

# I. SCHOOL INFORMATION AND COVER PAGE

Created Thursday, July 18, 2013  
Updated Monday, August 26, 2013

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## Page 1

### 1. SCHOOL NAME

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

310300860881 FUTURE LEADERS INST CS

### 2. CHARTER AUTHORIZER

NYCDOE-Authorized Charter School

### 3. DISTRICT / CSD OF LOCATION

NYC CSD 3

### 4. SCHOOL INFORMATION

PRIMARY ADDRESS	PHONE NUMBER	FAX NUMBER	EMAIL ADDRESS
134 West 122nd Street New York, NY 10027	212-678-2868	212-866-2367	info@futureleadersinstitut e.org

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

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

### 5. SCHOOL WEB ADDRESS (URL)

www.futureleadersinstitute.org

### 6. DATE OF INITIAL CHARTER

2005-03-01 00:00:00

### 7. DATE FIRST OPENED FOR INSTRUCTION

2005-07-01 00:00:00

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

(as reported on BEDS Day)

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

Check all that apply

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

Yes/No	Name of CMO/EMO
No	

## 11. FACILITIES

Will the School maintain or operate multiple sites?

No, just one site.

## 12. SCHOOL SITES

Please list the sites where the school will operate in 2013-14.

	Physical Address	Phone Number	District/C SD	Grades Served at Site	School at Full Capacity at Site	Facilities Agreement
Site 1 (same as primary site)	134 West 122nd Street New York, NY 10027	212-678-2868	CSD 3	K-8	Yes	DOE space
Site 2						
Site 3						

12a. Please provide the contact information for Site 1 (same as the primary site).

	Name	Work Phone	Alternate Phone	Email Address
School Leader	Ismael Colon	[REDACTED]	[REDACTED]	[REDACTED]
Operational Leader	Jahdiya Griffin	[REDACTED]	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Complaint Contact	Ismael Colon	[REDACTED]	[REDACTED]	[REDACTED]

13. Are the School sites co-located?

Yes

13a. 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 (primary site)	Not Applicable	No		No		Yes
Site 2						
Site 3						

14. Were there any revisions to the school's charter during the 2012-2013 school year? (Please include both those that required authorizer approval and those that did not require authorizer approval).

Yes

15. Summary of Charter Revisions

	Category (Select Best Description)	Specific Revision (150 word limit)	Date Approved by BOT (if applicable)	Date Approved by Authorizer (if applicable)
1	Change in Maximum Approved Enrollment	NYCDOE agreed to increase the maximum enrollment to 390 for the 2012-2013 school year, with the agreement that a formal charter revision request to increase the maximum enrollment to 430 would be submitted for the 2013-2014 school year.	5/16/13	Not Applicable.
2				
3				
4				
5				

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

• Yes

Signature, Head of Charter School



Signature, President of the Board of Trustees

Thank you.

# Signature Page for President of Board of Trustees

Created Friday, July 26, 2013

Updated Thursday, August 01, 2013

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## Page 1

310300860881 FUTURE LEADERS INST CS

16. My signature below attest that all of the information contained herein is truthful and accurate and that this charter school is in compliance with all aspects of its charter, and with all pertinent Federal, State, and local laws, regulations, and rules. We understand that if any information in any part of this report is found to have been deliberately misrepresented, that will constitute grounds for the revocation of our charter. Check **YES** if you agree and use the mouse on your PC or the stylus on your mobile device to sign your name).

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- Yes
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Signature, Board President

A handwritten signature in black ink, consisting of several loops and a long horizontal stroke, positioned below the text 'Signature, Board President'.

Thank you.

# Appendix A: Progress Toward Goals

Created Friday, July 19, 2013

Updated Wednesday, October 30, 2013

## Page 1

Charter School Name: 310300860881 FUTURE LEADERS INST CS

### 1. NEW YORK STATE REPORT CARD

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

(Charter schools completing year one will not yet have a School Report Card or link to one. Please type "URL is not available" in the space provided).

<https://reportcards.nysed.gov/files/2011-12/RC-2012-310300860881.pdf>

### 2. APPENDIX A: PROGRESS TOWARD CHARTER GOALS

#### 2a. ACADEMIC STUDENT PERFORMANCE GOALS

If the Progress Toward Charter Goals are based on student performance data that the school will not have access to by August 1, 2013 (e.g., the NYS Assessment results), please list goals and explain this in the "Progress Towards Attainment" column. This information can be updated for Appendix A when available but no later than November 1, 2013. Board of Regents-authorized charter schools that opened for instruction in the fall of 2012 or that were renewed in 2012-13 will be held to the same charter-specific academic goals. Board of Regents-authorized charter schools will also be held accountable to Student Performance Benchmark 1 of the Performance Framework.

#### 2012-13 Progress Toward Attainment of Academic Goals

	Academic Student Performance Goal	Measure Used to Evaluate Progress	2012-2013 Progress Toward Attainment	If Not Met, Describe Efforts to be Taken
Academic Goal 1	Each year, the school will earn a score sufficient to place in the 75th percentile of all schools on the "Performance" section of the citywide Progress Report	2012-2013 NYCDOE Progress Report: Comparison to Peer Schools	Our placement in the ranking of similar schools cannot yet be determined as the 2012-2013 NYC DOE Progress Reports have not been released as of yet.	Not Applicable
Academic Goal 2	Each year, 75 percent of 3rd-8th graders will perform at or above Level 3 on the New York State ELA examination.	NYS ELA exam scores	This goal has not been met. Of all students in Grades 3-8, a total of 17% performed at or above Level 3 on the NYS ELA exam.	To help us meet this goal in the current school year, we have implemented several key initiatives to 1) increase the amount of instructional time we have with our students, 2) further develop the skills and effectiveness of our teaching staff, and 3) refine our use of data to drive differentiated instruction and interventions. To better meet the needs of all

struggling learners, we are now providing an after-school program as well as Saturday School and remedial instruction during all school breaks. During the school day, we have revised our schedule to incorporate a daily double block of ELA instruction. We have also made significant investments in instructional resources by purchasing Ready New York curriculum and test preparation as well as the Digital Learning curriculum, SuccessMaker. In addition, FLI is employing several coaches and specialists to provide ongoing training and support for teachers and to assist with curriculum development, student assessments, and the use of data. We have developed Professional Learning Teams, through which grade level teams and coaches meet regularly to discuss best practices and other solutions to challenges faced in the classroom.

