

# Application: Future Leaders Institute Charter School

Russell Slovenec - rslovenec@futureleadersinstitute.org  
2020-2021 Annual Report

## Entry 1 School Info and Cover Page

**Completed** Aug 2 2021

### [Instructions](#)

#### **Required of ALL Charter Schools**

Each Annual Report begins with a completed School Information and Cover Page. The information is collected in a survey format within Annual Report portal. When entering information in the portal, some of the following items may not appear, depending on your authorizer and/or your responses to related items.

## Entry 1 School Information and Cover Page

**(New schools that were not open for instruction for the 2020-2021 school year are not required to complete or submit an annual report this year).**

Please be advised that you will need to complete this cover page (including signatures) before all of the other tasks assigned to you by your school's authorizer are visible on your task page. While completing this cover page task, please ensure that you select the correct authorizer **(as of June 30, 2021)** or you may not be assigned the correct tasks.

## BASIC INFORMATION

### **a. SCHOOL NAME**

(Select name from the drop down menu)

FUTURE LEADERS INSTITUTE CHARTER SCHOOL 310300860881

**a1. Popular School Name**

FLI

**b. CHARTER AUTHORIZER (As of June 30th, 2021)**

Please select the correct authorizer as of June 30, 2021 or you may not be assigned the correct tasks.

NEW YORK CITY CHANCELLOR OF EDUCATION

**c. DISTRICT / CSD OF LOCATION**

CSD # 3 - MANHATTAN

**d. DATE OF INITIAL CHARTER**

1/2005

**e. DATE FIRST OPENED FOR INSTRUCTION**

7/2005

**f. APPROVED SCHOOL MISSION (Regents, NYCDOE, and Buffalo BOE authorized schools only)**

MISSION STATEMENT

Our mission is to deliver a rich and rigorous educational experience in order to develop academically high-performing students with the leadership, character, and knowledge to achieve success in high school and beyond by focusing on a culture of academic achievement, respect, self-discovery, and community.

**g. KEY DESIGN ELEMENTS (Regents, NYCDOE, and Buffalo BOE authorized schools only)**

KEY DESIGN ELEMENTS (Briefly describe each Key Design Elements (KDE) as presented in the schools approved charter. KDEs are those general aspects of the school that are innovative or unique to the school’s mission and goals, are core to the school’s overall design, and are critical to its success.

KDE 1	Rigorous Standards-based Curricula - All course curricula at FLI are based on and aligned to the New York Common Core Standards. Our coursework prepares students for high school, college, and a career.
KDE 2	Formulative and Summative Assessments - Students are regularly assessed. Data from assessments drive instruction and inform adjustments to the curriculum, if needed. Assessments are also used to provide students, teachers, and families with critical feedback on students' progress throughout the year. FLI staff utilize the results of these assessments to inform programmatic decision-making and student placement in small group instruction.
KDE 3	Targeted Academic Interventions - FLI students participate in small group instruction during the regular school day to receive remedial or accelerated instruction based on his or her specific needs. These needs are typically identified through computer-based diagnostic assessments or individual reading assessments. We provide

	additional instruction to students identified as needing additional instructional time from our period benchmark results. This instruction happens during our Extended Day or Saturday Academy program.
KDE 4	Supportive Environment for Social-Emotional Development - FLI follows the Responsive Classroom approach to building a positive school community and developing our students socially and emotionally. All teachers, administrators and the Student Affairs staff participate in Responsive classroom techniques and structures. We have also begun implementing certain aspects of Responsive Justice practices.
KDE 5	Professional Development - FLI has partnered with multiple consultants focusing on specific content areas to assure access to professional development.
KDE 6	Extended Day and Year.- After the instructional day ends at 2:30pm, our students participate in our Extended Program, which lasts until 4:45pm. Additionally, all are encouraged to participate in our 4 week Summer Academy program which starts in July.
KDE 7	Enrichment Program - The Enrichment Program is part of our Extended Day program in which students take exploratory courses and Physical Education. Exploratory courses include art, music, coding, dance, drumming, cooking and yearbook.
KDE 8	(No response)
KDE 9	(No response)
KDE 10	(No response)



**Need additional space for variables**

No

**h. SCHOOL WEB ADDRESS (URL)**

<https://www.futureleadersinstitute.org>

**i. TOTAL MAX APPROVED ENROLLMENT FOR THE 2020-2021 SCHOOL YEAR (exclude Pre-K program enrollment)**

423

**j. TOTAL STUDENT ENROLLMENT ON JUNE 30, 2021 (exclude Pre-K program enrollment)**

384

**k. GRADES SERVED IN SCHOOL YEAR 2020-2021 (exclude Pre-K program students)**

Check all that apply

Grades Served

K, 1, 2, 3, 4, 5, 6, 7, 8

**l1. DOES THE SCHOOL CONTRACT WITH A CHARTER OR EDUCATIONAL MANAGEMENT ORGANIZATION?**

No

# FACILITIES INFORMATION

## m. FACILITIES

Will the school maintain or operate multiple sites in 2021-2022?

No, just one site.

## School Site 1 (Primary)

### m1. SCHOOL SITES

Please provide information on Site 1 for the upcoming school year.

	Physical Address	Phone Number	District/CSD	Grades to be Served at Site for coming year (K-5, 6-9, etc.)	Receives Rental Assistance for Which Grades (If yes, enter the appropriate grades. If no, enter No).
Site 1	134 West 122nd Street	212-678-2868	NYC CSD 3	K-8	No

**m1a. Please provide the contact information for Site 1.**

	Name	Work Phone	Alternate Phone	Email Address
School Leader	Jody Flowers	212-678-2868		<a href="mailto:jflowers@futureleadersinstitute.org">jflowers@futureleadersinstitute.org</a>
Operational Leader	Jody Flowers	212-678-2868		<a href="mailto:jflowers@futureleadersinstitute.org">jflowers@futureleadersinstitute.org</a>
Compliance Contact	Jody Flowers	212-678-2868		<a href="mailto:jflowers@futureleadersinstitute.org">jflowers@futureleadersinstitute.org</a>
Complaint Contact	Jody Flowers	212-678-2868		<a href="mailto:jflowers@futureleadersinstitute.org">jflowers@futureleadersinstitute.org</a>
DASA Coordinator	Jody Flowers	212-678-2868		<a href="mailto:jflowers@futureleadersinstitute.org">jflowers@futureleadersinstitute.org</a>
Phone Contact for After Hours Emergencies	Jody Flowers	212-678-2868		<a href="mailto:jflowers@futureleadersinstitute.org">jflowers@futureleadersinstitute.org</a>

**m1b. Is site 1 in public (co-located) space or in private space?**

Co-located Space

**m1c. Please list the terms of your current co-location.**

	Date school will leave current co-location	Is school working with NYCDOE to expand into current space?	If so, list year expansion will occur.	Is school working with NYCDOE to move to separate space?	If so, list the proposed space and year planned for move	School at Full Capacity at Site
Site 1	N/A	No		No	NA	Yes

**IF LOCATED IN PRIVATE SPACE IN NYC OR IN DISTRICTS OUTSIDE NYC**

**m1d. Upload a current Certificate of Occupancy (COO) and the annual Fire Inspection Report for school site 1 if located in private space in NYC or located outside of NYC .**

**Certificate of Occupancy and Fire Inspection. Provide a copy of a current and non-expired certificate of occupancy (if outside NYC or in private space in NYC). For schools that are not in district space (NYC co-locations), provide a copy of a current and non-expired certificate of occupancy, and a copy of the current annual fire inspection results, which should be dated on or after July 1, 2021.**

**Site 1 Certificate of Occupancy (COO)**

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**Site 1 Fire Inspection Report**

**CHARTER REVISIONS DURING THE 2020-2021 SCHOOL YEAR**

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**n1. Were there any revisions to the school's charter during the 2020-2021 school year? (Please include approved or pending material and non-material charter revisions).**

No

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**o. Has your school's Board of Trustee's approved a budget for the 2020-2021 FY?**

Yes

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**ATTESTATIONS**

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**p. Individual Primarily Responsible for Submitting the Annual Report.**

Name	Rusty Slovenec
Position	Assistant Principal
Phone/Extension	212-678-2868-2232
Email	<a href="mailto:rslovenec@futureleadersinstitute.org">rslovenec@futureleadersinstitute.org</a>

**p. Our signatures (Executive Director/School Leader/Head of School and Board President) below attest that our school has reviewed, understands and will comply with the employee clearance and fingerprint requirements as outlined in Entry 10 and found in the [NYSED CSO Fingerprint Clearance Oct 2019 Memo](#). Click **YES** to agree.**

**Responses Selected:**

Yes

**q. Our signatures (Executive Director/School Leader/Head of School and Board President) 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. Click **YES** to agree and then use the mouse on your PC or the stylus on your mobile device to sign your name).**

**Responses Selected:**

Yes

**Signature, Head of Charter School**



**Signature, President of the Board of Trustees**



**Date**

Aug 2 2021

**Thank you.**



## **Entry 3 Progress Toward Goals**

**In Progress** Last edited: Aug 2 2021

### **Instructions**

**Regents, NYCDOE, and Buffalo BOE-authorized charter schools**

For the 2020-2021 school year, any academic or organization goals that cannot be evaluated due to school

closure resulting in a lack of data and changes in testing, surveying, and other usual practices should be reported as “N/A”. **Deadline is November 1, 2021.**

**PLEASE NOTE: This is a required task, and it is marked optional for administrative purposes only.**

## **Entry 3 Progress Toward Goals**

### **PROGRESS TOWARD CHARTER GOALS**

Board of Regents-authorized and NYCDOE-authorized charter schools only.

Complete the tables provided. List each goal and measure as contained in the school’s currently approved charter, and indicate whether the school has met or not met the goal. Please provide information for all goals no later than November 2, 2021.

#### **1. ACADEMIC STUDENT PERFORMANCE GOALS**

**For the 2020-2021 school year, any academic goals that cannot be evaluated due to school closure resulting in a lack of data and changes in testing, surveying, and other usual practices should be reported as “N/A”.**

#### **2020-2021 Progress Toward Attainment of Academic Goals**

	Academic Student Performance Goal	Measure Used to Evaluate Progress Toward Attainment of Goal	Goal - Met, Not Met or Unable to Assess	If not met, describe efforts the school will take to meet goal. If unable to assess goal, type N/A for Not Applicable
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<p>Academic Goal 1</p>	<p>Based on the proficiency rates on our NYS ELA examination, the school will demonstrate positive academic growth in each year of the charter term. (Relevant for schools serving grades 3-8)</p>	<p>NYS ELA Exam</p>	<p>Unable to Assess</p>	<p>Due to the pandemic and FLI's remote instructional model, the school did not participate in NYS exams in 2020 and 2021. This was the first year FLI partnered with the Achievement Network to assure an adequate benchmark assessment system was in place to measure goals. FLI will continue to use the Achievement Network Assessment system for the foreseeable future to measure growth parallel to the NYS exams.</p>
<p>Academic Goal 2</p>	<p>Based on the proficiency rates of the NYS Math examination, the school will demonstrate positive academic</p>	<p>NYS Math Exam</p>	<p>Unable to Assess</p>	<p>Due to the pandemic and FLI's remote instructional model, the school did not participate in NYS exams in 2020 and 2021. This was the first year FLI partnered with the Achievement Network to assure an adequate benchmark</p>



	<p>growth in each year of the charter term. (Relevant for schools serving grades 3-8)</p>			<p>assessment system was in place to measure goals. FLI will continue to use the Achievement Network Assessment system for the foreseeable future to measure growth parallel to the NYS exams.</p>
Academic Goal 3	<p>Where the school has an eligible subgroup population (deemed 5 or more students) of English Language Learners, students with disabilities, and/or student eligible for the Free or Reduced Price Lunch Program, the school will demonstrate positive academic growth on the NYS ELA examination proficiency rates for those applicable in each year of the charter term. (Relevant for schools serving grades 3-8)</p>	NYS ELA Exam	Unable to Assess	<p>Due to the pandemic and FLI's remote instructional model, the school did not participate in NYS exams in 2020 and 2021. This was the first year FLI partnered with the Achievement Network to assure an adequate benchmark assessment system was in place to measure goals. FLI will continue to use the Achievement Network Assessment system for the foreseeable future to measure growth parallel to the NYS exams.</p>
				<p>Due to the pandemic and FLI's</p>

<p>Academic Goal 4</p>	<p>Where the school has an eligible subgroup population (deemed 5 or more students) of English Language Learners, students with disabilities, and/or student eligible for the Free or Reduce Price Lunch Program, the school will demonstrate positive academic growth on the NYS Math examination proficiency rates for those applicable in each year of the charter term. (Relevant for schools serving grades 3-8.)</p>	<p>NYS Math Exam</p>	<p>Unable to Assess</p>	<p>remote instructional model, the school did not participate in NYS exams in 2020 and 2021. This was the first year FLI partnered with the Achievement Network to assure an adequate benchmark assessment system was in place to measure goals. FLI will continue to use the Achievement Network Assessment system for the foreseeable future to measure growth parallel to the NYS exams.</p>
<p>Academic Goal 5</p>	<p>For each year of the school's renewal charter term, the percentage of the school's students who score at or above Level 3 on the New York State ELA examination must exceed such</p>	<p>NYS ELA Exam</p>	<p>Unable to Assess</p>	<p>Due to the pandemic and FLI's remote instructional model, the school did not participate in NYS exams in 2020 and 2021. This was the first year FLI partnered with the Achievement Network to assure an adequate benchmark assessment system was in</p>

	percentage for the city. (Relevant for school's serving grades 3-8)			place to measure goals. FLI will continue to use the Achievement Network Assessment system for the foreseeable future to measure growth parallel to the NYS exams.
Academic Goal 6	For each year of the school's renewal charter term, the percentage of the school's students who score at or above Level 3 on the New York State Math examination must exceed such percentage for the city. (Relevant for the school's serving grades 3-8)	NYS Math Exam	Unable to Assess	Due to the pandemic and FLI's remote instructional model, the school did not participate in NYS exams in 2020 and 2021. This was the first year FLI partnered with the Achievement Network to assure an adequate benchmark assessment system was in place to measure goals. FLI will continue to use the Achievement Network Assessment system for the foreseeable future to measure growth parallel to the NYS exams.
				Due to the pandemic and FLI's remote instructional

<p>Academic Goal 7</p>	<p>For each year of the school's renewal charter term, the percentage of the school's students who score at or above Level 3 on the New York State ELA examination must exceed the percentage for Community School District (CSD) in which the school is located. (Relevant for schools serving grades 3-8)</p>	<p>NYS ELA Exam</p>	<p>Unable to Assess</p>	<p>model, the school did not participate in NYS exams in 2020 and 2021. This was the first year FLI partnered with the Achievement Network to assure an adequate benchmark assessment system was in place to measure goals. FLI will continue to use the Achievement Network Assessment system for the foreseeable future to measure growth parallel to the NYS exams.</p>
<p>Academic Goal 8</p>	<p>For each year of the school's renewal charter term, the percentage of the school's students who score at or above Level 3 on the New York State Math examination must exceed the percentage for Community School District (CSD) in which the school is</p>	<p>NYS Math Exam</p>	<p>Unable to Assess</p>	<p>Due to the pandemic and FLI's remote instructional model, the school did not participate in NYS exams in 2020 and 2021. This was the first year FLI partnered with the Achievement Network to assure an adequate benchmark assessment system was in place to measure goals. FLI will</p>

	located. (Relevant for schools serving grades 3-8)			continue to use the Achievement Network Assessment system for the foreseeable future to measure growth parallel to the NYS exams.
Academic Goal 9	For each year of the school's renewal charter term, the percentage of the school's students who score at or above Level 3 on the New York State ELA examination must exceed such percentage for the home Community School District of the plurality of the school's students.	NYS ELA Exam	Unable to Assess	Due to the pandemic and FLI's remote instructional model, the school did not participate in NYS exams in 2020 and 2021. This was the first year FLI partnered with the Achievement Network to assure an adequate benchmark assessment system was in place to measure goals. FLI will continue to use the Achievement Network Assessment system for the foreseeable future to measure growth parallel to the NYS exams.
				Due to the pandemic and FLI's remote instructional model, the school did not participate

Academic Goal 10	For each year of the school's renewal charter term, the percentage of the school's students who score at or above Level 3 on the New York State Math examination must exceed such percentage for the home Community School District of the plurality of the school's students.	NYS Math Exam	Unable to Assess	in NYS exams in 2020 and 2021. This was the first year FLI partnered with the Achievement Network to assure an adequate benchmark assessment system was in place to measure goals. FLI will continue to use the Achievement Network Assessment system for the foreseeable future to measure growth parallel to the NYS exams.
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**2. Do have more academic goals to add?**

Yes

**2020-2021 Progress Toward Attainment of Academic Goals**

	Academic Student Performance Goal	Measure Used to Evaluate Progress Toward Attainment of Goal	Goal - Met, Not Met or Unable to Assess	2019-2020 progress toward attainment of goal Met/Not Met/Unable to Assess During Due to Closure
	For each years of the school's			

Academic Goal 11	renewal charter term, 100% of its graduating 8th graders will place into high school with at least a 75% graduation rate.	Student Transfer Records	Met	Met
Academic Goal 12	The school will cultivate leadership skills in their students and will provide their students with leadership opportunities through measures such as student participation in social activism, leadership training, student government, and community service activities	Curriculum and Student Activities	Unable to Assess	Met
Academic Goal 13	The school will ensure that all students achieve their full potential through utilizing technology-enhanced instruction for accelerating our students beyond grade-level and expanding our special education offering to meet the needs of diverse learners	I-ready data, benchmark assessments, IEPs, Achievement Network Benchmark Assessments, Algebra 1 Regents Exams	Met	Met
	The school will offer 8th grade	Curriculum &		

Academic Goal 14	students the opportunities to secure high school credit through Regents classes and examination	Instruction, Student Assessments, Algebra 1 Regents Exam	Met	Met
Academic Goal 15				
Academic Goal 16				
Academic Goal 17				
Academic Goal 18				
Academic Goal 19				
Academic Goal 20				

**3. Do have more academic goals to add?**

No

**4. ORGANIZATION GOALS**

**For the 2020-2021 school year, any organization goals that cannot be evaluated due to school closure resulting in a lack of data and changes in testing, surveying, and other usual practices should be reported as “N/A”.**

**2020-2021 Progress Toward Attainment of Organization Goals**

Organizational Goal	Measure Used to Evaluate Progress	Goal - Met, Not Met, or Unable to Assess	If not met, describe efforts the school will take to meet goal. If unable to assess goal, type N/A for Not Applicable



Org Goal 1				
Org Goal 2				
Org Goal 3				
Org Goal 4				
Org Goal 5				
Org Goal 6				
Org Goal 7				
Org Goal 8				
Org Goal 9				
Org Goal 10				
Org Goal 11				
Org Goal 12				
Org Goal 13				
Org Goal 14				
Org Goal 15				
Org Goal 16				
Org Goal 17				
Org Goal 18				
Org Goal 19				
Org Goal 20				

**5. Do have more organizational goals to add?**

(No response)

**6. FINANCIAL GOALS**

## 2020-2021 Progress Toward Attainment of Financial Goals

	Financial Goals	Measure Used to Evaluate Progress	Goal - Met, Not Met, or Partially Met	If not met, describe efforts the school will take to meet goal.
Financial Goal 1				
Financial Goal 2				
Financial Goal 3				
Financial Goal 4				
Financial Goal 5				

### 7. Do have more financial goals to add?

(No response)

## 2020-2021 Progress Toward Attainment of Financial Goals

	Financial Goals	Measure Used to Evaluate Progress	Goal - Met, Not Met, or Partially Met	If not met, describe efforts the school will take to meet goal.
Financial Goal 6				
Financial Goal 7				
Financial Goal 8				
Financial Goal 9				
Financial Goal 10				

Thank you.

## Entry 4 - Audited Financial Statements

Completed Nov 1 2021

## **Required of ALL Charter Schools**

**ALL SUNY-authorized charter schools** must upload the financial statements in .pdf format into the SUNY Epicenter system no later than **November 1, 2021**. SUNY CSI will forward to NYSED CSO.

**ALL Regents, NYCDOE, and Buffalo BOE authorized charter schools** must upload final, audited financial statements to the [Annual Report Portal](#) no later than **November 1, 2021**. Upload the independent auditor's report, any advisory and/or management letter, and the internal controls report as one submission, combined into a .PDF file, ensuring that security features such as password protection are turned off.

**PLEASE NOTE: This is a required task, and it is marked optional for administrative purposes only.**

## **Audited Financial Statements FY21**

**Filename:** Audited Financial Statements FY21.pdf **Size:** 544.4 kB

## **Entry 4b - Audited Financial Report Template (BOR/NYC/BOE)**

Completed Nov 1 2021

### **Instructions - Regents-Authorized Charter Schools ONLY**

Regents-authorized schools must download and complete the Excel spreadsheet entitled "Audited Financial Report Template" from the online portal or the website at [2020-2021 Charter School Annual Report webpage](#). Upload the completed file in Excel format. **Due November 1, 2021.**

**Education Corporations with more than one school should complete the Excel spreadsheet for the Education Corporation as a whole, not for the individual schools. Please submit the same Excel spreadsheet for each of the schools.**

**PLEASE NOTE: This is a required task, and it is marked optional for administrative purposes only.**

## **DOE Audited Financial Report FY21 FLI**

**Filename:** DOE Audited Financial Report FY21 FLI.XLSX **Size:** 62.8 kB

## **Entry 4c - Additional Financial Documents**

Completed Nov 1 2021

**Instructions - Regents, NYCDOE and Buffalo BOE authorized schools** must upload financial documents in this section **by November 1, 2021**. The items listed below should be uploaded, with an explanation if not applicable or available. For example, a "federal Single Audit was not required because the school did not expend federal funds of more than the \$750,000 Threshold."

1. Advisory and/or Management letter
2. Federal Single Audit
3. CSP Agreed-Upon Procedure Report
4. Evidence of Required Escrow Account for each school<sup>[1]</sup>
5. Corrective Action Plan for Audit Findings and Management Letter Recommendations

[1] Note: For BOR schools chartered or renewed after the 2017-2018 school year, the escrow account per school is \$100,000.

**PLEASE NOTE: This is a required task, and it is marked optional for administrative purposes only.**

### [FLICS 21 - Management Letter - Final](#)

Filename: FLICS 21 Management Letter Final.pdf Size: 127.3 kB

### [Carver Escrow 8980 June 2021](#)

Filename: Carver Escrow 8980 June 2021.pdf Size: 461.7 kB

## Entry 4d - Financial Services Contact Information

Completed Nov 1 2021

**Instructions:** Please enter the contact information for school staff, firms or other entities providing financial services to the education corporation by **November 1, 2021**.

## Form for "Financial Services Contact Information"

### 1. School Based Fiscal Contact Information

	School Based Fiscal Contact Name	School Based Fiscal Contact Email	School Based Fiscal Contact Phone
	Rusty Slovenec	[REDACTED]	[REDACTED]

### 2. Audit Firm Contact Information

	School Audit Contact Name	School Audit Contact Email	School Audit Contact Phone	Years Working With This Audit Firm
	James Devito	[REDACTED]	[REDACTED]	4

**3. If applicable, please provide contact information for the school's outsourced financial services firm.**

	Firm Name	Contact Person	Mailing Address	Email	Phone	Years With Firm
	CSBM	Collin Raymond	237 West 35th St. Suite 301 New York, NY 10001	[REDACTED]	[REDACTED]	6

**Entry 5 - Fiscal Year 2021-2022 Budget**

**Completed** Aug 2 2021

**Instructions - Regents, NYCDOE, and Buffalo BOE authorized charter schools** should upload a copy of the school’s FY21 Budget using the 2021-2022 [Projected Annual Budget template](#) in the portal or from the Annual Report website **by November 1, 2021**.

