I. SCHOOL INFORMATION AND COVER PAGE

Created Friday, June 20, 2014
Updated Friday, August 01, 2014

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@futureleadersinstitute.org

4a. PHONE CONTACT NUMBER FOR AFTER HOURS EMERGENCIES

Contact Name	Ismael Colon
Title	Principal
Emergency Phone Number (###-###-####)	917-838-6227

5. SCHOOL WEB ADDRESS (URL)

www.futureleadersinstitute.org

6. DATE OF INITIAL CHARTER

2005-01-01 00:00:00

7. DATE FIRST OPENED FOR INSTRUCTION

2005-07-01 00:00:00

8. TOTAL NUMBER OF STUDENTS ENROLLED IN 2013-14 (as reported on BEDS Day)

(as reported on BEDS Day)

9. GRADES SERVED IN SCHOOL YEAR 2013-14

Check all that apply

- K
- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 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 2014-15.

	Physical Address	Phone Number	District/CSD	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

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	212-678-2868	917-838-6227	icolon@futureleadersinstitute.org
Operational Leader	Jahdiya Griffin	212-678-2868	347-401-7487	jgriffin@futureleadersinstitute.org
Compliance Contact	Jahdiya Griffin	212-678-2868	347-401-7487	jgriffin@futureleadersinstitute.org
Complaint Contact	Ismael Colon	212-678-2868	917-838-6227	icolon@futureleadersinstitute.org

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

Page 3

14. Were there any revisions to the school's charter during the 2013-2014 school year? (Please include both those that required authorizer approval and those that did not require authorizer approval).

No

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 stylist on your mobile device to sign your name).

- Yes

Signature, Head of Charter School

Signature, President of the Board of Trustees

Thank you.

Appendix A: Progress Toward Goals

Created Thursday, July 17, 2014
Updated Tuesday, October 28, 2014

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).

http://data.nysed.gov/reportcard.php?instid=800000058358&year=2013&createreport=1&enrollment=1&avgclasssize=1&freelunch=1&attendar

2. APPENDIX A: PROGRESS TOWARD CHARTER GOALS

2a. ACADEMIC STUDENT PERFORMANCE GOALS

If the results are not available by August 1st, please list the goals and explain this in the “progress toward goal attainment” column. This task will reopen for the school to update and finalize by the November 1, 2014 due date.

2013-14 Progress Toward Attainment of Academic Goals

	Academic Student Performance Goal	Measure Used to Evaluate Progress	2013-2014 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	2013-2014 NYCDOE Progress Report: Comparison to Peer Schools	Our placement in the ranking of similar schools cannot yet be determined as the 2013-2014 NYC DOE Progress Reports have not been released as of yet. In addition, the format of the Report will be changing.	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. 3rd Grade - 18.2% 4th Grade - 22% 5th Grade - 21.7% 6th Grade - 5.7% 7th Grade - 31.4% 8th Grade - 25% Total - 20.1%	To improve performance and proficiency rates for ELA, FLI has developed a number of key program improvements: 1. Implemented a new literacy curriculum, STEP, being used in Grades K-2; 2. Increased the number of Prep Academy (afterschool remediation) and Saturday School sessions for students below grade level; 3. Increased small group, differentiated instruction

				being provided in the classrooms by freeing up the schedules of SETSS instructors and Reading Specialists; 4. Provided extensive professional development for teachers; and 5. Contracted with effective consultants to work on unit planning and backward design with teachers.
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. 3rd Grade - 31.1% 4th Grade - 46.3% 5th Grade - 23.9% 6th Grade - 23.3% 7th Grade - 22.9% 8th Grade - 27.5% Total - 29.2%	To improve performance and proficiency rates in Math, FLI has developed a number of key program improvements: 1. Increased the number of Prep Academy (afterschool remediation) and Saturday School sessions for students below grade level; 2. Increased small group, differentiated instruction being provided in the classrooms by freeing up the schedules of SETSS instructors and Math Specialists; 3. Provided extensive professional development for teachers; and 4. Contracted with effective consultants to work on unit planning and backward design with teachers.
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 was partially met. On the 2014 NYS Science exams, 95% of FLI's 4th Graders scored at or above a Level 3, and 55% of 8th Graders scored at or above Level 3.	To increase student performance on the 8th grade Science exam, students will be receiving science specific tutoring for 8 hours in the final two weeks before the examination.
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	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 &	Not Applicable

	assessments.		Pinnell Guided Reading System.	
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

2013-14 Progress Toward Attainment of Academic Goals

	Academic Student Performance Goal	Measure Used to Evaluate Progress	2013-2014 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 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.	Student transfer records	This goal has been met. 100% of our 8th Graders will be attending high schools with a graduation rate over 75%.	
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	With minimal increases from 2013 to 2014 for most cohorts, this goal has not been met.	Please see response to Academic Goal 2.
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	NYS Math exam scores	With minimal increases from 2013 to 2014 for most cohorts, this goal has not been met.	Please see response to Academic Goal 3.

	school is expected to demonstrate growth (from proficient to advanced) in the current year.			
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 - 18.2% CSD 3 - 45% CSD 5 - 13.9% 4th Grade: FLI - 22% CSD 3 - 54% CSD 5 - 16% 5th Grade: FLI - 21.7% CSD 3 - 48% CSD 5 - 13% 6th Grade: FLI - 4.7% CSD 3 - 42% CSD 5 - 16% 7th Grade: FLI - 31.4% CSD 3 - 42% CSD 5 - 16% 8th Grade: FLI - 25% CSD 3 - 41% CSD 5 - 17%	Please see response to Academic Goal 2.
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	This goal has not been met. For all grades tested except 8th, 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 all grades tested, FLI students outperformed their peers in CSD 5 on the Math exam.	Please see response to Academic Goal 3.