Academic Goal 3	Each year, 75 percent of 3rd-8th graders will perform at or above Level 3 on the New York State Mathematics examination.	NYS Math exam scores	This goal has not been met. Of all students in Grades 3-8, a total of 18% performed at or above Level 3 on the NYS Math exam.	To help us meet this goal in the current school year, we have implemented several key initiatives to 1) increase the amount of instructional time we have with our students, 2) further develop the skills and effectiveness of our teaching staff, and 3) refine our use of data to drive differentiated instruction and interventions. To better meet the needs of all struggling learners, we are now providing an after-school program as well as Saturday School and remedial instruction during all school breaks. We have also made significant investments in instructional resources by purchasing Ready New York curriculum and test preparation as well as the Digital Learning curriculum, SuccessMaker. In addition, FLI is employing several coaches and specialists to provide ongoing training and support for teachers and to
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				assist with curriculum development, student assessments, and the use of data. We have developed Professional Learning Teams, through which grade level teams and coaches meet regularly to discuss best practices and other solutions to challenges faced in the classroom.
Academic Goal 4	Each year, 75 percent of 4th and 8 graders will perform at or above Level 3 on the New York State Science examination.	NYS Science exam scores	This goal has been met. Of all students in Grades 4 and 8, a total of 81% performed at or above Level 3 on the NYS Math exam.	
Academic Goal 5	Each year, 75 percent of 3rd-8th graders will perform at or above Level 3 on the New York State Social Studies examination.	NYS Social Studies exam scores	Not Applicable. NYS is no longer administering this exam.	Not Applicable
Academic Goal 6	Each year, the school will be deemed "In Good Standing."	NYSED determination	School standings have not yet been released by NYSED.	Not Applicable
Academic Goal 7	Diagnostic Reading Assessments (DRA) are used in all grades at FLI. The goal is that each year 85% of students in grades K-3 will score at or above grade level on these end-of-year assessments.	DRA scores	Not Applicable. FLI did not administer the DRA diagnostic tests.  To drive Reading instruction and measure student gains, the school used the Fountas & Pinnell Guided Reading System.	Not Applicable
Academic Goal 8	Each year, 75% of the students in grades K-2 will earn scores in reading, writing, and mathematics at or above expectation as measured by the Children's Progress of Academic Achievement	Children's Progress Academic Achievement assessment scores	Not Applicable. FLI did not administer the Children's Progress Assessment.  To measure student gains, the school used the Ready New York CCLS assessments.	Not Applicable

## 2a1. Do have more academic goals to add?

Yes

## 2012-13 Progress Toward Attainment of Academic Goals

Academic Student Performance Goal	Measure Used to Evaluate Progress	2012-2013 Progress Toward Attainment	If Not Met, Describe Efforts to be Taken
Academic Goal 9	FLI Charter School will employ a full-time High School Placement Coordinator to ensure that graduates attend excellent	Student transfer records.	This goal has been met. 100% of our 8th graders will be attending high schools with a graduation rate over 75%.

	high schools. FLI Charter School's goal will be that 100% of its eighth-graders attend high schools that graduate at least 75% of their students.			
Academic Goal 10	For year 2 through 5 of the charter, grade-level cohort of the same students (i.e. students who are in the school for two years in a row) will reduce the gap between the percent at or above Level 3 on the previous year's State ELA exam and 90 percent at or above Level 3 on the current year's State ELA exam. If the number of students scoring above proficiency in a grade level cohort exceeded 90 percent on the previous year's ELA exam, the school is expected to demonstrate growth (from proficient to advanced) in the current year.	NYS ELA exam scores	This goal has been partially met. On the 2013 ELA exams, all grades except for 5th saw gains for students who attended the school for at least two consecutive years, therefore reducing the gap between 2012 ELA scores and 90%.	
Academic Goal 11	For year 2 through 5 of the proposed charter, grade-level cohort of the same students (i.e. students who are in the school for two years in a row) will reduce the gap between the percent at or above Level 3 on the previous year's State Math exam and 90 percent at or above Level 3 on the current year's State Math exam. If the number of students scoring above proficiency in a grade level cohort exceeded 90 percent on the previous year's Math exam, the school is expected to demonstrate growth (from proficient to advanced) in the current year.	NYS Math exam scores	This goal has been met. On the 2013 Math exams, all grade level cohorts saw gains for students who attended the school for at least two consecutive years, therefore reducing the gap between 2012 Math scores and 90%.	
Academic Goal 12	Each year, the percent of students performing at or above Level 3 on the State ELA exam in each tested grade will, in the majority of grades, exceed the average performance of students in the same grades of Community District 3.	NYS ELA exam scores	This goal has not been met. For all grades tested, the percent of FLI students performing at or above Level 3 on the ELA exam did not exceed the average performance of students in the same grades of CSD 3. It is important to note, however, that the demographics of our student body are most similar to the schools in CSD 5. In all grades tested except 6th, FLI students outperformed their peers in CSD 5 on the ELA exam.  3rd Grade: FLI - 16.7%	To help us meet this goal in the current school year, we have implemented several key initiatives to 1) increase the amount of instructional time we have with our students, 2) further develop the skills and effectiveness of our teaching staff, and 3) refine our use of data to drive differentiated instruction and interventions. To better meet the needs of all struggling learners, we are now providing an after-school program as well as Saturday School and remedial instruction during all school breaks. In

