
State Aid	\$ 0.00	\$ 6,424,547.60	\$ 6,424,547.60	\$ 5,631,866.00	\$ 792,681.60	\$ 5,631,866.00
Special education	0.00	474,888.41	474,888.41	341,340.00	133,548.41	341,340.00
Contributions	1,000.00	1,030.78	2,030.78	0.00	2,030.78	0.00
Fundraising income	750.00	3,256.46	4,016.46	0.00	4,016.46	0.00
Interest income	0.00	1,643.25	1,643.25	240.00	1,403.25	240.00
Other income	4,906.00	10,731.31	15,637.31	0.00	15,637.31	0.00
Net assets released from restrictions	356,214.57	0.00	356,214.57	0.00	356,214.57	0.00
Total revenue and support	362,870.57	8,916,107.81	7,278,978.38	5,973,246.00	1,305,738.38	5,973,246.00
Expenses						
Instructional:						
Instructional salaries	225,393.73	2,555,871.77	2,781,265.50	2,697,119.00	(84,146.50)	2,697,119.00
Afterschool salaries	4,800.00	35,968.75	40,768.75	28,000.00	(12,768.75)	28,000.00
Food service	0.00	18,370.00	18,370.00	15,600.00	(2,770.00)	15,600.00
Instructional materials	0.00	1,534.52	1,534.52	25,000.00	23,465.48	25,000.00
Department budgets	0.00	24,234.95	24,234.95	23,500.00	(734.95)	23,500.00
Classroom supplies	0.00	7,312.05	7,312.05	24,000.00	16,687.95	24,000.00
Instructional printing	3,239.50	28,680.09	31,919.59	24,000.00	(7,919.59)	24,000.00
Technology	0.00	19,012.42	19,012.42	20,000.00	987.58	20,000.00
Field trips	0.00	6,932.85	6,932.85	25,800.00	18,867.15	25,800.00
Special education	0.00	264,743.58	264,743.58	300,419.00	35,675.42	300,419.00
Nurses office	0.00	1,498.20	1,498.20	0.00	(1,498.20)	0.00
Transportation	0.00	95,513.26	95,513.26	35,000.00	(60,513.26)	35,000.00
Uniforms	0.00	200.20	200.20	1,200.00	999.80	1,200.00
Student activities	0.00	8,579.53	8,579.53	6,000.00	(2,579.53)	6,000.00
Student testing and assessment	724.02	9,816.58	10,540.60	12,000.00	1,459.40	12,000.00
Conferences	25,850.19	2,166.78	28,016.97	14,000.00	(15,016.97)	14,000.00
Total Instructional	281,007.74	3,080,435.53	3,341,443.27	3,251,638.00	(89,805.27)	3,251,638.00
Administrative:						
Administrative salaries	0.00	377,677.58	377,677.58	325,065.00	(52,612.58)	325,065.00
Staff development	22,966.09	3,970.15	26,936.24	19,500.00	(7,436.24)	19,500.00
Consultants	0.00	15,110.00	15,110.00	15,000.00	(110.00)	15,000.00
Dues and memberships	0.00	9,306.83	9,306.83	10,000.00	693.17	10,000.00
Meetings	0.00	0.00	0.00	0.00	0.00	0.00
Board development	0.00	0.00	0.00	5,000.00	5,000.00	5,000.00
Total administrative	22,966.09	406,064.56	429,030.65	374,565.00	(54,465.65)	374,565.00
Maintenance:						
Contracted services	0.00	154,725.01	154,725.01	168,300.00	13,574.99	168,300.00
Custodial supplies	0.00	15,304.41	15,304.41	12,000.00	(3,304.41)	12,000.00
Equipment repair	0.00	59,988.04	59,988.04	61,500.00	1,511.96	61,500.00
Total maintenance	0.00	230,017.46	230,017.46	241,800.00	11,782.54	241,800.00
General:						
Payroll taxes	18,843.54	275,035.28	293,878.80	366,223.00	72,344.20	366,223.00
Employee benefits	39,708.10	600,972.28	640,680.38	685,606.00	44,925.62	685,606.00
Occupancy	0.00	428,308.45	428,308.45	434,400.00	6,091.55	434,400.00
Utilities	0.00	87,751.61	87,751.61	134,000.00	46,248.39	134,000.00
Insurance	1,551.33	59,765.08	61,316.41	68,700.00	7,383.59	68,700.00
Office expense	0.00	12,428.89	12,428.89	35,000.00	22,571.11	35,000.00
Telephone	0.00	33,963.36	33,963.36	30,000.00	(3,963.36)	30,000.00
Postage	0.00	4,900.28	4,900.28	4,000.00	(900.28)	4,000.00
Administrative printing	0.00	4,505.38	4,505.38	4,600.00	94.64	4,600.00
Advertising & marketing	0.00	23,312.62	23,312.62	30,000.00	6,687.38	30,000.00
Contracted services	0.00	13,754.50	13,754.50	5,300.00	(8,454.50)	5,300.00
Professional fees	5,844.00	60,095.00	65,939.00	67,000.00	1,061.00	67,000.00
Depreciation & amortization	0.00	251,068.32	251,068.32	280,000.00	28,931.68	280,000.00
Fundraising expense	510.00	4,367.45	4,877.45	0.00	(4,877.45)	0.00
Miscellaneous	0.00	4,964.14	4,964.14	6,000.00	1,035.86	6,000.00
Litigation loss	0.00	0.00	0.00	0.00	0.00	0.00
Interest expense	0.00	82,309.59	82,309.59	79,540.00	(2,769.59)	79,540.00
Total general	66,456.97	1,947,462.21	2,013,919.18	2,230,369.00	216,449.82	2,230,369.00
Total expenses	350,430.80	5,663,979.78	6,014,410.56	6,098,372.00	83,961.44	6,098,372.00
Change in unrestricted net assets	12,439.77	1,252,128.05	1,264,567.82	(125,132.00)	1,389,699.82	(125,132.00)
Changes in temporarily restricted net assets						
Private and Federal Grants	356,214.57	0.00	356,214.57	330,000.00	26,214.57	330,000.00
Net assets released from restrictions	(356,214.57)	0.00	(356,214.57)	0.00	(356,214.57)	0.00
Change in temporarily restricted net assets	0.00	0.00	0.00	330,000.00	(330,000.00)	330,000.00
Change in net assets \$	12,439.77	\$ 1,252,128.05	\$ 1,264,567.82	\$ 204,868.00	\$ 1,059,699.82	\$ 204,868.00
Net assets - beginning			1,883,030.29			
Net assets - ending			\$ 3,147,607.11			

