

# I. SCHOOL INFORMATION AND COVER PAGE

Created Wednesday, June 26, 2013

Updated Monday, July 29, 2013

## Page 1

### 1. SCHOOL NAME

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

140600860874 WESTMINSTER COMMUNITY 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
24 Westminster Avenue Buffalo, NY 14215	716-816-3450	716-842-5200	crsteck@mtb.com

### 4a. PHONE CONTACT NUMBER FOR AFTER HOURS EMERGENCIES

4a. PHONE CONTACT NUMBER FOR AFTER HOURS EMERGENCIES   Contact Name	Dr. Ayinde Rudolph
4a. PHONE CONTACT NUMBER FOR AFTER HOURS EMERGENCIES   Title	Principal
4a. PHONE CONTACT NUMBER FOR AFTER HOURS EMERGENCIES   Emergency Phone Number (###-###-####)	

### 5. SCHOOL WEB ADDRESS (URL)

<http://www.westminsterccs.org/>

### 6. DATE OF INITIAL CHARTER

2004-08-01 00:00:00

### 7. DATE FIRST OPENED FOR INSTRUCTION

2004-09-01 00:00:00

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

(as reported on BEDS Day)

## 9. GRADES SERVED IN SCHOOL YEAR 2012-13

Check all that apply

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• 1

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• 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)	24 Westminster Avenue Buffalo, NY 14215	716-816-3450	BUFFALO CITY SD	K-8	Yes	Rent/Lease
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	Dr. Ayinde Rudolph	[REDACTED]	[REDACTED]	[REDACTED]
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).

Yes

15. Summary of Charter Revisions

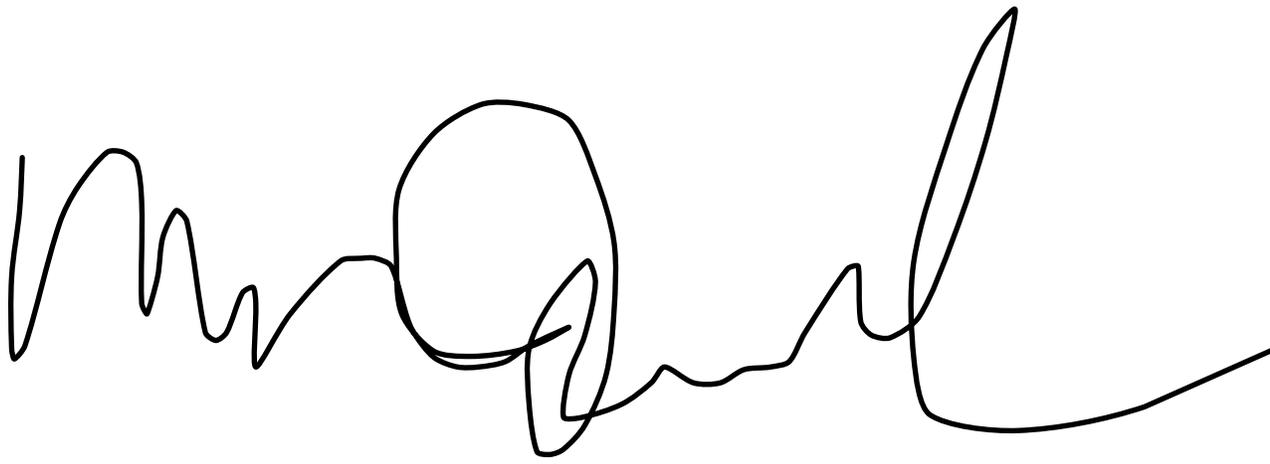
	Category (Select Best Description)	Specific Revision (150 word limit)	Date Approved by BOT (if applicable)	Date Approved by Authorizer (if applicable)
1	Change in design or educational program	Family and Consumer Sciences Education was removed from the Westminster Community Charter School curriculum beginning in the 2012-13 school year.	06/13/2012	
2				
3				
4				
5				

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

A handwritten signature in black ink, consisting of several connected, fluid strokes. The signature is positioned in the upper right quadrant of the page.

Thank you.

# Signature Page for President of Board of Trustees

Created Tuesday, July 30, 2013

Updated Wednesday, July 31, 2013

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## Page 1

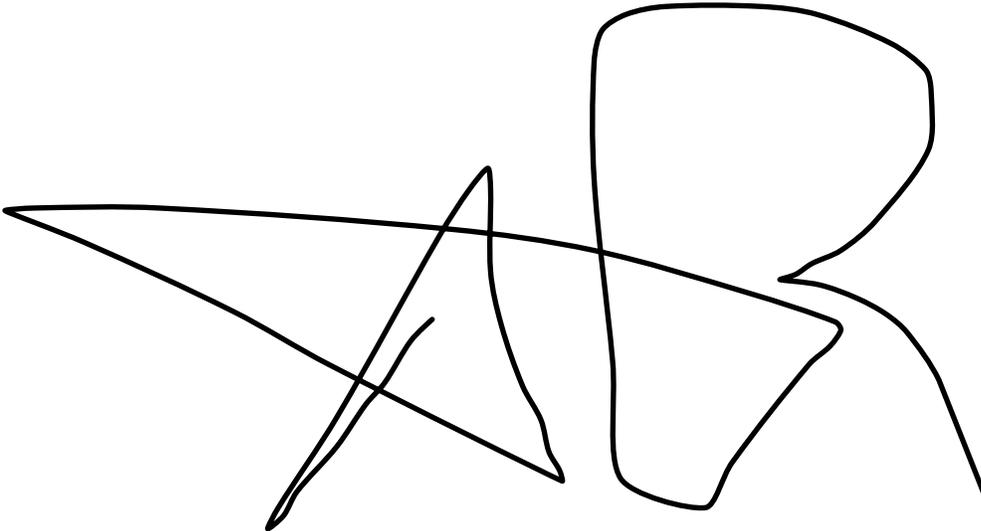
140600860874 WESTMINSTER COMMUNITY CS

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 stylus on your mobile device to sign your name).

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- Yes
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Signature, Board President

A handwritten signature in black ink, consisting of a large, stylized 'A' followed by a large, rounded 'R'.

Thank you.

# Appendix A: Progress Toward Goals

Created Monday, July 15, 2013

Updated Thursday, November 21, 2013

## Page 1

Charter School Name: 140600860874 WESTMINSTER COMMUNITY CS

### 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/schools.php?year=2012&instid;=800000057945>

### 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	AYP for Grade 4 ELA & Math Tests will be 150 or above	NYS ELA and Math Tests	Results for this goal were not available by August 1, 2013.	
Academic Goal 2	AYP for Grade 8 ELA will be 125 or above and for Grade 8 Math will be 150 or above	NYS ELA and Math Tests	Results for this goal were not available by August 1, 2013.	
Academic Goal 3	The percentage of Westminster Community Charter School Students (WCCS) who score at levels 3 & 4 will be higher than the percentage of students in the Buffalo Public Schools (BPS) on all NYS mandated tests.	NYS ELA and Math Tests	WCCS met this goal for the NYS math tests but did not meet the this goal for the ELA tests.	WCCS has changed the curriculum to be aligned with the common core standards and is focused on standards-based instruction. Data-driven instruction, an increase in the quality and quantity of teacher observations, professional development, collaboration on best

practices and additional support are also be in used by WCCS.

Academic Goal 4	N/A	N/A	N/A
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Academic Goal 5	N/A	N/A	N/A
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Academic Goal 6	N/A	N/A	N/A
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Academic Goal 7	N/A	N/A	N/A
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Academic Goal 8	N/A	N/A	N/A
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2a1. Do have more academic goals to add?

No

2a2. Do have more academic goals to add?

No

## 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	Not Applicable		

### 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
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## 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	Not Applicable		

**Westminster Community Charter School  
2012-13**

(1) Total Expenditures       \$     7,456,702

Student Count-BEDS Day                 552

**Total Expenditure per  
Pupil                   \$       13,509**

(2) Total Administrative Costs \$     1,837,436

Student Count-BEDS Day                 552

**Total Administrative  
Expenditures per Pupil   \$       3,329**

# Audited Financial Statement Checklist

Created Wednesday, October 30, 2013

Updated Friday, November 01, 2013

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## 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)	True	False	False
CSP Agreed Upon Procedures (if applicable)	False	True	False
Management Letter	False	True	False
Report on Extracurricular Student Activity Accounts (if applicable)	False	True	False
Corrective Action Plans for any Findings	False	True	False

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 Carol .

**WESTMINSTER COMMUNITY CHARTER SCHOOL**  
**FINANCIAL STATEMENTS**  
**JUNE 30, 2013**

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June 30, 2013

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## INDEPENDENT AUDITORS' REPORT

The Board of Trustees  
Westminster Community Charter School

We have audited the accompanying balance sheets of Westminster Community Charter School (the School) as of June 30, 2013 and 2012, and the related statements of activities and cash flows for the years 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 audits. We conducted our audits in accordance with 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. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from 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 2012, and the changes in its net assets and cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

### Emphasis of Matter

As discussed in Note 2 to the financial statements, during 2013 management determined it is responsible for payment of certain postemployment benefits. Accordingly, amounts reported for accrued postemployment benefit obligations and employee benefits expense have been restated in the 2012 financial statements now presented, and an adjustment has been made to unrestricted net assets as of July 1, 2011 to correct the error. Our opinion is not modified with respect to this matter.

### **Additional Information**

Our audits were conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying additional information as listed in the table of contents and the schedule of expenditures of federal awards, as required by Office of Management and Budget Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*, are presented for purposes of additional analysis and are not a required part of the financial statements.

The accompanying additional information and the schedule of expenditures of federal awards are the responsibility of management and were derived from and relate 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 28, 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 "Lynden & McCormick, LLP". The signature is written in a cursive, flowing style.

October 28, 2013

WESTMINSTER COMMUNITY CHARTER SCHOOL

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**Balance Sheets**

June 30,	2013	2012
<b>Assets</b>		
<b>Current assets:</b>		
Cash	\$ 4,309,900	\$ 4,073,451
Grants and other receivables (Note 3)	210,644	90,904
Prepaid expenses	94,350	20,138
	<u>4,614,894</u>	<u>4,184,493</u>
Property and equipment, net (Note 4)	5,088,374	5,231,554
	<u>\$ 9,703,268</u>	<u>\$ 9,416,047</u>
<b>Liabilities and Net Assets</b>		
<b>Current liabilities:</b>		
Accounts payable	\$ 341,604	\$ 303,187
Accrued expenses	2,036,065	1,118,389
Deferred revenue	4,230	-
	<u>2,381,899</u>	<u>1,421,576</u>
Accrued postemployment benefit obligation (Notes 2 and 6)	3,117,127	2,426,646
	<u>5,499,026</u>	<u>3,848,222</u>
<b>Net assets:</b>		
Unrestricted	4,204,242	5,567,825
	<u>\$ 9,703,268</u>	<u>\$ 9,416,047</u>

WESTMINSTER COMMUNITY CHARTER SCHOOL

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**Statements of Activities**

For the years ended June 30,	2013	2012
<b>Changes in unrestricted net assets:</b>		
Support and revenue:		
Public school districts:		
Revenue - resident student enrollment	\$ 6,432,678	\$ 6,444,418
Federal grants	1,002,444	780,958
State grants	63,673	78,802
Investment and other income	72,413	53,715
Total unrestricted support and revenue	<u>7,571,208</u>	<u>7,357,893</u>
Expenses:		
Program expenses:		
Regular education	5,374,636	5,400,303
Special education	581,427	599,988
Other programs	1,489,248	1,568,918
Total program expenses	<u>7,445,311</u>	<u>7,569,209</u>
Supporting services:		
Management and general	1,489,480	462,444
Total expenses	<u>8,934,791</u>	<u>8,031,653</u>
Change in net assets	<u>(1,363,583)</u>	<u>(673,760)</u>
Net assets - beginning	<u>5,567,825</u>	<u>6,241,585</u>
Net assets - ending	<u>\$ 4,204,242</u>	<u>\$ 5,567,825</u>

See accompanying notes.

WESTMINSTER COMMUNITY CHARTER SCHOOL

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**Statements of Cash Flows**

For the years ended June 30,	2013	2012
<b>Operating activities:</b>		
Change in net assets	\$ (1,363,583)	\$ (673,760)
Adjustments to reconcile change in net assets to net cash flows from operating activities:		
Depreciation	363,048	372,052
Changes in operating assets and liabilities:		
Grants and other receivables	(119,740)	46,856
Prepaid expenses	(74,212)	6,557
Accounts payable	38,417	(1,317)
Accrued expenses	917,676	151,777
Deferred revenue	4,230	(1,165)
Accrued postemployment benefit obligation	690,481	641,978
<b>Net operating activities</b>	<b>456,317</b>	<b>542,978</b>
<b>Investing activities:</b>		
Property and equipment expenditures	(219,868)	(96,231)
Net change in cash	236,449	446,747
Cash - beginning	4,073,451	3,626,704
Cash - ending	<b>\$ 4,309,900</b>	<b>\$ 4,073,451</b>

**Notes to Financial Statements**

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**1. Summary of Significant Accounting Policies:**

**Organization and Purpose:**

Westminster Community Charter School (the School) is a conversion charter school in the City of Buffalo, New York (the City). The School, which previously existed as a public school in the City of Buffalo School District (the District), was chartered by the District in 2004. As the authorizing organization, the District retains ongoing responsibility for oversight and evaluation of the School. The School currently offers classes from kindergarten through grade 8 and has been chartered through 2014. Students enrolled reside primarily in the City.