			3rd Grade: FLI - 31.1% CSD 3 - 54% CSD 5 - 17% 4th Grade: FLI - 46.3% CSD 3 - 61% CSD 5 - 18% 5th Grade: FLI - 23.9% CSD 3 - 55% CSD 5 - 15% 6th Grade: FLI - 23.3% CSD 3 - 47% CSD 5 - 19% 7th Grade: FLI - 22.9% CSD 3 - 43% CSD 5 - 13% 8th Grade: FLI - 27.5% CSD 3 - 16% CSD 5 - 7.1%	
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 2013-2014 NYC DOE Progress Reports have not been released as of yet. In addition, changes will be made to the format of the Progress Reports.	Not Applicable

2a2. Do have more academic goals to add?

No

2b. ORGANIZATIONAL GOALS

2013-14 Progress Toward Attainment of Organizational Goals

	Organizational Goal	Measure Used to Evaluate Progress	2013-14 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.	ATS records	This goal was not met. Average daily attendance for 2013-2014 was 92.43%. This attendance rate is lower than we have experienced in past years, and we believe the inclement winter season was a major factor in this decreased rate.	To help ensure we meet our attendance goal, we are adding a new leadership position to FLI's organizational structure. The Director of Student Affairs will take the lead in tracking and analyzing attendance trends. He/she will be responsible for ensuring FLI's attendance policy is adhered to and schedule meetings with families of students with absence/tardy issues. He/she will also be in consistent contact with teachers, guidance counselors, and the parent coordinator to make sure all individuals are tracking conversations with these families who need support in ensuring their children are at school on time every day.
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 was not met. Of the 368 students who were enrolled in 2012-2013, 88% returned for the 2013-2014 school year in September. Of the 44 students who did not return, 6 withdrew because their families had relocated and 1 left because of transportation issues.	Although we have not yet met this goal, we have made significant progress over the course of the year, and as a result, our retention rate has increased 17% from 71% the previous year. Therefore, we intend to continue and build on the key initiatives we put in place in the 13-14 school year. These efforts include better meeting the needs of all diverse learners through targeted interventions during the school day, afterschool, and during school breaks; further investing in the skills of our teaching staff through professional development, and additional resources for students and families. As our test scores and progress reports continue to improve, we expect that our retention rate will increase.
Org Goal 3	Each year, the school will comply with all applicable laws, rules, regulations and	School records	This goal has been met. The school has complied with all laws, rules, and regulations.	

	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.			
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 not been met. Throughout the year, 27% of the student body was referred for disciplinary action at least once.	The new leadership position, the Director of Student Affairs, will be responsible for implementing school wide systems and structures to address concerns and overcome challenges of students. He/she will do this through the strategic and timely provision of preventive and responsive social, emotional and developmental supports and services. He/she will lead professional development for teachers and staff, and hold them responsible for aligning their expectations and interactions with students to the behavioral and social norms of the school. He/she will closely track data and analyze discipline trends to help develop next steps for students who receive numerous referrals. He/she will also lead parent meetings and design/implement behavior intervention plans.
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

2013-14 Progress Toward Attainment of Organizational Goals

	Organizational Goal	Measure Used to Evaluate Progress	2013-2014 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 authorizers or other accredited professional organizations.	School records	This goal has been met. All school leaders and most Trustees participated in at least two workshops or training sessions.	

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 13-14 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 Survey	This goal has been met. Although the survey questions have changed, parents' responses have been positive, with over 88% of parents expressing satisfaction with the questions in each of the survey categories: Instructional Core, Systems for Improvement, and School Culture. 54% of our parents responded to the survey.	
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.	NYCDOE Learning Environment Surveys	This goal has been met. Although the survey questions have changed, teachers' responses have been very positive, with over 91% of teachers expressing satisfaction with the questions in each of the survey categories: Instructional Core, Systems for Improvement, and School Culture. 95% of the school's teachers responded to the survey.	Not Applicable
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 returned for the 2014-2015 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	This goal has been met. Although the survey questions have changed, students' responses have been mostly positive, with over 80% of teachers expressing satisfaction with the questions in each of the survey categories: Instructional Core, Systems for Improvement, and School Culture. 98% of FLI's middle school students responded to the survey.	Not Applicable