Appendix E: FY 2012 Budget and Narrative

FINAL
Approved by BOT on 5/16/11

Pinnacle Charter School
Operating Budget - Assumptions
July 1, 2011- June 30, 2012

FOR INTERNAL USE ONLY

11/12

Budget due in to SED by May 16, 2011

1) School District Payments

Per Student - Buffalo	\$	12,005
Per student - suburbs	\$	11,000
Enrollment - Buffalo		500
Enrollment - suburbs		40
		<hr/>
		6,442,500
		<hr/>

Historical state aid:

	Amount	Increase	Incr %	Ave Incr %
02/03	8,791			
03/04	7,934	(857)	-9.75%	
04/05	8,245	311	3.92%	
05/06	8,693	448	5.43%	
06/07	9,499	806	9.27%	
07/08	9,567	68	0.72%	4.21%
08/09	10,429	862	9.01%	
09/10	10,429	-	0.00%	
10/11	12,005	1,576	15.11%	

2) Special Education

Public Excess Cost Charge:

Number of students	0.9	37
Number of students	1.65	2
Weight	0.9	0.9
Weight	1.65	1.65
District's AOE/TAPU		8,868
District's Public Excess Cost Ratio		<hr/>
		0.836
		<hr/>
		271,340
		<hr/>

IDEA

	<hr/>
	90,000
	<hr/>
	361,340
	<hr/>

3) Grants:

Title I Grants	300,000
Title II A	30,000
Title II A carryforward	30,000
	<hr/>
Total grants	360,000
	<hr/>

4) Interest Income: The establishment of a Sweep Account for cash management is expected to earn interest net of bank charges

Estimate = \$ 240

5) Instructional Salaries

Afterschool salaries	2,376,190
Special Education salaries	16,320
Instructional Asst	301,060
Professional	210,000
Food service	311,000
Administrative	21,200
Maintenance	551,512
	<hr/>
	3,787,302
	<hr/>