The School seeks to create and maintain a successful partnership between students and their parents, staff, the community and private industry. In order to achieve success, strong emphasis is placed on effective leadership, high expectations, parental involvement and the communication of clear goals in an orderly school climate.

**Subsequent Events:**

Management has evaluated events and transactions for potential recognition or disclosure through October 28, 2013, the date the financial statements were available to be issued.

In August 2013, a fire at the School caused damage to both the building and its contents. The damage is estimated at \$430,000 and is expected to be covered by insurance.

**Management and Operations:**

Pursuant to a memorandum of understanding (MOU) between the School and the District effective July 1, 2009, the District, M&T Bank (the Bank) and Westminster Foundation (the Foundation) will each continue to provide the School with certain services and resources in support of its mission. The MOU also provides that surplus funds may be transferred by the School to the Bank to offset the Bank's costs of providing in-kind services and/or contributions to the School in previous years. In 2013, the School approved the transfer of \$1,000,000 to the Bank in accordance with this provision.

Effective July 1, 2009, the School entered into a five year Business Services Agreement (the Agreement) with the Bank to provide certain management operations, including accounting, financial reporting, and other general management consulting and support. Pursuant to the Agreement, the Bank will be paid in the subsequent year for services provided in any year in which the School accumulates a non-designated cash operating surplus. For the years ended June 30, 2013 and 2012, the School accrued \$422,153 and 491,257 due to the Bank for services provided in 2013 and 2012 under the Agreement.

**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.

**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.

Pursuant to the MOU, the right to use the school building and grounds was transferred from the District to the School. However, the District retains all rights, title and interest in the property, including all current and future non-removable improvements, and the District agrees to pay the first \$50,000 in annual facilities-related services throughout the term of the Charter. For the years ended June 30, 2013 and 2012, the School reimbursed the District maintenance costs totaling \$226,058 and \$260,400. At the discretion of the School's Board, certain capital improvements and repair costs to the facilities have been borne by the School.

The School has the use of all District furnishings, books, supplies and equipment existing at the facility at the time of its conversion from a public school operated by the District without charge. To the extent such assets are still in use at the end of the term of the charter, they will be returned to the District. The MOU also stipulates that the District will provide textbooks, library materials, computer hardware and software, and certain other services to the same extent as provided to nonpublic schools.

**Enrollment Fees:**

The School is reimbursed by each student’s resident school district annually, based on the product of the State approved operating expense of that 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 District.

**Grants:**

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

**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 taxing 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.

**2. Prior Period Adjustment:**

During 2013, legal counsel determined the School is responsible for payment of postemployment health benefits for eligible teachers. Accordingly, the financial statements for the year ended June 30, 2012 have been retroactively restated, which resulted in a decrease in net assets totaling \$1,784,668 as of July 1, 2011, an increase in expenses totaling \$641,978 during the year ended June 30, 2012, and recognition of a liability of \$2,426,646 at June 30, 2012.

**3. Grants and Other Receivables:**

	2013	2012
Grants	\$ 183,909	\$ 65,497
Enrollment fees	24,215	24,181
Other receivables	2,520	1,226
	<b>\$ 210,644</b>	<b>\$ 90,904</b>

**4. Property and Equipment:**

	2013	2012
Furniture and equipment	\$ 741,517	\$ 726,574
Leasehold improvements	6,316,671	6,143,127
	<b>7,058,188</b>	6,869,701
Less accumulated depreciation	1,969,814	1,638,147
	<b>\$ 5,088,374</b>	<b>\$ 5,231,554</b>

**5. Retirement Plans:**

The School participates in the New York State Teachers’ Retirement System (TRS) and the 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](http://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](http://www.osc.state.ny.us/retire).

**Funding Policies:**

No employee contribution is required for those whose service began prior to July 1976. The Systems require employee contributions of 3% of salary for the first 10 years of service for those employees who joined the Systems from July 1976 through December 2009. Participants whose service began on or after January 1, 2010 through March 31, 2012 are required to contribute 3% (ERS) or 3.5% (TRS) of compensation throughout their active membership in the Systems. Participants whose service began on or after April 1, 2012 are required to contribute a percentage ranging from 3% to 6% each year, based on their level of compensation.

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 employers to the pension accumulation fund. The rate ranges from 11.5% - 21.1% and 10.2% - 18.7% 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 \$390,034 and \$370,600 for the years ended June 30, 2013 and 2012.

**6. Postemployment Benefits:**

The School provides postemployment health care benefits to eligible employees. The benefits are partially contributory for some participants. The School's policy is to fund these benefits as incurred.

The status of the postemployment health benefit plan at and for the years ended June 30, 2013 and 2012 is as follows:

	<u>2013</u>	<u>2012</u>
Accumulated postemployment benefit obligation (APBO)	<b>\$3,117,127</b>	\$2,426,646
Accrued postemployment health benefits	<b>\$3,117,127</b>	\$2,426,646
Accumulated adjustment to unrestricted net assets	<b>\$ -</b>	\$ -
Benefit cost	<b>\$ 690,481</b>	\$ 641,978
Benefits paid	<b>\$ -</b>	\$ -
	<u>2013</u>	<u>2012</u>
Weighted-average assumptions used to determine benefit obligation:		
Annual health care premium increases	<b>5.0-9.0%</b>	5.0-9.0%
Discount rate	<b>4.0%</b>	4.0%
Weighted-average assumptions used to determine net periodic benefit cost:		
Discount rate	<b>4.0%</b>	4.0%
Expected future benefit payments:		
2014	\$ -	
2015	-	
2016	-	
2017	-	
2018	-	
2019-2023	<b>158,496</b>	
	<b>\$ 158,496</b>	

For 2013, a 1% increase in the trend rate for health care costs would have increased the APBO by approximately \$1,193,000.

WESTMINSTER COMMUNITY 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	\$ 2,632,972	\$ 311,320	\$ 324,568	\$ 43,054	\$ 3,311,914	\$ 3,462,362
Employee benefits and taxes	1,865,005	138,874	144,784	19,206	2,167,869	1,957,993
Consultants-computer	55,149	-	-	6,128	61,277	65,080
Contracted services-other	127,287	19,632	216,579	269,773	633,271	660,624
Food service	-	-	437,106	-	437,106	486,498
Insurance	-	-	-	35,724	35,724	42,729
Library materials	3,314	426	-	-	3,740	5,071
Maintenance and repairs	22,297	8,978	246,140	12,162	289,577	293,282
Occupancy	-	-	-	26,115	26,115	17,633
Printing	10,634	1,182	-	-	11,816	35,680
Professional fees	-	-	-	50,596	50,596	19,870
Supplies and materials	136,633	11,625	16,632	13,949	178,839	150,472
Other expenses	35,972	6,873	2,681	3,216	48,742	64,577
Reimbursements	-	-	-	1,000,000	1,000,000	-
Staff development	67,912	11,459	4,887	-	84,258	115,217
Telephone	1,911	748	499	1,831	4,989	6,375
Textbooks	21,837	2,676	2,248	-	26,761	60,070
Transportation	-	-	11,521	-	11,521	26,271
Travel - staff development	54,201	14,879	-	6,832	75,912	79,197
Utilities	70,493	14,635	25,694	894	111,716	110,600
	<u>5,105,617</u>	<u>543,307</u>	<u>1,433,339</u>	<u>1,489,480</u>	<u>8,571,743</u>	<u>7,659,601</u>
Depreciation	269,019	38,120	55,909	-	363,048	372,052
Total	<u>\$ 5,374,636</u>	<u>\$ 581,427</u>	<u>\$ 1,489,248</u>	<u>\$ 1,489,480</u>	<u>\$ 8,934,791</u>	<u>\$ 8,031,653</u>

**Additional Information**  
**Schedule of Expenditures of Federal Awards**

For the year ended June 30, 2013

<u>Federal Grantor/Pass-Through Grantor/Program Title</u>	<u>CFDA Number</u>	<u>Grantor Number</u>	<u>Expenditures</u>
<b>U.S. Department of Education</b>			
<b>Direct Program:</b>			
Fund for the Improvement of Education	84.215	Q215F110233	\$ 162,332
<b>Passed through the New York State Department of Education:</b>			
Title I Grants to Local Educational Agencies	84.010	0011-12-2566	30,451
Title I Grants to Local Educational Agencies	84.010	0021-12-4272	62,650
Title I Grants to Local Educational Agencies	84.010	0021-13-4272	317,709
Improving Teacher Quality State Grants	84.367	0147-13-4272	31,390
ARRA - State Fiscal Stabilization Fund (SFSF) - Race-to-the Top Incentive Grants, Recovery Act	84.395	5500-13-4272	23,265
<b>Total U.S. Department of Education</b>			<u>627,797</u>
<b>U.S. Department of Agriculture</b>			
<b>Passed through the New York State Department of Education:</b>			
<b>Child Nutrition Cluster</b>			
School Breakfast Program	10.553	N/A	96,007
National School Lunch Program	10.555	N/A	230,949
Summer Food Service Program for Children	10.559	N/A	25,940
<b>Total Child Nutrition Cluster</b>			<u>352,896</u>
<b>Passed through New York State Office of General Services:</b>			
Child Nutrition Discretionary Grants Limited Availability	10.579	N/A	21,751
<b>Total U.S. Department of Agriculture</b>			<u>374,647</u>
<b>Total Expenditures of Federal Awards</b>			<u>\$ 1,002,444</u>

**Notes to Schedule of Expenditures of Federal Awards**

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**1. Summary of Significant Accounting Policies:**

**Basis of Presentation:**

The accompanying Schedule of Expenditures of Federal Awards presents the activity of all federal award programs administered by Westminster Community Charter School (the School), an entity as defined in Note 1 to the School's financial statements. Federal awards received directly from federal agencies, as well as federal awards passed through from other governmental agencies, are included on the Schedule of Expenditures of Federal Awards.

**Basis of Accounting:**

The amounts reported as federal expenditures generally were obtained from the appropriate federal financial reports for the applicable programs and periods. The amounts reported in these federal financial reports are prepared from records maintained for each program, which are periodically reconciled with the School's financial reporting system. The federal expenditures are recorded on an accrual basis.

**Non-monetary Federal Program:**

The School is the recipient of a federal award program that does not result in cash receipts or disbursements, termed a "non-monetary program." During the year ended June 30, 2013, the School used \$21,751 worth of commodities under the Child Nutrition Discretionary Grants Limited Availability program (CFDA Number 10.579).

**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  
Westminster Community 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 Westminster Community 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 28, 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 from 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.

Handwritten signature in blue ink that reads "Lunden & McCormick, LLP".

October 28, 2013

**INDEPENDENT AUDITORS' REPORT ON COMPLIANCE FOR EACH MAJOR FEDERAL PROGRAM AND ON INTERNAL CONTROL OVER COMPLIANCE REQUIRED BY OMB CIRCULAR A-133**

The Board of Trustees  
Westminster Community Charter School

**Report on Compliance for Each Major Federal Program**

We have audited Westminster Community Charter School's (the School) compliance with the types of compliance requirements described in the *OMB Circular A-133 Compliance Supplement* that could have a direct and material effect on each of the School's major federal programs for the year ended June 30, 2013. The School's major federal programs are identified in the summary of auditors' results section of the accompanying schedule of findings and questioned costs.

**Management's Responsibility**

Management is responsible for compliance with the requirements of laws, regulations, contracts, and grants applicable to its federal programs.

**Auditors' Responsibility**

Our responsibility is to express an opinion on compliance for each of the School's major federal programs based on our audit of the types of compliance requirements referred to above. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and OMB Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*. Those standards and OMB Circular A-133 require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about the School's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion on compliance for each major federal program. However, our audit does not provide a legal determination on the School's compliance.

**Opinion on Each Major Federal Program**

In our opinion, the School complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2013.

## Report on Internal Control Over Compliance

Management of the School is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered the School's internal control over compliance with the types of requirements that could have a direct and material effect on each major federal program to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for each major federal program and to test and report on internal control over compliance in accordance with OMB Circular A-133, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of the School's internal control over compliance.

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

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of OMB Circular A-133. Accordingly, this report is not suitable for any other purpose.

