

# Application: Future Leaders Institute Charter School

John Harrison York - jyork@futureleadersinstitute.org  
Annual Reports

## Summary

**ID:** 0000000199

**Status:** Annual Report Submission

**Last submitted:** Oct 19 2020 11:30 AM (EDT)

## Entry 1 School Info and Cover Page

**Completed** Aug 3 2020

### 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 2019-20 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, 2020)** or you may not be assigned the correct tasks.

## BASIC INFORMATION

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**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, 2020)**

Please select the correct authorizer as of June 30, 2020 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	Formative 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 also provide

	Saturday instruction to students identified as needing additional instructional time from our period benchmark results.
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 Restorative Justice practices.
KDE 5	Professional Development - Staff are provided with weekly Professional Development. Our weekly PD time is structured to allow teachers to work in Professional Learning Communities to collaboratively grow and develop in their pedagogy to subsequently improve student achievement.
KDE 6	Extended Day and Year - After the instructional day ends at 2:30pm, our students participate in our Extended Day program, which lasts until 4:45 pm. 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 2019-2020 SCHOOL YEAR (exclude Pre-K program enrollment)**

423

**j. TOTAL STUDENT ENROLLMENT ON JUNE 30, 2020 (exclude Pre-K program enrollment)**

382

**k. GRADES SERVED IN SCHOOL YEAR 2019-2020 (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 2020-2021?

	No, just one site.
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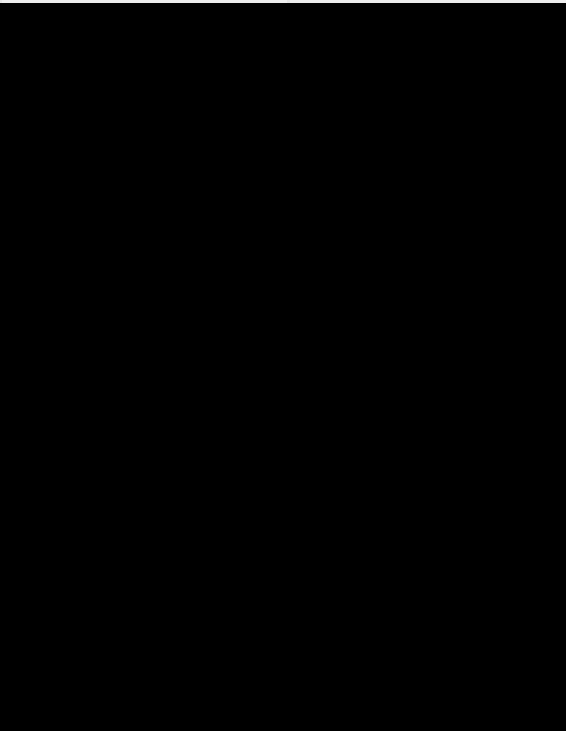
## School Site 1 (Primary)

### 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			<a href="mailto:jflowers@futureleadersinstitute.org">jflowers@futureleadersinstitute.org</a>
Operational Leader	Jody Flowers			<a href="mailto:jflowers@futureleadersinstitute.org">jflowers@futureleadersinstitute.org</a>
Compliance Contact	Jody Flowers			<a href="mailto:jflowers@futureleadersinstitute.org">jflowers@futureleadersinstitute.org</a>
Complaint Contact	Jody Flowers			<a href="mailto:jflowers@futureleadersinstitute.org">jflowers@futureleadersinstitute.org</a>
DASA Coordinator	Jody Flowers			<a href="mailto:jflowers@futureleadersinstitute.org">jflowers@futureleadersinstitute.org</a>
Phone Contact for After Hours Emergencies	Jody Flowers			<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	N/A	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, 2020.**

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

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**Site 1 Fire Inspection Report**

**CHARTER REVISIONS DURING THE 2019-2020 SCHOOL YEAR**

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**n1. Were there any revisions to the school's charter during the 2019-2020 school year? (Please include approved or pending material and non-material charter revisions).**

No

**PLEASE NOTE CHARTER SCHOOLS WILL NO LONGER SUBMIT FINANCIAL STATEMENTS, ANNUAL BUDGETS, AND RELATED FISCAL DATA VIA THE ANNUAL REPORT. HOWEVER, NYSED BOARD OF REGENTS WOULD LIKE TO KNOW IF YOUR SCHOOL'S BOARD OF TRUSTEES HAS APPROVED A BUDGET FOR THE 2020-2021 FISCAL YEAR.**

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

Yes

**ATTESTATION**

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

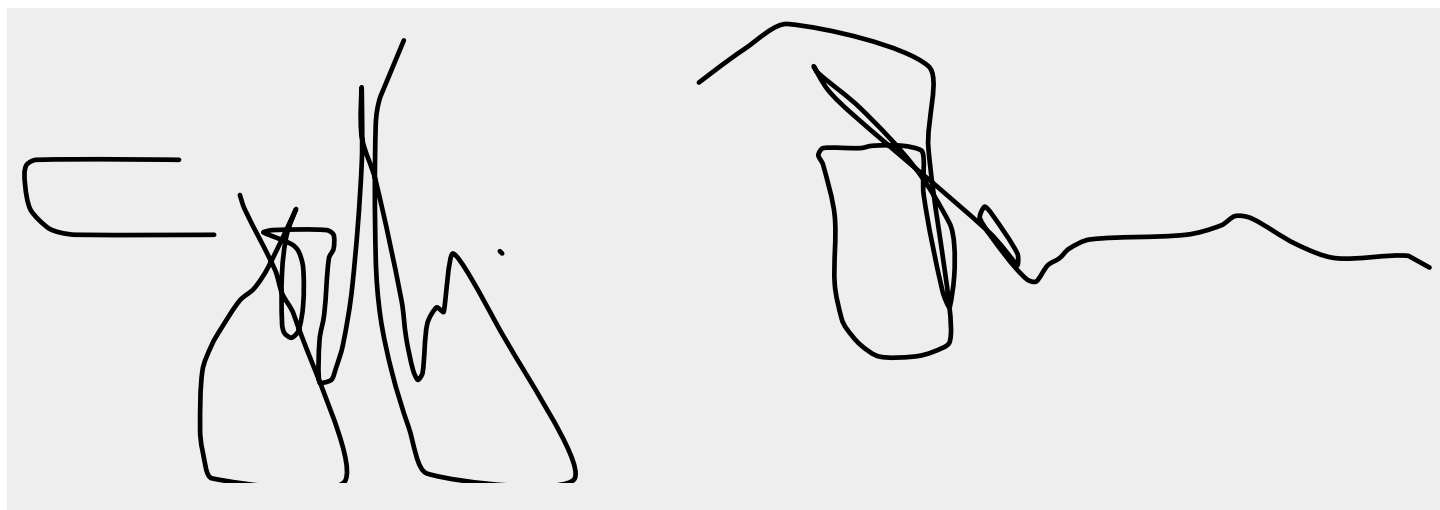
Name	Alyssa Brown
Position	Compliance Consultant
Phone/Extension	
Email	<a href="mailto:abrown@futureleadersinstitute.org">abrown@futureleadersinstitute.org</a>

**p. 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. Check **YES** if you 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**

The image shows two distinct handwritten signatures in black ink on a light gray background. The signature on the left is more compact and stylized, featuring a large loop at the top and several sharp, angular strokes. The signature on the right is more elongated and fluid, starting with a large, open loop and ending with a long, horizontal, wavy line.

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



**Date**

Aug 2 2020

**Thank you.**



## **Entry 2 NYS School Report Card**

**Completed** Aug 3 2020 Hidden from applicant

### **[Instructions](#)**

#### **SUNY-authorized charter schools only**

Provide a direct web link to the most recent New York State School Report Card for the charter school (See <https://reportcards.nysed.gov/>) . This report captures school-level enrollment and demographic information, staff qualifications, electronic student records, and attendance rates, as prescribed by New York State statute (8 NYCRR 119.3).

## **Entry 2 NYS School Report Card Link**

**FUTURE LEADERS INSTITUTE CHARTER SCHOOL 310300860881**

## NEW YORK STATE REPORT CARD

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

(Charter schools completing year one will not yet have a School Report Card or link to one.

Please type "URL is not available" in the space provided.)

<https://data.nysed.gov/profile.php?instid=800000058358>

## Entry 3 Progress Toward Goals

Completed Aug 3 2020

### Instructions

Regents, NYCDOE, and Buffalo BOE-authorized charter schools

For the 2019-2020 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".

## 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, 2020.

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## 1. ACADEMIC STUDENT PERFORMANCE GOALS

**For the 2019-2020 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”.**

### 2019-20 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
Academic Goal 1	Based on the proficiency rates on the New York State ELA examination, the school will demonstrate positive academic growth in each year of the charter term. (Relevant for schools serving grades 3-8)	NYS ELA Exam scores	Unable to Assess	N/A
Academic Goal 2	Based on the proficiency rates on the New York State Math examination, the school will demonstrate	NYS Math Exam scores	Unable to Assess	N/A



	positive academic growth in each year of the charter term. (Relevant for schools serving grades 3-8)			
Academic Goal 3	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 New York state ELA examination proficiency rates for those applicable in each year of the charter term. (Relevant for schools serving grades 3-8).	NYS ELA Exam	Unable to Assess	N/A
	Where the school has an eligible subgroup population (deemed 5 or more students) of English Language Learners, students with disabilities, and/or student			

Academic Goal 4	eligible for the Free or Reduce Price Lunch Program, the school will demonstrate positive academic growth on the New York state Math examination proficiency rates for those applicable in each year of the charter term. (Relevant for schools serving grades 3-8.)	NYS Math Exam	Unable to Assess	N/A
Academic Goal 5	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 city. (Relevant for schools serving grades 3-8)	NYS ELA Exam	Unable to Assess	N/A
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	NYS Math Exam	Unable to Assess	N/A

	city. (Relevant for schools serving grades 3-8)			
Academic Goal 7	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)	NYS ELA Exam	Unable to Assess	N/A
Academic Goal 8	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 located. (Relevant for schools serving grades 3-8)	NYS Math Exam	Unable to Assess	N/A
	For each year of the school's renewal charter term, the			

Academic Goal 9	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	N/A
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	N/A

## 2. Do have more academic goals to add?

Yes

## 2019-2020 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
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				Assess During Due to Closure
Academic Goal 11	For each year of the school's renewal charter term, 100% of its graduating 8th graders will place into high school with at least a 75% graduation rate.	Student Transfer Records	Not 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	Met	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	I-ready data, benchmark assessments, IEPs	Met	Met

	the needs of diverse learners.			
Academic Goal 14	The school will offer 8th grade students the opportunities to secure high school credit through Regents classes and examinations	Curriculum & Instruction, Student assessments,	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 2019-2020 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”.**

#### 2019-2020 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
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				to meet goal. If unable to assess goal, type N/A for Not Applicable
Org Goal 1	The Parent Involvement Committee will promote and facilitate active participation in a vibrant school community, as evidenced by meeting at least once every term	Parent Interest Committee Records	Met	N/A
Org Goal 2	In each year of the charter term, parents will express satisfaction with the school's program, based on the NYC DOE School Survey. The school will have a percentage of parents that meets or exceeds citywide averages that agree or strongly agree with the key questions indicating	NYC DOE Survey	Unable to Assess	Survey results not available as of yet to determine if this goal was met. We had a family completion rate of 15%, lowest completion rate we have had historically. We typically have these surveys completed during our parent teacher conferences scheduled during March 16- March 20, however, due to the COVID pandemic, we were not able to hold conferences to provide this document to families in person, which is how we typically receive

	<p>satisfaction identified in the NYC DOE Charter Schools Accountability Handbook. The school will only have met this goal if 50% or more parents participate in the survey.</p>			<p>high percentage of completion. Families were encouraged to complete the survey online and the envelopes were sent home to some families. All calls with the information on how to complete the survey were sent out and will continue to be sent, in addition to mailing home the additional envelopes we still have in our possession.</p>
Org Goal 3	<p>In each year of the charter term, staff will express satisfaction with the school's program, based on the NYC DOE School Survey. The school will have a percentage of staff that meets or exceeds citywide averages that agree or strongly agree with the key questions indicating satisfaction identified in the NYC DOE Charter Schools Accountability Handbook. The</p>	NYC DOE Survey	Unable to Assess	<p>We had an overall completion rate of 73% of teachers who completed the survey. Of those listed, 2 teachers were on maternity leave at the time and 1 teacher listed was no longer employed with FLI at the time, and we have reached out to have this adjusted. Survey results have not come in yet to determine if teachers actually expressed satisfaction with the school's</p>



	<p>school will only have met this goal if 50% or more staff participate in the survey.</p>			<p>program. Once we receive the results we will be able to determine if this is the case.</p>
Org Goal 4	<p>In each year of the charter term, students will express satisfaction with the school's program, based on the NYC DOE School Survey. The school will have a percentage of parents that meets or exceeds citywide averages that agree or strongly agree with the key questions indicating satisfaction identified in the NYC DOE Charter Schools Accountability Handbook. The school will only have met this goal if 50% or more students participate in the survey. (Relevant for schools serving grades 6-12 only)</p>	NYC DOE Survey	Unable to Assess	<p>We had a completion rate of 89% from students - some students listed on the roster were no longer enrolled at FLI and we have reached out to have this adjusted. Survey results have not come in yet to determine if students actually expressed satisfaction with the school's program. Once we receive the results we will be able to determine if this is the case.</p>
	<p>Each year, the percentage of students enrolled on the last day of the school year that return the</p>			

Org Goal 5	following school year will exceed the rate of the Community School District (CSD) of location for elementary and middle schools and the citywide average for high schools.	ATS Records	Unable to Assess	N/A
Org Goal 6	Each year, the school will have an average daily student attendance rate greater than the average for the Community School District (CSD) of location for elementary and middle schools and the citywide average for high schools.	ATS Records	Met	N/A
Org Goal 7	Each year, the school will meet any applicable student enrollment and retention targets, as prescribed by the Board of Regents,	ATS Records	Not Met	We partially met this goal, but there is no "partially met option" to select. We far exceeded our enrollment requirements for FRPLP students, and also exceeded ELL requirements. We are within a few percentage points for Students With Disabilities enrollment. We will continue to backfill across all of our

	for English language learners, students with disabilities, and students eligible for free and reduced price lunch.			grades, recruit across the entire City of New York (>60% of our population comes from 6 CSD's with The Bronx), and recruit and retain all populations of students. We now have an admission preference (lottery) and actively advertise to attract and enroll students with disabilities.
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

## 6. FINANCIAL GOALS

### 2019-2020 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	For each year of the school's renewal charter term, the school will strategically invest capital from its revenue fund into assets, infrastructure, programs and other investments in furtherance of achieving the school's goals related to absolute performance and academic growth.	Financial Records	Met	
Financial Goal 2	Each year the school will maintain a stable cash flow as evidenced by having 60 days of unrestricted cash on hand reported on their yearly independent fiscal audit	Financial Records	Met	

Financial Goal 3	Each year, the school will operate on a balanced budget. A budget will be considered "balanced" if revenues equal or exceed expenditures.	Financial Records	Met	
Financial Goal 4				
Financial Goal 5				

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

No

Thank you.

## Entry 3 Accountability Plan Progress Reports

**Incomplete** Hidden from applicant

### Instructions

#### **SUNY-Authorized Charter Schools ONLY**

SUNY-authorized charter schools must download an [Accountability Plan Progress Report template](#). After completing, schools must upload the document into the by September 15, 2020.