The assumptions column should be completed for all revenue and expense items unless the item is self-explanatory. Where applicable, reference the page number or section in the application narrative that indicates the assumption being made. For instance, student enrollment would reference the applicable page number in Section I, C of the application narrative.

**Instructions - SUNY authorized charter schools** should download the [2021-2022 Budget and Quarterly Report Template](#) on the SUNY website or Epicenter and upload the completed template into the portal **by November 1, 2021**.

**PLEASE NOTE: This is a required task, and it is marked optional for administrative purposes only.**

**[FLI SED Budget FY22](#)**

**Filename:** FLI SED Budget FY22.xlsx **Size:** 38.0 kB

**Entry 6 - Board of Trustees Disclosure of Financial Interest Form**

**Completed** Aug 2 2021

**Required of ALL Charter Schools by August 2**

Each member of the charter school’s Board of Trustees who served on a charter school education corporation governing one or more charter schools for any period during the 2020-2021 school year must complete a signed:

- Regents, NYCDOE, and Buffalo BOE Authorized Schools: [Disclosure of Financial Interest Form](#)
- SUNY- Authorized Charter Schools: [SUNY Trustee Financial Disclosure Form](#)

All completed forms must be collected and uploaded in .PDF format for each individual member. **If a trustee is not able or available to complete the form by the deadline, the education corporation**

**is responsible for doing so on behalf of the trustee.** (Forms completed from past years will not be accepted).

Trustees serving on an education corporation that governs more than one school are not required to complete a separate disclosure for each school governed by the **education** corporation. In the Disclosure of Financial Interest Form, trustees must disclose information relevant to any of the schools served by the governing education corporation. Note: Docusign is accepted.

### **[FinancialDisclosure2021\\_John Harrison York](#)**

**Filename:** FinancialDisclosure2021 John Harrison York.pdf **Size:** 110.9 kB

### **[FinancialDisclosure2021\\_Julie Wilson](#)**

**Filename:** FinancialDisclosure2021 Julie Wilson.pdf **Size:** 70.5 kB

### **[FinancialDisclosure2021\\_Natalie Deak](#)**

**Filename:** FinancialDisclosure2021 Natalie Deak.pdf **Size:** 205.8 kB

### **[FinancialDisclosure2021\\_Ross Harold](#)**

**Filename:** FinancialDisclosure2021 Ross Harold.pdf **Size:** 207.1 kB

### **[FinancialDisclosure2021\\_Katherine Brown](#)**

**Filename:** FinancialDisclosure2021 Katherine Brown.pdf **Size:** 1.2 MB

### **[FinancialDisclosure2021\\_Rachel Klien](#)**

**Filename:** FinancialDisclosure2021 Rachel Klien.pdf **Size:** 1.7 MB

### **[FinancialDisclosure2021\\_John Drucker](#)**

**Filename:** FinancialDisclosure2021 John Drucker.pdf **Size:** 693.6 kB

### **[Financial Disclosure2021\\_Ryan Post](#)**

**Filename:** Financial Disclosure2021 Ryan Post.pdf **Size:** 1.0 MB

### **[Finacial Disclosure2021\\_Jay Hatfield](#)**

**Filename:** Finacial Disclosure2021 Jay Hatfield.pdf **Size:** 712.6 kB

### **[FinacialDisclosure2021\\_Rudy Austin](#)**

**Filename:** FinacialDisclosure2021 Rudy Austin.pdf **Size:** 724.2 kB

### **[FinacialDisclosure2021\\_Roberta Kelly](#)**

**Filename:** FinacialDisclosure2021 Roberta Kelly.pdf **Size:** 702.9 kB

## **Entry 7 BOT Membership Table**

**Completed** Aug 2 2021

# Instructions

## Required of All charter schools

ALL charter schools or education corporations governing multiple schools must complete the Board of Trustees Membership Table within the online portal. Please be sure to include and identify parents who are members of the Board of Trustees and indicate whether parents are voting or non-voting members.

### Entry 7 BOT Table

1. SUNY-AUTHORIZED charter schools are required to provide information for VOTING Trustees only.
2. REGENTS, NYCDOE, and BUFFALO BOE-AUTHORIZED charter schools are required to provide information for all --VOTING and NON-VOTING-- trustees.

#### 1. 2020-2021 Board Member Information (Enter info for each BOT member)

	Trustee Name	Trustee Email Address	Position on the Board	Committee Affiliations	Voting Member Per By-Laws (Y/N)	Number of Terms Served	Start Date of Current Term (MM/DD/YYYY)	End Date of Current Term (MM/DD/YYYY)	Board Meetings Attended During 2020-2021
1	Natalie Deak Jaros		Chair	Executive Committee Finance Committee	Yes	7	10/28/2020	10/27/2022	11
2	Jay Hatfield		Trustee/Member	Finance Committee	Yes	7	10/28/2020	10/27/2022	7

3	Jon Drucker		Trustee/Member	Governance Working Group	Yes	4	10/28/2020	10/27/2022	10
4	Rachel Klein		Trustee/Member	Governance Working Group	Yes	4	10/28/2020	10/27/2022	12
5	Rudy Austin		Treasurer	Executive Committee Finance Committee	Yes	5	10/23/2019	10/27/2021	11
6	Katherine Brown		Secretary	Executive Committee Governance Working Group	Yes	6	10/23/2019	10/27/2021	12
7	Julie Wilson		Trustee/Member	Executive Committee	Yes	1	10/23/2019	10/27/2021	12
8	Ross Harold		Vice Chair	Executive Committee Educational Accountability Working Group	Yes	1	10/23/2019	10/27/2021	12



9	Roberta Kelly	[REDACTED]	Trustee/ Member	Educational Accountability Working Group	Yes	3	10/23/2019	10/27/2021	10
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**1a. Are there more than 9 members of the Board of Trustees?**

Yes

**1b. Current Board Member Information**

	Trustee Name	Trustee Email Address	Position on the Board	Committee Affiliations	Voting Member Per By-Laws (Y/N)	Number of Terms Served	Start Date of Current Term (MM/DD/YYYY)	End Date of Current Term (MM/DD/YYYY)	Board Meetings Attended During 2020-2021
10	Ryan Post		Trustee/Member	Finance Committee Governance Working Group	Yes	1	10/23/2019	10/27/2021	7
11	John Harrison York		Trustee/Member	Executive Committee Finance Committee Educational Accountability Working Group	Yes	1	10/23/2019	10/27/2021	12
12									
13									
14									
15									

**1c. Are there more than 15 members of the Board of Trustees?**

No

**2. INFORMATION ABOUT MEMBERS OF THE BOARD OF TRUSTEES**

1. SUNY-AUTHORIZED charter schools provide response relative to VOTING Trustees only.
2. REGENTS, NYCDOE, and BUFFALO BOE-AUTHORIZED charter schools provide a response relative to all trustees.

a. Total Number of BOT Members on June 30, 2021	11
b.Total Number of Members Added During 2020-2021	0
c. Total Number of Members who Departed during 2020-2021	0
d.Total Number of members, as set in Bylaws, Resolution or Minutes	11

**3. Number of Board meetings held during 2020-2021**

12

**4. Number of Board meetings scheduled for 2021-2022**

12

Thank you.

**Entry 8 Board Meeting Minutes**

Completed Aug 2 2021

**Instructions - Required of Regents, NYCDOE, and Buffalo BOE Authorized Schools ONLY**

Schools must upload a complete set of monthly board meeting minutes (July 2020-June 2021), which should match the number of meetings held during the 2020-2021 school year, as indicated in the above table. The minutes provided must be the final version approved by the school's Board of Trustees and may be uploaded individually or as one single combined file. Board meeting minutes must be submitted by August 2, 2021.

## **[02 February 2021 FLI BOT Meeting Agenda and Minutes 2](#)**

**Filename:** 02 February 2021 FLI BOT Meeting Ag EOqhIX6.pdf **Size:** 301.3 kB

## **[01 January 2021 FLI BOT Meeting Agend and Minutes 1\\_27\\_2021](#)**

**Filename:** 01 January 2021 FLI BOT Meeting Age H2tiAIo.pdf **Size:** 301.9 kB

## **[05 May 2021 FLI BOT Meeting Agenda and Minutes 5](#)**

**Filename:** 05 May 2021 FLI BOT Meeting Agenda f30wFfn.pdf **Size:** 327.3 kB

## **[06 June 2021 BOT Meeting Agenda 6\\_23\\_2021](#)**

**Filename:** 06 June 2021 BOT Meeting Agenda 6 23 2021.pdf **Size:** 227.9 kB

## **[04 April 2021 FLI BOT Meeting Agenda and Minutes 4\\_28\\_2021](#)**

**Filename:** 04 April 2021 FLI BOT Meeting Agend 00vOT4R.pdf **Size:** 302.7 kB

## **[03 March 2021 FLI BOT Meeting Agenda and Minutes 3\\_28\\_2021](#)**

**Filename:** 03 March 2021 FLI BOT Meeting Agend WTUIyOD.pdf **Size:** 301.1 kB

## **[07 July 2020 FLI BOT Meeting Agenda and Minutes 7-29-20](#)**

**Filename:** 07 July 2020 FLI BOT Meeting Agenda 4nZGuG1.pdf **Size:** 245.2 kB

## **[08 August 2020 FLI BOT Meeting Agenda and Minutes 8-31-20](#)**

**Filename:** 08 August 2020 FLI BOT Meeting Agen BTmuoPb.pdf **Size:** 246.0 kB

## **[09 September 2020 FLI BOT Meeting Agenda and Minutes 9-30-20](#)**

**Filename:** 09 September 2020 FLI BOT Meeting A 0IgjxWT.pdf **Size:** 239.1 kB

## **[10 October 2020 FLI BOT Meeting Agenda and Minutes 10-28-20](#)**

**Filename:** 10 October 2020 FLI BOT Meeting Age L4p92PO.pdf **Size:** 141.3 kB

## **[11 November 2020 FLI BOT Meeting Agenda and Minutes 11-18-20](#)**

**Filename:** 11 November 2020 FLI BOT Meeting Ag RWQYI22.pdf **Size:** 239.9 kB

## **[12 December 2020 FLI BOT Meeting Agenda and Minutes 12-17-20](#)**

**Filename:** 12 December 2020 FLI BOT Meeting Ag Ldwu4HC.pdf **Size:** 232.6 kB

## **Entry 9 Enrollment & Retention**

## Instructions for submitting Enrollment and Retention Efforts

**ALL charter schools must complete this section.** Describe the good faith efforts the charter school has made in 2020-2021 toward meeting targets to attract and retain the enrollment of Students with Disabilities (SWDs), English Language Learners (ELLs), and students who are economically disadvantaged. In addition, describe the school's plans for meeting or making progress toward meeting its enrollment and retention targets in 2021-2022.

## Entry 9 Enrollment and Retention of Special Populations

### Instructions for Reporting Enrollment and Retention Strategies

Describe the efforts the charter school has made in 2020-2021 toward meeting targets to attract and retain enrollment of students with disabilities, English language learners, and students who are economically disadvantaged. In addition, describe the school's plans for meeting or making progress toward meeting its enrollment and retention targets in 2021-2022.

### Recruitment/Attraction Efforts Toward Meeting Targets

	Describe Recruitment Efforts in 2020-2021	Describe Recruitment Plans in 2021-2022
	Our recruitment plans encompassed strategies and methods for recruiting Students with Disabilities in the following way:	We will continue the work from the previous years, and build on our momentum of relationship building, and utilization of virtual platforms and online resources. We have increased our already large rolodex of contacts who also serve the communities which we frequently recruit new families within. We will continue to tap into these contacts and resources to leverage these

Economically Disadvantaged

- Students with disabilities are identified as a FLI enrollment preference, which prioritizes their enrollment before applicants with no priorities. A few seats have been set aside for these students to be admitted, and these seats are guaranteed to be filled with SWDs.
- Our recruitment efforts emphasized our commitment to enrolling SWDs by articulating the services provided at FLI. Our marketing materials noted the SWD enrollment preference.
- We provided information to families who attended our virtual information sessions to articulate our specific SWD services.
- We also hosted a 'Special Services' webinar for families interested in hearing in-depth information about Sped programming.
- FLI also amended the language of services provided to families to denote that no students shall be required to self identify as a SWD for the purpose of admissions to the school, but in order to be eligible for the preference, must provide proof (i.e. IEPs) to be considered for the set-aside SWD seat.

relationships to be placed in direct contact with new families seeking a quality school such as FLI. Additionally, we will continue to build on the social media and online platforms that provide us with a much larger audience, as well as the tools to specifically target our desired audience and locales.

Although we did not utilize street canvassers due to the circumstances, we may return to this marketing practice to regain direct (face to face) interaction with families. Their role will be to canvass communities identified as economically disadvantaged with FLI's print materials. We will share with prospective families that each student will be provided with learning devices, free breakfast, lunch, and snacks, and other services that are of interest to their socio-economic status. In addition, it is shared with families that a list of supplies and uniform information is readily available and offer options to families that may not be able to purchase the requested items on their own. Lastly, we will engage the district, city, and state level service providers who interact with students and families in this criterion, engaging in mutually beneficial activities will level up the community's knowledge of FLI, which will benefit enrollment.

Our recruitment plans encompassed strategies and methods for recruiting Students

We will continue the work from the previous school year, and

<p>English Language Learners</p>	<p>with Disabilities in the following way:</p> <ul style="list-style-type: none"> <li>- Students with disabilities are identified as a FLI enrollment preference, which prioritizes their enrollment before applicants with no priorities. A few seats have been set aside for these students to be admitted, and these seats are guaranteed to be filled with SWDs.</li> <li>- Our recruitment efforts emphasized our commitment to enrolling SWDs by articulating the services provided at FLI. Our marketing materials noted the SWD enrollment preference.</li> <li>- We provided information to families who attended our virtual information sessions to articulate our specific SWD services.</li> <li>- We also hosted a ‘Special Services’ webinar for families interested in hearing in-depth information about Sped programming.</li> <li>- FLI also amended the language of services provided to families to denote that no students shall be required to self identify as a SWD for the purpose of admissions to the school, but in order to be eligible for the preference, must provide proof (i.e. IEPs) to be considered for the set-aside SWD seat.</li> </ul>	<p>build on our momentum of relationship building, and utilization of virtual platforms and online resources. We will continue to utilize tools that aid in the translation process, as well as incorporate dual language staff members to effectively communicate with prospective families.</p> <p>Building closer relationships with community-based organizations, community leaders and service providers in areas with multi language residents will be an important factor in our recruitment efforts. We will also continue to build on the communication tools and resources (in print and digital) who can easily connect us with ELL/MLL students and families. We are looking to significantly increase our ELL student population over the course of the next few years, and will continue to monitor the demographic shifts of not only the Harlem community, but also communities with heavy immigrant residency, and cultural groups, leveraging their resources and service provides to reach these families.</p>
	<p>FLI actively wants to serve all students. Specifically, we have a strong SETSS program, certified special education teachers, and Speech and language therapists who provide daily intervention services.</p>	<p>FLI has a strong SETSS program, certified special education teachers, and Speech and language therapists who provide daily intervention services. An inclusive approach, FLI will</p>

Students with Disabilities	<p>An inclusive approach, FLI will continue to include details on our school’s SPED services within all of our standard advertisements, not as separate advertisements. In addition, FLI’s IEP Coordinator participates in recruitment and lottery planning, and is available, along with the other SETSS faculty, to speak with prospective parents and students during Information Sessions, and via email, and phone correspondence throughout the school year, including post-lottery and during the summer months.</p> <p>Additionally, we will continue to weigh a SWD heavily, especially as it pertains to our enrollment preference, and will continue to build on the services offered at FLI so that we may accommodate SWD, to ensure their every need is satisfactorily met.</p>	<p>continue to include details on our school’s SPED services within all of our standard advertisements, not as separate advertisements. In addition, FLI’s IEP Coordinator participates in recruitment and lottery planning, and is available, along with the other SETSS faculty, to speak with prospective parents and students during Information Sessions, and via email, and phone correspondence throughout the school year, including post-lottery and during the summer months. Additionally, we will continue to weigh a SWD heavily, especially as it pertains to our enrollment preference, and will continue to build on the services offered at FLI so that we may accommodate SWD, to ensure their every need is satisfactorily met.</p>
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**Retention Efforts Toward Meeting Targets**

	Describe Retention Efforts in 2020-2021	Describe Retention Plans in 2021-2022
	<p>FLI has worked hard to ensure, and maintain, a welcoming and supportive atmosphere for our families. We make sure to distribute information on available services in our neighborhood for our families, such as financial assistance,</p>	<p>We will continue to provide high quality and highly structured educational programming individually tailored to the needs of every students. In addition, we survey students, families, and teachers to gauge the health of our school and to ensure that our educational programming is meeting and exceeding the needs of our students. We will</p>



Economically Disadvantaged	health clinics, or transportation support. We also set aside money each year to help economically disadvantaged purchase the school uniform. Our counselors work in tandem with the school administration and teachers to ensure provide all available support for our families in need.	continue to leverage FLI's on-site and staff resources to increase student retention. We also set aside money each year to help economically disadvantaged families purchase the school uniform. Our counselors work in tandem with the school administration and teachers to ensure that we provide all available support for our growing number of homeless students.
English Language Learners	Our efforts to retain ELL students are in line with our efforts to retain all students. In addition, parents and families are kept informed of their child's performance and progress through periodic, bilingual communication. ELL students work with trained speech and language therapists.	To academically meet the needs of ELL students, FLI has an K - 8 ELL Coordinator who works in small groups with ELL students. All family communication will be provided in both English and Spanish. And lastly, we will engage the families of this specific group to personally gauge their satisfaction with the ELL services provided at FLI.
Students with Disabilities	We believe that the best retention for students with disabilities is to provide the best possible differentiated instruction for our students. Our IEP Coordinator is tasked with ensuring that we meet our IEP obligations and provide an excellent academic experience for all students with IEPs. In doing so, the IEP Coordinator works with the SETSS teachers to ensure that they are communicating with classroom teachers in seamlessly integrating IEPs into the instruction students receive throughout the school day. In providing these services, we	We will continue to utilize our IEP Coordinator to create individual learning plans that effectively meet the educational needs of all students with IEPs. The IEP Coordinator will work with the SETSS teachers to ensure that they are communicating with classroom teachers in seamlessly integrating IEPs into the instruction students receive throughout the school day. In providing these services, we will continue to utilize SETSS push-in teachers in inclusion classrooms. These SETSS push-in teachers provide students with the support they need while still enabling them to participate in all classroom activities alongside

utilize SETSS push-in teachers in inclusion classrooms. These SETSS push-in teachers provide students with the support they need while still enabling them to participate in all classroom activities alongside their classmates. The SETSS teachers also lead small-group, differentiated instruction which gives special education students the opportunity to learn at the appropriate pace and level based on their abilities and specific needs. All of these practices were continued throughout remote learning via a virtual platform.

their classmates. As students' progress from one grade to the next, collaboration between the previous and current special education and general education teachers will be ongoing to ensure that supports remain in place as needed, and are reviewed regularly to ensure the best suited plan is chosen for each individual SWD. We will also actively engage families to with frequent communication about student progress, while getting their input on how we may better support their children

## **Entry 10 - Teacher and Administrator Attrition**

**Completed** Aug 2 2021

### **Form for "Entry 10 - Teacher and Administrator Attrition" Revised to Employee Fingerprint Requirements Attestation**

## **A. TEACH System - Employee Clearance**

Charter schools must ensure that all prospective employees<sup>[1]</sup> receive clearance through [the NYSED Office of School Personnel Review and Accountability](#) (OSPRA) prior to employment. **This includes paraprofessionals and other school personnel that are provided or assigned by the district of location, or related/contracted service providers.** After an employee has been cleared, schools are required to maintain proof of such clearance in the file of each employee. For the safety of all students, charter schools must take immediate steps to terminate the employment of individuals who have been denied clearance. Once the employees have been terminated, the school must terminate the request for clearance in the TEACH system.

In the Annual Report, charter schools are asked to confirm that all employees have been cleared through the NYSED TEACH system; and, if denied clearance, confirm that the individual or employee has been removed from the TEACH system, and is not employed by the school.

<sup>[1]</sup> Employees that must be cleared include, but are not limited to, teachers, administrative staff, janitors, security personnel and cafeteria workers, and other staff who are present when children are in the school building. **This includes paraprofessionals and other school personnel that are provided or assigned by the district of location, as well as related/contracted service providers.** See NYSED memorandum dated October 1, 2019 at <http://www.p12.nysed.gov/psc/aboutcharterschools/lawsandregs/EmployeeFingerprintOct19.pdf> or visit the NYSED website at: <http://www.highered.nysed.gov/tsei/ospra/fingerprintingcharts.html> for more information regarding who must be fingerprinted. Also see, 8 NYCRR §87.2.

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## **B. Emergency Conditional Clearances**

Charter schools are **strongly discouraged** from using the emergency conditional clearance provisions for prospective employees. This is because the school must simultaneously request clearance through NYSED TEACH, and the school's emergency conditional clearance of the employee terminates automatically once the school receives notification from NYSED regarding the clearance request. Status notification is provided for all prospective employees through the NYSED TEACH portal within 48 hours after the clearance request is submitted. Therefore, at most, a school's emergency conditional clearance will be valid for only 48 hours after approval by the board.

Schools are not permitted to renew or in any way re-establish a prospective employee's emergency conditional clearance after status notification is sent by NYSED through the TEACH portal.

Schools are asked to attest that they have reviewed and understand these requirements. More information can be found in the memo at

<http://www.p12.nysed.gov/psc/aboutcharterschools/lawsandregs/EmployeeFingerprintOct19.pdf>.

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### **Attestation**

#### **Responses Selected:**

I hereby attest that the school has reviewed, understands, and will comply with these requirements.

## **Entry 11 Percent of Uncertified Teachers**

**Completed** Aug 2 2021

### **Instructions**

#### **Required of Regents, NYCDOE, and Buffalo BOE Authorized Charter Schools ONLY**

The table below reflects the information collected through the online portal for compliance with New York State Education Law 2854(3)(a-1) for teaching staff qualifications. Uncertified teachers are those not certified pursuant to the State Certification Requirements established by the NYSED Commissioner of Education.

Enter the relevant full-time equivalent (FTE) count of teachers in each column. For example, a school with 20 full-time teachers and 5 half-time teachers would have an FTE count of 22.5.

## **Entry 11 Uncertified Teachers**

**School Name:**

# Instructions for Reporting Percent of Uncertified Teachers

## Required of Regents, NYCDOE, and Buffalo BOE Authorized Charter Schools

The table below reflects the information collected through the online portal for compliance with New York State Education Law 2854(3)(a-1) for teaching staff qualifications. Uncertified teachers are those not certified pursuant to the State Certification Requirements established by the NYSED Commissioner of Education. Enter the relevant full-time equivalent (FTE) count of teachers in each column. For example, a school with 20 full-time teachers and 5 half-time teachers would have an FTE count of 22.5.

If more than one line applies to a teacher, please include in only one FTE uncertified category. Please do not include paraprofessionals, such as teacher aides.