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

October 28, 2013

**Schedule of Findings and Questioned Costs**

For the year ended June 30, 2013

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**Section I. Summary of Auditors' Results**

**Financial Statements**

Type of auditors' report issued: *Unmodified*

Internal control over financial reporting:

- Material weakness(es) identified? No
- Significant deficiency(ies) identified? None reported

Noncompliance material to financial statements noted? No

**Federal Awards**

Internal control over major programs:

- Material weakness(es) identified? No
- Significant deficiency(ies) identified? None reported

Type of auditors' report issued on compliance for major programs: *Unmodified*

Any audit findings disclosed that are required to be reported in accordance with section 510(a) of Circular A-133? No

Identification of major programs:

<u>Name of Federal Program or Cluster</u>	<u>CFDA #</u>	<u>Amount</u>
Title I Grants to Local Educational Agencies	84.010	\$ 410,810
Fund for the Improvement of Education	84.215	<u>162,332</u>
		<u>\$ 573,142</u>

Dollar threshold used to distinguish between type A and type B programs: \$300,000

Auditee qualified as low-risk auditee? No

**Section II. Financial Statement Findings**

No findings were reported.

**Section III. Federal Award Findings and Questioned Costs**

No findings were reported.

**Summary Schedule of Prior Audit Findings**

June 30, 2013

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No findings were reported and as such no corrective action plan is needed.

**Westminster Community Charter School  
July 1, 2013 to June 30, 2014 Proposed Budget**

<b>Revenue</b>	
<b>Contributed Support</b>	561,019
<b>Earned Revenues</b>	7,295,921
<b>Total Revenue</b>	7,856,940
<b>Expense</b>	
<b>Salaries</b>	3,356,024
<b>Benefits</b>	1,687,144
<b>Books, Subscriptions, Library</b>	43,500
<b>Contracted Services</b>	844,553
<b>Deprec &amp; Amort.</b>	396,926
<b>Insurance - non-employee</b>	50,000
<b>Employee Welfare</b>	25,000
<b>Membership dues - organization</b>	9,000
<b>Professional Services</b>	52,508
<b>Print, Postage, &amp; Delivery</b>	15,000
<b>Staff development</b>	15,000
<b>Supplies &amp; Technology</b>	331,690
<b>Telephone &amp; telecommunications</b>	9,000
<b>Field Trips &amp; Events</b>	47,000
<b>Total Travel</b>	14,150
<b>Facilities Maintenance</b>	400,250
<b>Occupancy Expenses</b>	31,001
<b>Utilities</b>	134,150
<b>Food Service</b>	252,450
<b>Total Expense</b>	7,714,346
<b>Net</b>	142,594

# Appendix E: Disclosure of Financial Interest Form

Created Wednesday, June 26, 2013

Updated Tuesday, July 30, 2013

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## Page 1

140600860874 WESTMINSTER COMMUNITY 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 Wednesday, June 26, 2013

Updated Wednesday, July 10, 2013

## Page 1

140600860874 WESTMINSTER COMMUNITY 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	Ronald E. Banks	Member	Yes	HR/Personnel	10 one-year terms served; Elected August 2004; Current term expires June 2014	HR/Personnel
2	Rene Baugh	Member	Yes	Education	10 one-year terms served; Elected September 2004; Current term expires June 2014	
3	Mark E. Bower	Member	Yes	Education	1 one-year term served; Elected October 2011; Resigned October 2012	
4	Terenda Brown	Parent Rep	Yes		10 one-year terms served; Elected October 2004; Current term expires June 2014	
5	John A. Carmichael	Vice Chair/Vice President	Yes	Finance	9 one-year terms served; Elected August 2004; Resigned September 2012	Finance
6	David K. Chamberlain	Member	Yes	HR/Personnel; Finance	1 one-year term served; Elected June 2013; Current term expires June 2014	HR/Personnel; Finance
7	Mark J. Czarnecki	Chair/President	Yes	Finance	10 one-year terms served; Elected August 2004; Current term expires June 2014	Finance
8	Rita Eisenbeis	Member	Yes	HR/Personnel	9 one-year terms served; Elected December 2005; Current term expires June 2014	HR/Personnel
9	Yvonne S. Minor-Ragan	Member	Yes	HR/Personnel	10 one-year terms served; Elected August 2004; Current term expires June 2014	HR/Personnel
10	Robert G. Wilmers	Member	Yes	Finance	10 one-year terms served; Elected August 2004; Current term expires June 2014	Finance
11						
12						
13						
14						
15						
16						

17

18

19

20

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

1

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

2

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

15

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

10

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

12

Thank you.

**WESTMINSTER COMMUNITY CHARTER SCHOOL  
BOARD OF TRUSTEES  
JULY 18, 2012 MINUTES**

**Meeting Canceled**

**WESTMINSTER COMMUNITY CHARTER SCHOOL  
BOARD OF TRUSTEES  
AUGUST 15, 2012 MINUTES**

In attendance at the Board meeting were:

Ronald E. Banks;  
Mark E. Bower;  
Terenda Brown;  
Rene Brown-Baugh;  
John A. Carmichael;  
Rita Eisenbeis;  
Yvonne S. Minor-Ragan;  
Robert G. Wilmers

constituting a majority of the Board of Trustees and a quorum.

- 1) Mr. Banks called the meeting to order at 3:02 p.m.
- 2) The June 13, 2012 minutes were approved.
- 3) Public Comment Period
- 4) **Parent Group Bylaws** – Ms. Austin and Mr. Wiley attended the Board meeting to discuss the revised Bylaws for the parent group. Dr. Ragan explained that a lawyer had reviewed the Bylaws and recommended some changes to better represent the intent of the organization and these changes were incorporated. There was discussion related to section B on how the Parent Group would “implement a specific policy or action of the school.” Ms. Austin said the intent of this section was to provide support for the school policies. There was also discussion about the process for the dissolution of the Parental Advisory Board. It was agreed to pass a resolution approving the Bylaws with the understanding that changes to the ByLaws would be made at a later date related to the items discussed by the Board of Trustees.
- 5) Mr. Bower presented the Principal’s Report:
  - a. Uniforms
    1. Uniform storage has been redesigned
    2. Parents received a letter about the uniform policy
    3. Established a 4 step plan for students not in full uniform that includes contacting the parents, parent conferences and possibly sending the student home.
    4. Ms. Eisenbeis recommended that the school consider alternatives to sending the student home, such as staying after school or community service. Ms. Brown said the parent group suggested that Parents come to school in the mornings to check uniform compliance. Dr. Ragan recommended rewards for students in compliance.
  - b. Parent Meetings and Family Ice Cream Socials
    1. Two parent meetings will be held: For K-5 parents-August 21 and for 6-8 parents-August 22
    2. Family Ice Cream Socials will be held on August 27 for K-4 and August 28 for 5-8

**WESTMINSTER COMMUNITY CHARTER SCHOOL  
BOARD OF TRUSTEES  
AUGUST 15, 2012 MINUTES**

- c. Summer Programming
  - 1. Full day Y Program for incoming K-6 included 30 minutes of reading per day and 30 minutes of science. As a school, we added 30 minutes of math every other day and provided the Y with all grade level materials for review/practice. Enrolled 263; Average daily attendance through 8/3 was 219
  - 2. WCCS Reading Interventions - Enrolled 56; Average daily attendance was 29
  - 3. WCCS Math Intervention - Enrolled 34; Average daily attendance was 21
  - 4. Buffalo Speech and Hearing Center's Language and Literacy Program - Enrolled 40; Average daily attendance through July 25 was 28
  - 5. Huntington Program - Enrolled 21; Average daily attendance was 20 (pre- and post-data provided)
  - 6. Kindergarten Readiness Program - Enrolled 41 ; Average daily attendance was 29
  - 7. Canisius for Kids Weeklong Summer Enrichment Program - 10 participants and all 10 attended every day
- d. Staffing
  - 1. Recruiting is being done for one open classroom position, a grade 7 ELA substitute, and a Physical Education substitute
  - 2. Closing the Gap Facilitator, Ms. Shatina Barr, selected and began on August 13, 2012

- 6) **NYS ELA and Math Test Results** – Mr. Bower presented the 2011-12 NYS ELA and Math test results. The 2012-13 accountability status for WCCS is a School in Good Standing.
- 7) **High School Destination Report** – Ms. Steck presented a report on the high school acceptances for the Class of 2012. There were 47 graduates and 54 high school acceptances with some student being accepted to more than one high school. 25 of the acceptances were to high schools that are considered to be better performing schools.
- 8) **Enrollment** – Ms. Steck reviewed the current enrollment for the 2012-13 school year which is currently expected to be 600 students.
- 9) **Financial Update** – Mr. Chamberlain reviewed the following financial reports: year to date actuals compared to the budget, the summary financial statement, and the summary balance sheet.
- 10) After thorough discussion and upon motion duly made and seconded, the following resolutions were unanimously adopted by the Board of Trustees:

2012 – 030      APPROVAL OF 2012-13 SAFETY PLAN AND EMERGENCY RESPONSE PROCEDURES. Resolved: That the Westminster Community Charter School 2012-13 Safety Plan and Emergency Response Procedures be approved.

**WESTMINSTER COMMUNITY CHARTER SCHOOL  
BOARD OF TRUSTEES  
AUGUST 15, 2012 MINUTES**

2012 – 031      CONTRACT WITH HUNTINGTON LEARNING CENTER.

Resolved: That the contract with the Huntington Learning Center to provide supplemental education services at Westminster Community Charter School during the summer of 2012 be approved. The estimated cost is \$25,000, not to exceed \$26,500.

2012 – 032      CONTRACT WITH BUFFALO HEARING AND SPEECH CENTER.

Resolved: That the contract with the Buffalo Hearing and Speech Center to provide supplemental education services at Westminster Community Charter School during the summer of 2012 be approved. The estimated cost is \$40,000, not to exceed \$41,500.

2012 – 033      APPROVAL OF EXPENDITURES OVER \$25,000. Resolved:

That the following expenditures over \$25,000 be approved:

- Blue Cross Blue Shield –\$53,084 (August Invoice)
- Blue Cross Blue Shield –\$54,000 (Estimated September Invoice)

2012 – 034      EMERGENCY CONDITIONAL CLEARANCE. Resolved: That

the employees on the attached list be granted emergency conditional clearance to work at the Westminster Community Charter School pending NYSED fingerprint clearance.

2012 – 035      WCCS PARENT ADVISORY BOARD CHARTER

AGREEMENT. Resolved: That the concept of the WCCS Parent Advisory Board Charter Agreement document be approved as is with the understanding that there will be changes made to this document related to the items discussed by the Board of Trustees.

- 11) **Other Business** – Mr. Chamberlain noted that John Carmichael has decided to not stay with the WCCS Board or M&T Bank.

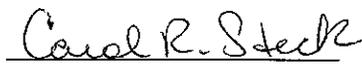
Ms. Baugh asked if the position of Math Coordinator would be filled. Mr. Bower said it was not being filled at this time and he will be overseeing math at this time. Ms. Baugh recommended that this be clarified with teachers.

Ms. Eisenbeis asked if the written oversight report was received from the Buffalo Public Schools. Mr. Bower said it was not received and he continues to follow up with them.

- 12) **The next meeting** is scheduled for Wednesday, September 12, 2012 at 3:00 p.m.

There being no further business to come before the Trustees, on motion duly made, seconded and unanimously carried, the meeting was adjourned at 4:35 p.m

Respectfully submitted,

  
Carol R. Steck, Secretary

**WESTMINSTER COMMUNITY CHARTER SCHOOL  
BOARD OF TRUSTEES  
SEPTEMBER 12, 2012 MINUTES**

In attendance at the Board meeting were:

Ronald E. Banks;  
Terenda Brown;  
Rene Brown-Baugh;  
Mark J. Czarnecki;  
Rita Eisenbeis;  
Yvonne S. Minor-Ragan;

constituting a majority of the Board of Trustees and a quorum.