			<p>CSD 3 - 48.8%</p> <p>CSD 5 - 13.4%</p> <p>4th Grade:</p> <p>FLI - 22.5%</p> <p>CSD 3 - 44.5%</p> <p>CSD 5 - 11.7%</p> <p>5th Grade:</p> <p>FLI - 18.2%</p> <p>CSD 3 - 41.3%</p> <p>CSD 5 - 10.7%</p> <p>6th Grade:</p> <p>FLI - 7.3%</p> <p>CSD 3 - 35.1%</p> <p>CSD 5 - 14%</p> <p>7th Grade:</p> <p>FLI - 20.4%</p> <p>CSD 3 - 40.2%</p> <p>CSD 5 - 15%</p> <p>8th Grade:</p> <p>FLI - 14.7%</p> <p>CSD 3 - 39.4%</p> <p>CSD 5 - 14.7%</p>	<p>addition, FLI is employing several coaches and specialists to provide ongoing training and support for teachers and to assist with curriculum development, student assessments, and the use of data.</p>
Academic Goal 13	Each year, the percent of students performing at or above Level 3 on the State Math exam in each tested grade will, in the majority of grades, exceed the average performance of students in the same grades of Community District 3.	NYS Math exam scores	<p>This goal has not been met. For all grades tested, the percent of FLI students performing at or above Level 3 on the Math exam did not exceed the average performance of students in the same grades of CSD 3. It is important to note, however, that the demographics of our student body are most similar to the schools in CSD 5. In Grades 3, 4 and 6, FLI students outperformed their peers in CSD 5.</p> <p>3rd Grade:</p> <p>FLI - 40.5%</p> <p>CSD 3 - 52.1%</p> <p>CSD 5 - 16.1%</p> <p>4th Grade:</p> <p>FLI - 20.4%</p> <p>CSD 3 - 51.9%</p> <p>CSD 5 - 15.4%</p> <p>5th Grade:</p> <p>FLI - 6.8%</p> <p>CSD 3 - 40%</p> <p>CSD 5 - 8.7%</p> <p>6th Grade:</p> <p>FLI - 26.8%</p> <p>CSD 3 - 39.3%</p>	<p>To help us meet this goal in the current school year, we have implemented several key initiatives to 1) increase the amount of instructional time we have with our students, 2) further develop the skills and effectiveness of our teaching staff, and 3) refine our use of data to drive differentiated instruction and interventions. To better meet the needs of all struggling learners, we are now providing an after-school program as well as Saturday School and remedial instruction during all school breaks. In addition, FLI is employing several coaches and specialists to provide ongoing training and support for teachers and to assist with curriculum development, student assessments, and the use of data.</p>

CSD 5 - 16.4%

7th Grade:

FLI - 9%

CSD 3 - 36.6%

CSD 5 - 10.9%

8th Grade:

FLI - 2.9%

CSD 3 - 35.7%

CSD 5 - 11%

Academic Goal 14	Each year the school will receive a 'B' or higher on the Student Progress section of the NYCDOE Progress Report.	NYCDOE Progress Report	The 2012-2013 NYC DOE Progress Reports have not been released as of yet.	Not Applicable
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## 2a2. Do have more academic goals to add?

No

2b. ORGANIZATIONAL GOALS

2012-13 Progress Toward Attainment of Organizational Goals

	Organizational Goal	Measure Used to Evaluate Progress	2012-2013 Progress Toward Attainment	If Not Met, Describe Efforts to be Taken
Org Goal 1	Each year, the school will have an average daily student attendance rate of at least 95 percent. This will be measured by school reported data, from our internal attendance tracking system, on the annual report submitted August 1st.	Attendance records.	This goal has been met. Average daily attendance for the 2012-2013 school year was 95.3%	
Org Goal 2	Each year, 95 percent of all students enrolled during the course of the year will return the following September.	ATS records	This goal has not been met. Of all students who enrolled in 2011-2012, 71% returned for the 2012-2013 school year.	<p>To increase student retention rates, FLI is paying close attention to the results of the parent and student surveys so that some of the issues causing a lower retention rate can be addressed.</p> <p>Given, however, that the low retention rate is most directly attributed to the school's failing grade on the 2010-2011 NYC Progress Report, we implemented many school improvement strategies to raise the school's Grade to a "B" in 2011-2012. Therefore, we feel that the number of students leaving FLI for other schools will be greatly reduced.</p>
Org Goal 3	Each year, the school will comply with all applicable laws, rules, regulations and contract terms including, but not limited to, the New York Charter Schools Act, the New York Freedom of Information Law, the New York Open Meetings Law, the Federal Individuals with Disabilities Education Act, and Federal Family Educational Rights and Privacy Act.	School records	This goal has been met. The school has complied with all laws, rules, and regulations.	
Org Goal 4	Each year, the percent of the student body referred for disciplinary infractions will be fewer than 20 percent.	School records	This goal has been met.	
Org Goal 5	Each year, 80 percent of board members will attend more than 50 percent of regularly scheduled meetings.	Board attendance records	This goal has been met.	

## 2b.1 Do you have more organizational goals to add?

Yes

### 2012-13 Progress Toward Attainment of Organizational Goals

	Organizational Goal	Measure Used to Evaluate Progress	2012-2013 Progress Toward Attainment	If Not Met, Describe Efforts to be Taken
Org Goal 6	Each year, 80 percent of board members and all senior administrators will participate in at least two workshops sponsored by charter authorizer or other accredited professional organizations.	School records	This goal has been met. All school leaders and most Trustees participated in at least two workshops by accredited professional organizations.	
Org Goal 7	Each year, student enrollment will be within 15% of full enrollment as defined in the school's contract. This will be maintained on an ongoing basis and monitored bi-monthly.	ATS records	This goal has been met. FLI's enrollment in the 12-13 school year was consistently within 15% of our target enrollment.	
Org Goal 8	Each year, parents will express satisfaction with the school's program, based on the NYCDOE Learning Environment Survey in which the school will receive scores of 7.5 or higher in each of the four survey domains: Academic Expectations, Communication, Engagement, and Safety and Respect. The school will only have met its goal if 50% or more of the parents participate in the survey.	NYCDOE Learning Environment Surveys	This goal has been met. On the 2013 Learning Environment Survey, the school received scores over 7.5 in each of the four survey domains:  - Academic Expectations (8.4) - Communication (8.5) - Engagement (8.1) - Safety and Respect (8.1)  A total of 51% of FLI's parents responded.	
Org Goal 9	Each year, teachers will express satisfaction with school leadership and professional development opportunities as determined by the teacher section of the NYCDOE Learning Environment Survey in which the school will receive scores of 7.5 or higher in each of the four survey domains: Academic Expectations, Communication, Engagement, and Safety and Respect. The school will only have met this goal if 75% or more of the teachers participate	NYC DOE Learning Environment Surveys	This goal has been partially met. On the 2013 Learning Environment Survey, the school received scores over 7.5 in three of the four survey domains:  - Academic Expectations (7.6) - Communication (7.5) - Engagement (7.2) - Safety and Respect (7.8)  A total of 100% of FLI's teachers responded.	To improve our survey responses from teachers for the Engagement domain, we have begun to take a close look at the specific survey questions and responses by our teachers. We intend to follow-up with teachers individually to discuss employee engagement broadly as well as focusing on specific issues identified in the survey. Once we have a better sense of our teachers' concerns, the school leaders will put an action plan in place to address the issues.

