

Application: Future Leaders Institute

Russell Slovenec - rslovenec@futureleadersinstitute.org
2021-2022 Annual Report

Entry 1 School Info and Cover Page

Completed - Sep 9 2022

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 2021-2022 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, 2022**) or you may not be assigned the correct tasks.

BASIC INFORMATION

a. SCHOOL NAME

(Select name from the drop down menu)

FUTURE LEADERS INSTITUTE CHARTER SCHOOL 800000058358

a1. Popular School Name

Future Leaders Institute

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

Please select the correct authorizer as of June 30, 2022 or you may not be assigned the correct tasks.

NEW YORK CITY CHANCELLOR OF EDUCATION

d. DISTRICT / CSD OF LOCATION

CSD # 3 - MANHATTAN

e. DATE OF INITIAL CHARTER

1/2005

f. DATE FIRST OPENED FOR INSTRUCTION

7/2005

c. School Unionized

Is your charter school unionized?

Yes

c. Name of Union

Provide the name of the union:

UFT

c. Date Unionized

Provide the date of unionization:

9/1999

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 State Next Generation 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.
KDE 4	Supportive Environment for Social-Emotional Development - FLI follows the Responsive Classroom and Restorative Practice 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/Restorative Practice 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, and algebra regents.
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 Approved Charter Enrollment for 2021-2022 School Year (exclude Pre-K program enrollment)

423

j. Total Enrollment on June 30, 2022 (exclude Pre-K program enrollment)

340

k. Grades Served during the 2021-2022 School Year (exclude Pre-K program students)

Check all that apply

Grades Served

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

l. 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 2022-2023?

No, just one site.

FUTURE LEADERS INSTITUTE CHARTER SCHOOL 800000058358

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 New York, NY 10027	212-678-2868	NYC CSD 3	K-8	No

m1a. Please provide the contact information for Site 1.

	Name	Title	Work Phone	Alternate Phone	Email Address
School Leader	Jody Flowers	Principal	212-678-2868		jflowers@futureleadersinstitute.org
Operational Leader	Jody Flowers	Principal	212-678-2868		jflowers@futureleadersinstitute.org
Compliance Contact	Jody Flowers	Principal	212-678-2868		jflowers@futureleadersinstitute.org
Complaint Contact	Jody Flowers	Principal	212-678-2868		jflowers@futureleadersinstitute.org
DASA Coordinator	Jody Flowers	Principal	212-678-2868		jflowers@futureleadersinstitute.org
Phone Contact for After Hours Emergencies	Jody Flowers	Principal	212-678-2868		jflowers@futureleadersinstitute.org

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, 2021.

- Fire inspection certificates must be updated annually. For the upcoming school year 2022-2023, the fire inspection certificate must be dated after July 1, 2021.
- If the fire inspection certificate is dated after the August 1, 2022 submission of the Annual Report, please submit the new certificate with the Annual Report entries due on November 1, 2022.

Site 1 Certificate of Occupancy (COO)

[Certificate of Occupancy.pdf](#)

Filename: Certificate of Occupancy.pdf **Size:** 243.3 kB

Site 1 Fire Inspection Report

CHARTER REVISIONS DURING THE 2021-2022 SCHOOL YEAR

n1. Were there any revisions to the school's charter during the 2021-2022 school year? (Please include approved or pending material and non-material charter revisions).

No

o. Has your school's Board of Trustee's approved a budget for the 2021-2022 FY?

Yes

ATTESTATIONS

p. Individual Primarily Responsible for Submitting the Annual Report. (To write type in a phone number with an extension, please use this format: 123-456-7890-3. The dash and number 3 at the end of the phone number refers to the individual's phone extension. Do not type in the work extension or the abbreviation for it - just the dash and the extension number after the phone number).

Name	Rusty Slovenec
Position	Assistant Principal
Phone/Extension	212-678-2868
Email	rslovenec@futureleadersinstitute.org

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

Responses Selected:

Yes

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

Responses Selected:

Yes

Signature, Head of Charter School

A handwritten signature in black ink on a light gray background. The signature is cursive and appears to read "Randy Jones".

Signature, President of the Board of Trustees

A handwritten signature in black ink on a light gray background. The signature is cursive and appears to read "Noah Jones".

Date

Aug 1 2022

Thank you.



Entry 3 Progress Toward Goals

Completed - Sep 9 2022

Instructions

Regents, NYCDOE, and Buffalo BOE-Authorized Charter Schools ONLY

The following tables reflect formatting in the online portal required for Board of Regents, NYCDOE, and Buffalo BOE authorized charter schools only. These charter schools should report all Progress Toward Charter Goals as per their currently approved charters no later than **November 1, 2022**.

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

Entry 3 Progress Toward Goals

PROGRESS TOWARD CHARTER GOALS

Regents, NYCDOE, and Buffalo BOE-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, 2022.

FUTURE LEADERS INSTITUTE CHARTER SCHOOL 800000058358

1. ACADEMIC STUDENT PERFORMANCE GOALS

Regents, NYCDOE, and Buffalo BOE-Authorized Charter Schools ONLY

The following tables reflect formatting in the online portal required for Board of Regents, NYCDOE, and Buffalo BOE authorized charter schools only. These charter schools should report all Progress Toward Charter Goals as per their currently approved charters no later than **November 1, 2022**.

2021-2022 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 positive academic growth in each year of the charter term. (Relevant for schools serving grades 3-8).	NYS Math Exam scores	Unable to Assess	N/A
Academic Goal 3	Where the school has an eligible subgroup population (deemed 5 or more students) of English Language Learners, students	NYS ELA Exam	Unable to Assess	N/A

	<p>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).</p>			
Academic Goal 4	<p>Where the school has an eligible subgroup population (deemed 5 or more students) of English Language Learners, students with disabilities, and/or student eligible for the Free or Reduce Price Lunch Program, the school will demonstrate positive academic growth on the New York state Math examination proficiency rates for those applicable in each year of the charter term. (Relevant for schools serving grades 3-8.)</p>	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 city. (Relevant for schools serving grades 3-8)	NYS Math Exam	Unable to Assess	N/A
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	NYS ELA Exam	Unable to Assess	N/A

	which the school is located. (Relevant for schools serving grades 3-8).			
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
Academic Goal 9	For each year of the school's renewal charter term, the percentage of the school's students who score at or above Level 3 on the New York State ELA examination must exceed such percentage for the home Community School District of the plurality of the school's students.	NYS ELA Exam	Unable to Assess	N/A
Academic Goal 10	For each year of the school's renewal charter term, the percentage of the school's students	NYS Math Exam	Unable to Assess	N/A

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.			
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2. Do have more academic goals to add?

Yes

2021-2022 Progress Toward Attainment of Academic Goals

	Academic Student Performance Goal	Measure Used to Evaluate Progress Toward Attainment of Goal	Goal - Met, Not Met or Unable to Assess	2019-2020 progress toward attainment of goal Met/Not Met/Unable to Assess During Due to Closure
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	I-ready data, benchmark assessments, IEPs	Met	Met

	accelerating our students beyond grade-level, and expanding our special education offering to meet 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 2021-2022 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”.

2021-2022 Progress Toward Attainment of Organization Goals

	Organizational Goal	Measure Used to Evaluate Progress	Goal - Met, Not Met, or Unable to Assess	If not met, describe efforts the school will take to meet goal. If unable to assess goal, type N/A for Not Applicable
Org Goal 1	<p>In each year of the charter term, staff will express satisfaction with the school's</p> <p>We had an overall completion rate of 73% of teachers who completed the 20 / 52</p> <p>Org Goal 3 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 school will only have met this goal if 50% or more staff participate in the survey</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, Survey results have not come in yet to determine if teachers 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>
Org Goal 2	In each year of the	NYC DOE Survey	Unable to Assess	We had a

	<p>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>			<p>completion rate of 95% 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>
Org Goal 3	<p>Each year, the percentage of students enrolled on the last day of the school year that return the following school year will exceed the rate of the Community School District (CSD) of location for elementary and middle schools and</p>	ATS Records	Met	N/A

	the citywide average for high schools.			
Org Goal 4	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	Partially Met	We partially met this goal. We are in the process of meeting our enrollment requirements for FRPLP students, and ELL requirements. We are within a few percentage points for Students With Disabilities enrollment. We will continue to backfill across all of our 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 5	Each year, the school will meet any applicable student enrollment and retention targets, as prescribed by the Board of Regents,			

	for English language learners, students with disabilities, and students eligible for free and reduced price lunch.			
Org Goal 6				
Org Goal 7				
Org Goal 8				
Org Goal 9				
Org Goal 10				
Org Goal 11				
Org Goal 12				
Org Goal 13				
Org Goal 14				
Org Goal 15				
Org Goal 16				
Org Goal 17				
Org Goal 18				
Org Goal 19				
Org Goal 20				

5. Do have more organizational goals to add?

No

6. FINANCIAL GOALS

2021-2022 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 4 - Audited Financial Statements

Completed - Oct 31 2022

Required of ALL Charter Schools

ALL SUNY-authorized charter schools must upload the financial statements and related documents in PDF format into the SUNY Epicenter system no later than **November 1, 2022**. SUNY CSI will forward to NYSED CSO. **SUNY-authorized charter schools** are asked to ensure that security features such as password protection are turned off.

ALL Regents, NYCDOE, and Buffalo BOE-authorized charter schools must upload final, audited financial statements to the [Annual Report Portal](#) no later than **November 1, 2022**. Upload the independent auditor's report, any advisory and/or management letter, and the internal controls report as one submission, combined into a PDF file, ensuring that security features such as password protections are removed from all school uploaded documents.

PLEASE NOTE: This task appears as visible and optional task in the online portal until August 1 2022 but will be identified as a required task thereafter and due on November 1, 2022. This is a required task, and it is marked optional for administrative purposes only.

[Final Financial Statements](#)

Filename: Final_Financial_Statements.pdf Size: 412.6 kB

Entry 4b – Audited Financial Report Template (BOR/NYC/BOE)

Completed - Oct 31 2022

[Instructions - Regents-Authorized Charter Schools ONLY](#)

Regents-authorized schools must download and complete the Excel spreadsheet entitled “Audited Financial Report Template” from the online portal or the [2021-2022 Annual Reports](#) webpage. Upload the completed file in Excel format and submit by **November 1, 2022**.

EDUCATION CORPORATIONS WITH MORE THAN ONE SCHOOL SHOULD COMPLETE THE EXCEL SPREADSHEET FOR THE EDUCATION CORPORATION AS A WHOLE, NOT FOR THE INDIVIDUAL SCHOOLS. PLEASE SUBMIT THE SAME EXCEL SPREADSHEET FOR EACH OF THE SCHOOLS.

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

[DOE Audited Financial Report FY22 FLI](#)

Filename: DOE_Audited_Financial_Report_FY22_FLI.xlsx Size: 80.8 kB

Entry 4c – Additional Financial Documents

Completed - Oct 31 2022

Instructions - Regents, NYCDOE and Buffalo BOE authorized schools must upload financial documents and submit by **November 1, 2022**. The items listed below should be uploaded, with an explanation if not applicable or available. For example, a "federal Single Audit was not required because the school did not expend federal funds of more than the \$750,000 Threshold."

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

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

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

[FLI Escrow June 2022](#)

Filename: FLI_Escrow_June_2022.pdf Size: 464.5 kB

[FLICS 22 - Management Letter - Final](#)

Filename: FLICS_22_-_Management_Letter_-_Final.pdf Size: 116.4 kB

[Corrective Action Pain for Audit Findings and Management Letter Recommendations](#)

Filename: Corrective_Action_Paln_for_Audit__s72l4VH.docx Size: 13.5 kB

[CSP Agreed-Upon Procedure Report](#)

Filename: CSP_Agreed-Upon_Procedure_Report_YotUcgT.docx Size: 13.5 kB

[Federal Single Audit](#)

Filename: Federal_Single_Audit_xhQquUn.docx Size: 13.5 kB

[FLI Management Representation Letter FY22](#)

Filename: FLI_Management_Representation_Letter_FY22.pdf Size: 169.6 kB

Entry 4d - Financial Services Contact Information

Completed - Oct 31 2022

Regents, NYCDOE, and Buffalo BOE authorized schools should enter financial contact information directly into the form within the portal by **November 1, 2022**.

Form for "Financial Services Contact Information"

1. School Based Fiscal Contact Information

	School Based Fiscal Contact Name	School Based Fiscal Contact Email	School Based Fiscal Contact Phone
	Rusty Slovenec	rslovenec@futureleadersinstitute.org	212-678-2868

2. Audit Firm Contact Information

	School Audit Contact Name	School Audit Contact Email	School Audit Contact Phone	Years Working With This Audit Firm
	Jenny Coates	[REDACTED]	[REDACTED]	5

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

Firm Name	Contact Person	Mailing Address	Email	Phone	Years With Firm
Charter Business Management	Kayla Butler	237 West 35th St., Suite 301, New York, NY 10001	[REDACTED]	[REDACTED]	5

Entry 5 – Fiscal Year 2022-2023 Budget

Completed - Sep 9 2022

SUNY-authorized charter schools should download the [2022-23 Budget and Quarterly Report Template and the 2022-23 Budget Narrative Questionnaire](#) from the SUNY website and upload the completed template into Epicenter. SUNY CSI will forward to NYSED CSO. **Due November 1, 2022.**

Regents, NYCDOE, and Buffalo BOE authorized charter schools should upload a copy of the school's FY22 Budget using the [2022-2023 Budget Template](#) in the portal or from the Annual Report website. **Due November 1, 2022.**

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

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

[FLI FY23 DOE final-2022-2023-Annual Report Budget](#)

Filename: FLI_FY23_DOE_final-2022-2023-Annu_fyBB0gu.xlsx Size: 44.6 kB

Entry 6 – Board of Trustees Disclosure of Financial Interest Form

Completed - Sep 9 2022

Due on August 1, 2022, 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 2021-2022 school year must complete and sign a [Trustee Disclosure of Financial Interest Form](#). Acceptable signature formats include:

- Digitally certified PDF signature (i.e., DocuSign)
- Manual signature (1. download to print, 2. manually sign, 3. scan signed document to PDF, and 4. upload into portal)

All completed forms must be collected and uploaded in .PDF format for each individual member. **The education corporation is responsible for completing the form for trustees who left the board during the reporting year.**

Forms completed from past years will not be accepted. **Only the latest version of the form** (updated in April, 2022) is acceptable.).

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.

[2022 Jennifer Estrella Disclosure Form](#)

Filename: 2022_Jennifer_Estrella_Disclosure_Form.pdf Size: 2.1 MB

[2022 Ross Harold Disclosure of Finance Form](#)

Filename: 2022_Ross_Harold_Disclosure_of_Fin_p4zr3oG.pdf Size: 2.1 MB

[2022 Rudy Austin Disclosure of Financial Form](#)

Filename: 2022_Rudy_Austin_Disclosure_of_Fin_aFk0kC4.pdf Size: 2.1 MB

[2022 Natalie Deak Jaros Disclosure of Finance Form](#)

Filename: 2022_Natalie_Deak_Jaros_Disclosure_WfKaOAq.pdf Size: 2.1 MB

[2022 Jay Hatfield Disclosure of Finance Form](#)

Filename: 2022_Jay_Hatfield_Disclosure_of_Fi_9PQc1xm.pdf Size: 2.1 MB

[2022 Jonathan Drucker Disclosure of Finance Form](#)

Filename: 2022_Jonathan_Drucker_Disclosure_o_Zmel0C1.pdf Size: 2.1 MB

[2022 Katherine Brown Disclosure of Finance Form](#)

Filename: 2022_Katherine_Brown_Disclosure_of_HysHgbY.pdf Size: 2.1 MB

[2022 John Harrison York Disclosure of Form](#)

Filename: 2022_John_Harrison_York_Disclosure_of_Form.pdf Size: 324.3 kB

[2022 Rachel Klein](#)

Filename: 2022_R.Klein_FLI_2022_1.pdf Size: 336.7 kB

[2022 Julie Cohen Wilson Disclosure Form](#)

Filename: 2022_Julie_Cohen_Wilson_Disclosure_Form.pdf Size: 661.6 kB

[2022 Fernando Garcia](#)

Filename: 2022_Fernando_Garcia.pdf Size: 440.6 kB

Entry 7 BOT Membership Table

Completed - Sep 9 2022

Instructions

Required of ALL charter schools

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

Entry 7 BOT Table

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

FUTURE LEADERS INSTITUTE CHARTER SCHOOL 800000058358

Authorizer:

Who is the authorizer of your charter school?

NYCDOE

1. 2021-2022 Board Member Information (Enter info for each BOT member)

	Trustee Name	Trustee Email Address	Position on the Board	Committee Affiliations	Voting Member Per By-Laws (Y/N)	Number of Terms Served	Start Date of Current Term (MM/DD/YYYY)	End Date of Current Term (MM/DD/YYYY)	Board Meetings Attended During 2021-2022
1	Jay Hatfeild	Trustee/member	Trustee/Member	Finance Committee	Yes	8	10/28/2021	10/27/2022	7
2	Jon Drucker		Trustee/Member	Governance Working Committee	Yes	5	10/28/2021	10/27/2022	10
3	Katherine Brown		Secretary	Executive Committee, Finance Committee, Governance Working Committee	Yes	7	10/28/2021	10/27/2022	11
4	Natalie Deak Jros		Chair	Finance Committee	Yes	8	10/28/2021	10/27/2022	11
5	Rachel Klein		Trustee/Member	Executive Committee, Governance Working Committee	Yes	5	10/28/2021	10/27/2022	11

6	Ross Harold		Vice Chair	Educational Accountability Working Group	Yes	4	10/27/2021	10/28/2022	11
7	Rudolph Austin		Treasurer	Finance Committee	Yes	6	10/27/2021	10/28/2022	11
8	Julie Wilson		Trustee/Member	Educational Accountability Working Group	Yes	2	10/27/2021	10/28/2022	12
9	Jennifer Estrella		Trustee/Member	Educational Accountability Working Group	Yes	1	10/27/2021	10/28/2022	5 or less

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

Yes

1b. Board Member Information

	Trustee Name	Trustee Email Address	Position on the Board	Committee Affiliations	Voting Member Per By-Laws (Y/N)	Number of Terms Served	Start Date of Current Term (MM/DD/YYYY)	End Date of Current Term (MM/DD/YYYY)	Board Meetings Attended During 2021-2022
10	Fernando Garcia		Trustee/Member	Finance	Yes	1	10/28/2021	10/27/2022	5 or less
11	John Harrison York		Trustee/Member	Finance Committee, Educational Accountability Working Group	Yes	1	10/28/2021	01/26/2022	5 or less
12									
13									
14									
15									

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

No

2. INFORMATION ABOUT MEMBERS OF THE BOARD OF TRUSTEES

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

a. Total Number of BOT Members on June 30, 2022	11
b. Total Number of Members Added During 2021-2022	2
c. Total Number of Members who Departed during 2021-2022	3
d. Total Number of members, as set in Bylaws, Resolution or Minutes	10

3. Number of Board meetings held during 2021-2022

12

4. Number of Board meetings scheduled for 2022-2023

12

Total number of Voting Members on June 30, 2022:

11

Total number of Voting Members added during the 2021-2022 school year:

11

Total number of Voting Members who departed during the 2021-2022 school year:

3

Total Maximum Number of Voting members in 2021-2022, as set by the board in bylaws, resolution, or minutes:

11

Total number of Non-Voting Members on June 30, 2022:

0

Total number of Non-Voting Members added during the 2021-2022 school year:

0

Total number of Non-Voting Members who departed during the 2021-2022 school year:

0

Total Maximum Number of Non-Voting members in 2021-2022, as set by the board in bylaws, resolution or minutes:

0

Board members attending 8 or fewer meetings during 2021-2022

1

Thank you.