- 1) Mr. Czarnecki called the meeting to order at 3:03 p.m.
- 2) The August 15, 2012 minutes were approved as amended.
- 3) Public Comment Period
- 4) WCCS Status Update:
  - a. Mr. Czarnecki explained that since Mr. Bower resigned as Principal, Mr. Ford has been working with WCCS until a new Principal is hired. Mr. Ford noted that there has been a positive and professional response from the staff and parents have been supportive.
  - b. Dr. Ragan reported that Dr. Ayinde Rudolph has been hired as the new Principal and he will meet the teachers and parents on Monday, September 17, 2012.
  - c. Mr. Ford said that options are being evaluated for an after-school program. One option is to continue the program used last year with students from Buffalo State College serving as tutors after school. The other option is to have a program operated by the Boys and Girls Club.
- 5) **Annual Professional Performance Reviews (APPR)** – Mr. Ford discussed the APPR plan which requires schools to have an approved plan by June 2013 and to put the plan into effect during this school year. Evaluations need to be based on three areas:
  - a. Growth on State Assessments (20 points this year, 25 points next year)
  - b. Local Assessments – developed either by the district and approved by the state or by a third party vendor (20 points this year, 15 points next year)
  - c. Evidence Based Observation Procedures (EBOP) and other standards-related activities agreed to by the district and the union – every teacher is required to be observed at least twice, one announced and one unannounced. Observers must be certified through training. (60 points)

Teachers will be rated in one of four categories:

- a. Highly effective
- b. Effective
- c. Developing [Teacher Improvement Plan (TIP) required]
- d. Ineffective [Teacher Improvement Plan (TIP) required]

**WESTMINSTER COMMUNITY CHARTER SCHOOL  
BOARD OF TRUSTEES  
SEPTEMBER 12, 2012 MINUTES**

- 6) **Parent Advisory Board** – Dr. Ragan reported that the Parent Advisory Board met with parents and explained that the purpose of the group is to facilitate communication with the parents and to support students so they can do their best. Nominations are currently being made for representatives to serve on the Parent Board. Mr. Banks asked about the changes to the Parent Advisory Board bylaws that were discussed with the Board of Trustees. Dr. Ragan said that the Parent Board still needs to meet about those changes.
- 7) **Early Childhood Center** – Dr. Ragan reported on the Early Childhood Center which will be located at the corner of East Amherst and Bailey. The groundbreaking for the Center will be held on Wednesday, October 17<sup>th</sup> at 11:00 a.m.
- 8) **Attendance Report** – Ms. Steck presented attendance information for the first five days of school. Current enrollment is estimated to be about 558 students.
- 9) **Financial Update** – Mr. Chamberlain reviewed the following financial reports: year to date actuals compared to the budget, the summary financial statement, and the summary balance sheet.
- 10) **Grants Update** – Ms. Steck reported that the Erie County Primetime grant for \$5,000 was approved. Applications were submitted for the Title IA grant (\$317,709) and the Title IIA grant (\$31,390).

- 11) After thorough discussion and upon motion duly made and seconded, the following resolutions were unanimously adopted by the Board of Trustees:

2012 – 036 WCCS BOARD MEMBER RESIGNATION. Resolved: That the resignation of John Carmichael as Chief Executive Officer and as a member of the Board of Trustees of Westminster Community Charter School be accepted.

2012 – 037 APPROVAL OF AUTHORITY FOR THE ASSISTANT PRINCIPAL. Resolved: That the Assistant Principal of Westminster Community Charter School be authorized to approve expenditures for the school up to \$500.

2012 – 038 APPROVAL OF CREDIT CARD AUTHORITY. Resolved: That the Chairman and President of Westminster Community Charter School be authorized to approve credit cards for school staff up to a \$5,000 credit limit per card, which may be increased or decreased from time to time by the Chairman or President with the approval of the Board of Trustees.

2012 – 039 CONTRACTS WITH INSURANCE PROVIDERS. Resolved: That the CEO be given the authority to sign contracts for the 2012-13 school year for the approximate cost of \$77,000 not to exceed \$80,000, with the following insurance providers and others as deemed necessary:

- National Benefit Life Insurance (NYS Statutory Disability)
- Unum Provident (Employee Life & Dependent Life)

**WESTMINSTER COMMUNITY CHARTER SCHOOL  
BOARD OF TRUSTEES  
SEPTEMBER 12, 2012 MINUTES**

- NYS School Safety Group (Workers' Comp-Group Membership)
- State Insurance Fund (Workers' Comp)
- Massachusetts Bay (Package Policy)
- Hanover Insurance Company (Umbrella Policy)
- QBE Insurance Corporation (Student Accident Insurance)
- United States Liability (Directors and Officers Insurance)
- Disclosure Note: These insurance policies will be brokered by M&T Insurance Agency, Inc., a subsidiary of M&T Bank.

2012 – 040      LICENSE AGREEMENT FOR SCHOOL WIDE INFORMATION SYSTEM. Resolved: That the SWIS and CICO-SWIS License Agreement for licensed software and internet access subscription for Westminster Community Charter School be approved. The estimated cost is about \$600 per academic year.

2012 – 041      APPROVAL OF EXPENDITURES OVER \$25,000. Resolved: That the following expenditures over \$25,000 be approved:

- Blue Cross Blue Shield –\$54,000 (Estimated October Invoice)
- NYS Teachers' Retirement System (Employee and Employer Contributions) - September 2012, October 2012 and November 2012 payments of \$133,242.21 each - \$399,726.61 Total

12) **Other Business** – Ms. Eisenbeis asked about uniform compliance at WCCS. Ms. Brown said that compliance has improved and the following strategy is being used when students are not in compliance:

- The teacher calls home the first few times
- An Administrator calls home if the problem continues
- If this does not resolve the situation, the school staff will discuss further steps

13) **The next meeting** is scheduled for Wednesday, October 17, 2012 at 3:00 p.m.

There being no further business to come before the Trustees, on motion duly made, seconded and unanimously carried, the meeting was adjourned at 4:30 p.m.

Respectfully submitted,

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Carol R. Steck, Secretary

**WESTMINSTER COMMUNITY CHARTER SCHOOL  
BOARD OF TRUSTEES  
OCTOBER 17, 2012 MINUTES**

In attendance at the Board meeting were:

Ronald E. Banks;  
Terenda Brown;  
Rene Brown-Baugh;  
Mark J. Czarnecki;  
Rita Eisenbeis;  
Yvonne S. Minor-Ragan;  
Robert G. Wilmers

constituting a majority of the Board of Trustees and a quorum.

- 1) Mr. Czarnecki called the meeting to order at 3:02 p.m.
- 2) The September 12, 2012 minutes were approved as amended.
- 3) Public Comment Period
- 4) Principal's Report
  - a. Dr Rudolph presented his overall vision for WCCS and discussed 3 approaches that will be used:
    - 1.Streamline processes and clarify expectations
    - 2.Have an instructional audit conducted by Cambridge Education
    - 3.Push the limits of current trends, such as preparing students to take tests online
  - b. He noted that the staff is very committed and wants to move forward, but sometimes they hold on to traditions which make it difficult to move forward
  - c. For the after-school program, the Boys and Girls Club program and the Buffalo State College program that has been used in the past were both evaluated. It was decided to use the Buffalo State College program this year and to put together a plan for next year, including the Summer Program. It is planned to start the program in early November. The program will go to 5:00 p.m. and some teachers will be part of the program. Ms. Baugh asked if Dr. Rudolph had reviewed the evaluation of the after-school program that was done by the Women's Board. Dr. Rudolph said that he will get this feedback and use it when putting together a plan for next year.
- 5) **Annual Professional Performance Reviews (APPR)** – Mr. Ford provided an update on the APPR plan. He has been communicating with the Buffalo Public Schools (BPS) about their plan because WCCS teachers are also part of the Buffalo Teachers Federation. The BPS plan has been submitted to the State Ed Department and is expected to be approved soon. Staff development sessions have been held with teachers on Student Learning Objectives and additional training is scheduled. The three WCCS administrators, Dr. Rudolph, Ms. Harris and Mr. Ross, need to become certified observers, but they can conduct observations prior to certification.

**WESTMINSTER COMMUNITY CHARTER SCHOOL  
BOARD OF TRUSTEES  
OCTOBER 17, 2012 MINUTES**

- 6) **Attendance Report** – Ms. Steck presented attendance information. Current enrollment is 550 students and the overall attendance rate since the beginning of the school year is 95%. Dr. Rudolph reported that he has put a three tiered process in place to deal with chronic absenteeism. Mr. Abraham, the Guidance Counselor, will oversee the program. Mr. Wilmers requested an attendance report for students with disabilities and an evaluation of the Special Education program.
- 7) **Financial Update** – Ms. Steck reviewed the following financial reports: year to date actuals compared to the budget, the summary financial statement, and the summary balance sheet.

- 8) After thorough discussion and upon motion duly made and seconded, the following resolutions were unanimously adopted by the Board of Trustees:

2011 – 042 WCCS PRINCIPAL RESIGNATION. Resolved: That the resignation of Mark Bower as the Principal of Westminster Community Charter School be accepted.

2011 – 043 APPROVAL OF PRINCIPAL. Resolved: That Dr. Ayinde Rudolph be appointed as the Principal of the Westminster Community Charter School

2012 – 044 APPROVAL OF AUTHORITY FOR THE PRINCIPAL. Resolved: That the Principal of Westminster Community Charter School be authorized to approve expenditures for the school up to \$500.

2012 – 045 WCCS APPOINTMENT. Resolved: That Ezra Staley be appointed as a Financial Officer of Westminster Community Charter School. As a Financial Officer, he is required to verify the appropriateness of payments and counter-sign checks for the school's General Operating Checking Account. Also, in the absence of the Treasurer, a Financial Officer is authorized to make deposits into the school's General Operating Checking Account and the School Activity Fund account. The Financial Officer will serve at the pleasure of the Board.

2012 – 046 CONTRACT WITH ERIE 1 BOCES FOR PBIS. Resolved: That the contract with Erie 1 BOCES to provide the Positive Behavioral Interventions and Supports (PBIS) Universal Package (Tier 1) at Westminster Community Charter School during the 2012-13 school year be approved. The estimated cost is \$10,000, not to exceed \$12,000 with \$5,806 of the cost being paid with RTTT funds.

2012 – 047 CONTRACT WITH SYNERGY GLOBAL SOLUTIONS. Resolved: That the contract with Synergy Global Solutions to provide computer maintenance and technology services during the 2011-12 school year be approved. The estimated cost is \$16,000, not to exceed \$18,000.

2012 – 048 SCHEDULE MOU WITH BUFFALO TEACHERS FEDERATION. Resolved: That the memorandum of understanding with the Buffalo Teachers Federation regarding scheduling changes at Westminster Community Charter School in 2011-12 and 2012-13 be approved.

**WESTMINSTER COMMUNITY CHARTER SCHOOL  
BOARD OF TRUSTEES  
OCTOBER 17, 2012 MINUTES**

2012 – 049 INSTALLATION OF WIRELESS SYSTEM. Resolved: That the installation of a wireless system at Westminster Community Charter School during the 2012-13 school year be approved. The estimated cost is \$35,000, not to exceed \$45,000. If possible, the hardware allocation that WCCS receives from Buffalo Public Schools will be used to pay for part of the cost of this system (approximately \$11,000).

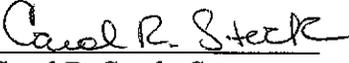
2012 – 050 APPROVAL OF EXPENDITURES OVER \$25,000. Resolved: That the following expenditures over \$25,000 be approved:

- Blue Cross Blue Shield –\$54,000 (Estimated November Invoice)

9) **The next meeting** is scheduled for Wednesday, November 7, 2012 at 3:00 p.m.

There being no further business to come before the Trustees, on motion duly made, seconded and unanimously carried, the meeting was adjourned at 4:13 p.m.

Respectfully submitted,

  
Carol R. Steck, Secretary

**WESTMINSTER COMMUNITY CHARTER SCHOOL  
BOARD OF TRUSTEES  
NOVEMBER 7, 2012 MINUTES**

In attendance at the Board meeting were:

Terenda Brown;  
Rene Brown-Baugh;  
Mark J. Czarnecki;  
Yvonne S. Minor-Ragan;  
Robert G. Wilmers

constituting a majority of the Board of Trustees and a quorum.

- 1) Mr. Czarnecki called the meeting to order at 2:58 p.m.
- 2) The October 17, 2012 minutes were approved as amended.
- 3) Public Comment Period
- 4) Summer School Program – Mr. Johnson presented information on the 2012 Summer Program and areas that need to be evaluated for the 2013 program. The Board suggested that Mr. Johnson put together his recommendations for the 2013 Summer Program and present them to the Board at a future meeting.
- 5) Principal's Report
  - a. Dr. Rudolph discussed progress on the first wave of the overview plan which involves streamlining processes such as ordering supplies, reporting of staff absences, and the hiring process.
  - b. Intervention plans for math and reading have been developed based on existing data:

**Intervention plan - Math**

**Grades 1 to 4** – Ipads (drilling to improve basic facts). Pulling 10 to 15 students to use Math Blaze flash cards. Small lessons on Monday. Program will be every day for 10 weeks.

**Grades 5 & 6** – Khan Academy (Gaps starting with addition/subtraction) Pulling 15-20 kids. Will work on Khan academy for 10 weeks and use quarterly assessment to determine extension.

**Grades 7 & 8** – Study island. 5 weeks mastering the content at an 80% mastery. Lowest 10 will be pulled for Catama lab.

**Intervention plan - Reading**

**Kindergarten** - Use iPads to work with kids on letter and word fluency.

**Grades 1 to 2** – Lowest 8 students in reading recovery; 13-20 weeks to get child back on grade level. LLI (Level Literacy Intervention) for groups of 5 students, 30 minutes every day for 10 weeks.

**Grades 3 to 4** - LLI (Level Literacy Intervention) for groups of 5 students, 30 minutes everyday for 10 weeks.

**Grade 5** - LLI (Level Literacy Intervention) Group 1: Group of 5 students, 30 minutes every day for 10 weeks. Group 2: 1 group of 5 meets 4 days out of 6 for 30 minutes.