## Entry 7 Disclosure of Financial Interest Form

**Completed** Aug 3 2020

### Instructions - Multiple Uploads Permitted

#### **Required of ALL Charter Schools by August 3**

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 2019-2020 school year must

complete a signed:

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

### **FLI\_FinancialDisclosure2020\_JHY**

**Filename:** FLI\_FinancialDisclosure2020\_JHY.pdf **Size:** 242.7 kB

### **FLI\_FinancialDisclosure2020\_NDJ**

**Filename:** FLI\_FinancialDisclosure2020\_NDJ.pdf **Size:** 25.4 kB

### **FLI\_FinancialDisclosure2020\_JCW**

**Filename:** FLI\_FinancialDisclosure2020\_JCW.pdf **Size:** 93.1 kB

### **FLI\_FinancialDisclosure2020\_KMB**

**Filename:** FLI\_FinancialDisclosure2020\_KMB.pdf **Size:** 2.2 MB

### **FLI\_FinancialDisclosure2020\_AH1**

**Filename:** FLI\_FinancialDisclosure2020\_AH1.pdf **Size:** 2.0 MB

### **FLI\_FinancialDisclosure2020\_AH2**

**Filename:** FLI\_FinancialDisclosure2020\_AH2.pdf **Size:** 2.1 MB

### **FLI\_FinancialDisclosure2020\_AH4**

**Filename:** FLI\_FinancialDisclosure2020\_AH4.pdf **Size:** 1.6 MB

### **FLI\_FinancialDisclosure2020\_AH3**

**Filename:** FLI\_FinancialDisclosure2020\_AH3.pdf **Size:** 2.1 MB

### **FLI\_FinancialDisclosure2020\_JDD1**

**Filename:** FLI\_FinancialDisclosure2020\_JDD1.pdf **Size:** 516.0 kB

### **FLI\_FinancialDisclosure2020\_JDD4**

**Filename:** FLI\_FinancialDisclosure2020\_JDD4.pdf **Size:** 155.6 kB

### **FLI\_FinancialDisclosure2020\_JDD2**

**Filename:** FLI FinancialDisclosure2020\_JDD2.pdf **Size:** 540.8 kB

### [\*\*FLI FinancialDisclosure2020\\_JDD3\*\*](#)

**Filename:** FLI FinancialDisclosure2020\_JDD3\_juz4g9G.pdf **Size:** 601.2 kB

### [\*\*FLI FinancialDisclosure2020\\_RK2\*\*](#)

**Filename:** FLI FinancialDisclosure2020\_RK2.pdf **Size:** 1.6 MB

### [\*\*FLI FinancialDisclosure2020\\_RK\*\*](#)

**Filename:** FLI FinancialDisclosure2020\_RK.pdf **Size:** 2.3 MB

### [\*\*FLI FinancialDisclosure2020\\_RK4\*\*](#)

**Filename:** FLI FinancialDisclosure2020\_RK4.pdf **Size:** 1.9 MB

### [\*\*FLI FinancialDisclosure2020\\_RK3\*\*](#)

**Filename:** FLI FinancialDisclosure2020\_RK3.pdf **Size:** 2.1 MB

### [\*\*FLI FinancialDisclosure2020\\_RP\*\*](#)

**Filename:** FLI FinancialDisclosure2020\_RP.pdf **Size:** 1.3 MB

### [\*\*FLI FinancialDisclosure2020\\_RH\*\*](#)

**Filename:** FLI FinancialDisclosure2020\_RH.pdf **Size:** 111.4 kB

### [\*\*FLI FinancialDisclosure2020\\_RA\*\*](#)

**Filename:** FLI FinancialDisclosure2020\_RA.pdf **Size:** 128.5 kB

### [\*\*FLI FinancialDisclosure2020\\_JH\*\*](#)

**Filename:** FLI FinancialDisclosure2020\_JH.pdf **Size:** 130.5 kB

## **Entry 8 BOT Membership Table**

**Completed** Aug 3 2020

## **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 8 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.

### FUTURE LEADERS INSTITUTE CHARTER SCHOOL 310300860881

#### 1. 2019-2020 Board Member Information (Enter info for each BOT member)

	Trustee Name and 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 2019-2020
1	Andrew Hutcher - 	Trustee/Member	Executive Committee Advisor	Yes	7	10/23/2018	10/23/2020	12
2	Jay Hatfield - 	Trustee/Member	Finance Committee	Yes	7	10/23/2018	10/23/2020	7
3	Jon Drucker - 	Trustee/Member	Governance Working Committee	Yes	4	10/23/2018	10/23/2020	10
			Executive Committee,					



4	Katherine Brown - [REDACTED]	Secretary	Finance Committ ee, Governan ce Working Committ ee	Yes	6	10/23/2019	10/20/2021	12
5	Natalie Deak Jaros - [REDACTED]	Chair	Finance Committ ee	Yes	7	10/23/2018	10/23/2020	9
6	Rachel Klein - [REDACTED]	Trustee/M ember	Executive Committ ee, Governan ce Working Committ ee	Yes	4	10/23/2018	10/23/2020	8
7	Roberta Kelly - robertab a [REDACTED]	Trustee/M ember	Educatio nal Accounta bility Working Group	Yes	3	10/23/2019	10/20/2021	10
8	Ross Harold - [REDACTED]	Vice Chair	Educatio nal Accounta bility Working Group	Yes	3	10/23/2019	10/20/2021	11
9	Rudolph Austin - [REDACTED]	Treasurer	Finance Committ ee	Yes	5	10/23/2019	10/20/2021	12

**1a. Are there more than 9 members of the Board of Trustees?**

Yes

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## 1b. Current Board Member Information

	Trustee Name and 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 2019-2020
10	John Harrison York - [REDACTED]	Trustee/Member	Finance Committee, Educational Accountability Working Group	Yes	1	10/23/2019	10/20/2021	11
11	Julie Wilon - [REDACTED]	Trustee/Member	Educational Accountability Working Group	Yes	1	10/23/2019	10/20/2021	6
12	Ryan Post [REDACTED]	Trustee/Member	Governance Working Committee, Educational Accountability Working Group	Yes	1	10/23/2019	10/20/2021	5 or less
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, 2020	11
b.Total Number of Members Added During 2019-2020	2
c. Total Number of Members who Departed during 2019-2020	2
d.Total Number of members, as set in Bylaws, Resolution or Minutes	11

**3. Number of Board meetings held during 2019-2020**

12

**4. Number of Board meetings scheduled for 2020-2021**

12

Thank you.

**Entry 9 Board Meeting Minutes**

Completed Aug 3 2020

[Instructions](#)

Schools must upload a complete set of monthly board meeting minutes (July 2019-June 2020), which should match the number of meetings held during the 2019-2020 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 3, 2020.

### **FLI Board of Trustees Meetings**

**Filename:** FLI Board of Trustees Meetings .pdf **Size:** 146.3 kB

### **September 2019 FLI BOT Meeting Minutes-APPROVED**

**Filename:** September 2019 FLI BOT Meeting Minutes 4lC73c9.pdf **Size:** 93.4 kB

### **October 2019 FLI BOT Meeting Minutes-approved**

**Filename:** October 2019 FLI BOT Meeting Minutes approved.pdf **Size:** 109.5 kB

### **March 2020 FLI BOT Meeting Minutes-Approved**

**Filename:** March 2020 FLI BOT Meeting Minutes Approved.pdf **Size:** 85.8 kB

### **April 2020 FLI BOT Meeting Minutes-Approved**

**Filename:** April 2020 FLI BOT Meeting Minutes Approved.pdf **Size:** 86.8 kB

### **November 2019 FLI BOT Meeting Minutes-Approved**

**Filename:** November 2019 FLI BOT Meeting Minutes Approved.pdf **Size:** 82.6 kB

### **January 2020 FLI BOT Meeting Minutes-Approved**

**Filename:** January 2020 FLI BOT Meeting Minutes Approved.pdf **Size:** 77.4 kB

### **June 2020 FLI BOT Meeting Minutes\_1**

**Filename:** June 2020 FLI BOT Meeting Minutes 1.pdf **Size:** 89.0 kB

### **February 2020 FLI BOT Meeting Minutes-Approved**

**Filename:** February 2020 FLI BOT Meeting Minutes Approved.pdf **Size:** 65.4 kB

### **December 2019 FLI BOT Meeting Minutes-approved**

**Filename:** December 2019 FLI BOT Meeting Minutes approved.pdf **Size:** 103.6 kB

### **May 2020 FLI BOT Meeting Minutes-approved**

**Filename:** May 2020 FLI BOT Meeting Minutes approved.pdf **Size:** 86.1 kB

### **July 2019 FLI BOT Meeting Minutes**

**Filename:** July 2019 FLI BOT Meeting Minutes.pdf **Size:** 59.2 kB

### **August 2019 FLI BOT**

## Entry 10 Enrollment & Retention

Completed Aug 3 2020

### Instructions for submitting Enrollment and Retention Efforts

**ALL charter schools must complete this section.** Describe the efforts the charter school has made toward meeting targets in 2018-2019 to attract and retain enrollment of Students with Disabilities (SWDs), English Language Learners/Multilingual Learners (ELLs/MLLs), 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 2019-2020.

## Entry 10 Enrollment and Retention of Special Populations

### Instructions for Reporting Enrollment and Retention Strategies

Describe the efforts the charter school has made in 2019-2020 toward meeting targets to attract and retain enrollment of students with disabilities, English language learners/Multilingual 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 2020-2021.

**FUTURE LEADERS INSTITUTE CHARTER SCHOOL 310300860881**

### Recruitment/Attraction Efforts Toward Meeting Targets

	Describe Recruitment Efforts in 2019-2020	Describe Recruitment Plans in 2020-2021
	<p>Our recruitment plans encompassed strategies and methods that were specific for recruiting economically disadvantaged students. Recruiting these students is one of the pillars for FLI, as it pushes our mission forward. One method for doing this was to identify neighborhoods and communities</p>	

## Economically Disadvantaged

that the census bureau classified as socially and economically disadvantaged. Along with hiring a new position of 'Director of Enrollment and Engagement', we employed the services of a Canvasser to go directly into these neighborhoods with our print marketing materials to distribute to housing projects, community based organizations, childcare and early education centers, and essential businesses like supermarkets. The Director of Enrollment and Engagement engaged in digital marketing to these neighborhood and communities via Facebook ads, which allows for the identification of audience demographics , like income, as well as locations. This position is also intended to act as an additional resource for our families in-need in finding the information, resources, and other support they may need to fully support their child's education, as well as student recruitment, parent and community engagement, and relationship building, not only with families, but with community resources with heavy emphasis in the South Bronx, Harlem, and Washington Heights.

We engage in many forms of outreach, promotional and communication activities for student recruitment throughout the year, which began in October, including the launch of our very own application and registration online portal, preceding the lottery and

We will continue the work from the previous school year, and build on our momentum of relationship building, and utilization of new technology and online resources. We have made significant gains in creating a rolodex of contacts who also serve the communities which we frequently recruit new families within. A new thrust in our recruitment strategy will be to better leverage these relationships in order 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. We will continue to engage the use of Student Recruitment Consultants who will be able to canvass with print materials, and introduce new students and families to FLI in-person (as much as possible in the wake of COVID-19). We will share with prospective families that each student will be provided a new laptop and headphones to use throughout

continuing through April. These outreach activities include online, print, canvassing and direct (in-person) forms of communication. For online promotions and outreach, FLI has a dedicated page on our school website for Admissions ([www.futureleadersinstitute.org/admissions](http://www.futureleadersinstitute.org/admissions)) which includes all information for enrollment, including current year's application, and the lottery process and date. Also, there is a dedicated email address ([admissions@futureleadersinstitute.org](mailto:admissions@futureleadersinstitute.org)) for families to communicate with FLI if they are interested in or have questions about admissions; families can submit applications via this email address as well. FLI participates in the New York City Charter School Center's online Common Application and provides the direct link on the Admissions page for the public to complete an application electronically. Additional online outreach and promotion include efforts such as Facebook campaigns.

Lastly, we have partnered with the NYC DOE's Office of Pupil Transportation to provide yellow bus service to students who are eligible (including students who fit into this category).

FLI has made a comprehensive commitment to community engagement, student achievement and cultural

the school, no matter 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 criteria. Relationship building will be key, and engaging in mutually beneficial activities will level up the communities knowledge of FLI, which will benefit enrollment.



English Language  
Learners/Multilingual Learners

diversity that specifically recruits ELL students. We designed our marketing and recruitment efforts to heavily focus on neighborhoods and communities with a heavy ELL population, such as Washington Heights and the South Bronx. FLI retained a dual language Student Recruitment Consultant to canvas these neighborhoods, distributing our dual language marketing materials to housing projects, community based organizations, childcare and early education centers, and essential businesses like supermarkets. The Consultant translated all external facing communication and was placed directly in touch with ELL students and families. All marketing materials and family communication was translated before distribution. Marketing included print, online, canvassing, and social media. One major audience that received our print advertising was El Diario newspaper, which has a readership of over 5 million. Because the readership is primarily Spanish language speakers, the advertising was translated to Spanish. Information on the application process, deadlines, lottery, and enrollment process was provided. Additionally, our application and enrollment portal, has a seamless translation function, and translates the entire platform to Spanish language at the click of a button. Post lottery information is also translated and

We will continue the work from the previous school year, and build on our momentum of relationship building, and utilization of new technology and online resources. We will continue to utilize tools that aid in the translation process, as well as engage with the dual-language Student Recruitment Consultant.

Building closer relationships with community based organizations, political 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 Latin/Hispanic 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.

	<p>distributed to families who have self-identified as primarily Spanish speakers at home. Additionally, our application noted the primary language spoken at home in order to ensure our communication met the needs of these populations. To academically meet the needs of ELL students, FLI has an K - 8 ELL teacher on staff who works in small groups with ELL students.</p>	
Students with Disabilities	<p>Firstly, woven into our recruitment structure, FLI petitioned our charter school authorizer to incorporate a new enrollment priority, which is SWD. As of the the 2019-20 application process, SWD were officially identified as a FLI enrollment preference, which prioritizes thier enrollment before general applicants. A number of seats have been set aside for these students to be admitted, and guarantee these seats be filled with SWDs only. Additionally, our recruitment efforts emphasized our commitment to enrolling SWDs by articulating the services provided at FLI. Our marketing materials always noted that SWD enrollment preference. Also, we provided a information to families who attended our on-site school tours to articulate our SWD services. FLI also employs staff who specifically trained and engage with SWDs, such as SETSS teacher, and IEP Coordinator, Interventionists, Social Workers, and Occupational and Speech Therapists. These</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>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-</p>

	<p>staff provide a pull out and push in model that provides individual, and small group learning to SWDs. 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.</p> <p>Lastly, we have partnered with the NYC DOE' Office of Pupil Transportation to provide yellow bus service to students who are eligible (including students who fit into this category).</p>	<p>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 thier every need is satisfactorily met.</p>
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## Retention Efforts Toward Meeting Targets

	Describe Retention Efforts in 2019-2020	Describe Retention Plans in 2020-2021
Economically Disadvantaged	<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, 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</p>	<p>FLI is focused on retaining all students. We provide high quality and highly structured educational programming tailored to the needs of 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. Furthermore, we will 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</p>

	the school administration and teachers to ensure provide all available support for our growing number of homeless students.	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/Multilingual 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.	We will continue to ensure all family and external facing communication is translated. As well as resources and family needs are met. We will continue to provide the best possible ELL instruction. While we have exceeded our State-defined ELL targets, we are looking to significantly expand the percentage of Spanish-speaking families to remain in lockstep with the demographic shifts in the Harlem area. 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.
	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	We will continue to provide the best possible differentiated instruction in the 2020-21 school year. This is a focus area for our school over the next two years, as we look to expand and improve our special education programming to continue to meet the needs of all learners. Additionally, we will continue to utilize our IEP coordinator to create a plan that effectively meets the learning needs of all students with IEPs. The IEP Coordinator will work with the

Students with Disabilities	<p>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 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.</p>	<p>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 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.</p>
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## Entry 12 Percent of Uncertified Teachers

**Completed** Aug 3 2020

### 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.

## Entry 12 Uncertified Teachers

**School Name:** FUTURE LEADERS INSTITUTE CHARTER SCHOOL 310300860881

# 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, 2020)	7
ii. FTE count of uncertified teachers who are tenured or tenure track college faculty (as of June 30, 2020)	0
iii. FTE count of uncertified teachers with two years of Teach for America experience (as of June 30, 2020)	0
iv. FTE count of uncertified teachers with exceptional business, professional, artistic, athletic, or military experience (as June 30, 2020)	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, 2020)	1
ii. FTE count of uncertified teachers who are tenured or tenure track college faculty (as of June 30, 2020)	0
iii. FTE count of uncertified teachers with two years of Teach for America experience (as of June 30, 2020)	0
iv. FTE count of uncertified teachers with exceptional business, professional, artistic, athletic, or military experience (as June 30, 2020)	0
Total Category B: not to exceed 5	1.0

**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, 2020)	0
ii. FTE count of uncertified teachers who are tenured or tenure track college faculty (as of June 30, 2020)	0
iii. FTE count of uncertified teachers with two years of Teach for America experience (as of June 30, 2020)	0
iv. FTE count of uncertified teachers with exceptional business, professional, artistic, athletic, or military experience (as June 30, 2020)	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	21



## 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 13 Organization Chart

Completed Aug 3 2020

### [Instructions](#)

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

Upload the 2019-2020 **Organization Chart**. The organization chart should include position titles and reporting relationships. Employee names should not appear on the chart.