### **CATEGORY A. 30% OR 5 UNCERTIFIED TEACHERS WHICHEVER IS LESS**

	FTE Count
i. FTE count of uncertified teacher with at least three years of elementary, middle or secondary classroom teaching experience (as of June 30, 2021)	7
ii. FTE count of uncertified teachers who are tenured or tenure track college faculty (as of June 30, 2021)	0
iii. FTE count of uncertified teachers with two years of Teach for America experience (as of June 30, 2021)	0
iv. FTE count of uncertified teachers with exceptional business, professional, artistic, athletic, or military experience (as June 30, 2021)	0
Total Category A: 5 or 30% whichever is less	7.0

**CATEGORY B. PLUS FIVE UNCERTIFIED TEACHERS IN MATHEMATICS, SCIENCE, COMPUTER SCIENCE, TECHNOLOGY OR CAREER AND TECHNICAL EDUCATION.**

	FTE Count
i. FTE count of uncertified teacher with at least three years of elementary, middle or secondary classroom teaching experience (as of June 30, 2021)	1
ii. FTE count of uncertified teachers who are tenured or tenure track college faculty (as of June 30, 2021)	0
iii. FTE count of uncertified teachers with two years of Teach for America experience (as of June 30, 2021)	0
iv. FTE count of uncertified teachers with exceptional business, professional, artistic, athletic, or military experience (as June 30, 2021)	0
<b>Total Category B: not to exceed 5</b>	<b>1.0</b>

**CATEGORY C: PLUS 5 ADDITIONAL UNCERTIFIED TEACHERS**

	FTE Count
i. FTE count of uncertified teacher with at least three years of elementary, middle or secondary classroom teaching experience (as of June 30, 2021)	0
ii. FTE count of uncertified teachers who are tenured or tenure track college faculty (as of June 30, 2021)	0
iii. FTE count of uncertified teachers with two years of Teach for America experience (as of June 30, 2021)	0
iv. FTE count of uncertified teachers with exceptional business, professional, artistic, athletic, or military experience (as June 30, 2021)	0
Total Category C: not to exceed 5	0.0

**CATEGORY D: TOTAL FTE COUNT OF UNCATEGORIZED, UNCERTIFIED TEACHERS**

(Include teachers who do not fit in one of these categories or if did fit would exceed the numerical limits for that category)

	FTE Count
Total Category D	2

**CATEGORY E: TOTAL FTE COUNT OF CERTIFIED TEACHERS**

	FTE Count
Total Category E	9

## CATEGORY F: TOTAL FTE COUNT OF ALL TEACHERS

Please do not include paraprofessionals, such as teacher aides.

	FTE Count
Total Category F	31



Thank you.

## Entry 12 Organization Chart

Completed Aug 2 2021

### [Instructions](#)

### **Required of Regents, NYCDOE, and Buffalo BOE Authorized Charter Schools ONLY**

Upload the 2020-2021 **Organization Chart**. The organization chart should include position titles and reporting relationships. Employee names should not appear on the chart

### **2020-21 Org Chart**

Filename: 2020 21 Org Chart.pdf Size: 104.7 kB

## Entry 13 School Calendar

Completed Aug 2 2021

### [Instructions for submitting School Calendar](#)

### **Required of ALL Charter Schools**

Given these uncertain and changing times, charter schools may or may not have a school calendar ready to upload by the submission deadline this year of August 2, 2021. If the charter school has a tentative calendar based on available information and guidance at the time, please submit with the August 2<sup>nd</sup> submission. Charter schools will be able to upload an updated school calendar into the portal at any time but no later than **September 15, 2021**.

School calendars must meet the [minimum instructional requirements](#) as required of other public schools *"... unless the school's charter requires more instructional time than is required under the regulations."*

Board of Regents-authorized charter schools are required to submit school calendars that clearly indicate the start and end date of the instructional year AND the number of instructional hours and/or instructional days for each month.

**PLEASE NOTE: This is a required task, and it is marked optional for administrative purposes only.**



## [SY21-22 School Calendar Dates](#)

Filename: SY21 22 School Calendar Dates.pdf Size: 174.6 kB

# Entry 14 Links to Critical Documents on School Website

Completed Aug 2 2021

## Instructions

### Required of Regents, NYCDOE, and Buffalo BOE Authorized Charter Schools ONLY

By law, each charter school is required to maintain certain notices and policies listed on its website. Please insert the link from the school's website for each of the items:

1. Most recently filed Annual Report (i.e., 2019-2020 Annual Report);
2. Most recent board meeting notice, documents to be discussed at the meeting (if any), and webcast of Board meetings (if held virtually per Governor's Executive Order);
3. Link to New York State School Report Card;
4. Lottery Notice announcing date of lottery;
5. Authorizer-approved DASA Policy;
6. District-wide safety plan and Authorizer-approved Discipline Policy (as per August 29, 2019 [Emergency Response Plan Memo](#));
7. Authorizer-approved FOIL Policy; and
8. Subject matter list of FOIL records.
9. Link to School Reopening Plan

## Form for Entry 14 Links to Critical Documents on School Website

School Name: **Future Leaders Institute Charter School**

### Required of ALL Charter Schools noting that SUNY-authorized charter schools are not required to submit item 5: Authorizer-approved DASA policy

By law, each charter school is required to maintain certain notices and policies listed on its website. Please insert the link from the school's website for each of the items:

	Link to Documents
1. Most Recent Annual Report (i.e., 2019-20)	<a href="https://www.futureleadersinstitute.org/pdf/Annual%20Reports//2018-2019-FLI-Anual-Report.pdf">https://www.futureleadersinstitute.org/pdf/Annual%20Reports//2018-2019-FLI-Anual-Report.pdf</a>
2. Most recent board meeting notice, documents to be discussed at the meeting (if any)	<a href="https://www.futureleadersinstitute.org/apps/pages/index.jsp?dir=2020&amp;uREC_ID=438222&amp;type=d&amp;termREC_ID=&amp;pREC_ID=799417">https://www.futureleadersinstitute.org/apps/pages/index.jsp?dir=2020&amp;uREC_ID=438222&amp;type=d&amp;termREC_ID=&amp;pREC_ID=799417</a>
	<a href="https://www.futureleadersinstitute.org/apps/pages/i">https://www.futureleadersinstitute.org/apps/pages/i</a>

2a. Webcast of Board Meetings (per Governor's Executive Order)	<a href="#">index.jsp?dir=2020&amp;uREC_ID=438222&amp;type=d&amp;termREC_ID=&amp;pREC_ID=799417</a>
3. Link to NYS School Report Card	<a href="https://www.futureleadersinstitute.org/apps/pages/index.jsp?uREC_ID=438382&amp;type=d&amp;pREC_ID=799590">https://www.futureleadersinstitute.org/apps/pages/index.jsp?uREC_ID=438382&amp;type=d&amp;pREC_ID=799590</a>
4. Lottery Notice announcing date of lottery	<a href="https://www.futureleadersinstitute.org/apps/pages/index.jsp?uREC_ID=438408&amp;type=d&amp;termREC_ID=&amp;pREC_ID=941016">https://www.futureleadersinstitute.org/apps/pages/index.jsp?uREC_ID=438408&amp;type=d&amp;termREC_ID=&amp;pREC_ID=941016</a>
5. Authorizer-approved DASA Policy (For Regents, NYCDOE, and Buffalo BOE Authorized Charter Schools ONLY);	<a href="https://www.futureleadersinstitute.org/ourpages/au-to/2020/10/27/50035332/FLI%202020-21%20Family%20Handbook%20FINAL.pdf?rnd=1612196481000">https://www.futureleadersinstitute.org/ourpages/au-to/2020/10/27/50035332/FLI%202020-21 Family%20Handbook FINAL.pdf?rnd=1612196481000</a>
6. District-wide Safety Plan	<a href="https://www.futureleadersinstitute.org/apps/pages/index.jsp?uREC_ID=438411&amp;type=d&amp;termREC_ID=&amp;pREC_ID=863103">https://www.futureleadersinstitute.org/apps/pages/index.jsp?uREC_ID=438411&amp;type=d&amp;termREC_ID=&amp;pREC_ID=863103</a>
6a. Authorizer-Approved Discipline Policy (as per August 29, 2019 Emergency Response Plan Memo)	<a href="https://www.flipsnack.com/WeAreFLI/fli-2020-21-family-handbook-final.html">https://www.flipsnack.com/WeAreFLI/fli-2020-21 family-handbook final.html</a>
7. Authorizer-Approved FOIL Policy	<a href="https://www.futureleadersinstitute.org/ourpages/au-to/2020/10/27/50035332/FLI%202020-21%20Family%20Handbook%20FINAL.pdf?rnd=1612196481000">https://www.futureleadersinstitute.org/ourpages/au-to/2020/10/27/50035332/FLI%202020-21 Family%20Handbook FINAL.pdf?rnd=1612196481000</a>
8. Subject matter list of FOIL records	<a href="https://www.futureleadersinstitute.org/ourpages/au-to/2020/10/27/50035332/FLI%202020-21%20Family%20Handbook%20FINAL.pdf?rnd=1612196481000">https://www.futureleadersinstitute.org/ourpages/au-to/2020/10/27/50035332/FLI%202020-21 Family%20Handbook FINAL.pdf?rnd=1612196481000</a>

**Thank you.**



**FUTURE LEADERS INSTITUTE CHARTER SCHOOL**

**FINANCIAL STATEMENTS  
AND  
SUPPLEMENTARY INFORMATION**

**JUNE 30, 2021 AND 2020**

**FUTURE LEADERS INSTITUTE CHARTER SCHOOL**

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**LUTZ AND GARR**

CERTIFIED PUBLIC ACCOUNTANTS, LLP

551 FIFTH AVENUE - SUITE 400, NEW YORK, NY 10176

212-697-2299 FAX: 212-949-1768

## **INDEPENDENT AUDITORS' REPORT**

To the Board of Trustees of  
Future Leaders Institute Charter School

We have audited the accompanying financial statements of Future Leaders Institute Charter School (a nonprofit organization), which comprise the statements of financial position as of June 30, 2021 and 2020, and the related statements of activities, functional expenses 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. 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 Future Leaders Institute Charter School as of June 30, 2021 and 2020, and the changes in its net assets and its 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 12 to the financial statements, in March 2020, the United States declared the global pandemic novel coronavirus COVID-19 outbreak a national emergency. As a result, Future Leaders Institute Charter School has suspended some of its activities at the direction of the state and local governmental authorities. Our opinion is not modified with respect to this matter.

## **Other Reporting Required by Government Auditing Standards**

In accordance with *Government Auditing Standards*, we have also issued our report dated October 28, 2021, on our consideration of Future Leaders Institute Charter School's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts and 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 the 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.

*Lotz + Carr, LLP*

New York, New York  
October 28, 2021

**FUTURE LEADERS INSTITUTE CHARTER SCHOOL**

**STATEMENTS OF FINANCIAL POSITION**

**JUNE 30, 2021 AND 2020**

	<u>2021</u>	<u>2020</u>
<b>Assets</b>		
Current Assets		
Cash and cash equivalents (Notes 1b and 8)	\$3,248,509	\$3,025,668
Investments (Notes 1c and 4)	1,668,984	1,229,909
Unconditional promises to give - without donor restrictions (Notes 1d and 3)	167,516	32,066
Resident student enrollment revenue receivable (Note 9)	4,655	114,689
Other receivables	-	16,506
Prepaid expenses and other current assets	45,765	35,936
Total Current Assets	<u>5,135,429</u>	<u>4,454,774</u>
Property and equipment (Notes 1e and 5)	182,805	51,928
Escrow deposit (Notes 1b and 7d)	<u>70,000</u>	<u>70,000</u>
<b>Total Assets</b>	<b><u>\$5,388,234</u></b>	<b><u>\$4,576,702</u></b>
<b>Liabilities and Net Assets</b>		
Liabilities		
Accounts payable and accrued expenses	\$ 383,126	\$ 383,774
Salaries, payroll taxes and benefits payable	521,538	671,896
Accrued pension liability (Note 7b)	892,281	833,573
Deferred revenue	3,821	1,636
Loan payable (Note 6)	157,000	157,000
Total Liabilities	<u>1,957,766</u>	<u>2,047,879</u>
Commitments and Contingencies (Notes 7, 11 and 12)		
Net Assets	<u>3,430,468</u>	<u>2,528,823</u>
<b>Total Liabilities and Net Assets</b>	<b><u>\$5,388,234</u></b>	<b><u>\$4,576,702</u></b>

See notes to financial statements.

**FUTURE LEADERS INSTITUTE CHARTER SCHOOL**

**STATEMENTS OF ACTIVITIES**

**YEARS ENDED JUNE 30, 2021 AND 2020**

	<u>2021</u>	<u>2020</u>
<b>Revenues and Other Support</b>		
Public School District - Resident student enrollment (Note 9)	\$6,683,536	\$6,653,677
Federal grants	442,594	272,650
New York State and City grants	31,119	102,627
Contributions	24,158	47,878
Donated services and materials (Note 10)	690	14,327
Interest and other income	<u>11,028</u>	<u>71,491</u>
Total Revenues and Other Support	<u>7,193,125</u>	<u>7,162,650</u>
<b>Expenses</b>		
Program Services		
Regular education services	4,126,783	4,619,706
Special education services	1,562,882	1,272,927
Other education services	205,915	377,088
Supporting Services		
Management and general	395,900	330,631
Fundraising and special events	<u>-</u>	<u>1,276</u>
Total Expenses	<u>6,291,480</u>	<u>6,601,628</u>
Increase in net assets	901,645	561,022
Net assets, beginning of year	<u>2,528,823</u>	<u>1,967,801</u>
<b>Net Assets, End of Year</b>	<u><u>\$3,430,468</u></u>	<u><u>\$2,528,823</u></u>

See notes to financial statements.



## FUTURE LEADERS INSTITUTE CHARTER SCHOOL

## STATEMENT OF FUNCTIONAL EXPENSES

YEAR ENDED JUNE 30, 2021

	Number of Positions	Program Services			Total	Supporting Services			Total Expenses
		Regular Education	Special Education	Other Education		Management and General	Fundraising	Total	
Personnel Services Costs									
Administrative staff personnel	9	\$ 689,092	\$ 119,712	\$ -	\$ 808,804	\$ 202,202	\$ -	\$202,202	\$1,011,006
Instructional personnel	33	1,629,971	892,973	102,387	2,625,331	-	-	-	2,625,331
Non-instructional personnel	2	201,537	35,012	-	236,549	-	-	-	236,549
Total Personnel Services Costs		2,520,600	1,047,697	102,387	3,670,684	202,202	-	202,202	3,872,886
Employee benefits and payroll taxes		773,936	322,588	31,588	1,128,112	77,255	-	77,255	1,205,367
Retirement		387,742	67,360	-	455,102	17,870	-	17,870	472,972
Professional development		63,857	11,093	-	74,950	-	-	-	74,950
Legal services		-	-	-	-	10,166	-	10,166	10,166
Accounting and audit services		-	-	-	-	35,484	-	35,484	35,484
Other purchased, professional and consulting services		21,464	3,729	63,878	89,071	35,433	-	35,433	124,504
Student and staff recruitment		48,694	10,174	288	59,156	569	-	569	59,725
Supplies and materials		55,965	9,722	-	65,687	-	-	-	65,687
Office expense		75,750	31,572	3,091	110,413	6,106	-	6,106	116,519
Technology		23,232	9,683	948	33,863	1,873	-	1,873	35,736
Student services		64,034	11,124	-	75,158	-	-	-	75,158
Insurance		47,065	19,616	1,921	68,602	3,793	-	3,793	72,395
Equipment and furnishings		1,118	466	46	1,630	89	-	89	1,719
Depreciation		42,862	17,865	1,749	62,476	3,455	-	3,455	65,931
Other		464	193	19	676	1,605	-	1,605	2,281
Total Expenses		<u>\$4,126,783</u>	<u>\$1,562,882</u>	<u>\$205,915</u>	<u>\$5,895,580</u>	<u>\$ 395,900</u>	<u>\$ -</u>	<u>\$395,900</u>	<u>\$6,291,480</u>

See notes to financial statements.

## FUTURE LEADERS INSTITUTE CHARTER SCHOOL

## STATEMENT OF FUNCTIONAL EXPENSES

YEAR ENDED JUNE 30, 2020

	Number of Positions	Program Services				Supporting Services			Total Expenses
		Regular Education	Special Education	Other Education	Total	Management and General	Fundraising	Total	
Personnel Services Costs									
Administrative staff personnel	10	\$ 734,117	\$ 32,656	\$ 34,650	\$ 801,423	\$ 113,502	\$ -	\$113,502	\$ 914,925
Instructional personnel	34	2,060,113	834,434	135,549	3,030,096	9,680	-	9,680	3,039,776
Non-instructional personnel	3	110,047	110,047	-	220,094	-	-	-	220,094
Total Personnel Services Costs		<u>2,904,277</u>	<u>977,137</u>	<u>170,199</u>	<u>4,051,613</u>	<u>123,182</u>	<u>-</u>	<u>123,182</u>	<u>4,174,795</u>
Employee benefits and payroll taxes		802,595	135,474	1,250	939,319	114,239	-	114,239	1,053,558
Retirement		351,044	59,254	-	410,298	18,462	1,200	19,662	429,960
Professional development		72,377	12,217	-	84,594	9,400	-	9,400	93,994
Legal services		13,683	2,310	-	15,993	16,104	-	16,104	32,097
Accounting and audit services		28,886	4,876	-	33,762	3,751	-	3,751	37,513
Other purchased, professional and consulting services		115,637	19,968	197,748	333,353	15,018	-	15,018	348,371
Student and staff recruitment		38,102	6,431	-	44,533	4,948	-	4,948	49,481
Supplies and materials		72,315	13,184	7,244	92,743	-	21	21	92,764
Office expense		66,768	11,270	-	78,038	8,672	-	8,672	86,710
Technology		48,253	8,145	-	56,398	6,266	-	6,266	62,664
Student services		24,211	8,895	647	33,753	-	55	55	33,808
Insurance		49,545	8,363	-	57,908	6,434	-	6,434	64,342
Equipment and furnishings		1,611	272	-	1,883	209	-	209	2,092
Depreciation		27,705	4,676	-	32,381	3,598	-	3,598	35,979
Other		2,697	455	-	3,152	348	-	348	3,500
Total Expenses		<u>\$4,619,706</u>	<u>\$1,272,927</u>	<u>\$377,088</u>	<u>\$6,269,721</u>	<u>\$ 330,631</u>	<u>\$ 1,276</u>	<u>\$331,907</u>	<u>\$6,601,628</u>

See notes to financial statements.

**FUTURE LEADERS INSTITUTE CHARTER SCHOOL**

**STATEMENTS OF CASH FLOWS**

**YEARS ENDED JUNE 30, 2021 AND 2020**

	<b>2021</b>	<b>2020</b>
<b>Cash Flows From Operating Activities</b>		
Increase in net assets	\$ 901,645	\$ 561,022
Adjustments to reconcile increase in net assets to net cash provided by operating activities:		
Depreciation	65,931	35,979
(Increase) decrease in:		
Unconditional promises to give	(135,450)	90,944
Resident student enrollment revenue receivable	110,034	(108,343)
Other receivables	16,506	(16,506)
Prepaid expenses and other current assets	(9,829)	(25,149)
Increase (decrease) in:		
Accounts payable and accrued expenses	(648)	31,741
Salaries, payroll taxes and benefits payable	(150,358)	(1,736)
Accrued pension liability	58,708	(21,419)
Deferred revenue	2,185	(9,727)
Net Cash Provided By Operating Activities	858,724	536,806
<b>Cash Flows From Investing Activities</b>		
Purchase of certificates of deposit	(1,660,210)	(1,221,925)
Maturity of certificates of deposit	1,221,135	1,574,569
Purchase of property and equipment	(196,808)	(30,302)
Net Cash Provided (Used) By Investing Activities	(635,883)	322,342
<b>Cash Flows From Financing Activities</b>		
Proceeds from loan payable	-	157,000
Net increase in cash, cash equivalents and restricted cash	222,841	1,016,148
Cash, cash equivalents and restricted cash, beginning of year	3,095,668	2,079,520
<b>Cash, Cash Equivalents and Restricted Cash, End of Year</b>	<b>\$3,318,509</b>	<b>\$3,095,668</b>

See notes to financial statements.

**FUTURE LEADERS INSTITUTE CHARTER SCHOOL**

**NOTES TO FINANCIAL STATEMENTS**

**JUNE 30, 2021 AND 2020**

**Note 1 - Organization and Summary of Significant Accounting Policies**

a - Organization

Future Leaders Institute Charter School ("FLICS") is an education corporation formed to operate a conversion charter school in accordance with an agreement with the Board of Regents of the University of the State of New York under a renewal charter valid for a term of three years expiring June 30, 2022.

FLICS believes that strong teaching in a caring environment, combined with an intensive and extensive school day, empowers today's children to be the leaders of tomorrow. The mission is to expand opportunities for students who historically have had limited access to rigorous academic instruction, and to empower them to make informed, deliberate decisions so that they may lead socially responsible, productive lives. FLICS fulfills this mission by offering an innovative, academically rigorous learning community where students of all ability levels can meet academic success.

b - Cash and, Cash Equivalents and Restricted Cash

For purposes of the statement of cash flows, FLICS considers all highly liquid debt instruments, including money market funds, to be cash equivalents.

The following table provides a reconciliation of cash, cash equivalents and restricted cash reported within the statement of financial position that sum to the total of the same such amounts in the statement of cash flows.

	<b>2021</b>	<b>2020</b>
Cash and cash equivalents	\$3,248,509	\$3,025,668
Escrow deposit	70,000	70,000
Total Cash, Cash Equivalents and Restricted Cash Shown in the Statement of Cash Flows	<b>\$3,318,509</b>	<b>\$3,095,668</b>

c - Investments

At June 30, 2021 and 2020, investments consist of certificates of deposit stated at cost, which approximates fair value. All the investments held by FLICS are classified within Level 1 (prices in active markets for identical assets or liabilities) of the fair value hierarchy.

**FUTURE LEADERS INSTITUTE CHARTER SCHOOL****NOTES TO FINANCIAL STATEMENTS****JUNE 30, 2021 AND 2020****Note 1 - Organization and Summary of Significant Accounting Policies (continued)****d - Contributions and Unconditional Promises to Give**

Contributions are recognized when the donor makes a promise to give FLICS, that is, in substance, unconditional. Conditional promises to give - that is, those with (1) a measurable performance-related barrier or other barrier and (2) right of return of assets transferred or a release of a promisor's obligation to transfer the assets in the future - are not recognized until the conditions on which they depend have been met. Contributions that are restricted by the donor are reported as increases in net assets without donor restrictions if the restrictions expire in the fiscal year in which the contributions are recognized. All other donor-restricted contributions are reported as increases in net assets with donor restrictions depending on the nature of the restrictions. When a restriction expires, net assets with donor restrictions are reclassified to net assets without donor restrictions.

**e - Property and Equipment**

Property and equipment are stated at cost and are being depreciated using the straight-line method over the estimated useful lives of the assets.

**f - Financial Statement Presentation**

FLICS' financial statements have been prepared in accordance with accounting principles generally accepted in the United States ("U.S. GAAP"), which require FLICS to report information regarding its financial position and activities according to the following net asset classifications:

**Net Assets Without Donor Restrictions**

Net assets that are not subject to donor-imposed restrictions and may be expended for any purpose in performing the primary objective of FLICS. These net assets may be used at the discretion of FLICS' management and Board of Directors.

