



I. SCHOOL INFORMATION AND COVER PAGE (To be Completed By All Charter Schools)

Created: 07/06/2015

Last updated: 07/31/2015

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

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1. SCHOOL NAME AND AUTHORIZER

(Select name from the drop down menu)

FUTURE LEADERS INSTITUTE CS (NYC CHANCELLOR) 310300860881

2. CHARTER AUTHORIZER

(For technical reasons, please re-select authorizer name from the drop down menu).

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	John Harrison York
Title	Executive Director
Emergency Phone Number (###-###-####)	601-291-8287

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. FINAL VERIFIED BEDS ENROLLMENT FOR THE 2014-15 School Year as reported to Department's Office of Information and Reporting Services (via the NYC DOE for charter schools in NYC) in August.

396

9. GRADES SERVED IN SCHOOL YEAR 2014-15

Check all that apply

Grades Served
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	

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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 2015-16.

	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
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
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School Leader	John Harrison York	212-678-2868	601-291-8287	jyork@futureleadersinstitute.org
Operational Leader	John Harrison York	212-678-2868	601-291-8287	jyork@futureleadersinstitute.org
Compliance Contact	Brandon Gill	212-678-2868	781-484-7623	bgill@futureleadersinstitute.org
Complaint Contact	John Harrison York	212-678-2868	601-291-8287	jyork@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
Site 2						
Site 3						

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14. Were there any revisions to the school's charter during the 2014-2015 school year? (Please include both those that required authorizer approval and those that did not require authorizer approval).

Yes

14a. 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 organizational structure	FLI requested a change in its leadership structure to create an Assistant Principal position that will have responsibility for FLI's upper and lower school grades, replacing the Heads of the Upper and Lower Schools. This change will create a traditional vertical school management model, ensuring clearer lines of accountability and communication.	6/19/14	2/12/15

2	Change in Maximum Approved Enrollment	FLI requested an increase in its maximum enrollment from 379 to 450 students. The increased enrollment will significantly increase revenue and allow FLI to hire more highly qualified instructional staff. It will also provide for more extensive tutoring and enrichment opportunities.	6/19/14	Not Approved
3	Change in organizational structure	FLI requested a change in its leadership structure to create a temporary position of Executive Director. We made this request in order to strategically facilitate FLI's upcoming leadership transition. During the 2015-2016 school year, the Executive Director will report directly to the Board of Trustees (the "Board"). The Principal will report to the Executive Director on non-academic matters and directly to the Board on academic matters. The Principal will be evaluated by the Board. This change will enable the school to bring in an operations-focused Executive Director with experience in organizational change management to serve in a temporary, transitional capacity. The new Principal will then be able to devote her primary focus to the academic program.	5/14/15	Waiting for Approval

4	Change in organizational structure	FLI respectfully requests a change in its leadership structure to split the current Assistant Principal function from one position into two by creating the positions of Lower School Assistant Principal and Middle School Assistant Principal. The Lower School Assistant Principal will cover kindergarten through 4th grade, and the Middle School Assistant Principal will cover 5th grade through 8th grade. FLI believes that the change to two Assistant Principals offers the opportunity to provide more direct support and coaching to FLI's teachers.	5/14/15	Waiting for Approval
5				

15. Name and Position of Individual(s) Who Completed the 2014-15 Annual Report.

Brandon Gill, Director of Operations

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).**

Responses Selected:

Yes

Signature, Head of Charter School



Signature, President of the Board of Trustees

Katherine M. Brown

Thank you.



Appendix A: Link to the New York State School Report Card

Created: 07/06/2015

Last updated: 07/22/2015

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Charter School Name:

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=2014&createreport=1&enrollment=1&avgclasssize=1&freelunch=1&attendance=1&teacherqual=1&teacherturnover=1&staffcounts=1&38ELA=1&38MATH=1&48SCI=1&lep=1&naep=1&nyseslat=1&elen](http://data.nysed.gov/reportcard.php?instid=800000058358&year=2014&createreport=1&enrollment=1&avgclasssize=1&freelunch=1&attendance=1&teacherqual=1&teacherturnover=1&staffcounts=1&38ELA=1&38MATH=1&48SCI=1&lep=1&naep=1&nyseslat=1&elen)



Appendix A: Progress Toward Goals

Created: 07/06/2015

Last updated: 10/30/2015

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Charter School Name:

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/>) which captures school-level enrollment and demographic information, staff qualifications, electronic student records, and attendance rates, as prescribed by New York State statute (8 NYCRR 119.3).