### [2019-20 Draft Org Chart Work](#)

Filename: 2019 20 Draft Org Chart Work.pdf Size: 124.3 kB

## Entry 14 School Calendar

Completed Sep 15 2020

### [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 3, 2020. If the charter school has a tentative calendar based on available information and guidance at the time, please submit with the August 3<sup>rd</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, 2020**.

School calendars must meet the [minimum instructional requirements](#) adopted by the Board of Regents in 2018.

**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.**

### [FLI 2020-2021 Calendar](#)

Filename: FLI 2020 2021 Calendar.pdf Size: 56.9 kB

# Entry 15 Links to Critical Documents on School Website

Completed Aug 3 2020

## 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., 2018-19 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 15 Links to Critical Documents on School Website

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

### 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:

	Link to Documents
1. Most Recent Annual Report (i.e., 2018-19)	<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 and Related Agenda Item Documents	<a href="https://futureleadersinstitute.org/pdf/Meeting%20Minutes//2020/13-July%202020%20FLI%20BOT%20Meeting%20Agenda%207-29-20.pdf">https://futureleadersinstitute.org/pdf/Meeting%20Minutes//2020/13-July%202020%20FLI%20BOT%20Meeting%20Agenda%207-29-20.pdf</a> , <a href="https://futureleadersinstitute.org/pdf/Meeting%20Minutes//2020/12-July%202020%20Enrollment%20and%20Recruitment%20Update.pptx">https://futureleadersinstitute.org/pdf/Meeting%20Minutes//2020/12-July%202020%20Enrollment%20and%20Recruitment%20Update.pptx</a> , <a href="https://futureleadersinstitute.org/pdf/Meeting%20Minutes//2020/11-">https://futureleadersinstitute.org/pdf/Meeting%20Minutes//2020/11-</a>

	<a href="#">July%202020 Summer%20Academy%20July%20Board%20Presentation.pdf</a>
2a. Webcast of Board Meetings (per Governor's Executive Order)	<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>
3. Link to NYS School Report Card	<a href="https://data.nysed.gov/profile.php?instid=800000058358">https://data.nysed.gov/profile.php?instid=800000058358</a>
4. Most Recent Lottery Notice Announcing Lottery	<a href="https://www.futureleadersinstitute.org/apps/news/show_news.jsp?REC_ID=651654&amp;id=0">https://www.futureleadersinstitute.org/apps/news/show_news.jsp?REC_ID=651654&amp;id=0</a>
5. Authorizer-Approved DASA Policy	<a href="https://www.futureleadersinstitute.org/ourpages/auto/2020/3/2/58707239/FLI_19-20_Student-Safety-and-Discipline-Handbook_Final.pdf">https://www.futureleadersinstitute.org/ourpages/auto/2020/3/2/58707239/FLI_19-20_Student-Safety-and-Discipline-Handbook_Final.pdf</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.futureleadersinstitute.org/ourpages/auto/2020/3/2/58707239/FLI_19-20_Student-Safety-and-Discipline-Handbook_Final.pdf">https://www.futureleadersinstitute.org/ourpages/auto/2020/3/2/58707239/FLI_19-20_Student-Safety-and-Discipline-Handbook_Final.pdf</a>
7. Authorizer-Approved FOIL Policy	<a href="https://www.futureleadersinstitute.org/ourpages/auto/2020/3/2/58707239/FLI_19-20_Family-Handbook.pdf">https://www.futureleadersinstitute.org/ourpages/auto/2020/3/2/58707239/FLI_19-20_Family-Handbook.pdf</a>
8. Subject matter list of FOIL records	<a href="https://www.futureleadersinstitute.org/ourpages/auto/2020/3/2/58707239/FLI_19-20_Family-Handbook.pdf">https://www.futureleadersinstitute.org/ourpages/auto/2020/3/2/58707239/FLI_19-20_Family-Handbook.pdf</a>
9. Link to School Reopening Plan	<a href="https://www.futureleadersinstitute.org/ourpages/auto/2020/7/31/48434763/FLI_RE-Opening%20Plan.pdf">https://www.futureleadersinstitute.org/ourpages/auto/2020/7/31/48434763/FLI_RE-Opening%20Plan.pdf</a>

Thank you.



## Entry 16 COVID 19 Related Information

**Completed** Aug 3 2020

**Instructions**



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

Please provide the number of students attending instruction on the last day instruction was provided within physical school facilities and the number of students participating in virtual programming on the last day such programming was offered for the 2019-2020 school year.

If applicable, please provide the name and publisher of all end of year assessments provided by grade level as well as the number of participating students. Board of Regents-authorized charter schools are encouraged to refer to Appendix B of the [Remote Monitoring and Oversight Plan Spring 2020](#) remote for best practices regarding end of year assessments in a remote learning environment.

## **Entry 16 COVID 19 Related Information**

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

### **TABLE 1: 2019-2020 Enrollment, Attendance and Participation Between March-June 2020**

Please provide the number of students attending instruction on the last day instruction was provided within physical school facilities and the number of students participating in virtual programming on the last day such programming was offered for the 2019-2020 school year.

	Number of students enrolled in school on the last day instruction was provided within physical school facilities	Number of students attending instruction on the last day instruction was provided within physical school facilities	Number of students participating in virtual programming on the last day such programming was offered for the 2019-20 school year
	381	368	N/A

### **Table 2: 2019-2020 Assessments and Grade Participation**

If applicable, please provide the name and publisher of all end of year assessments provided by grade level as well as the number of participating students. Board of Regents-authorized charter schools are encouraged to refer to Appendix B of the [Remote Monitoring and Oversight Plan Spring 2020](#) remote for best practices regarding end of year assessments in a remote learning environment.

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	Irea dy Rea ding and Mat h End of Year Dia gno stic (cur ricul	✗	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	19

	um Ass ocia tes)													
Irea dy Rea ding and Mat h End of Year Dia gno stic (cur ricul um Ass ocia tes)	✕	✕	✓	✕	✕	✕	✕	✕	✕	✕	✕	✕	✕	39
Irea dy Rea ding and Mat h End of Year Dia gno stic (cur ricul um Ass ocia tes)	✕	✕	✕	✓	✕	✕	✕	✕	✕	✕	✕	✕	✕	45

Irea dy Rea ding and Mat h End of Year Dia gno stic (cur ricul um Ass ocia tes)	✕	✕	✕	✕	✓	✕	✕	✕	✕	✕	✕	✕	✕	53
Irea dy Rea ding and Mat h End of Year Dia gno stic (cur ricul um Ass ocia tes)	✕	✕	✕	✕	✕	✓	✕	✕	✕	✕	✕	✕	✕	44
Irea dy Rea ding and														

	Math End of Year Dia gno stic (cur ricul um Ass ocia tes)	✖	✖	✖	✖	✖	✖	✓	✖	✖	✖	✖	✖	✖	44
	Irea dy Rea ding and Mat h End of Year Dia gno stic (cur ricul um Ass ocia tes)	✖	✖	✖	✖	✖	✖	✖	✓	✖	✖	✖	✖	✖	46
	Irea dy Rea ding and Mat h End of Year	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	✖	47



[illegible]

# Entry 17 Staff Roster - NEW TASK For Regents Schools Only

**Completed** Aug 3 2020 Hidden from applicant

## [INSTRUCTIONS - NEW TASK FOR REGENTS-AUTHORIZED CHARTER SCHOOLS](#)

Please provide the full name of **ANY and ALL instructional and non-instructional employees** and their respective positions/titles, and employment start dates in the charter school by clicking on the MS Excel file link to the [Staff Roster](#).

## [Staff Roster as of 8-3-2020](#)

**Filename:** Staff Roster as of 8 3 2020 UNBV7kt.xlsx **Size:** 12.8 kB

<b>Disclosure of Financial Interest by a Current or Proposed Board of Trustees Member</b>
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**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

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

**Member**

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

I was formerly the Executive Director of the school, but left my position in August of 2019.

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.

<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>
July 2015 to August 2019	Employment	I was not a board member at that time	<b>Myself</b>

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				

*John Harrison York*

7/27/2020

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.*



<b>Disclosure of Financial Interest by a Current or Proposed Board of Trustees Member</b>
---

**Name: Natalie Deak Jaros**

---

**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 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?  
**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** \_\_\_ **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
NONE				

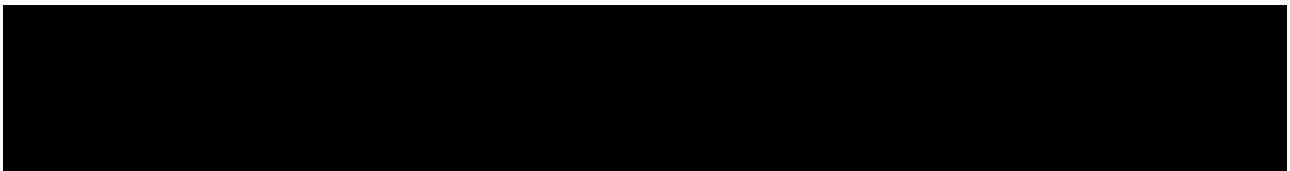
*Natalie Deak Jones*

7/28/20

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.*





<b>Disclosure of Financial Interest by a Current or Proposed Board of Trustees Member</b>
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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).

**Member of the Education Accountability Committee**

**Member of the Special Education Working Group**

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.

**N/A**

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
None				



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

1.

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

Secretary

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.

A

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.

I

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. None			



8.

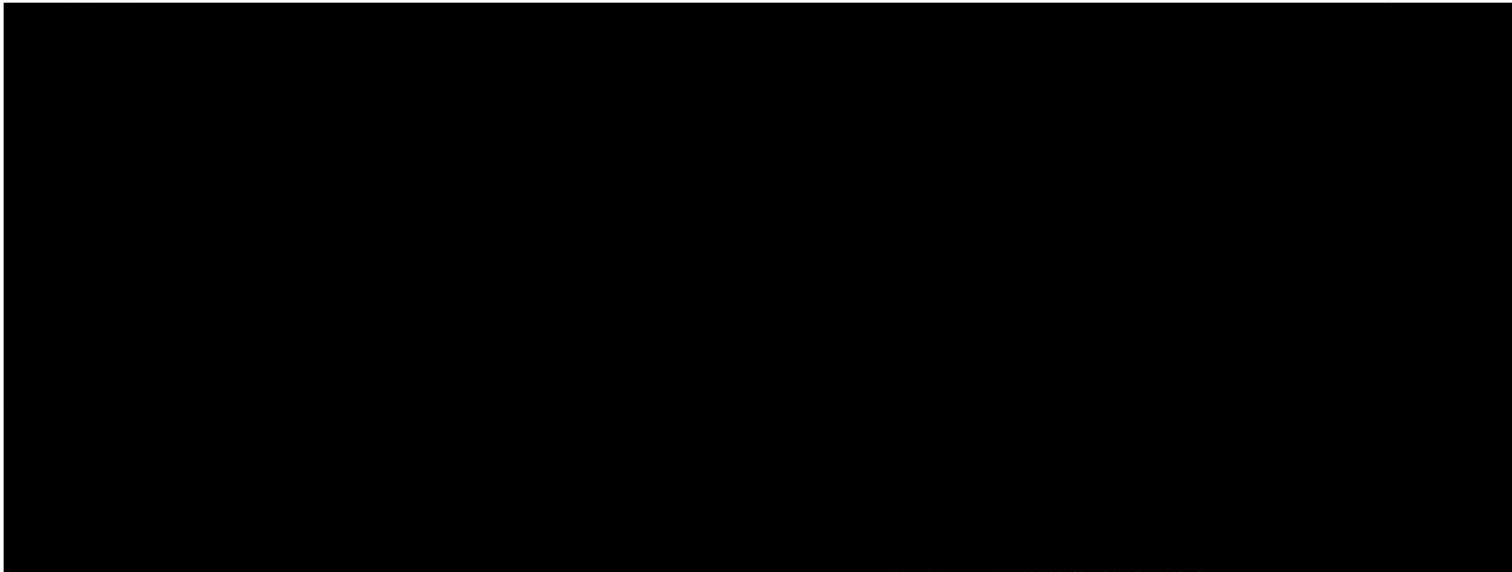
Identify each individual, business, corporation, union association, firm, partnership, franchise holding company, joint-stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school(s) operated by the education corporation 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				

Katherine M. Brown  
Signature

4/28/20  
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.*



*last revised 06/8/2020*

*3/20/21*

*06/8/2020* *Michael M. Smith*



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

Name:

Andrew Mark Hutcher

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).

co-chair, Secretary & now just a 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.

or transaction, with future... 2-3 ab... you... status, salary, etc.

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.