2c. FINANCIAL GOALS

2013-14 Progress Toward Attainment of Financial Goals

	Financial Goals	Measure Used to Evaluate Progress	2013-2014 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	Independent Financial Audits	The FY14 Independent Financial Audit is not yet complete. However, we	Not Applicable

	an unqualified opinion and no major findings.		anticipate that we will receive a clean audit with no major findings as we have in all past fiscal years.	
Financial Goal 2	Each year, the school will operate on a balanced budget and maintain a stable cash flow.	Financial records	This goal has not been met. While cash flow was stable, the school did not end the year with a balanced budget due entirely to the school's new UFT contract. The contract was ratified on June 6, 2014, therefore causing an unavoidable deficit for FY14.	As the school has had a balanced budget in almost all past fiscal years, the Finance Committee believes FY14 to be an anomaly and fully expects to maintain a balanced budget in FY15. Nonetheless, the Finance Committee and School Leader will increase their efforts to monitor expenses against budget on a monthly basis.

Appendix B: Total Expenditures and Administrative Expenditures per Child

Created Thursday, July 10, 2014
Updated Tuesday, July 29, 2014

Page 1

Charter School Name: 310300860881 FUTURE LEADERS INST CS

B. Financial Information
This information is required of ALL charter schools. Provide the following measures of fiscal performance of the charter school in Appendix B (Total Expenditures and Administrative Expenditures Per Child):

1. Total Expenditures Per Child

To calculate 'Total Expenditures per Child' take total expenditures (from the unaudited 2013-14 Schedule of Functional Expenses) and divide by the count of students you reported on of BEDS Day. (Integers Only. No dollar signs or commas).

1. Total Expenditures Per Child | Line 1: Total Expenditures	5796798
1. Total Expenditures Per Child | Line 2: BEDS Day Pupil Count	375
1. Total Expenditures Per Child | Line 3: Divide Line 1 by Line 2	15458

2. Administrative Expenditures per Child

To calculate 'Administrative Expenditures per Child' take the relevant portion from the 'personnel services cost' row and the 'management and general' column (from the unaudited 2013-14 Schedule of Functional Expenses) and divide by the BEDS per pupil count. The relevant portion that must be included in this calculation is defined as follows:

Administrative Expenditures: Administration and management of the charter school includes the activities and personnel of the offices of the chief school officers, the treasurer, the finance or business offices, the purchasing unit, the employee personnel offices, the records management offices, or a public information and services offices. It also includes those administrative and management services provided by other organizations or corporations on behalf of the charter school for which the charter school pays a fee or other compensation.

Please note the following:

Do not include the FTE of personnel dedicated to administration of the instructional programs.
Do not include Employee Benefit costs or expenditures in the above calculations.
A template for the Schedule of Functional Expenses is provided on page 21 of the 2012 Annual Report Guidelines to assist schools identify the categories of expenses needed to compute the two per pupil calculations. This template does not need to be completed or submitted on August 1st as it will be submitted November 1st as part of the audited financial statements. Therefore schools should use unaudited amounts for these per pupil calculations. (See the 2013-14 Annual Report Guidelines in "Resources" area of your portal task page).

To calculate 'Administrative Expenditures per Child' take the relevant portion from the 'personnel services cost' row and the 'management and general' column (from the 2013-14 Schedule of Functional Expenses) and divide by the count of students as of BEDS Day. (Integers Only. No dollar signs or commas).

To calculate ‘Administrative Expenditures per Child' take the relevant portion from the ‘personnel services cost’ row and the ‘management and general’ column (from the 2013-14 Schedule of Functional Expenses) and divide by the count of students as of BEDS Day. (Integers Only. No dollar signs or commas). | Line 1: Relevant Personnel Services Cost (Row)	340910
To calculate ‘Administrative Expenditures per Child' take the relevant portion from the ‘personnel services cost’ row and the ‘management and general’ column (from the 2013-14 Schedule of Functional Expenses) and divide by the count of students as of BEDS Day. (Integers Only. No dollar signs or commas). | Line 2: Management and General Cost (Column)	63889
To calculate ‘Administrative Expenditures per Child' take the relevant portion from the ‘personnel services cost’ row and the ‘management and general’ column (from the 2013-14 Schedule of Functional Expenses) and divide by the count of students as of BEDS Day. (Integers Only. No dollar signs or commas). | Line 3: Sum of Line 1 and Line 2	404799
To calculate ‘Administrative Expenditures per Child' take the relevant portion from the ‘personnel services cost’ row and the ‘management and general’ column (from the 2013-14 Schedule of Functional Expenses) and divide by the count of students as of BEDS Day. (Integers Only. No dollar signs or commas). | Line 4: BEDS Day Pupil Count	375
To calculate ‘Administrative Expenditures per Child' take the relevant portion from the ‘personnel services cost’ row and the ‘management and general’ column (from the 2013-14 Schedule of Functional Expenses) and divide by the count of students as of BEDS Day. (Integers Only. No dollar signs or commas). | Line 5: Divide Line 3 by the BEDS Day Pupil Count	1079

Thank you.