**WESTMINSTER COMMUNITY CHARTER SCHOOL  
BOARD OF TRUSTEES  
NOVEMBER 7, 2012 MINUTES**

**Grade 6** - Serravallo kits are used every day from 2:45-3:30 p.m.

**After school for Grades 3, 5, 7, & 8** (2:45 - 3:45 p.m.) – Monday: Math puzzles; Tuesday: Thinking puzzles; Wednesday: ELA test sophistication; Thursday: Word study; and Friday: Math test sophistication.

- c. Gap Analysis data was presented for ELA and Math. This data is being used to identify areas in need of improvement and to develop a coaching plan to address these areas.
  - d. The School Quality Review is scheduled to take place this month.
- 6) **Special Education** – Dr. Rudolph presented an overview of the Special Education program.
- 7) **Attendance Report** – Ms. Steck presented attendance information including a report showing that students with disabilities are averaging a 95% attendance rate. Dr. Rudolph said that an attendance log is being used to track contacts to parents about students who are absent.
- 8) **Lumsden & McCormick Audit Report** – Mr. Chamberlain reviewed the report from Lumsden & McCormick on the 2011-12 audit of WCCS. The audit was unqualified.
- 9) **Financial Update** – Mr. Chamberlain reviewed the following financial reports: year to date actuals compared to the budget, the summary financial statement, and the summary balance sheet.
- 10) After thorough discussion and upon motion duly made and seconded, the following resolutions were unanimously adopted by the Board of Trustees:

2012 – 051 REIMBURSEMENT OF M&T BANK CONTRIBUTIONS FOR SERVICES RENDERED TO WESTMINSTER. Resolved: That pursuant to the terms of the Business Services Agreement, effective July 1, 2009, between M&T Bank (“M&T”) and Westminster Community Charter School (“WCCS”), it is hereby determined by the Board of Trustees that WCCS shall pay to M&T the amount of \$491,256 out of its aggregate accumulated cash operating surplus as reimbursement of M&T’s contributions and the value of the in-kind services provided during the 2011-12 school year; provided, that it is the Board of Trustees’ understanding that M&T intends on contributing these funds to the Westminster Foundation for future educational purposes related directly or indirectly to WCCS or as designated within the purposes outlined in the Certificate of Incorporation of the Westminster Foundation.

2012 – 052 CONTRACT WITH ERIE 1 BOCES FOR AN UPDATED SQL COPY OF ESCHOOLDATA DATABASE. Resolved: That the contract with Erie 1 BOCES to provide an updated SQL copy of the eSchoolData database to Westminster Community Charter School through an automated nightly process be approved. The estimated cost is \$2,500 the first year, not to exceed \$3,000 and \$2,000 per year starting in 2013-14 for annual maintenance, not to exceed \$3,000.

**WESTMINSTER COMMUNITY CHARTER SCHOOL  
BOARD OF TRUSTEES  
NOVEMBER 7, 2012 MINUTES**

2012 – 053      **CONTRACT WITH CAMBRIDGE EDUCATION FOR A SCHOOL QUALITY REVIEW.** Resolved: That the contract with Cambridge Education to conduct a School Quality Review (SQR) at Westminster Community Charter School be approved. The estimated cost is \$9,500, not to exceed \$10,500.

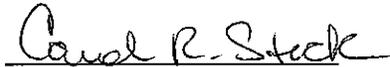
2012 – 054      **APPROVAL OF EXPENDITURES OVER \$25,000.** Resolved: That the following expenditures over \$25,000 be approved:

- Blue Cross Blue Shield –\$54,000 (Estimated December Invoice)
- YMCA Summer Program - \$68,551
- R.W. Dake & Co., Inc. (facilities work) - \$41,114
- Advantage Sport & Fitness (PEP Grant equipment - \$36,324

11) **The next meeting** is scheduled for Wednesday, December 19, 2012 at 2:00 p.m.

There being no further business to come before the Trustees, on motion duly made, seconded and unanimously carried, the meeting was adjourned at 4:24 p.m.

Respectfully submitted,

  
Carol R. Steck, Secretary

**WESTMINSTER COMMUNITY CHARTER SCHOOL  
BOARD OF TRUSTEES  
DECEMBER 19, 2012 MINUTES**

In attendance at the Board meeting were:

Ronald Banks;  
Rene Brown-Baugh;  
Rita Eisenbeis;  
Robert G. Wilmers

constituting a majority of the Board of Trustees and a quorum.

- 1) Mr. Banks called the meeting to order at 2:00 p.m.
- 2) The November 7, 2012 minutes were approved.
- 3) Public Comment Period

**Principal's Report**

- 4) **School Quality Review (SQR)** – The SQR summary highlighted positive areas and noted that the recently appointed principal and administration have quickly formed a cohesive team who are developing a common understanding of the school's strengths and areas for improvement. Recommendations included the development of a school-wide vision and suggestions for improving the quality of teaching and learning.
- 5) **WCCS Credo / Vision / Mission / Core Values** – Based on feedback from the SQR, the administrative team developed new Credo, Vision, Mission, and Core Values statements that will be shared with all staff.
- 6) **School Improvement Plan** – The administrative team created a School Development and Improvement Plan (SDIP) which will develop into a collaborative process to analyze, discuss and understand the school's current context, and to make plans to develop and improve student learning.
- 7) **Professional Development Plan** – The 2012-13 Professional Development plan is designed to:
  - a. Improve understanding of Common Core Curricula
  - b. Develop a lesson plan format that identifies learning outcomes, effective openings etc.
  - c. Improve the fidelity in the way that teachers implement the Teachers College Reading and Writing program
  - d. Improve the quality of teaching
  - e. Develop administrators as instructional leaders
  - f. Improve organizational / management / communication skills of support staff
  - g. Develop instructional coaches as secondary instructional leaders

**WESTMINSTER COMMUNITY CHARTER SCHOOL  
BOARD OF TRUSTEES  
DECEMBER 19, 2012 MINUTES**

- 8) **New Schedule** – The schedule has been reformatted to improve the coordination of instruction.
- 9) **Curriculum** – A schedule of Humanities Units for each grade has been developed. Common Core Curriculum Maps are being used to provide teachers with additional resources and support for instruction.
- 10) **iPad Initiative** – iPads are being used to differentiate instruction and engage students. In Kindergarten, students use iPads to work on letters, words and writing letters. Students in grades 3 to 5 are working on math facts. They are also being used in the lower grades for remediation. The Kindergarten teacher reports that students are now picking up words faster and are using skills that have yet to be taught.
- 11) **Project Inception** – The administrative team has created a plan to develop the use of technology at WCCS in order to create a 21<sup>st</sup> Learning Environment.
- 12) **After-School Program** – A Coordinator has been hired to oversee the After-School Program.
- 13) **WCCS School Security Plan** – The Board discussed sections of the WCCS Health and Safety Plan related to securing the building because of an immediate threat. Dr. Rudolph reviewed a new dismissal procedure to improve safety and said that a letter is being sent to parents about limiting parent access to the building to ensure the safety of students. This information is also being distributed to parents via a phone tree. The Board asked Dr. Rudolph to review the Health and Safety Plan and present his recommendations for any changes at the next Board meeting.
- 14) **Financial Update** – Ms. Steck reviewed the following financial reports: year to date actuals compared to the budget, the summary financial statement, and the summary balance sheet.
- 15) After thorough discussion and upon motion duly made and seconded, the following resolutions were unanimously adopted by the Board of Trustees:
  - 2012 – 055      **PROFESSIONAL DEVELOPMENT PLAN.** Resolved: That the Westminster Community Charter School 2012-13 Professional Development Plan be approved.
  - 2012 – 056      **CONTRACT WITH THE READING AND WRITING PROJECT NETWORK.** Resolved: That the contract with the Reading and Writing Project for staff development services at Westminster Community Charter School for the 2012-13 school year be approved. The estimated cost for these services is \$61,700, not to exceed \$65,000.
  - 2012 – 057      **CONTRACT WITH HIGHLAND MASONRY.** Resolved: That the contract with Highland Masonry to complete chimney and brick repointing work

**WESTMINSTER COMMUNITY CHARTER SCHOOL  
BOARD OF TRUSTEES  
DECEMBER 19, 2012 MINUTES**

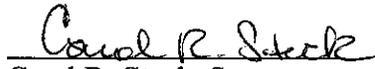
at Westminster Community Charter School be approved. The estimated cost for these services is \$130,000, not to exceed \$135,000.

2012 – 058      TECHNOLOGY CONTRACT WITH ERIE I BOCES AND WNYRIC. Resolved: That the contract for technology services with Erie I BOCES and WNYRIC for the 2012-13 school year be approved. The estimated cost for these services is \$20,500 not to exceed \$25,000.

16) **The next meeting** is scheduled for Wednesday, January 16, 2013 at 3:00 p.m.

There being no further business to come before the Trustees, on motion duly made, seconded and unanimously carried, the meeting was adjourned at 3:05 p.m.

Respectfully submitted,

  
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Carol R. Steck, Secretary

**WESTMINSTER COMMUNITY CHARTER SCHOOL  
BOARD OF TRUSTEES  
JANUARY 13, 2013 MINUTES**

In attendance at the Board meeting were:

Terenda Brown;  
Rene Brown-Baugh;  
Mark J. Czarnecki;  
Rita Eisenbeis;  
Yvonne S. Minor-Ragan;  
Robert G. Wilmers

constituting a majority of the Board of Trustees and a quorum.

- 1) Mr. Czarnecki called the meeting to order at 3:00 p.m.
- 2) The December 19, 2012 minutes were approved.
- 3) Public Comment Period
- 4) **Principal's Report** – Dr. Rudolph discussed an assessment that was done on the WCCS security protocols. Strengths of the WCCS security program include:
  - Awareness of all parties of need to have a secure environment
  - BPS Superintendent has sent representatives to assess school
  - Board concern about safety
  - Staff members who have asked to participate in updating of plan
  - Newly installed cameras
  - Ability to control who enters building
  - Student body that does not open doors during the day
  - Location of police station

Areas of concern include:

- Relaxed policies for allowing visitors
- Little to no use of visitor passes
- Antiquated system for signing students / visitors in
- Buzzing staff and visitors in without questioning purpose of visit
- Students and staff do not alert front office of visitors without badges
- Use of multiple entrances for arrival and dismissal
- Safety duty posts are adhered to in a lackadaisical fashion
- Inability to lock classrooms doors and retreat to the inside

Opportunities for improvement being researched include:

- Updating systems, such as a digital check in system
- Establishing a relationship with the local Buffalo Police Department office
- Obtaining staff buy-in by having them help to develop the systems
- Training for staff and students
- Developing ways to get more parent volunteers

**WESTMINSTER COMMUNITY CHARTER SCHOOL  
BOARD OF TRUSTEES  
JANUARY 13, 2013 MINUTES**

- Continuing to update the building with the latest technology
  
- 5) **Attendance Update** – Ms. Steck presented the Attendance Reports for December. The percentage of students in attendance each day averaged 92% for the month of December. The Chronic Absentee report showed that 92 students have been absent 10% or more of the school days since the first day of school. Mr. Wilmers requested a report for the next Board Meeting showing that the number of days absent for the Attendance summary equals number of days absent on the Chronic Absentee Report. Dr. Rudolph said that WCCS staff members are holding monthly meetings to address chronic absenteeism and student incentives are being used to encourage good attendance.
  
- 6) **Financial Update** – Ms. Steck reviewed the following financial reports: year to date actuals compared to the budget, the summary financial statement, and the summary balance sheet.
  
- 7) **Grants Update** – Ms. Steck reported that an E-rate application was submitted for technology equipment worth about \$170,000. WCCS was also included in a 21<sup>st</sup> Century Grant submitted by the Buffalo Promise Neighborhood. If this grant is approved, WCCS will receive \$193,823 for the after-school program. The second year of funding for the PEP grant (\$153,706) and the Title IA (\$317,709) and Title IIA (\$31,390) grants were all approved for the 2012-13 school year.
  
- 8) After thorough discussion and upon motion duly made and seconded, the following resolutions were unanimously adopted by the Board of Trustees:

2013 – 001        CONTRACT WITH GARBER CONSULTING GROUP.  
Resolved: That the contract with Garber Consulting Group LLC to provide services from January 1, 2013 to June 30, 2013 for the 2013-14 e-rate application be approved. The estimated cost is \$4,000, not to exceed \$4,500.

2013 – 002        CONTRACT WITH ABSOLUTE SOUND. Resolved: That the contract with Absolute Sound to provide sound system services on December 21, 2012 be approved. The estimated cost is \$350, not to exceed \$400.

2013 – 003        ENGAGEMENT LETTER WITH LUMSDEN & MCCORMICK.  
Resolved: That the engagement letter with Lumsden & McCormick to provide audit services for the year ended June 30, 2012 be approved. The estimated cost is \$16,000, not to exceed \$17,000.

2013 – 004        REVISION TO THE WESTMINSTER COMMUNITY CHARTER SCHOOL CALENDAR. Resolved: That the 2012-13 calendar for Westminster Community Charter School be revised to change January 16, Feb 14, and March 27 to early release days in order to provide professional development that will help teachers make the instructional shifts that the common core requires.