—



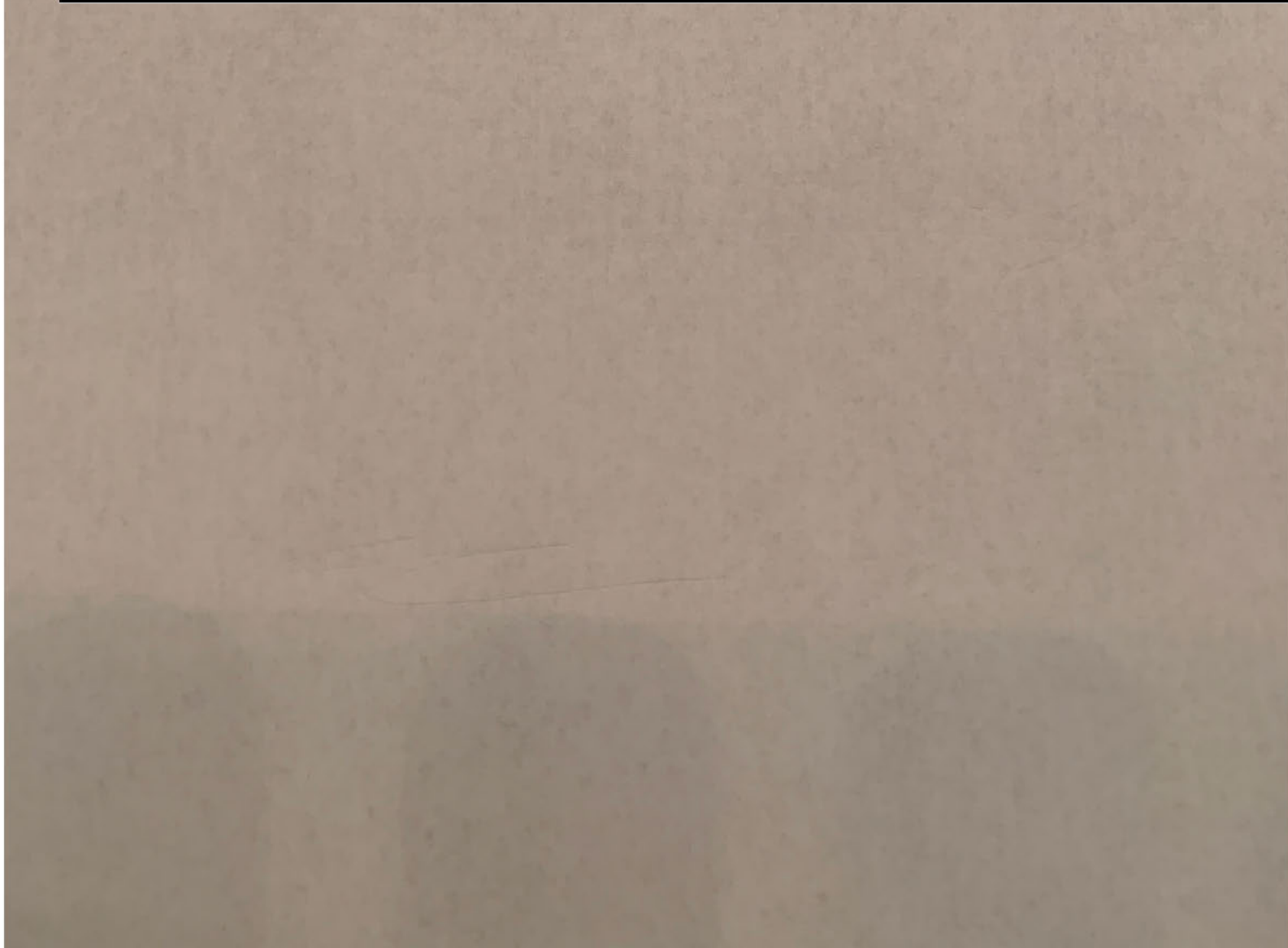
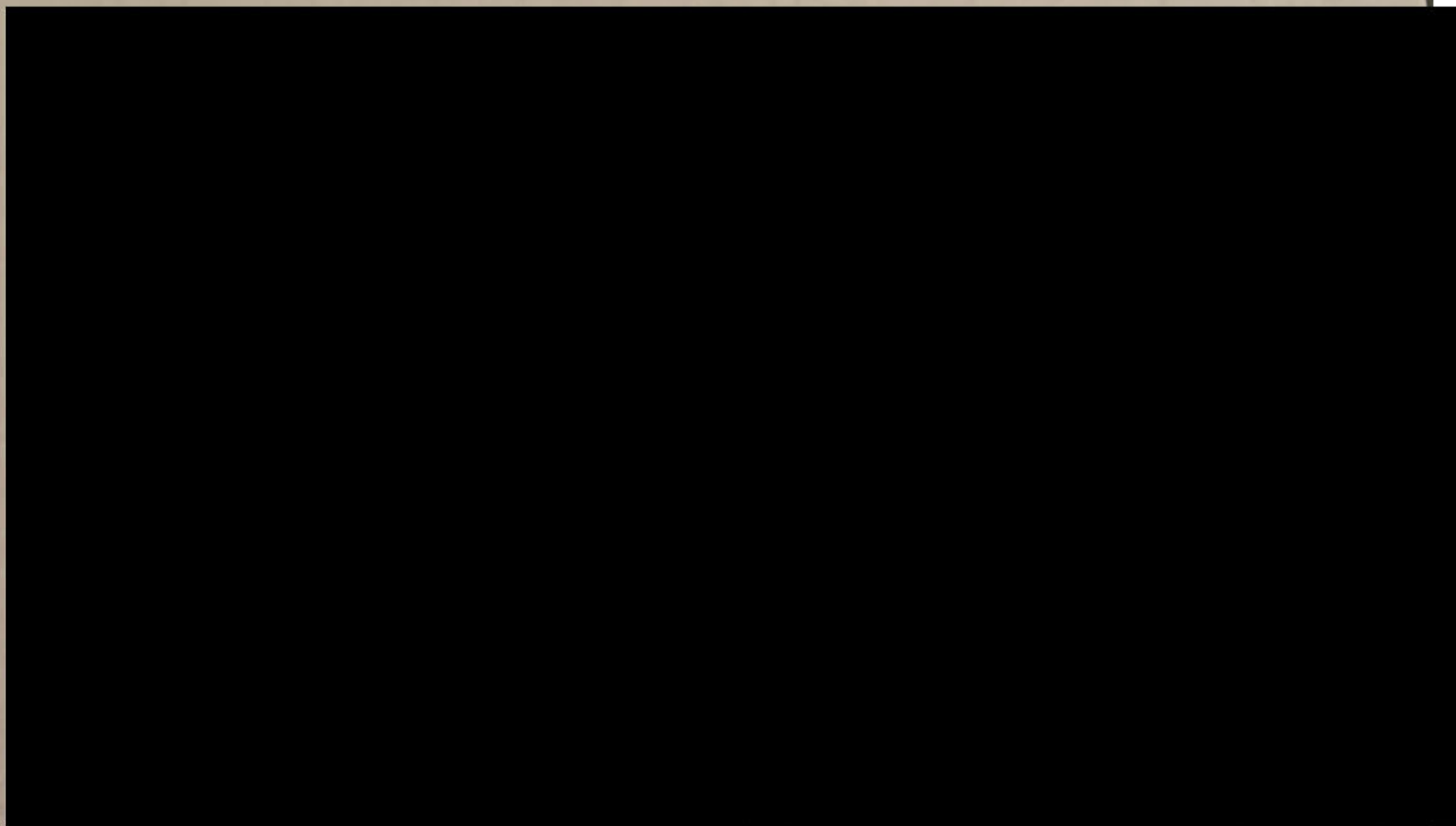
6. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services ("CMO"), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you 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.

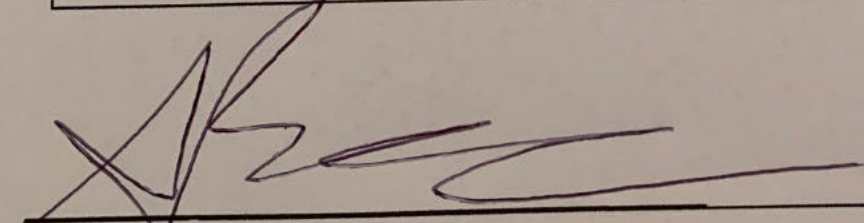
Date(s)	Nature of financial interest/transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to you
Please write "None" if applicable. Do not leave this space blank.		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

  
Signature

7/28/2020  
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.*

**Business Telephone**

*Please write "None" if ap*

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

Name:

Jonathan David Orucker

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

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

Board Member

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.

1. 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.

2. 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.

3. 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.





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.

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.

NONE

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.			

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."

*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

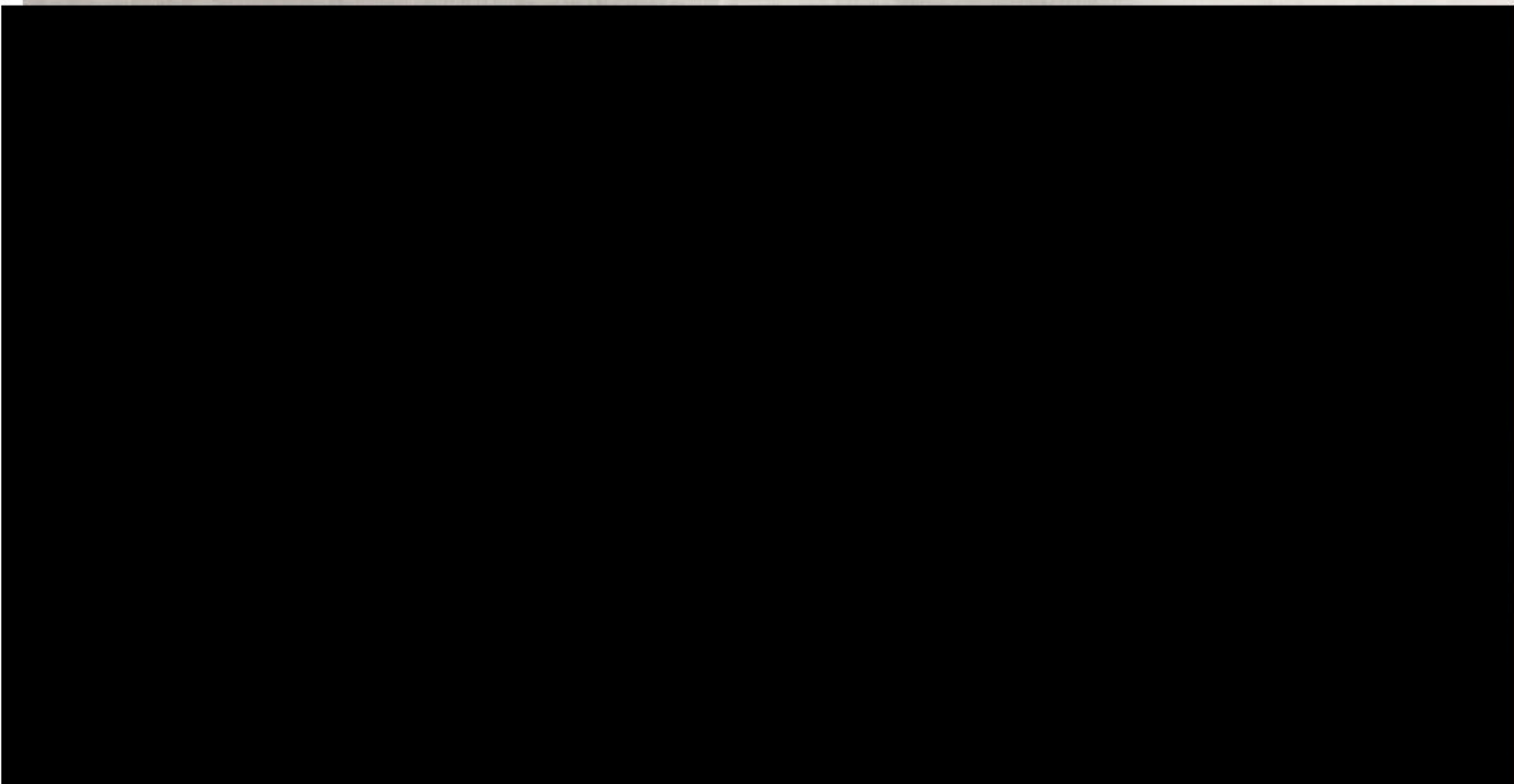
*Jonathan Brucher* *7/30/20*  
 Signature Date

Please note that this document is considered a public record and, as such, may



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770 32' 3030



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)	None
Nature of business conducted	
Approximate value of business conducted	
Name of Trustee and/or 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	

Signature

*[Handwritten Signature]*

Date

*July 28, 2020*

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):  
Future Leaders Institute Charter School

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?  
\_NO\_ 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?  
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.



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

☒ Yes ☐ No

**Yes** to Questions 2-3 above, you need not disclose again your employment status, salary, etc.

MNON			
		AT	

8. Identify each individual, business, corporation, union association, firm, partnership, franchise holding company, joint-stock company, business or real



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

**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**

---

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

**Board Member**

2. A  
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?  
**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.

A

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.

I

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			



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				


Signature

Date



July 31, 2020

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<b>Disclosure of Financial Interest by a Current or Proposed Board of Trustees Member</b>
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**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 \_\_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.

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.*

None	None	None	None
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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>
None	<b>None</b>	None	None	none

Ross Harold

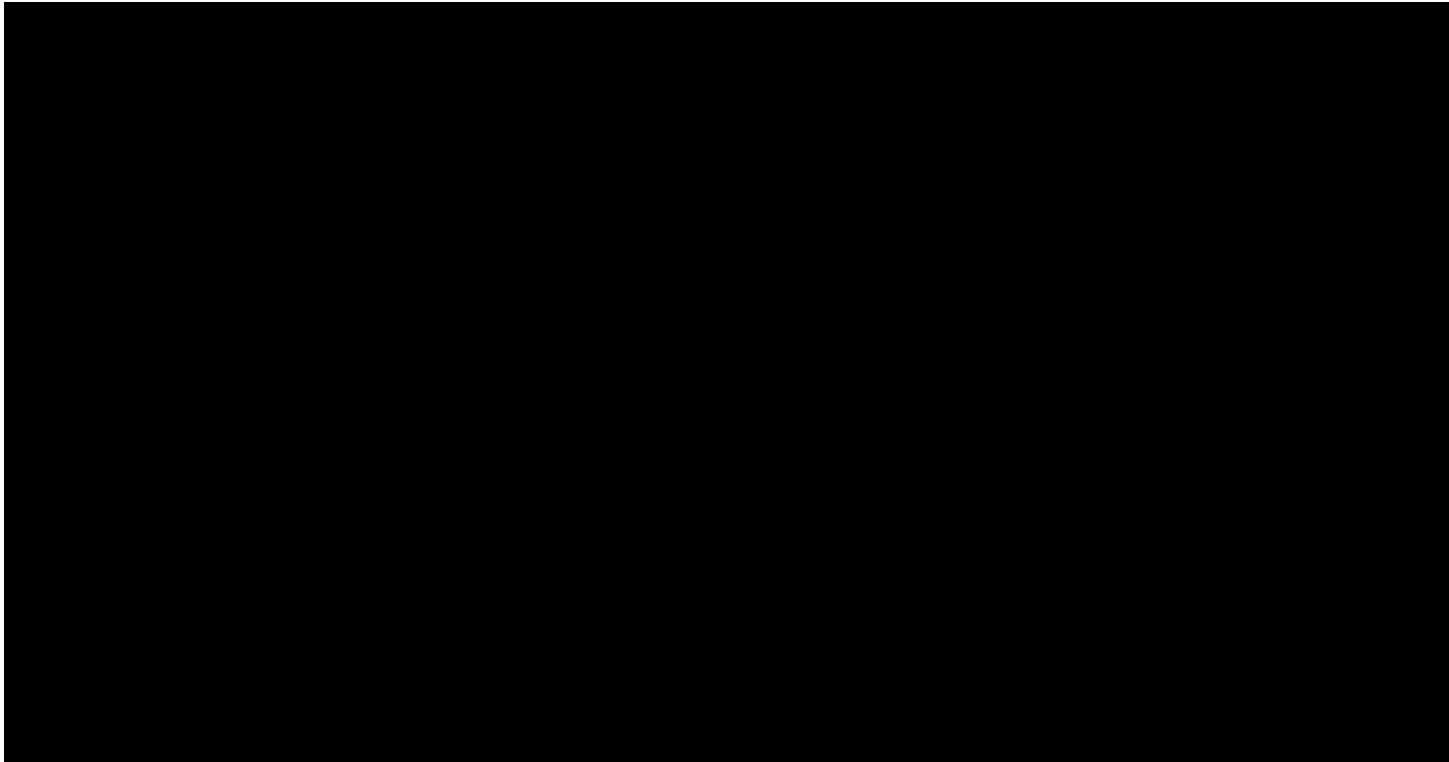
7/31/20

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Signature

Date

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<b>Disclosure of Financial Interest by a Current or Proposed Board of Trustees Member</b>
---

**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):**

**Future Leaders Institute Charter School**

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** \_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?  
**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.

<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>
<b>NONE</b>			



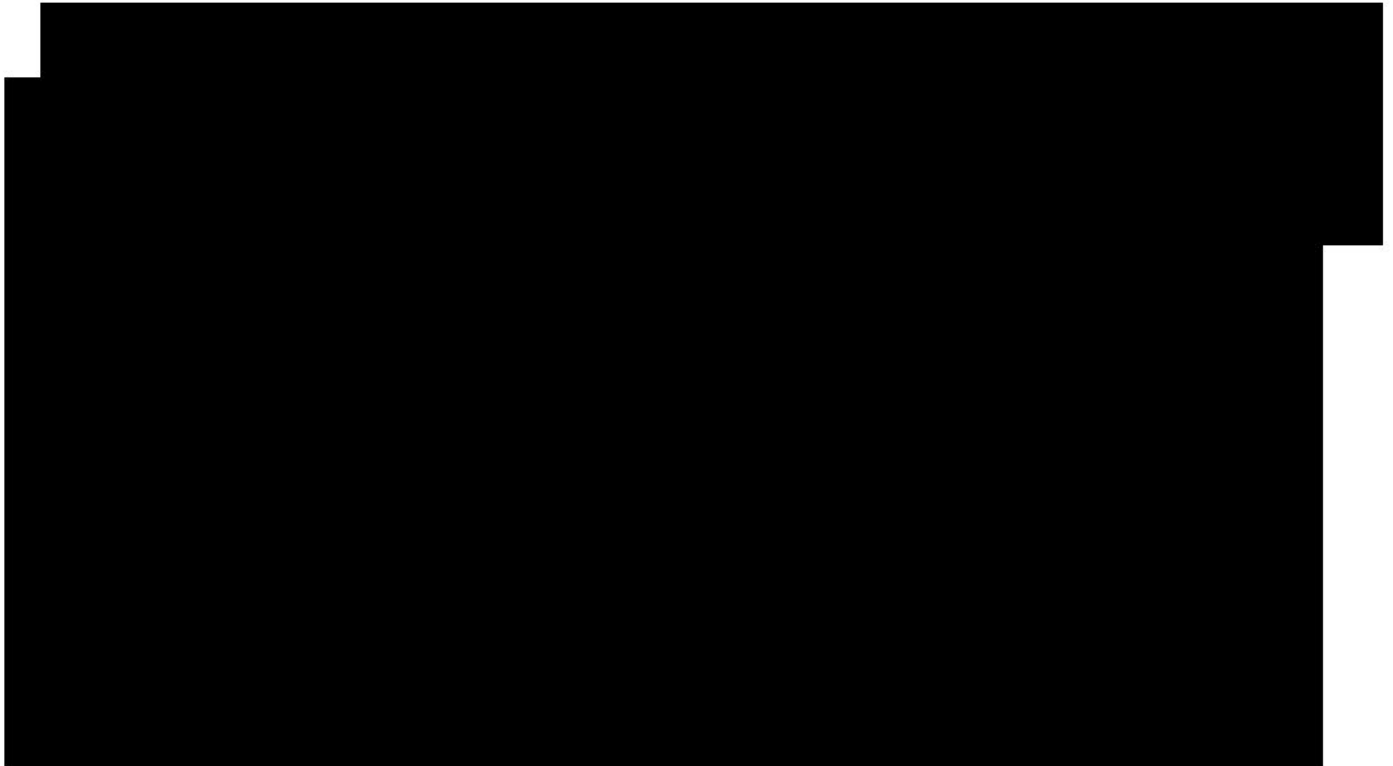
8. Identify each individual, business, corporation, union association, firm, partnership, franchise holding company, joint-stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school(s) operated by the education corporation **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>
<b>NONE</b>				