FUTURE LEADERS INSTITUTE CHARTER SCHOOL

FINANCIAL STATEMENTS
AND
SUPPLEMENTARY INFORMATION

JUNE 30, 2014 AND 2013

FUTURE LEADERS INSTITUTE CHARTER SCHOOL

TABLE OF CONTENTS

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, 2014 and 2013, 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.

LUTZ AND CARR
CERTIFIED PUBLIC ACCOUNTANTS, LLP

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, 2014 and 2013, 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 16, 2014, 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.

Lutz + Carr, LLP

New York, New York
October 16, 2014

FUTURE LEADERS INSTITUTE CHARTER SCHOOL

STATEMENTS OF FINANCIAL POSITION

JUNE 30, 2014 AND 2013

	2014	2013
Assets		
Current Assets		
Cash and cash equivalents (Notes 1b and 6)	$4,062,770	$3,766,224
Unconditional promises to give - unrestricted (Notes 1c and 3)	89,193	99,172
Resident student enrollment revenue receivable (Note 7)	5,822	-
Prepaid expenses and other current assets	103,677	40,104
Total Current Assets	4,261,462	3,905,500
Property and equipment (Notes 1d and 4)	142,184	116,887
Escrow deposit (Note 5d)	75,000	75,000
Total Assets	$4,478,646	$4,097,387
Liabilities and Net Assets		
Liabilities		
Accounts payable and accrued expenses	$ 171,903	$ 128,137
Salaries, payroll taxes and benefits payable	529,773	375,163
Accrued pension liability (Note 5b)	823,217	815,074
Total Liabilities	1,524,893	1,318,374
Commitments and Contingencies (Note 5)		
Net Assets		
Unrestricted		
Board designated (Note 2)	575,000	575,000
Other	2,378,753	2,204,013
Total Net Assets	2,953,753	2,779,013
Total Liabilities and Net Assets	$4,478,646	$4,097,387

See notes to financial statements.

FUTURE LEADERS INSTITUTE CHARTER SCHOOL

STATEMENTS OF ACTIVITIES

YEARS ENDED JUNE 30, 2014 AND 2013

	2014	2013
Revenues and Other Support		
Public School District - Resident student enrollment (Note 7)	$5,544,292	$5,174,936
Federal grants	199,131	210,601
New York State grants	25,547	8,332
Contributions	132,614	76,267
Donated services (Note 8)	20,000	-
Interest and other income	31,321	15,676
Total Revenues and Other Support	5,952,905	5,485,812
Expenses		
Program Services		
General education services	4,154,848	3,447,443
Special education services	1,066,899	876,499
Supporting Services		
Management and general	540,270	483,697
Fundraising and special events	16,148	22,504
Total Expenses	5,778,165	4,830,143
Increase in net assets	174,740	655,669
Net assets, beginning of year	2,779,013	2,123,344
Net Assets, End of Year	$2,953,753	$2,779,013

See notes to financial statements.

FUTURE LEADERS INSTITUTE CHARTER SCHOOL

STATEMENTS OF CASH FLOWS

YEARS ENDED JUNE 30, 2014 AND 2013

	2014	2013
Cash Flows From Operating Activities		
Increase in net assets	$ 174,740	$ 655,669
Adjustments to reconcile increase in net assets to net cash provided by operating activities:		
Depreciation	72,823	76,303
(Increase) decrease in:		
Unconditional promises to give	9,979	63,053
Resident student enrollment revenue receivable	(5,822)	238,481
Prepaid expenses and other current assets	(63,573)	(25,700)
Increase (decrease) in:		
Accounts payable and accrued expenses	43,766	(56,146)
Salaries, payroll taxes and benefits payable	154,610	(22,717)
Accrued pension liability	8,143	(3,297)
Net Cash Provided By Operating Activities	394,666	925,646
Cash Flows From Investing Activities		
Purchase of property and equipment	(98,120)	(74,423)
Net increase in cash and equivalents	296,546	851,223
Cash and cash equivalents, beginning of year	3,766,224	2,915,001
Cash and Cash Equivalents, End of Year	$4,062,770	$3,766,224

See notes to financial statements.

FUTURE LEADERS INSTITUTE CHARTER SCHOOL

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 2014 AND 2013

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, 2014 AND 2013

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 are generally subject to examination by taxing authorities for a period of three years from filing.

h - Subsequent Events
FLICS has evaluated subsequent events through October 16, 2014, 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, 2014 AND 2013

Note 4 - Property and Equipment

A summary of property and equipment at June 30, 2014 and 2013 is as follows:

	Life	2014	2013
Computer equipment	3 years	$284,796	$237,016
Furniture and other office equipment	5-7 years	163,143	156,954
Software	3 years	108,766	83,469
Website	3 years	18,854	-
Teaching materials	3-5 years	83,450	83,450
Library and text books	3 years	116,146	116,146
Gym equipment	10 years	20,181	20,181
		795,336	697,216
Less: Accumulated depreciation		(653,152)	(580,329)
		$142,184	$116,887

Depreciation expense for the years ended June 30, 2014 and 2013 was $72,823 and $76,303, respectively.