Entry 8 Board Meeting Minutes

Completed - Sep 9 2022

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

Schools must upload a complete set of monthly board meeting minutes (July 2021-June 2022), which should match the number of meetings held during the 2021-2022 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 1, 2022**.

[10 October 2021 FLI BOT Meeting Agenda and Minutes 10 28 2021](#)

Filename: 10_October_2021_FLI_BOT_Meeting_Ag_VQOZ15T.pdf Size: 376.3 kB

[01 January 2022 FLI BOT Meeting Agenda and Minutes 1 26 2022](#)

Filename: 01_January_2022_FLI_BOT_Meeting_Ag_VVI5la.pdf Size: 366.5 kB

[09 September 2021 FLI BOT Agenda and Meeting Meetings 9 30 2021](#)

Filename: 09_September_2021_FLI_BOT_Agenda_a_RqewhQO.pdf Size: 352.2 kB

[02 February 2022 FLI BOT Meeting Agenda and Minutes 2 23 2022](#)

Filename: 02_February_2022_FLI_BOT_Meeting_A_BKFiXuW.pdf Size: 365.5 kB

[11 November 2021 FLI BOT Meeting Agenda and Minutes 11 23 21](#)

Filename: 11_November_2021_FLI_BOT_Meeting_A_lwxk8FJ.pdf Size: 353.9 kB

[12 December 2021 FLI BOT Meeting Agenda and Minutes 12 15 21](#)

Filename: 12_December_2021_FLI_BOT_Meeting_A_Ku4258w.pdf Size: 362.1 kB

[03 March 2022 FLI BOT Meeting Agenda and Minutes 3 22 2022](#)

Filename: 03_March_2022_FLI_BOT_Meeting_Agen_T1YncBM.pdf Size: 348.4 kB

[04 April 2022 FLI BOT Meeting Agenda and Minutes 4 28 2022](#)

Filename: 04_April_2022_FLI_BOT_Meeting_Agen_nNkGiG2.pdf Size: 346.8 kB

[05 May 2022 FLI BOT Meeting Agenda and Minutes 5 26 2022](#)

Filename: 05_May_2022_FLI_BOT_Meeting_Agenda_yor0p3O.pdf Size: 349.3 kB

[06 June 2022 FLI BOT Meeting Agenda and Minutes](#)

Filename: 06_June_Board_Meeting_Agenda_and_Minutes.pdf Size: 335.9 kB

Entry 9 Enrollment & Retention

Completed - Sep 9 2022

Instructions for submitting Enrollment and Retention Efforts

Required of ALL Charter Schools

Describe the good faith efforts the charter school has made in 2021-2022 toward meeting targets to attract and retain the enrollment of Students with Disabilities (SWDs), English Language Learners (ELLs), and students who are

economically disadvantaged. In addition, describe the school's plans for meeting or making progress toward meeting its enrollment and retention targets in 2022-2023.

Entry 9 Enrollment and Retention of Special Populations

Recruitment/Attraction Efforts Toward Meeting Targets

	Describe Recruitment Efforts in 2021-2022	Describe Recruitment Plans in 2022-2023
Economically Disadvantaged	<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> <p>34 / 52</p> <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,</p>	<p>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</p> <p>35 / 52</p> <p>continuing through April. These outreach activities include online, print, canvassing and direct (inperson) forms of communication. For online promotions and</p>

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

outreach, FLI has a dedicated page on our school website for Admissions (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) 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' Office of Pupil Transportation to provide yellow bus service to students who are eligible (including students who fit into this category). the school, no matter their socioeconomic 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

share with prospective families that each student will be provided a new laptop and headphones to use throughout 35 / 52

continuing through April. These outreach activities include online, print, canvassing and direct (inperson) forms of communication. For online promotions and outreach, FLI has a dedicated page on our school website for Admissions (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) 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' Office of Pupil Transportation to provide yellow bus service to students who are eligible (including students who fit into this category).

be key, and engaging in mutually beneficial activities will level up the communities knowledge of FLI, which will benefit enrollment

English Language Learners

FLI has made a comprehensive commitment to community engagement, student

We will continue the work from the previous school year, and build on our momentum of

achievement and cultural

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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

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.

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 duallanguage 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.

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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

	<p>of ELL students, FLI has an K - 8 ELL teacher on staff who works in small groups with ELL students.</p>	
<p>Students with Disabilities</p>	<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.</p> <p>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 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</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-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>

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-38 / 52

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 selfidentify 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.

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).

Retention Efforts Toward Meeting Targets

	Describe Retention Efforts in 2021-2022	Describe Retention Plans in 2022-2023
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 the school administration and teachers to ensure provide all available support for our growing number of homeless students.</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 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.</p>
English Language Learners	<p>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.</p>	<p>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</p>

		<p>performance and progress through periodic, bilingual communication. ELL students work with trained speech and language therapists</p>
<p>Students with Disabilities</p>	<p>We believe that the best retention for students with disabilities is to provide the best possible differentiated instruction for our students. Our IEP Coordinator is tasked with ensuring that we meet our IEP obligations and provide an excellent academic experience for all students with IEPs. In doing so, the IEP Coordinator works with the SETSS teachers to ensure that they are communicating with classroom teachers in seamlessly integrating IEPs into the instruction students receive throughout the school day. In providing these services, we 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>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 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>

Entry 10 – Teacher and Administrator Attrition

Completed - Sep 9 2022

Form for "Entry 10 – Teacher and Administrator Attrition" Revised to Employee Fingerprint Requirements Attestation

A. TEACH System – Employee Clearance

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

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

^[1] Employees who must be cleared include, but are not limited to, teachers, administrative staff, janitors, security personnel and cafeteria workers, and other staff who are present when children are in the school building. **This includes paraprofessionals and other school personnel that are provided or assigned by the district of location, as well as related/contracted service providers.** See NYSED memorandum dated October 1, 2019 at <http://www.nysed.gov/common/nysed/files/programs/charter-schools/employeefingerprintoct19.pdf> or visit the NYSED website at: <http://www.highered.nysed.gov/tsei/ospra/fingerprintingcharts.html> for more information regarding who must be fingerprinted. Also see, 8 NYCRR §87.2.

B. Emergency Conditional Clearances

Emergency Conditional Clearances

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

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

Schools are asked to attest that they have reviewed and understand these requirements. More information can be found in the memo at [NYSED CSO Employee Clearance and Fingerprint Memo 10-2019](#).

Attestation

Responses Selected:

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

Entry 11 Percent of Uncertified Teachers

Completed - Sep 9 2022

Instructions

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

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

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

Entry 11 Uncertified Teachers

School Name:

Instructions for Reporting Percent of Uncertified Teachers

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

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

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

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

	FTE Count
i. FTE count of uncertified teacher with at least three years of elementary, middle or secondary classroom teaching experience (as of June 30, 2022)	3
ii. FTE count of uncertified teachers who are tenured or tenure track college faculty (as of June 30, 2022)	0
iii. FTE count of uncertified teachers with two years of Teach for America experience (as of June 30, 2022)	0
iv. FTE count of uncertified teachers with exceptional business, professional, artistic, athletic, or military experience (as June 30, 2022)	0
Total Category A: 5 or 30% whichever is less	3.0

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

	FTE Count
i. Mathematics	2
ii. Science	0
iii. Computer Science	0
iv. Technology	0
v. Career and Technical Education	0
Total Category B: not to exceed 5	2.0

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, 2022)	0
ii. FTE count of uncertified teachers who are tenured or tenure track college faculty (as of June 30, 2022)	0
iii. FTE count of uncertified teachers with two years of Teach for America experience (as of June 30, 2022)	0
iv. FTE count of uncertified teachers with exceptional business, professional, artistic, athletic, or military experience (as June 30, 2022)	0
Total Category C: not to exceed 5	0.0

TOTAL FTE COUNT OF UNCERTIFIED TEACHERS (Sum of Categories A, B AND C)

(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	5

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	0

CATEGORY E: TOTAL FTE COUNT OF CERTIFIED TEACHERS

	FTE Count
Total Category E	23

CATEGORY F: TOTAL FTE COUNT OF ALL TEACHERS

Please do not include paraprofessionals, such as teacher aides.

	FTE Count
Total Category F	28

Thank you.



Entry 12 Organization Chart

Completed - Sep 9 2022

[Instructions](#)

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

Upload the 2021-2022 **Organization Chart**. The organization chart should include position titles and reporting relationships. Employee names should **not** appear on the chart.

[09 Organizational Chart SY 2021-22 \(1\)](#)

Filename: 09_Organizational_Chart_SY_2021-22_1.pdf Size: 96.8 kB

Entry 13 School Calendar

Completed - Sep 9 2022

[Instructions for submitting School Calendar](#)

Required of ALL Charter Schools

If the charter school has a tentative calendar based on available information and guidance at the time, please submit with the August 1, 2022 submission. Charter schools must upload a final school calendar into the portal and may do so at any time but no later than **September 15, 2022**.

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

Board of Regents-authorized charter schools also 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. See an example of a calendar showing the requested information. Schools are encouraged to use a calendar template and ensure there is a monthly tally of instructional days.

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

[0 2022-23 Master Calendar Drafts](#)

Filename: 0_2022-23_Master_Calendar_Drafts_.pdf Size: 265.9 kB

Entry 14 Links to Critical Documents on School Website

Completed - Sep 9 2022

[Instructions](#)

Required of ALL Charter Schools noting that SUNY-authorized charter schools are not required to submit item 5: Authorizer-approved DASA policy and NYSED-Approved School Discipline Policy

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

1. Current Annual Report (i.e., 2021-2022 Annual Report);^[1]
2. Board meeting notices, agendas and documents;
3. New York State School Report Card;
4. Authorizer-approved DASA Policy and NYSED-Approved School Discipline Policy **(For Regents, NYCDOE, and Buffalo BOE-Authorized Charter Schools ONLY)**;
5. District-wide safety plan, not a building level safety plan (as per the September 2021 [Emergency Response Plan Memo](#));
6. Authorizer-approved FOIL Policy; and
7. Subject matter list of FOIL records. (Example: See [NYSED Subject Matter List](#))

^[1] Each charter school is required to make the Annual Report publicly available by August 1 and to post on their respective charter school website. Each school should post an updated and complete version to include accountability data and financial statements that are not or may not be available until after the August deadline (i.e., Report when financials have been submitted in November.)

Form for Entry 14 Links to Critical Documents on School Website

School Name: Future Leaders Institute

Required of ALL Charter Schools noting that SUNY-authorized charter schools are not required to submit item 4: Authorizer-approved DASA policy and NYSED-Approved School Discipline Policy

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

	Link to Documents
1. Current Annual Report (i.e., 2021-2022 Annual Report)	https://futureleadersinstitute.org/apps/pages/index.jsp?uREC_ID=438382&type=d&pREC_ID=799590
2. Board meeting notices, agendas and documents	https://futureleadersinstitute.org/apps/pages/index.jsp?uREC_ID=438222&type=d&pREC_ID=799415
3. New York State School Report Card	https://data.nysed.gov/essa.php?instid=800000058358&year=2021&createreport=1&OverallStatus=1&section_1003=1&EMStatus=1&EMchronic=1&38ELA=1&38MATH=1&48SCI=1&regents=1&nyse_slat=1&naep=1&expend=1&staffqual=4&feddata=1
4. Authorizer-approved DASA Policy and NYSED-Approved School Discipline Policy (For Regents, NYCDOE, and Buffalo BOE-Authorized Charter Schools ONLY)	https://www.futureleadersinstitute.org/ourpages/auto/2020/10/27/50035332/2021-22%20FLI%20Student%20%20Family%20Handbook.pdf?md=1649781159001
5. District-wide safety plan, not a building level safety plan (as per the September 2021 Emergency Response Plan Memo)	https://www.futureleadersinstitute.org/apps/pages/index.jsp?uREC_ID=438411&type=d&termREC_ID=&pREC_ID=863103
6. Authorizer-approved FOIL Policy	https://heyzine.com/flip-book/e9223fda01.html#page/42
7. Subject matter list of FOIL records. (Example: See NYSED Subject Matter List)	https://heyzine.com/flip-book/e9223fda01.html#page/42

Thank you.



FUTURE LEADERS INSTITUTE CHARTER SCHOOL

**FINANCIAL STATEMENTS
AND
SUPPLEMENTARY INFORMATION**

JUNE 30, 2022 AND 2021

FUTURE LEADERS INSTITUTE CHARTER SCHOOL

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LUTZ AND GARR

CERTIFIED PUBLIC ACCOUNTANTS, LLP

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INDEPENDENT AUDITORS' REPORT

To the Board of Trustees of
Future Leaders Institute Charter School

Opinion

We have audited the accompanying financial statements of Future Leaders Institute Charter School (a nonprofit organization), which comprise the statements of financial position as of June 30, 2022 and 2021, and the related statements of activities, functional expenses and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Future Leaders Institute Charter School as of June 30, 2022 and 2021, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Future Leaders Institute Charter School and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

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

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Future Leaders Institute Charter School's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Future Leaders Institute Charter School's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Future Leaders Institute Charter School's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated October 18, 2022, on our consideration of Future Leaders Institute Charter School's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the School's internal control over financial reporting and compliance.



New York, New York
October 18, 2022

FUTURE LEADERS INSTITUTE CHARTER SCHOOL

STATEMENTS OF FINANCIAL POSITION

JUNE 30, 2022 AND 2021

	2022	2021
Assets		
Current Assets		
Cash and cash equivalents (Notes 1b and 8)	\$3,653,147	\$3,248,509
Investments (Notes 1c and 4)	1,672,000	1,668,984
Unconditional promises to give - without donor restrictions (Notes 1d and 3)	916,332	167,516
Resident student enrollment revenue receivable (Note 9)	1,070	4,655
Prepaid expenses and other current assets	33,002	45,765
Total Current Assets	6,275,551	5,135,429
Property and equipment (Notes 1e and 5)	121,608	182,805
Escrow deposit (Notes 1b and 7d)	70,000	70,000
 Total Assets	\$6,467,159	\$5,388,234
 Liabilities and Net Assets		
Liabilities		
Accounts payable and accrued expenses	\$ 479,129	\$ 383,126
Salaries, payroll taxes and benefits payable	475,769	521,538
Accrued pension liability (Note 7b)	877,662	892,281
Deferred revenue	84,312	3,821
Loan payable (Note 6)	-	157,000
Total Liabilities	1,916,872	1,957,766
Commitments and Contingencies (Note 7)		
Net Assets	4,550,287	3,430,468
 Total Liabilities and Net Assets	\$6,467,159	\$5,388,234

See notes to financial statements.

FUTURE LEADERS INSTITUTE CHARTER SCHOOL

STATEMENTS OF ACTIVITIES

YEARS ENDED JUNE 30, 2022 AND 2021

	<u>2022</u>	<u>2021</u>
Revenues and Other Support		
Public School District - Resident student enrollment (Note 9)	\$6,233,526	\$6,683,536
Federal grants	1,269,843	442,594
New York State and City grants	28,637	31,119
Contributions	17,544	24,158
Loan forgiveness - Paycheck Protection Program (Note 6)	157,000	-
Donated services and materials (Note 10)	-	690
Interest and other income	<u>2,658</u>	<u>11,028</u>
 Total Revenues and Other Support	 <u>7,709,208</u>	 <u>7,193,125</u>
 Expenses		
Program Services		
Regular education services	4,189,410	4,126,783
Special education services	1,359,483	1,562,882
Other education services	410,071	205,915
Supporting Services		
Management and general	<u>630,425</u>	<u>395,900</u>
 Total Expenses	 <u>6,589,389</u>	 <u>6,291,480</u>
 Increase in net assets	 1,119,819	 901,645
Net assets, beginning of year	<u>3,430,468</u>	<u>2,528,823</u>
 Net Assets, End of Year	 <u><u>\$4,550,287</u></u>	 <u><u>\$3,430,468</u></u>

See notes to financial statements.

FUTURE LEADERS INSTITUTE CHARTER SCHOOL

STATEMENT OF FUNCTIONAL EXPENSES

YEAR ENDED JUNE 30, 2022

	Number of Positions	Program Services			Total	Supporting Services	Total Expenses
		Regular Education	Special Education	Other Education		Management and General	
Personnel Services Costs							
Administrative staff personnel	10	\$ 742,328	\$ 141,131	\$ -	\$ 883,459	\$ 220,865	\$1,104,324
Instructional personnel	31	1,674,239	723,672	159,616	2,557,527	-	2,557,527
Non-instructional personnel	2	185,939	35,351	-	221,290	-	221,290
Total Personnel Services Costs		<u>2,602,506</u>	<u>900,154</u>	<u>159,616</u>	<u>3,662,276</u>	<u>220,865</u>	<u>3,883,141</u>
Employee benefits and payroll taxes		791,290	274,075	48,682	1,114,047	79,651	1,193,698
Retirement		280,124	53,257	-	333,381	23,157	356,538
Professional development		64,207	12,207	-	76,414	-	76,414
Legal services		-	-	-	-	7,025	7,025
Accounting and audit services		-	-	-	-	231,691	231,691
Other purchased, professional and consulting services		59,103	11,237	188,486	258,826	49,775	308,601
Student and staff recruitment		49,023	12,021	1,064	62,108	1,471	63,579
Supplies and materials		87,922	16,715	-	104,637	-	104,637
Office expense		62,906	21,789	3,870	88,565	5,355	93,920
Technology		26,902	9,318	1,655	37,875	2,290	40,165
Student services		57,987	11,024	-	69,011	-	69,011
Insurance		55,994	19,394	3,445	78,833	4,767	83,600
Equipment and furnishings		985	341	61	1,387	83	1,470
Depreciation		50,461	17,478	3,104	71,043	4,295	75,338
Other		-	473	88	561	-	561
Total Expenses		<u>\$4,189,410</u>	<u>\$1,359,483</u>	<u>\$410,071</u>	<u>\$5,958,964</u>	<u>\$ 630,425</u>	<u>\$6,589,389</u>

See notes to financial statements.

FUTURE LEADERS INSTITUTE CHARTER SCHOOL

STATEMENT OF FUNCTIONAL EXPENSES

YEAR ENDED JUNE 30, 2021

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

See notes to financial statements.