**WESTMINSTER COMMUNITY CHARTER SCHOOL  
BOARD OF TRUSTEES  
JANUARY 13, 2013 MINUTES**

2013 – 005      APPROVAL OF EXPENDITURES OVER \$25,000. Resolved:  
That the following expenditures over \$25,000 be approved:

- Blue Cross Blue Shield –\$54,000 (Estimated February Invoice)
- New York State & Local Retirement System - \$45,156
- Buffalo Board of Education – 2011-12 Maintenance Charges - \$260,400

2013 – 006      EMERGENCY CONDITIONAL CLEARANCE. Resolved: That  
the employees on the attached list be granted emergency conditional clearance to  
work at the Westminster Community Charter School pending NYSED fingerprint  
clearance.

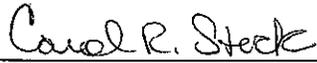
- 9) **Other Business** – Ms. Eisenbeis asked about the iPad program and Dr. Rudolph said  
students continue to benefit from using these devices. Additional iPads are being  
purchased using the hardware allocation from Buffalo. He has also been in touch  
with a school in Canada that incorporates iPads into their Balanced Literacy program  
and he is hoping they will be able to share some additional strategies for using the  
iPads.

Dr. Rudolph would like to do some additional promotion of WCCS in the  
community in order to increase enrollment for the 2013-14 school year. The Board  
agreed that this would be beneficial and Ms. Eisenbeis suggested that some  
advertising could be done on WBLK radio station.

- 10) **The next meeting** is scheduled for Wednesday, February 20, 2013 at 3:00 p.m.

There being no further business to come before the Trustees, on motion duly made,  
seconded and unanimously carried, the meeting was adjourned at 4:00 p.m.

Respectfully submitted,

  
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Carol R. Steck, Secretary

**WESTMINSTER COMMUNITY CHARTER SCHOOL  
BOARD OF TRUSTEES  
FEBRUARY 20, 2013 MINUTES**

In attendance at the Board meeting were:

Ronald E. Banks;  
Terenda Brown;  
Yvonne S. Minor-Ragan;  
Robert G. Wilmers

constituting a majority of the Board of Trustees and a quorum.

- 1) Mr. Banks called the meeting to order at 3:07 p.m.
- 2) The January 16, 2013 minutes were approved.
- 3) Public Comment Period
- 4) **Principal's Report** – Dr. Rudolph discussed the following items:  
Staff recognition:
  - a. Recent items for recognition:
    - Quill Pen – Insatiable
      - Mr. Feldman, Mr. Sepe, Mrs. Dytche, Mrs. Roe, Mrs. Wisniewski
    - Smiley face pail – Willing to play in the sandbox
      - Mr. Oakes, Mr. Wodarczak
    - Jelly Bean gumball machine – Travel to where the sidewalk ends...
      - Mrs. Lorentz, Mrs. Moon, Mrs. Kolb
    - Model of a bridge – Prepared to fail
      - Ms. Chamberlain, Mrs. Johnson, Ms. Nelson, Ms. Meterko, Mrs. Miller
  - b. Other items to continue to promote the core values:
    - Caught you doing something right gift cards
    - Personal notes to staff
    - Personal notes to staff parents / significant others
  - c. Items in discussion:
    - Staff appreciate events:
      - Possible cookout (admin cooking for staff)
      - Car wash for teachers (admin, possibly parents).
      - End of year dinner for staff

Pending changes:

- a. Teacher mentor programs
- b. Staff orientation with certain days led by teachers
- c. New teacher orientation
- d. Leadership retreat and professional development

**WESTMINSTER COMMUNITY CHARTER SCHOOL  
BOARD OF TRUSTEES  
FEBRUARY 20, 2013 MINUTES**

Other ideas being explored are:

- a. Community service projects
- b. Team building activities (flag football, soccer, basketball etc...)
- c. End of year staff talent show
- d. WCCS cookbook
- e. Wellness program

Reading Data – Student reading data for each teacher with a projected proficiency rate. The Board requested that this data be updated with actual proficiency results when that information is available. It was also recommended that quantified observation ratings be added to this data.

Open Houses to Recruit Students for 2013-14

- a. Open Houses planned for:
  - Saturday, March 9, 2013,
  - Wednesday, March 13, 2013
  - Tuesday, March 26, 2013
- b. Promotion through direct mail and advertising
- c. Schedule
  - Video and Presentation Auditorium
  - Explain admissions process and hand out applications
  - Guided tour of the school
  - Refreshments and informal meeting with staff, parents and students in the dining hall
  - Hand out promotional items; collect applications as people leave

Digital Sign-In System for Visitors

- a. Considering 3 systems: Lobbyguard (\$10,000); Complete Campus Security Solution (\$2,500); and Point Guard Security (\$2,500)
- b. Features
  - Tracks all visitors – self check-in
  - Can be used to track employees and students
  - Web-cam takes a photo of all visitors
  - Scans a copy of the driver's license for verification
  - Stores a visitor's signature for verification
  - Prints visitor badges
- c. After reviewing the features of each system, the Board recommended that the Lobbyguard system be purchased.

- 5) **Attendance Update** – Ms. Steck presented the Attendance Reports for December. The percentage of students in attendance each day averaged 92% for the month of January. As requested by Mr. Wilmers at the January board meeting, Ms. Steck presented a January Chronic Absentee report that showed the number of days absent equaled the number of days absent on the January Attendance summary.

**WESTMINSTER COMMUNITY CHARTER SCHOOL  
BOARD OF TRUSTEES  
FEBRUARY 20, 2013 MINUTES**

- 6) **Financial Update** – Ms. Steck reviewed the following financial reports: year to date actuals compared to the budget, the summary financial statement, and the summary balance sheet.
- 7) **Annual Conflicts of Interest Renewal** – Ms. Steck reviewed the conflicts of interest policy information and the annual statements were distributed to Board members for completion.
- 8) After thorough discussion and upon motion duly made and seconded, the following resolutions were unanimously adopted by the Board of Trustees:

2013 – 007      APPROVAL OF EXPENDITURES OVER \$25,000. Resolved:  
That the following expenditures over \$25,000 be approved:

- Blue Cross Blue Shield –\$54,000 (Estimated March Invoice)
- Replacement of Classroom Door Locks - Estimated \$25,725

2013 – 008      EMERGENCY CONDITIONAL CLEARANCE. Resolved: That  
the employees on the attached list be granted emergency conditional clearance to  
work at the Westminster Community Charter School pending NYSED fingerprint  
clearance.

- 9) **The next meeting** is scheduled for Wednesday, March 20, 2013 at 3:00 p.m.

There being no further business to come before the Trustees, on motion duly made,  
seconded and unanimously carried, the meeting was adjourned at 4:24 p.m.

Respectfully submitted,

  
\_\_\_\_\_  
Carol R. Steck, Secretary

**WESTMINSTER COMMUNITY CHARTER SCHOOL  
BOARD OF TRUSTEES  
MARCH 13, 2013 MINUTES**

**Meeting Canceled**

**WESTMINSTER COMMUNITY CHARTER SCHOOL  
BOARD OF TRUSTEES  
APRIL 17, 2013 MINUTES**

In attendance at the Board meeting were:

Terenda Brown;  
Rene Brown-Baugh;  
Mark J. Czarnecki;  
Rita Eisenbeis;  
Yvonne S. Minor-Ragan;  
Robert G. Wilmers

constituting a majority of the Board of Trustees and a quorum.

- 1) Mr. Czarnecki called the meeting to order at 3:13 p.m.
- 2) The February 20, 2013 minutes were approved.
- 3) Public Comment Period
- 4) **Principal's Report** – Dr. Rudolph discussed the following items:
  - a. **WCCS Change Initiative Update**
    - School Quality Review (SQR)
    - Assessment of staff, equipment, curriculum
    - Changes in staff placement (minor), curriculum (major)
    - Pilot of various technologies (iPad pilot)
    - Increased data analytics
    - Professional development
  - b. Reading Data showing growth rates and projected proficiency rates
  - c. Proposed sample teacher schedules for the 2013-14 school year
  - d. The high school destination report for graduating 8<sup>th</sup> graders
- 5) **Code of Conduct and DASA Policy** – Ms. Harris presented the Code of Conduct and the Dignity for All Students Act (DASA) policy.
- 6) **Attendance Update** – Ms. Steck presented the Attendance Reports for February and March. The percentage of students in attendance each day averaged 93% for the month of February and 92% for the month of March.
- 7) **Financial Update** – Ms. Steck reviewed the following financial reports: year to date actuals compared to the budget, the summary financial statement, and the summary balance sheet.

**WESTMINSTER COMMUNITY CHARTER SCHOOL  
BOARD OF TRUSTEES  
APRIL 17, 2013 MINUTES**

- 8) After thorough discussion and upon motion duly made and seconded, the following resolutions were unanimously adopted by the Board of Trustees:

2013 – 009 REVISION TO THE WESTMINSTER COMMUNITY CHARTER SCHOOL CALENDAR. Resolved: That the 2012-13 calendar for Westminster Community Charter School be revised as follows:

<b>WCCS Calendar Changes</b>		
<b>Date</b>	<b>Original</b>	<b>Changed</b>
4/22/2013	Early Release	Full Day
4/23/2013	Supt. Conf. Day	Full Day
4/29/2013	Full Day	Early Release
4/30/2013	Full Day	Supt. Conf. Day
5/1/2013	Early Release	Full Day
5/2/2013	Supt. Conf. Day	Full Day
5/6/2013	Full Day	Early Release
5/7/2013	Full Day	Supt. Conf. Day
<b>Full Days</b>	4	4
<b>Early Release</b>	2	2
<b>Supt. Conf. Day</b>	2	2

2013 – 010 APPROVAL OF THE MISSION. Resolved: That the Mission of the Westminster Community Charter School be approved.

2013 – 011 APPROVAL OF EXPENDITURES OVER \$25,000. Resolved: That the following expenditures over \$25,000 be approved:

- Blue Cross Blue Shield –\$56,569 (March Invoice)
- Blue Cross Blue Shield –\$57,000 (Estimated April Invoice)

2013 – 012 EMERGENCY CONDITIONAL CLEARANCE. Resolved: That the employees on the attached list be granted emergency conditional clearance to work at the Westminster Community Charter School pending NYSED fingerprint clearance.

2013 – 013 APPROVAL OF THE CODE OF CONDUCT AND DASA POLICY. Resolved: That the Code of Conduct and the Dignity for All Students Act Policy for Westminster Community Charter School be approved.

- 9) **The next meeting** is scheduled for Wednesday, May 15, 2013 at 3:00 p.m.

There being no further business to come before the Trustees, on motion duly made, seconded and unanimously carried, the meeting was adjourned at 4:37 p.m.

Respectfully submitted,



Carol R. Steck, Secretary

**WESTMINSTER COMMUNITY CHARTER SCHOOL  
BOARD OF TRUSTEES  
MAY 15, 2013 MINUTES**

In attendance at the Board meeting were:

Ronald E. Banks;  
Terenda Brown;  
Rene Brown-Baugh;  
Mark J. Czarnecki;  
Rita Eisenbeis;  
Yvonne S. Minor-Ragan;  
Robert G. Wilmers

constituting a majority of the Board of Trustees and a quorum.

- 1) Mr. Czarnecki called the meeting to order at 3:02 p.m.
- 2) The April 17, 2013 minutes were approved.
- 3) Public Comment Period
- 4) **Principal's Report** – Dr. Rudolph discussed the following items:
  - a. Staffing Changes for 2013-14
    - Special Education Program will be internalized so Buffalo Public Schools (BPS) will no longer be providing the staff or services for students with disabilities.
    - Coaches will be increased from 2 to 3
    - AIS teachers will be reduced from 7 to 2 (both reading)
    - Special Teachers will be reduced from 10 to 8
    - Guidance Counselors will be increased from 1 to 2
    - Classroom Teachers will be increased from 27 to 28
    - Special Education Teachers will be reduced from 6 to 4 or 5
    - Teacher Aides will be reduced from 8 to 3
    - 3 Student Advocates will be hired who will each be responsible for working with 20-30 students
    - An additional Assistant Principal will be hired who also has Special Education experience to oversee the program.
  - b. The summer program will be offered to all students and will be operated by the Boys and Girls Club. Parents will be asked to pay \$25 per child for the program. The program will include academic activities with a science theme and recreational activities. It will be supplemented by remediation programs provided by WCCS teachers. The hours will be 8 a.m. to 4 p.m. and breakfast, lunch and a snack will be provided. We are also planning to work with the Boys and Girls Club for the after-school program next year.
  - c. iPad Program – Next year iPads will available to all students in grades 3-8. The iPads will be purchased through a 3-year lease program with the option to buy them for \$1 at

1. 4. 16

**WESTMINSTER COMMUNITY CHARTER SCHOOL  
BOARD OF TRUSTEES  
MAY 15, 2013 MINUTES**

the end of the lease or to sell them in order to purchase new equipment. Students will not be allowed to take the iPads home and security/tracking software will be installed on the iPads.

d. Upcoming Events:

- The annual BPS audit - May 20<sup>th</sup> and 21<sup>st</sup>
- *The Little Mermaid* School Play – May 17<sup>th</sup> and 18<sup>th</sup>
- NYS Science Exams – June 3<sup>rd</sup>

e. There was some discussion about discontinuing the professional development provided by Columbia Teachers College Reading and Writing Program next year. Dr. Rudolph said that this approach will still be used, but it will be supplemented with additional programs that align with the Common Core standards and meet the needs of the students. At the June Board meeting, Dr. Rudolph will present information on the Reading Program for the 2013-14 school year.