Note 5 - Commitments and Contingencies

a - FLICS leases space from the New York City Department of Education ("DOE") for $1 per year. 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 2014 and 2013 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, 2014 and 2013.

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.

Note 5 - Commitments and Contingencies (continued)

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) and the City of New York.

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, 2014, the receivable represented per pupil revenue for the 2014 school year.

Note 8 - Donated Services

FLICS received donated program services with a value of $20,000 for the year ended June 30, 2014.

Note 9 - Teacher Salaries

As a result of the most recently ratified UFT contract, which had been in negotiations since the previous one expired in October 2009, FLICS is subject to retroactive salary increases and pay due to all eligible UFT members. The school has calculated the total liability and the cost has been recorded in the 2014 salary expenses, although payments will be issued as agreed upon with the UFT over the next five years.

FUTURE LEADERS INSTITUTE CHARTER SCHOOL

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 2014 AND 2013

Note 10 - 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
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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, 2014 and 2013, and our report thereon dated October 16, 2014, 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, 2014 with comparative totals for 2013 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 16, 2014

FUTURE LEADERS INSTITUTE CHARTER SCHOOL

SCHEDULE OF FUNCTIONAL EXPENSES

YEAR ENDED JUNE 30, 2014 WITH COMPARATIVE TOTALS FOR 2013

	Program Services			Supporting Services			2014	2013
	General Education Services	Special Education Services	Total	Management and General	Fundraising	Total	Total Expenses	Total Expenses
Salaries	$2,737,068	$ 734,944	$3,472,012	$ 345,038	$ -	$345,038	$3,817,050	$3,197,442
Employee benefits and payroll taxes	847,942	227,685	1,075,627	106,893	-	106,893	1,182,520	872,438
Legal and auditing fees	-	-	-	36,338	-	36,338	36,338	47,108
Consultants - education	172,523	23,213	195,736	-	-	-	195,736	110,240
Contracted services - other	118,243	31,750	149,993	14,906	16,148	31,054	181,047	212,691
Insurance	29,888	8,025	37,913	3,768	-	3,768	41,681	39,107
Occupancy	3,030	814	3,844	382	-	382	4,226	2,444
Marketing and recruitment - student and staff	8,154	2,084	10,238	929	-	929	11,167	28,905
Supplies and materials	-	-	-	14,784	-	14,784	14,784	21,324
Postage	1,466	393	1,859	185	-	185	2,044	2,406
Printing	34,711	9,320	44,031	4,376	-	4,376	48,407	50,119
Instructional supplies	119,271	16,048	135,319	-	-	-	135,319	130,165
Meals	13,469	1,812	15,281	3,963	-	3,963	19,244	15,637
Telephone	9,284	2,493	11,777	1,170	-	1,170	12,947	13,256
Travel/field trips	486	130	616	61	-	61	677	3,478
Other expenses	1,545	415	1,960	195	-	195	2,155	7,080
Depreciation	57,768	7,773	65,541	7,282	-	7,282	72,823	76,303
Total Expenses, 2014	$4,154,848	$1,066,899	$5,221,747	$ 540,270	$ 16,148	$556,418	$5,778,165	
Total Expenses, 2013	$3,447,443	$ 876,499	$4,323,942	$ 483,697	$ 22,504	$506,201		$4,830,143

See independent auditors' report on supplementary information.

LUTZ AND CARR
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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, 2014, 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 16, 2014.

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.

LUTZ AND CARR
CERTIFIED PUBLIC ACCOUNTANTS, LLP

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.

Lutz + Carr, LLP

New York, New York
October 16, 2014

LUTZ AND CARR
CERTIFIED PUBLIC ACCOUNTANTS, LLP
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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, 2014, 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 16, 2014

New York State Education Department

Request for Proposals to Establish Charter Schools Authorized by the Board of Regents

Budget and Cash Flow Templates for the 2013 New Charter Applications

General Instructions and Notes for New Application Budgets and Cash Flows Templates

1	Complete ALL SIX tabs in BLUE
2	Enter information into the **GRAY** cells
3	Cells labeled in **ORANGE** contain guidance pertaining to that tab
4	Cells containing **RED** triangles in the upper right corner in columns B through G contain guidance on that particular item
5	Funding by School District information for all NYS School district is located on the State Aid website at https://stateaid.nysed.gov/charter/. Refer to this website for per-pupil tuition funding for all school districts. Rows may be inserted in the worksheet to accomodate additional districts if necessary.
6	The Assumptions column should be completed for all revenue and expense items unless the item is self-explanatory. Where applicable, please 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.

Future Leaders Institute Charter School

PROJECTED BUDGET FOR 2014-2015

July 1, 2014 to June 30, 2015

Please Note: The student enrollment data is entered below in the Enrollment Section beginning in row 147. This will populate the data in row 9.