FUTURE LEADERS INSTITUTE CHARTER SCHOOL

STATEMENTS OF CASH FLOWS

YEARS ENDED JUNE 30, 2022 AND 2021

	2022	2021
Cash Flows From Operating Activities		
Increase in net assets	\$1,119,819	\$ 901,645
Adjustments to reconcile increase in net assets to net cash provided by operating activities:		
Depreciation	75,338	65,931
Loan forgiveness - Paycheck Protection Program	(157,000)	-
(Increase) decrease in:		
Unconditional promises to give	(748,816)	(135,450)
Resident student enrollment revenue receivable	3,585	110,034
Other receivables	-	16,506
Prepaid expenses and other current assets	12,763	(9,829)
Increase (decrease) in:		
Accounts payable and accrued expenses	96,003	(648)
Salaries, payroll taxes and benefits payable	(45,769)	(150,358)
Accrued pension liability	(14,619)	58,708
Deferred revenue	80,491	2,185
Net Cash Provided By Operating Activities	421,795	858,724
 Cash Flows From Investing Activities		
Purchase of certificates of deposit	(1,672,000)	(1,660,210)
Maturity of certificates of deposit	1,668,984	1,221,135
Purchase of property and equipment	(14,141)	(196,808)
Net Cash Used By Investing Activities	(17,157)	(635,883)
 Net increase in cash, cash equivalents and restricted cash	404,638	222,841
Cash, cash equivalents and restricted cash, beginning of year	3,318,509	3,095,668
 Cash, Cash Equivalents and Restricted Cash, End of Year	\$3,723,147	\$3,318,509

See notes to financial statements.

FUTURE LEADERS INSTITUTE CHARTER SCHOOL

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 2022 AND 2021

Note 1 - Organization and Summary of Significant Accounting Policies

a - Organization

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

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

b - Cash, Cash Equivalents and Restricted Cash

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

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

	2022	2021
Cash and cash equivalents	\$3,653,147	\$3,248,509
Escrow deposit	70,000	70,000
Total Cash, Cash Equivalents and Restricted Cash Shown in the Statement of Cash Flows	\$3,723,147	\$3,318,509

c - Investments

At June 30, 2022 and 2021, investments consist of certificates of deposit with an original maturity date greater than 90 days at the time of purchase. Certificates of deposit are stated at cost, which approximates fair value. All the investments held by FLICS are classified within Level 1 (quoted prices in active markets for identical assets or liabilities) of the fair value hierarchy.

FUTURE LEADERS INSTITUTE CHARTER SCHOOL**NOTES TO FINANCIAL STATEMENTS****JUNE 30, 2022 AND 2021****Note 1 - Organization and Summary of Significant Accounting Policies (continued)****d - Contributions and Unconditional Promises to Give**

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

e - Property and Equipment

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

f - Financial Statement Presentation

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

Net Assets Without Donor Restrictions

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

Net Assets With Donor Restrictions

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

g - Estimates

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

FUTURE LEADERS INSTITUTE CHARTER SCHOOL**NOTES TO FINANCIAL STATEMENTS****JUNE 30, 2022 AND 2021****Note 1 - Organization and Summary of Significant Accounting Policies (continued)****h - Tax Status**

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

i - Functional Allocation of Expenses

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

j - Subsequent Events

FLICS has evaluated subsequent events through October 18, 2022, the date that the financial statements are considered available to be issued.

Note 2 - Information Regarding Liquidity and Availability

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

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

FUTURE LEADERS INSTITUTE CHARTER SCHOOL

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 2022 AND 2021

Note 2 - Information Regarding Liquidity and Availability (continued)

FLICS' financial assets as of June 30, 2022 and 2021 available within one year to meet cash needs for general expenditures are summarized as follows:

	<u>2022</u>	<u>2021</u>
Cash and cash equivalents	\$3,653,147	\$3,248,509
Investments	1,672,000	1,668,984
Unconditional promises to give	916,332	167,516
Resident student enrollment revenue receivable	<u>1,070</u>	<u>4,655</u>
Financial Assets Available to Meet General Expenditures Within One Year	<u>\$6,242,549</u>	<u>\$5,089,664</u>

Note 3 - Unconditional Promises to Give

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

Note 4 - Investments

Investments consist of certificates of deposit of \$1,672,000 and \$1,668,984 as of June 30, 2022 and 2021, respectively.

Note 5 - Property and Equipment

A summary of property and equipment at June 30, 2022 and 2021 is as follows:

	<u>Life</u>	<u>2022</u>	<u>2021</u>
Computer equipment	3 years	\$300,267	\$286,126
Furniture and other office equipment	5-7 years	<u>6,012</u>	<u>6,012</u>
		306,279	292,138
Less: Accumulated depreciation		<u>(184,671)</u>	<u>(109,333)</u>
		<u>\$121,608</u>	<u>\$ 182,805</u>

FUTURE LEADERS INSTITUTE CHARTER SCHOOL**NOTES TO FINANCIAL STATEMENTS****JUNE 30, 2022 AND 2021****Note 6 - Loan Payable**

On June 24, 2020, FLICS received a loan totaling \$157,000 under the Paycheck Protection Program administered by the U.S. Small Business Administration. The loan bore interest in 1% per annum, was due on June 24, 2025, and could be forgiven if FLICS met certain employee retention requirements and the funds were used for eligible expenses. On November 18, 2021 the loan was forgiven in full.

Note 7 - Commitments and Contingencies

- a - The school is co-located with P.S. 242 in a New York City Department of Education facility at no charge. The school also receives custodial services, school safety services, and utilities at no charge. The school is unable to determine a value for the space.
- b - FLICS is obligated to make employer contributions into the Teachers Retirement System ("TRS") of the City of New York. This accrued pension expense for 2022 and 2021 is an estimate subject to adjustment by the TRS.
- c - Government supported projects are subject to audit by the applicable granting agency.
- d - As part of an agreement with the DOE, FLICS has established an escrow account of \$70,000 mandated to pay for legal and audit expenses that would be associated with a dissolution, should it occur.
- e - As a conversion charter school, FLICS is a unionized school and as such is required to follow the union contract agreed upon between the United Federation of Teachers union ("UFT"), the Council of School Supervisors and Administrators ("CSA") and the City of New York.

Note 8 - Concentration of Credit Risk

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

FUTURE LEADERS INSTITUTE CHARTER SCHOOL**NOTES TO FINANCIAL STATEMENTS****JUNE 30, 2022 AND 2021****Note 9 - Resident Student Enrollment**

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

Note 10 - Donated Services and Materials

FLICS received donated program services and materials with a value of \$690 for the year ended June 30, 2021.

SUPPLEMENTARY INFORMATION



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

To the Board of Trustees of
Future Leaders Institute Charter School

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Future Leaders Institute Charter School (a nonprofit organization), which comprise the statement of financial position as of June 30, 2022, and the related statements of activities and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated October 18, 2022.

Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered Future Leaders Institute Charter School's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Future Leaders Institute Charter School's internal control. Accordingly, we do not express an opinion on the effectiveness of the Organization's internal control.

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

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



Compliance and Other Matters

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

Purpose of this Report

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

New York, New York
October 18, 2022

Managing Your Accounts

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

Date 6/30/22 Page 1
 Primary Account XXXXXXXX8980
 Enclosures

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

SAVINGS ACCOUNTS

Carver Savings		Item Truncation	
Account Number	XXXXXXXX8980	Statement Dates	6/01/22 thru 6/30/22
Previous Balance	70,081.70	Days in the statement period	30
Deposits/Credits	.00	Average Ledger	70,081.70
Checks/Debits	.00	Average Collected	70,081.70
Service Charge	2.00	Interest Earned	5.76
Interest Paid	5.76	Annual Percentage Yield Earned	0.10%
Ending Balance	70,085.46	2022 Interest Paid	34.75

Activity in Date Order

Date	Description	Amount	Balance
6/30	Interest Deposit	5.76	70,087.46
6/30	Service Charge	2.00-SC	70,085.46

Daily Balance Information

Date	Balance	Date	Balance
6/01	70,081.70	6/30	70,085.46

Interest Rate Summary

Date	Interest Rate
5/31	0.100000%

RECONCILEMENT OF ACCOUNT

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

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

NUMBER	AMOUNT
TOTAL	\$

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

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

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

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

OUR RESPONSIBILITIES FOR ELECTRONIC TRANSFER

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

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

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

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

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

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

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



LUTZ AND GARR

CERTIFIED PUBLIC ACCOUNTANTS, LLP

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

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

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

To the Finance Committee
of Future Leaders Institute Charter School

In planning and performing our audit of the financial statements of Future Leaders Institute Charter School as of and for the year ended June 30, 2022, in accordance with auditing standards generally accepted in the United States of America, we considered Future Leaders Institute Charter School's internal control over financial reporting (internal control) as a basis for designing our auditing procedures for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control. Accordingly, we do not express an opinion on the effectiveness of the Organization's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the Organization's financial statements will not be prevented, or detected and corrected, on a timely basis.

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

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

New York, New York
October 18, 2022



October 18, 2022

Lutz and Carr, LLP
551 Fifth Avenue - Suite 400
New York, NY 10176

This representation letter is provided in connection with your audits of the financial statements of Future Leaders Institute Charter School, which comprise the statements of financial position as of June 30, 2022 and 2021, and the related statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements, for the purpose of expressing an opinion as to whether the financial statements are presented fairly, in all material respects, in accordance with accounting principles generally accepted in the United States (U.S. GAAP).

Certain representations in this letter are described as being limited to matters that are material. Items are considered material, regardless of size, if they involve an omission or misstatement of accounting information that, in light of surrounding circumstances, makes it probable that the judgment of a reasonable person relying on the information would be changed or influenced by the omission or misstatement. An omission or misstatement that is monetarily small in amount could be considered material as a result of qualitative factors.

We confirm, to the best of our knowledge and belief, as of October 18, 2022 the following representations made to you during your audits.

Financial Statements

1. We have fulfilled our responsibilities, as set out in the terms of the audit engagement letter dated July 13, 2022, including our responsibility for the preparation and fair presentation of the financial statements.
2. The financial statements referred to above are fairly presented in conformity with U.S. GAAP.
3. We acknowledge our responsibility for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.
4. We acknowledge our responsibility for the design, implementation, and maintenance of internal control to prevent and detect fraud.



5. Significant assumptions we used in making accounting estimates, including those measured at fair value, are reasonable.
6. Related party relationships and transactions have been appropriately accounted for and disclosed in accordance with U.S. GAAP.
7. All events subsequent to the date of the financial statements and for which U.S. GAAP requires adjustment or disclosure have been adjusted or disclosed.
8. The effects of all known actual or possible litigation, claims, and assessments have been accounted for and disclosed in accordance with U.S. GAAP.
9. Significant estimates and material concentrations have been appropriately disclosed in accordance with U.S. GAAP.
10. Guarantees, whether written or oral, under which the organization is contingently liable, have been properly recorded or disclosed in accordance with U.S. GAAP.

Information Provided

11. We have provided you with:
 - a) Access to all information, of which we are aware, that is relevant to the preparation and fair presentation of the financial statements, such as records, documentation, and other matters.
 - b) Additional information that you have requested from us for the purpose of the audit.
 - c) Unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.
 - d) Minutes of the meetings of the governing board or summaries of actions of recent meetings for which minutes have not yet been prepared.
12. All material transactions have been recorded in the accounting records and are reflected in the financial statements.
13. We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.



- 14. We have no knowledge of any fraud or suspected fraud that affects the organization and involves:
 - a) Management,
 - b) Employees who have significant roles in internal control, or
 - c) Others where the fraud could have a material effect on the financial statements.
- 15. We have no knowledge of any allegations of fraud or suspected fraud affecting the organization's financial statements communicated by employees, former employees, grantors, regulators, or others.
- 16. We have no knowledge of any instances of noncompliance or suspected noncompliance with laws and regulations whose effects should be considered when preparing financial statements.
- 17. We have disclosed to you all known actual or possible litigation, claims, and assessments whose effects should be considered when preparing the financial statements.
- 18. We have disclosed to you the identity of the organization's related parties and all the related party relationships and transactions of which we are aware.
- 19. The organization has satisfactory title to all owned assets, and there are no liens or encumbrances on such assets nor has any asset been pledged as collateral.
- 20. We are responsible for compliance with the laws, regulations, and provisions of contracts and grant agreements applicable to us.
- 21. Future Leaders Institute Charter School is an exempt organization under Section 501(c)(3) of the Internal Revenue Code. Any activities of which we are aware that would jeopardize the Organization's tax exempt status, and all activities subject to tax on unrelated business income or excise or other tax, have been disclosed to you. All required filings with tax authorities are up-to-date.

Signature: _____

Title: Principal

Signature: _____

Title: Board of Trustee Treasurer

**Disclosure of Financial Interest by a Current
or Former Trustee**

Trustee Name:

Jennifer Estrella

Name of Charter School Education Corporation:

Future Leaders Institute Charter School

1. List all positions held on the education corporation Board of Trustees ("Board") (e.g., chair, vice-chair, treasurer, secretary, parent representative, etc.).

Board Member/Finance

2. Are you related, by blood or marriage, to any person employed by the school and/or education corporation?

Yes No

If **Yes**, please describe the nature of your relationship and the person's position, job description, and other responsibilities with the school.

3. Are you related by blood, or marriage, or legal adoption/guardianship to any student currently enrolled in a school operated by the education corporation?

Yes No

If **Yes**, please describe the nature of your relationship and if the student could benefit from your participation.

4. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of the education corporation?

Yes No

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

5. 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.

6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with 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 months prior to such service. If there has been no such interest or transaction, check **None**.

None

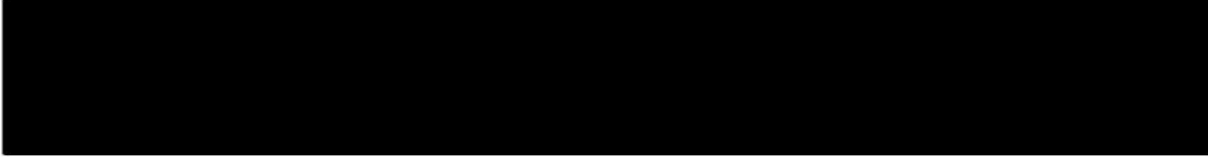
Date(s)	Nature of financial interest / transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to you

7. 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) you reside with had a financial interest or other relationship. If you are a member, director, officer, or employee of an organization formally partnered with and/or 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, check **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

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. The personal contact information provided below will be redacted.



Business Address:

E-mail Address:

jennifer.estrella@ey.com

Home Telephone:

Home Address:

Signed by Principal, Jody Flowers, on behalf of Board of Trustees Member, Jennifer Estrella.



Signature

8/1/22

Date

Acceptable signature formats include:

- Digitally certified PDF signature
- Print form, manually sign, scan to PDF

**Disclosure of Financial Interest by a Current
or Former Trustee**

Trustee Name:

Ross Harold

Name of Charter School Education Corporation:

Future Leaders Institute Charter School

1. List all positions held on the education corporation Board of Trustees ("Board") (e.g., chair, vice-chair, treasurer, secretary, parent representative, etc.).

Board member, vice Chair

2. Are you related, by blood or marriage, to any person employed by the school and/or education corporation?

Yes No

If **Yes**, please describe the nature of your relationship and the person's position, job description, and other responsibilities with the school.

3. Are you related by blood, or marriage, or legal adoption/guardianship to any student currently enrolled in a school operated by the education corporation?

Yes No

If **Yes**, please describe the nature of your relationship and if the student could benefit from your participation.

4. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of the education corporation?

Yes No

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

5. 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.

6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with 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 months prior to such service. If there has been no such interest or transaction, check **None**.

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

7. 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) you reside with had a financial interest or other relationship. If you are a member, director, officer, or employee of an organization formally partnered with and/or 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, check **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

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. The personal contact information provided below will be redacted.

Business Telephone:

Business Address:



Home Telephone:

Home Address:

signed by Principal, Jody Flowers, on behalf of Board of Trustee Member, Ross Harold.


Signature

8/1/22
Date

Acceptable signature formats include:

- Digitally certified PDF signature
- Print form, manually sign, scan to PDF

**Disclosure of Financial Interest by a Current
or Former Trustee**

Trustee Name:

Rudy Austin

Name of Charter School Education Corporation:

Future Leaders Institute Charter School

1. List all positions held on the education corporation Board of Trustees ("Board") (e.g., chair, vice-chair, treasurer, secretary, parent representative, etc.).

Board Member
Treasurer
Member of Finance Committee

2. Are you related, by blood or marriage, to any person employed by the school and/or education corporation?

Yes No

If **Yes**, please describe the nature of your relationship and the person's position, job description, and other responsibilities with the school.

3. Are you related by blood, or marriage, or legal adoption/guardianship to any student currently enrolled in a school operated by the education corporation?

Yes No

If **Yes**, please describe the nature of your relationship and if the student could benefit from your participation.

4. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of the education corporation?

Yes No

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

5. 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.

6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with 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 months prior to such service. If there has been no such interest or transaction, check **None**.

None

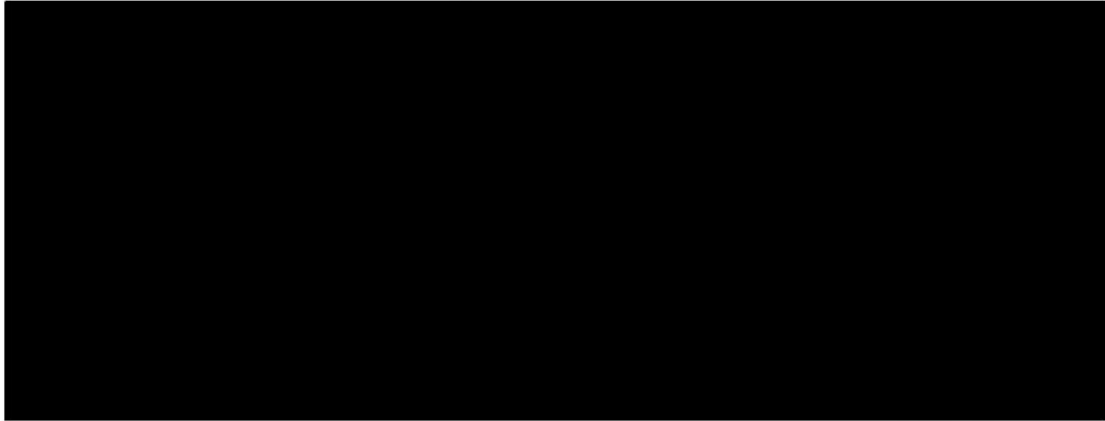
Date(s)	Nature of financial interest / transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to you

7. 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) you reside with had a financial interest or other relationship. If you are a member, director, officer, or employee of an organization formally partnered with and/or 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, check **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

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. The personal contact information provided below will be redacted.



Home Telephone:

Home Address:

Signed by Principal, Jody Flowers, on behalf of Board of Trustees Member, Rudolph Austin


Signature

8/1/22
Date

Acceptable signature formats include:

- Digitally certified PDF signature
- Print form, manually sign, scan to PDF

**Disclosure of Financial Interest by a Current
or Former Trustee**

Trustee Name:

Natalie Deak Jaros

Name of Charter School Education Corporation:

Future Leaders Institute Charter School

1. List all positions held on the education corporation Board of Trustees ("Board") (e.g., chair, vice-chair, treasurer, secretary, parent representative, etc.).

Current Chair former Treasurer

2. Are you related, by blood or marriage, to any person employed by the school and/or education corporation?

Yes No

If **Yes**, please describe the nature of your relationship and the person's position, job description, and other responsibilities with the school.