6) Bonus - one time 2% of salary line

\$ -

11/12
-
11%

7) Payroll taxes:	Total salaries X					
						11%
8) Health Ins:						
Health insurance is provided for all full-time personnel.						
<i>15% increase in health insurance is presumed for 10/11.</i>						
			# of		Health Ins \$	
			People		Per month	
	Employee disability					3,000
	Family 11/12	25	X	1,200		360,000
	Family W/H					(72,000)
	Single 11/12	31	X	460		171,120
	Single W/H					(34,220)
	Buy-Out 11/12	12	X	125		18,000
	Total 11/12					<u>445,900</u>
9) Pension:						
Per communication from NYSTRS for 2011/2012						
						<u>11.50%</u>
10) Instructional materials - by department						
PE	Note:					1,000
Athletic dept						2,000
Music	\$1,000 per dept					6,000
Art	\$600 per classroom					1,000
LOTE	per grade level					1,000
AIS Math						1,000
AIS Reading						1,000
Spec Ed						1,000
FAS						500
Tech	# of classrooms					500
K	3					1,500
1	4					2,000
2	3					1,500
3	3					1,500
4	3					1,500
5	3					1,500
6	3					1,500
7	3					1,500
8	2					1,000
Other materials						5,000
Year 2 consumables	Harcourt					10,000
Everyday math upgrade	McGraw Hill					<u>10,000</u>
Total						<u>53,500</u>
11) PCHP program						
Materials						12,800
travel					\$	<u>3,100</u>
Total						<u>15,900</u>
11) Instructional printing						
Boxes per month						80
Cost per box					\$	<u>25</u>
Total						<u>24,000</u>
12) Special ed expense						

		11/12
	Child & Family Services	1,500
	Child Pro of Western New York	34,700
	South Shore Comprehensive Therapies, LLP	2,600
	Total	38,800
	<i>Special ed - reasonableness calc</i>	
	Revenue - #2 above	301,340
	Spec ed salaries	(301,000)
	50% Admin sal	(16,600)
	Payroll taxes	(34,900)
	Health Ins	(60,400)
	NYSTRS	(36,600)
		(78,040)
13)	Transportation - School	
	# of days Buffalo out of session	24
	Estimated rate per day	\$ 3,600
		84,000
		84,000
14)	Transportation - Field trips	
	\$ 20 per student	10,000
		10,000
15)	Staff Development:	\$/person
		\$ 750
	Presentations	10,000
	Conferences	51,000
		61,000
16)	Travel & conferences	
		14,000
		14,000
	Staff development and Travel & Conferences are generally subsidized by Title grants.	
	The Title grants considered are as follows:	
	Title II grants	30,000
	Title I grants - conferences	-
		-
13)	Rent paid:	
	Per lease agreement	405,000
	Addl rent cafetorium	5,000
		410,000
14)	Other occupancy:	\$q Ft 87,000
	Gas	\$q Ft 87,000
	Electric	\$/sq ft \$ 0.80
	Gas	ccf 17,000
	Gas	\$/ccf \$ 0.80
	Electric	Kwh 636,000

FINAL
Approved by BOT on 5/16/11

Pinnacle Charter School
Operating Budget - Assumptions
July 1, 2011- June 30, 2012

FOR INTERNAL USE ONI

		11/12
	Electric	\$ /kWh
		\$ 0.16
		% Incr
		6.00%
	Gas - \$0.90/ccf X 17,000 ccf's	15,300
	Electric - \$0.15/kWh X 535,000 Kwh/ yr	80,250
	User fees	1,900
	Property taxes	18,000
	Water	4,500
		<u>119,950</u>
15) Insurance:		
	Commercial package	26,000
	Umbrella	5,500
	Work Comp	38,000
	DBL	4,500
	Total	<u>74,000</u>
16) Advertising & marketing		
	Marketing	\$ 10,000
	PR	10,000
		<u>20,000</u>
17) Accounting fees		
	Monthly accounting & financial reporting	48,000
	Audit	9,000
	Legal	10,000
		<u>67,000</u>
18) Payroll processing fees:	On average - approx. \$25 per payroll	<u>1,000</u>
19) Miscellaneous		
	Other	5,000
	Total	<u>5,000</u>
20) Bank charges:		<u>400</u>
21) Depreciation		<u>260,000</u>
22) Maintenance		
	Equipment	5,000
	Security	4,600
	Plowing & Gardening	12,000
	Carpet replacement	20,000
	Repairs	18,000
		<u>59,600</u>
23) Custodial supplies		
	Supplies	12,000
		<u>12,000</u>

FINAL

Approved by BOT on 5/16/11

Pinnacle Charter School
Operating Budget - Assumptions
July 1, 2011- June 30, 2012

FOR INTERNAL USE ONLY

		11/12
24)	Maintenance contract	
	Building Maintenance Contract - clearing portion	138,000
	Maintenance contract - MMA	28,100
	HVAC Maintenance Contract	10,600
		176,700
	Cash Flow Assumptions	
25)	Capital Equipment Purchases	
	Media Center (computers classroom) - 4/room X 5 new classrooms = 20 * \$2,000	4,500
	Room buildout (2)	10,000
	Replacement computers	20,000
	Computers - new teachers - 8 X \$1,500	6,000
	Media Center (computers classroom) - cart	5,000
	Library books	10,000
	Desks, etc (\$7,000/room)	16,000
		71,500
26)	Debt service	
	Interest expense	62,030
	Principal payments	153,989
		216,019