- 5) **Charter Renewal Application** – A draft copy of the charter renewal application was given to Board members for their review.
- 6) **2013-14 Budget** – Ms. Steck presented the proposed budget for the 2012-13 school year.
- 7) **Attendance Update** – Ms. Steck presented the Attendance Reports for April. The percentage of students in attendance each day averaged 93%. The Chronic Absentee report showed that 113 students have been absent 10% or more since the beginning of the school year. Dr. Rudolph said that the Student Advocates who will be hired next year will work with the students who have chronic absenteeism.
- 8) **Financial Update** – Ms. Steck reviewed the following financial reports: year to date actuals compared to the budget, the summary financial statement, and the summary balance sheet.
- 9) After thorough discussion and upon motion duly made and seconded, the following resolutions were unanimously adopted by the Board of Trustees:

2013 – 014      APPROVAL OF 2013-14 BUDGET. Resolved: That the proposed Westminster Community Charter School Budget for Fiscal Year 2013-14 be approved.

2013 – 015      CONTRACT WITH THE BUFFALO HEARING AND SPEECH CENTER. Resolved: That the contract with the Buffalo Hearing and Speech Center (BHSC) to provide speech services to students at Westminster Community Charter School for the 2013-14 school year be approved. The estimated cost for these services is \$31,000, depending on the level of services that need to be provided.

2013 – 016      CONTRACT WITH THE BOYS AND GIRLS CLUB. Resolved: That a contract with the Boys and Girls Club to provide a summer program for students at

**WESTMINSTER COMMUNITY CHARTER SCHOOL  
BOARD OF TRUSTEES  
MAY 15, 2013 MINUTES**

Westminster Community Charter School in 2013 be approved. The estimated cost to provide this program for 550 students is \$289,140.

2013 – 017      APPROVAL TO PURCHASE APPLE IPADS AND EQUIPMENT FOR 2013-14. Resolved: That the proposed purchase of 320 iPads and supporting equipment for the 2013-14 school year be approved. The estimated cost for the equipment is \$242,625.45 and WCCS will finance the purchase over 3 years for \$84,757.71 per year.

2013 – 018      CONTRACT WITH INDIGO PRODUCTIONS. Resolved: That the contract with Indigo Productions to rent production equipment for the 2013 school play be approved. The cost to rent the equipment is \$1,257.50.

2013 – 019      REVISION TO THE WESTMINSTER COMMUNITY CHARTER SCHOOL CALENDAR. Resolved: That the 2012-13 calendar for Westminster Community Charter School be revised to change June 18-21, 2013 to planning and professional development days for staff. Students will not be in attendance.

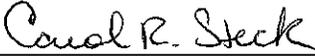
2013 – 020      APPROVAL OF EXPENDITURES OVER \$25,000. Resolved: That the following expenditures over \$25,000 be approved:

- Blue Cross Blue Shield –\$56,565.78 (May Invoice)
- Blue Cross Blue Shield –\$57,000 (Estimated June Invoice)

10) **The next meeting** is scheduled for Wednesday, June 19, 2013 at 3:00 p.m.

There being no further business to come before the Trustees, on motion duly made, seconded and unanimously carried, the meeting was adjourned at 4:18 p.m.

Respectfully submitted,

  
\_\_\_\_\_  
Carol R. Steck, Secretary

**WESTMINSTER COMMUNITY CHARTER SCHOOL  
BOARD OF TRUSTEES  
JUNE 19, 2013 MINUTES**

**Minutes Not Approved By Board of Trustees as of 8/1/13**

## **Appendix H: Enrollment and Retention Efforts**

### **Required of ALL charter schools**

#### **UPLOAD DOCUMENTATION – No form provided**

Describe the efforts the charter school has utilized in 2012-2013 and a plan for efforts to be taken in 2013-2014 to attract and retain a greater enrollment of students with disabilities, English language learners, and students who are eligible for free and reduced priced lunch.

In 2012-13, Westminster Community Charter School utilized a variety of methods to attract and retain a greater enrollment of students with disabilities, English language learners, and students who are eligible for free and reduced price lunch program. These methods have also been used for the 2013-14 school year. Formal recruitment of incoming students including those with disabilities and students with limited English proficiency begins around January of each year. WCCS begins advertising open registration and families, if they choose, meet with staff and review the expectations of the School. Interested families submit applications through April 1st, (or the following school day in the event the 1st is a non-school day), after which students are accepted. If the number of applicants to WCCS exceeds capacity, a random selection process is used to assign spaces as described below. This lottery is held after April 1<sup>st</sup> annually and students are notified shortly thereafter.

Advertisements include:

- All printed materials, where applicable, (e.g. flyers, notices, brochures, applications, website) and advertisements (e.g. newspaper ads, posters) clearly indicate that enrollment is open without regard to ethnicity, national origin, gender, disability and/or limited English proficiency and are printed in both English and Spanish;
- Advertisements for applications for enrollment to WCCS are in community newspapers;
- Advertisements for applications for enrollment to WCCS are placed in local community centers and churches;
- School personnel are made available, as needed, to present at local community centers and churches for information and answering questions;
- Open Houses are held at Westminster Community Charter School;
- Flyers are distributed to neighborhood homes by means of a direct mail campaign;
- Notices are sent to existing parents;
- Advertising is done about our Nutritionist and the information sessions that she holds that are open to the community;
- Recruitment advertisements are aired on local radio stations and will be in both English and Spanish beginning in 2013-14.



**Westminster**  
COMMUNITY  
CHARTER SCHOOL

## Charter School Enrollment Application 2013 – 2014 School Year

Please complete a separate application for each student applying to this school. Also, please be sure to complete *both sides* of this application.

<b>Name of Charter School:</b>	Westminster Community Charter School
<b>School Contact Information:</b>	24 Westminster Avenue Buffalo, New York 14215 (716) 816-3450 or (716) 842-5957
<b>Application Deadline:</b>	April 1, 2013
<b>Lottery Date and Location (if known):</b>	April 8, 2013 Westminster CCS
<b>Directions for Submission of Applications:</b>	<b>Mail all applications to:</b> Westminster Community Charter School Attn: Sarah Worix P.O. Box 3352 Buffalo, NY 14240

**Applicant Student Information:**

1.* Name (First, Last):	
2.* Date of Birth (MM/DD/YYYY):	
3.* Gender (circle one):	Male / Female
4.* Home Address (street address, city, state, zip code):	
5.* School District:	
6.* Grade Applying for:	
7.* Does the applicant student have a sibling(s) who is currently enrolled in this charter school? (circle one). If yes, list at least one sibling's name, current grade and date of birth.	Yes / No



**Buffalo Promise**  
NEIGHBORHOOD



Westminster  
COMMUNITY  
CHARTER SCHOOL

## Charter School Enrollment Application 2013 – 2014 School Year

**Parent/Guardian Information:**

1.* Name (First, Last):	
2.* Relationship to Student:	
3. Home Address: (street address, city, state, zip code)	
4. * Phone Number(s), if available:	
5. Email Address:	

*\* The items marked with an asterisk (\*) are the only items that may be required in order to apply to this charter school. Any items not marked by an (\*) are optional.*

Parent/Guardian Signature: \_\_\_\_\_ Date: \_\_\_\_\_

***Non-Discrimination Statement:*** *A charter school shall not discriminate against or limit the admission of any student on any unlawful basis, including on the basis of ethnicity, national origin, gender, disability, intellectual ability, measures of achievement or aptitude, athletic ability, race, creed, national origin, religion or ancestry. A school may not require any action by a student or family (such as an admissions test, interview, essay, attendance at an information session, etc.) in order for an applicant to either receive or submit an application for admission to that school.*

*\*The McKinney-Vento Act requires schools to enroll homeless children and youth immediately, even if they lack normally required documents, such as immunization records or proof of residence. The act ensures that homeless children and youth have transportation to and from their school of origin if it is in the child's or youth's best interest. Please contact Sarah Worix at 842-5957 for further information.*



**Buffalo Promise**  
NEIGHBORHOOD

## 2013-14 WCCS Enrollment Application.doc



**Westminster**  
COMMUNITY  
CHARTER SCHOOL

Por favor complete una solicitud por separado para cada estudiante que solicita a esta escuela. También, por favor asegúrese de completar **ambos lados** de esta solicitud.

<b>Nombre de la Escuela Charter:</b>	Westminster Community Charter School
<b>Escuela Información de contacto:</b>	24 Westminster Avenida Buffalo, Nueva York 14215 (716) 816-3450 o (716) 842-5957
<b>Fecha límite de inscripción:</b>	01 de abril 2013
<b>Fecha de la Lotería y ubicación (si se conoce):</b>	08 de abril 2013 Westminster CCS
<b>Modo de presentación de solicitudes:</b>	<b>Envíe por correo todas las solicitudes a:</b> Westminster Community Charter School A la atención de: Sarah Worix PO Box 3352 Buffalo, NY 14240

**Solicitante Información del estudiante:**

1 * Nombre (Nombre, Apellido):	
2 * Fecha de Nacimiento (MM / DD / AAAA):	
3 * Sexo (marque uno):	Hombre / Mujer
4 * Domicilio (calle, ciudad, estado, código postal):	
5 * Distrito Escolar:	
6 * Grado solicitando:	
7. * El estudiante solicitante tiene un hermano (s) que está inscrito actualmente en esta escuela charter? (Circule uno). En caso afirmativo, indique el nombre de al menos uno de los hermanos, el grado actual y fecha de nacimiento.	Sí / No

**Información del Padre / Tutor:**

. 1 * Nombre (Nombre, Apellido):	
. 2 * Relación con el estudiante:	
. 3 Dirección de la casa: (Dirección, ciudad, estado, código postal)	
. 4 * Número de teléfono (s), si existe:	
5. Dirección de correo electrónico:	

*\* Los artículos marcados con un asterisco (\*) son los únicos elementos que pueden ser necesarios para aplicar a esta escuela charter. Cualquier artículo que no estén marcadas con asterisco (\*) son opcionales.*

Firma del Padre / Guardián: \_\_\_\_\_ Fecha: \_\_\_\_\_

***Declaración de No Discriminación:*** Una escuela charter sha no ll discriminar o limitar la admisión de cualquier estudiante en cualquier forma ilegal, en particular sobre la base del origen étnico, origen nacional, sexo, discapacidad, capacidad intelectual, medidas de rendimiento o aptitud, habilidad atlética , raza, credo, origen nacional, religión o ascendencia. Una escuela no puede requerir acción alguna por un estudiante o de la familia (por ejemplo, una prueba de admisión, la entrevista, el ensayo, la asistencia a una sesión de información, etc) con el fin de que el solicitante recibir o presentar una solicitud de admisión a la escuela.

*\* La Ley McKinney-Vento requiere que las escuelas se inscriben los niños y jóvenes sin hogar inmediatamente, incluso si carecen normalmente de los documentos requeridos, tales como registros de vacunas o prueba de residencia. La ley asegura que los niños y jóvenes sin hogar tienen el transporte hacia y desde la escuela de origen si es en el niño o en el mejor interés de los jóvenes. Por favor, póngase en contacto con Sarah Worix al 842-5957 para mayor información.*



Westminster  
COMMUNITY CHARTER SCHOOL

*Experience the Westminster Difference*

- 
- Technology based academics
  - Unique health & wellness programs
  - Robust extracurricular enrichment

Limited Space Available: **Apply Today!**

### UPCOMING OPEN HOUSES

Saturday, March 16 1:00 – 3:00pm

Thursday, March 21 6:00 – 8:00pm

Tuesday, March 26 6:00 – 8:00pm

\*Attend an open house and enter to win a new iPad donated by  
Buffalo Promise Neighborhood

24 Westminster Avenue Buffalo, NY 14215 • 716-816-3450



**Westminster**  
COMMUNITY CHARTER SCHOOL

*Experimente la diferencia Westminster*

- 
- **Académicos basados en tecnología**
  - **Programas de salud y bienestar únicos**
  - **Enriquecimiento extracurricular robusta**
  - **Espacio Limitado: Aplique hoy!**

## CASAS ABIERTAS PROXIMAS

Sábado, 16 de marzo 1:00-15:00

Jueves, 21 de marzo 6:00-20:00

Martes, 26 de marzo 6:00-20:00

\* Asistir a una jornada de puertas abiertas y entrar para ganar un iPad donado por  
Buffalo Promise Neighborhood

24 Westminster Avenue Buffalo, NY 14215 • 716-816-3450

**WCCS Open House 30-second Script:**

Looking for a new and exciting educational opportunity for your child?