3. Are you related by blood, or marriage, or legal adoption/guardianship to any student currently enrolled in a school operated by the education corporation?

Yes No

If **Yes**, please describe the nature of your relationship and if the student could benefit from your participation.

4. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of the education corporation?

Yes No

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

5. 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.

6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with 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 months prior to such service. If there has been no such interest or transaction, check **None**.

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

7. 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) you reside with had a financial interest or other relationship. If you are a member, director, officer, or employee of an organization formally partnered with and/or 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, check **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

**Disclosure of Financial Interest by a Current
or Former Trustee**

Trustee Name:

Jay Hatfield

Name of Charter School Education Corporation:

Future Leaders Institute Charter School

1. List all positions held on the education corporation Board of Trustees ("Board") (e.g., chair, vice-chair, treasurer, secretary, parent representative, etc.).

Board Member/Trustee

2. Are you related, by blood or marriage, to any person employed by the school and/or education corporation?

Yes No

If **Yes**, please describe the nature of your relationship and the person's position, job description, and other responsibilities with the school.

3. Are you related by blood, or marriage, or legal adoption/guardianship to any student currently enrolled in a school operated by the education corporation?

Yes No

If **Yes**, please describe the nature of your relationship and if the student could benefit from your participation.

4. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of the education corporation?

Yes No

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

5. 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.

6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with 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 months prior to such service. If there has been no such interest or transaction, check **None**.

None

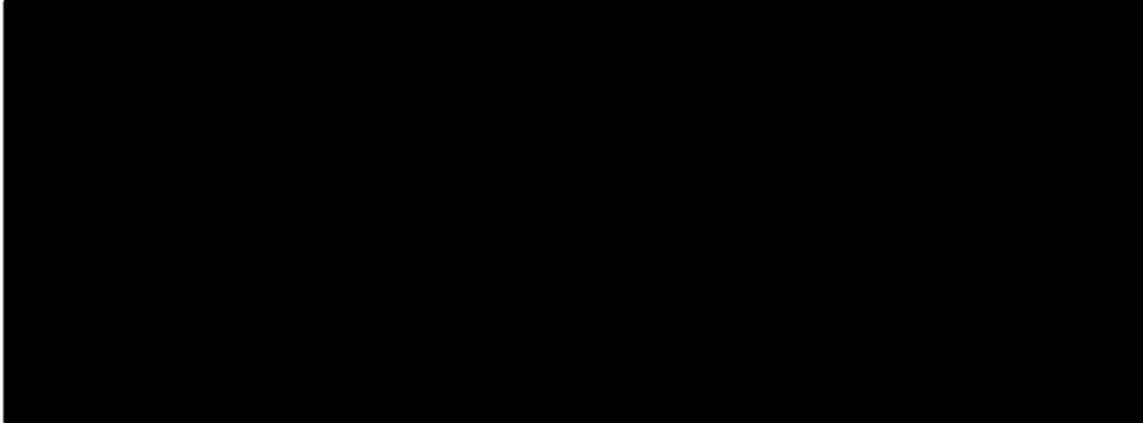
Date(s)	Nature of financial interest / transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to you

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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

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. The personal contact information provided below will be redacted.



Home Telephone:

Home Address:

Signed by Principal, Jody Flowers, on behalf of Board of Trustees Member, Jay Hatfield


Signature

8/1/22
Date

Acceptable signature formats include:

- Digitally certified PDF signature
- Print form, manually sign, scan to PDF

**Disclosure of Financial Interest by a Current
or Former Trustee**

Trustee Name:

Jonathan Drucker

Name of Charter School Education Corporation:

Future Leaders Institute Charter School

1. List all positions held on the education corporation Board of Trustees ("Board") (e.g., chair, vice-chair, treasurer, secretary, parent representative, etc.).

Board Member

2. Are you related, by blood or marriage, to any person employed by the school and/or education corporation?

Yes No

If **Yes**, please describe the nature of your relationship and the person's position, job description, and other responsibilities with the school.

3. Are you related by blood, or marriage, or legal adoption/guardianship to any student currently enrolled in a school operated by the education corporation?

Yes No

If **Yes**, please describe the nature of your relationship and if the student could benefit from your participation.

4. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of the education corporation?

Yes No

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

5. 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.

6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with 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 months prior to such service. If there has been no such interest or transaction, check **None**.

None

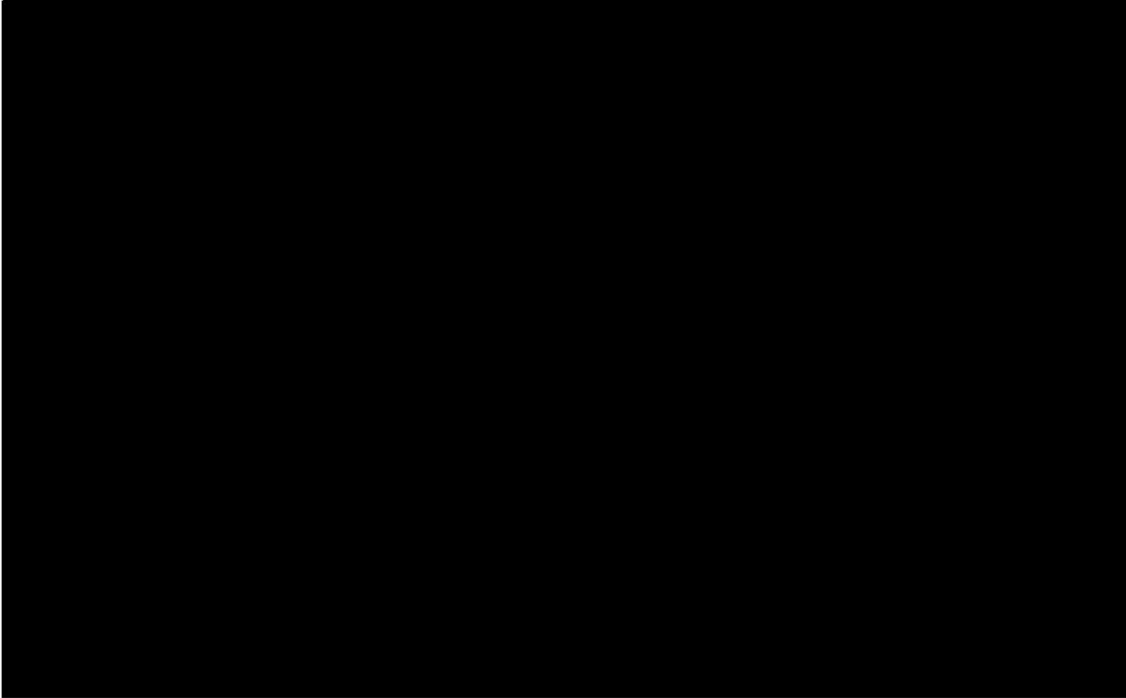
Date(s)	Nature of financial interest / transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to you

7. 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) you reside with had a financial interest or other relationship. If you are a member, director, officer, or employee of an organization formally partnered with and/or 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, check **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

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. The personal contact information provided below will be redacted.



Signed by Principal, Jody Flowers, on behalf of Board of Trustees, Jonathan Drucker

 _____ 8/1/22
Signature Date

Acceptable signature formats include:

- Digitally certified PDF signature
- Print form, manually sign, scan to PDF

last revised 04/2022

**Disclosure of Financial Interest by a Current
or Former Trustee**

Trustee Name:

Katherine Brown

Name of Charter School Education Corporation:

Future Leaders Institute Charter School

1. List all positions held on the education corporation Board of Trustees ("Board") (e.g., chair, vice-chair, treasurer, secretary, parent representative, etc.).

Secretary

Executive Committee Member

Trustee

2. Are you related, by blood or marriage, to any person employed by the school and/or education corporation?

Yes No

If **Yes**, please describe the nature of your relationship and the person's position, job description, and other responsibilities with the school.

3. Are you related by blood, or marriage, or legal adoption/guardianship to any student currently enrolled in a school operated by the education corporation?

Yes No

If **Yes**, please describe the nature of your relationship and if the student could benefit from your participation.

4. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of the education corporation?

Yes No

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

5. 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.

6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with 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 months prior to such service. If there has been no such interest or transaction, check **None**.

None

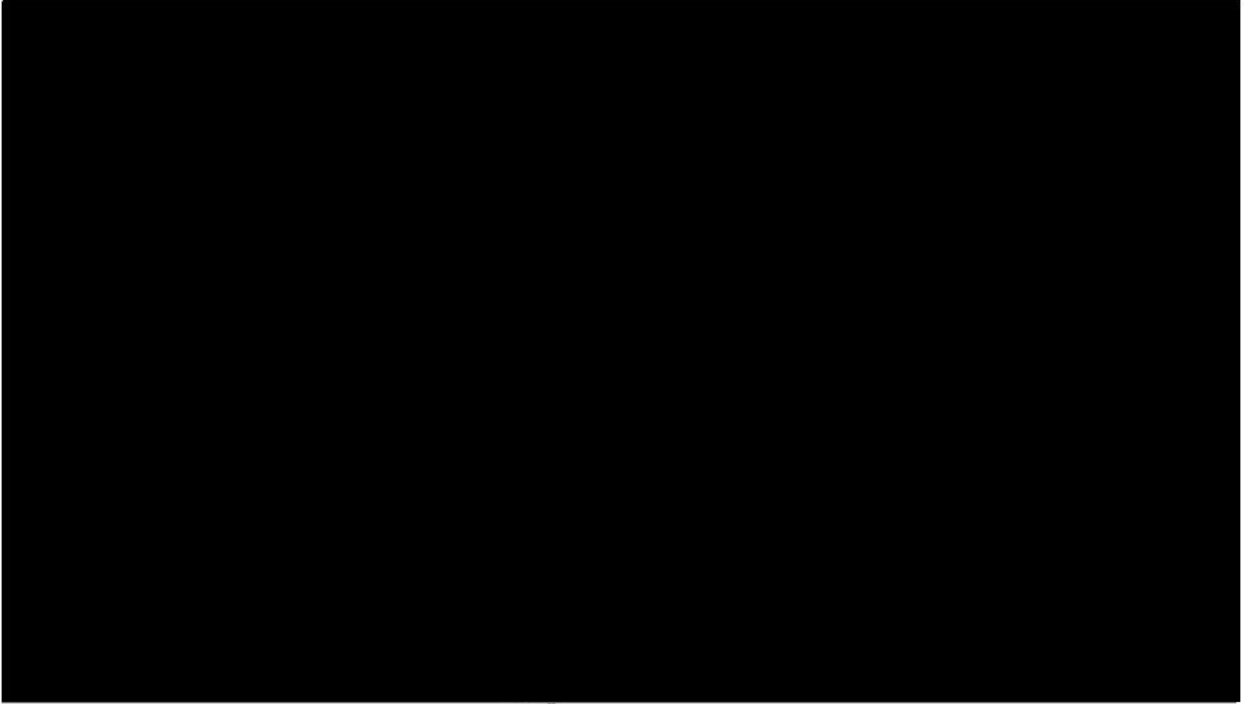
Date(s)	Nature of financial interest / transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to you

7. 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) you reside with had a financial interest or other relationship. If you are a member, director, officer, or employee of an organization formally partnered with and/or 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, check **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

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Signed by Principal, Jody Flowers on behalf of Board of Trustees Member, Katherine Brown.


Signature

8/1/22
Date

Acceptable signature formats include:

- Digitally certified PDF signature
- Print form, manually sign, scan to PDF

last revised 04/2022

**Disclosure of Financial Interest by a Current
or Former Trustee**

Trustee Name:

John Harrison York

Name of Charter School Education Corporation:

Future Leaders Institute Charter School

1. List all positions held on the education corporation Board of Trustees ("Board") (e.g., chair, vice-chair, treasurer, secretary, parent representative, etc.).

Trustee

2. Are you related, by blood or marriage, to any person employed by the school and/or education corporation?

Yes No

If **Yes**, please describe the nature of your relationship and the person's position, job description, and other responsibilities with the school.

3. Are you related by blood, or marriage, or legal adoption/guardianship to any student currently enrolled in a school operated by the education corporation?

Yes No

If **Yes**, please describe the nature of your relationship and if the student could benefit from your participation.

4. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of the education corporation?

Yes No

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

5. 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.

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

6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with 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 months prior to such service. If there has been no such interest or transaction, check **None**.

None

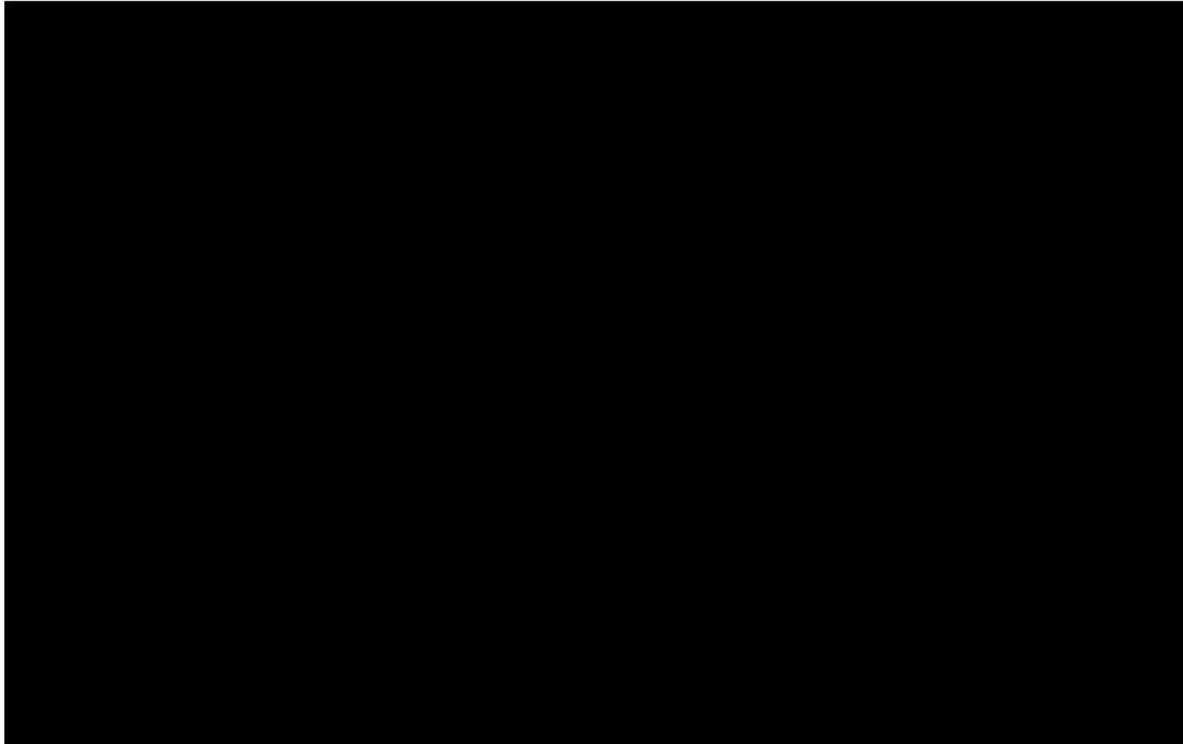
Date(s)	Nature of financial interest / transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to you
July 2015 to August 2019	Employment	I was not a board member during this time	Myself

7. 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) you reside with had a financial interest or other relationship. If you are a member, director, officer, or employee of an organization formally partnered with and/or 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, check **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

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John Harrison York Digitally signed by John Harrison York
Date: 2022.07.29 14:27:30 -05'00' 7/29/2022

Signature

Date

Acceptable signature formats include:

- Digitally certified PDF signature
- Print form, manually sign, scan to PDF

last revised 04/2022

**Disclosure of Financial Interest by a Current
or Former Trustee**

Trustee Name:

Rachel Klein

Name of Charter School Education Corporation:

Future Leaders Institute Charter School

1. List all positions held on the education corporation Board of Trustees ("Board") (e.g., chair, vice-chair, treasurer, secretary, parent representative, etc.).

vice-chair
board

2. Are you related, by blood or marriage, to any person employed by the school and/or education corporation?

Yes No

If **Yes**, please describe the nature of your relationship and the person's position, job description, and other responsibilities with the school.

3. Are you related by blood, or marriage, or legal adoption/guardianship to any student currently enrolled in a school operated by the education corporation?

Yes No

If **Yes**, please describe the nature of your relationship and if the student could benefit from your participation.

4. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of the education corporation?

Yes No

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

5. 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.

6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with 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 months prior to such service. If there has been no such interest or transaction, check **None**.

None

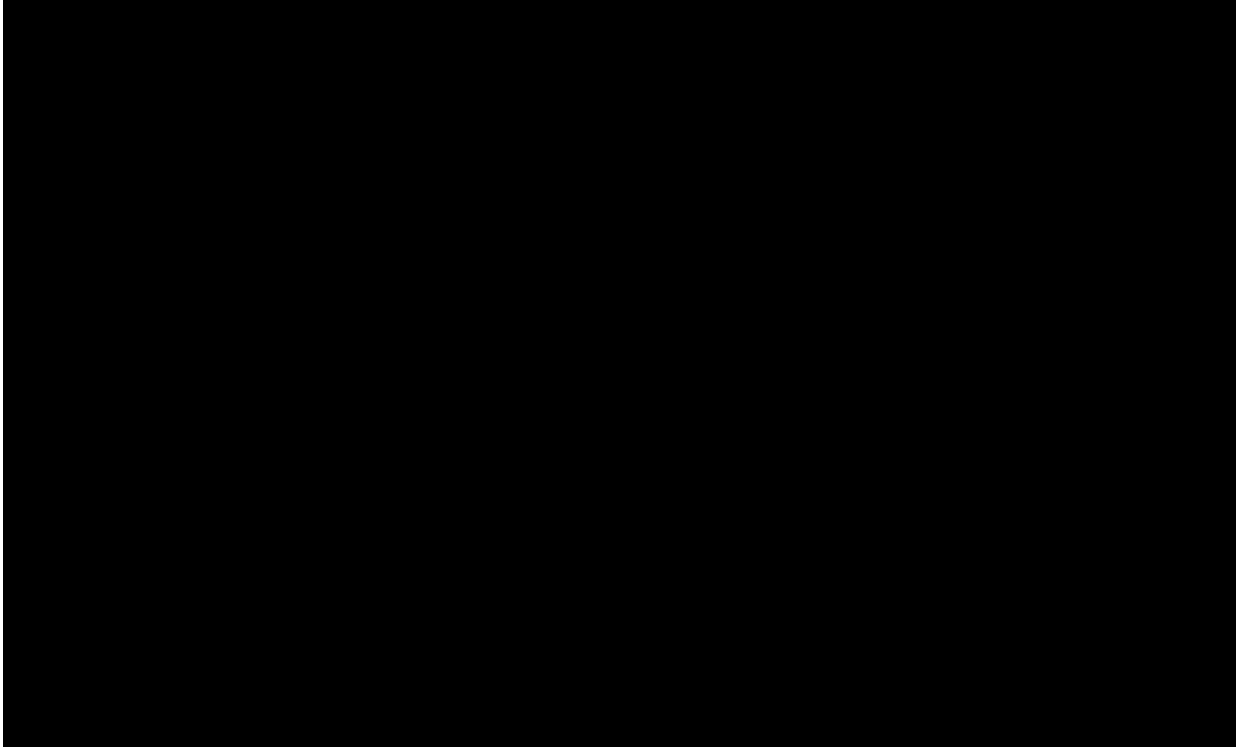
Date(s)	Nature of financial interest / transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to you


7. 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) you reside with had a financial interest or other relationship. If you are a member, director, officer, or employee of an organization formally partnered with and/or 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, check **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

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	8/1/2022
Signature	Date

Acceptable signature formats include:

- Digitally certified PDF signature
- Print form, manually sign, scan to PDF

last revised 04/2022

**Disclosure of Financial Interest by a Current
or Former Trustee**

Trustee Name:

Julie Cohen Wilson

Name of Charter School Education Corporation:

Future Leaders Institute Charter School

1. List all positions held on the education corporation Board of Trustees ("Board") (e.g., chair, vice-chair, treasurer, secretary, parent representative, etc.).
Co-Chair

2. Are you related, by blood or marriage, to any person employed by the school and/or education corporation?

Yes No

If **Yes**, please describe the nature of your relationship and the person's position, job description, and other responsibilities with the school.