Appendix F: Disclosure of Financial Interest Form

**Disclosure of Financial Interest by a New York Charter School Board of Trustees Member
Annual Report 2010-11**

**Note: This Disclosure is a public record, but asterisked data fields will be redacted.*

1. **Trustee Name (print)** Dennis R. Horrigan
2. **Charter School Name** Pinnacle Charter
3. **Charter Authorizer Entity** SED
4. **Home Address*** [REDACTED]
5. **Business Address*** [REDACTED]
6. **Daytime Phone*** [REDACTED]
7. **E-Mail Address*** dhorriga@chsbuffalo.org
8. List all positions held on board (e.g., chair, treasurer, parent representative)
Chair 2x, treasurer 2x
9. Is the trustee an employee of the school? **Yes** **No**

If **Yes**, please provide a description of the position you hold and your responsibilities, your salary and your start date.

10. Is the trustee an employee or agent of the management company or institutional partner of the charter school? **Yes** **No**

If **Yes**, please provide a description of the position you hold and your responsibilities, your salary and your start date.

11. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school during the time you have served on the board, and in the six-month period prior to such service. If there has been no such financial interest or transaction, write **None**. Please note that if you answered **Yes** to Question 2-4 above, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/Transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to yourself
<i>none</i>			

12. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the school that is doing business with the school through a management or services agreement, please identify only the name of the organization, your position in the organization as well as the relationship between such organization and the school. If there was no financial interest, write **None**.

Organization conducting business with the school	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school and the nature of the interest	Steps Taken to Avoid Conflict of Interest
<i>none</i>				



Signature

July 20, 2011

Date

Appendix F: Disclosure of Financial Interest Form

Disclosure of Financial Interest by a New York Charter School Board of Trustees Member
Annual Report 2010-11

*Note: This Disclosure is a public record, but asterisked data fields will be redacted.

- 1. Trustee Name (print) Julie Varner
- 2. Charter School Name Pinnacle Charter School
- 3. Charter Authorizer Entity _____
- 4. Home Address* _____
- 5. Business Address* _____
- 6. Daytime Phone* _____
- 7. E-Mail Address* _____
- 8. List all positions held on board (e.g., chair, treasurer, parent representative)
parent rep

9. Is the trustee an employee of the school? Yes No
If Yes, please provide a description of the position you hold and your responsibilities, your salary and your start date.

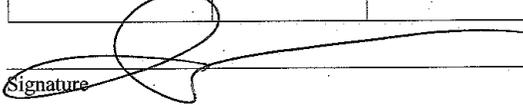
10. Is the trustee an employee or agent of the management company or institutional partner of the charter school?
 Yes No
If Yes, please provide a description of the position you hold and your responsibilities, your salary and your start date.

11. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school during the time you have served on the board, and in the six-month period prior to such service. If there has been no such financial interest or transaction, write **None**. Please note that if you answered **Yes** to Question 2-4 above, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/Transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to yourself
<p><i>Please write "None" if applicable. Do not leave this space blank.</i></p> <p><i>None</i></p>			

12. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the school that is doing business with the school through a management or services agreement, please identify only the name of the organization, your position in the organization as well as the relationship between such organization and the school. If there was no financial interest, write **None**.

Organization conducting business with the school	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school and the nature of the interest	Steps Taken to Avoid Conflict of Interest
<p><i>Please write "None" if applicable. Do not leave this space blank.</i></p> <p><i>None</i></p>				

Signature  Date 7/19/11

Appendix F: Disclosure of Financial Interest Form

**Disclosure of Financial Interest by a New York Charter School Board of Trustees Member
Annual Report 2010-11**

**Note: This Disclosure is a public record, but asterisked data fields will be redacted.*

13. **Trustee Name (print):** Fenice B. Boyd

14. **Charter School Name:** Pinnacle Charter School

15. **Charter Authorizer Entity:** New York State Department of Education

16. **Home Address*** [REDACTED]

17. **Business Address*** [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

18. **Daytime Phone*** [REDACTED]

19. **E-Mail Address*** [REDACTED]

20. List all positions held on board (e.g., chair, treasurer, parent representative)

Vice Chair for BOT; Member, School Improvement Team (SIT); Member, Nominating Committee

21. Is the trustee an employee of the school? ___ **Yes** ___ **No**

If **Yes**, please provide a description of the position you hold and your responsibilities, your salary and your start date.