COMPLETED BY JODY FLOWERS, PRINCIPAL ON BEHALF OF BOARD  
MEMBER, MR. RUDY AUSTIN AUGUST 3, 2020  
Signature Date

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

*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.*



<b>Disclosure of Financial Interest by a Current or Proposed Board of Trustees Member</b>
---

**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):**

**Future Leaders Institute Charter School**

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** \_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?  
**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
<i>NONE</i>			

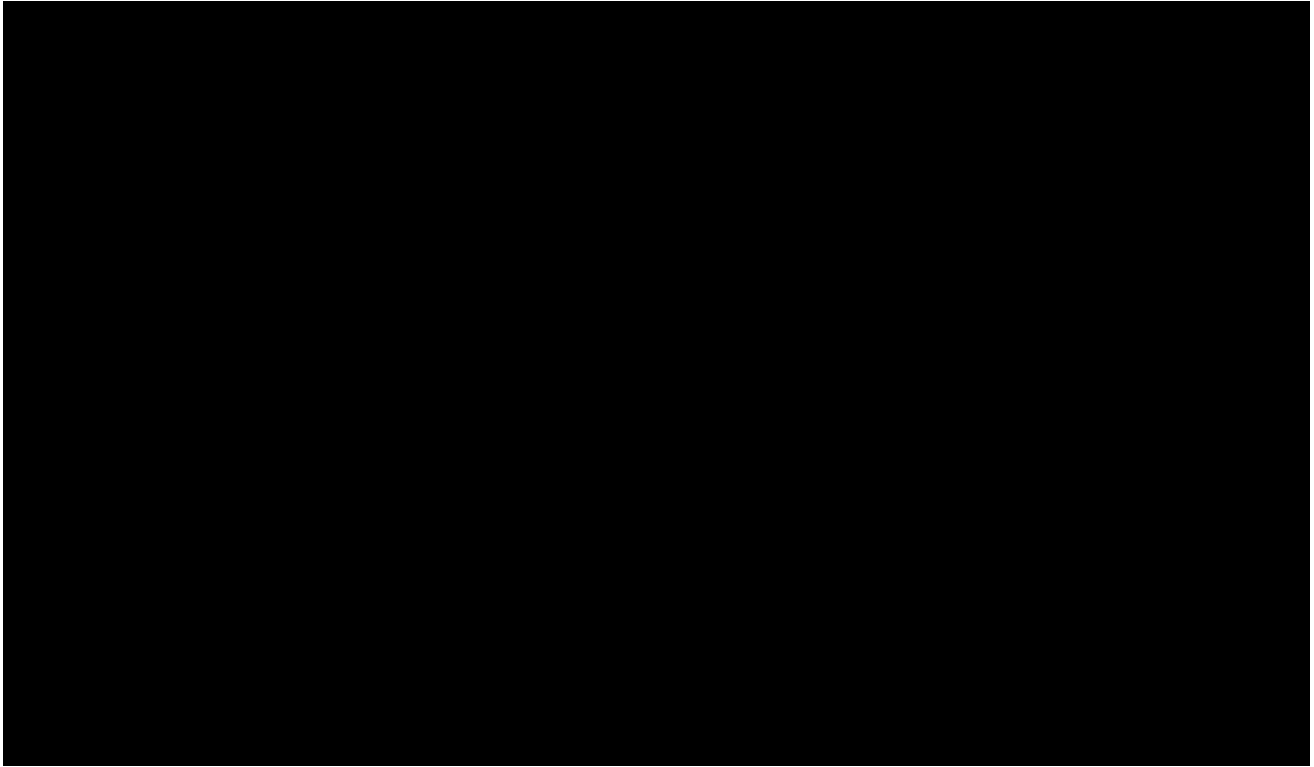
8. Identify each individual, business, corporation, union association, firm, partnership, franchise holding company, joint-stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school(s) operated by the education corporation **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
NONE				

COMPLETED BY JODY FLOWERS, PRINCIPAL ON BEHALF OF BOARD  
MEMBER, MR. JAY HATFIELD  
Signature  
AUGUST 3, 2020  
Date

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

*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.*



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# FUTURE LEADERS INSTITUTE CHARTER SCHOOL

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## BOARD OF TRUSTEES

[HOME](#)[BOARD OF TRUSTEES MEETINGS](#)

### DATES:

- July 23, 2019 5:30 PM-6:30 PM
- August 27, 2019 4:00 PM-6:00 PM
- September 18, 2019 5:30 PM - 8:30 PM
- October 23, 2019 - 5:30 PM - 8:30 PM
- November 18, 2019 5:30 PM - 8:30 PM
- December 18, 2019 5:30 PM - 8:30 PM
- January 22, 2020 5:30 PM - 8:30 PM
- February 12, 2020 5:30 PM - 8:30 PM
- March 25, 2020 5:30 PM - 8:30 PM
- April 22, 2020 5:30 PM - 8:30 PM
- May 20, 2020 5:30 PM - 8:30 PM
- June 24, 2020 5:30 PM - 8:30 PM

FLI board meetings are open to anyone who wishes to attend. Some board members participate from remote locations via video conferencing. If you are interested in attending a meeting at a location other than FLI Charter School or have any other questions, please e-mail to [sbrown@futureleadersinstitute.org](mailto:sbrown@futureleadersinstitute.org). This will register you as a visitor at the building's security desk. Upon arrival, you will be required to check-in. Please provide photo identification for access to any of the locations listed below.

### **Future Leaders Institute Charter School**

Hans Christian Anderson Complex  
134 West 122nd Street  
New York, NY 10027

### **Credit Suisse**

11 Madison Ave  
New York, NY 10010

## **Latham & Watkins**

885 Third Avenue  
New York, NY 10022

## **Ernst & Young LLP**

5 Times Square  
New York, NY 10036  
Meeting Minutes

### **Meeting Minutes »**

 [2011](#)

 [2012](#)

 [2013](#)

 [2014](#)

 [2015](#)

 [2016](#)

 [2017](#)

 [2018](#)

 [2019](#)



**FUTURE LEADERS INSTITUTE**  
**CHARTER SCHOOL**

134 West 122nd St.  
New York, NY 10027

Phone:  
(212) 678-2

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MINUTES OF THE BOARD OF TRUSTEES OF FUTURE LEADERS INSTITUTE  
CHARTER SCHOOL  
September 18, 2019

Board Members present: Rudy Austin, Katherine Brown, Jon Drucker, Jay Hatfield, Andy Hatcher, Roberta Kelly, Joan Wicks and Gilda Wray.

Others Present: Stan Brown (FLI Leadership Team), Jody Flowers (FLI Leadership Team), Rusty Slovenec (FLI Leadership Team) and John Harrison York (prospective Board member).

Board Members Absent: Natalie Deak, Ross Harold and Rachel Klein.

The Board meeting began at approximately 5:30 p.m. at FLI and was called to order by Andy Hatcher.

1. Mr. Hatcher welcomed all of the Board meeting participants.
2. The Board voted on the following item:

*Upon motion duly made, the Board unanimously voted to approve the minutes from the August 2019 Board meeting.*

3. The Board reviewed and discussed the current enrollment and attendance data. Stan Brown reviewed the high-level analysis of the school's enrollment opportunities and challenges that was provided in the Board Packet and answered questions from the Board. The Board agreed that enrollment stability for both the short- and long-term remains a top priority and additional investments in furtherance of this objective are appropriate. A detailed strategy will be presented at the next Board meeting.
4. Jody Flowers provided an update on structural changes within the first grade. In light of lower enrollment, the first grade will be consolidated into one classroom and instructional staff resources will be repurposed to provide additional classroom intervention support. A discussion followed which covered the school's strategy for providing augmented support for students who are struggling and/or who otherwise require additional educational and/or emotional support resources.

5. Rudy Austin and Mr. Brown delivered the Finance Committee update. The Board reviewed the August monthly and year-to-date financials, including the drivers behind the budget-to-actual variances in the projections for FY20. Mr. Brown will work with Ryan Carter and the Finance Committee to prepare break-even analyses for FY21 and beyond.
6. Ms. Flowers and Rusty Slovenec discussed the work that was done by instructional leadership and staff in response to the school's results on the 2019 State Tests. Efforts included a comprehensive analysis of the school's results on each of the standards tested on the exams and changes to instructional programming as a result. Ms. Flowers and Mr. Slovenec discussed the specific efforts and changes that were underway in individual grade levels and classrooms, including providing additional support for certain teachers. The reading curriculum and literacy blocks for grades K through 5 have been reconfigured and refined to foster more effective instruction of specific skills and standards, and a similar effort is underway with regards to the structure of the math instructional blocks for all grades. A discussion followed.
7. Ms. Flowers and Mr. Slovenec discussed the school's engagement with Teach for America (TFA), including the benefits and limitations of the program, as well as changes made by TFA in the most recent school year.
8. It was noted that the Educational Accountability working group would soon be commencing its biweekly calls. The Board requested the working group to consider standardizing its approach to presenting interim student achievement data and updates to the Board after analyzing and discussing the information in detail on its calls.
9. The Board discussed the efforts that were underway with regards to Board recruiting, as well as the upcoming annual meeting and the process for preparing the annual slate of officers and committees/working groups.
10. 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 7:30 p.m.

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

The next Board meeting will take place at 5:30 p.m. on Wednesday, October 23, at FLI.

\*\*\*APPROVED\*\*\*

Respectfully submitted,

A handwritten signature in blue ink that reads "Katherine M. Brown". The signature is fluid and cursive, with a long horizontal stroke at the end.

Katherine M. Brown  
Secretary

MINUTES OF THE BOARD OF TRUSTEES OF FUTURE LEADERS INSTITUTE  
CHARTER SCHOOL  
October 23, 2019

Board members present: Rudy Austin, Katherine Brown, Natalie Deak, Jon Drucker, Ross Harold, Jay Hatfield, Andy Hutcher, Roberta Kelly, Rachel Klein and Gilda Wray.

Others present: Alyssa Brown (Contractor), Stan Brown (FLI Leadership Team), Thandi Edwards (FLI Staff), Jody Flowers (FLI Leadership Team) and Rusty Slovenec (FLI Leadership Team).

By Phone: John Harrison York (prospective Board member).

Board Members Absent: Joan Wicks.

The Board meeting began at approximately 5:30 p.m. at FLI and was called to order by Natalie Deak.

1. Ms. Deak welcomed all the attendees to the Annual Meeting of the Board of Trustees.
2. Stan Brown and Thandi Edwards gave a presentation on the school's current enrollment for FY20 and the school's proposed strategy for enrollment and engagement for FY21. Mr. Brown and Ms. Edwards discussed the opportunities and challenges in the current market for charter schools in the neighborhood and for FLI specifically. They answered questions from the Board regarding the written analysis that was provided with the Board Meeting materials and the components of the proposed strategy for increasing enrollment and engagement. The Board requested that it review and approve the revised marketing materials and messaging prior to their usage, and also requested that the number of lottery applications be added to the monthly Board dashboard. The Board also requested that the instructional leadership team drive the augmentation of the school's strategy for student retention. Ms. Flowers and Mr. Slovenec will present on this topic at an upcoming Board meeting.
3. Mr. Austin, on behalf of the Finance Committee, provided a recap of the process involved in the preparation of the audited financial statements with the school's auditors, Lutz and Carr. The Board discussed the draft audited financial statements for the fiscal year ended June 30, 2019. It was noted that the auditors did not report any significant deficiencies or material weaknesses in internal controls. The Board voted on the following item:
  - a. *Upon motion duly made, the audited financial statements for the fiscal year ended June 30, 2019 were unanimously approved by the Board. The Board delegated to management the authority to revise Note 2 to the*

*audited financial statements to align with the agreed-upon language discussed with the auditors and the Finance Committee.*

4. The Board then voted on the following item:

- a. Upon motion duly made, the Board unanimously voted to approve the minutes from the September 18, 2019 meeting.*

5. On behalf of the Governance Working Group and the Executive Committee, Gilda Wray presented the proposed slate for the 2019-2020 Board term. The Board discussed the candidacy of Ryan Post and John Harrison York as Trustees. The Board then voted on the following items:

- a. Ryan Post and John Harrison York were unanimously elected to the Board for a two-year term (October 2019 – 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. Rachel Klein was unanimously elected to the Executive Committee.*
- d. Rudy Austin, Katherine Brown, Roberta Kelly and Ross Harold were each unanimously reelected to the Board for an additional two-year term (October 2019 – October 2021).*

*It was noted that the terms of Natalie Deak, Jon Drucker, Jay Hatfield, Andy Hatcher and Rachel Klein continue through October 2020.*

- e. Rudy Austin, Jay Hatfield, Natalie Deak 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.*
- f. A resolution accepting the Working Groups for 2019-20 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, Ryan Post and John Harrison York.*

*Andy Hutcher was appointed Advisor to the Executive Committee.*

Ms. Deak, on behalf of the Board and the Leadership Team, thanked Joan Wicks (in abstentia) and Gilda Wray for their tremendous service to FLI over many years. An event to celebrate their many contributions to the school will take place in the upcoming months. Ms. Wicks and Ms. Wray did not stand for re-election upon the expiration of their terms at today's meeting.

The Board discussed an additional prospective Trustee who recently visited the school and met with the Leadership Team.

6. Mr. Brown delivered the monthly finance report, including a discussion of the drivers behind the variances between the budgeted and actual results. It was noted that the revenue projections would be revised next month in line with current enrollment (including SPED enrollment) that exceeds the budget. An update on the status of additional funding from the City of New York for FLI and the other conversion charter schools will be provided at the November meeting.
7. Ms. Flowers and Mr. Slovenec delivered the report on behalf of the Educational Accountability Working Group, which included the following:
  - a. Additional targeted support for instructional staff.
  - b. The Student Achievement Support Plan, which was provided with the Board Meeting materials. The Board discussed the school's strategy with regards to math instruction, given the forthcoming "Next Generation" standards and other improvements needed with regards to math instruction at the school. The math block will be restructured to follow a workshop model, and the process for refining math instruction at FLI will entail engagement with both math consultants and P.S. 242 as part of the Charter-District Campus Partnership. The Instructional Leadership Team noted that this partnership with P.S. 242 is highly beneficial for both schools.
  - c. Individual meetings that Ms. Flowers and Mr. Slovenec held with each instructional staff member to review their students' results on the 2019 State Tests. Each teacher is in the process of setting instructional goals as a next step.

- d. The refinement of the Professional Learning Communities (PLCs), including deploying a Teacher Development Facilitator to assist in leading a teacher-led, collaborative learning environment. A central component of this year's PLCs will be the use of student achievement data to create individual instructional goals.
8. Ms. Flowers presented a proposal to repurpose Saturday Academy. The Board discussed the analysis presented in the written materials and agreed with the recommendation of the Instructional Leadership Team to redirect resources from Saturday Academy to math coaching and to refine the focus of the Saturday Academy schedule and programming to be more aligned with the State Tests.
9. The Board discussed the school's Extended Day program and asked the EAC to prepare an analysis and recommendation for refining the program for presentation at a future Board meeting.
10. Ms. Flowers and Mr. Slovenec discussed the effects in the classroom of backfilling students and additional resources that may be required as a result of student enrollment that exceeds the budget.
11. On motion duly made, the Board moved to Executive Session at approximately 7:45 p.m.

Personnel matters were discussed. The Executive Session adjourned at approximately 8:00 p.m.

The Board meeting adjourned at approximately 8:00 p.m.

The next Board meeting is expected to take place at 5:30 p.m. on Monday, November 18, 2019, at FLI.

Respectfully submitted,



Katherine M. Brown  
Secretary

MINUTES OF THE BOARD OF TRUSTEES OF FUTURE LEADERS INSTITUTE  
CHARTER SCHOOL  
March 30, 2020

*As a result of the extraordinary circumstances resulting from the COVID-19 pandemic, the school building was closed by Executive Order of the Governor of New York. 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, John Harrison York, Andy Hutcher, Roberta Kelly, Rachel Klein, Ryan Post and Julie Wilson.