	in the survey.		
Org Goal 10	Each year, 75 percent of the full-time teaching staff employed in June will return for the following September.	Teacher retention rates	This goal has been met. More than 75% of the full time teaching staff are returning for the upcoming school year.
Org Goal 11	Each year, students will express satisfaction with the school as determined by the student section of the NYCDOE Learning Environment Survey in which the school will receive scores of 7.5 or higher in each of the the four survey domains: Academic Expectations, Communication, Engagement, and Safety and Respect. The school will only have met this goal is 75 percent or more of the students enrolled participate in this survey.	NYCDOE Learning Environment Surveys	<p>This goal has been partially met. On the 2013 Learning Environment Survey, the school received scores over 7.5 in two of the four survey domains:</p> <ul style="list-style-type: none"> <li>- Academic Expectations (8.2)</li> <li>- Communication (8.0)</li> <li>- Engagement (7.2)</li> <li>- Safety and Respect (6.8)</li> </ul> <p>A total of 99% of FLI's middle school students responded.</p> <p>To improve our survey responses from our 6th - 8th grade students for the Engagement and Safety and Respect domains, we have begun to take a close look at the specific survey questions and responses by our students. Our school leaders, social workers and guidance counselors will also meet with students in small groups to discuss these issues identified in the survey. Once we have a better sense of our students' concerns, the school leaders will put an action plan in place to address the issues.</p>

## 2c. FINANCIAL GOALS

### 2012-13 Progress Toward Attainment of Financial Goals

	Financial Goals	Measure Used to Evaluate Progress	2012-2013 Progress Toward Attainment	If Not Met, Describe Efforts to be Taken
Financial Goal 1	Each year, the school will undergo an independent financial audit that will result in an unqualified opinion and no major findings.	Independent Financial Audits	This goal has been met.	
Financial Goal 2	Each year, the school will operate on a balanced budget and maintain a stable cash flow.	Financial records	This goal has been met.	

**Appendix B: Total Expenditures and Administrative Expenditures Per Child**

**Future Leaders Institute Charter School**

**Total Number of Enrolled Students (FTE): 368.000**

	<b>Total Expenditures</b>	<b>Administrative Expenditures</b>
<b>Total :</b>	\$ 5,124,022.18	\$ 509,446.13
<b>Expenditures Per Pupil:</b>	\$ 13,923.97	\$ 1,384.36

# Audited Financial Statement Checklist

Created Friday, November 01, 2013

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## Page 1

Charter School Name:

1. Please check each item that is included in the 2012-13 Audited Financial Statement submitted for your charter school.

	Yes	No	NA
Audited Financial Statements (including report on compliance and report on internal control over financial reporting)	True	False	False
Single Audit (if applicable)	False	True	False
CSP Agreed Upon Procedures (if applicable)	False	False	True
Management Letter	True	False	False
Report on Extracurricular Student Activity Accounts (if applicable)	False	False	True
Corrective Action Plans for any Findings	False	False	True

2. Please indicated if there is a finding(s) noted in any of the following sections of your charter school's 2012-13 Audited Financial Statement.

	Yes	No
Report on Compliance	False	True
Report on Internal Control over Financial Reporting	False	True
Single Audit	False	True
CSP Agreed Upon Procedures Report	False	True
Management Letter	False	True

Thank you Gretchen .

**FUTURE LEADERS INSTITUTE CHARTER SCHOOL**

**FINANCIAL STATEMENTS  
AND  
SUPPLEMENTARY INFORMATION**

**JUNE 30, 2013 AND 2012**

FUTURE LEADERS INSTITUTE CHARTER SCHOOL

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**LUTZ AND CARR**  
CERTIFIED PUBLIC ACCOUNTANTS, LLP  
300 EAST 42ND ST., NEW YORK, NY 10017  
212-697-2299 Fax 212-949-1768

## INDEPENDENT AUDITORS' REPORT

To the Board of Trustees of  
Future Leaders Institute Charter School

We have audited the accompanying financial statements of Future Leaders Institute Charter School (a nonprofit organization), which comprise the statements of financial position as of June 30, 2013 and 2012, and the related statements of activities and cash flows for the years then ended, and the related notes to the financial statements.

### **Management's Responsibility for the Financial Statements**

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

### **Auditors' Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.



## Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Future Leaders Institute Charter School as of June 30, 2013 and 2012, 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.

## Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated October 18, 2013, 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, 2013



FUTURE LEADERS INSTITUTE CHARTER SCHOOL  
STATEMENTS OF ACTIVITIES

YEARS ENDED JUNE 30, 2013 AND 2012

	2013			2012		
	Unrestricted	Temporarily Restricted	Total	Unrestricted	Temporarily Restricted	Total
<b>Revenues and Other Support</b>						
Public School District - Resident student enrollment (Note 7)	\$ 5,174,936	-	\$5,174,936	\$ 5,367,248	-	\$5,367,248
Federal grants	210,601	-	210,601	257,452	-	257,452
New York State grants	8,332	-	8,332	22,799	-	22,799
Contributions	76,267	-	76,267	120,323	-	120,323
Interest income	4,058	-	4,058	6,339	-	6,339
Other income	11,618	-	11,618	2,173	-	2,173
	<u>5,485,812</u>	<u>-</u>	<u>5,485,812</u>	<u>5,776,334</u>	<u>-</u>	<u>5,776,334</u>
Net assets released from restrictions	-	-	-	25,000	(25,000)	-
	<u>5,485,812</u>	<u>-</u>	<u>5,485,812</u>	<u>5,801,334</u>	<u>(25,000)</u>	<u>5,776,334</u>
<b>Expenses</b>						
Program Services						
General education services	3,447,443	-	3,447,443	3,905,611	-	3,905,611
Special education services	876,499	-	876,499	752,093	-	752,093
Supporting Services						
Management and general	483,697	-	483,697	586,371	-	586,371
Fundraising and special events	22,504	-	22,504	11,978	-	11,978
	<u>4,830,143</u>	<u>-</u>	<u>4,830,143</u>	<u>5,256,053</u>	<u>-</u>	<u>5,256,053</u>
Increase (Decrease) in Net Assets Before Non-Operating Activities	655,669	-	655,669	545,281	(25,000)	520,281
Non-Operating Activities						
Adjustment to accrued pension liability (Note 5b)	-	-	-	129,547	-	129,547
Forgiveness of occupancy costs	-	-	-	50,000	-	50,000
	<u>655,669</u>	<u>-</u>	<u>655,669</u>	<u>724,828</u>	<u>(25,000)</u>	<u>699,828</u>
Increase (decrease) in net assets	2,123,344	-	2,123,344	1,398,516	25,000	1,423,516
Net assets, beginning of year						
	<u>\$ 2,779,013</u>	<u>\$ -</u>	<u>\$2,779,013</u>	<u>\$ 2,123,344</u>	<u>\$ -</u>	<u>\$2,123,344</u>

See notes to financial statements.