3. Are you related by blood, or marriage, or legal adoption/guardianship to any student currently enrolled in a school operated by the education corporation?

Yes No

If **Yes**, please describe the nature of your relationship and if the student could benefit from your participation.

-
4. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of the education corporation?

Yes No

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

5. 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.

6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with 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 months prior to such service. If there has been no such interest or transaction, check **None**.

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

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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

-

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Business Telephone:

212-663-8216

Business Address:

125 W. 115th Street, New York, NY 10026

E-mail Address:

julie.e.cohen@gmail.com

Home Telephone:

317-496-1454

Home Address:

90 Webb Road, Fairfield CT 06825

Signature

Date

Acceptable signature formats include:

- Digitally certified PDF signature
- Print form, manually sign, scan to PDF

last revised 04/2022

**Disclosure of Financial Interest by a Current
or Former Trustee**

Trustee Name:

Fernando Garcia

Name of Charter School Education Corporation:

Future Leaders Institute Charter School

1. List all positions held on the education corporation Board of Trustees ("Board") (e.g., chair, vice-chair, treasurer, secretary, parent representative, etc.).
Education Advisory Comittee Member

2. Are you related, by blood or marriage, to any person employed by the school and/or education corporation?

Yes No

If **Yes**, please describe the nature of your relationship and the person's position, job description, and other responsibilities with the school.

3. Are you related by blood, or marriage, or legal adoption/guardianship to any student currently enrolled in a school operated by the education corporation?

Yes No

If **Yes**, please describe the nature of your relationship and if the student could benefit from your participation.

4. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of the education corporation?

Yes No

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

5. 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.

6th Grade Mathematics Teacher - General education teacher for the grade. Responsibilities included lesson planning, state test prep, and homeroom. I also helped in different after school and weekend programs.
Dates: September 2017-August 2018, Salary = \$71,815

Summer School Teacher - Planned and taught mathematics to 5th grade students during the summer school session
Dates: July 2017 - August 2017, Salary - Per Diem Rate

6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with 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 months prior to such service. If there has been no such interest or transaction, check **None**.

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

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None

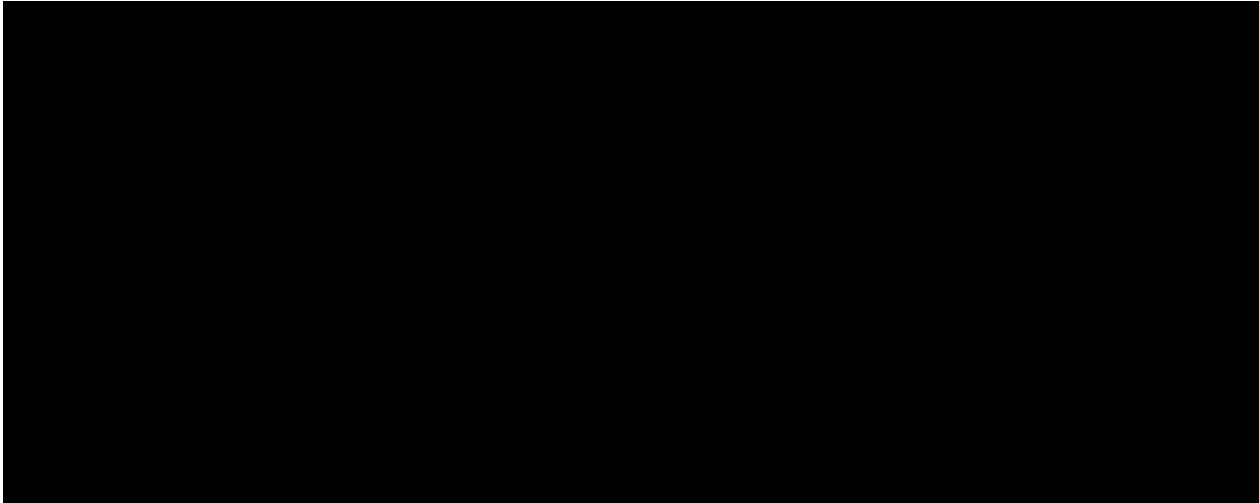
Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps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

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Business Telephone:

Business Address:



Fernando Garcia

07/31/22

Signature

Date

Acceptable signature formats include:

- Digitally certified PDF signature
- Print form, manually sign, scan to PDF

last revised 04/2022

MINUTES OF THE BOARD OF TRUSTEES
OF FUTURE LEADERS INSTITUTE CHARTER SCHOOL
OCTOBER 28, 2021

The Board meeting took place via Zoom in compliance with legislation S.50001/A.40001.

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

Others present: Heather Blumberg (CSBM), Kayla Butler (CSBM), Jennifer Estrella (prospective Board member), Jody Flowers (FLI Leadership Team), Natalie Gonzalez-Valdes (FLI Leadership Team), Dan Nee (FLI Leadership Team), Rusty Slovenec (FLI Leadership Team) and Thandi Edwards (FLI Staff).

Board members absent: Jay Hatfield and Ryan Post.

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

1. Ms. Deak welcomed all attendees to the Annual Meeting.
2. Thandi Edwards reviewed the Enrollment & Recruiting Dashboard provided in the Board packet and gave an update on the school's recruiting and enrollment efforts for both the current school year and the 2022-23 school year. A discussion regarding the current enrollment and attendance data followed. The Board requested additional data and analytics be included in the Dashboard going forward.
3. On behalf of the Board, Ms. Deak thanked Roberta Kelly and Ryan Post for their dedicated service and many contributions to FLI. Ms. Kelly and Mr. Post did not stand for re-election upon the expiration of their terms at today's meeting.
4. Ms. Deak presented Jennifer Estrella as a prospective Trustee. Ms. Estrella is a Senior Manager in the FSO Assurance practice of Ernst & Young in New York. Ms. Deak described the process and meetings that had taken place to date in connection with Ms. Estrella's candidacy, and the Board unanimously agreed to include Ms. Estrella for election as a Trustee in the slate presented at today's meeting.
5. On behalf of the Governance Working Group, Jon Drucker presented the proposed slate for the 2021-22 Board term. Ms. Deak provided additional information regarding the proposed Co-Chair structure outlined in the slate, under which she and Julie Wilson were put forth as Co-Chairs. At the suggestion of Mr. Drucker, official notice was taken that Ms. Wilson would receive observer rights to all meetings of the Finance Committee and Governance Working Group in connection with her election as Co-Chair. The Board then voted on the following items:

- a. *Jennifer Estrella was unanimously elected to the Board for a term of two years (October 2021-October 2023). Rudy Austin, Katherine Brown, Ross Harold, and Julie Wilson were each unanimously re-elected to the Board for an additional two-year term (October 2021-October 2023). In light of his recent relocation outside the Greater New York City area and his new responsibilities in Mississippi, John Harrison York was re-elected for an abbreviated term to conclude in January 2022.*

It was noted that the terms of Natalie Deak, Jon Drucker, Jay Hatfield and Rachel Klein continue through October 2022.

- 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:*

Co-Chair: Natalie Deak Jaros

Co-Chair: Julie Wilson

Vice Chair: Ross Harold

Treasurer: Rudy Austin

Secretary: Katherine Brown

John Harrison York was appointed Advisor to the Executive Committee.

- c. *Rudy Austin, Natalie Deak, Jennifer Estrella and Jay Hatfield were unanimously elected to the Finance Committee for a term of one year. John Harrison York was unanimously elected to the Finance Committee for the duration of his abbreviated Board term. Mr. Austin was appointed Chair of the Finance Committee.*
- d. *A resolution proposing the Working Groups for 2021-22 as constituted below was unanimously adopted:*

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

Educational Accountability Working Group: Ross Harold, as Chair, Jody Flowers, Julie Wilson and John Harrison York.

6. *Upon motion duly made, the Board unanimously voted to approve the minutes from the July 2021 Board meeting and the September 2021 Board meeting. It was noted that there are no minutes from the August 2021 Board meeting, which – in light of several last-minute personal emergencies – was adjourned to September 30, 2021 pursuant to Section 3.7 of the Bylaws.*
7. *Rusty Slovenec discussed the draft Building Safety Plan which had been provided in the Board packet. A discussion followed, during which the Board suggested several additional points for inclusion in the draft.*

Upon motion duly made, the Board unanimously voted to conditionally approve the Building Safety Plan, subject to final review by the Executive Committee after the document is updated to reflect the edits proposed during the meeting.

8. Mr. Slovenec, Ms. Blumberg and Ms. Butler, on behalf of Charter School Business Management (CSBM), along with Mr. Austin and Ms. Deak, on behalf of the Finance Committee, provided a recap of the process involved in the preparation of the audited financial statements for the fiscal year ended June 30, 2021. They provided an overview of the discussions that took place between and among the Finance Committee, school leadership and staff, CSBM, and the auditors from Lutz & Carr. The presentation included a review of key items in the draft audited financial statements, copies of which had been distributed to the Board in advance. A discussion followed regarding areas in which the school's balance sheet had improved. It was noted that the audit process went very smoothly and the auditors did not report any significant deficiencies or material weaknesses in internal controls.
9. *Upon motion duly made, the Board unanimously voted to approve the audited financial statements for the fiscal year ended June 30, 2021.*
10. Mr. Slovenec and Mr. Austin, on behalf of the Finance Committee, provided an overview of the September month-end financial results, including the drivers between the budget-to-actual variances, as well as an update on certain grant funds.
11. Ms. Flowers reviewed the results of the ELA and Math Diagnostic Assessments, which were recently administered using a combination of STEP, Fountas & Pinnell, iReady, Achievement Network and teacher-created exams. Ms. Flowers answered questions from the Board and provided perspectives regarding the drivers behind the results. A discussion followed regarding the ways teachers are using the data to drive instruction and remediation.
12. Ms. Flowers provided an update on the school's application for charter renewal, including the upcoming Public Hearing, Board Interview, Classroom Visits, Teacher and Staff Interviews and other key events in the process.
13. 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 7:10 p.m.

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

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

Respectfully submitted,

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

Katherine M. Brown
Secretary

**Board of Trustees Meeting
October 28, 2021
5:30 p.m. – 7:30 p.m.**

Join Zoom Meeting

<https://us06web.zoom.us/j/96084001082?pwd=L2dFZGJZZDhNK3E1ZGRHZTgxRG4vdz09>

Meeting ID: 960 8400 1082

Passcode: 4B0u1a

AGENDA

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

ID	Subject	Action Required	Topic	Owner	Time
1	Announcements	N/A	a) Welcome and Announcements	a) Natalie	a) 2 minutes
2	Board Business	Board Votes	a) Approval of October Board Meeting Minutes b) Approve the Board Slate 2021-'22 c) District Safety Plan	a) Natalie b) Natalie/Jon c) Rusty	a) 2 minutes b) 10 minutes c) 3 minutes
3	Enrollment	N/A	a) Enrollment/Recruitment Update	a) Thandi	a) 10 minutes
4	Academics	N/A	EAC Update: a) FLI's Assessment Overview & Diagnostic Math Assessment Results b) Charter School Renewal Update	a) Jody/ Natalie b) Rusty/ Jody	a) 20 minutes b) 5 minutes
5	Finance	N/A	Finance Committee Update a) Fiscal '21 Audit approval b) Monthly Financial update - September close	a/b) Rusty/ Rudy	a/b) 10 minutes
6	Executive Session	N/S	a) Executive Session	a)	a) TBD

¹ Anticipated length of time

**Board of Trustees Meeting
January 26, 2022
5:30 p.m. – 7:30 p.m.**

Join Zoom Meeting

<https://us06web.zoom.us/j/96084001082?pwd=L2dFZGJZZDhNK3E1ZGRHZTgxRG4vdz09>

Meeting ID: 960 8400 1082

Passcode: 4B0u1a

One tap mobile +16468769923

AGENDA

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

ID	Subject	Action Required	Topic	Owner	Time
1	Announcements	N/A	a) Welcome and Announcements	a) Natalie	a) 2 minutes
2	Board Business	Board Votes	a) Approval of November Board Meeting Minutes	a) Natalie	a) 2 minutes
3	Board Business		a) Junior Council Proposal	a) Ross	a) 15 minutes
4	Academics	N/A	EAC Update: a) School Culture- FLI Suspension Data & Ramapo for Children Team Update b) Benchmark 1 Re-teach Data Update c) Attendance d) Covid Response Team Update e) DOE visit to FLI	a) Dan b)Jody/ Natalie G c/d) Rusty/ Jody e)FLI's Lead Team	a) 20 Minutes b) 15 Minutes c/d) 5 Minutes e)5 minutes
5	Enrollment	N/A	a) Enrollment/Recruitment Update	a) Thandi	a) 10 minutes
6	Finance	N/A	Finance Committee Update: a) Monthly Financial update - December close	a) Rusty	a) 5 minutes
7	Executive Session	N/A	a)Executive Session	a) Natalie	a) TBD

¹ Anticipated length of time

MINUTES OF THE BOARD OF TRUSTEES OF FUTURE LEADERS INSTITUTE
CHARTER SCHOOL
JANUARY 26, 2022

The Board meeting took place via Zoom as permitted by recent amendments to the New York Open Meetings Law in response to the COVID-19 pandemic.

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

Others present: Jody Flowers (FLI Leadership Team), Thandi Edwards (FLI Staff), Natalie Gonzalez-Valdes (FLI Leadership Team), Dan Nee (FLI Leadership Team), and Rusty Slovenec (FLI Leadership Team).

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

1. Ms. Wilson welcomed all attendees to the meeting.
2. *Upon motion duly made, the Board unanimously voted to approve the minutes from the December 2021 Board meeting.*
3. Dan Nee provided an overview of the year-to-date suspension data for the current school year. He discussed the drivers behind the data, noted the types of suspensions that have been administered, and reviewed FLI's historical suspension data. Mr. Nee also provided an update on the school's partnership and coaching relationship with Ramapo for Children and discussed changes that have been implemented in response to feedback received from the Ramapo Team. Mr. Nee concluded with an overview of the school's social-emotional support model and its focus on providing trauma-informed care. A discussion followed.
4. Jody Flowers reviewed the attendance data and noted that some of the decline in attendance in December was due to an increase in COVID-19 cases in FLI's student population as a result of the Omicron surge that the city experienced in late 2021.
5. Rusty Slovenec provided an update on behalf of the school's COVID-19 Response Team, which included a review of the school's updated health and safety protocols that were recently implemented in accordance with newly updated guidance from the New York City Department of Education (DOE). Mr. Slovenec outlined the school's approach and goals for keeping students in the classroom. It was noted that nearly all of FLI families opted into the testing regime and that the rate of positive cases at the school has remained far below the citywide rate in DOE schools.
6. Ms. Flowers provided an update on the recent visit by the school's charter authorizing team at the DOE in connection with FLI's application for charter renewal. Ms. Flowers

summarized the feedback received from the DOE team regarding the school's strengths and areas for further growth. Increasing enrollment of students with disabilities and augmenting FLI's instruction model for this population are the primary areas of focus. A discussion followed. The Educational Accountability working group will oversee the Leadership Team's efforts in furtherance of this priority in collaboration with the Finance Committee.

7. Thandi Edwards reviewed the Enrollment & Recruitment Dashboard as well as the 2022-2023 Application Dashboard and answered questions from the Board. Ms. Edwards provided an overview of current recruitment and marketing efforts, including targeted outreach to prospective kindergartners. A discussion followed regarding further opportunities to partner with community-based organizations in connection with the school's recruiting activities.
8. Rusty Slovenec provided an update on behalf of the Finance Committee, which included an overview of the December month-end financial results, including the drivers behind the budget-to-actual variances. Notwithstanding falling short of the budgeted enrollment figure, the school is expected to finish the year with a surplus in light of various expense savings.
9. Ross Harold presented a proposal for reactivating FLI's Junior Council, which had been founded a number of years ago with the objective of providing leverage for the Board and offering young adults in the New York City area the opportunity to engage with the FLI community. The Board expressed broad support for this initiative. Mr. Harold will oversee next steps.
10. In light of a conflict of interest with a service opportunity that he has been presented with in Mississippi, where he currently resides, John Harrison York tendered his resignation as a Trustee. On behalf of the Board, Ms. Deak thanked Mr. York for his tremendous service to FLI over the years.

The Board meeting adjourned at approximately 6:45 p.m.

The next Board meeting is expected to take place via Zoom at 5:30 p.m. on February 23, 2022.

Respectfully submitted,

Katherine M. Brown
Secretary

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

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

Join Zoom Meeting

<https://us06web.zoom.us/j/96084001082?pwd=L2dFZGJZZDhNK3E1ZGRHZTgxRG4vdz09>

Meeting ID: 960 8400 1082

Passcode: 4B0u1a

One tap mobile

16468769923

AGENDA

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

ID	Subject	Action Required	Topic	Owner	Time
1	Announcements	N/A	a) Welcome and Announcements	a) Natalie	a) 2 minutes
2	Board Business	Board Votes	a) Approval of August Board Meeting Minutes?	a) Natalie	a) 2 minutes
3	Finance	N/A	Finance Committee Update a) Monthly Financial update: August	a) Rusty/ Collin (CSBM)	a) 10 minutes
4	Academics	N/A	EAC Update: a) Re-Introduction of new members of the FLI Leadership Team b) September highlights of restorative practices c) Instructional staff roster d) Diagnostic assessment overview <i>(results shared at October 2021 meeting)</i> e) Leveled Literacy Intervention (LLI) f) Charter School Renewal Update g) ARP application update	a) Jody/ Natalie Gonzalez/ Dan Nee b) Dan c/d/e/f) Jody g) Rusty/ Jody	a) 10 minutes b) 10 minutes c/d/e/f) 10 minutes g) 2 minutes
5	Safety		a) COVID-19 Updates	a) Rusty	a) 10 minutes
6	Enrollment	N/A	a) Enrollment/Recruitment Update	a) Thandi	a) 15 minutes
7	Executive Session	N/S	a) Executive Session	a)	a) TBD

¹ Anticipated length of time

MINUTES OF THE BOARD OF TRUSTEES OF FUTURE LEADERS INSTITUTE
CHARTER SCHOOL
SEPTEMBER 30, 2021

The Board meeting took place via Zoom in compliance with legislation S.50001/A.40001.