Others present: Stan Brown (FLI Leadership Team), Jody Flowers (FLI Leadership Team), London Price (FLI Staff) and Rusty Slovenec (FLI Leadership Team).

Board Members Absent: Jay Hatfield.

The Board meeting began at approximately 5:45 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 22, 2020 Board meeting and the February 27, 2020 Board meeting.*
3. Jody Flowers and Rusty Slovenec reviewed the results of the recent Benchmark assessments and answered questions from the Board regarding the data provided in the Board meeting packet. Targeted follow-up is underway to address gaps in student achievement and improve instruction where students are struggling. In light of the pandemic, the 2020 State Exams will not take place.
4. Ms. Flowers and Mr. Slovenec gave an overview of the strategy for remote learning while the school building is closed and answered questions from the Board regarding the technology platform and curricula that are being utilized. A discussion regarding attendance monitoring, accountability with families and students, and access challenges followed. Guidelines and guidance regarding remote instruction have not yet been issued by the New York City Department of Education. The Board discussed practices from peer schools and others. Stan Brown provided an overview of the operational and technological aspects of remote learning, including potential funding sources to underwrite some of the costs. London Price gave an overview of some of the Extended Day programming that is being transitioned to a virtual format. The Board took note that FLI's alternative instruction through remote means will continue



to be undertaken in compliance with applicable rules and guidance as they are issued by federal, state and district authorities.

5. Mr. Brown gave an update on attendance and student enrollment. The lottery for the 2020-21 school year will take place virtually. The Board discussed the strategies for (1) increasing K-2 enrollment and (2) the exploration of additional support for students with IEPs, who will receive a set-aside in the lottery.
6. Mr. Brown and Rudy Austin, on behalf of the Finance Committee, delivered the Finance Committee update. FLI and the other New York City conversion charter schools were recently notified by their shared lobbying firm that a portion of the conversion-specific funding which had previously been communicated by the lobbyists as procured with certainty in the 2019 New York State Budget was now in question. These funds are included as revenue in FLI's FY20 budget. A discussion followed regarding both the FY20 budget and the additional uncertainty surrounding the school's revenue for FY21 in light of the pandemic. It was noted that the projection for FY20 will be trued up in March for actual enrollment figures.
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 7:15 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 April 29, 2020, by videoconference.

Respectfully submitted,

Katherine M. Brown  
Secretary

MINUTES OF THE BOARD OF TRUSTEES OF FUTURE LEADERS INSTITUTE  
CHARTER SCHOOL  
April 29, 2020

*As a result of the extraordinary circumstances resulting from the COVID-19 pandemic, the school building was closed by Executive Order of the Governor of New York. 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, Julie Wilson and John Harrison York.

Others present: Stan Brown (FLI Leadership Team), Jody Flowers (FLI Leadership Team), London Price (FLI Staff) and Rusty Slovenec (FLI Leadership Team).

Board Members Absent: Ryan Post.

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 March 30, 2020 Board meeting.*
3. Jody Flowers and Rusty Slovenec provided an update on the delivery of remote instruction and the strategy for remote learning for the remainder of the school year. Ms. Flowers and Mr. Slovenec answered questions from the Board regarding the format of instruction, teacher accountability and support, staff collaboration, technology training, sharing best practices and FLI's philosophy regarding grading and promotion. An end-of-year assessment to measure student achievement will take place, format to be determined. Ms. Flowers and Mr. Slovenec discussed FLI's Summer Academy, which will occur in some format to be determined depending on how the circumstances in the city unfold. A discussion followed.
4. Ms. Flowers and Mr. Slovenec discussed the school's strategy for supporting its SpEd and ELL populations in this remote learning environment. One-on-one support for each student is delivered through video and audio calls and the approach has been incredibly effective and well-received. The Board reviewed the statistics applicable to these populations and a discussion followed.

5. London Price gave an update on the school's Extended Day program, which remains ongoing through the innovation and support of the FLI team and the school's Extended Day partners.
6. The Board discussed the statistics regarding participation in remote learning. Ms. Flowers and Mr. Slovenec answered questions regarding follow-up protocols by the Student Affairs and instructional teams where participation in lacking.
7. Stan Brown gave an update on operational topics related to remote learning, the building closure and engagement with the school's authorizer.
8. Mr. Brown gave an update on enrollment, student recruiting and the recent lottery. A discussion followed regarding the current statistics for the 2020-21 school year and the school's strategy for recruitment and retention, including modifications to the approach in response to the pandemic. All of FLI's staff is mobilized to support the strategy.
9. Mr. Brown and Rudy Austin, on behalf of the Finance Committee, delivered the Finance Committee update. The FY20 projections were trued up to reflect the school's actual enrollment. The Board discussed the drivers between the budget-to-actual variances which resulted in a modest projected surplus for FY20. The Board discussed the school's advocacy efforts in collaboration with the other New York City charter schools and the ongoing uncertainty surrounding funds that were previously communicated as procured with certainty by the group's lobbyists in connection with the 2019 New York State Budget. FLI's FY21 budget is currently in process with the Finance Committee. It will be particularly challenging to prepare this year in light of the pandemic and related uncertainties regarding revenue.
10. The Board reviewed the materials regarding the school's inventory of laptops and Chromebooks and the request to purchase approximately 400 additional Chromebooks in FY20 in order to support remote instruction. Mr. Austin answered questions regarding the depreciation schedule for these assets. The Finance Committee recommended that the Board approve this request.
11. *Upon motion duly made, the Board unanimously voted to approve the purchase of not more than 400 additional Chromebooks at a cost of \$240/unit.*
12. 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.

**\*\*\*\*Approved\*\*\*\***

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 May 20, 2020, by videoconference.

Respectfully submitted,

Katherine M. Brown  
Secretary

MINUTES OF THE BOARD OF TRUSTEES OF FUTURE LEADERS INSTITUTE  
CHARTER SCHOOL  
November 18, 2019

Board members present: Rudy Austin, Katherine Brown, Natalie Deak, Ross Harold, Andy Hatcher and Rachel Klein.

Others present: Stan Brown (FLI Leadership Team), Jody Flowers (FLI Leadership Team), Katja Frazier (FLI Staff), Rusty Slovenec (FLI Leadership Team) and Julie Wilson (prospective Board member).

By Phone: Jon Drucker, Jay Hatfield, Roberta Kelly, Ryan Post and John Harrison York.

The Board meeting began at approximately 5:30 p.m. at FLI and was called to order by Natalie Deak.

1. Ms. Deak welcomed all the attendees to meeting.
2. Katja Frazier gave a presentation on a pilot program focused on reading intervention. Instruction is administered utilizing the Fountas & Pinnell Leveled Literacy Intervention (LLI) system. The intervention provides daily, intensive, customized, small group instruction to a multi-age, multi-grade cohort of struggling readers. Ms. Frazier provided a detailed overview of LLI, shared case studies highlighting student success and answered questions from the Board.
3. Rachel Klein presented the candidacy of Julie Wilson as a FLI Board Member. After discussion, the Board voted on the following item:
  - a. *Julie Wilson was unanimously elected to the Board for a term to conclude in October 2021.*
4. The Board voted on the following item:
  - a. *Upon motion duly made, the Board unanimously voted to approve the minutes from the October 23, 2019 meeting.*
5. Stan Brown gave an update on student enrollment for the current school year and the status of applications for the 2020-21 school year. Mr. Brown and Jody Flowers answered questions from the Board regarding enrollment and the student attendance data provided in the Board dashboard. Mr. Brown discussed the recent visit of a representative from InsideSchools and elements of reviews of FLI on the InsideSchools website that reference items outside of the school's control, primarily related to custodial services and building upkeep. A presentation on FLI's updated

marketing materials and messaging will be given at the December Board meeting, and busing will also be discussed at an upcoming meeting.

6. Rudy Austin, on behalf of the Finance Committee, and Mr. Brown delivered the Finance Committee update, including a discussion of the October monthly and year-to-date financials and the drivers behind the budget-to-actual variances in the projections for FY20. The Board discussed the status of the funds appropriated to FLI in this year's New York State budget. The Board took note of an upcoming meeting between representatives from the New York City Department of Education, the City, FLI and two of the three other conversion charter schools in New York City to discuss the status of the additional funding that the New York City conversion charters require in light of their obligations under the UFT and CSA contracts, to which they are fully bound but to which collective bargaining process they are not a party.
7. The Board discussed FLI's SPED enrollment as well as the services and educational programming that the school provides to students with disabilities. After extensive discussion, it was agreed that an ad hoc working group comprising Board members and FLI leadership and staff will be convened to focus on FLI's SPED program and approach (including with regards to enrollment).
8. Ms. Flowers and Rusty Slovenec delivered a presentation focused on the assessment data of students who are new to FLI this school year. The Board discussed the analysis contained in the Board packet and the concerns raised that approximately 70% of this population is not proficient in either Math or ELA, and the fact that the group collectively performed below the FLI average on the 2019 state exams in both subjects. The topic of backfilling students and its impact on instruction and student achievement – including additional support that may be required for classroom teachers and others – will remain on the Board's agenda.
9. On motion duly made, the Board moved to Executive Session at approximately 6:55 p.m.

Personnel matters were discussed. The 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 Wednesday, December 18, 2019, at FLI.

Respectfully submitted,

**\*\*\*\*Board-Approved\*\*\*\***

Katherine M. Brown  
Secretary

MINUTES OF THE BOARD OF TRUSTEES OF FUTURE LEADERS INSTITUTE  
CHARTER SCHOOL  
January 22, 2020

Board members present: Rudy Austin, Natalie Deak, Jon Drucker, Ross Harold, Jay Hatfield, Andy Hutcher and Julie Wilson.

Others present: Stan Brown (FLI Leadership Team), Thandi Edwards (FLI Staff), Jody Flowers (FLI Leadership Team), London Price (FLI Staff), Rusty Slovenec (FLI Leadership Team) and Jesse Taveras (FLI Staff).

By Phone: Katherine Brown, Rachel Klein and John Harrison York. Attendees participating by phone did not vote on any matters put forth to the Board for a vote during the meeting.

Board Members Absent: Roberta Kelly and Ryan Post.

The Board meeting began at approximately 5:30 p.m. at Ernst & Young and was called to order by Natalie Deak.

1. Ms. Deak welcomed all attendees to the meeting.
2. Jesse Taveras and Stan Brown gave a presentation on FLI's technology needs, particularly with regards to Chromebooks for students and laptops for staff. A Board discussion followed, which included input from the Finance Committee on the technology depreciation schedule, cybersecurity concerns and the opportunity for staff to use Chromebooks. It was determined that approximately 50 Chromebooks would be procured to meet immediate student needs and that a group of staff would pilot the use of Chromebooks in lieu of laptops. A follow-up discussion will take place at the next Board meeting.
3. *Upon motion duly made, the Board unanimously voted to approve the minutes from the December 18, 2019 Board meeting.*
4. Jody Flowers and Rusty Slovenec gave an update on Saturday Academy. The strategy for this year's Saturday Academy is to focus on test preparation for the state exams, with students grouped by ability. Nearly all of the instructors are members of the FLI staff. Leadership remains focused on maintaining robust attendance. A discussion followed.
5. Ms. Flowers and Mr. Slovenec answered questions from the Board regarding the school's approach to classroom intervention and remediation, as well as other opportunities to support learners who are struggling the most.



6. Ms. Flowers gave an overview of the history of FLI's Extended Day program. The Educational Accountability Working Group is reviewing the Extended Day program and is focused on infusing more academic content into it. The Working Group will present recommendations on the program more generally at an upcoming Board meeting.
7. John Harrison York gave an update on behalf of the ad hoc working group formed to explore FLI's special education offering. The group is exploring a number of alternatives to augment the school's programming and will present its recommendations at an upcoming Board meeting.
8. Mr. Brown gave an update on attendance and student enrollment. Mr. Brown discussed the status of applications for the 2020-21 school year, including citywide trends and the drivers behind the reduction in charter applications across the sector. A group of staff and parents are providing feedback on FLI's revised marketing materials. The Board reviewed and discussed the proposed referral program and proposed 529 plan. A discussion followed.
9. Rudy Austin, on behalf of the Finance Committee, and Mr. Brown delivered the Finance Committee update, including a discussion of the December monthly and year-to-date financials and the drivers behind the budget-to-actual variances in the projections for FY20.
10. On motion duly made, the Board moved to Executive Session at approximately 7:15 p.m.

Personnel matters were discussed. Executive Session adjourned at approximately 7:25 p.m.

The Board meeting adjourned at approximately 7:25 p.m.

The next Board meeting is expected to take place at 5:30 p.m. on February 27, 2020, at Ernst & Young.

Respectfully submitted,

Katherine M. Brown  
Secretary

MINUTES OF THE BOARD OF TRUSTEES OF FUTURE LEADERS INSTITUTE  
CHARTER SCHOOL  
June 29, 2020

*As a result of the extraordinary circumstances resulting from the COVID-19 pandemic, the school building was closed by Executive Order of the Governor of New York. 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 and John Harrison York.

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

Board Members Absent: Jay Hatfield and Julie Wilson.

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 and congratulated the staff on completing a successful school year in the midst of very challenging circumstances. The virtual 8th grade graduation celebration was inspiring to all.
2. *Upon motion duly made, the Board unanimously voted to approve the minutes from the May 20, 2020 Board meeting.*
3. Jody Flowers and Rusty Slovenec provided an update on the conclusion of the school year, including feedback received via a survey of the staff and parents regarding their experiences with remote instruction. Ms. Flowers and Mr. Slovenec have assembled a Planning Committee comprising teachers, Student Affairs staff, operational staff and leadership to prepare for the fall and plan for a variety of instructional scenarios. The New York City Department of Education (DOE) is expected to issue guidance soon.
4. Ms. Flowers and Mr. Slovenec discussed FLI's Summer Academy, which will begin in early July and will run for four weeks. The remote program will focus on ELA and Math. Students will be grouped by level to facilitate synchronous, small group instruction, with a smaller asynchronous component. Nearly 130 students across all grade levels are enrolled in Summer Academy.
5. Ms. Flowers and Mr. Slovenec gave an overview of the current model for hybrid instruction that FLI is developing in accordance with DOE and New York State guidance. Ms. Flowers and Mr. Slovenec answered questions from the Board and

discussed a number of requirements and protocols regarding facilities, classroom density, physical distancing, furniture, PPE and other topics. A discussion followed.

6. Stan Brown and Ms. Flowers gave an update on enrollment for 2020-21 and answered questions from the Board. The Board discussed the data that was presented in the Board packet and the school's current strategies for recruiting and retention in light of the needs of families as a result of the pandemic. Enrollment remains a significant challenge for the school and is compounded by the ongoing uncertainty surrounding the 2020-21 school year.
7. Dr. Brown gave an overview of the final FY20 year-end projections and the drivers behind the budget-to-actual variance that resulted in a forecasted surplus for the year.
8. Dr. Brown delivered the proposed FY21 budget and recapped the work done by the Finance Committee and school leadership to prepare the draft budget. The draft assumes a hybrid instructional model for the year which consists of both remote and in-person instruction. Dr. Brown highlighted key revenue and expense items resulting from the pandemic and the current charter landscape. The Board discussed the funding formulas and other revenue assumptions underlying the budget. The Board discussed the school's cost structure, which reflects salary increases and other mandated benefits under the union contracts, investments in certain areas deemed critical for the school, costs necessary to facilitate compliance with the extensive safety protocols that apply to in-person instruction and reductions in non-essential spending. The Board noted that the school is expected to run a substantial deficit, with certain built-in levers that would be pulled to offset (or increase) spending at different enrollment levels.
9. On motion duly made, the Board moved to Executive Session at approximately 7:15 p.m.

Personnel matters were discussed. Executive Session adjourned at approximately 7:30 p.m.

10. After discussion, the Board voted on the following item:

*Upon motion duly made, the Board unanimously voted to approve the budget in connection with a hybrid instructional model with an anticipated enrollment of 340 students for the 2021 fiscal year.*

The Board meeting adjourned at approximately 7:35 p.m.

The next Board meeting is expected to take place at 5:30 p.m. on July 29, 2020, by videoconference.

**\*\*\*\*Draft Subject to Board Approval\*\*\*\***

Respectfully submitted,

Katherine M. Brown  
Secretary

MINUTES OF THE BOARD OF TRUSTEES OF FUTURE LEADERS INSTITUTE  
CHARTER SCHOOL  
February 27, 2020

Board members present: Rudy Austin, Jon Drucker, Andy Hutcher, Roberta Kelly, Rachel Klein and Ryan Post.