FUTURE LEADERS INSTITUTE CHARTER SCHOOL

STATEMENTS OF CASH FLOWS

YEARS ENDED JUNE 30, 2013 AND 2012

	<u>2013</u>	<u>2012</u>
<b>Cash Flows From Operating Activities</b>		
Increase in net assets	\$ 655,669	\$ 699,828
Adjustments to reconcile increase in net assets to net cash provided by operating activities:		
Depreciation	76,303	81,525
(Increase) decrease in:		
Unconditional promises to give	63,053	99,433
Resident student enrollment revenue receivable	238,481	(238,481)
Prepaid expenses and other current assets	(25,700)	39,791
Increase (decrease) in:		
Accounts payable and accrued expenses	(56,146)	24,555
Salaries, payroll taxes and benefits payable	(22,717)	73,742
Accrued pension liability	(3,297)	(314,491)
Deferred resident student enrollment revenue	-	(133,417)
Net Cash Provided By Operating Activities	<u>925,646</u>	<u>332,485</u>
 <b>Cash Flows From Investing Activities</b>		
Purchase of property and equipment	<u>(74,423)</u>	<u>(64,797)</u>
 Net increase in cash and equivalents	851,223	267,688
Cash and cash equivalents, beginning of year	<u>2,915,001</u>	<u>2,647,313</u>
 <b>Cash and Cash Equivalents, End of Year</b>	 <u><u>\$3,766,224</u></u>	 <u><u>\$2,915,001</u></u>

See notes to financial statements.

**FUTURE LEADERS INSTITUTE CHARTER SCHOOL****NOTES TO FINANCIAL STATEMENTS****JUNE 30, 2013 AND 2012****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, 2016.

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

**b - Cash and Cash Equivalents**

For purposes of the statement of cash flows, FLICS considers all highly liquid debt instruments, purchased with a maturity of three months or less, to be cash equivalents.

**c - Contributions and Unconditional Promises to Give**

Contributions are recognized when the donor makes a promise to give FLICS, that is in substance, unconditional. Contributions that are restricted by the donor are reported as increases in unrestricted net assets if the restrictions expire in the fiscal year in which the contributions are recognized. All other donor-restricted contributions are reported as increases in temporarily or permanently restricted net assets depending on the nature of the restrictions. When a restriction expires, temporarily restricted net assets are reclassified to unrestricted net assets.

**d - 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.

**e - Financial Statement Presentation**

FLICS is required to report information regarding its financial position and activities according to three classes of net assets: unrestricted net assets, temporarily restricted net assets and permanently restricted net assets.

FUTURE LEADERS INSTITUTE CHARTER SCHOOL

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 2013 AND 2012

**Note 1 - Organization and Summary of Significant Accounting Policies (continued)**

f- Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

g - 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. FLICS has evaluated all income tax positions and concluded that no disclosures relating to uncertain tax positions are required in the financial statements. FLICS' tax returns for years prior to 2010 are no longer subject to examination by taxing authorities.

h - Subsequent Events

FLICS has evaluated subsequent events through October 18, 2013, the date that the financial statements are considered available to be issued.

**Note 2 - Board Designated Net Assets**

The Organization established a board designated fund to promote its long-term financial stability.

**Note 3 - Unconditional Promises to Give**

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

**FUTURE LEADERS INSTITUTE CHARTER SCHOOL**

**NOTES TO FINANCIAL STATEMENTS**

**JUNE 30, 2013 AND 2012**

**Note 4 - Property and Equipment**

A summary of property and equipment at June 30, 2013 and 2012 is as follows:

	<u>Life</u>	<u>2013</u>	<u>2012</u>
Computer equipment	3 years	\$237,016	\$188,917
Furniture and other office equipment	5-7 years	156,954	152,948
Software	3 years	83,469	61,151
Teaching materials	3-5 years	83,450	83,450
Library and text books	3 years	116,146	116,146
Gym equipment	10 years	<u>20,181</u>	<u>20,181</u>
		697,216	622,793
Less: Accumulated depreciation		<u>(580,329)</u>	<u>(504,026)</u>
		<u>\$116,887</u>	<u>\$118,767</u>

Depreciation expense for the years ended June 30, 2013 and 2012 was \$76,303 and \$81,525, respectively.

**Note 5 - Commitments and Contingencies**

- a - FLICS leases space from the New York City Department of Education ("DOE") for \$1 per year through August 1, 2014. The DOE provides utilities and other maintenance and security services for the building during regular school hours.
- b - The Organization is obligated to make employer contributions into the Teachers Retirement System ("TRS") of the City of New York. This accrued pension expense for 2013 and 2012 is an estimate subject to adjustment by the TRS. The accrued pension liability was adjusted and is reflected as a non-operating activity for the years ended June 30, 2013 and 2012.
- 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 \$75,000 to pay for legal and audit expenses that would be associated with a dissolution, should it occur.

**FUTURE LEADERS INSTITUTE CHARTER SCHOOL****NOTES TO FINANCIAL STATEMENTS****JUNE 30, 2013 AND 2012****Note 6 - Concentration of Credit Risk**

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

**Note 7 - 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.

At June 30, 2012, the receivable represented per pupil revenue for the 2012 school year, however, this amount was not collected after DOE's reconciliation and \$227,930 has been deducted from resident student enrollment income in 2013.

**Note 8 - Functional Allocation of Expenses**

The costs of providing the various program and supporting services has been summarized on a functional basis in the statement of activities. Accordingly, certain costs have been allocated among the programs and the supporting services benefited.