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

Others present: Jody Flowers (FLI Leadership Team), Natalie Gonzalez-Valdes (FLI Leadership Team), Dan Nee (FLI Leadership Team), Rusty Slovenec (FLI Leadership Team), and Thandi Edwards (FLI Staff).

Board members absent: Jay Hatfield.

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

1. Ms. Deak welcomed all attendees to the meeting.
2. Rusty Slovenec provided an update on behalf of the Finance Committee, which included an overview of the new monthly Financial Report that was developed in partnership with Charter School Business Management.
3. Members of the Leadership Team delivered the Academics update and answered questions from the Board on the following topics:
 - a. *New Leadership Team Members.* Natalie Gonzalez-Valdes (Director of Curriculum and Instruction) and Dan Nee (Director of School Culture), provided an overview of their experience, their new roles at FLI, and their priorities and areas of focus for the school year.
 - b. *Restorative Practices.* Mr. Nee provided an overview of Restorative Practices and discussed the history of the utilization of Restorative Practices at FLI, which began a number of years ago when FLI participated in the New York City Department of Education (DOE) District Charter Collaborative. Mr. Nee outlined FLI's partnership with Ramapo for Children, which is focused on augmenting the use of Restorative Practices at FLI. Mr. Nee also discussed the ways FLI's Code of Conduct, programming, and social-emotional learning curricula have been updated to integrate and embed Restorative Practices in accordance with the school's 2021-22 School Culture Vision.
 - c. *Diagnostic Assessments.* Ms. Flowers provided an overview of the school-wide administration of the diagnostic assessments for Math and

ELA. Results will be reviewed and discussed at the October 2021 Board Meeting.

- d. *Leveled Literacy Intervention*. Ms. Flowers outlined the strategy for the school-wide deployment of Fountas & Pinnell's Leveled Literacy Intervention System in the 2021-22 school year. A discussion followed.
 - e. *Application for Charter Renewal*. FLI's current charter expires in June 2022. Ms. Flowers discussed the timeline for key upcoming events in the charter renewal application process. A discussion followed.
4. Mr. Slovenec provided an update on the health and safety measures that are in place to reduce the risk of COVID-19, which include additional air filtration systems, a restructured schedule for breakfast and lunch to facilitate additional physical distancing, and routine testing. Mr. Slovenec answered questions from the Board regarding daily health screenings, temperature checks, contact tracing and quarantine protocols, as well as the DOE's recent employee vaccine mandate.
 5. Ms. Edwards reviewed the Enrollment & Recruiting Dashboard provided in the Board packet, gave an update on the school's recruiting, and enrollment efforts and answered questions from the Board. A discussion followed regarding the challenges that persist at FLI and sector-wide with regards to student recruiting.
 6. On motion duly made, the Board moved to Executive Session at approximately 7:20 p.m.

Personnel matters were discussed. Executive Session adjourned at approximately 7:45 p.m.

The Board meeting adjourned at approximately 7:45 p.m.

The next Board meeting is expected to take place via Zoom at 5:30 p.m. on October 28, 2021.

Respectfully submitted,

Katherine M. Brown
Secretary

**Board of Trustees Meeting
February 23, 2022
5:30 p.m. – 7:30 p.m.**

Join Zoom Meeting

<https://us06web.zoom.us/j/96084001082?pwd=L2dFZGJZZDhNK3E1ZGRHZTgxRG4vdz09>

Meeting ID: 960 8400 1082

Passcode: 4B0u1a

One tap mobile +16468769923

AGENDA

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

ID	Subject	Action Required	Topic	Owner	Time
1	Announcements	N/A	a) Welcome and Announcements	a) Julie	a) 2 minutes
2	Board Business	Board Votes	a) Approval of January Board Meeting Minutes	a) Julie	a) 2 minutes
4	Academics	N/A	EAC Update: a) Attendance update b) School Culture- Culture events, student led middle school advisories c) Testing schedule (benchmarks, state exams), Test prep academies d) DOE post visit update & next steps	a) FLI's lead team	a) 20 minutes
5	Enrollment	N/A	a) Enrollment/Recruitment Update	a) Thandi	a) 10 minutes
6	Finance	N/A	Finance Committee Update: a) Monthly Financial update - January close	a) Rudy	a) 5 minutes
7	Executive Session	N/A	a) Executive Session	a) Natalie	a) TBD

¹ Anticipated length of time

MINUTES OF THE BOARD OF TRUSTEES OF FUTURE LEADERS INSTITUTE
CHARTER SCHOOL
FEBRUARY 23, 2022

The Board meeting took place via Zoom as permitted by recent amendments to the New York Open Meetings Law in response to the COVID-19 pandemic.

Board members present: Rudy Austin, Katherine Brown, Jon Drucker, Jennifer Estrella, Fernando Garcia, Ross Harold, and Julie Wilson.

Others present: Jody Flowers (FLI Leadership Team). The remainder of FLI's Leadership Team did not attend the meeting given that it took place during FLI's Spring Break.

Board members absent: Natalie Deak, Jay Hatfield, and Rachel Klein.

The meeting began at approximately 5:30 p.m. and was called to order by Julie Wilson.

1. Ms. Wilson welcomed all attendees to the meeting.
2. *Upon motion duly made, the Board unanimously voted to approve the minutes from the January 2022 Board meeting.*
3. Jody Flowers reviewed the attendance data for the month of January and noted that some of the decline in attendance after winter break was due to an increase in COVID-19 cases in FLI's student population as a result of the Omicron surge the city experienced in late 2021/early 2022. She noted that the number of positive cases in the FLI community has declined considerably in recent weeks.
4. Ms. Flowers provided an update on school culture events that took place during the month of February. Counselor Appreciation Week recently concluded, and the school's Black History Month Show was livestreamed on YouTube. Ms. Flowers also gave an overview of the student-led Middle School Advisory Circles.
5. Ms. Flowers outlined the testing schedule for the remainder of the school year, which includes STEP Assessments, Benchmark Exams, and the New York State Tests. Ms. Flowers answered questions from the Board regarding the ways STEP data is used to inform individualized instruction and guided reading curricula. A discussion regarding test prep for the New York State Tests followed. Beginning at the end of the month, FLI staff will deliver test prep to grades 3-8 during Extended Day. In addition, K-2 students will receive targeted peer tutoring from select Middle School students.
6. Ms. Flowers provided an update on the planning that is underway in response to feedback received from the school's charter authorizing team at the New York City Department of Education regarding FLI's special education program and offerings. FLI Leadership has been working with the Executive Committee and the Educational Accountability

Working Group to develop a plan for implementing the Integrated Co-Teaching model at FLI. A detailed overview of the strategy and proposed implementation plan will be presented at a future Board meeting.

7. Ms. Flowers reviewed the Enrollment & Recruitment Dashboard as well as the 2022-2023 Application Dashboard and answered questions from the Board. A discussion followed regarding enrollment trends in the charter sector in general and in the Harlem community in particular. Ms. Flowers also provided an overview of FLI's digital marketing strategy and its partnership with a new service provider in this area.
8. Rudy Austin provided an update on behalf of the Finance Committee, which included an overview of the January month-end financial results, including the drivers behind the budget-to-actual variances. The primary driver behind the variance in net income is the school's lower-than-forecasted enrollment.
9. On motion duly made, the Board moved to Executive Session at approximately 6:30 p.m.

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

The Board meeting adjourned at approximately 6:55 p.m.

The next Board meeting is expected to take place via Zoom at 5:30 p.m. on March 22, 2022.

Respectfully submitted,

Katherine M. Brown
Secretary

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

Join Zoom Meeting

<https://us06web.zoom.us/j/96084001082?pwd=L2dFZGJZZDhNK3E1ZGRHRTgxRG4vdz09>

Meeting ID: 960 8400 1082

Passcode: 4B0u1a

AGENDA

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

ID	Subject	Action Required	Topic	Owner	Time
1	Announcements	N/A	a) Welcome and Announcements	a) Natalie	a) 2 minutes
2	Board Business	Board Votes	a) Approval of October Board Meeting Minutes	a) Natalie	a) 2 minutes
5	Academics	N/A	EAC Update: a) School Culture b) Charter School Renewal Update	a) Dan b) Jody	a) 15 minutes b) 5 minutes
6	Enrollment	N/A	a) Enrollment/Recruitment Update	a) Thandi	a) 10 minutes
3	Finance	N/A	Finance Committee Update: a) Monthly Financial update - October close	a) Rusty/ Collin (CSBM)	a) 10 minutes
7	Executive Session	N/S	a) Executive Session	a)	a) TBD

¹ Anticipated length of time

MINUTES OF THE BOARD OF TRUSTEES OF FUTURE LEADERS INSTITUTE
CHARTER SCHOOL
NOVEMBER 23, 2021

The Board meeting took place via Zoom in compliance with legislation S.50001/A.40001.

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

Others present: Jody Flowers (FLI Leadership Team), Thandi Edwards (FLI Staff), Fernando Garcia (prospective Board Member), Natalie Gonzalez-Valdes (FLI Leadership Team), Dan Nee (FLI Leadership Team), and Rusty Slovenec (FLI Leadership Team).

Board members absent: Jon Drucker and Rachel Klein.

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

1. Ms. Deak welcomed all attendees to the meeting.
2. *Upon motion duly made, the Board unanimously voted to approve the minutes from the October 2021 Board meeting.*
3. Dan Nee presented the results of the staff survey that was conducted at the beginning of the school year and answered questions from the Board.
4. Mr. Nee provided an update on FLI's partnership with Ramapo for Children, a leader in supporting New York City schools that are implementing restorative practices ("Ramapo"). Mr. Nee discussed Ramapo's recent site visit, including feedback provided by Ramapo which FLI Leadership will incorporate to further foster safety and belonging for all students.
5. Jody Flowers provided an update on the school's application for charter renewal, including highlights from the Public Hearing, which took place earlier in the month. Ms. Flowers reviewed the updated schedule provided by the New York City Department of Education in connection with FLI's application for charter renewal. Classroom Visits, Board Interview, Teacher/Staff Interviews, and other meetings with DOE representatives will now take place the week of January 10, 2022.
6. Ms. Edwards reviewed the Enrollment & Recruiting Dashboard provided in the Board packet, gave an update on the school's recruiting, retention, and enrollment efforts and answered questions from the Board. A discussion followed. The Educational Accountability Working Group will follow up regarding augmenting the school's approach to supporting and engaging with students who are new to FLI and who are either behind or above grade level.

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

7. Rusty Slovenec provided an update on behalf of the Finance Committee, which included an overview of the October month-end financial results, including drivers between budget-to-actual variances.
8. The Board discussed Board Member recruiting and other opportunities to engage community members and other individuals interested in supporting the school.
9. On motion duly made, the Board moved to Executive Session at approximately 6:15 p.m.

Personnel matters were discussed. Executive Session adjourned at approximately 6:30 p.m.

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

The next Board meeting is expected to take place via Zoom at 5:30 p.m. on December 15, 2021.

Respectfully submitted,

Katherine M. Brown
Secretary

**Board of Trustees Meeting
December 15, 2021
5:30 p.m. – 7:30 p.m.**

Join Zoom Meeting

<https://us06web.zoom.us/j/96084001082?pwd=L2dFZGJZZDhNK3E1ZGRHRTgxRG4vdz09>

Meeting ID: 960 8400 1082

Passcode: 4B0u1a

AGENDA

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

ID	Subject	Action Required	Topic	Owner	Time
1	Announcements	N/A	a) Welcome and Announcements	a) Natalie	a) 2 minutes
2	Board Business	Board Votes	a) Approval of November Board Meeting Minutes	a) Natalie	a) 2 minutes
5	Academics	N/A	EAC Update: a) ELA & math Benchmark Data Review	a) Jody/ Natalie G	a) 20 Minutes
6	Enrollment	N/A	a) Enrollment/Recruitment Update	a) Thandi	a) 10 minutes
3	Finance	N/A	Finance Committee Update: a) Monthly Financial update - October close	a) Rusty	a) 5 minutes
7	Executive Session	N/S	a) Executive Session	a)	a) TBD

¹ Anticipated length of time

MINUTES OF THE BOARD OF TRUSTEES OF FUTURE LEADERS INSTITUTE
CHARTER SCHOOL
DECEMBER 15, 2021

The Board meeting took place via Zoom in compliance with legislation S.50001/A.40001.

Board members present: Natalie Deak, Jon Drucker, Jennifer Estrella, Fernando Garcia, Ross Harold, Jay Hatfield, Rachel Klein, Julie Wilson, and John Harrison York.

Others present: Jody Flowers (FLI Leadership Team), Thandi Edwards (FLI Staff), Natalie Gonzalez-Valdes (FLI Leadership Team), Dan Nee (FLI Leadership Team), and Rusty Slovenec (FLI Leadership Team).

Board members absent: Katherine Brown.

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

1. Ms. Deak welcomed all attendees to the meeting.
2. *Upon motion duly made, the Board unanimously voted to approve the minutes from the November 2021 Board meeting.*
3. Thandi Edwards reviewed the Enrollment & Recruitment Dashboard as well as the 2022-2023 Application Dashboard and the drivers behind the data. A discussion followed regarding the school's recruitment strategy for students with disabilities.
4. Jody Flowers gave the instruction update and answered questions from the Board. Weekly Attendance Team meetings continue to focus on absent/tardy students.
5. Natalie Gonzalez and Ms. Flowers presented the results of FLI's Benchmark Assessments in ELA and Math, as well as the school's results compared to the NYC Network Schools Comparison. The presentation covered trends in the data, results by individual standard and grade level, the results of FLI's ELL and Special Education populations, and the ways in which teachers will use the data to drive instruction.
6. Rusty Slovenec provided an update on behalf of the Finance Committee, which included an overview of the November month-end financial results, including the drivers behind the budget-to-actual variances.
7. John Harrison York presented Fernando Garcia as a prospective Trustee. Mr. Garcia is a former FLI teacher who is currently in medical school.

Upon motion duly made, Fernando Garcia was unanimously elected to FLI's Board of Trustees.

Mr. Garcia will serve as a member of the Educational Accountability Working Group.

8. On motion duly made, the Board moved to Executive Session at approximately 6:15 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 via Zoom at 5:30 p.m. on January 26, 2022.

Respectfully submitted,

Katherine M. Brown

Secretary

(as prepared by Rachel Klein in Ms. Brown's
absence from the meeting)

Board of Trustees Meeting
March 22, 2022
5:30 p.m. – 7:30 p.m.

Join Zoom Meeting

<https://us06web.zoom.us/j/96084001082?pwd=L2dFZGJZZDhNK3E1ZGRHZTgxRG4vdz09>

Meeting ID: 960 8400 1082

Passcode: 4B0u1a

AGENDA

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

ID	Subject	Action Required	Topic	Owner	Time
1	Announcements	N/A	a) Welcome and Announcements	a) Natalie	a) 2 minutes
2	Board Business	Board Votes	a) Approval of February Board Meeting Minutes	a) Natalie	a) 2 minutes
3	Academics	N/A	EAC Update: a) School Culture- Culture events b) Attendance Update c) STEP Reading Assessment Data Review d) Benchmark 2 Data Overview	a) FLI's lead team	a) 30 minutes
4	Enrollment	N/A	a) Enrollment/Recruitment Update	a) Thandi	a) 10 minutes
5	Finance	N/A	Finance Committee Update: a) Monthly Financial update - February close	a) Rudy/ Rusty	a) 5 minutes
6	Executive Session	N/A	a) Executive Session	a) Natalie	a) TBD

¹ Anticipated length of time

MINUTES OF THE BOARD OF TRUSTEES OF FUTURE LEADERS INSTITUTE
CHARTER SCHOOL
MARCH 22, 2022

The Board meeting took place via Zoom as permitted by recent amendments to the New York Open Meetings Law in response to the COVID-19 pandemic.

Board members present: Natalie Deak, Jon Drucker, Fernando Garcia, Ross Harold, Rachel Klein, and Julie Wilson.

Others present: Jody Flowers, Daniel Nee, Rusty Slovenec, Natalie Gonzalez Valdez, Ameera Nagle, Thandi Edwards.

Board members absent: Rudy Austin, Katherine Brown, Jay Hatfield, and Jennifer Estrella.

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

1. Ms. Deak welcomed all attendees to the meeting.
2. Jody Flowers and Daniel Nee provided a School Culture Update. FLI's first Art Show will take place next month.
3. Jody Flowers reviewed the attendance data for the month of February and noted the increase last month after a dip in January as a result of an increase in COVID-19 cases in FLI's student population during the Omicron surge the city experienced in late 2021/early 2022. She noted that the number of positive cases in the FLI community has declined considerably in recent weeks.
4. Ms. Flowers provided a detailed review and analysis of the latest Benchmark Exams and STEP Assessments. She reviewed the overall performance by class and the ways in which the FLI Leadership Team and staff utilize the data, including additional interventions that are underway in response to the results. Ms. Flowers also discussed recent enhancements to the school's reading curriculum and answered questions from the Board.
5. Natalie Gonzalez provided an update on Prep Academy, which began in January. She provided the participation statistics by grade level and discussed current staffing levels. A discussion followed regarding opportunities to provide additional support for students with significant need.
6. Rusty Slovenec provided an update on behalf of the Finance Committee. He discussed the February month-end financial results and the drivers behind the budget-to-actual variances. Mr. Slovenec also presented the draft Form 990 for the fiscal year ending June 30, 2021, which was reviewed by FLI's auditors and Finance Committee and signed by Rudy Austin in his capacity as Treasurer.

Upon motion duly made, the Board unanimously voted to approve the Form 990 for filing with the IRS.

7. *Upon motion duly made, the Board unanimously voted to approve the minutes from the February 2022 Board meeting.*
8. Thandi Edwards reviewed the Enrollment & Recruitment Dashboard as well as the 2022-2023 Application Dashboard and answered questions from the Board. Ms. Edwards also provided an update on the school's strategy for Applicant Engagement. A discussion followed regarding FLI's digital marketing strategy and its partnership with a new service provider in this area.

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

The next Board meeting is expected to take place via Zoom at 5:30 p.m. on April 28, 2022.

Respectfully submitted,

Katherine M. Brown
Secretary

(as prepared by Rachel Klein in light of Ms.
Brown's absence from the meeting)

Board of Trustees Meeting

April 28, 2022

5:30 p.m. – 7:30 p.m.

Join Zoom Meeting

<https://us06web.zoom.us/j/96084001082?pwd=L2dFZGJZZDhNK3E1ZGRHZTgxRG4vdz09>

Meeting ID: 960 8400 1082

Passcode: 4B0u1a

AGENDA

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

ID	Subject	Action Required	Topic	Owner	Time
1	Announcements	N/A	a) Welcome and Announcements	a) Natalie	a) 2 minutes
2	Board Business	Board Votes	a) Approval of April Board Meeting Minutes	b) Natalie	a) 2 minutes
3	Enrollment	N/A	a) Enrollment/Recruitment Update	a) Thandi	a) 10 minutes
4	Academics	N/A	EAC Update: a) School Culture Events Update b) Attendance Update c) Benchmark 2 Data	a) FLI's lead team	a) 40 minutes
5	Finance	N/A	Finance Committee Update: a) Monthly Financial update - February close	a) Rudy/ Rusty	a) 5 minutes
6	Executive Session	N/A	a) Executive Session	a) Natalie	a) TBD

¹ Anticipated length of time

MINUTES OF THE BOARD OF TRUSTEES OF FUTURE LEADERS INSTITUTE
CHARTER SCHOOL
APRIL 28, 2022

The Board meeting took place via Zoom as permitted by recent amendments to the New York Open Meetings Law in response to the COVID-19 pandemic.