Others present: Stan Brown (FLI Leadership Team), Jody Flowers (FLI Leadership Team), London Price (FLI Staff) and Rusty Slovenec (FLI Leadership Team).

By Videoconference: John Harrison York.

By Phone: Katherine Brown, who did not vote on any matters put forth to the Board for a vote during the meeting.

Board Members Absent: Natalie Deak, Ross Harold, Jay Hatfield and Julie Wilson.

The Board meeting began at approximately 5:30 p.m. at Ernst & Young and was called to order by Rudy Austin.

1. Mr. Austin welcomed all attendees to the meeting.
2. Jody Flowers and Rusty Slovenec gave an update on the recent Benchmark assessments, STEP reading assessment and Fountas & Pinnell reading assessment. The staff will analyze the assessment data during an upcoming professional development “data day.” The Educational Accountability Working Group will review the data and present it at the next Board meeting. Ms. Flowers and Mr. Slovenec answered questions from the Board and gave their high-level perspectives on student achievement.
3. Ms. Flowers and Mr. Slovenec gave an update on Saturday Academy, including staffing and attendance trends. Concurrent programming for parents is under review to bolster attendance.
4. Stan Brown gave an update on attendance and student enrollment. The school’s request for a lottery set-aside for students with IEPs was approved by the Department of Education. Mr. Brown presented the school’s strategy for increasing applications and improving yield, including the work that was done with parent and staff focus groups to help refine the school’s messaging and highlight its unique selling proposition of a stable workforce comprising tenured, experienced staff. The Board reviewed and discussed the materials regarding busing and recruitment.

5. Rudy Austin, on behalf of the Finance Committee, and Mr. Brown delivered the Finance Committee update, including a discussion of the January monthly and year-to-date financials and the drivers behind the budget-to-actual variances in the projections for FY20. The strategy regarding Chromebook procurement for students and staff that was discussed at the January Board meeting is underway.
6. 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 6:45 p.m.

The next Board meeting is expected to take place at 5:30 p.m. on March 30, 2020, at Ernst & Young.

Respectfully submitted,

Katherine M. Brown  
Secretary

MINUTES OF THE BOARD OF TRUSTEES OF FUTURE LEADERS INSTITUTE  
CHARTER SCHOOL  
December 18, 2019

Board members present: Natalie Deak, Ross Harold, Jay Hatfield, Andy Hutcher, Ryan Post and Julie Wilson.

Others present: Stan Brown (FLI Leadership Team), Jody Flowers (FLI Leadership Team), London Price (FLI Staff) and Rusty Slovenec (FLI Leadership Team).

By Phone: Rudy Austin, Jon Drucker, Rachel Klein and John Harrison York. Attendees participating by phone did not vote on any matters put forth to the Board for a vote during the meeting.

By Videoconference: Katherine Brown

Board Members Absent: Roberta Kelly

The Board meeting began at approximately 5:30 p.m. at Ernst & Young and was called to order by Natalie Deak.

1. Ms. Deak welcomed all attendees to the meeting.
2. Jody Flowers and Stan Brown provided an update on and shared photos from recent events that were held at the school, including the Honors Assembly and the Thanksgiving Feast.
3. Ms. Flowers and Mr. Brown discussed the recently updated InsideSchools review of FLI.
4. The Board discussed the topic of parent engagement. It was agreed that a more comprehensive discussion of the topic would be included on the agenda for a future Board meeting.
5. The Board discussed the school's current statistics regarding its population of students with disabilities ("SWD"). An ad hoc working group comprising Trustees, leadership and staff is focused on FLI's strategy and approach for serving this population of students. Among the school's top priorities are to increase the number and percentage of students with disabilities who attend FLI and to expand services to its SWD population.
6. *Upon motion duly made, the Board unanimously voted to adopt the following resolution:*

WHEREAS; Consistent with applicable state law, Future Leaders Institute Charter Schools (the “School” or “FLI”) seeks to serve a student body that reflects a comparable number of students with disabilities as does its local community school district; and

WHEREAS, in recent years, enrollment of students with disabilities at FLI has lagged behind those of Community School District 3 (“CSD 3”), where the School is located; and

WHEREAS, enrollment of students with disabilities in CSD 3 is approximately 23% of its student population; it is therefore

*RESOLVED that FLI Board of Trustees adopts an admissions set-aside preference as described in Attachment A hereto; and it is further*

*RESOLVED that the School, in consultation with its legal counsel, shall modify its admissions policy to reflect this set-aside preference for students with disabilities.*

7. *Upon motion duly made, the Board unanimously voted to approve the minutes from the November 18, 2019 meeting.*
8. Mr. Brown gave an update on student enrollment for the current school year and the status of applications for the 2020-21 school year. Mr. Brown and Ms. Flowers answered questions from the Board regarding the student attendance data provided in the Board dashboard. A discussion regarding trends in student attendance followed.
9. The draft marketing materials that were provided in the Board Meeting packet will be discussed and refined by an ad hoc working group comprising FLI leadership, staff and interested Trustees.
10. Rudy Austin, on behalf of the Finance Committee, and Mr. Brown delivered the Finance Committee update, including a discussion of the November monthly and year-to-date financials and the drivers behind the budget-to-actual variances in the projections for FY20. It was noted that the FY20 projection for student enrollment was increased in light of increased student enrollment.
11. Mr. Brown provided an update on the school’s advocacy efforts, which remain ongoing with two of the three other conversion charter schools in New York City. Mr. Brown outlined the various additional revenue streams (and payment status) which were appropriated as part of the current New York State budget or which remain the topic of ongoing discussions with the New York City Department of Education and/or various State and City officials.



12. Ms. Flowers and Rusty Slovenec gave an update on Saturday Academy and answered questions from the Board. The program will begin on January 11, 2020 and FLI teachers are in the final stages of preparation. The format for the program and the curriculum has been revised to provide greater focus on preparation for the State Tests, with more targeted small group instruction and a refined strategy for enrollment.
13. Ms. Flowers delivered a report on the results of the November 2019 Benchmark exams and answered questions from the Board regarding the written analysis which was included in the Board Meeting packet. Ms. Flowers outlined the various follow up efforts that are underway, including the recently held "Data Day," in which all instructional staff spent time analyzing their students' results. Intervention and coaching is also underway. Instructional leadership and staff are focused on deploying additional resources and supports in a targeted manner to remediate gaps and improve student achievement. The Board requested additional analysis related to new vs. returning students and FLI's SWD population. Leadership will also focus on greater alignment of the Benchmarks to the State Tests. A discussion followed. The Educational Accountability working group will focus on augmenting the way in which student achievement data is presented to the Board.
14. On motion duly made, the Board moved to Executive Session at approximately 7:00 p.m.

Personnel matters were discussed. The 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 Wednesday, January 22, 2020, at Ernst & Young.

Respectfully submitted,



Katherine M. Brown  
Secretary

## ATTACHMENT A

### Set-Aside Admissions Preference for Students with Disabilities

Beginning with students who enroll at the School for the 2020-2021 academic year, FLI will establish a set-aside admissions preference favoring students with disabilities such that twenty-five percent (25%) of the open seats for new students will be prioritized for students with identified disabilities as indicated by in individualized education program ("IEP"). Pursuing such a set-aside preference shall be voluntary and no student shall be required to self-identify as a student with disabilities for the purpose of admission to the School, but in order to be eligible for a preference must provide FLI with an IEP as proof of disability status.

Such a preference shall reflect FLI's intent to enroll a comparable number of students with disabilities as does CSD 3 but cannot guarantee that a sufficient number of students with IEPs will apply for seats in the school. If less than twenty-five percent 25% of the applicants in any given year meet that criteria, the remaining seats will be filled with other students. If more than twenty-five percent 25% of the applicants for open seats in any given year seek that preference, a lottery drawing will be held among those applicants eligible for the set-aside. Any students who fail to win a spot within the set-aside for students with disabilities will be included in the overall lottery pool for admission to the School. The School will maintain the confidentiality and identity of any and all students who seek an admissions preference based on disability status.

MINUTES OF THE BOARD OF TRUSTEES OF FUTURE LEADERS INSTITUTE  
CHARTER SCHOOL  
May 20, 2020

*As a result of the extraordinary circumstances resulting from the COVID-19 pandemic, the school building was closed by Executive Order of the Governor of New York. 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: Stan Brown (FLI Leadership Team), Jody Flowers (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 April 29, 2020 Board meeting.*
3. Jody Flowers and Rusty Slovenec provided an update on the delivery of remote instruction, including changes and enhancements that were implemented since the last Board meeting. Summative assessments will take place in June to assist in planning for Summer Academy and the 2020-21 school year.
4. Ms. Flowers and Mr. Slovenec discussed FLI's Summer Academy, which will take place in a remote format from 8 a.m. to 12 p.m. each day. There was an overwhelming interest on the part of FLI instructional staff to participate in the program, and the staffing arrangement has been finalized. 100 students have been identified for mandatory participation in Summer Academy, and all students new to FLI are invited to participate. Laptop repair and distribution remains underway. A discussion followed.
5. Mr. Brown and Ms. Flowers discussed the school's preparations for Fall 2020. In the absence of certainty or official guidance from the New York City Department of Education (DOE), FLI is preparing for a variety of scenarios. Leadership remains engaged in webinars and other updates from various charter organizations in the state, the Board of Regents, the DOE, SUNY and other institutions.

6. Ms. Flowers and Mr. Slovenec gave an update and answered questions from the Board regarding various instructional items, including 8th grade graduation, parent engagement, collaboration between teachers and instructional consultants, and a community update.
7. Mr. Brown gave an update on enrollment for 2020-21, including sector-wide trends. The Board discussed the school's strategy for retaining current students and finalizing matriculation for those who were selected in the lottery or off of the wait list. It was agreed that the school would streamline the approach to the required paperwork to the fullest extent possible while maintaining compliance.
8. Mr. Brown and Rudy Austin, on behalf of the Finance Committee, delivered the Finance Committee update. The Board discussed the drivers between the budget-to-actual variances which resulted in a modest projected surplus for FY20. The Board took note that funds which were previously communicated as procured with certainty by the school's lobbyists in connection with the 2019 New York State Budget were removed from the projections because the school does not expect to receive them. FLI's FY21 budget is currently in process with the Finance Committee and the Educational Accountability working group. Multiple scenarios are under consideration in light of the pandemic and related uncertainties regarding revenue and per pupil funding.
9. 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 7:15 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 June 29, 2020, by videoconference.

Respectfully submitted,

Katherine M. Brown  
Secretary

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

July 23, 2019

Board Members present: Rudy Austin, Katherine Brown, Natalie Deak, Ross Harold, Andy Hatcher and Rachel Klein.

Others Present: Stan Brown (FLI Leadership Team), Rusty Slovenec (FLI Leadership Team) and John Harrison York (FLI Leadership Team).

By Telephone: Jon Drucker, Joan Wicks and Gilda Wray, who did not vote on any matters put forth to the Board for a vote during the meeting.

Board Members Absent: Jay Hatfield and Roberta Kelly.

The Board meeting began at approximately 5:30 p.m. at Ernst & Young and was called to order by Andy Hatcher.

1. Mr. Hatcher welcomed all of the Board meeting participants.
2. John Harrison York, on behalf of the Finance Committee, discussed the close of the 2019 fiscal year and highlighted the drivers behind the budget-to-actual variances which resulted in a surplus for FY19. The annual audit is in process, and it is anticipated that the draft audited financial statements will be available in August.
3. Stan Brown delivered an update on enrollment for the upcoming school year, including the drivers behind the year-over-year decline in enrollment. The Board reviewed Mr. Brown's analysis and action plan. A discussion followed, focused on both new and existing strategies for increasing enrollment in both the short- and long-term. A number of opportunities have been identified related to a variety of areas, including social media and marketing collateral, technology, and targeted outreach to specific communities, including pre-K and 3-K programs and others. The Board requested periodic updates on enrollment between monthly Board meetings. A detailed presentation and discussion of the school's long-term enrollment strategy will take place at the September Board meeting.
4. The Board voted on the following item:

*Upon motion duly made, the Board unanimously voted to approve the minutes from the June 2019 meeting.*

5. Rachel Klein, on behalf of the Board Governance Working Group, provided an overview of the Working Group's recent initiative which resulted in updated materials related to Board recruiting, expectations of Board members and the Board committees/working groups. A discussion followed. The Working Group will continue to lead follow up on the various outstanding items. The Board discussed the Board's recruiting strategy and goals.
6. Rusty Slovenec provided an update on the 2019 Summer Academy. The program is similar to that of prior years in many respects, with additional emphasis and focus on home learning for all FLI students (regardless of whether they attended Summer Academy). This year's Summer Academy is also structured to further foster relationships between FLI teachers and their incoming students. A detailed report on student progress over the summer will be provided at the August Board meeting. Mr. Slovenec also discussed the data related to non-promotion and the drivers behind retention in cases in which students were retained.
7. On motion duly made, the Board moved to Executive Session at approximately 6:25 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 will take place at 4:00 p.m. on Tuesday, August 27, 2019, at FLI.

Respectfully submitted,

Katherine M. Brown  
Secretary

MINUTES OF THE BOARD OF TRUSTEES OF FUTURE LEADERS INSTITUTE  
CHARTER SCHOOL  
August 27, 2019

*S. Brown added bullet # 7 on 9/17*

Board Members present: Rudy Austin, Ross Harold, Jay Hatfield, Andy Hutcher, Roberta Kelly and Rachel Klein.

Others Present: Stan Brown (FLI Leadership Team), Jody Flowers (FLI Leadership Team), Rusty Slovenec (FLI Leadership Team) and John Harrison York (FLI Leadership Team).

By Telephone: Katherine Brown and Gilda Wray, who did not vote on any matters put forth to the Board for a vote during the meeting.

Board Members Absent: Natalie Deak, Jon Drucker and Joan Wicks.

The Board meeting began at approximately 4:10 p.m. at FLI and was called to order by Andy Hutcher.

1. Mr. Hutcher welcomed all of the Board meeting participants.
2. Jody Flowers and Rusty Slovenec delivered the Leadership Team Update, which covered the following topics:
  - a. 2019 Summer Academy: The pre- and post-test data generally reflect growth in both ELA and Math during the summer by those who attended the program. Ms. Flowers and Mr. Slovenec answered questions from the Board regarding students who struggled to meet promotion criteria. Additional information regarding the remote summer learning program will be provided at the September Board meeting.
  - b. 2019 Math Regents Examination: The Board discussed the data regarding participation, passage and preparation. The school will introduce the Science Regents Examination in 2019-20, and students will begin preparing for the Regents Exams in the fall. The school's longer-term goal is for all 8<sup>th</sup> grade students to take the Regents Exams.

- c. 2019 State Test Results: Ms. Flowers and Mr. Slovenec discussed the results, which were recently received. They discussed the drivers behind each grade level's results and answered questions from the Board regarding the preliminary analysis contained in the Board packet. The Board expressed concern regarding the school's results on the ELA exam and noted that the school's modest gains in Math outpaced both the City and the State. The Leadership Team and staff are continuing to review and analyze the data, and a more comprehensive analysis will be presented at an upcoming Board meeting.
3. Stan Brown delivered an update on behalf of the Finance Committee, including an update on the timing of the draft audited financials for FY19.
4. Mr. Brown delivered an update on the current enrollment outlook for the upcoming school year. The Board reviewed the comprehensive analysis prepared by Mr. Brown and discussed the progress that had been made since the July Board meeting to increase enrollment. Mr. Brown provided an overview of the variety of ongoing strategies and tactics that were underway with regards to enrolling and retaining students in the next four to six weeks. A discussion followed. The Board will continue to receive regular enrollment updates throughout the coming weeks through the beginning of the school year.
5. Gilda Wray delivered an update on behalf of the Governance Committee and presented the Committee's revised document package related to Trustee recruiting, Trustee responsibilities and Board committee/working group responsibilities. A discussion followed which reflected general consensus on the revised documents. The Board discussed its areas of need with regards to new Trustees and the efforts that were underway with regards to Trustee recruiting.
6. After discussion, the Board voted on the following items:

*Upon motion duly made, the Board unanimously voted to approve the minutes from the July 2019 meeting.*

*Upon motion duly made, the Board unanimously voted to approve the revised Fiscal Policies and Procedures.*



7. Discussion of production of a break-even analysis and deeper discussion of state test scores and FY 20 changes to improve test scores. During the meeting, Andrew Hatcher requested that the CFOO produce break-even scenarios for FY 21 and beyond. The request was seconded by many. Additionally, a post-board meeting request by the executive committee was made to have a deeper dive into state test scores and to have a report on what remedies or changes will be undertaken during this year to improve scores. CFOO and Principal will provide these analyses at the next board meeting (October 23<sup>rd</sup>).
8. On motion duly made, the Board moved to Executive Session at approximately 5:30 p.m.