**SUPPLEMENTARY INFORMATION**



**LUTZ AND CARR**  
CERTIFIED PUBLIC ACCOUNTANTS, LLP  
300 EAST 42ND ST., NEW YORK, NY 10017  
212-697-2299 Fax 212-949-1768

**INDEPENDENT AUDITORS' REPORT  
ON SUPPLEMENTARY INFORMATION**

To the Board of Trustees of  
Future Leaders Institute Charter School

We have audited the financial statements of Future Leaders Institute Charter School as of and for the years ended June 30, 2013 and 2012, and our report thereon dated October 18, 2013, which expressed an unmodified opinion on those financial statements, appears on pages 1 and 2. Our audits were conducted for the purpose of forming an opinion on the financial statements as a whole. The Schedule of Functional Expenses for the year ended June 30, 2013 with comparative totals for 2012 is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audits of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

*Lutz + Carr, LLP*

New York, New York  
October 18, 2013

FUTURE LEADERS INSTITUTE CHARTER SCHOOL  
 SCHEDULE OF FUNCTIONAL EXPENSES

YEAR ENDED JUNE 30, 2013 WITH COMPARATIVE TOTALS FOR 2012

	Program Services			Supporting Services		2013	2012 *
	General Education Services	Special Education Services	Total	Management and General	Fundraising	Total Expenses	Total Expenses
Salaries	\$2,280,354	\$ 627,609	\$2,907,963	\$ 289,479	\$ -	\$3,197,442	\$3,447,783
Employee benefits and payroll taxes	622,207	171,247	793,454	78,984	-	872,438	1,029,789
Legal and auditing fees	-	-	-	47,108	-	47,108	113,958
Consultants - education	96,490	13,750	110,240	-	-	110,240	141,270
Contracted services - other	162,427	23,145	185,572	4,615	22,504	212,691	138,046
Insurance	30,806	4,390	35,196	3,911	-	39,107	37,119
Occupancy	1,926	274	2,200	244	-	2,444	55,845
Marketing and recruitment - student and staff	7,075	1,008	8,083	20,822	-	28,905	14,503
Supplies and materials	-	-	-	21,324	-	21,324	17,097
Postage	1,895	270	2,165	241	-	2,406	2,876
Printing	39,482	5,626	45,108	5,011	-	50,119	22,534
Instructional supplies	113,930	16,235	130,165	-	-	130,165	104,511
Meals	12,318	1,755	14,073	1,564	-	15,637	22,341
Other expenses	5,242	747	5,989	1,091	-	7,080	2,905
Telephone	10,443	1,488	11,931	1,325	-	13,256	15,583
Travel/field trips	2,740	390	3,130	348	-	3,478	8,368
Depreciation	60,108	8,565	68,673	7,630	-	76,303	81,525
<b>Total Expenses, 2013</b>	<b>\$3,447,443</b>	<b>\$ 876,499</b>	<b>\$4,323,942</b>	<b>\$ 483,697</b>	<b>\$ 22,504</b>	<b>\$4,830,143</b>	<b>\$5,256,053</b>
<b>Total Expenses, 2012</b>	<b>\$3,905,611</b>	<b>\$ 752,093</b>	<b>\$4,657,704</b>	<b>\$ 586,371</b>	<b>\$ 11,978</b>	<b>\$5,988,349</b>	

\* Certain amounts have been reclassified for comparative purposes.

See independent auditors' report on 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, 2013, and the related statements of activities, and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated October 18, 2013.

**Internal Control Over Financial Reporting**

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

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

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



### **Compliance and Other Matters**

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

### **Purpose of this Report**

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

New York, New York  
October 18, 2013



To the Audit Committee  
and Senior Management  
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, 2013, in accordance with auditing standards generally accepted in the United States of America, we considered the Organization'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.

However, during our audit, we became aware of a matter that is an opportunity for strengthening internal controls and operating efficiency:

During the audit, Charter School Business Management Inc., the Organization's outside bookkeepers, raised concerns about the accuracy of the pension liability and related expense.

Based on letters from the Teachers' Retirement System ("TRS") and the Office of the Actuary ("Actuary"), it was necessary to adjust the teachers' retirement accrual (accrual pension liability) and the current year pension expense. Pension expense should equal the cash payments made during the year and be adjusted for any "true ups" noted by TRS and the Actuary.

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

*Lutz + Carr, LLP*

New York, New York  
October 18, 2013



# Appendix E: Disclosure of Financial Interest Form

Created Friday, July 19, 2013

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## Page 1

310300860881 FUTURE LEADERS INST CS

An Appendix E: Disclosure of Financial Interest Form must be completed for each active Trustee who served on the charter school's Board of Trustees during the 2012-13 school year. Trustees are at times difficult to track down in the summer months. Trustees may complete and submit at their leisure (but before the deadline) their individual form at: <http://fluidsurveys.com/surveys/vickie-smith/appendix-e-disclosure-of-financial-interest-form/>.

Trustees who are technologically advanced may complete the survey using their smartphones or other mobile devices by downloading the this bar code link to the survey <http://fluidsurveys.com/account/surveys/210748/publish/qrcode/>. (Make sure you have the bar code application reader on your phone).

If a Trustee is unable to complete the form by the deadline (i.e, out of the country), the school is responsible for submitting the information required on the form for that individual trustee.

Just send the links via email today to your Trustees requesting that they each complete their form as soon as possible.

Thank you.

Yes, each member of the school's Board of Trustees has received a link to the Disclosure of Financial Interest Form.

Yes

Thank you.

# Appendix F: BOT Membership Table

Created Tuesday, July 23, 2013

Updated Thursday, August 01, 2013

## Page 1

310300860881 FUTURE LEADERS INST CS

### 1. Current Board Member Information

	Full Name of Individual Trustees	Position on Board (Officer or Rep).	Voting Member	Area of Expertise &/or Additional Role	Terms Served & Length (include date of election and expiration)	Committee affiliations
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						

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

0

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

1

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

15

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

11

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

10

Thank you.



## Focus Area – D. Appendix H: Enrollment and Retention Efforts

FLI Charter School welcomes all students regardless of home language, learning disability or free and reduced lunch status. While we do not give preference to any demographic group in our lottery other than siblings, we are committed to recruiting students with disabilities, English Language Learners, and students who qualify for free and reduced priced lunch.

As part of our overall recruitment strategy, we purposefully target schools in the neighborhood and surrounding community with a high percentage of special needs students and work directly with social service agencies and community-based organizations that can connect us with families of special needs students. We also publicize the success and breadth of our special education services in all recruitment materials and at information sessions and orientation events. Our efforts to retain these students are focused primarily on the provision of effective services and individualized, differentiated instruction.

To recruit English Language Learners, all of our recruitment and enrollment materials are printed in Spanish as well as English. In addition, for the past two years, FLI has targeted the ELL population by advertising in the *El Diario*, a Spanish language newspaper as well as in Harlem and South Bronx publications which target the large West African immigrant population in District 3 and its surrounding districts. To retain these students, we endeavor to always translate parent notices and other materials into whatever language is needed and utilize translators at school events if needed. Most importantly, we rely on the high quality of the ESL services we provide to ensure that the needs of our English Language Learners are being met.