Board members present: Katherine Brown, Natalie Deak, Jennifer Estrella, Fernando Garcia, Ross Harold, and Julie Wilson.

Others present: Jody Flowers, Daniel Nee, Rusty Slovenec, Natalie Gonzalez Valdez, and Thandi Edwards.

Board members absent: Rudy Austin, Jon Drucker, Jay Hatfield, and Rachel Klein.

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

1. Ms. Deak welcomed all attendees to the meeting.
2. *Upon motion duly made, the Board unanimously voted to approve the minutes from the March 2022 Board meeting.*
3. Thandi Edwards reviewed the Enrollment & Recruitment Dashboard and the 2022-23 Application Dashboard and answered questions from the Board. Ms. Edwards provided an overview of the methodology used to forecast projected enrollment for the 2022-23 school year and outlined recent changes to the enrollment process that are designed to make the process easier for families. A discussion of additional enhancements and innovation in the school's approach to student recruiting followed. It was noted that the Junior Council may be able to provide additional assistance in this area.
4. Dan Nee provided the School Culture update. The school recently hosted an art show attended by all students and school community members. A number of additional events are taking place at the school throughout the month of May.
5. Jody Flowers reviewed the attendance dashboard.
6. Ms. Flowers and Natalie Gonzalez Valdez provided a detailed review and analysis of the latest Benchmark Assessments, including data at the cohort level, the progress of FLI's English Language Learners and SpEd population, and a comparison of FLI's results in relation to the other New York City schools that use the Achievement Network (ANET) platform. Ms. Flowers discussed the format and content of the Benchmarks for both ELA and Math, highlighted differences between the ANET Benchmarks and the state tests, and answered questions from the Board. There was a discussion of the ways the FLI Leadership Team and staff utilize the data to help students prepare for the state exams and the additional interventions that are underway in response to the results. There is a

concerted effort to help teachers refine their approach to reteaching standards when necessary.

7. Rusty Slovenec provided an update on behalf of the Finance Committee. He discussed the March month-end financial results and the drivers behind the budget-to-actual variances. It is anticipated that the year-end surplus for FY21-22 will come in higher than budgeted, primarily as a result of additional expense savings.

8. On motion duly made, the Board moved to Executive Session at approximately 6:35 p.m.

Personnel matters were discussed. Executive Session adjourned at approximately 6:50 p.m.

The Board meeting adjourned at approximately 6:50 p.m.

The next Board meeting is expected to take place via Zoom at 5:30 p.m. on May 26, 2022.

Respectfully submitted,

Katherine M. Brown
Secretary

Board of Trustees Meeting
May 26, 2022
5:30 p.m. – 7:30 p.m.

Join Zoom Meeting

<https://us06web.zoom.us/j/96084001082?pwd=L2dFZGJZZDhNK3E1ZGRHZTgxRG4vdz09>

Meeting ID: 960 8400 1082

Passcode: 4B0u1a

AGENDA

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

ID	Subject	Action Required	Topic	Owner	Time
1	Announcements	N/A	a) Welcome and Announcements	a) Natalie	a) 2 minutes
2	Board Business	Board Votes	a) Approval of April Board Meeting Minutes	b) Natalie	a) 2 minutes
3	Enrollment	N/A	a) Enrollment/Recruitment Update	a) Thandi	a) 10 minutes
4	Academics	N/A	EAC Update: a) Summer Academy Update b) Kumon tutoring c) FLI Culture- suspensions then & now and end of year events	a) FLI's lead team	a) 30 minutes
5	Finance	N/A	Finance Committee Update: a) Monthly Financial update - April close	a) Rudy/ Rusty	a) 10 minutes
6	Executive Session	N/A	a) Executive Session	a) Natalie	a) TBD

¹ Anticipated length of time

MINUTES OF THE BOARD OF TRUSTEES OF FUTURE LEADERS INSTITUTE
CHARTER SCHOOL
MAY 26, 2022

The Board meeting took place via Zoom as permitted by recent amendments to the New York Open Meetings Law in response to the COVID-19 pandemic.

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

Others present: Thandi Edwards (FLI Staff), Jody Flowers (FLI Leadership Team), Natalie Gonzalez Valdez (FLI Leadership Team), Ameera Nagle (FLI Staff), Daniel Nee (FLI Leadership Team), and Rusty Slovenec (FLI Leadership Team).

Board members absent: Jon Drucker, Jennifer Estrella, and Fernando Garcia.

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

1. Ms. Deak welcomed all attendees to the meeting.
2. *Upon motion duly made, the Board unanimously voted to approve the minutes from the April 2022 Board meeting.*
3. Thandi Edwards reviewed the Enrollment & Recruitment Dashboard and the 2022-23 Application Dashboard. Ms. Edwards provided an overview of the methodology used to forecast projected enrollment for the 2022-23 school year and discussed some of the assumptions embedded in the projections. Applications have increased on a year-over-year basis. A discussion regarding the school's efforts to retain current students followed.
4. Natalie Gonzalez Valdez provided an update on Summer Academy and answered questions from the Board. This year's program will take place during the month of July. Ms. Gonzalez Valdez discussed the selection process for those invited to attend and provided an update on current enrollment and staffing levels. She also provided an overview of the pre- and post-Summer Academy assessments that will be used to measure progress.
5. Rusty Slovenec provided an update on a generous grant from the Hatfield Foundation that will be used to fund a 12-month program in partnership with Kumon. The program begins in July and will take place at Kumon's center in East Harlem. Mr. Slovenec and Jody Flowers discussed the process for selecting students to participate, including a commitment from their families in support of their participation. A discussion followed.
6. Dan Nee discussed the suspension data for the current school year, including a deeper dive into the numbers and additional context surrounding the specific types of suspensions received and broader trends in the New York City public school system. Mr.

Nee also answered questions from the Board. A discussion followed regarding the school's security measures as well as preventative efforts taking place in partnership with Youth Officers in the neighborhood.

7. A discussion regarding the imperative of providing robust social emotional support for FLI students during this tumultuous time followed, which included an update from Mr. Nee on the school's restorative practices.
8. Mr. Slovenec provided an update on behalf of the Finance Committee. He discussed the April month-end financial results and the drivers behind the budget-to-actual variances. It is anticipated that the year-end surplus for FY21-22 will come in higher than budgeted, primarily as a result of additional expense savings. The FY22-23 budget is in process with school leadership, CSBM, and the Finance Committee and will be approved at the June Board meeting.
9. On behalf of the Board, Ms. Deak congratulated FLI's Leadership Team on the four-year renewal of the school's charter. FLI's new charter term will begin July 1, 2022.
10. Ms. Flowers and Mr. Slovenec provided an update on the development and implementation of Integrated Co-Teaching classrooms at FLI.
11. 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 via Zoom at 5:30 p.m. on June 30, 2022.

Respectfully submitted,

Katherine M. Brown
Secretary

Board of Trustees Meeting

June 30, 2022

5:30 p.m. – 7:30 p.m.

Join Zoom Meeting

<https://us06web.zoom.us/j/96084001082?pwd=L2dFZGJZZDhNK3E1ZGRHRTgxRG4vdz09>

Meeting ID: 960 8400 1082

Passcode: 4B0u1a

AGENDA

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

ID	Subject	Action Required	Topic	Owner	Time
1	Announcements	N/A	a) Welcome and Announcements	a) Natalie	a) 2 minutes
2	Board Business	Board Votes	a) Approval of May Board Meeting Minutes	b) Natalie	a) 2 minutes
3	Academics	N/A	EAC Update: a) Teacher Spotlight: Meet Ms. Dejinay Reed- #MoreThanAcademics b) FLI Culture- suspension update & summer planning c) Benchmark 3 results d) State Testing- June Instructional Report sent to the school- will be shared at next board meeting	a) Jody/ Ms.Reed b-d) FLI Leadership	a) 40 minutes
4	Enrollment	N/A	a) Enrollment/Recruitment Update	a) Thandi	a) 10 minutes
5	Finance	N/A	Finance Committee Update: a) Monthly Financial update - May close b) 2022-23 Budget Review & Approval	a) Rudy/ Rusty	a) 20 minutes
6	Executive Session	N/A	a) Executive Session	a) Natalie	a) TBD

¹ Anticipated length of time

MINUTES OF THE BOARD OF TRUSTEES OF FUTURE LEADERS INSTITUTE
CHARTER SCHOOL
JUNE 30, 2022

The Board meeting took place via Zoom as permitted by recent amendments to the New York Open Meetings Law in response to the COVID-19 pandemic.

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

Others present: Mr. and Mrs. Allen (FLI Family Community), Thandi Edwards (FLI Staff), Jody Flowers (FLI Leadership Team), Daniel Nee (FLI Leadership Team), Dejinay Reed (FLI Staff), and Rusty Slovenec (FLI Leadership Team).

Board members absent: Jon Drucker, Jennifer Estrella, Jay Hatfield, and Julie Wilson.

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

1. *Welcome.* Ms. Deak welcomed all attendees to the meeting.
2. *Upon motion duly made, the Board unanimously voted to approve the minutes from the May 2022 Board meeting.*
3. *Teacher Spotlight.* Jody Flowers introduced Dejinay Reed, a 7th grade ELA teacher who was recently the subject of a documentary film, *More Than Academics*. Ms. Reed provided an overview of her background, the values and principles underpinning her teaching style and approach, and the community and culture she cultivates in her classroom.
4. *Culture Update.* Dan Nee provided an update regarding the planning that will take place this summer regarding the school's social-emotional curriculum, restorative practices, and other areas of focus from a culture perspective. He also reviewed the suspension data for the current school year and provided additional perspective and context on some of the drivers behind the trends. A discussion followed.
5. *Academics Update.* Ms. Flowers provided a detailed review and analysis of the results of the third and final Benchmark Assessments of the 2021-22 school year, including data at the cohort level, the progress of FLI's English Language Learners and SpEd population, comparative data to the prior Benchmarks, and an overview of FLI's results in relation to the other New York City schools that use the Achievement Network (ANET) platform.

Ms. Flowers shared highlights of student mastery over specific standards and discussed drivers and trends in the data, including the impact of the new math curriculum. Ms. Flowers answered questions from the Board and outlined the actions plan that was formulated in response to the data, shared highlights from the recent Data Day, and

outlined curriculum changes for the upcoming school year. She also outlined specific strategies that will be deployed in connection with the launch of the Integrated Co-Teaching Classroom (ICT) model at FLI next year.

6. *Finance Update.* Mr. Slovenec provided an update on behalf of the Finance Committee. He discussed the May month-end financial results and the drivers behind the budget-to-actual variances. The surplus for FY22 is expected to come in larger than budgeted as a result of additional expense savings and conservative budget assumptions.
7. *Budget Update.* Mr. Slovenec delivered the proposed FY23 budget and recapped the work done by the Finance Committee and school leadership to prepare the draft budget. Mr. Slovenec provided an overview of the primary assumptions embedded in the budget and walked through the key revenue and expense drivers. Mr. Slovenec reviewed the school's ICT strategy and the considerable investments that are reflected in the budget in furtherance of ensuring the success of the program. A discussion followed. The Board reinforced its support for the investment of funds from the school's robust reserve into the ICT program, social-emotional support programming, technology, and other key priorities. After discussion, the Board voted on the following item:

Upon motion duly made, the Board unanimously voted to approve the proposed FY23 budget.

8. *Enrollment Update.* Thandi Edwards reviewed the 2022-23 Enrollment Dashboard and provided an overview of the data regarding student retention and new applications. A discussion followed, including the status of the effort to procure busing services for FLI students.
9. *Executive Session.* On motion duly made, the Board moved to Executive Session at approximately 7:00 p.m.

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

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

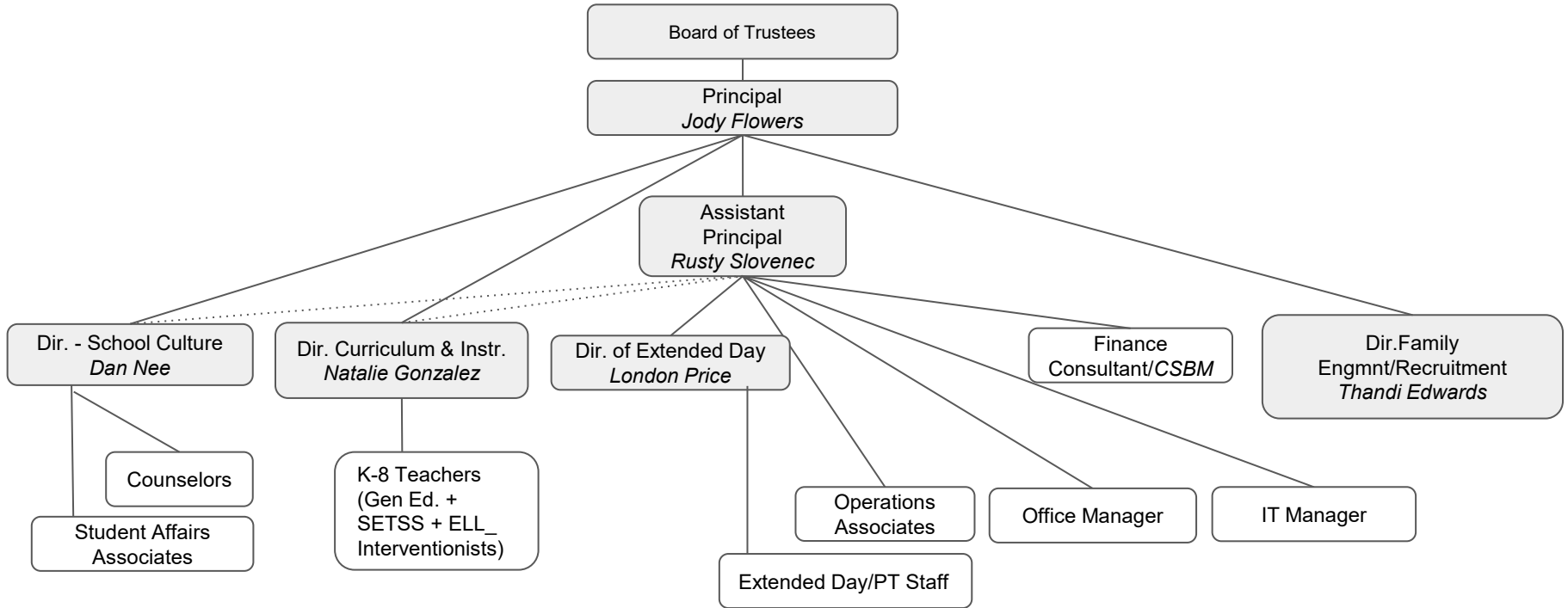
The next Board meeting is expected to take place via Zoom at 5:30 p.m. on July 28, 2022.

Respectfully submitted,

Katherine M. Brown
Secretary

Organizational Chart

2021-22 School Year



Date	Day	School Calendar
7/1/2022	Friday	
7/4/2022	Monday	July 4th - School Building Closed
7/5/2022	Tuesday	
7/6/2022	Wednesday	Summer Academy
7/7/2022	Thursday	Summer Academy
7/8/2022	Friday	Summer Academy
7/11/2022	Monday	Summer Academy
7/12/2022	Tuesday	Summer Academy
7/13/2022	Wednesday	Summer Academy
7/14/2022	Thursday	Summer Academy
7/15/2022	Friday	Summer Academy
7/18/2022	Monday	Summer Academy - New Student Intake
7/19/2022	Tuesday	Summer Academy - New Student Intake
7/20/2022	Wednesday	Summer Academy - New Student Intake
7/21/2022	Thursday	Summer Academy - New Student Intake
7/22/2022	Friday	Summer Academy - New Student Intake
7/25/2022	Monday	Summer Academy - New Student Intake
7/26/2022	Tuesday	Summer Academy - New Student Intake
7/27/2022	Wednesday	Summer Academy - New Student Intake
7/28/2022	Thursday	Summer Academy - New Student Intake
7/29/2022	Friday	Summer Academy - New Student Intake
8/1/2022	Monday	
8/2/2022	Tuesday	
8/3/2022	Wednesday	
8/4/2022	Thursday	
8/5/2022	Friday	
8/8/2022	Monday	
8/9/2022	Tuesday	
8/10/2022	Wednesday	
8/11/2022	Thursday	
8/12/2022	Friday	
8/15/2022	Monday	
8/16/2022	Tuesday	
8/17/2022	Wednesday	New Students - Coffee with the Principal
8/18/2022	Thursday	
8/19/2022	Friday	
8/22/2022	Monday	
8/23/2022	Tuesday	
8/24/2022	Wednesday	
8/25/2022	Thursday	
8/26/2022	Friday	
8/29/2022	Monday	FLI - Teacher Inservice - Back to School Week
8/30/2022	Tuesday	FLI - Teacher Inservice - Back to School Week
8/31/2022	Wednesday	FLI - Teacher Inservice - Back to School Week
9/1/2022	Thursday	FLI - Teacher Inservice - Back to School Week
9/2/2022	Friday	FLI - Teacher Inservice - Back to School Week

9/5/2022	Monday	Labor Day - Building Closed
9/6/2022	Tuesday	Teachers (Inperson) No Students
9/7/2022	Wednesday	Teachers (Inperson) No Students Students First Day of School
9/8/2022	Thursday	Kindergarten Early Dismissal (12noon)
9/9/2022	Friday	
9/12/2022	Monday	New Student STEP (Yellow Book)/F&P Intake - START
9/13/2022	Tuesday	
9/14/2022	Wednesday	
9/15/2022	Thursday	Back to School Night
9/16/2022	Friday	
9/19/2022	Monday	Dads Take your Child to School Day
9/20/2022	Tuesday	
9/21/2022	Wednesday	
9/22/2022	Thursday	
9/23/2022	Friday	New Student STEP/F&P intake END
9/26/2022	Monday	No School - Rosh Hashanah
9/27/2022	Tuesday	No School - Rosh Hashanah
9/28/2022	Wednesday	
9/29/2022	Thursday	
9/30/2022	Friday	
10/3/2022	Monday	Extened Day Begins
10/4/2022	Tuesday	
10/5/2022	Wednesday	No School - Yom Kippur
10/6/2022	Thursday	
10/7/2022	Friday	
10/10/2022	Monday	No School - Indigenous People Day
10/11/2022	Tuesday	
10/12/2022	Wednesday	
10/13/2022	Thursday	
10/14/2022	Friday	
10/17/2022	Monday	Lower School - Picture Day
10/18/2022	Tuesday	Middle School - Picture Day
10/19/2022	Wednesday	
10/20/2022	Thursday	
10/21/2022	Friday	
10/24/2022	Monday	
10/25/2022	Tuesday	
10/26/2022	Wednesday	
10/27/2022	Thursday	
10/28/2022	Friday	
10/31/2022	Monday	
11/1/2022	Tuesday	
11/2/2022	Wednesday	
11/3/2022	Thursday	
11/4/2022	Friday	
11/7/2022	Monday	