**Net Assets With Donor Restrictions**

Net assets that are subject to stipulations imposed by donors and grantors. Some donor restrictions are temporary in nature; those restrictions will be met by actions of FLICS or passage of time. Other donor restrictions are perpetual in nature, whereby the donor has stipulated the funds be maintained in perpetuity.

**g - Estimates**

The preparation of financial statements in conformity with U.S. GAAP requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

**FUTURE LEADERS INSTITUTE CHARTER SCHOOL****NOTES TO FINANCIAL STATEMENTS****JUNE 30, 2021 AND 2020****Note 1 - Organization and Summary of Significant Accounting Policies (continued)****h - Tax Status**

FLICS is a not-for-profit organization exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code and has been designated as an organization which is not a private foundation.

**i - Functional Allocation of Expenses**

The financial statements report certain categories of expenses that are attributable to more than one program or supporting function. Certain expenses are applied directly to programs where applicable. Personnel services costs and employee benefits and payroll taxes are allocated based on employee time and effort. Other categories of expenses may be allocated based on student enrollment, or an estimate of the amount of resources expended.

**j - Subsequent Events**

FLICS has evaluated subsequent events through October 28, 2021, the date that the financial statements are considered available to be issued.

**k - Recent Accounting Pronouncement**

During 2021, FLICS adopted Accounting Standards Update ("ASU") 2014-09, *Revenue from Contracts with Customers (Topic 606)*. The guidance requires an entity to recognize revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for these goods and services. Adoption of this standard had no impact on the financial statements.

**Note 2 - Information Regarding Liquidity and Availability**

FLICS operates with a budget for each fiscal year based on the revenues expected to be available to fund anticipated expenses. FLICS considers general expenditures to consist of all expenses related to its ongoing program activities, and the expenses related to general and administrative and fundraising activities undertaken to support those activities.

FLICS regularly monitors liquidity to meet its operating needs and other commitments and obligations, while seeking to maximize the investment of its available funds. Management prepares regular cash flow projections to determine liquidity needs, and has a policy to maintain liquid financial assets on an ongoing basis sufficient to cover 90 days of general expenditures. Financial assets in excess of daily cash requirements are invested in certificates of deposit.

**FUTURE LEADERS INSTITUTE CHARTER SCHOOL**

**NOTES TO FINANCIAL STATEMENTS**

**JUNE 30, 2021 AND 2020**

**Note 2 - Information Regarding Liquidity and Availability (continued)**

FLICS' financial assets as of June 30, 2021 and 2020 available within one year to meet cash needs for general expenditures are summarized as follows:

	<u>2021</u>	<u>2020</u>
Cash and cash equivalents	\$3,248,509	\$3,025,668
Investments	1,668,984	1,229,909
Unconditional promises to give	167,516	32,066
Resident student enrollment revenue receivable	4,655	114,689
Other receivables	<u>-</u>	<u>16,506</u>
Financial Assets Available to Meet General Expenditures Within One Year	<u>\$5,089,664</u>	<u>\$4,418,838</u>

**Note 3 - Unconditional Promises to Give**

Unconditional promises to give are due within one year. Uncollectible promises are expected to be insignificant.

**Note 4 - Investments**

Investments consist of certificates of deposit of \$1,668,984 and \$1,229,909 as of June 30, 2021 and 2020, respectively.

**Note 5 - Property and Equipment**

A summary of property and equipment at June 30, 2021 and 2020 is as follows:

	<u>Life</u>	<u>2021</u>	<u>2020</u>
Computer equipment	3 years	\$286,126	\$100,567
Furniture and other office equipment	5-7 years	<u>6,012</u>	<u>6,012</u>
		292,138	106,579
Less: Accumulated depreciation		<u>(109,333)</u>	<u>(54,651)</u>
		<u>\$182,805</u>	<u>\$ 51,928</u>

**FUTURE LEADERS INSTITUTE CHARTER SCHOOL****NOTES TO FINANCIAL STATEMENTS****JUNE 30, 2021 AND 2020****Note 6 - Loan Payable**

On June 24, 2020, FLICS received a loan totaling \$157,000 under the Paycheck Protection Program administered by the U.S. Small Business Administration. The loan bears interest at 1% per annum, is due on June 24, 2025, and may be forgiven if FLICS meets certain employee retention requirements and the funds are used for eligible expenses.

**Note 7 - Commitments and Contingencies**

- a - The school is co-located with P.S. 242 in a New York City Department of Education facility at no charge. The school also receives custodial services, school safety services, and utilities at no charge. The school is unable to determine a value for the space.
- b - FLICS is obligated to make employer contributions into the Teachers Retirement System ("TRS") of the City of New York. This accrued pension expense for 2021 and 2020 is an estimate subject to adjustment by the TRS.
- c - Government supported projects are subject to audit by the applicable granting agency.
- d - As part of an agreement with the DOE, FLICS has established an escrow account of \$70,000 mandated to pay for legal and audit expenses that would be associated with a dissolution, should it occur.
- e - As a conversion charter school, FLICS is a unionized school and as such is required to follow the union contract agreed upon between the United Federation of Teachers union ("UFT"), the Council of School Supervisors and Administrators ("CSA") and the City of New York.

**Note 8 - Concentration of Credit Risk**

FLICS maintains cash balances at several banks in New York City insured by the Federal Deposit Insurance Corporation.



**FUTURE LEADERS INSTITUTE CHARTER SCHOOL****NOTES TO FINANCIAL STATEMENTS****JUNE 30, 2021 AND 2020****Note 9 - Resident Student Enrollment**

FLICS' per pupil allocation is determined by the New York State Department of Education using New York State's charter school funding formula.

**Note 10 - Donated Services and Materials**

FLICS received donated program services and materials with a value of \$690 and \$14,327 for the years ended June 30, 2021 and 2020, respectively.

**Note 11 - Union Salaries**

As a result of the UFT and CSA collective bargaining agreements that were ratified in 2014 after the expiration of the previous agreements in 2009, FLICS was subject to retroactive salary increases and related payments due to all eligible UFT and CSA members. These payments began in 2015 and continued through 2021. During the year ended June 30, 2020, FLICS recognized liabilities totaling \$159,653, which related to the retroactive payments due to UFT and CSA that were paid in fiscal year 2021.

As a result of the CSA collective bargaining agreements that were ratified in 2020 after the expiration of the previous agreements in 2019, FLICS was subject to retroactive salary increases and related payments due to all eligible CSA members. During the year ended June 30, 2020, FLICS recognized liabilities totaling \$3,892 related to this new agreement. These payments were paid in fiscal year 2021.

**Note 12 - Risks and Uncertainties**

In March 2020, the United States declared the global pandemic novel coronavirus COVID-19 outbreak a national emergency. As a result, FLICS has suspended some of its activities at the direction of state and local governmental authorities. While management is currently evaluating the potential impact that the resulting economic uncertainties may have on FLICS, it believes that its current financial assets are sufficient to support FLICS' operations on an ongoing basis.

**SUPPLEMENTARY INFORMATION**



**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**

To the Board of Trustees of  
Future Leaders Institute 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 Future Leaders Institute Charter School (a nonprofit organization), which comprise the statement of financial position as of June 30, 2021, 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, 2021.

**Internal Control Over Financial Reporting**

In planning and performing our audit of the financial statements, we considered Future Leaders Institute Charter 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 Future Leaders Institute Charter School's internal control. Accordingly, we do not express an opinion on the effectiveness of the Organization'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. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.



### **Compliance and Other Matters**

As part of obtaining reasonable assurance about whether Future Leaders Institute Charter 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 Organization'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 Organization's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

New York, New York  
October 28, 2021



**LUTZ AND CARR**

CERTIFIED PUBLIC ACCOUNTANTS, LLP

551 FIFTH AVENUE - SUITE 400, NEW YORK, NY 10176

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**Independent Auditors' Report on Communication  
of Internal Control Matters Identified in the Audit**

To the Finance Committee  
of Future Leaders Institute Charter School

In planning and performing our audit of the financial statements of Future Leaders Institute Charter School as of and for the year ended June 30, 2021, in accordance with auditing standards generally accepted in the United States of America, we considered Future Leaders Institute Charter School's internal control over financial reporting (internal control) as a basis for designing our auditing procedures 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 Organization's internal control. Accordingly, we do not express an opinion on the effectiveness of the Organization'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 Organization's financial statements will not be prevented, or detected and corrected, on a timely basis.

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

This communication is intended solely for the information and use of management, the Board of Trustees and others within the Organization, and is not intended to be and should not be used by anyone other than these specified parties.

*Lutz + Carr, LLP*

New York, New York  
October 28, 2021



**LUTZ AND CARR**

CERTIFIED PUBLIC ACCOUNTANTS, LLP

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**Independent Auditors' Report on Communication  
of Internal Control Matters Identified in the Audit**

To the Finance Committee  
of Future Leaders Institute Charter School

In planning and performing our audit of the financial statements of Future Leaders Institute Charter School as of and for the year ended June 30, 2021, in accordance with auditing standards generally accepted in the United States of America, we considered Future Leaders Institute Charter School's internal control over financial reporting (internal control) as a basis for designing our auditing procedures 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 Organization's internal control. Accordingly, we do not express an opinion on the effectiveness of the Organization'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 Organization's financial statements will not be prevented, or detected and corrected, on a timely basis.

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

This communication is intended solely for the information and use of management, the Board of Trustees and others within the Organization, and is not intended to be and should not be used by anyone other than these specified parties.

*Lutz + Carr, LLP*

New York, New York  
October 28, 2021

**Managing Your Accounts**

	Branch Name	Carver Federal Savings Bank
	Phone Number	(718) 230-2900
	Mailing Address	75 West 125th Street New York, NY 10027
	Online Access	www.carverbank.com customer.service@carverbank.com

Date 6/30/21  
 Primary Account  
 Enclosures

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FUTURE LEADERS INSTITUTE CHARTER SCHOOL  
 ESCROW ACCOUNT  
 134 WEST 122ND STREET  
 NEW YORK NY 10027

**SAVINGS ACCOUNTS**

**IMPORTANT MESSAGE**

The privacy and security of your personal information is important to us. Carver Federal Savings Bank is committed to maintaining the trust and confidence we have built with our customers over the last 70 years. To obtain a copy of our Consumer Privacy Notice, please visit our website at [www.carverbank.com](http://www.carverbank.com) or contact our Customer Service Team at 855-217-3373.

Carver Savings		Item Truncation	
Account Number		Statement Dates	6/01/21 thru 6/30/21
Previous Balance	70,017.64	Days in the statement period	30
Deposits/Credits	.00	Average Ledger	70,017.64
Checks/Debits	.00	Average Collected	70,017.64
Service Charge	.00	Interest Earned	5.76
Interest Paid	5.76	Annual Percentage Yield Earned	0.10%
Ending Balance	70,023.40	2021 Interest Paid	34.74

\*\*\*\*\*

Activity in Date Order			
Date	Description	Amount	Balance
6/30	Interest Deposit	5.76	70,023.40

\*\*\*\*\*

Daily Balance Information			
Date	Balance	Date	Balance
6/01	70,017.64	6/30	70,023.40

\*\*\*\*\*

Interest Rate Summary	
Date	Interest Rate
5/31	0.100000%



## RECONCILEMENT OF ACCOUNT

1. All entries appearing on this statement that have not been entered in your checkbook should be entered before proceeding with the reconciliation of your account.
2. Compare the checks returned with the items on the statement, then sort the checks numerically or by date issued.
3. Check off on the stubs of your checkbook each of the checks paid by the bank and make a list of the numbers and amounts of those still outstanding in the space provided.
4. Make sure that other charges or deduction shown on this statement have been subtracted from your checkbook balance...and that all deposits (and other credit items, if any) have been added.

RECONCILEMENT FORM			
BANK BALANCE SHOWN ON THIS STATEMENT	\$		
ADD DEPOSITS NOT CREDITED ON THIS STATEMENT (IF ANY)	\$		
	TOTAL \$		
DEDUCT CHECKS OUTSTANDING	\$		
YOUR CHECKBOOK SHOULD SHOW THIS LATEST BALANCE	\$		

NUMBER	AMOUNT
TOTAL \$	

### IN CASE OF ERRORS OR QUESTIONS ABOUT YOUR ELECTRONIC TRANSFERS, AND/OR CREDIT RESERVE BILLING RIGHTS

NOTIFY US IN CASE OF ERRORS OR QUESTIONS ABOUT YOUR STATEMENT AND/OR BILL AT THE PHONE NUMBER OR ADDRESS PRINTED ON THE FRONT OF THIS STATEMENT.

If you think your statement or bill is wrong, or if you need more information about a transaction, write us as soon as possible on a separate sheet. We must hear from you no later than 60 days after you receive the First statement and/or Bill on which the error or problem appeared. You can telephone us, but doing so will not preserve your rights. In your letter give us the following information:

1. Your name and account number
2. The dollar amount of the suspected error.
3. Describe the error or transfer you are unsure about and explain as clearly as possible why you believe there is an error or why you need more information.

### OUR RESPONSIBILITIES FOR ELECTRONIC TRANSFER

We will investigate your complaint and will correct any errors promptly. If we take more than 10 business days to do this, we will recredit your account for the amount you think is in error, so that you will have use of the money during the time it takes us to complete our investigation.

### YOUR RIGHTS AND OUR RESPONSIBILITIES AFTER WE RECEIVE YOUR WRITTEN NOTICE REGARDING CREDIT RESERVE STATEMENT BILLING

We must acknowledge your letter within 30 days, unless we have corrected the error by then. Within 90 days, we must either correct the error or explain why we believe the bill was correct.

After we receive your letter, we cannot try to collect any amount you question, or report you as delinquent. We can continue to bill you for the amount you question, including finance charges, and we can apply any unpaid amount against your credit limit. You do not have to pay any questioned amount while we are investigating, but you are still obligated to pay the parts of your bill that are not in question.

If we find that we made a mistake on your bill, you will not have to pay any finance charges related to any questioned amount. If we did not make a mistake, you may have to pay finance charges, and you will have to make up any missed payments on the questioned amount. In either case, we will send you a statement of the amount you owe and the date that it is due.

After notification, if you fail to pay the amount that we think you owe, we may report you as delinquent. However, if our explanation does not satisfy you and you write to us within ten days telling us that you still refuse to pay, we must tell you the name of anyone we reported you to. We must tell anyone we report you to that the matter has been settled between us when it finally is.

If we do not follow these rules, we cannot collect the first \$50 of the questioned amount, even if your bill was correct.



**Disclosure of Financial Interest by a Current or Proposed Board of Trustees Member**

**Name: John Harrison York**

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**Name of Charter School Education Corporation (the Charter School Name, if the charter school is the only school operated by the education corporation): Future Leaders Institute Charter School**

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1. List all positions held on the education corporation Board of Trustees ("Board") (e.g. president, treasurer, parent representative).

**Trustee**

2. Are you an employee of any school operated by the education corporation?  
 **Yes**  **No**

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

3. Are you related, by blood or marriage, to any person employed by the school?

NO

If **Yes**, please describe the nature of your relationship and how this person could benefit from your participation.

4. Are you related, by blood, marriage, or legal adoption/guardianship, to any student currently enrolled in the school?

NO

If **Yes**, please describe the nature of your relationship and how this person could benefit from your participation.

5. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of this school?

NO

If Yes, please describe the nature of your relationship and how this person could benefit from your participation.

6. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services (“CMO”), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

**Yes**  **No**

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

Executive Director - oversaw the school \$150,000 - I worked from July 2015 to August 2019

7. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six-month period prior to such service. If there has been no such interest or transaction, write **None**. Please note that if you answered **Yes** to Questions 2-3 above, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of financial interest/transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to you

*Please write “None” if applicable. Do not leave this space blank.*

July 2015 to August 2019	<b>Employment</b>	<b>I was not a board member at that time</b>	<b>Myself</b>
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8. Identify each individual, business, corporation, union association, firm, partnership, 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(s) operated by the education corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) 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(s) that is/are doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, write “**None.**”

<b>Organization conducting business with the school(s)</b>	<b>Nature of business conducted</b>	<b>Approximate value of the business conducted</b>	<b>Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest</b>	<b>Steps taken to avoid conflict of interest</b>
<p><b>NONE</b></p> <p><i>Please write “None” if applicable. Do not leave this space blank.</i></p>				

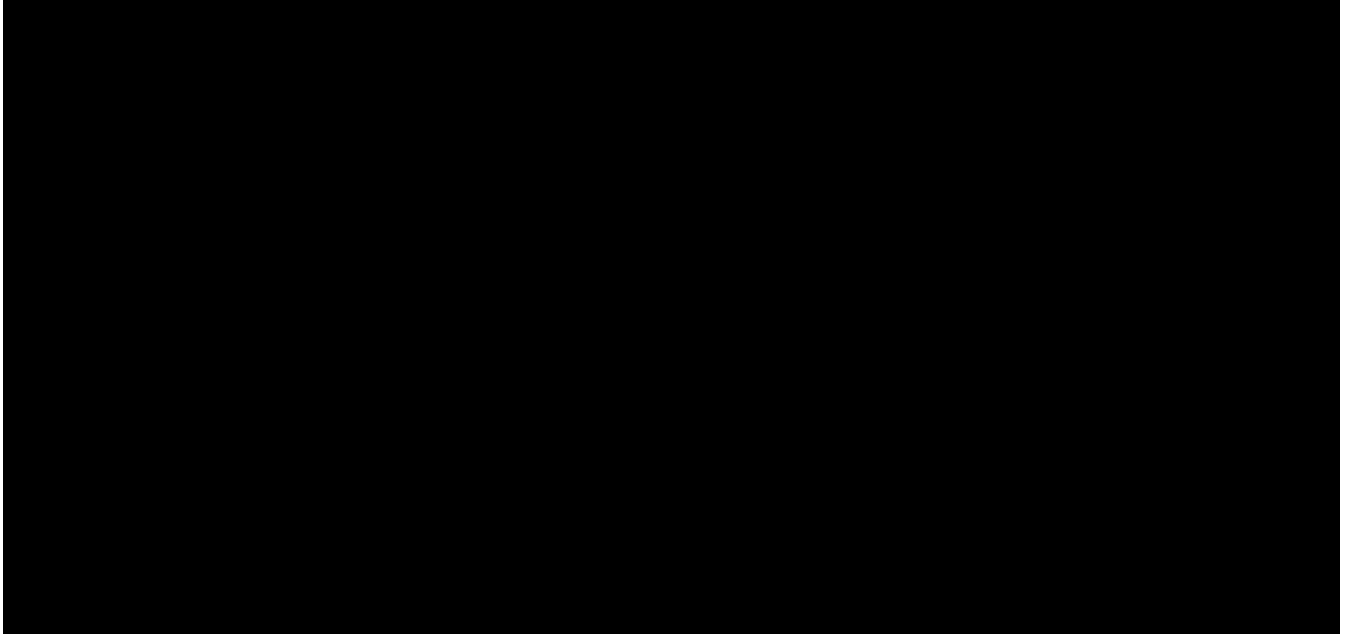
*John Harrison York*

7/23/2021

Signature

Date

*Please note that this document is considered a public record and, as such, may be made available to members of the public upon request under the Freedom of Information Law. Personal contact information provided below will be redacted.*



<p style="text-align: center;"><b>Disclosure of Financial Interest by a Current or Proposed Board of Trustees Member</b></p>
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**Name:**

Julie Cohen Wilson

**Name of Charter School Education Corporation (the Charter School Name, if the charter school is the only school operated by the education corporation):**

Future Leaders Institute Charter School

1. List all positions held on the education corporation Board of Trustees ("Board") (e.g. president, treasurer, parent representative).

2. Are you an employee of any school operated by the education corporation?  
**Yes X No**

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

3. Are you related, by blood or marriage, to any person employed by the school?

If **Yes**, please describe the nature of your relationship and how this person could benefit from your participation.

No

4. Are you related, by blood, marriage, or legal adoption/guardianship, to any student currently enrolled in the school?

If **Yes**, please describe the nature of your relationship and how this person could benefit from your participation.

No

5. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of this school?

If Yes, please describe the nature of your relationship and how this person could benefit from your participation.

No

6. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services (“CMO”), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

**Yes X No**

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

7. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six-month period prior to such service. If there has been no such interest or transaction, write **None**. Please note that if you answered **Yes** to Questions 2-3 above, you need not disclose again your employment status, salary, etc.

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

8. Identify each individual, business, corporation, union association, firm, partnership, 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(s) operated by the education corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) 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(s) that is/are doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, write “None.”

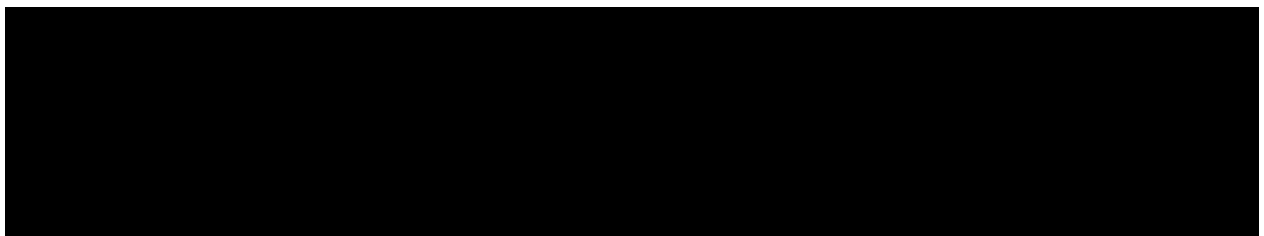
Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps taken to avoid conflict of interest
<i>None</i>				

*Julie Cohen*

Signature

Date

*Please note that this document is considered a public record and, as such, may be made available to members of the public upon request under the Freedom of Information Law. Personal contact information provided below will be redacted.*







**Disclosure of Financial Interest by a Current or Proposed Board of Trustees Member**

**Name: Natalie Deak Jaros**

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**Name of Charter School Education Corporation (the Charter School Name, if the charter school is the only school operated by the education corporation):**

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1. List all positions held on the education corporation Board of Trustees ("Board") (e.g. president, treasurer, parent representative).

**Current Chair former Treasurer**

2. Are you an employee of any school operated by the education corporation?  
 **Yes**  **No**

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

3. Are you related, by blood or marriage, to any person employed by the school?

If **Yes**, please describe the nature of your relationship and how this person could benefit from your participation.

No

4. Are you related, by blood, marriage, or legal adoption/guardianship, to any student currently enrolled in the school? No

If **Yes**, please describe the nature of your relationship and how this person could benefit from your participation.

5. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of this school? No

If Yes, please describe the nature of your relationship and how this person could benefit from your participation.

6. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services (“CMO”), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

Yes  No

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

7. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six-month period prior to such service. If there has been no such interest or transaction, write **None**. Please note that if you answered **Yes** to Questions 2-3 above, you need not disclose again your employment status, salary, etc.

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

8. Identify each individual, business, corporation, union association, firm, partnership, 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(s) operated by the education corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) 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(s) that is/are doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, write “None.”

Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps taken to avoid conflict of interest
<i>None</i>				

*Natalie Deak Jones*

7/29/2021

Signature

Date

*Please note that this document is considered a public record and, as such, may be made available to members of the public upon request under the Freedom of Information Law. Personal contact information provided below will be redacted.*



**Disclosure of Financial Interest by a Current or Proposed Board of Trustees Member**

**Name:**  
**Ross Harold**

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**Name of Charter School Education Corporation (the Charter School Name, if the charter school is the only school operated by the education corporation):**

      **Future Leaders Institute Charter School**

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1. List all positions held on the education corporation Board of Trustees ("Board") (e.g. president, treasurer, parent representative).

**Board member, vice chair**

2. Are you an employee of any school operated by the education corporation?  
       **Yes**   x   **No**

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

3. Are you related, by blood or marriage, to any person employed by the school?

If **Yes**, please describe the nature of your relationship and how this person could benefit from your participation.

No

4. Are you related, by blood, marriage, or legal adoption/guardianship, to any student currently enrolled in the school?

If **Yes**, please describe the nature of your relationship and how this person could benefit from your participation.

No

5. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of this school?

If Yes, please describe the nature of your relationship and how this person could benefit from your participation.

No

6. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services (“CMO”), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

Yes  No

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

7. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six-month period prior to such service. If there has been no such interest or transaction, write **None**. Please note that if you answered **Yes** to Questions 2-3 above, you need not disclose again your employment status, salary, etc.

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

8. Identify each individual, business, corporation, union association, firm, partnership, 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(s) operated by the education corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) 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(s) that is/are doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, write “**None**.”

Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps taken to avoid conflict of interest
None	<b>None</b>	None	None	none

*Ross Harold*

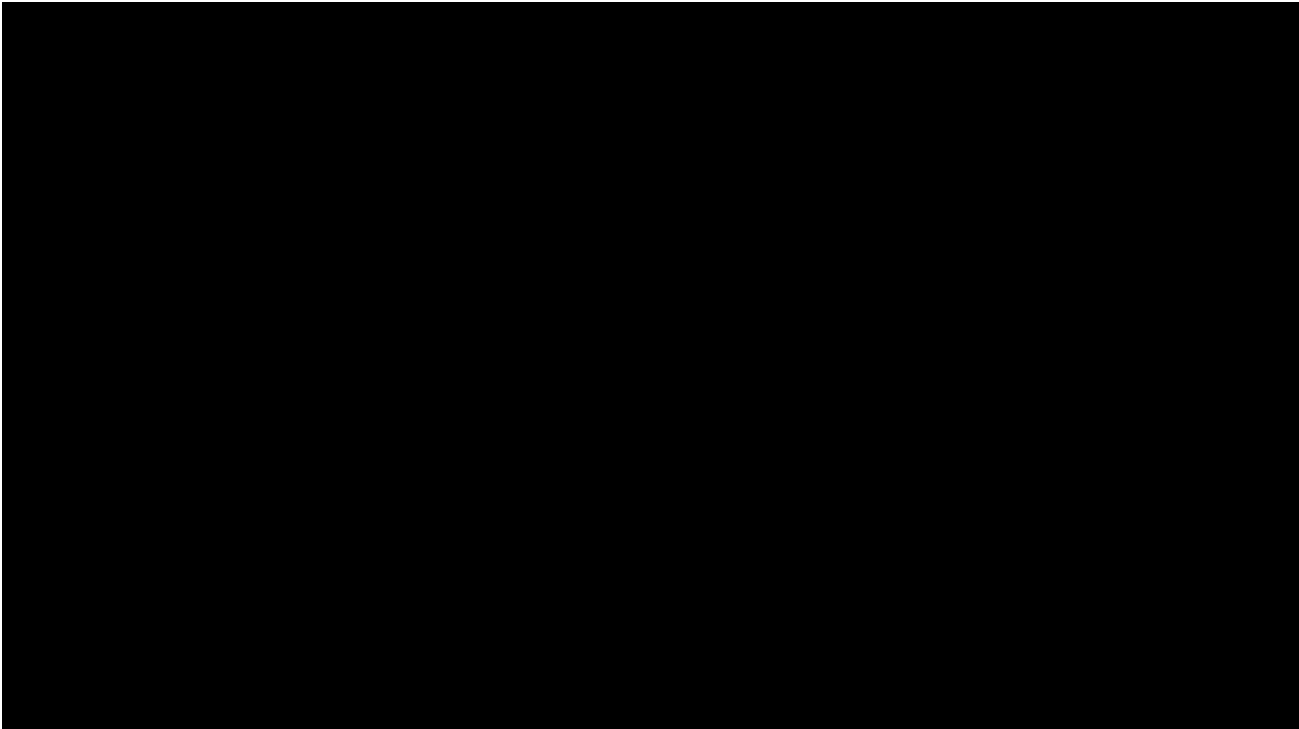
*7/27/21*

Signature

Date

*Please note that this document is considered a public record and, as such, may be made available to members of the public upon request under the Freedom of Information Law. Personal contact information provided below will be redacted.*

*Please write “None” if applicable. Do not leave this space blank.*





**Disclosure of Financial Interest by a Current or Proposed Board of Trustees Member**

Name:

Katherine Brown

Name of Charter School Education Corporation (the Charter School Name, if the charter school is the only school operated by the education corporation):

Future Leaders Institute Charter School

1. List all positions held on the education corporation Board of Trustees ("Board") (e.g. president, treasurer, parent representative).

Secretary

Trustee

Executive Committee Member

2. Are you an employee of any school operated by the education corporation?  
 Yes  No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

3. Are you related, by blood or marriage, to any person employed by the school? **NO**

If **Yes**, please describe the nature of your relationship and how this person could benefit from your participation.

4. Are you related, by blood, marriage, or legal adoption/guardianship, to any student currently enrolled in the school? **NO**

If **Yes**, please describe the nature of your relationship and how this person could benefit from your participation.

5. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of this school? **NO**

If Yes, please describe the nature of your relationship and how this person could benefit from your participation.

6. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services ("CMO"), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

Yes  No

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

7. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six-month period prior to such service. If there has been no such interest or transaction, write **None**. Please note that if you answered **Yes** to Questions 2-3 above, you need not disclose again your employment status, salary, etc.

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



8. Identify each individual, business, corporation, union association, firm, partnership, 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(s) operated by the education corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) 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(s) that is/are doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, write "None."

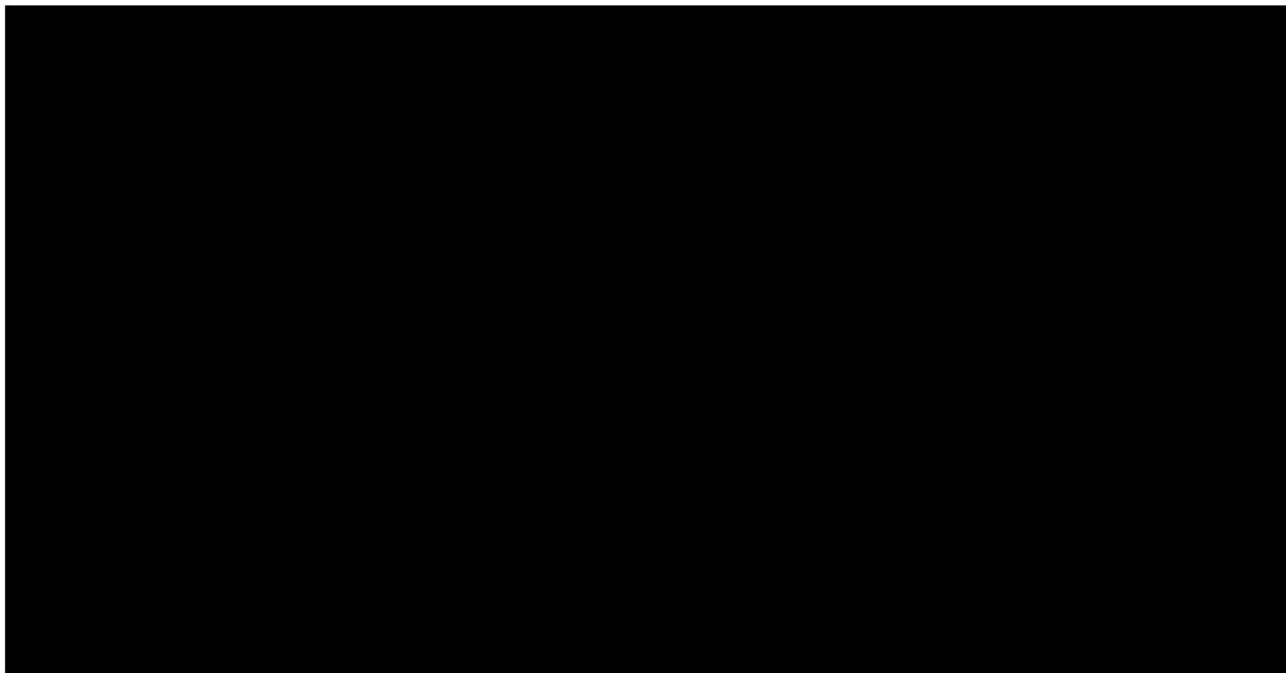
Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps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

Katherine M. Brown  
Signature

7/29/21  
Date

*Please note that this document is considered a public record and, as such, may be made available to members of the public upon request under the Freedom of Information Law. Personal contact information provided below will be redacted.*





**Disclosure of Financial Interest by a Current or Proposed Board of Trustees Member**

**Name:**

Rachel Klein

**Name of Charter School Education Corporation (the Charter School Name, if the charter school is the only school operated by the education corporation):**

Future Leaders Institute

1. List all positions held on the education corporation Board of Trustees ("Board") (e.g. president, treasurer, parent representative).

Member, Vice Chair

2. Are you an employee of any school operated by the education corporation?  
    Yes     No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

3. Are you related, by blood or marriage, to any person employed by the school?

If **Yes**, please describe the nature of your relationship and how this person could benefit from your participation.

No

4. Are you related, by blood, marriage, or legal adoption/guardianship, to any student currently enrolled in the school?

If **Yes**, please describe the nature of your relationship and how this person could benefit from your participation.

No

5. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of this school?

No

If Yes, please describe the nature of your relationship and how this person could benefit from your participation.

NO

6. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services ("CMO"), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

Yes  No

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

7. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six-month period prior to such service. If there has been no such interest or transaction, write **None**. Please note that if you answered **Yes** to Questions 2-3 above, you need not disclose again your employment status, salary, etc.

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

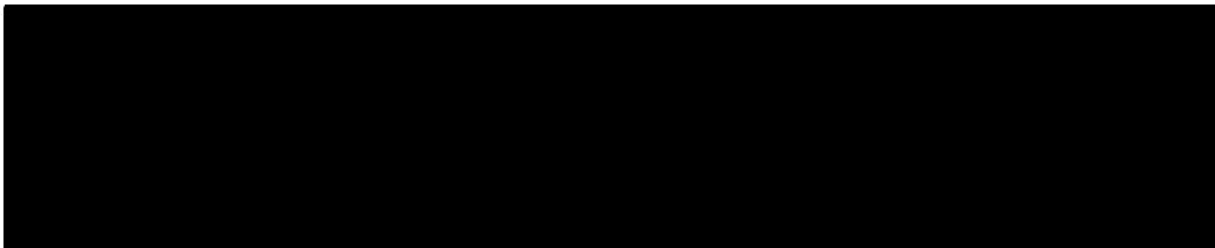


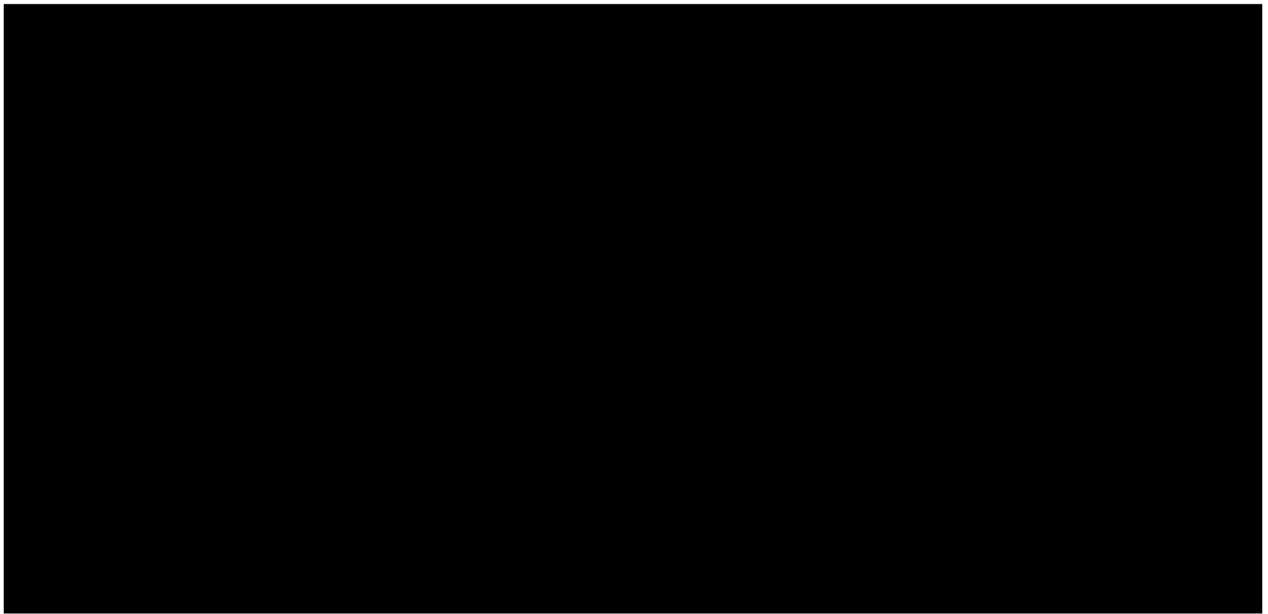
8. Identify each individual, business, corporation, union association, firm, partnership, franchise holding company, joint-stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school(s) operated by the education corporation and in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) 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(s) that is/are doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, write "None."

Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps taken to avoid conflict of interest
<p><i>Please write "None" if applicable. Do not leave this space blank.</i></p> <p style="font-size: 2em; opacity: 0.5;">None</p>				

Rachel Keen 7/28/2021  
 Signature Date

*Please note that this document is considered a public record and, as such, may be made available to members of the public upon request under the Freedom of Information Law. Personal contact information provided below will be redacted.*







**Disclosure of Financial Interest by a Current or Proposed Board of Trustees Member**

Name: Jonathan Drucker

Name of Charter School Education Corporation (the Charter School Name, if the charter school is the only school operated by the education corporation):

Future Leaders Institute

1. List all positions held on the education corporation Board of Trustees ("Board") (e.g. president, treasurer, parent representative).

Board Member

2. Are you an employee of any school operated by the education corporation?  
 Yes  No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

3. Are you related, by blood or marriage, to any person employed by the school?

If **Yes**, please describe the nature of your relationship and how this person could benefit from your participation.

NO

4. Are you related, by blood, marriage, or legal adoption/guardianship, to any student currently enrolled in the school?

If **Yes**, please describe the nature of your relationship and how this person could benefit from your participation.

NO

5. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of this school?

NO

If Yes, please describe the nature of your relationship and how this person could benefit from your participation.

6. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services ("CMO"), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

Yes  No

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

N/A

7. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six-month period prior to such service. If there has been no such interest or transaction, write **None**. Please note that if you answered **Yes** to Questions 2-3 above, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of financial interest/transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to you
<p>Please write "None" if applicable. Do not leave this space blank.</p> <p style="text-align: center; font-size: 2em;">NONE</p>			



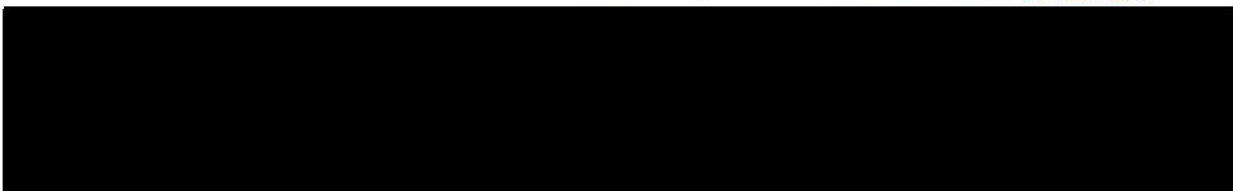
8. Identify each individual, business, corporation, union association, firm, partnership, franchise holding company, joint-stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school(s) operated by the education corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) 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(s) that is/are doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, write "None."

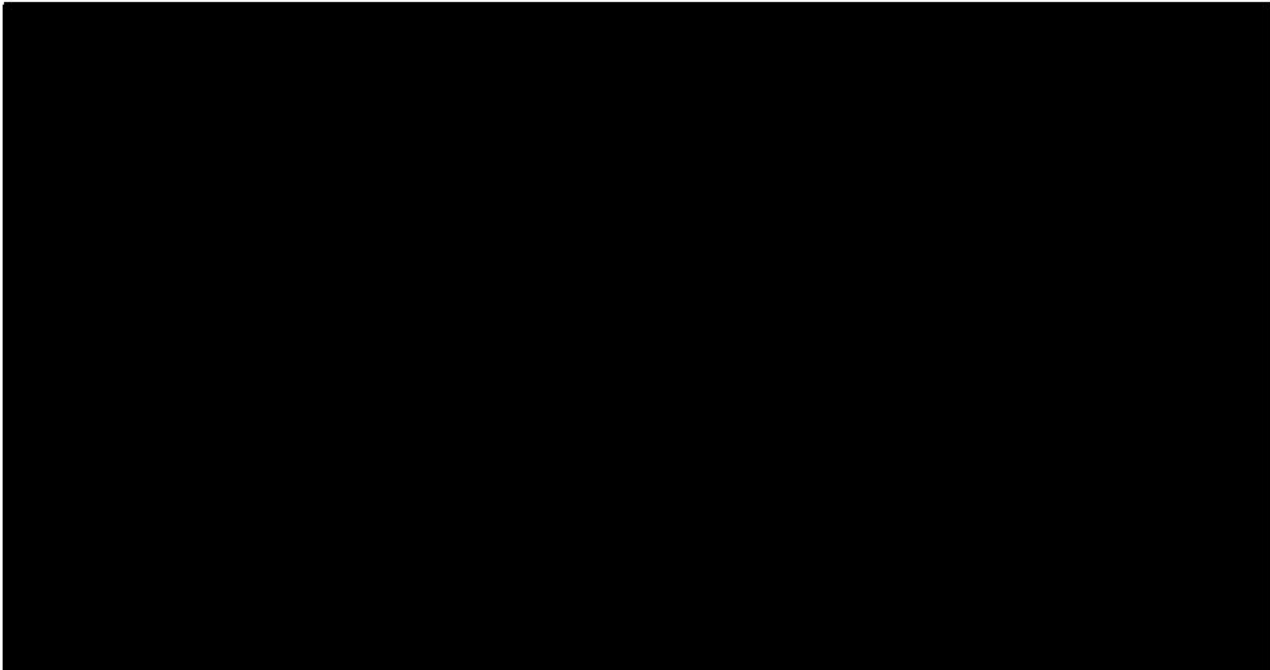
Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps taken to avoid conflict of interest
<p style="text-align: center;"><i>Please write "None" if applicable. Do not leave this space blank.</i></p> <p style="text-align: center; font-size: 2em; font-family: cursive;">NONE</p>				

Signature \_\_\_\_\_

Date \_\_\_\_\_

*Please note that this document is considered a public record and, as such, may be made available to members of the public upon request under the Freedom of Information Law. Personal contact information provided below will be redacted.*





**Disclosure of Financial Interest by a Current or Proposed Board of Trustees Member**

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Name: Ryan Post

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Name of Charter School Education Corporation (the Charter School Name, if the charter school is the only school operated by the education corporation):

Future Leaders Institute Charter School

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1. List all positions held on the education corporation Board of Trustees ("Board") (e.g. president, treasurer, parent representative).

Board Member / Member of Finance Committee

2. Are you an employee of any school operated by the education corporation?  
 Yes  No

If Yes, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

N/A

3. Are you related, by blood or marriage, to any person employed by the school? No

If Yes, please describe the nature of your relationship and how this person could benefit from your participation.

N/A

4. Are you related, by blood, marriage, or legal adoption/guardianship, to any student currently enrolled in the school? No

If Yes, please describe the nature of your relationship and how this person could benefit from your participation.

N/A

5. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of this school? No

If Yes, please describe the nature of your relationship and how this person could benefit from your participation.

N/A



6. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services ("CMO"), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

Yes  No

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

N/A

7. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six-month period prior to such service. If there has been no such interest or transaction, write **None**. Please note that if you answered **Yes** to Questions 2-3 above, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of financial interest/transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to you
N	O	N	E

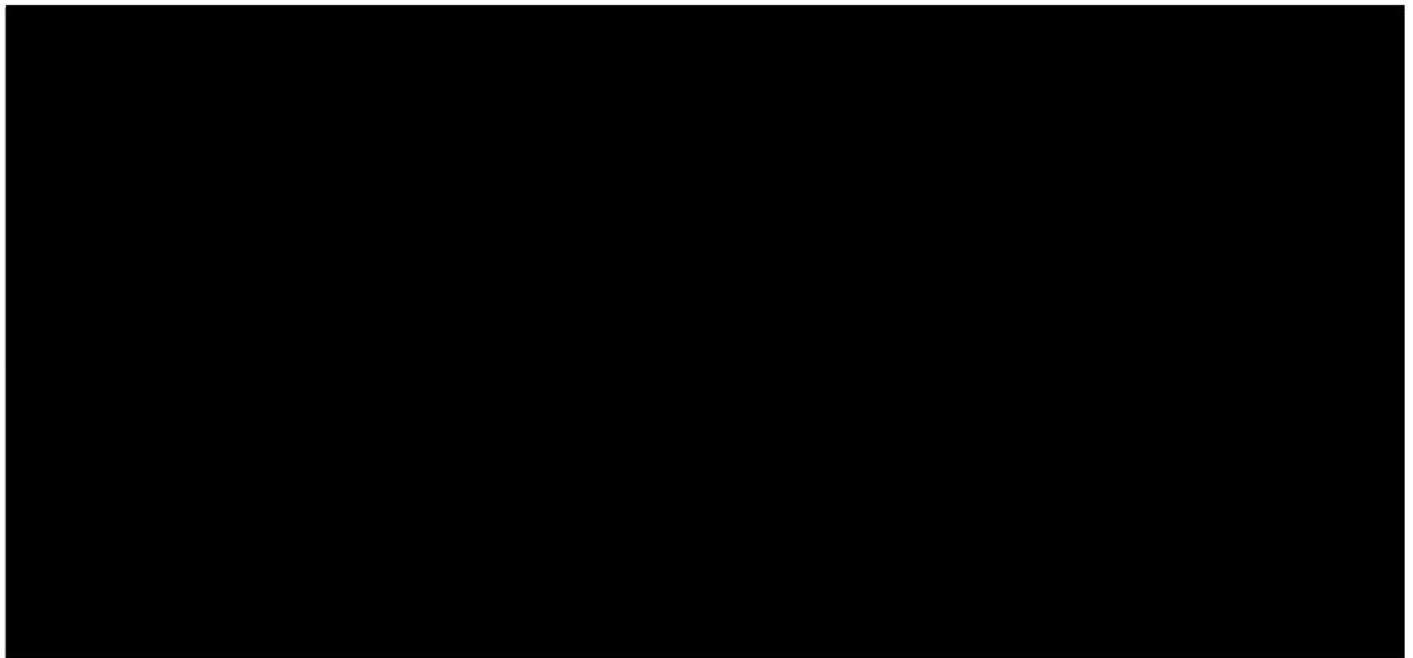
8. Identify each individual, business, corporation, union association, firm, partnership, franchise holding company, joint-stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school(s) operated by the education corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) 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(s) that is/are doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, write "**None**."

Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps taken to avoid conflict of interest
N	O	N	E	

  
 \_\_\_\_\_  
 Signature

7/30/2021  
 \_\_\_\_\_  
 Date

*Please note that this document is considered a public record and, as such, may be made available to members of the public upon request under the Freedom of Information Law. Personal contact information provided below will be redacted.*



**Disclosure of Financial Interest by a Current or Proposed Board of Trustees Member**

Name:

Jay Hatfield

Name of Charter School Education Corporation (the Charter School Name, if the charter school is the only school operated by the education corporation):

\_\_\_\_\_

1. List all positions held on the education corporation Board of Trustees ("Board") (e.g. president, treasurer, parent representative).

*Board member, including member of Finance Committee*

2. Are you an employee of any school operated by the education corporation?  
 Yes  No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

3. Are you related, by blood or marriage, to any person employed by the school?

*NO*  
If **Yes**, please describe the nature of your relationship and how this person could benefit from your participation.

4. Are you related, by blood, marriage, or legal adoption/guardianship, to any student currently enrolled in the school?

*NO*  
If **Yes**, please describe the nature of your relationship and how this person could benefit from your participation.

5. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of this school?

*NO*



If Yes, please describe the nature of your relationship and how this person could benefit from your participation.

6. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services ("CMO"), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

Yes  No

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

7. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six-month period prior to such service. If there has been no such interest or transaction, write **None**. Please note that if you answered **Yes** to Questions 2-3 above, you need not disclose again your employment status, salary, etc.

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

8. Identify each individual, business, corporation, union association, firm, partnership, 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(s) operated by the education corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) 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(s) that is/are doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, write "None."

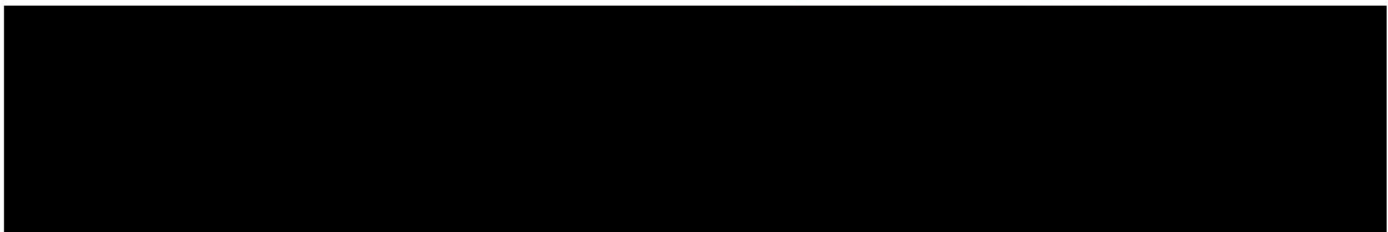
Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps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

Completed by Rusty Slovence (Assistant Principal) on behalf of Board Member, Jay Hatfield.

R. Slovence  
Signature

Aug. 2, 2021  
Date

*Please note that this document is considered a public record and, as such, may be made available to members of the public upon request under the Freedom of Information Law. Personal contact information provided below will be redacted.*







**Disclosure of Financial Interest by a Current or Proposed Board of Trustees Member**

**Name:**

Rudy Austin

**Name of Charter School Education Corporation (the Charter School Name, if the charter school is the only school operated by the education corporation):**

\_\_\_\_\_

1. List all positions held on the education corporation Board of Trustees ("Board") (e.g. president, treasurer, parent representative).

*Board member, Treasurer, and member of Finance Committee*

2. Are you an employee of any school operated by the education corporation?  
     Yes  No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

3. Are you related, by blood or marriage, to any person employed by the school?

*NO*  
If **Yes**, please describe the nature of your relationship and how this person could benefit from your participation.

4. Are you related, by blood, marriage, or legal adoption/guardianship, to any student currently enrolled in the school?

*NO*  
If **Yes**, please describe the nature of your relationship and how this person could benefit from your participation.

5. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of this school?

*NO*

If Yes, please describe the nature of your relationship and how this person could benefit from your participation.

6. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services ("CMO"), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

Yes  No

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

7. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six-month period prior to such service. If there has been no such interest or transaction, write **None**. Please note that if you answered **Yes** to Questions 2-3 above, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of financial interest/transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to you
<p><i>Please write "None" if applicable. Do not leave this space blank.</i></p> <p style="text-align: center;">NONE</p>			



8. Identify each individual, business, corporation, union association, firm, partnership, 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(s) operated by the education corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) 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(s) that is/are doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, write "None."

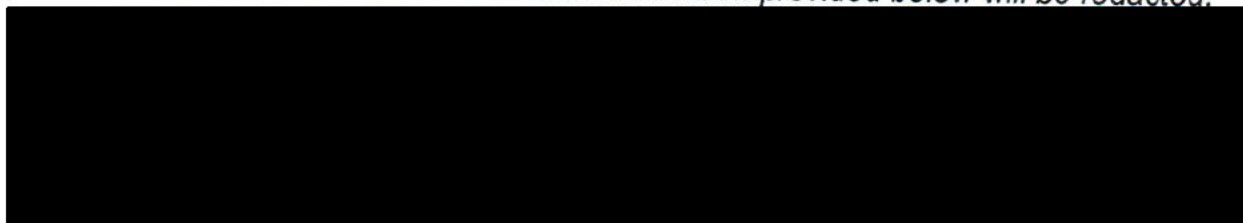
Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps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

Completed by Rusty Slovenc (Assistant Principal) on behalf of Board Member, Rudy Austin

R. S.  
Signature

August 2, 2021  
Date

*Please note that this document is considered a public record and, as such, may be made available to members of the public upon request under the Freedom of Information Law. Personal contact information provided below will be redacted.*





**Disclosure of Financial Interest by a Current or Proposed Board of Trustees Member**

Name:

Roberta Kelly

Name of Charter School Education Corporation (the Charter School Name, if the charter school is the only school operated by the education corporation):

\_\_\_\_\_

1. List all positions held on the education corporation Board of Trustees ("Board") (e.g. president, treasurer, parent representative).

Board member on Academic Excellence Committee

2. Are you an employee of any school operated by the education corporation?  
Yes  No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

3. Are you related, by blood or marriage, to any person employed by the school?

NO

If **Yes**, please describe the nature of your relationship and how this person could benefit from your participation.

4. Are you related, by blood, marriage, or legal adoption/guardianship, to any student currently enrolled in the school? NO

If **Yes**, please describe the nature of your relationship and how this person could benefit from your participation.

5. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of this school? NO



If Yes, please describe the nature of your relationship and how this person could benefit from your participation.

6. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services ("CMO"), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

Yes  No

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

7. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six-month period prior to such service. If there has been no such interest or transaction, write **None**. Please note that if you answered **Yes** to Questions 2-3 above, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of financial interest/transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to you
<p><i>Please write "None" if applicable. Do not leave this space blank.</i></p> <p style="text-align: center; font-size: 2em; font-family: cursive;">NONE</p>			

8. Identify each individual, business, corporation, union association, firm, partnership, 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(s) operated by the education corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) 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(s) that is/are doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, write "None."

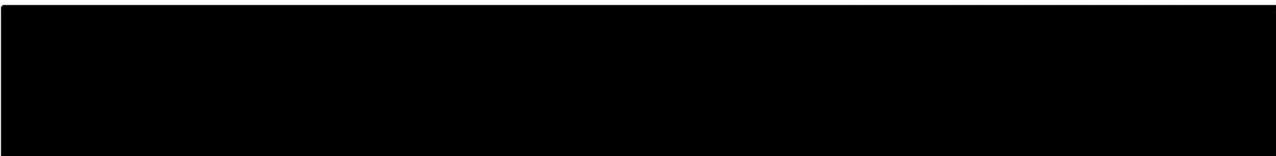
Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps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

Completed by Rusty Slovenc (Assistant Principal) on behalf of Board Member, Roberta Kelly

R. Slovenc  
Signature

August 2, 2021  
Date

*Please note that this document is considered a public record and, as such, may be made available to members of the public upon request under the Freedom of Information Law. Personal contact information provided below will be redacted.*







**Board of Trustees Meeting  
February 23, 2021  
5:30 p.m. – 7:30 p.m.**

Zoom Meeting

<https://zoom.us/j/94983330192?pwd=VTIVWU4yUG5jSy92R08xdTRLNkgzd09>

Meeting ID: 949 8333 0192

Passcode: 8gdc96

**AGENDA**

*Note: For any topics marked with an asterisk, the allocated time is for questions, should they arise, from the information in the corresponding document in the Board packet.*

ID	Subject	Action Required	Topic	Owner	Time
1	Announcements	N/A	a) Welcome and Announcements	a) Natalie	a) 2 minutes
2	Board Business	Board Votes	a) Approval of January Board Meeting Minutes	a) Natalie	a) 2 minutes
3	Academics	N/A	EAC Update: a) Attendance b) Technology c) ANET/ Benchmark Assessments d) State testing update	a-d) Jody/Rusty	a-d) 30 minutes
4	Renewal	N/A	FLI renewal	a) Jody	a) 10 minutes
5	Enrollment	N/A	a) Enrollment Update b) Family Intent to Return	a-b) Thandi/ Jody/Rusty	a-c) 20 minutes
5	Finance	N/A	Finance Committee Update a) Monthly Finance Committee	a) Rudy	a) 10 minutes
6	Executive Session	N/A	Executive Session	Natalie	15 minutes <sup>1</sup>

<sup>1</sup> Anticipated length of time

**MINUTES OF THE BOARD OF TRUSTEES OF FUTURE LEADERS INSTITUTE CHARTER SCHOOL  
FEBRUARY 24, 2021**

*As a result of the extraordinary circumstances resulting from the COVID-19 pandemic, the Board meeting took place via videoconference in compliance with the Governor's Order.*

Board members present: Katherine Brown, Natalie Deak, Jon Drucker, Ross Harold, Roberta Kelly, Rachel Klein, Ryan Post, Julie Wilson and John Harrison York.

Others present: Thandi Edwards (FLI Staff), Jody Flowers (FLI Leadership Team), Shonte McQueen (FLI Staff), London Price (FLI Leadership Team) and Rusty Slovenec (FLI Leadership Team).

Board members absent: Rudy Austin and Jay Hatfield.

The meeting began at approximately 5:35 p.m. and was called to order by Natalie Deak.

1. Ms. Deak welcomed all attendees to the meeting.
2. *Upon motion duly made, the Board unanimously voted to approve the minutes from the January 2021 Board meeting.*
3. Rachel Klein and Jon Drucker gave an update on behalf of the Governance Working Group. All Board members are asked to mine their networks for prospective Board members with the goal of increasing diversity and community representation on the Board. The Governance Working Group is also working to refresh the Board Survey.
4. Jody Flowers and Rusty Slovenec provided the Academics update. They reviewed the materials provided in the Board packet and answered questions from the Board on the following items:
  - a. *Attendance.* Attendance remains strong and the Attendance Team is focused on tardiness. Regular meetings on the topic of timely attendance are ongoing.
  - b. *Technology.* Distribution of the 330 laptops recently procured by the school took place during February Break, with follow up ongoing for students who did not have an opportunity to exchange their old laptop.
  - c. *Benchmark Assessments.* The second Benchmark Assessments were administered earlier in the month for grades 3-8. Teachers analyzed the results on Data Day (February 22). Overall, FLI outperformed the other schools within the Achievement Network that took the same Benchmark Assessments. Ms. Flowers and Mr. Slovenec discussed areas of additional focus, outlined additional remediation efforts and answered questions from the Board. A discussion regarding the need for additional support for FLI's students with disabilities followed. The approach for administering Benchmark Assessments to FLI's K-2 students is very different and will be administered in a 1:1 manner in the coming weeks.

*d. 2021 State Assessments.* Ms. Flowers and Mr. Slovenec provided an update on the discussions underway at the federal and state level regarding the 2021 state assessments. Many questions remain unanswered at this point.

5. Ms. Flowers provided an overview of the process that is underway in the city with regards to charter school renewal generally, noting that much remains in flux due to the pandemic. FLI's current charter expires in June 2022.
6. Thandi Edwards gave an update on student recruitment and enrollment and reviewed the school's current application statistics for the 2021-22 school year. Ms. Edwards discussed the current approach for recruiting in a virtual environment and highlighted themes from the team's engagement with current and prospective families regarding safety and learning models. Ms. Edwards shared the current survey data regarding families' intention to return and their preferred learning models (remote, in-person or hybrid). Planning for the next school year is underway, and school leadership is focused on remaining nimble in the face of uncertainty as external conditions and policies continue to evolve.
7. Natalie Deak, on behalf of the Finance Committee, provided an overview of the January month-end financial results, including the drivers between the budget-to-actual variances. The school's balance sheet remains strong.
8. On motion duly made, the Board moved to Executive Session at approximately 6:30 p.m.

Personnel matters were discussed. Executive Session adjourned at approximately 6:35 p.m.

The Board meeting adjourned at approximately 6:35 p.m.

The next Board meeting is expected to take place at 5:30 p.m. on March 24, 2021, by videoconference.

Respectfully submitted,

Katherine M. Brown  
Secretary

## Board of Trustees Meeting

January 27, 2021

5:30 p.m. – 7:30 p.m.

Via Zoom: Go to the calendar invite and click “join meeting” or select the link below.  
Future Leaders Institute Charter School is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting

<https://zoom.us/j/93563531624?pwd=TzNGalFtVDk0VkgvM1BrT2t5VzN2QT09>

Meeting ID: 935 6353 1624

Passcode: 6Mkpfq

## AGENDA

*Note: For any topics marked with an asterisk, the allocated time is for questions, should they arise, from the information in the corresponding document in the Board packet.*

ID	Subject	Action Required	Topic	Owner	Time
1	Announcements	N/A	a) Welcome and Announcements	a) Natalie	a) 2 minutes
2	Board Business	Board Votes	a) Approval of December Board Meeting Minutes	a) Natalie	a) 2 minutes
3	Academics	N/A	EAC Update: a) Attendance b) Technology c) ANET/ Benchmark Assessments d) Family Workshops e) Extended day overview	a-e) Jody/Rusty	a-e) 20 minutes
4	Enrollment	N/A	a) Enrollment Update b) Parent Focus Groups c) Parent Survey Results	a-c) Thandi/ Jody/Rusty	a-c) 30 minutes
5	Finance	N/A	Finance Committee Update a) Monthly Finance Committee	a) Rudy	a) 10 minutes
6	Executive Session	N/A	Executive Session	Natalie	15 minutes <sup>1</sup>

<sup>1</sup> Anticipated length of time

## MINUTES OF THE BOARD OF TRUSTEES OF FUTURE LEADERS INSTITUTE CHARTER SCHOOL

JANUARY 27, 2021

*As a result of the extraordinary circumstances resulting from the COVID-19 pandemic, the Board meeting took place via videoconference in compliance with the Governor's Order.*

Board members present: Rudy Austin, Katherine Brown, Natalie Deak, Jon Drucker, Ross Harold, Jay Hatfield, Roberta Kelly, Rachel Klein, Julie Wilson and John Harrison York.

Others present: Thandi Edwards (FLI Staff), Jody Flowers (FLI Leadership Team), Mavia Louis (FLI Staff), Shonte McQueen (FLI Staff), London Price (FLI Leadership Team) and Rusty Slovenec (FLI Leadership Team).

Board members absent: Ryan Post.

The meeting began at approximately 5:40 p.m. and was called to order by Natalie Deak.

1. Ms. Deak welcomed all attendees to the meeting.
2. *Upon motion duly made, the Board unanimously voted to approve the minutes from the December 2020 Board meeting.*
3. Jody Flowers and Rusty Slovenec provided the Academics update. They reviewed the materials provided in the Board packet and answered questions from the Board on the following items:
  - a. *Attendance.* The Attendance Team continues to meet weekly and will soon begin meeting monthly with teachers. Attendance remains stable, and the focus is now on reducing the number of students who are tardy. A discussion regarding chronic absenteeism followed.
  - b. *Technology.* 330 new laptops arrived and have been imaged/formatted. Everything remains on track to distribute the laptops and collect existing hardware during February Break (week of February 15).
  - c. *Benchmark Assessments.* The second benchmark assessments of the school year will be administered at the beginning of February utilizing Achievement Network for grades 3-8, STEP (K-2 reading) and custom-developed assessments for K-2 math. Teachers will analyze the results during an upcoming Data Day.
  - d. *PLC Activity and Family Workshops.* FLI's Professional Learning Communities (PLCs) continue to be an effective mechanism of leveraging leadership and developing innovative approaches and best



practices to address common challenges. FLI teachers are developing workshops for families at both the grade level/subject level and school-wide. The workshops will be delivered by the teachers and will also be posted on the school's website.

4. London Price gave a brief update on FLI's Extended Day program. The Board discussed the Extended Day attendance statistics provided in the Board packet. There is a decline in Extended Day attendance in the current remote learning environment, which is largely driven by parent concerns regarding "screen fatigue." The Board discussed ways to provide additional access to tutors and individualized academic support during Extended Day.
5. Ms. Flowers, Mr. Slovenec and Thandi Edwards gave an update on student recruitment and enrollment. There is a sector-wide decline in charter school applications, and FLI's data is not unique in the context of the overall charter school climate. Ms. Edwards detailed the school's strategy for recruiting and retaining students and a discussion followed. Ms. Edwards presented the feedback from the focus group with new families and the parent survey data and answered questions from the Board. Leadership remains focused on increasing parent engagement. A discussion regarding the school's strategy for recruiting students with individualized education plans followed.
6. Rudy Austin, on behalf of the Finance Committee, provided an overview of the December month-end financial results, including the drivers between the budget-to-actual variances. Title Funding was recently received and CARES Act Funding remains under review.
7. On motion duly made, the Board moved to Executive Session at approximately 6:50 p.m.

Personnel matters were discussed. Executive Session adjourned at approximately 7:00 p.m.

The Board meeting adjourned at approximately 7:00 p.m.

The next Board meeting is expected to take place at 5:30 p.m. on February 24, 2021, by videoconference.

Respectfully submitted,

Katherine M. Brown

Secretary

**Board of Trustees Meeting**  
**May 19, 2021**  
**5:30 p.m. – 7:30 p.m.**

Join Zoom Meeting

<https://zoom.us/j/96885316421?pwd=Y0VzSGxuVm5mdndmY2Y2UW5OMk56UT09>

Meeting ID: 968 8531 6421

Passcode: 1GpsmP

**AGENDA**

*Note: For any topics marked with an asterisk, the allocated time is for questions, should they arise, from the information in the corresponding document in the Board packet.*

ID	Subject	Action Required	Topic	Owner	Time
1	Announcements	N/A	a) Welcome and Announcements	a) Natalie	a) 2 minutes
2	Board Business	Board Votes	a) Approval of April Board Meeting Minutes	a) Natalie	a) 2 minutes
4	Academics	N/A	EAC Update: a) Attendance b) Renewal Update c) Summer Academy Update d) Teacher intent to Return update	a-d) Jody/Rusty	a-d) 30 minutes
6	Enrollment	N/A	a) Enrollment/Recruitment Update	a) Thandi/ Jody/Rusty	a) 20 minutes
7	Finance	N/A	Finance Committee Update a) Monthly Finance Committee	a) Rudy	10 minutes
8	Executive Session	N/A	a) Executive Session	a) Natalie	a) 15 minutes <sup>1</sup>

<sup>1</sup> Anticipated length of time

## MINUTES OF THE BOARD OF TRUSTEES OF FUTURE LEADERS INSTITUTE CHARTER SCHOOL

MAY 19, 2021

*As a result of the extraordinary circumstances resulting from the COVID-19 pandemic, the Board meeting took place via videoconference in compliance with the Governor's Order.*

Board members present: Rudy Austin, Katherine Brown, Natalie Deak, Ross Harold, Jay Hatfield, Rachel Klein, Julie Wilson and John Harrison York.

Others present: Thandi Edwards (FLI Leadership Team), Jody Flowers (FLI Leadership Team), London Price (FLI Leadership Team) and Rusty Slovenec (FLI Leadership Team).

Board members absent: Jon Drucker, Roberta Kelly and Ryan Post.

The meeting began at approximately 5:35 p.m. and was called to order by Natalie Deak.

1. Ms. Deak welcomed all attendees to the meeting.
2. *Upon motion duly made, the Board unanimously voted to approve the minutes from the April 2021 Board meeting.*
3. Jody Flowers provided the Academics update. She reviewed the materials provided in the Board packet and answered questions from the Board on the following items:
  - a. *Attendance.* While overall attendance remains strong, on-time attendance remains an area of focus. The Attendance Team continues to follow up with families and meet regularly with teachers.
  - b. *Renewal.* FLI's current charter expires in June 2022. On May 11, FLI welcomed Laurie Hazeley from the New York City Department of Education's (DOE) Charter Authorizing Office for a virtual school visit. Ms. Flowers and Ms. Deak provided an overview of Ms. Hazeley's visit and answered questions from the Board regarding next steps in the renewal process. The Board discussed the plan for increasing enrollment and enhancing support for students with IEPs, including piloting an integrated co-teaching

classroom in fifth grade and increasing staff hiring to support students with disabilities. It remains a top priority of the Board and school leadership to ensure that FLI serves a number of students with disabilities and English Language Learners that is proportional to the number of these students who are served by the schools in CSD 5, the district in which the greatest number of FLI students reside. Social emotional support during the upcoming school year is also a key priority of the DOE and FLI.

- c. *Summer Academy.* The half-day program will take place from July 6 through July 30. Ms. Flowers provided an update with the current attendance statistics and an overview of current staffing levels. All FLI students will be assigned summer homework utilizing i-Ready.
- d. *2021-2022 Staffing.* Ms. Flowers provided an overview of the data regarding teacher intent to return. 90% of FLI teachers indicated they intend to return for the upcoming school year.

- 4. Thandi Edwards reviewed the Enrollment Dashboard provided in the Board packet and answered questions from the Board. Ms. Edwards also gave an update on the process for compiling enrollment data for the school's charter renewal application.
- 5. Rudy Austin, on behalf of the Finance Committee, provided an overview of the April month-end financial results, including the drivers between the budget-to-actual variances and additional expense savings that increased the projected surplus. Mr. Austin answered questions from the Board regarding the methodology utilized to calculate the school's revenue.
- 6. On motion duly made, the Board moved to Executive Session at approximately 6:10 p.m.

Personnel matters were discussed. Executive Session adjourned at approximately 6:20 p.m.

The Board meeting adjourned at approximately 6:20 p.m.

The next Board meeting is expected to take place at 5:30 p.m. on June 23, 2021, by videoconference.

Respectfully submitted,

Katherine M. Brown

Secretary

## Board of Trustees Meeting

June 23, 2021

5:30 p.m. – 7:30 p.m.