As we are dedicated to serving students in low-income communities, Harlem and the South Bronx in particular, the majority of our recruitment efforts are targeting students who qualify for free and reduced price lunch.

These strategies will be continued in the coming year.

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

Created Tuesday, July 09, 2013

<http://fluidsurveys.com/surveys/vickie-smith/appendix-e-disclosure-of-financial-interest-form/ba7648db44abfa132e9036b7040fc7>

## Page 1

Please open the link to this form using **Google Chrome** as your browser. Doing so will allow you to input your signature on page 2 of the form. Thank you.

1. Trustee Name:

*Katherine Brown*

2. Charter School Name:

*Future Leaders Institute Charter School*

3. Charter Authorizer:

*NYC Department of Education*

4. \*Your Home Address:

4. \*Your Home Address: | Street Address

4. \*Your Home Address: | City/State

4. \*Your Home Address: | Zip

5. \*Your Business Address

5. \*Your Business Address | Street Address

5. \*Your Business Address | City/State

5. \*Your Business Address | Zip

6. \*Daytime Phone Number:

[REDACTED]

7. \*E-mail Address:

[REDACTED]

8. Select all positions you held on Board:

(check all that apply)

- Chair/President

- 
- Secretary

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

*No*

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

*No*

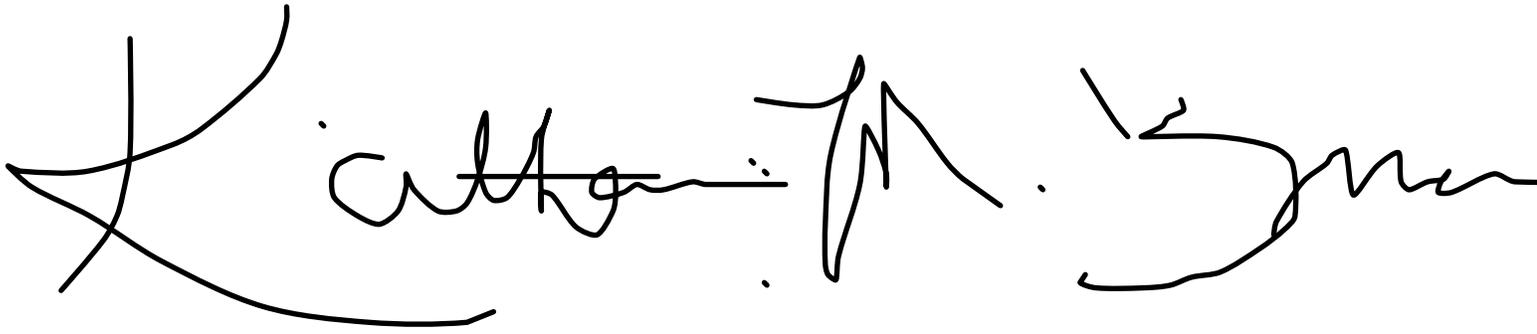
13. Have you or any of your immediate family members or any persons who live with you in your house had an interest in or engaged in a transaction with the charter school during the time you have served on the board, and in the six-month period prior to such service?

No

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

No

Signature of Trustee

A handwritten signature in black ink, appearing to read "Keith M. Brown". The signature is written in a cursive style with a large initial "K" and a distinct "M" and "B".

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

Created Wednesday, July 24, 2013

<http://fluidsurveys.com/surveys/vickie-smith/appendix-e-disclosure-of-financial-interest-form/ada04e0ad4ec11d18e118a7186f3d15>

## Page 1

Please open the link to this form using **Google Chrome** as your browser. Doing so will allow you to input your signature on page 2 of the form. Thank you.

### 1. Trustee Name:

*Natalie Deak Jaros*

### 2. Charter School Name:

*Future Leaders Institute Charter School*

### 3. Charter Authorizer:

*NYC Department of Education*

### 4. \*Your Home Address:

4. \*Your Home Address: | Street Address

4. \*Your Home Address: | City/State

4. \*Your Home Address: | Zip

### 5. \*Your Business Address

5. \*Your Business Address | Street Address

5. \*Your Business Address | City/State

5. \*Your Business Address | Zip

### 6. \*Daytime Phone Number:

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

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

(check all that apply)

- Treasurer

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

No

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

No

Page 2

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

No

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

No

Signature of Trustee

•

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

Created Monday, July 08, 2013

Updated Tuesday, March 11, 2014

<http://fluidsurveys.com/surveys/vickie-smith/appendix-e-disclosure-of-financial-interest-form/9951f32c33ab49161563fb1ec2aec54>

## Page 1

Please open the link to this form using **Google Chrome** as your browser. Doing so will allow you to input your signature on page 2 of the form. Thank you.

1. Trustee Name:

*Melody Rollins Downes*

2. Charter School Name:

*Future Leaders Institute Charter School*

3. Charter Authorizer:

*NYC Department of Education*

4. \*Your Home Address:

4. \*Your Home Address: | Street Address

4. \*Your Home Address: | City/State

4. \*Your Home Address: | Zip

5. \*Your Business Address

5. \*Your Business Address | Street Address

5. \*Your Business Address | City/State

5. \*Your Business Address | Zip

6. \*Daytime Phone Number:

7. \*E-mail Address:

8. Select all positions you held on Board:

(check all that apply)

*(No response)*

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

No

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

No

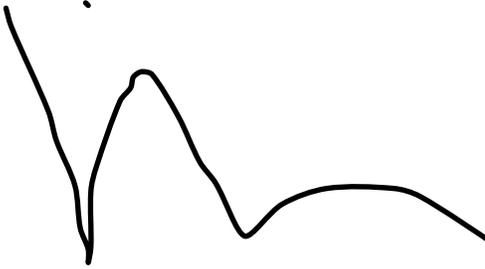
13. Have you or any of your immediate family members or any persons who live with you in your house had an interest in or engaged in a transaction with the charter school during the time you have served on the board, and in the six-month period prior to such service?

No

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

No

Signature of Trustee

A handwritten signature in black ink, consisting of a series of connected, fluid strokes. It starts with a sharp downward stroke on the left, followed by a series of peaks and valleys, ending with a long, sweeping horizontal stroke on the right.

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

Created Monday, July 08, 2013

<http://fluidsurveys.com/surveys/vickie-smith/appendix-e-disclosure-of-financial-interest-form/7cade9adac329babd7a55a373897d6>

## Page 1

Please open the link to this form using **Google Chrome** as your browser. Doing so will allow you to input your signature on page 2 of the form. Thank you.