11/8/2022	Tuesday	Election Day - No Students STEP Cycle 1 (Purple Book) - START
11/9/2022	Wednesday	F&P Assessment Cycle 1 - START
11/10/2022	Thursday	
11/11/2022	Friday	No School - Veterans Day
11/14/2022	Monday	
11/15/2022	Tuesday	ELA Benchmark Term 1
11/16/2022	Wednesday	Math Benchmark Term 1
11/17/2022	Thursday	
11/18/2022	Friday	
11/21/2022	Monday	
11/22/2022	Tuesday	Thanksgiving Day Feast - TBD
		Term 1 Ends
		STEP Cycle 1 (Purple Book) - END
11/23/2022	Wednesday	F&P Assessment Cycle 1 - END
11/24/2022	Thursday	No School - Thanksgiving Break
11/25/2022	Friday	No School - Thanksgiving Break
11/28/2022	Monday	Data Day - No Students
11/29/2022	Tuesday	Term 2 Starts
11/30/2022	Wednesday	
12/1/2022	Thursday	
12/2/2022	Friday	
12/5/2022	Monday	
12/6/2022	Tuesday	
12/7/2022	Wednesday	Report Card Term 1 Distribution
12/8/2022	Thursday	Parent Teacher Conference - Term 1 (Evening)
12/9/2022	Friday	Parent Teacher Conference - Term 1
12/12/2022	Monday	
12/13/2022	Tuesday	
12/14/2022	Wednesday	
12/15/2022	Thursday	
12/16/2022	Friday	Staff Holiday Party
12/19/2022	Monday	
12/20/2022	Tuesday	
12/21/2022	Wednesday	
12/22/2022	Thursday	
12/23/2022	Friday	
12/26/2022	Monday	No School - Winter Recess
12/27/2022	Tuesday	No School - Winter Recess
12/28/2022	Wednesday	No School - Winter Recess
12/29/2022	Thursday	No School - Winter Recess
12/30/2022	Friday	No School - Winter Recess
1/2/2023	Monday	No School - Winter Recess

1/3/2023	Tuesday	
1/4/2023	Wednesday	
1/5/2023	Thursday	
1/6/2023	Friday	
1/9/2023	Monday	
1/10/2023	Tuesday	
1/11/2023	Wednesday	
1/12/2023	Thursday	
1/13/2023	Friday	
1/16/2023	Monday	No School - Martin Luther King Jr. Day
1/17/2023	Tuesday	
1/18/2023	Wednesday	
1/19/2023	Thursday	
1/20/2023	Friday	
1/23/2023	Monday	Picture Retake/Cap & Gown Pictures
1/24/2023	Tuesday	
1/25/2023	Wednesday	
1/26/2023	Thursday	
1/27/2023	Friday	
1/30/2023	Monday	DOE PD Day - (FLI In Session)
1/31/2023	Tuesday	
2/1/2023	Wednesday	
2/2/2023	Thursday	
2/3/2023	Friday	
2/6/2023	Monday	School Counselor Appreciation Day
2/7/2023	Tuesday	
2/8/2023	Wednesday	
2/9/2023	Thursday	
2/10/2023	Friday	
2/13/2023	Monday	
2/14/2023	Tuesday	
2/15/2023	Wednesday	
2/16/2023	Thursday	
2/17/2023	Friday	
2/20/2023	Monday	No School - Midwinter Recess
2/21/2023	Tuesday	No School - Midwinter Recess
2/22/2023	Wednesday	No School - Midwinter Recess
2/23/2023	Thursday	No School - Midwinter Recess
2/24/2023	Friday	No School - Midwinter Recess
2/27/2023	Monday	STEP Cycle 2 (Yellow Book) - START
2/28/2023	Tuesday	
3/1/2023	Wednesday	
3/2/2023	Thursday	
3/3/2023	Friday	
3/6/2023	Monday	

3/7/2023	Tuesday	ELA Benchmark Term II
3/8/2023	Wednesday	Math Benchmark Term II
3/9/2023	Thursday	Term 2 Ends
3/10/2023	Friday	STEP Cycle 2 (Yellow Book) - END
3/13/2023	Monday	Data Day - No Students
3/14/2023	Tuesday	Term 3 Starts
3/15/2023	Wednesday	
3/16/2023	Thursday	
3/17/2023	Friday	
3/20/2023	Monday	
3/21/2023	Tuesday	
3/22/2023	Wednesday	Report Card Term 2 Distribution
3/23/2023	Thursday	FLI Parent Teacher Conferences (Evening)
3/24/2023	Friday	FLI Parent Teacher Conferences
3/27/2023	Monday	
3/28/2023	Tuesday	
3/29/2023	Wednesday	
3/30/2023	Thursday	
3/31/2023	Friday	FLI Art Show Day
4/3/2023	Monday	
4/4/2023	Tuesday	
4/5/2023	Wednesday	
4/6/2023	Thursday	No School - Spring Break
4/7/2023	Friday	No School - Spring Break
4/10/2023	Monday	No School - Spring Break
4/11/2023	Tuesday	No School - Spring Break
4/12/2023	Wednesday	No School - Spring Break
4/13/2023	Thursday	No School - Spring Break
4/14/2023	Friday	No School - Spring Break
4/17/2023	Monday	NYSESLAT (Speaking) ...start
4/18/2023	Tuesday	
4/19/2023	Wednesday	ELA STATE TEST
4/20/2023	Thursday	ELA STATE TEST
4/21/2023	Friday	No School - Eid al-Fitr
4/24/2023	Monday	
4/25/2023	Tuesday	
4/26/2023	Wednesday	Operations, SA, Director CIA, Director Culture, Manager of Extended - A
4/27/2023	Thursday	
4/28/2023	Friday	

5/1/2023	Monday	Teachers Appreciation Week (May 1 - May 5) Principal & Assistant Principal Appreciation Day
5/2/2023	Tuesday	
5/3/2023	Wednesday	Math State Test
5/4/2023	Thursday	Math State Test
5/5/2023	Friday	
5/8/2023	Monday	
5/9/2023	Tuesday	
5/10/2023	Wednesday	
5/11/2023	Thursday	FLI Parent Teacher Conference (Evening)
5/12/2023	Friday	FLI Parent Teacher Conference
5/15/2023	Monday	NYSESLAT (Listening, Reading, Writing) ...start
5/16/2023	Tuesday	
5/17/2023	Wednesday	Academic Exhibition Day - TBD
5/18/2023	Thursday	
5/19/2023	Friday	Senior Prom STEP Cycle 3 (Purple Book) - START
5/22/2023	Monday	F&P Assessment Cycle 2 - START
5/23/2023	Tuesday	8th Grade State Science Performance exam
5/24/2023	Wednesday	8th Grade State Science Performance exam
5/25/2023	Thursday	
5/26/2023	Friday	NYSESLAT (ALL) ...end
5/29/2023	Monday	No School - Memorial Day
5/30/2023	Tuesday	
5/31/2023	Wednesday	8th Grade ELA Benchmark Term III
6/1/2023	Thursday	8th Grade Math Benchmark Term III STEP Cycle 3 (Purple Book) - END
6/2/2023	Friday	F&P Assessment Cycle 2 - END
6/5/2023	Monday	8th Grade Written State Science Test
6/6/2023	Tuesday	ELA Benchmark Term III (Grades 3-7)
6/7/2023	Wednesday	Math Benchmark Term III (Grades 3-7)
6/8/2023	Thursday	DOE No School - Chancellor's Day (FLI in Session) DOE No School - Clerical day (FLI in Session) Term 3 Ends
6/9/2023	Friday	Impact Day
6/12/2023	Monday	Data Day - No Students
6/13/2023	Tuesday	
6/14/2023	Wednesday	Extended Day - End of Year Show Last day of Extended Day
6/15/2023	Thursday	Algebra 1 Regents

6/16/2023	Friday	Senior Trip - Six Flags 5th Grade Moving Along Ceremony
6/19/2023	Monday	No School - Juneteenth
6/20/2023	Tuesday	
6/21/2023	Wednesday	8th Grade Graduation
6/22/2023	Thursday	8th Grade Graduation (Rain)
6/23/2023	Friday	Report Card - Term 3 Distribution
6/26/2023	Monday	K Moving Along Ceremony
6/27/2023	Tuesday	Last Day of School
6/28/2023	Wednesday	
6/29/2023	Thursday	
6/30/2023	Friday	

Extended Day**Family**

No Extended Day

No Extended Day

No Extended Day

No Extended Day

No Extended Day

No Extended Day

No Extended Day

No Extended Day

No Extended Day

No Extended Day

No Extended Day

No Extended Day

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No Extended Day

No Extended Day

No Extended Day

July 4th - School Building Closed

Summer Academy

Summer Academy

Summer Academy

Summer Academy

Summer Academy

Summer Academy

Summer Academy

Summer Academy

Summer Academy

Summer Academy

Summer Academy

Summer Academy

Summer Academy

Summer Academy

Summer Academy

Summer Academy

Summer Academy

Summer Academy

New Students - Coffee with the Principal

Extended Day - Resumes

Extended Day

Extended Day

Extended Day

Extended Day

Extended Day

Extended Day

Extended Day

Extended Day

No Extended Day

Extended Day - Resumes

No School - Martin Luther King Jr. Day

Extended Day

Extended Day

Extended Day

Extended Day

Extended Day

Picture Retake/Cap & Gown Pictures

Extended Day

Extended Day

Extended Day

Extended Day

Extended Day

DOE PD Day - (FLI In Session)

Extended Day

Extended Day

Extended Day

Extended Day

Extended Day

School Counselor Appreciation Day

Extended Day

Extended Day

Extended Day

Extended Day

Extended Day

Extended Day

Extended Day

Extended Day

Extended Day

Extended Day

Extended Day

Extended Day

Extended Day

Extended Day

Extended Day

Extended Day

Extended Day

Extended Day

Extended Day

Extended Day

Extended Day

Extended Day - Black History Show

Extended Day - Black History Show

No Extended Day

No Extended Day - 2:30 Dismissal

No Extended Day

No School - Midwinter Recess

No Extended Day

No School - Midwinter Recess

No Extended Day

No School - Midwinter Recess

No Extended Day

No School - Midwinter Recess

No Extended Day

Extended Day Resumes

1 to 1 STEP Reading Assessment #2 (K-5) Begins

Extended Day Resumes

Extended Day

Extended Day

Extended Day

Extended Day

No Extended Day	ELA Benchmark Term II
No Extended Day	No Extended Day - 2:30 Dismissal
No Extended Day	Math Benchmark Term II
Extended Day	No Extended Day - 2:30 Dismissal
Extended Day	Term 2 Ends
No Extended Day	1 to 1 STEP Reading Assessment #2 (K-5) Ends
Extended Day	Data Day - No Students
Extended Day	Term 3 Starts
Extended Day	
Extended Day	
Extended Day	
Extended Day	
Extended Day	Report Card Term 2 Distribution
No Extended Day	Parent Teacher Conference - Term 2
No Extended Day	No Extended Day - 2:30 Dismissal
No Extended Day	Parent Teacher Conference - Term 2
Extended Day Resumes	No Extended Day - 2:30 Dismissal
Extended Day	Extended Day Resumes
Extended Day	
Extended Day	
Extended Day	
Extended Day	FLI Art Show Day
Extended Day	
No Extended Day	No Extended Day - 2:30 Dismissal
No Extended Day	No School - Spring Break
No Extended Day	No School - Spring Break
No Extended Day	No School - Spring Break
No Extended Day	No School - Spring Break
No Extended Day	No School - Spring Break
No Extended Day	No School - Spring Break
No Extended Day	No School - Spring Break
Extended Day	Extended Day Resumes
Extended Day	
No Extended Day	ELA STATE TEST
No Extended Day	No Extended Day - 2:30 Dismissal
No Extended Day	ELA STATE TEST
No Extended Day	No Extended Day - 2:30 Dismissal
No Extended Day	No School - Eid al-Fitr
Extended Day Resumes	Extended Day Resumes
Extended Day	
Extended Day	Operations, SA, Director CIA, Director Culture, Manager
Extended Day	
Extended Day	

Teachers Appreciation Week (May 1 - May 5)
Principal & Assistant Principal Appreciation Day

Extended Day
Extended Day

No Extended Day	Math State Test No Extended Day - 2:30 Dismissal
No Extended Day	Math State Test No Extended Day - 2:30 Dismissal

Extended Day
Extended Day
Extended Day
Extended Day

No Extended Day	FLI Parent Teacher Conference (Evening) No Extended Day - 2:30 Dismissal
No Extended Day	FLI Parent Teacher Conference No Extended Day - 2:30 Dismissal

Extended Day NYESLAT (Listening, Reading, Writing) ...start
Extended Day
Extended Day Academic Exhibition Day - TBD
Extended Day
Extended Day Senior Prom

Extended Day 1 to1 STEP Reading Assessment #3 (K-5) Begins
Extended Day 1 to 1 F&P Reading Assessment #2 (6-8) Begins
Extended Day 8th Grade State Science Performance exam
Extended Day 8th Grade State Science Performance exam

Extended Day NYESLAT (ALL) ...end

No Extended Day	No School - Memorial Day
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Extended Day Resumes

Extended Day 8th Grade ELA Benchmark Term III
Extended Day 8th Grade Math Benchmark Term III
Extended Day 1 to1 STEP Reading Assessment #3 (K-5) Ends
Extended Day 1 to 1 F&P Reading Assessment #2 (6-8) Ends
Extended Day 8th Grade Written State Science Test

No Extended Day	ELA Benchmark Term III (Grades 3-7) No Extended Day - 2:30 Dismissal
No Extended Day	Math Benchmark Term III (Grades 3-7) No Extended Day - 2:30 Dismissal

Extended Day DOE No School - Chancellor's Day (FLI in Session)
DOE No School - Clerical day (FLI in Session)
Term 3 Ends

Extended Day Impact Day

No Extended Day	Data Day - No Students
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Extended Day
Extended Day

Extended Day - End of Year Show
Last day of Extended Day
Last day of Extended Day Algebra 1 Regents

No Extended Day
No Extended Day
No Extended Day
No Extended Day
No Extended Day
No Extended Day
No Extended Day
No Extended Day

Senior Trip - Six Flags
No Extended Day - 2:30 Dismissal till the end of year
5th Grade Moving Along Ceremony
No School - Juneteenth
8th Grade Graduation
8th Grade Graduation (Rain)
Report Card - Term 3 Distribution
K Moving Along Ceremony
Last Day of School

Operations

CSA

July 4th - School Building Closed

Holiday - July 4th - School Building Closed

Black Out
Black Out
Black Out
Black Out
Black Out
Black Out
Black Out
Black Out

Black Out
Black Out
Black Out
Black Out
Black Out
Black Out
Black Out
Black Out

Labor Day - Building Closed

Holiday - Labor Day - Building Closed

Black Out

Black Out

Black Out

Black Out

Black Out

Black Out

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Back to School Night

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Dads Take your Child to School Day

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No School - Rosh Hashanah - Building Closed

Holiday - Rosh Hashanah - Building Closed

No School - Rosh Hashanah - Building Closed

Holiday - Rosh Hashanah - Building Closed

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Extened Day Begins

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No School - Yom Kippur - Building Closed

Holiday - Yom Kippur - Building Closed

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No School - Indigenous People Day - Building Closed

Holiday - Indigenous People Day - Building Closed

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No School - Martin Luther King Jr. Day - Building Holiday - Martin Luther King Jr. Day - Building Clos

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No School - Midwinter Recess - Building Closed Holiday - Midwinter Recess - Building Closed
No School - Midwinter Recess - Building Closed Holiday - Midwinter Recess - Building Closed
No School - Midwinter Recess - Building Closed
No School - Midwinter Recess - Building Closed
No School - Midwinter Recess - Building Closed

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Data Day - No Students

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No School - Spring Break - Building Closed
 No School - Spring Break - Building Closed
 No School - Spring Break - Building Closed
 No School - Spring Break - Building Closed
 No School - Spring Break - Building Closed
 No School - Spring Break - Building Closed
 No School - Spring Break - Building Closed

Holiday - Spring Break - Building Closed
 Holiday - Spring Break - Building Closed

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No School - Eid al-Fitr - Building Closed

Holiday - Eid al-Fitr - Building Closed

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No School - Memorial Day - Building Closed Holiday - Memorial Day - Building Closed

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Data Day - No Students

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No School - Juneteenth - Building Closed

Holiday - Juneteenth - Building Closed

Black Out

Black Out

Black Out

Black Out

Black Out

Black Out

Black Out

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Form 14-602-7-1950 (16)

DEPARTMENT OF BUILDINGS

BOROUGH OF MANHATTAN, THE CITY OF NEW YORK

P.S. 144

No. **50904**

Date **July 18, 1959**

CERTIFICATE OF OCCUPANCY

(Standard form adopted by the Board of Standards and Appeals and issued pursuant to Section 646 of the New York Charter, and Sections C.26-181.0 to C.26-187.0 inclusive Administrative Code 2.1.3.1. to 2.1.3.7. Building Code.)

This certificate supersedes C. O. No. **50325**

To the owner or owners of the building or premises:

THIS CERTIFIES that the new ~~structure~~ building-premises located at

106-150 West 122nd Street Block **1908** Lot **11**

, conforms substantially to the approved plans and specifications, and to the requirements of the building code and all other laws and ordinances, and of the rules and regulations of the Board of Standards and Appeals, applicable to a building of its class and kind at the time the permit was issued; and

CERTIFIES FURTHER that, any provisions of Section 646F of the New York Charter have been complied with as certified by a report of the Fire Commissioner to the Borough Superintendent.

N.B. ~~BOOK~~ No. **115-1066**

Construction classification— **Class 1 Fireproof**

Occupancy classification— **Public Building** . Height **Basmt. & 3** stories, **31'-4"** feet.

Date of completion— **July 14, 1959** . Located in **Residence** Use District.

B Area **1 1/2** . Height Zone at time of issuance of permit **127-1959; 1807-1967; 1018-1967**

This certificate is issued subject to the limitations hereinafter specified and to the following resolutions of the Board of Standards and Appeals: (Cite resolution numbers to be inserted here.)

PERMISSIBLE USE AND OCCUPANCY

STORY	LIVE LOADS Lb. per Sq. Ft.	PERSONS ACCOMMODATED			USE
		MALE	FEMALE	TOTAL	
Basement	On ground	28		28	
1st story	60, 75, 50 & 100	1074	1074	2148	
2nd story	60 & 50	354	354	708	
3rd story	60 & 50	359	358	717	

Sec. 6.1.23 sub-4 Building Code C.26-273.0 Adm. Code

"Prior to the occupancy of a structure erected or altered after January 1, 1938, the authorized occupancy of each floor of said structure as stated in the certificate of occupancy shall be permanently posted under glass and maintained in the main entrance hall of such structures"

P 144 M
Thomas V. ...
 Borough Superintendent