22. Is the trustee an employee or agent of the management company or institutional partner of the charter school? ___ **Yes** ___ **No**

If **Yes**, please provide a description of the position you hold and your responsibilities, your salary and your start date.

23. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school during the time you have served on the board, and in the six-month period prior to such service. If there has been no such financial interest or transaction, write **None**. Please note that if you answered **Yes** to Question 2-4 above, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/Transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to yourself
NONE	NONE	N/A	NONE

24. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the school that is doing business with the school through a management or services agreement, please identify only the name of the organization, your position in the organization as well as the relationship between such organization and the school. If there was no financial interest, write **None**.

Organization conducting business with the school	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school and the nature of the interest	Steps Taken to Avoid Conflict of Interest
NONE	NONE	NONE	NONE	N/A

Jenise B. Boyd, Ph. D. Signature: Date: July 19, 2011

Appendix F: Disclosure of Financial Interest Form

**Disclosure of Financial Interest by a New York Charter School Board of Trustees Member
Annual Report 2010-11**

**Note: This Disclosure is a public record, but asterisked data fields will be redacted.*

25. Trustee Name (print) Broderick Cason _____

26. Charter School Name Pinnacle Charter School _____

27. Charter Authorizer Entity _____

28. Home Address* _____

29. Business Address* _____

30. Daytime Phone* _____

31. E-Mail Address* _____

32. List all positions held on board (e.g., chair, treasurer, parent representative)

Past Secretary, Past VP and new VP for 2011-12 _____

33. Is the trustee an employee of the school? ___ Yes ___X___ No

If Yes, please provide a description of the position you hold and your responsibilities, your salary and your start date.

N/A _____

34. Is the trustee an employee or agent of the management company or institutional partner of the charter school? ___ Yes ___X___ No

If Yes, please provide a description of the position you hold and your responsibilities, your salary and your start date.

N/A _____

35. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school during the time you have served on the board, and in the six-month period prior to such service. If there has been no such financial interest or transaction, write **None**. Please note that if you answered **Yes** to Question 2-4 above, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/Transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to yourself
<i>None</i>			

36. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the school that is doing business with the school through a management or services agreement, please identify only the name of the organization, your position in the organization as well as the relationship between such organization and the school. If there was no financial interest, write **None**.

Organization conducting business with the school	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school and the nature of the interest	Steps Taken to Avoid Conflict of Interest
Universal Healthcare	Health Insurance Carrier	Not sure <i>Please write "None" if applicable.</i>	Broderick Cason <i>Do not leave this space blank.</i>	Plan to abstain for Health Care Board Vote decision if required.

Broderick Cason _____ July 25, 2011 _____
 Signature Date

Appendix F: Disclosure of Financial Interest Form

**Disclosure of Financial Interest by a New York Charter School Board of Trustees Member
Annual Report 2010-11**

**Note: This Disclosure is a public record, but asterisked data fields will be redacted.*

1. Trustee Name (print): Stephen Phelps _____
2. Charter School Name: Pinnacle Charter School _____
3. Charter Authorizer Entity: _____
4. Home Address*: _____
5. Business Address*: n/a _____
6. Daytime Phone*: _____
7. E-Mail Address*: _____
8. List all positions held on board (e.g., chair, treasurer, parent representative)
board secretary _____

9. Is the trustee an employee of the school? ___ Yes ___ No
If Yes, please provide a description of the position you hold and your responsibilities, your salary and your start date.

10. Is the trustee an employee or agent of the management company or institutional partner of the charter school?
___ Yes ___ No
If Yes, please provide a description of the position you hold and your responsibilities, your salary and your start date.

11. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school during the time you have served on the board, and in the six-month period prior to such service. If there has been no such financial interest or transaction, write None. Please note that if you answered Yes to Question 2-4 above, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/Transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to yourself
None	None		
<i>Please write "None" if applicable. Do not leave this space blank.</i>			

12. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school and in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the school that is doing business with the school through a management or services agreement, please identify only the name of the organization, your position in the organization as well as the relationship between such organization and the school. If there was no financial interest, write None.