### 1. Trustee Name:

*Andrew M. Hutcher*

### 2. Charter School Name:

*Future Leaders Institute Charter School*

### 3. Charter Authorizer:

*NYC Department of Education*

### 4. \*Your Home Address:

4. \*Your Home Address: | Street Address

4. \*Your Home Address: | City/State

4. \*Your Home Address: | Zip

### 5. \*Your Business Address

5. \*Your Business Address | Street Address

5. \*Your Business Address | City/State

5. \*Your Business Address | Zip

### 6. \*Daytime Phone Number:

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

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

(check all that apply)

- Other, please specify...: Trustee and Head of Legal/HR working group of the Board

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

No

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

No

Page 2

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

No

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

No

Signature of Trustee

• •

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

Created Wednesday, September 25, 2013

<http://fluidsurveys.com/surveys/vickie-smith/appendix-e-disclosure-of-financial-interest-form/f2fb5562c960d47f91e4508fc0d6c14>

## Page 1

Please open the link to this form using **Google Chrome** as your browser. Doing so will allow you to input your signature on page 2 of the form. Thank you.

### 1. Trustee Name:

*Joan Wicks*

### 2. Charter School Name:

*Future Leaders Institute Charter School*

### 3. Charter Authorizer:

*NYC Department of Education*

### 4. \*Your Home Address:

4. \*Your Home Address: | Street Address

4. \*Your Home Address: | City/State

4. \*Your Home Address: | Zip

### 5. \*Your Business Address

5. \*Your Business Address | Street Address

5. \*Your Business Address | City/State

5. \*Your Business Address | Zip

### 6. \*Daytime Phone Number:

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

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

(check all that apply)

- Other, please specify...: Co-chair

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

No

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

No

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

(No response)

13a. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house held or engaged in with the charter school during the time you have served on the board, and in the six-month period prior to such service. If there has been no such financial interest or transaction, write None. Please note that if you answered Yes to Question 2-4 above, you need not disclose again your employment status, salary, etc.

	Date(s) of Transactions	Nature of Financial Interest/Transaction	Steps Taken to Avoid Conflict of Interest (e.g., did not vote, did not participate in discussion)	Name of Person Holding Interest and Relationship to You
1				
2				
3				
4				
5				

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

(No response)

14a. Identify each individual, business, corporation, union association, firm, partnership, committee proprietorship, franchise holding company, joint stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school and in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member or person living in your house had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the school that is doing business with the school through a management or services agreement, please identify only the name of the organization, your position in the organization as well as the relationship between such organization and the school. If there was no financial interest, write None.

	Organization Conducting Business with the School	Nature of Business Conducted	Approximate Value of the Business Conducted	Name of Trustee and/or Immediate Family Member with Interest	Steps Taken to Avoid Conflict of Interest
1					
2					
3					
4					
5					

Signature of Trustee

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

Created Friday, July 05, 2013

<http://fluidsurveys.com/surveys/vickie-smith/appendix-e-disclosure-of-financial-interest-form/3147e0d32df82f92a87f148ac05427f>

## Page 1

Please open the link to this form using **Google Chrome** as your browser. Doing so will allow you to input your signature on page 2 of the form. Thank you.

1. Trustee Name:

*Amanda Williams*

2. Charter School Name:

*Future Leaders Institute Charter School*

3. Charter Authorizer:

*NYC Department of Education*

4. \*Your Home Address:

4. \*Your Home Address: | Street Address

4. \*Your Home Address: | City/State

4. \*Your Home Address: | Zip

5. \*Your Business Address

5. \*Your Business Address | Street Address

5. \*Your Business Address | City/State

5. \*Your Business Address | Zip

6. \*Daytime Phone Number:

7. \*E-mail Address:

8. Select all positions you held on Board:

(check all that apply)

- Parent Representative

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

No

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

No

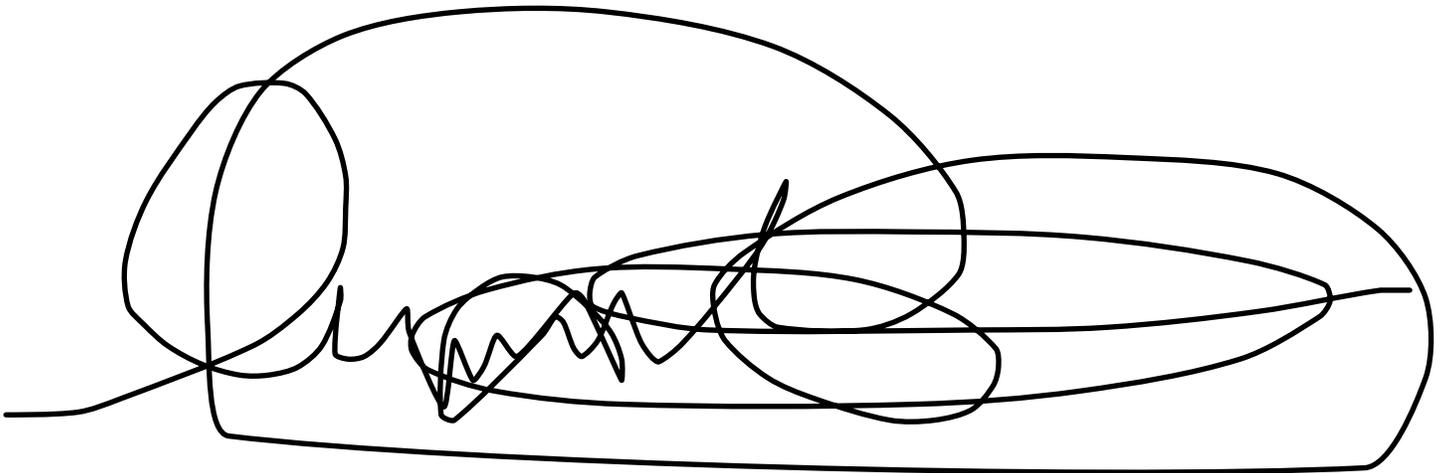
13. Have you or any of your immediate family members or any persons who live with you in your house had an interest in or engaged in a transaction with the charter school during the time you have served on the board, and in the six-month period prior to such service?

No

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

No

Signature of Trustee

A large, stylized handwritten signature in black ink. The signature is contained within a large, irregular oval shape. It features a prominent, large loop on the left side, followed by a series of smaller, jagged, and somewhat repetitive strokes in the center, and a long, sweeping tail that curves back towards the right side of the oval.