Join Zoom Meeting

<https://zoom.us/j/99275102723?pwd=KytsMVZXT0Y2Sk9seERteS9WdzgxQT09>

Meeting ID: 992 7510 2723

Passcode: 7v6JcQ

One tap mobile

+16468769923

## AGENDA

*Note: For any topics marked with an asterisk, the allocated time is for questions, should they arise, from the information in the corresponding document in the Board packet.*

ID	Subject	Action Required	Topic	Owner	Time
1	Announcements	N/A	a) Welcome and Announcements	a) Natalie	a) 2 minutes
2	Board Business	Board Votes	a) Approval of May Board Meeting Minutes	a) Natalie	a) 2 minutes
4	Academics	N/A	EAC Update: a) Attendance b) Renewal Update c) Summer Academy Update d) Open teaching positions	a-d) Jody/ Rusty	a-d) 20 minutes
6	Enrollment	N/A	a) Enrollment/Recruitment Update	a) Jody/ Rusty	a) 10 minutes
7	Finance	N/A	Finance Committee Update" a) Monthly Financial update: May b) FY 22 Budget (some portion in executive session)	a) Rudy b) Rusty/Jody	a) 10 minutes b) 30 minutes
8	Executive Session	N/A	a) Approval of FY 22 Budget	a) Natalie	a)15 minutes <sup>1</sup>

<sup>1</sup> Anticipated length of time

## Board of Trustees Meeting

April 28, 2021

5:30 p.m. – 7:30 p.m.

Join Zoom Meeting

<https://zoom.us/j/99588341235?pwd=bUNjYWVWdDRXRWZVMHRMakhkc2lsdz09>

Meeting ID: 995 8834 1235

Passcode: 5X2nJ9

### AGENDA

*Note: For any topics marked with an asterisk, the allocated time is for questions, should they arise, from the information in the corresponding document in the Board packet.*

ID	Subject	Action Required	Topic	Owner	Time
1	Announcements	N/A	a) Welcome and Announcements	a) Natalie	a) 2 minutes
2	Board Business	Board Votes	a) Approval of March Board Meeting Minutes	a) Natalie	a) 2 minutes
4	Academics	N/A	EAC Update: a) Attendance b) Renewal Update c) 8 <sup>th</sup> Grade Graduation d) Summer Academy Update	a-d) Jody/Rusty	a-d) 30 minutes
6	Enrollment	N/A	a) Enrollment/Recruitment Update	a) Thandi/ Jody/Rusty	a) 20 minutes
7	Finance	N/A	Finance Committee Update a) Monthly Finance Committee	a) Rudy	10 minutes
8	Executive Session	N/A	a) Executive Session	a) Natalie	a) 15 minutes <sup>1</sup>

<sup>1</sup> Anticipated length of time

## MINUTES OF THE BOARD OF TRUSTEES OF FUTURE LEADERS INSTITUTE CHARTER SCHOOL

APRIL 28, 2021

*As a result of the extraordinary circumstances resulting from the COVID-19 pandemic, the Board meeting took place via videoconference in compliance with the Governor's Order.*

Board members present: Rudy Austin, Katherine Brown, Natalie Deak, Jon Drucker, Ross Harold, Jay Hatfield, Roberta Kelly, Rachel Klein, Ryan Post, Julie Wilson and John Harrison York.

Others present: Thandi Edwards (FLI Leadership Team), Jody Flowers (FLI Leadership Team), London Price (FLI Leadership Team) and Rusty Slovenec (FLI Leadership Team).

The meeting began at approximately 5:35 p.m. and was called to order by Natalie Deak.

1. Ms. Deak welcomed all attendees to the meeting.
2. *Upon motion duly made, the Board unanimously voted to approve the minutes from the March 2021 Board meeting.*
3. Jody Flowers provided the Academics update. She reviewed the materials contained in the Board packet and answered questions from the Board on the following items:
  - a. *Attendance.* While overall attendance remains strong, on-time attendance remains an area where improvement is needed. The Attendance Team continues to follow up with families and meet regularly with teachers.
  - b. *Renewal.* FLI's current charter expires in June 2022. An initial meeting regarding the renewal process was held on April 7 with Laurie Hazeley from the New York City Department of Education's (DOE) Charter Authorizing Office. An upcoming virtual visit is scheduled for May 11. Ms. Flowers outlined the high-level goals for the virtual renewal visit and the schedule for the day. A discussion followed.
  - c. *8th Grade Graduation.* The school is exploring an in-person, outdoor event that will follow all Covid safety protocols and will provide students and families with a virtual option as well. Leadership will consult with the school's attorneys to ensure that all guidelines for in-person gatherings are followed.
  - d. *Summer Academy.* The program will take place from 8:00 a.m. to noon and will run from July 6 through July 30. Ms. Flowers walked through the daily schedule for Summer Academy, current staffing levels and Covid safety protocols for the in-person program. The school is exploring a partnership with the

DOE to provide aftercare. Students not participating in Summer Academy will be assigned a summer learning program through i-Ready. A top priority for leadership is targeted focus for students with IEPs during the summer, whether virtually or in person.

4. Thandi Edwards gave an update on student recruitment and enrollment and answered questions from the Board. The process of offer acceptance is underway, and Ms. Edwards outlined the innovative ways that the school is connecting with and supporting families with the registration process. Ms. Edwards also reviewed the school's current retention statistics and discussed themes in the feedback from families regarding their preferences for a learning model and other topics related to the 2021-22 school year. Outreach to prospective and current families will continue throughout the summer. Recruiting students with IEPs and English Language Learners remains a top priority.
5. Rudy Austin, on behalf of the Finance Committee, provided an overview of the March month-end financial results, including the drivers between the budget-to-actual variances. The projected surplus for the year is largely driven by higher student enrollment. Mr. Austin gave an overview of certain factors that could affect our final income statement for the year and also provided an update on Title Funding. As a follow up to the discussion at the March Board meeting and upon the recommendation of the Finance Committee, the Board voted on the following item:

*Upon motion duly made, the Board unanimously voted to approve the purchase of three copy machines in an amount not to exceed \$40,000.*

Mr. Slovenec provided an update on potential market-driven increases in the school's insurance premiums. A discussion followed.

6. On motion duly made, the Board moved to Executive Session at approximately 6:45 p.m.

Personnel matters were discussed. Executive Session adjourned at approximately 7:00 p.m.

7. The Board discussed the status of Board member recruiting and the Board's goals for the coming months.

The Board meeting adjourned at approximately 7:30 p.m.

The next Board meeting is expected to take place at 5:30 p.m. on May 19, 2021, by videoconference.

Respectfully submitted,

Katherine M. Brown

Secretary



**Board of Trustees Meeting  
March 24, 2021  
5:30 p.m. – 7:30 p.m.**

Join Zoom Meeting

<https://zoom.us/j/91592985962?pwd=eGxpcUdkLzlkZWY6dG0wYSStIVjR5UT09>

Meeting ID: 915 9298 5962

Passcode: 4UyCHX

**AGENDA**

*Note: For any topics marked with an asterisk, the allocated time is for questions, should they arise, from the information in the corresponding document in the Board packet.*

ID	Subject	Action Required	Topic	Owner	Time
1	Announcements	N/A	a) Welcome and Announcements	a) Natalie	a) 2 minutes
2	Board Business	Board Votes	a) Approval of January Board Meeting Minutes	a) Natalie	a) 2 minutes
4	Academics	N/A	EAC Update: a) Attendance b) State Assessment Update c) Summer Academy d) Renewal Update e) BHS- Health & Wellness Launch for staff	a-e) Jody/Rusty	a-e) 30 minutes
6	Enrollment	N/A	a) Enrollment/Recruitment Update b) Family Intent to Return Survey Results / Student Preferred Learning Model 2021-22	a-b) Thandi/Jody/Rusty	a-c) 20 minutes
7	Finance	N/A	Finance Committee Update c) Monthly Finance Committee	Rudy	10 minutes
8	Executive Session	N/A	a) Executive Session	a) Natalie	a) 15 minutes <sup>1</sup>

<sup>1</sup> Anticipated length of time

## MINUTES OF THE BOARD OF TRUSTEES OF FUTURE LEADERS INSTITUTE CHARTER SCHOOL

MARCH 24, 2021

*As a result of the extraordinary circumstances resulting from the COVID-19 pandemic, the Board meeting took place via videoconference in compliance with the Governor's Order.*

Board members present: Rudy Austin, Katherine Brown, Natalie Deak, Jon Drucker, Ross Harold, Roberta Kelly, Rachel Klein, Ryan Post, Julie Wilson and John Harrison York.

Others present: Thandi Edwards (FLI Leadership Team), Jody Flowers (FLI Leadership Team) and Rusty Slovenec (FLI Leadership Team).

Board members absent: Jay Hatfield.

The meeting began at approximately 5:40 p.m. and was called to order by Natalie Deak.

1. Ms. Deak welcomed all attendees to the meeting.
2. *Upon motion duly made, the Board unanimously voted to approve the minutes from the February 2021 Board meeting.*
3. Jody Flowers provided the Academics update. She reviewed the materials provided in the Board packet and answered questions from the Board on the following items:
  - a. *Attendance.* While overall attendance remains strong, on-time attendance has declined and the Attendance Team remains focused on this issue.
  - b. *State Assessment Update.* Given that instruction for grades 3-8 is fully remote, FLI will not administer the state assessments for the 2020-21 school year pursuant to the State's recently published guidelines. The final Benchmark Assessments of the school year will be administered remotely and will be used to determine Summer Academy placement as well as identify additional support needed for students in the 2021-22 school year. Families were recently notified of this update.
  - c. *Summer Academy.* Given space constraints and physical distancing requirements, in-person Summer Academy will be offered to select students in grades K-8. The focus will be on those in need of additional remediation. All FLI students will engage in a summer learning program, which will be virtual for those who are not attending Summer Academy.

4. Ms. Flowers provided an update on the current timeline and schedule for FLI's upcoming charter renewal application process. A virtual site visit with a representative from the New York City Department of Education's Charter Authorizing Office will occur in May in advance of kicking off the full charter renewal application process in the fall. FLI's current charter expires in June 2022.
5. Ms. Flowers and Rusty Slovenec provided an update on the additional behavioral health and well-being support that is now available to all FLI staff through BHS.
6. Thandi Edwards gave an update on student recruitment and enrollment and reviewed the school's current application statistics and timeline for the lottery for the 2021-22 school year. Direct applications (versus applications through the common application) are up significantly on a year-over-year basis. A discussion of sector-wide and Harlem-specific trends followed, and Ms. Edwards outlined the drivers behind the general decline in charter applications in New York and in Harlem in particular. The Board discussed the data from the survey that was recently sent to families regarding their intention to return to FLI and its implications for the upcoming school year and the options for various learning models (e.g., fully remote, hybrid, fully in-person, etc.) under consideration. The Board emphasized the need for transparency and steady communication with families given the fluidity of the situation.
7. Rudy Austin, on behalf of the Finance Committee, provided an overview of the February month-end financial results, including the drivers between the budget-to-actual variances. Given the school's strong balance sheet and anticipated surplus for the school year, the Finance Committee recommended moving forward with a proposed capital purchase of new copy machines in advance of the expiration of the lease for the current machines in June. The Board was supportive of this recommendation and the school will proceed with the RFP process for new copy machines.

The Board meeting adjourned at approximately 6:35 p.m.

The next Board meeting is expected to take place at 5:30 p.m. on April 28, 2021, by videoconference.

Respectfully submitted,

Katherine M. Brown

Secretary

**Board of Trustees Meeting  
July 29, 2020  
5:30 p.m. – 7:30 p.m.**

**Via Zoom:** Go to the calendar invite and click “join meeting”.

Join Zoom Meeting

<https://us04web.zoom.us/j/77581024388?pwd=ZGt3Y2pjb1M3U01pMDdEa0p2cVMydz09>

Meeting ID: 775 8102 4388

Passcode: 9LqQDs

**AGENDA**

*Note: For any topics marked with an asterisk, the allocated time is for questions, should they arise, from the information in the corresponding document in the Board packet.*

ID	Subject	Action Required	Topic	Owner	Time
1	Announcements	N/A	a) Welcome and Announcements	a) Natalie	a) 2 minutes
2	Board Business	Board Votes	a) Approval of June Board Meeting Minutes	a) Natalie	a) 2 minutes
3	Staff Update	N/A	a) CFOO transition update	a) Executive Committee/ Jody	a) 5 minutes
4	Academics	N/A	EAC Update: a) Summer Academy Update b) Re-opening Planning update & Required reporting to SED/DOE	a) Jody & Rusty b) Jody & Rusty	a) 5 minutes b) 15 minutes
5	Staff Update	N/A	a) Jody’s Maternity Leave	a) Jody	a) 5 minutes
6	Dashboards & Enrollment	N/A	a) Student Recruitment & Enrollment	a) Thandi/Jody/Rusty	a) 10 minutes
7	Finance	N/A	Finance Committee Update: a) FY20 Audit	a) Rudy	a) 10 minutes
8	Executive Session	N/A	Executive Session	Natalie	30 minutes <sup>1</sup>

<sup>1</sup> Anticipated length of time

MINUTES OF THE BOARD OF TRUSTEES OF FUTURE LEADERS INSTITUTE CHARTER SCHOOL

July 29, 2020

*As a result of the extraordinary circumstances resulting from the COVID-19 pandemic, the Board meeting took place via videoconference in compliance with the Governor's Order.*

Board members present: Rudy Austin, Katherine Brown, Jon Drucker, Ross Harold, Andy Hutcher, Roberta Kelly, Rachel Klein, Julie Wilson and John Harrison York.

Others present: Thandi Edwards (FLI Leadership Team), Jody Flowers (FLI Leadership Team), London Price (FLI Leadership Team) and Rusty Slovenec (FLI Leadership Team).

Board Members Absent: Natalie Deak, Jay Hatfield and Ryan Post.

The Board meeting began at approximately 5:35 p.m. and was called to order by Ross Harold.

1. Mr. Harold welcomed all attendees to the meeting.
2. *Upon motion duly made, the Board unanimously voted to approve the minutes from the June 29, 2020 Board meeting.*
3. Jody Flowers provided an update on the distribution of responsibilities upon the resignation of the Chief Financial and Operations Officer earlier this month. Resources have been added to support the Leadership Team and Operations Team and facilitate a smooth transition of responsibilities. The Executive Committee is also providing additional oversight and support.
4. Ms. Flowers and Rusty Slovenec provided an update on FLI's virtual Summer Academy and answered questions from the Board regarding attendance, curriculum, technology challenges and year-over-year comparisons to the 2019 Summer Academy program. The live, small group instruction was very beneficial for the students, and the challenges encountered reinforced the need for heightened communication and partnership with families in a remote learning setting.
5. Ms. Flowers and Mr. Slovenec gave a presentation on the school's reopening planning, including an overview of the framework developed by the New York City Department of Education (DOE) and the various discussions underway amongst the DOE, the unions and other stakeholder groups. At this time,

all DOE-approved models contemplate at least a partially remote component. Ms. Flowers and Mr. Slovenec presented the responses from the staff and family surveys and provided an update on the work of the school's reopening Planning Committee, which comprises teachers, operations staff and school leadership. A discussion followed, including prioritizing in-person instruction for FLI's youngest scholars, options for afterschool programming and childcare from the Department of Youth and Community Development, the UFT's Teacher Accommodation process and protocols for increasing the attendance rates of remote students. Ms. Flowers and Mr. Slovenec also provided an overview of the plan for coverage during Ms. Flowers' upcoming leave and answered questions from the Board.

6. Thandi Edwards provided an update on FLI's enrollment and ongoing student recruitment efforts and answered questions from the Board. The Board reviewed the current enrollment statistics and discussed the school's strategy for retention and recruitment in the context of the current conditions and challenges presented by the pandemic.
7. Mr. Austin delivered the monthly financial report on behalf of the Finance Committee. A healthy surplus for FY20 is anticipated, driven primarily by favorable variances with regards to both student enrollment and certain benefits costs, certain one-time appropriations (some of which have not yet been received from the State) and cost savings resulting from the pandemic. The audit will begin in mid-August.
8. On motion duly made, the Board moved to Executive Session at approximately 7:00 p.m.

Personnel matters were discussed. Executive Session adjourned at approximately 7:15 p.m.

The Board meeting adjourned at approximately 7:15 p.m.

The next Board meeting is expected to take place at 5:30 p.m. on August 31, 2020, by videoconference.

Respectfully submitted,

Katherine M. Brown

Secretary



**Board of Trustees Meeting**

**August 31, 2020**

**5:30 p.m. – 7:30 p.m.**

**Via Zoom:** Go to the calendar invite and click “join meeting”.

Join Zoom Meeting

<https://us04web.zoom.us/j/71646536555?pwd=Z0EvZTZkbk92SFLOY2UycHpWRE1zdz09>

Meeting ID: 716 4653 6555

Passcode: 7fYQfB

**AGENDA**

*Note: For any topics marked with an asterisk, the allocated time is for questions, should they arise, from the information in the corresponding document in the Board packet.*

ID	Subject	Action Required	Topic	Owner	Time
1	Announcements	N/A	a) Welcome and Announcements	a) Natalie	a) 2 minutes
2	Board Business	Board Votes	a) Approval of July Board Meeting Minutes	a) Natalie	a) 2 minutes
3	Academics	N/A	*EAC Update: a) Remote/Hybrid Learning Update b) Computer Delivery Update c) Supervision of Remote Students d) PPE & Safety Protocols of in person learning	a) Jody and Rusty	a) 40 minutes
4	Dashboards & Enrollment	N/A	a) *Enrollment Dashboard b) New marketing stance	a) Thandi	a) 10 minutes
5	Finance	N/A	Finance Committee Update: a) Monthly Finance Committee	a) Rudy	a) 10 minutes
6	Executive Session	N/A	Executive Session	Natalie	15 minutes <sup>1</sup>

*\*PowerPoint will be displayed during Board meeting to provide further information. No attachments provided at this time.*

<sup>1</sup> Anticipated length of time

# MINUTES OF THE BOARD OF TRUSTEES OF FUTURE LEADERS INSTITUTE CHARTER SCHOOL

August 31, 2020

*As a result of the extraordinary circumstances resulting from the COVID-19 pandemic, the Board meeting took place via videoconference in compliance with the Governor's Order.*

Board members present: Rudy Austin, Katherine Brown, Natalie Deak, Jon Drucker, Ross Harold, Jay Hatfield, Andy Hutcher, Roberta Kelly, Rachel Klein, Ryan Post, Julie Wilson and John Harrison York.

Others present: Thandi Edwards (FLI Leadership Team), Jody Flowers (FLI Leadership Team), Shonte McQueen (FLI Staff) London Price (FLI Leadership Team) and Rusty Slovenec (FLI Leadership Team).

The Board meeting began at approximately 5:35 p.m. and was called to order by Natalie Deak.

1. Ms. Deak welcomed all attendees to the meeting.
2. *Upon motion duly made, the Board unanimously voted to approve the minutes from the July 29, 2020 Board meeting.*
3. Jody Flowers and Rusty Slovenec provided an update on the school's opening plan and learning model for the 2020-21 school year. They expanded on the written materials contained in the Board packet and answered questions from the Board. Topics of discussion included the following:
  - a. The learning approach and schedule for grades K-2, 3-5 and 6-8. Given constraints on classroom density and building protocols, the school is prioritizing in-person instruction for FLI's youngest students. Ms. Flowers and Mr. Slovenec also outlined the additional support that will be provided to FLI's SpED and ELL populations, as well as those receiving other services.
  - b. DOE protocols and the building's response in the event of a confirmed case of COVID-19 in the building. The school is following all policies and protocols outlined by the DOE as well as the



UFT's position in the event of a positive case in the building. FLI's supply of PPE and cleaning supplies is sufficient given projected occupancy levels. A video with additional health and safety information and details regarding the school's protocols was provided to FLI families.

- c. Staffing and teacher schedules, which are designed to provide teachers with additional time for outreach to students and families.
  - d. Fostering social-emotional learning and social interaction in a remote learning environment.
4. Ms. Flowers and Mr. Slovenec provided an update on the status of the technology that will be provided to all students. Leadership and staff are assessing current hardware inventory and the home access needs of students. Given shipping delays US-wide, the school is putting in place temporary alternatives to Chromebooks to ensure all students are able to participate in remote instruction when the school year begins.
  5. Thandi Edwards reviewed FLI's current enrollment and retention statistics. Student retention has been strong, and ongoing student recruitment efforts have been successful. Ms. Edwards also provided a review of FLI's current marketing messaging and answered questions from the Board.
  6. Mr. Austin and Ms. Deak, on behalf of the Finance Committee, provided an overview of the July month-end financial results and the status of the annual audit, which is underway. School leadership and the Finance Committee will review and update the FY21 budget and forecast in light of the current enrollment data.
  7. On motion duly made, the Board moved to Executive Session at approximately 7:05 p.m.

Personnel matters were discussed. Executive Session adjourned at approximately 7:10 p.m.

The Board meeting adjourned at approximately 7:10 p.m.

The next Board meeting is expected to take place at 5:30 p.m. on September 30, 2020, by videoconference.

Respectfully submitted,

Katherine M. Brown

Secretary



**Board of Trustees Meeting**

**September 30, 2020**

**5:30 p.m. – 7:30 p.m.**

**Via Zoom:** Go to the calendar invite and click “join meeting”.

Future Leaders Institute Charter School is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting

<https://zoom.us/j/98557726128?pwd=cFBSeXNvR3ZESWpnNkFyUi9DeWJNQT09>

Meeting ID: 985 5772 6128

Passcode: 6nxXin

**AGENDA**

*Note: For any topics marked with an asterisk, the allocated time is for questions, should they arise, from the information in the corresponding document in the Board packet.*

ID	Subject	Action Required	Topic	Owner	Time
1	Announcements	N/A	a) Welcome and Announcements	a) Natalie	a) 2 minutes
2	Board Business	Board Votes	a) Approval of August Board Meeting Minutes	a) Natalie	a) 2 minutes
3	Academics	N/A	EAC Update: a) Remote/Hybrid Learning Update b) FLI’s Assessment Overview c) Supervision of Remote Students update d) Technology update e) Extended Day overview/course offerings f) Update on Jody’s maternity leave	a-d, f) Jody and Rusty e) London	a) 40 minutes
4	Dashboards & Enrollment	N/A	a) Enrollment Dashboard	a) Thandi	a) 10 minutes
5	Finance	N/A	Finance Committee Update a) Monthly Finance Committee	a) Rudy	a) 10 minutes
6	Executive Session	N/A	Executive Session	Natalie	15 minutes <sup>1</sup>

<sup>1</sup> Anticipated length of time

## MINUTES OF THE BOARD OF TRUSTEES OF FUTURE LEADERS INSTITUTE CHARTER SCHOOL

September 30, 2020

*As a result of the extraordinary circumstances resulting from the COVID-19 pandemic, the Board meeting took place via videoconference in compliance with the Governor's Order.*

Board members present: Rudy Austin, Katherine Brown, Natalie Deak, Jon Drucker, Ross Harold, Andy Hutcher, Roberta Kelly, Rachel Klein, Ryan Post, Julie Wilson and John Harrison York.

Others present: Thandi Edwards (FLI Leadership Team), Jody Flowers (FLI Leadership Team), Shonte McQueen (FLI Staff) London Price (FLI Leadership Team) and Rusty Slovenec (FLI Leadership Team).

Board members absent: Jay Hatfield.

The Board meeting began at approximately 5:35 p.m. and was called to order by Natalie Deak.