	REGULAR EDUCATION	SPECIAL EDUCATION	OTHER	FUNDRAISING	MANAGEMENT & GENERAL	TOTAL
Total Revenue	5,595,240	549,379	-	-	6,450	6,151,069
Total Expenses	4,908,725	872,362	-	3,835	349,631	6,134,552
Net Income	686,515	(322,983)	-	(3,835)	(343,181)	16,517
Actual Student Enrollment	390	45				-
Total Paid Student Enrollment	-	-				-

Assumptions

DESCRIPTION OF ASSUMPTIONS - Please note assumptions when applicable

	CY Per Pupil Rate / No. of Positions	PROGRAM SERVICES: REGULAR EDUCATION	PROGRAM SERVICES: SPECIAL EDUCATION	PROGRAM SERVICES: OTHER	SUPPORT SERVICES: FUNDRAISING	SUPPORT SERVICES: MANAGEMENT & GENERAL	TOTAL	Assumptions
REVENUE								
REVENUES FROM STATE SOURCES								
Per Pupil Revenue	CY Per Pupil Rate							
District of Location	$13,777.00	5,373,030	-	-	-	-	5,373,030	
School District 2 (Enter Name)	$10,390.00	-	467,550	-	-	-	467,550	Represents 45 students in 20-59% SPED category from the same district
School District 3 (Enter Name)		-	-	-	-	-	-	
School District 4 (Enter Name)		-	-	-	-	-	-	
School District 5 (Enter Name)		-	-	-	-	-	-	
		5,373,030	467,550	-	-	-	5,840,580	
Special Education Revenue		-	-	-	-	-	-	
Grants								
Stimulus		-	-	-	-	-	-	
Other		27,421	3,577	-	-	-	30,998	FAMIS funding
Other State Revenue		-	-	-	-	-	-	
TOTAL REVENUE FROM STATE SOURCES		5,400,451	471,127	-	-	-	5,871,578	
REVENUE FROM FEDERAL FUNDING								
IDEA Special Needs		-	48,915	-	-	-	48,915	
Title I		127,331	16,608	-	-	-	143,939	
Title Funding - Other		12,948	1,689	-	-	-	14,637	
School Food Service (Free Lunch)		-	-	-	-	-	-	
Grants								
Charter School Program (CSP) Planning & Implementation		-	-	-	-	-	-	
Other		-	-	-	-	-	-	
Other Federal Revenue		-	-	-	-	-	-	
TOTAL REVENUE FROM FEDERAL SOURCES		140,279	67,212	-	-	-	207,491	
LOCAL and OTHER REVENUE								
Contributions and Donations, Fundraising		54,510	11,040	-	-	3,450	69,000	
Erate Reimbursement		-	-	-	-	-	-	
Interest Income, Earnings on Investments,		-	-	-	-	3,000	3,000	
NYC-DYCD (Department of Youth and Community Developmt.)		-	-	-	-	-	-	
Food Service (Income from meals)		-	-	-	-	-	-	
Text Book		-	-	-	-	-	-	
Other Local Revenue		-	-	-	-	-	-	
TOTAL REVENUE FROM LOCAL and OTHER SOURCES		54,510	11,040	-	-	6,450	72,000	
TOTAL REVENUE		5,595,240	549,379	-	-	6,450	6,151,069	
								List exact titles and staff FTE"s (Full time eqiuilivalent)
EXPENSES								
ADMINISTRATIVE STAFF PERSONNEL COSTS	No. of Positions							
Executive Management	1.00	81,084	11,057	-	2,835	46,779	141,755	
Instructional Management	1.00	109,005	14,864	-	-	-	123,869	
Deans, Directors & Coordinators	4.00	200,133	27,291	-	-	25,269	252,693	
CFO / Director of Finance	-	-	-	-	-	-	-	
Operation / Business Manager	1.00			-	-	88,740	88,740	
Administrative Staff	5.00	171,578	23,397	-	-	21,664	216,639	
TOTAL ADMINISTRATIVE STAFF	12	561,800	76,609	-	2,835	182,452	823,696	
INSTRUCTIONAL PERSONNEL COSTS								
Teachers - Regular	27.00	1,835,189	-	-	-	-	1,835,189	
Teachers - SPED	6.00	-	352,171	-	-	-	352,171	
Substitute Teachers	-	-	-	-	-	-	-	
Teaching Assistants	-	-	-	-	-	-	-	
Specialty Teachers	3.00	184,738	25,191	-	-	-	209,929	
Aides	4.00	119,863	16,345	-	-	-	136,208	
Therapists & Counselors	2.00	108,188	14,753	-	-	-	122,941	
Other	21.00	257,770	35,150	-	-	-	292,920	
TOTAL INSTRUCTIONAL	63	2,505,747	443,611	-	-	-	2,949,358	
NON-INSTRUCTIONAL PERSONNEL COSTS								
Nurse	-	-	-	-	-	-	-	
Librarian	-	-	-	-	-	-	-	
Custodian	-	-	-	-	-	-	-	
Security	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	
TOTAL NON-INSTRUCTIONAL	-	-	-	-	-	-	-	
SUBTOTAL PERSONNEL SERVICE COSTS	75	3,067,547	520,220	-	2,835	182,452	3,773,054	
PAYROLL TAXES AND BENEFITS								
Payroll Taxes		271,354	54,958	-	-	17,174	343,486	
Fringe / Employee Benefits		473,758	95,951	-	-	29,985	599,694	
Retirement / Pension		411,644	83,371	-	-	26,053	521,068	
TOTAL PAYROLL TAXES AND BENEFITS		1,156,756	234,280	-	-	73,212	1,464,248	
TOTAL PERSONNEL SERVICE COSTS		4,224,303	754,499	-	2,835	255,665	5,237,302	
CONTRACTED SERVICES								
Accounting / Audit		124,820	25,280	-	-	7,900	158,000	
Legal		23,700	4,800	-	-	1,500	30,000	
Management Company Fee		-	-	-	-	-	-	
Nurse Services		-	-	-	-	-	-	
Food Service / School Lunch		17,600	2,400	-	-	-	20,000	
Payroll Services		11,850	2,400	-	-	750	15,000	
Special Ed Services		-	-	-	-	-	-	
Titlement Services (i.e. Title I)		3,080	420	-	-	-	3,500	
Other Purchased / Professional / Consulting		160,160	21,840	-	-	-	182,000	
TOTAL CONTRACTED SERVICES		341,210	57,140	-	-	10,150	408,500	
SCHOOL OPERATIONS								
Board Expenses		-	-	-	-	-	-	
Classroom / Teaching Supplies & Materials		37,345	5,093	-	-	-	42,438	
Special Ed Supplies & Materials		-	-	-	-	-	-	
Textbooks / Workbooks		26,400	3,600	-	-	-	30,000	
Supplies & Materials other		-	-	-	-	-	-	
Equipment / Furniture		440	60	-	-	-	500	
Telephone		11,060	2,240	-	-	700	14,000	
Technology		67,197	13,610	-	-	4,253	85,060	
Student Testing & Assessment		17,600	2,400	-	-	-	20,000	
Field Trips		13,200	1,800	-	-	-	15,000	
Transportation (student)		1,760	240	-	-	-	2,000	
Student Services - other		7,920	1,080	-	-	-	9,000	
Office Expense		-	-	-	-	59,000	59,000	
Staff Development		28,045	5,680	-	-	1,775	35,500	
Staff Recruitment		-	-	-	-	-	-	
Student Recruitment / Marketing		26,400	3,600	-	-	-	30,000	
School Meals / Lunch		1,760	240	-	-	-	2,000	
Travel (Staff)		-	-	-	-	1,000	1,000	
Fundraising		-	-	-	1,000	-	1,000	
Other		-	-	-	-	6,000	6,000	
TOTAL SCHOOL OPERATIONS		239,128	39,642	-	1,000	72,728	352,498	
FACILITY OPERATION & MAINTENANCE								
Insurance		35,354	7,160	-	-	2,238	44,752	
Janitorial		-	-	-	-	-	-	
Building and Land Rent / Lease		-	-	-	-	4,000	4,000	
Repairs & Maintenance		-	-	-	-	500	500	
Equipment / Furniture		-	-	-	-	-	-	
Security		-	-	-	-	-	-	
Utilities		-	-	-	-	-	-	
TOTAL FACILITY OPERATION & MAINTENANCE		35,354	7,160	-	-	6,738	49,252	
DEPRECIATION & AMORTIZATION		68,730	13,920	-	-	4,350	87,000	
DISSOLUTION ESCROW & RESERVES / CONTIGENCY		-	-	-	-	-	-	
TOTAL EXPENSES		4,908,725	872,362	-	3,835	349,631	6,134,552	
NET INCOME		686,515	(322,983)	-	(3,835)	(343,181)	16,517	