Organization conducting business with the school	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school and the nature of the interest	Steps Taken to Avoid Conflict of Interest
None	None			
<i>Please write "None" if applicable. Do not leave this space blank.</i>				


Signature

July 21, 2011
Date

Appendix F: Disclosure of Financial Interest Form

**Disclosure of Financial Interest by a New York Charter School Board of Trustees Member
Annual Report 2010-11**

**Note: This Disclosure is a public record, but asterisked data fields will be redacted.*

1. Trustee Name (print) RICHARD E. STANTON
2. Charter School Name Pinnacle Charter School
3. Charter Authorizer Entity New York State Department of Education
4. Home Address* [REDACTED]
5. Business Address* [REDACTED]
6. Daytime Phone* [REDACTED]
7. E-Mail Address* [REDACTED]
8. List all positions held on board (e.g., chair, treasurer, parent representative)
Past Treasurer and Vice Chair, Currently Chair

-
9. Is the trustee an employee of the school? ___ Yes No

If Yes, please provide a description of the position you hold and your responsibilities, your salary and your start date.

10. Is the trustee an employee or agent of the management company or institutional partner of the charter school?
___ Yes No

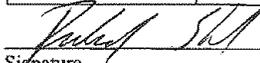
If Yes, please provide a description of the position you hold and your responsibilities, your salary and your start date.

11. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school during the time you have served on the board, and in the six-month period prior to such service. If there has been no such financial interest or transaction, write None. Please note that if you answered Yes to Question 2-4 above, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/Transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to yourself
	NONE		NONE

12. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school and in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the school that is doing business with the school through a management or services agreement, please identify only the name of the organization, your position in the organization as well as the relationship between such organization and the school. If there was no financial interest, write None.

Organization conducting business with the school	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school and the nature of the interest	Steps Taken to Avoid Conflict of Interest
None				
<i>Please write "None" if applicable. Do not leave this space blank.</i>				

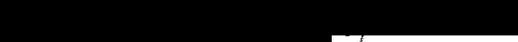
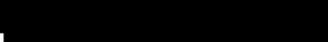
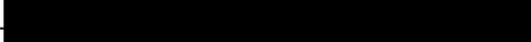

Signature

7/20/2011
Date

Appendix F: Disclosure of Financial Interest Form

Disclosure of Financial Interest by a New York Charter School Board of Trustees Member
Annual Report 2010-11

*Note: This Disclosure is a public record, but asterisked data fields will be redacted.

1. Trustee Name (print) Linda Gordon
2. Charter School Name Pinnacle Charter School
3. Charter Authorizer Entity New York State Department of Education
4. Home Address* 
5. Business Address* 
6. Daytime Phone* 
7. E-Mail Address* 
8. List all positions held on board (e.g., chair, treasurer, parent representative)
teacher representative

9. Is the trustee an employee of the school? Yes No

If Yes, please provide a description of the position you hold and your responsibilities, your salary and your start date.

Reading Specialist - provide AIS services \$52,152 - Oct 2003

10. Is the trustee an employee or agent of the management company or institutional partner of the charter school?
 Yes No

If Yes, please provide a description of the position you hold and your responsibilities, your salary and your start date.

11. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school during the time you have served on the board, and in the six-month period prior to such service. If there has been no such financial interest or transaction, write None. Please note that if you answered Yes to Question 2-4 above, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/Transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to yourself
None	None	None	None
<i>Please write "None" if applicable. Do not leave this space blank.</i>			

12. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the school that is doing business with the school through a management or services agreement, please identify only the name of the organization, your position in the organization as well as the relationship between such organization and the school. If there was no financial interest, write None.

Organization conducting business with the school	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school and the nature of the interest	Steps Taken to Avoid Conflict of Interest
None	None	None	None	None
<i>Please write "None" if applicable. Do not leave this space blank.</i>				

Shirley Gordon
Signature

7/20/11
Date

Appendix F: Disclosure of Financial Interest Form

**Disclosure of Financial Interest by a New York Charter School Board of Trustees Member
Annual Report 2010-11**

**Note: This Disclosure is a public record, but asterisked data fields will be redacted.*

37. Trustee Name (print) CHARLES EDWARDS _____

38. Charter School Name PINNACLE CHARTER SCHOOL33 _____

39. Charter Authorizer Entity _____

40. Home Address* _____

41. Business Address* _____

42. Daytime Phone* _____

43. E-Mail Address* _____

44. List all positions held on board (e.g., chair, treasurer, parent representative)

PERSONNEL COMMITTEE _____

45. Is the trustee an employee of the school? ___ Yes ___ No

If Yes, please provide a description of the position you hold and your responsibilities, your salary and your start date.

46. Is the trustee an employee or agent of the management company or institutional partner of the charter school? ___ Yes ___ No

If Yes, please provide a description of the position you hold and your responsibilities, your salary and your start date.

47. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school during the time you have served on the board, and in the six-month period prior to such service. If there has been no such financial interest or transaction, write **None**. Please note that if you answered **Yes** to Question 2-4 above, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of Financial Interest/Transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to yourself
<p>NONE <i>NONE</i> <i>Please write "None" if applicable. Do not leave this space blank.</i></p>			

48. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or other relationship. If you are a member, director,

49. officer or employee of an organization formally partnered with the school that is doing business with the school through a management or services agreement, please identify only the name of the organization, your position in the organization as well as the relationship between such organization and the school. If there was no financial interest, write **None**.

Organization conducting business with the school	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school and the nature of the interest	Steps Taken to Avoid Conflict of Interest
<p>NONE <i>Please write "None" if applicable. Do not leave this space blank.</i></p>				

CHARLES EDWARDS _____ JULY 25, 2011 _____
 Signature Date

Appendix G: Board of Trustees Membership Table

This Table is required of Board of Regents-authorized charter schools and optional for charter schools authorized by other chartering entities.

List the board membership and the number of board members joining and leaving the board in the 2010-11 school year.

Current Board Members				
Name	Position on the Board	Committee affiliation(s)	Area of expertise, and/or additional role at school (parent, staff member etc)	Number of terms served and length of each, including date of election and expiration
Richard Stanton	Chair	Finance Committee		Elected May 2005 3 terms at 3 years each Expiration: 2014
Fenice Boyd PhD	Vice Chair	Nominating Committee	School Improvement Team	Elected May 2005 3 terms at 3 years each Expiration: 2014
Dennis Horrigan	Treasurer	Finance Committee		Elected 2006 2 terms at 3 years each Expiration: 2012
Stephen Phelps PhD	Secretary	Nominating Committee	School Improvement Team	Elected March 2010 1 term at 3 years Expiration: 2013
Broderick Cason	Member	Personnel Committee Nominating Committee Marketing Committee		Elected 2007 2 terms at 3 years each Expiration: 2013
Charles Edwards	Member	Personnel Committee Marketing Committee		Elected 2007 2 terms at 3 years Expiration: 2013
Kate Sarata	Member	Finance Committee		Elected 2010 1 term at 3 years Resigned June 2011
Julie Varner	Parent Representative	Personnel Committee		Elected 2009 3 terms at 1 year Expiration: 2012
Linda Gordon	Staff Representative		School Improvement Team	Elected 2010 1 term at 1 year
Total Members joining the board the 2010-2011 school year			1	
Total Members departing the board during the 2010-2011 school year			1	

Required Forms: Appendices

Appendix A: Progress Toward Charter Goals

Academic Goals Table

2010-11 Progress Toward Attainment of Academic Charter Goals			
Academic goal or objective	Measure used to evaluate progress toward attainment of goal or objective	2010-11 progress toward attainment of goal or objective	If not met, describe efforts to be undertaken to meet goal or objective
Goal 1 Student Performance: Seventy-five percent (75%) of third through eighth graders (with a minimum retention rate of three years at the school) will meet or exceed (levels 3 or 4) NYS Standards in English Language Arts, Mathematics, Social Studies and Science.			
<p><i>Cohort Improvement</i> Each year, each grade-level cohort of students will reduce by one-half the gap between the percent at level 3 or 4 on the previous year's NYS assessment and seventy-five percent (75%) at level 3 or 4 on the current year's NYS assessment. (If a grade-level cohort exceeds seventy-five percent (75%) at level 3 or 4 in the previous year, the cohort is expected to maintain or increase for the current year.)</p>	NYS Assessments	Goal not Met	Please see Plan for Improvement.
<p><i>Programmatic Improvement</i> Each year, the percent of all</p>	NYS Assessments	Goal not Met	Please see Plan for Improvement.

<p>tested students (with a minimum retention rate of 3 years at the school) and performing at level 3 or 4 will be greater than that of all students in the same tested grades in the local school district.</p>			
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Organizational Goals Table