1. Ms. Deak welcomed all attendees to the meeting.
2. *Upon motion duly made, the Board unanimously voted to approve the minutes from the August 31, 2020 Board meeting.*
3. Jody Flowers and Rusty Slovenec provided the Academics update. They reviewed the materials provided in the Board packet and answered questions from the Board on the following items:
  - a. Remote instruction, which is off to a good start. FLI's ELL and SpEd populations are receiving targeted support in a remote format, and speech, OT and counseling services are provided remotely as well. The learning model is centered on synchronous instruction, including dedicated time for social-emotional learning and community building through the school's morning meeting and advisory program. The implementation of the new attendance system is nearly complete and attendance has been robust. Individual outreach remains ongoing to support student attendance.
  - b. The school's assessment program for the 2020-21 school year. The STEP assessment will be utilized for grades K-2, with Achievement Network (ANET) assessments to be utilized for grades 2-8. I-ready will continue to be utilized as a math diagnostic for the school's SpEd students and to assign individualized lessons to students in ELA and math.

- c. The school's opening for in-person instruction for interested students in grades K-2. Mr. Slovenec provided an update on the current timeline issued by the New York City Department of Education (DOE) as well as other building safety protocols and updates. The school continues to adhere to all health and safety protocols outlined by the DOE and the UFT. Mr. Slovenec discussed the city's COVID-19 testing regime for DOE schools and answered questions from the Board.
  - d. Options for supervision for remote learners that have been communicated to families and posted on FLI's website.
  - e. Technology to support remote learning and the current technology needs of FLI students. Mr. Slovenec provided an update on the status of the school's Chromebook order and the need for more laptops given current student enrollment and staff needs. A discussion followed. Given the imperative to support remote learning, the Board authorized the Finance Committee to review and approve any requests from the Leadership Team to purchase additional computers in advance of the next Board meeting.
  - f. FLI's Extended Day program, which begins on October 5 and will take place daily for all students in grades K-5. Middle school students will be required to participate in at least two enrichment classes per week. Extended Day will be available to all FLI students, whether they are participating in in-person or remote instruction. London Price gave an overview of the various enrichment classes that are available at FLI, including: art, physical education, Spanish, martial arts, ballet, technology/coding, poetry, hip hop and Regents prep courses.
4. Thandi Edwards reviewed FLI's current enrollment and retention statistics. 396 students are enrolled as of September 29, with a 91% retention rate from the prior school year. Ms. Edwards answered questions from the Board. A discussion of the school's current staffing needs followed.
  5. Ms. Flowers outlined the plans for her upcoming maternity leave, which will commence on October 5. A communication regarding coverage during her absence has been sent to families.
  6. Rudy Austin, on behalf of the Finance Committee, provided an overview of the August month-end financial results and the status of the annual audit, which is on track to be approved at the October Board meeting. School leadership and the Finance Committee will review and update the FY21 forecast in light of the current enrollment data.
  7. Ms. Deak noted that FLI's Annual Meeting will take place in October and outlined the efforts of the Governance Working Group to prepare the slate for approval at the meeting.

The Board meeting adjourned at approximately 6:40 p.m.

The next Board meeting is expected to take place at 5:30 p.m. on October 28, 2020, by videoconference.

Respectfully submitted,

Katherine M. Brown

Secretary

MINUTES OF THE BOARD OF TRUSTEES OF FUTURE LEADERS  
INSTITUTECHARTER SCHOOL  
OCTOBER 28, 2020

*As a result of the extraordinary circumstances resulting from the COVID-19 pandemic, the Board meeting took place via videoconference in compliance with the Governor's Order.*

Board members present: Rudy Austin, Katherine Brown, Natalie Deak, Jon Drucker, Ross Harold, Andy Hatcher, Roberta Kelly, Rachel Klein, Ryan Post, Julie Wilson and John Harrison York.

Others present: Charlie Brice (FLI Staff), Thandi Edwards (FLI Leadership Team), Jody Flowers (FLI Leadership Team), Shonte McQueen (FLI Staff) London Price (FLI Leadership Team) and Rusty Slovenec (FLI Leadership Team).

Board members absent: Jay Hatfield.

The Annual Meeting of FLI's Board of Trustees began at approximately 5:35 p.m. and was called to order by Natalie Deak.

1. Ms. Deak welcomed all attendees to the annual meeting.
2. *Upon motion duly made, the Board unanimously voted to approve the minutes from the September 30, 2020 Board meeting.*
3. On behalf of the Governance Working Group, Jon Drucker presented the proposed slate for the 2020-21 Board term. The Board then voted on the following items:
  - a. *Natalie Deak, Jon Drucker, Jay Hatfield and Rachel Klein were each unanimously reelected to the Board for an additional two-year term (October 2020 – October 2022).*

*It was noted that the terms of Rudy Austin, Katherine Brown, Ross Harold, Roberta Kelly, Ryan Post, Julie Wilson and John Harrison York continue through October 2021.*

- b. *The following officers were unanimously elected for a term of one year, each of whom will also be a member of the Executive Committee:*

*Chair: Natalie Deak Jaros  
Vice Chair: Ross Harold  
Treasurer: Rudy Austin  
Secretary: Katherine Brown*

- c. *Julie Wilson and John Harrison York were each unanimously elected to the Executive Committee.*
- d. *Rudy Austin, Jay Hatfield, Natalie Deak, Ryan Post and John Harrison York were unanimously elected to the Finance Committee for a term of one year. Mr. Austin was appointed to be Chair of the Finance Committee.*
- e. *A resolution proposing the Working Groups for 2020-21 as constituted below was unanimously adopted:*

*Governance Working Group: Jon Drucker, as Chair, Katherine Brown, Rachel Klein and Ryan Post.*

*Educational Accountability Working Group: Ross Harold, as Chair, Jody Flowers, Roberta Kelly and John Harrison York.*

- 4. Ms. Deak, on behalf of the Board and the Leadership Team, thanked Andy Hutcher for his tremendous service and immeasurable contributions to FLI over the past 10+ years. Mr. Hutcher did not stand for re-election upon the expiration of his term at

*In accordance with FLI's Honorary Trustee Policy, upon motion duly made, Andy Hutcher was unanimously elected to be an Honorary Trustee of Future Leaders Institute.*

- 5. Rusty Slovenec noted that the FLI Building Safety Plan was under review and comment by FLI's various stakeholder groups and would be presented for approval at the November Board Meeting.
- 6. Mr. Slovenec provided the Academics update. He reviewed the materials provided in the Board packet and answered questions from the Board on the following items:
  - a. *Attendance.* The Board reviewed the attendance data and methodology. The trendline for attendance is directionally aligned to the City's attendance challenges in connection with distance learning and the pandemic more generally. Follow up with families remains ongoing.
  - b. *Technology.* The distribution of 70 new laptops is underway. 330 new Chromebooks should arrive by the end of November. Repair and troubleshooting remains resource-intensive. Leadership is looking at ways to improve the school's IT ticketing system and process.
  - c. *On-site Covid Testing.* Over the past number of weeks, FLI has received inconsistent information from the New York City Department of Health and Department of Education (DOE) regarding the City's involvement in / administration of testing at charter schools, including UFT schools such as

FLI. In light of the most recent discussions on the topic, FLI will now administer its own testing pursuant to the CBA as agreed between the UFT and the DOE. BioReference Lab will be utilized for monthly on-site testing of 20% of FLI's occupants. Mr. Slovenec outlined the school's Covid policy in the event of a positive test. A discussion followed.

- d. *Content Lead Teams.* Mr. Slovenec outlined the areas of focus for the Content Lead Teams in the various grade clusters. These teams operate as a point of leverage within the instructional staff to help turnkey essential information to teachers.
- e. *Assessments.* Diagnostic assessments were administered in grades 3-8 using Achievement Network (ANET). ANET provides a comparison to the average results of the other 50 schools in New York who are using the ANET assessments. Teacher training on ANET remains ongoing. The application provides a number of advantages that were unavailable in prior systems. Benchmark exams will be administered using ANET and STEP in late November.

7. Thandi Edwards reviewed the enrollment dashboard. Enrollment is anticipated to remain between 380 and 390. The application for 2021-22 has been launched. The Board discussed the need to increase enrollment in grades K-2. Ms. Edwards will present the school's recruiting strategy for 2021-22 at the November Board Meeting.

8. Rudy Austin, on behalf of the Finance Committee, provided an overview of the September month-end financial results and the status of the annual audit, which will be approved at a special Board Meeting on October 31, 2020. Mr. Austin noted that the Finance Committee continues to work closely with school staff and the auditors to finalize the audit and that the auditors would issue another unqualified audit opinion.

The Board meeting adjourned at approximately 6:30 p.m.

The next Board meeting is expected to take place at 5:30 p.m. on November 18, 2020, by videoconference.

Respectfully submitted,

Katherine M. Brown  
Secretary





**Board of Trustees Meeting**

**November 18, 2020**

**5:30 p.m. – 7:30 p.m.**

Via Zoom: Go to the calendar invite and click “join meeting” or select the link below. Future Leaders Institute Charter School is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting

<https://zoom.us/j/97231812146?pwd=V05hZzJUTXBWNW5Jc0xEZGh1NkVwQT09>

Meeting ID: 972 3181 2146

Passcode: 1TRz6F

**AGENDA**

*Note: For any topics marked with an asterisk, the allocated time is for questions, should they arise, from the information in the corresponding document in the Board packet.*

ID	Subject	Action Required	Topic	Owner	Time
1	Announcements	N/A	a) Welcome and Announcements	a) Natalie/Ross	a) 2 minutes
2	Board Business	Board Votes	a) Approval of October Board Meeting Minutes b) Approval of FLI’s Building Safety Plan	a) Natalie/Ross b) Natalie/Ross	a) 2 minutes b) 2 minutes
3	Academics	N/A	EAC Update: a) Attendance b) Technology c) Grading Policy d) ANET/ Benchmark Assessments	a-d) Rusty	a-d) 25 minutes
4	Dashboards & Enrollment	N/A	a) Enrollment Dashboard	a) Thandi	a) 5 minutes
5	Finance	N/A	Finance Committee Update a) Monthly Finance Committee	a) Rudy	a) 10 minutes
6	Executive Session	N/A	Executive Session	Natalie	15 minutes <sup>1</sup>

<sup>1</sup> Anticipated length of time

## MINUTES OF THE BOARD OF TRUSTEES OF FUTURE LEADERS INSTITUTE CHARTER SCHOOL

NOVEMBER 18, 2020

*As a result of the extraordinary circumstances resulting from the COVID-19 pandemic, the Board meeting took place via videoconference in compliance with the Governor's Order.*

Board members present: Rudy Austin, Katherine Brown, Natalie Deak, Ross Harold, Jay Hatfield, Roberta Kelly, Rachel Klein, Julie Wilson and John Harrison York.

Others present: Thandi Edwards (FLI Leadership Team) and Rusty Slovenec (FLI Leadership Team).

Board members absent: Jon Drucker and Ryan Post.

The meeting began at approximately 5:35 p.m. and was called to order by Katherine Brown.

1. Ms. Brown welcomed all attendees to the meeting.
2. *Upon motion duly made, the Board unanimously voted to approve the minutes from (1) the October 28, 2020 Annual Board meeting and (2) the October 31, 2020 special Board meeting.*
3. Rusty Slovenec presented the Building Safety Plan for approval. A discussion followed.

*Upon motion duly made, the Board unanimously voted to approve the Building Safety Plan with the edits discussed to the "COVID-19 Safety Measures" section to further clarify (1) mask requirements, (2) COVID-19 testing protocols and (3) the current protocol in the event of a positive case of COVID-19 in the building.*

4. Mr. Slovenec provided the Academics update. He reviewed the materials provided in the Board packet and answered questions from the Board on the following items:
  - a. *Attendance.* Mr. Slovenec reviewed the current attendance data and noted that the trendline was improving as a result of the distribution of additional laptops to students and continued engagement with families. Efforts and incentives to further increase attendance and reduce tardiness remain ongoing.

- b. *Technology.* The distribution of 70 new laptops to students and teachers is complete. Older hardware is being refurbished and redistributed as needs arise. 330 new Chromebooks should arrive by the end of the month. The process around FLI's IT ticketing system has improved considerably thanks to the efforts of the school's Technology and Student Affairs teams.
  
  - c. *Grading Policy.* FLI's grading policy remains the same as it was during the remote term of the 2019-20 school year at the beginning of the pandemic. Student progress is presented on report cards both descriptively and quantitatively. The school's overall policy is more rigorous than that of the DOE. Virtual Honors Assemblies will take place in early December to celebrate student achievement. Report cards will be distributed via email and efforts are underway to facilitate remote parent-teacher conferences.
  
  - d. *Assessments.* Benchmark exams were recently administered using ANET (grades 3-8) and STEP (grades K-2). The process went smoothly and reflected improvements made as a result of lessons learned from the administration of the diagnostic assessments earlier in the fall. Teachers will participate in an upcoming Data Day to grade the open responses, analyze the results and plan accordingly.
5. Mr. Slovenec gave an update on the recent announcement by the Mayor requiring all New York City public schools to transition to a fully remote model and the school's strategy in response thereto. School leadership and staff were well-prepared for this announcement and for the impending transition of grades K-2 to a fully remote model in response to the Mayor's announcement. A discussion followed.
  
  6. Thandi Edwards reviewed the enrollment dashboard. Enrollment is anticipated to remain between 380 and 390. Ms. Edwards gave an overview of the school's strategy for recruiting and retaining students for the 2021-22 school year, which includes a number of efforts, community partnerships, parent outreach and marketing content focused on FLI's unique value proposition. The school remains focused on increasing enrollment in grades K-3, as well as increasing representation in the FLI community of ELL students and students with disabilities. A discussion followed.
  
  7. Rudy Austin, on behalf of the Finance Committee, provided an overview of the October month-end financial results, including the drivers between the budget-to-actual variances. The school's accrued expenses were reduced considerably with the payment in full of the retroactive salary payments to FLI's UFT members in accordance with the contract between the UFT and the City. It was noted that FLI paid its obligation in full, notwithstanding the City's decision to delay payment of 50% of these payments until July 2021. A discussion regarding the funding received under the CARES Act followed.
  
  8. On motion duly made, the Board moved to Executive Session at approximately 6:30 p.m.

Personnel matters were discussed. Executive Session adjourned at approximately 6:45 p.m.

The Board meeting adjourned at approximately 6:450 p.m.

The next Board meeting is expected to take place at 5:30 p.m. on December 16, 2020, by videoconference.

Respectfully submitted,

Katherine M. Brown

Secretary



## Board of Trustees Meeting

December 17, 2020

5:30 p.m. – 7:30 p.m.

Via Zoom: Go to the calendar invite and click “join meeting” or select the link below. Future Leaders Institute Charter School is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting

<https://zoom.us/j/91996733639?pwd=dFRZNUdYaDU0dTJZdVlaZk5yMHVjQT09>

Meeting ID: 919 9673 3639

Passcode: 4W2Bnq

## AGENDA

*Note: For any topics marked with an asterisk, the allocated time is for questions, should they arise, from the information in the corresponding document in the Board packet.*

ID	Subject	Action Required	Topic	Owner	Time
1	Announcements	N/A	a) Welcome and Announcements	a) Natalie	a) 2 minutes
2	Board Business	Board Votes	a) Approval of November Board Meeting Minutes	a) Natalie	a) 2 minutes
3	Academics	N/A	EAC Update: a) Attendance b) Technology c) ANET/ Benchmark Assessments	a-c) Rusty	a-c) 30 minutes
5	Finance	N/A	Finance Committee Update a) Monthly Finance Committee	a) Rusty/Rudy?	a) 10 minutes
6	Executive Session	N/A	Executive Session	Natalie	15 minutes <sup>1</sup>

<sup>1</sup> Anticipated length of time

## MINUTES OF THE BOARD OF TRUSTEES OF FUTURE LEADERS INSTITUTE CHARTER SCHOOL

DECEMBER 17, 2020

*As a result of the extraordinary circumstances resulting from the COVID-19 pandemic, the Board meeting took place via videoconference in compliance with the Governor's Order.*

Board members present: Rudy Austin, Katherine Brown, Natalie Deak, Jon Drucker, Ross Harold, Jay Hatfield, Rachel Klein, Julie Wilson and John Harrison York.

Others present: Rusty Slovenec (FLI Leadership Team).

Board members absent: Roberta Kelly and Ryan Post.

The meeting began at approximately 5:35 p.m. and was called to order by Natalie Deak.

1. Ms. Deak welcomed all attendees to the meeting.
2. *Upon motion duly made, the Board unanimously voted to approve the minutes from the November 2020 Board meeting.*
3. Mr. Slovenec provided the Academics update. He reviewed the materials provided in the Board packet and answered questions from the Board on the following items:
  - a. *Attendance.* Attendance has improved, although tardiness remains an area of focus for the Attendance Team. Mr. Slovenec discussed the various factors that contribute to student tardiness and outlined the additional steps the Attendance Team is taking to address this challenge. Mr. Slovenec will join the Attendance Team in January.

- b. *Technology*. 330 new laptops arrived earlier in the week and the effort to image and format the laptops is underway. In order to minimize disruption on student learning, the laptops will be distributed and existing hardware collected during February Break (week of February 15).
  - c. *Benchmark Assessments*. The first benchmark assessment of the school year was successfully administered remotely. Mr. Slovenec reviewed the data provided in the Board packet and outlined the process by which teachers analyzed the benchmark results during the November 30 Data Day. The partnership with Achievement Network (ANET) is working well, and the school is utilizing a wealth of resources and support offered by ANET. A discussion of results by grade and subject matter followed, including actions to remediate gaps and leverage best practices where student achievement is strong. Differentiated instruction remains a priority in the remote learning environment. Mr. Slovenec outlined the additional challenges of teaching higher-level math remotely. FLI leadership and teachers remain focused on augmenting the approach to teaching math through different learning platforms and technology tools. The Board discussed the K-2 STEP data and the difficulties presented by remote instruction for this population as well. Additional outreach and engagement with FLI's parent community to support learning and remediate gaps is a top priority. The Educational Accountability Working Group will review additional cuts of the benchmark results by student population (SpEd, ELL and students new to FLI).
4. Rudy Austin, on behalf of the Finance Committee, provided an overview of the November month-end financial results, including the drivers between the budget-to-actual variances and an update to the projected surplus for the year. Preparation of FLI's tax return is now complete.
  5. An open discussion followed, during which Mr. Slovenec answered questions from the Board about COVID-19 testing protocols. Testing will take place at FLI on a weekly basis. There have not been any cases in the building in some time.

The Board meeting adjourned at approximately 6:30 p.m.

The next Board meeting is expected to take place at 5:30 p.m. on January 27, 2021, by videoconference.

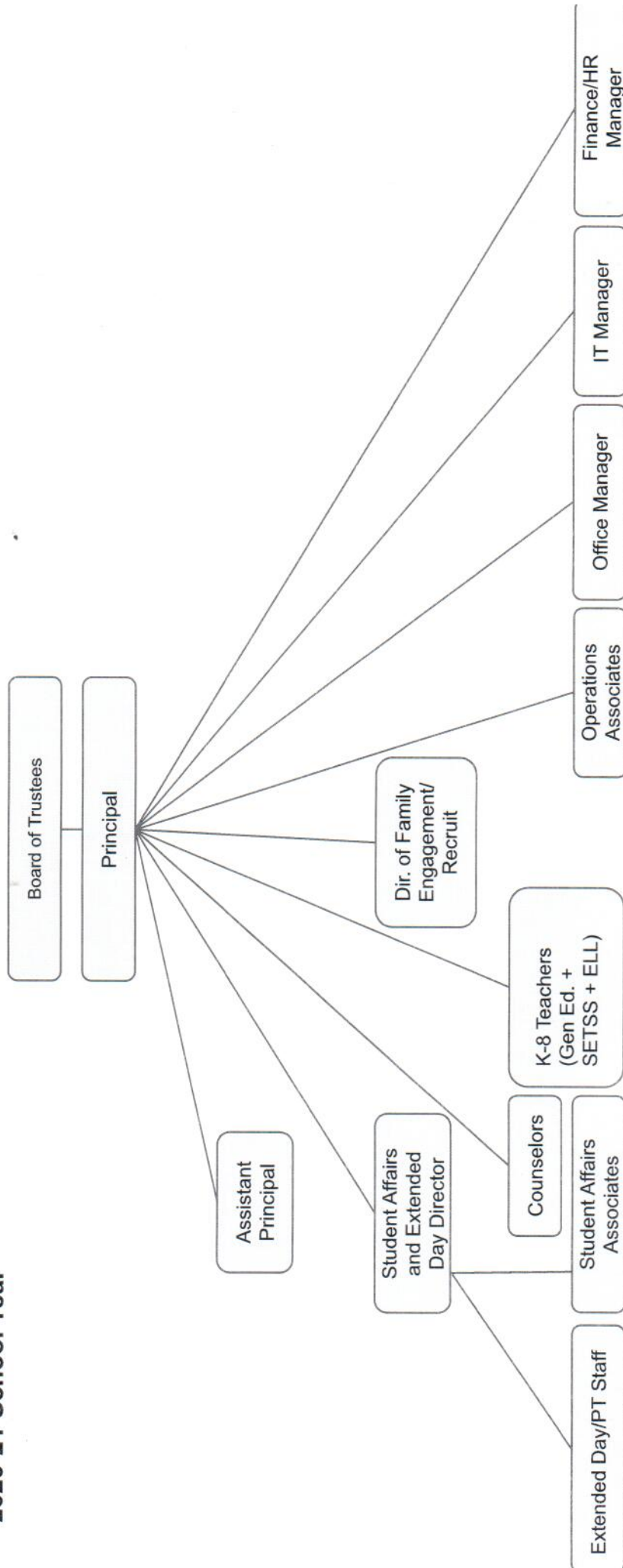
Respectfully submitted,

Katherine M. Brown

Secretary

# Organizational Chart

Future Leaders Institute  
2020-21 School Year





# School Calendar

## Future Leaders Institute Charter School

2021 to 2022

July 2021						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
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AUG 2021						
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29	30	31				

Sept 2021						
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Oct 2021						
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31						

Nov 2021						
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28	29	30				

Dec 2021						
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26	27	28	29	30	31	

Jan 2022						
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30	31					

Feb 2022						
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27	28					

March 2022						
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20	21	22	23	24	25	26
27	28	29	30	31		

April 2022						
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24	25	26	27	28	29	30

May 2022						
S	M	T	W	T	F	S
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15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

June 2022						
S	M	T	W	T	F	S
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19	20	21	22	23	24	25
26	27	28	29	30		

Weekends & Holidays – No School
School Closed

Holidays	School Closure	Day Different from DOE
July 5 (July 4 <sup>th</sup> Observed)	July 1 – Sept 8 Summer break	<span style="background-color: #ffcc99;"> </span> DOE Clerical Days – FLI in session
Sept 6 Labor Day	Aug 30 – Sept 3 Teacher back to school	<span style="background-color: #ccffcc;"> </span> FLI Data Days – No Students
Sept 16 Yom Kippur	Nov 25 – 26 Thanksgiving Recess	<span style="background-color: #99ff99;"> </span> FLI Teacher Conferences – FLI in session
Oct 11 Indg People Day	Dec 24 – 31 Winter Break	
Nov 11 Veterans Day	Feb 1 - Lunar New Year	
Nov 25 Thanksgiving	Feb 19 – 27 Mid Winter Break	
Dec 27 (Christmas Observed)	Apr 15 – 24 Spring Break	
Dec 31 (New Year's Day Observed)	May 2 Eid al-Fir	
Jan 17 MLK	June 20 - Juneteenth	
Feb 21 Presidents Day	June 29, 30 – Summer Break 2022	
May 30 Memorial Day		