ENROLLMENT - *School Districts Are Linked To Above Entries*	REGULAR EDUCATION	SPECIAL EDUCATION	TOTAL ENROLLED
District of Location	390	45	435
School District 2 (Enter Name)			-
School District 3 (Enter Name)			-
School District 4 (Enter Name)			-
School District 5 (Enter Name)			-
TOTAL ENROLLMENT	390	45	435
REVENUE PER PUPIL	14,347	12,208	-
EXPENSES PER PUPIL	12,586	19,386	-

Audited Financial Statement Checklist

Created Saturday, November 01, 2014

Page 1

Charter School Name:

1. Please check each item that is included in the 2013-14 Audited Financial Statement submitted for your charter school.

	Yes/No
Audited Financial Statements (including report on compliance and report on internal control over financial reporting)	Yes
Single Audit (if applicable)	Not Applicable
CSP Agreed Upon Procedures (if applicable)	Not Applicable
Management Letter	Yes
Report on Extracurricular Student Activity Accounts (if applicable)	Not Applicable
Corrective Action Plans for any Findings	Not Applicable

2. Please indicated if there is a finding(s) noted in any of the following sections of your charter school's 2013-14 Audited Financial Statement.

	Yes/No
Report on Compliance	No
Report on Internal Control over Financial Reporting	No
Single Audit	Not Applicable
CSP Agreed Upon Procedures Report	Not Applicable
Management Letter	No

Thank you.

Appendix E: Disclosure of Financial Interest Form

Created Thursday, July 10, 2014

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 2013-14 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-trustee-disclosure-form/. Trustees may download and/or email their forms to you upon completion.