At Westminster Community Charter School, we provide students with technology based academics, unique health and wellness programs, and robust extracurricular opportunities.

Come experience **The Westminster Difference** at our upcoming open house this Saturday, March 16<sup>th</sup> at 1pm. Attendees can enter to win a new iPad donated by Buffalo Promise Neighborhood!

Again that's this Saturday, March 16<sup>th</sup> at Westminster Community Charter School – located at 24 Westminster Avenue in the City of Buffalo.

**WCCS Open House 30-Second Script for WBFO**

Support for WBFO is provided by our members and by Westminster Community Charter School – providing students with technology based academics, unique health and wellness programs and robust extracurricular opportunities.

Westminster Community Charter School will host an open house on Saturday, March 16th at 1pm. Westminster is located at 24 Westminster avenue in Buffalo. More information can be found on the web at [Westminster-c-c-s-dot-org](http://Westminster-c-c-s-dot-org).

## **WCCS Open House de 30 segundos de secuencias de comandos:**

Looking for a new and exciting educational opportunity for your child? Buscando una nueva y emocionante oportunidad educativa para su hijo?

At Westminster Community Charter School, we provide students with technology based academics, unique health and wellness programs, and robust extracurricular opportunities. En Westminster Community Charter School, proporcionamos a los estudiantes universitarios de base tecnológica, programas de salud y bienestar únicas y sólidas oportunidades extracurriculares.

Come experience **The Westminster Difference** at our upcoming open house this Saturday, March 16<sup>th</sup> at 1pm. Venga a disfrutar de **la diferencia de Westminster** en nuestra próxima jornada de puertas abiertas este sábado, 16 de marzo a las 13:00. Attendees can enter to win a new iPad donated by Buffalo Promise Neighborhood! Los asistentes pueden participar para ganar un nuevo iPad donado por Buffalo Promise Neighborhood!

Again that's this Saturday, March 16<sup>th</sup> at Westminster Community Charter School – located at 24 Westminster Avenue in the City of Buffalo. Una vez que es este sábado, 16 de marzo de Westminster Community Charter School - situado a 24 Westminster Avenue en la ciudad de Buffalo.

## **WCCS Open House 30-Second Script for WBFO WCCS Open House de 30 segundos Script para WBFO**

Support for WBFO is provided by our members and by Westminster Community Charter School – providing students with technology based academics, unique health and wellness programs and robust extracurricular opportunities. Apoyo a WBFO es proporcionada por nuestros miembros y Westminster Community Charter School - proporcionar a los estudiantes universitarios de base tecnológica, programas de salud y bienestar únicas y sólidas oportunidades extracurriculares.

Westminster Community Charter School will host an open house on Saturday, March 16th at 1pm. Westminster Community Charter School acogerá una jornada de puertas abiertas el sábado 16 de marzo a las 13:00. Westminster is located at 24 Westminster avenue in Buffalo. Westminster se encuentra en Westminster 24 avenue de Buffalo. More information can be found on the web at Westminster-ccs-dot-org. Más información se puede encontrar en la web en Westminster-ccs-punto-org.

# Required Form: Appendix E - Disclosure of Financial Interest Form

Created Saturday, July 06, 2013

Updated Saturday, August 31, 2013

<https://fluidsurveys.com/surveys/vickie-smith/appendix-e-disclosure-of-financial-interest-form/71ab5c90857d1926f1a80c48e573ee>

## 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:

Ronald E. Banks

### 2. Charter School Name:

Westminster Community Charter School

### 3. Charter Authorizer:

Buffalo Board of Education

### 4. \*Your Home Address:

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

### 5. \*Your Business Address

5. *Your Business Address   Street Address	N/A
5. *Your Business Address   City/State	New York
5. *Your Business Address   Zip	(No response)

### 6. \*Daytime Phone Number:

[REDACTED]

### 7. \*E-mail Address:

[REDACTED]

### 8. Select all positions you held on Board:

(check all that apply)

- Other, please specify...: Board Member

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

Page 2

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 Thursday, July 18, 2013

Updated Tuesday, July 30, 2013

<https://fluidsurveys.com/surveys/vickie-smith/appendix-e-disclosure-of-financial-interest-form/db0defd1c635c608493c3fc8c64c7a>

## 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:

*Rene Baugh*

2. Charter School Name:

*Westminster Community 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)

*(No response)*

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

Yes

9a. If YES, please provide a description of the position you hold and your responsibilities, your salary and your start date in the next

[TEMP.0] 9a. If YES, please provide a description of the position you hold and your responsibilities, your salary and your start date in the next   Position Held	Teacher
[TEMP.1] 9a. If YES, please provide a description of the position you hold and your responsibilities, your salary and your start date in the next   Responsibilities	Staff Developer
[TEMP.2] 9a. If YES, please provide a description of the position you hold and your responsibilities, your salary and your start date in the next   Salary	\$72,370
[TEMP.3] 9a. If YES, please provide a description of the position you hold and your responsibilities, your salary and your start date in the next   Start Date	8/23/04

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 mark consisting of a large, stylized 'X' shape.

# Required Form: Appendix E - Disclosure of Financial Interest Form

Created Wednesday, July 10, 2013

<https://fluidsurveys.com/surveys/vickie-smith/appendix-e-disclosure-of-financial-interest-form/dc957ccd42f648a30ea1a60b6cd9ae>

## 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:

*Terenda Brown*

2. Charter School Name:

*Westminster Community 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)

- Parent Representative

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

Yes

9a. If YES, please provide a description of the position you hold and your responsibilities, your salary and your start date in the next

[TEMP.0] 9a. If YES, please provide a description of the position you hold and your responsibilities, your salary and your start date in the next   Position Held	Community Liaison
[TEMP.1] 9a. If YES, please provide a description of the position you hold and your responsibilities, your salary and your start date in the next   Responsibilities	Networking wth the community and parents
[TEMP.2] 9a. If YES, please provide a description of the position you hold and your responsibilities, your salary and your start date in the next   Salary	\$8.50/hour
[TEMP.3] 9a. If YES, please provide a description of the position you hold and your responsibilities, your salary and your start date in the next   Start Date	July 2007

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

No

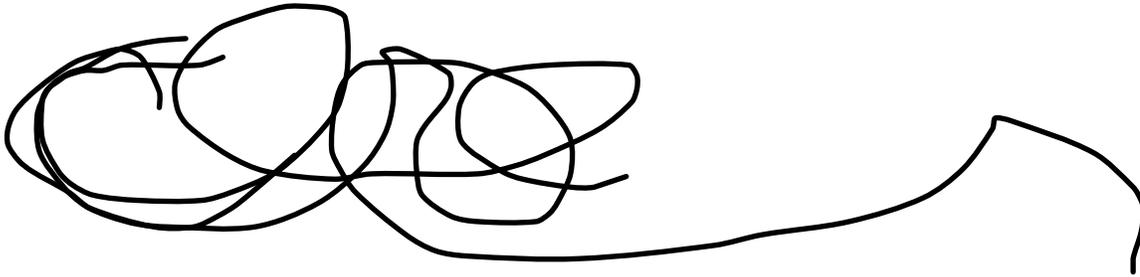
13. Have you or any of your immediate family members or any persons who live with you in your house had an interest in or engaged in a transaction with the charter school during the time you have served on the board, and in the six-month period prior to such service?

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 overlapping loops and a long, sweeping tail that ends in a small hook.

# Required Form: Appendix E - Disclosure of Financial Interest Form

Created Thursday, July 18, 2013

<https://fluidsurveys.com/surveys/vickie-smith/appendix-e-disclosure-of-financial-interest-form/f626819f46fea104e6975b6664aedf>

## 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 K. Chamberlain*

2. Charter School Name:

*Westminster Community 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)

(No response)

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?

Yes

10a. If YES, please provide a description of the position you hold and your responsibilities, your salary and your start date in the next

[cmoeY.0] 10a. If YES, please provide a description of the position you hold and your responsibilities, your salary and your start date in the next   Position Held	Member
[cmoeY.1] 10a. If YES, please provide a description of the position you hold and your responsibilities, your salary and your start date in the next   Responsibilities	Member of the Board of Trustees of Westminster Community Charter School
[cmoeY.2] 10a. If YES, please provide a description of the position you hold and your responsibilities, your salary and your start date in the next   Salary	No Salary
[cmoeY.3] 10a. If YES, please provide a description of the position you hold and your responsibilities, your salary and your start date in the next   Start Date	June 2013

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?

Yes

14a. 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 with Interest	Steps Taken to Avoid Conflict of Interest
1	M&T	Financial Services	\$491,256	David K. Chamberlain, Senior Vice President, M&T	All Board members review and sign an annual conflict of interest policy statement
2					
3					
4					
5					

Signature of Trustee

# Required Form: Appendix E - Disclosure of Financial Interest Form

Created Wednesday, July 10, 2013

<https://fluidsurveys.com/surveys/vickie-smith/appendix-e-disclosure-of-financial-interest-form/aef01c138dd17a8a5bb44c87859f7b>

## 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:

*Mark J. Czarnecki*

2. Charter School Name:

*Westminster Community 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

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?

Yes

10a. If YES, please provide a description of the position you hold and your responsibilities, your salary and your start date in the next

[cmoeY.0] 10a. If YES, please provide a description of the position you hold and your responsibilities, your salary and your start date in the next   Position Held	Chairman
[cmoeY.1] 10a. If YES, please provide a description of the position you hold and your responsibilities, your salary and your start date in the next   Responsibilities	Chairman of the Board of Trustees of Westminster Community Charter School
[cmoeY.2] 10a. If YES, please provide a description of the position you hold and your responsibilities, your salary and your start date in the next   Salary	No Salary
[cmoeY.3] 10a. If YES, please provide a description of the position you hold and your responsibilities, your salary and your start date in the next   Start Date	August 2004

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

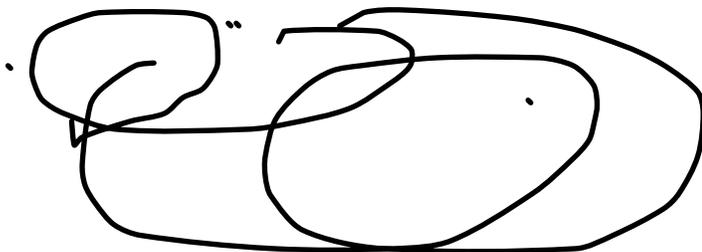
14. Are you a member, director, officer or employee of an organization formally partnered with school that is doing business with the charter school and in which such entity, during your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest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

Yes

14a. 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 with Interest	Steps Taken to Avoid Conflict of Interest
1	M&T	Financial Services	\$491,256	Mark J. Czarnecki, President of M&T Bank Corporation	All Board Member review and sign an annual conflict of interest policy statement
2					
3					
4					
5					

Signature of Trustee



# Required Form: Appendix E - Disclosure of Financial Interest Form

Created Thursday, June 27, 2013

<https://fluidsurveys.com/surveys/vickie-smith/appendix-e-disclosure-of-financial-interest-form/60bdb91798cb99525f91416b7f87b>

## 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:

*Rita M. Eisenbeis*

2. Charter School Name:

*Westminster Community 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

NA

5. \*Your Business Address | City/State

(No response)

5. \*Your Business Address | Zip

(No response)

6. \*Daytime Phone Number:

7. \*E-mail Address|

8. Select all positions you held on Board:

(check all that apply)

*(No response)*

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

*Rita M. Eisenbeis*

# 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/a8e027f310fb32d8bf3e972cba443e>

## 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:

*Yvonne Minor-Ragan*

2. Charter School Name:

*Westminster Community 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)

*(No response)*

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

Page 2

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/9d398e422cb89499a1cb1a581089e>

## 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:

*Robert G. Wilmers*

2. Charter School Name:

*Westminster Community 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)

*(No response)*

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?

Yes

10a. If YES, please provide a description of the position you hold and your responsibilities, your salary and your start date in the next

[cmoeY.0] 10a. If YES, please provide a description of the position you hold and your responsibilities, your salary and your start date in the next   Position Held	Member
[cmoeY.1] 10a. If YES, please provide a description of the position you hold and your responsibilities, your salary and your start date in the next   Responsibilities	Member of the Board of Trustees of Westminster Community Charter School
[cmoeY.2] 10a. If YES, please provide a description of the position you hold and your responsibilities, your salary and your start date in the next   Salary	No salary
[cmoeY.3] 10a. If YES, please provide a description of the position you hold and your responsibilities, your salary and your start date in the next   Start Date	August 2004

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?

Yes

14a. 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 with Interest	Steps Taken to Avoid Conflict of Interest
1	M&T	Financial Services	\$491,256	Robert G. Wilmers, Chairman & CEO of M&T Bank Corporation	All Board members review and sign an annual conflict of interest policy statement
2					
3					
4					
5					

Signature of Trustee