Personnel matters were discussed. Executive Session adjourned at approximately 6:10 p.m.

The Board Meeting adjourned at approximately 6:10 p.m.

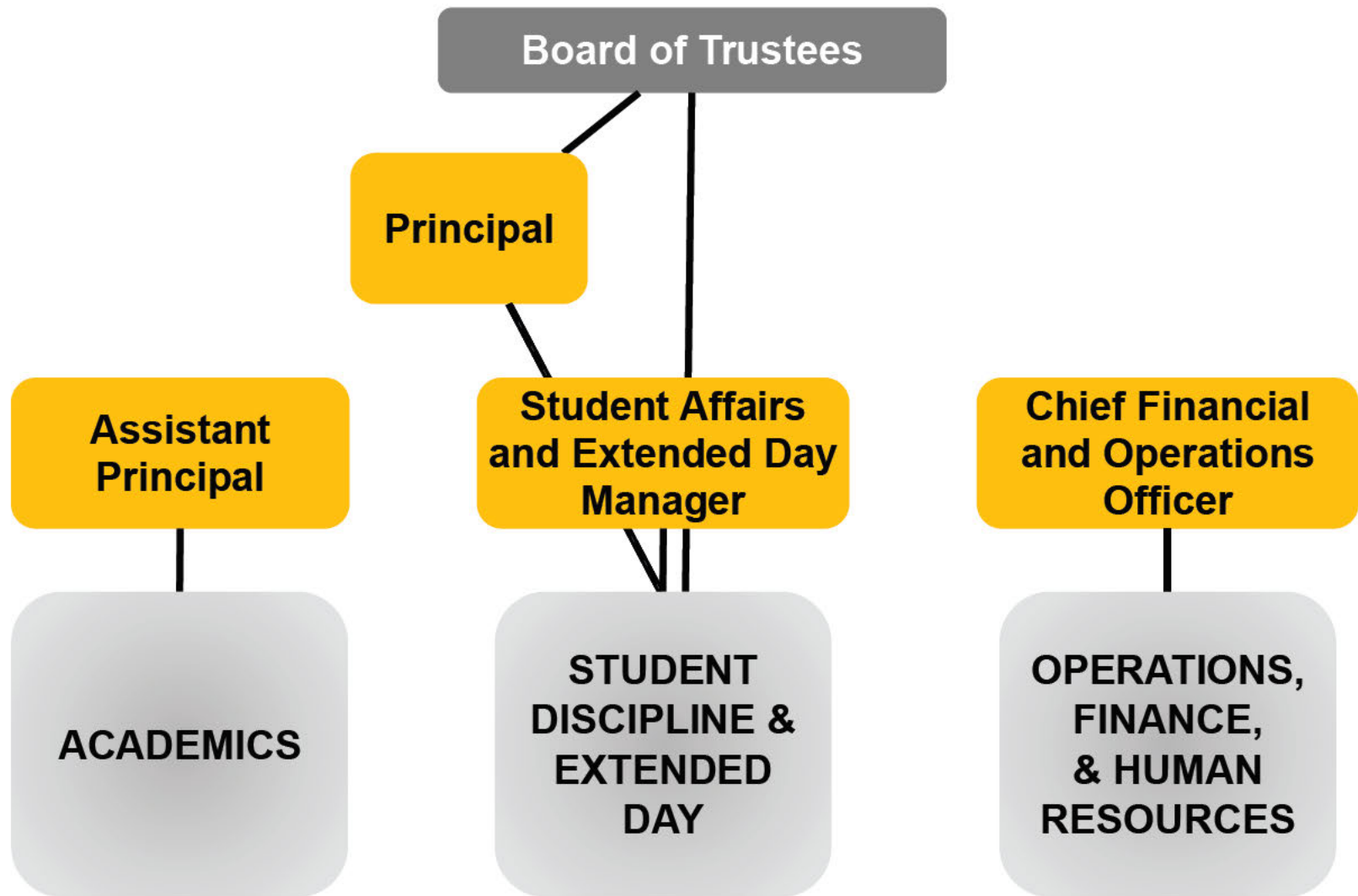
The next Board Meeting will take place at 5:30 p.m. on Wednesday, September 18, at FLI.

Respectfully submitted,

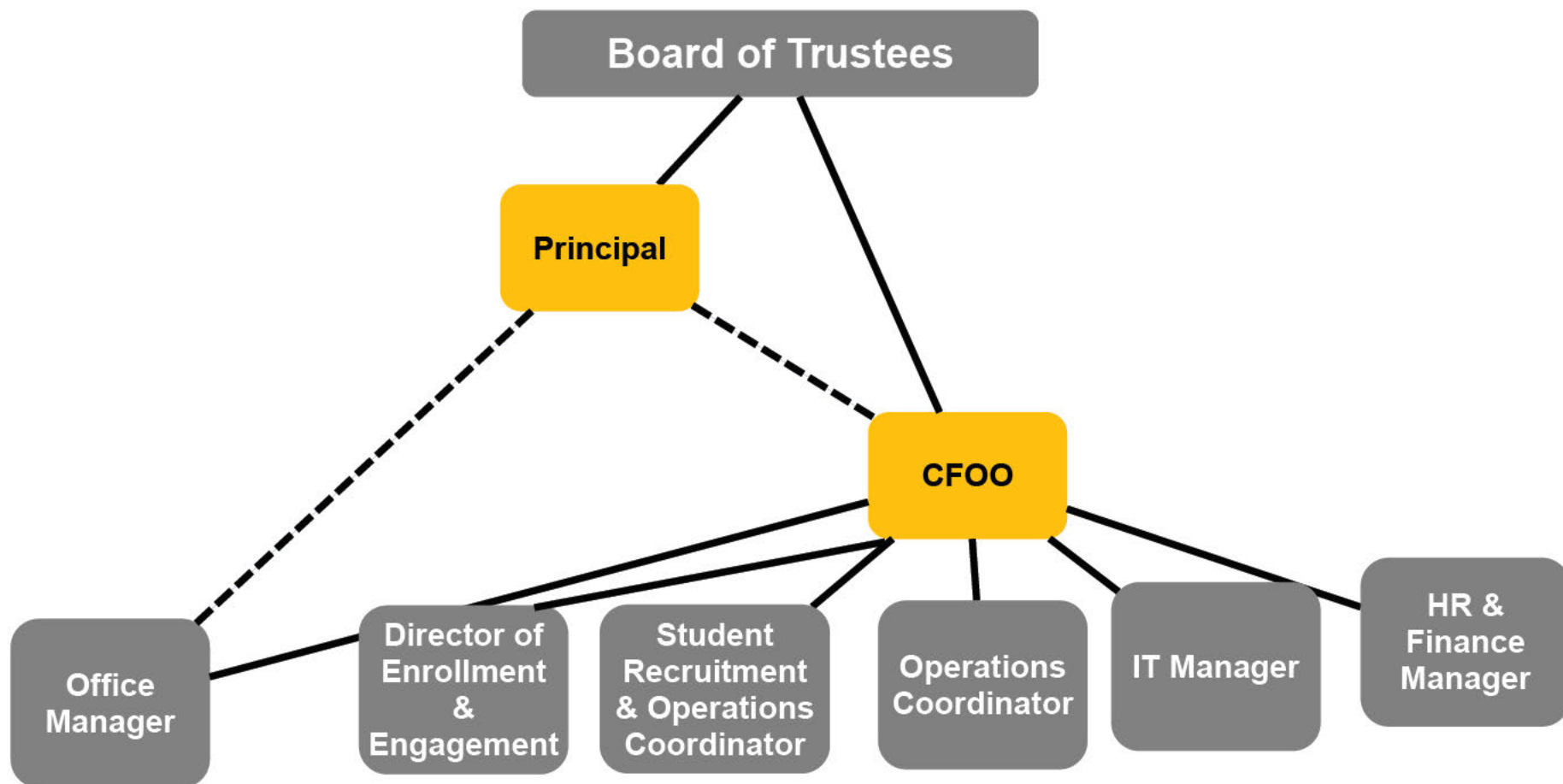


Katherine M. Brown  
Secretary

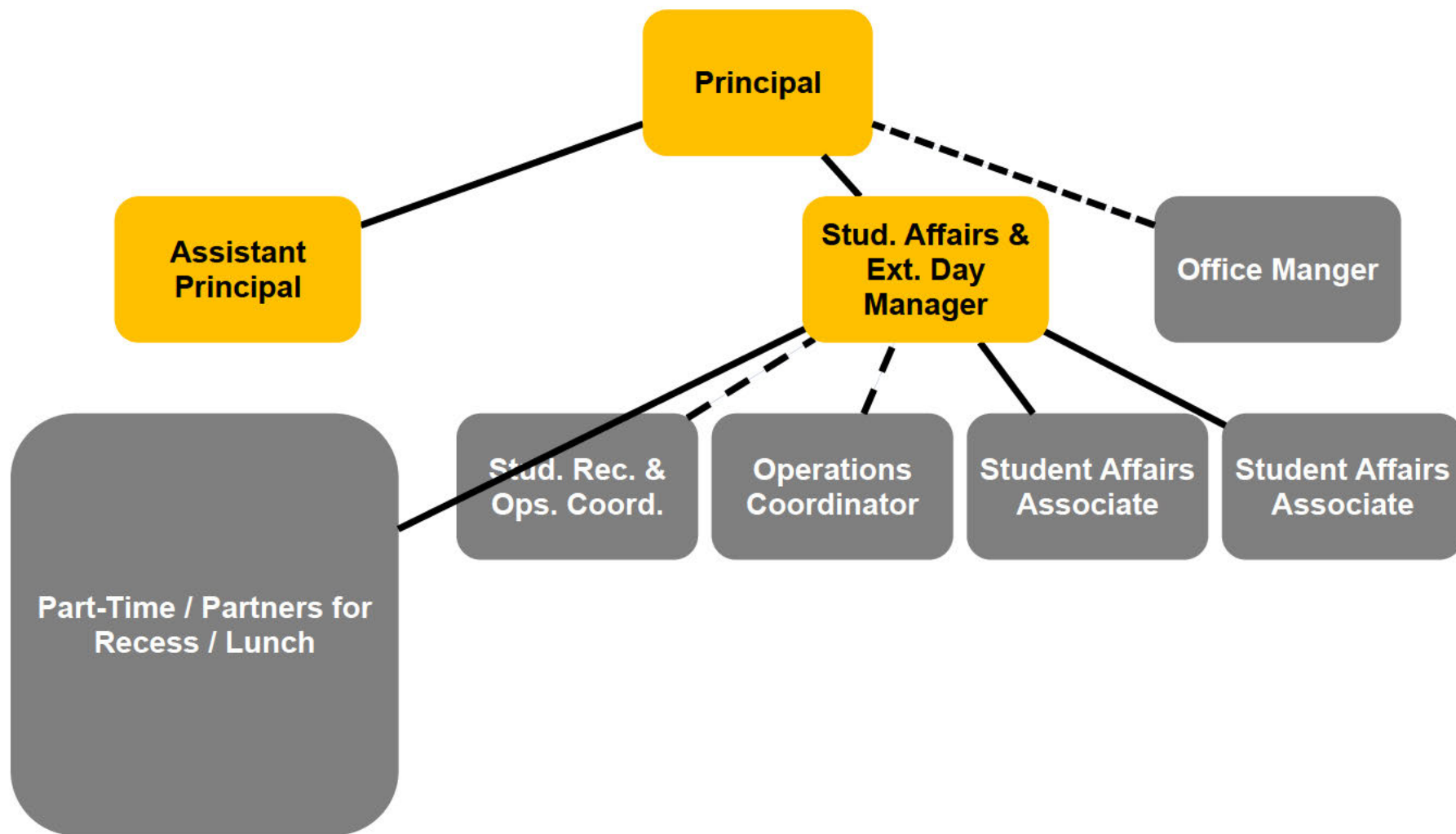
## Org. Chart for the 2019-20 School Year: Leadership Team



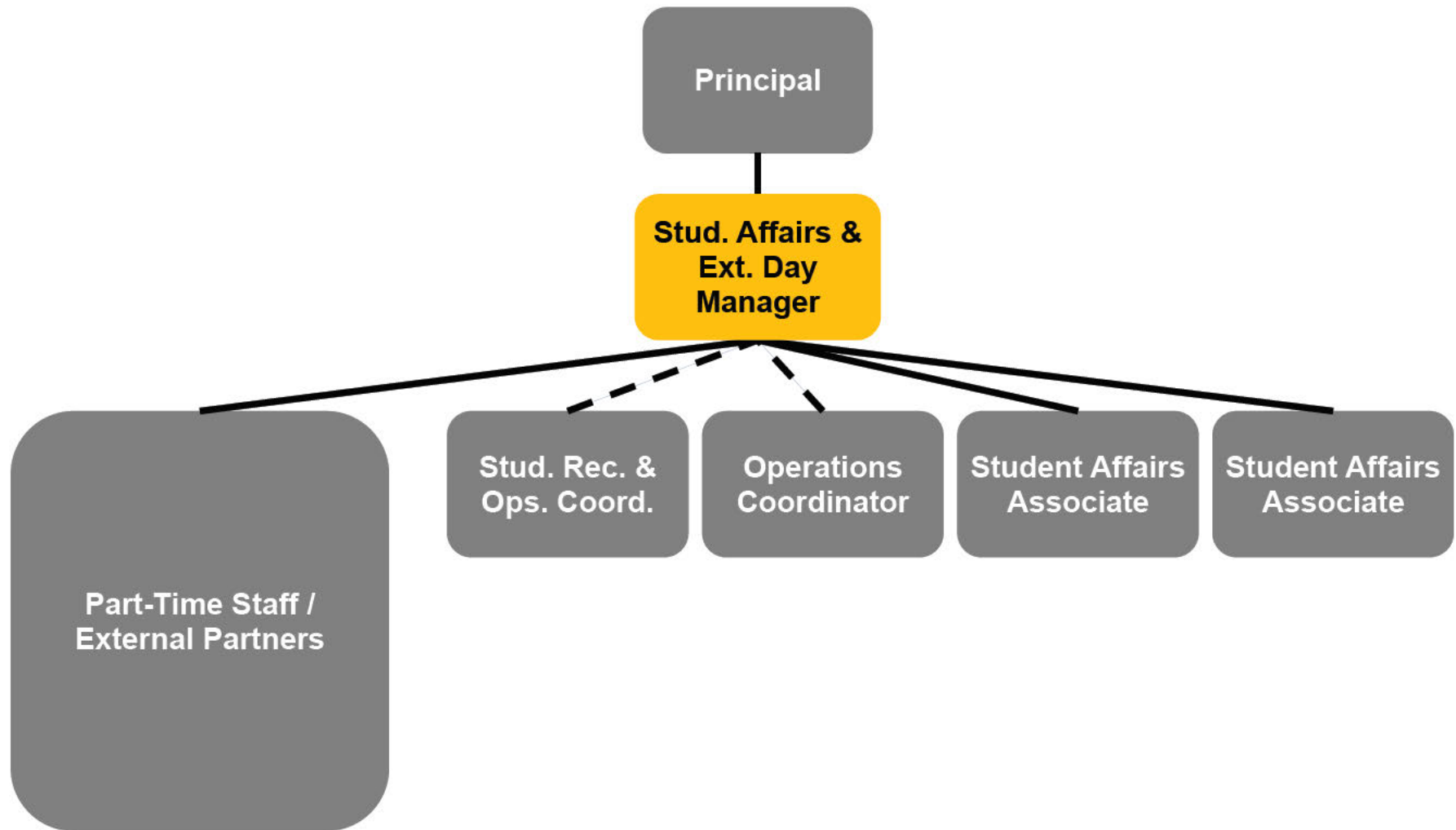
## Org. Chart for the 2019-20 School Year: Operations / “Central Office” Staff



## Org. Chart for the 2019-20 School Year: Non-Pedagogical / Student-Family Supp. Staff



## Org. Chart for the 2019-20 School Year: Extended Day Staff



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