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 surveyhttps://fluidsurveys.com/account/surveys/540612/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 Friday, June 20, 2014
Updated Monday, July 21, 2014

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	Rudolph Austin	Member	Yes	Finance	In 1st term 1 year served Elected: August 2013	Finance
2	Katherine Brown	Chair/President	Yes	Legal	In 1st term 3 years served Elected: October 2011	Exec, legal, EAC
3	Jay Hatfield	Member	Yes	Finance	In 1st term 3 years served Elected: September 2011	Finance/Audit
4	Andrew Hutcher	Member	Yes	Operations and Legal	In 2nd term 4 years served Elected: August 2010	Head of Legal/HR working group
5	Natalie Deak Jaros	Member	Yes	Finance	In 1st term 3 years served Elected: September 2011	Finance/Audit
6	Suzanne Thompson	Member	Yes	Communications	In 3rd term 9 years served Elected: August 2005	Development, Educational Accountability
7	Joan Wicks	Chair/President	Yes	Human Resources	In 2nd term 4 years served Elected: October 2010	Exec, EAC, Development, HR
8	Toye Wigley	Member	Yes	Marketing and Management	In 1st term 1 year served Elected: September 2013	Hr/Legal and Development
9	Amanda Williams	Parent Rep	Yes	Parent	In 1st term 2 years served Elected: September 2012	Hr/Legal and Development
10	Gilda Wray	Member	Yes	Not-for-profits	In 1st term 1 year served Elected: October 2013	Governance and Development

2. Total Number of Members Joining Board during the 2013-14 school year

3

3. Total Number of Members Departing the Board during the 2013-14 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 2013-14 school year?

10

6. How many times will the Board meet during the 2014-15 school year?

10

Thank you.

Future Leaders Institute
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 several 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 all school events. 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.

Appendix I: Teacher and Administrator Attrition

Created Tuesday, July 01, 2014
Updated Friday, July 11, 2014

Page 1

Charter School Name: 310300860881 FUTURE LEADERS INST CS

Instructions for completing the Teacher and Administrator Attrition Tables
Board of Regents-authorized charter schools should provide, for teachers and administrators only, the full time equivalent (FTE) of staff on June 30, 2013, the FTE for added staff from July 1, 2013 through June 30, 2014, and the FTE for any departed staff from July 1, 2013 through June 30, 2014 using the two tables provided.

2013-14 Teacher Attrition Table

	FTE Teachers on June 30, 2013	FTE Teachers Additions 7/1/13 – 6/30/14	FTE Teacher Departures 7/1/13 – 6/30/14
	35	9	5

2013-14 Administrator Position Attrition Table

	FTE Administrator Positions On 6/30/2013	FTE Administrator Additions 7/1/13 – 6/30/14	FTE Administrator Departures 7/1/13 – 6/30/14
	5	0	1

Thank you

Appendix J: Uncertified Teachers

Created Tuesday, July 01, 2014
Updated Tuesday, July 15, 2014

Page 1

Charter School Name: 310300860881 FUTURE LEADERS INST CS

Note Definition of FTE:
Full-time equivalent employees equal the number of employees on full-time schedules plus the number of employees on part-time schedules converted to a full-time basis. The number of full-time equivalent employees in each industry is the product of the total number of employees and the ratio of average weekly hours per employee for all employees to average weekly hours per employee on full-time schedules. An industry's full-time equivalent employment will be less than the number of its employees on full- and part-time schedules, unless it has no part-time employees (U.S. Commerce--Bureau of Economic Analysis at: http://www.bea.gov/faq/index.cfm?faq_id=368#sthash.8Rbj89kq.dpuf)

How many UNCERTIFIED Full-Time Equivalent Teachers were employed in the charter school as of last day of school in 2013-14?

For each applicable category (i-iv), input the relevant full time equivalent (FTE) count of teachers.

	FTE
(i) uncertified teachers with at least three years of elementary, middle or secondary classroom teaching experience	3
(ii) tenured or tenure track college faculty	0
(iii) individuals with two years satisfactory experience through Teach for America	0
(iv) individuals who possess exceptional business, professional, artistic, athletic, or military experience	1
Total FTE (Sum of all Uncertified Teaching Staff)	4

How many CERTIFIED Full-Time Equivalent Teachers were employed in the charter school as of the last day of school in 2013-14?

35

Thank you.

Future Leaders Institute Charter School – Academic Structure
2014 - 2015

Future Leaders Institute Charter School
Board of Trustees

Principal

Director of Operations/ HR

Assistant Principal

Director of Student Affairs

Office Manager

Executive Operations Associate

IT Consultants/ Erate
Network Outsource

CSBM

Director of Instruction

Elementary Teachers
SpEd Teachers
Push in Teachers

Educational Assistants

Math Specialist

Instructional Consultants

Upper School Teachers w/ 2 teacher mentors

IEP Coordinator

Coordinator of Data and External Affairs

Counselor/ SW/ High School Placement

Parent Coordinator

Extended Day Supervisor

Extended Day Staff

School Culture Associates