2010-11 Progress Toward Attainment of Organizational Charter Goals			
Organizational goal or objective	Measure used to evaluate progress toward attainment of goal or objective	2010-11 progress toward attainment of goal or objective	If not met, describe efforts to be undertaken to meet goal or objective
<p>Goal 2 Quality Staff: Each year, eighty percent (80%) of teaching staff (with a minimum retention rate of two years at the school) will meet or exceed (levels 3 or 4) Professional Standards in Classroom Planning and Preparation, Classroom Environment, Instruction and Assessment, and Professional Responsibilities.</p>			
<p>Each year, 80% of teachers and staff will meet or exceed (levels 3 or 4) the performance indicators of the <i>Framework for Teaching</i> evaluation.</p>	<p>Taken from Danielson, C. (1996). <i>Enhancing Professional Practice: A Framework for Teaching</i> (p. 67). Alexandria, VA: ASCD. and Evertson, C. (2003). <i>Classroom Organization and Management Program (COMP)</i>. Nashville, TN: Peabody College, Vanderbilt University.</p>	<p>Due to the administrative changes during the 10/11 school year data is only available for the classroom teachers, all of whom , on average, received at least 3s on their evaluation rubric.</p>	
<p>Each year, 90% of teachers (with a minimum retention rate of two years at the school) will meet their PDP goals (Core, Supplemental, and Individual)</p>	<p>The teacher's presentation of his/her Professional Development Portfolio</p>	<p>All teachers met their goals</p>	
<p>Each year maintain an 80% retention rate for teachers</p>	<p>Teacher contracts</p>	<p>95% of teachers were offered contracts to return for the 11/12 school year.</p>	
<p>Each year, the school will maintain a level</p>	<p>Continuous Improvement</p>	<p>Goal was not met.</p>	<p>Goal was not met due to the leadership during the</p>

<p>4 or 5 in Approach, Implementation, and Outcome variables on the Continuous Improvement Continuums for Information and Analysis, Staff Development and Leadership</p>	<p>Report (<i>The School Portfolio Toolkit: A Planning, Implementation, and Evaluation Guide for Continuous School Improvement</i>, by Victoria L. Bernhardt, 2002, Larchmont, NY: Eye on Education.).</p>		<p>first and second trimester. Under new leadership we have taken the steps needed to allow us to meet the goal next year. Some of these steps include partnering with BOCES for staff development and hiring a new CAO.</p>
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Goal 3 Partnership Involvement: Each year, parents and community partnerships will increase by 10%			
Organizational goal or objective	Measure used to evaluate progress toward attainment of goal or objective	2010-11 progress toward attainment of goal or objective	If not met, describe efforts to be undertaken to meet goal or objective
Each year, 80% of parents and guardians will report a satisfactory level with the school based on the annual parent satisfaction questionnaire.	Parent Survey	The parent survey was altered this year and did not question parent satisfaction, per se. However, 97% of parents agreed that they felt welcomed in the school and 95% agreed that the school had high expectations for their child.	We will add a question related specifically to parent satisfaction on next year's survey.
Each year, 75% of parents and guardians will report a satisfactory level on post-event surveys for school-wide or grade-level events designed for parents to foster learning at home and their role in assisting student learning.	Event Exit Surveys	Over 75% of parents who completed exit surveys at events reported that they were satisfied with the event.	
Each year, the school will maintain a level 4 or 5 in Approach, Implementation, and Outcome variables on the Continuous Improvement Continuum for Partnership Involvement	Continuous Improvement Report	Goal not met	We did not meet our goal this year due the leadership during trimester 1 and 2. We have created a parent/teacher committee to help parents get involved.
Each year, the number of community initiatives responded to by Pinnacle will increase by 10%.	Annual School Improvement Team Report	Goal not met	There was nearly a 30% reduction in the number of initiatives that Pinnacle ran during the 10/11 school year. This was due to the desire to increase the quality of the initiatives rather than simply focusing on the quantity.

Organizational goal or objective	Measure used to evaluate progress toward attainment of goal or objective	2010-11 progress toward attainment of goal or objective	If not met, describe efforts to be undertaken to meet goal or objective
Each year, the number of Pinnacle initiatives responded to by the community will increase by 10%	Annual School Improvement Team Report	For the two events that were held with data collected on attendance, the Art Show had a 25% increase of attendees and the 5K had a 0% increase.	We will be more diligent about recording attendance in the future at events.

Financial Goals Table

2010-11 Progress Toward Attainment of Financial Charter Goals			
Financial goal or objective	Measure used to evaluate progress toward attainment of goal or objective	2010-11 progress toward attainment of goal or objective	If not met, describe efforts to be undertaken to meet goal or objective
N/A			

Charter-Specific Goals Table¹

2010-11 Progress Toward Attainment of Charter-Specific Goals			
Charter-specific goal or objective	Measure used to evaluate progress toward attainment of goal or objective	2010-11 progress toward attainment of goal or objective	If not met, describe efforts to be undertaken to meet goal or objective
N/A			

¹ Charter-specific goals can include objectives that support the school's model and/or essential characteristic, such as core area of expertise or theme (e.g. technology, arts. etc).