(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=2014&createreport=1&enrollment=1&avgclasssize=1&freelunch=1&attendance=1&teacherqual=1&teacherturnover=1&staffcounts=1&38ELA=1&38MATH=1&48SCI=1&lep=1&naep=1&nyseslat=1&elemf](http://data.nysed.gov/reportcard.php?instid=800000058358&year=2014&createreport=1&enrollment=1&avgclasssize=1&freelunch=1&attendance=1&teacherqual=1&teacherturnover=1&staffcounts=1&38ELA=1&38MATH=1&48SCI=1&lep=1&naep=1&nyseslat=1&elemf)

2. APPENDIX A: PROGRESS TOWARD CHARTER GOALS

The following tables reflect formatting in the online portal required for Board of Regents-authorized charter schools and NYCDOE-authorized charter schools only. Schools should list Progress Toward Charter Goals by August 1, 2015. If the goals are based on student performance data that the school will not have access to before August 1, 2015 (e.g., the NYS Assessment results), explain this in the "2014-2015 Progress Toward Attainment of Goal" column. The information can be updated when available. Appendix A must be fully completed no later than November 1, 2015.

2a. ACADEMIC STUDENT PERFORMANCE GOALS

2014-15 Progress Toward Attainment of Academic Goals

	Academic Student Performance Goal	Measure Used to Evaluate Progress Toward Attainment of Goal	2014-2015 Progress Toward Attainment of Goal - Met, Partially Met, or Not Met	If Not Met, Describe Efforts School Will Take
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	This information was previously reported in the NYC Department of Education's Progress Reports. The new School Quality Guide does not present peer schools comparisons in this way and is not yet available for the 2014-15 school year.	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. Specific ELA scores per grade are as follows: 3rd Grade - 17% 4th Grade - 18% 5th Grade - 23.3% 6th Grade - 19.5% 7th Grade - 8.3% 8th Grade - 56.3% Total - 23.7%	To improve student performance and proficiency rates for ELA, FLI is implementing the following improvement strategies: 1. Continued use of the STEP curriculum in Grades K-2; 2. Increased remedial instruction provided after school and during Saturday School sessions for all students below grade level; 3. Increased small group, differentiated instruction provided in the classrooms by SETSS instructors and Reading Specialists; 4. Extensive professional development for teachers; and 5. Ongoing partnerships with effective consultants to assist teachers with unit planning and curriculum mapping.
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. Specific Math scores per grade are as follows: 3rd Grade - 27.7% 4th Grade - 33.3% 5th Grade - 40.9% 6th Grade - 37% 7th Grade - 18.9% 8th Grade - 25% Total - 30.5%	To improve student performance and proficiency rates for Math, FLI is implementing the following improvement strategies: 1. Increased remedial instruction provided after school and during Saturday School sessions for all students below grade level; 2. Increased small group, differentiated instruction provided in the classrooms by SETSS instructors and Reading Specialists; 3. Extensive professional development for teachers; and 4. Ongoing partnerships with effective consultants to assist teachers with unit planning and curriculum mapping.
Academic Goal 4	Each year, 75 percent of 4th and 8th 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 2015 NYS Science exams, 71% of FLI's 4th Graders scored at or above a Level 3, and 81% of 8th Graders scored at or above Level 3.	To increase student performance on the 4th Grade Science exam, FLI will use the data gathered from end of unit tests, classwork and observations to identify students struggling with one or more concepts and provide targeted remediation and tutoring throughout the school year.

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	FLI maintains an NCLB status of "Good Standing."	
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

2014-15 Progress Toward Attainment of Academic Goals

	Academic Student Performance Goal	Measure Used to Evaluate Progress Toward Attainment of Goal	Measure Used to Evaluate Progress Toward Attainment of Goal - Met, Partially Met, Not Met	If Not Met, Describe Efforts School Will Take
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 8th graders attend high schools that graduate at least 75% of their students.	Student transfer records	This goal has not been fully met. 91% of our 8th Graders will be attending high schools with a graduation rate over 75%.	While 100% of our graduating 8th grade class were admitted to high schools with over 75% graduation rate, certain families made decisions to attend high schools based on existing relationships from older siblings or closer proximity to their homes. In the coming school year, our high school guidance counselor will continue to support our students admission into the high schools that work best for them.
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	As no cohorts saw significant increases in ELA from 2014 to 2014 except for 8th Grade, 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 school is expected to demonstrate growth (from proficient to advanced) in the current year.	NYS Math exam scores	As no cohorts saw significant increases in Math from 2014 to 2014 except for 6th Grade, this goal has not been met.	Please see response to Academic Goal 3.

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 except for 8th, 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 7th, FLI students outperformed their peers in CSD 5 on the ELA exam. 3rd Grade: FLI - 17% CSD 3 - 46.1% CSD 5 - 16.1% 4th Grade: FLI - 18% CSD 3 - 53.1% CSD 5 - 13% 5th Grade: FLI - 23.3% CSD 3 - 52.1% CSD 5 - 11.4% 6th Grade: FLI - 19.5% CSD 3 - 48.8% CSD 5 - 19% 7th Grade: FLI - 8.3% CSD 3 - 47.3% CSD 5 - 15.7% 8th Grade: FLI - 56.3% CSD 3 - 47.6% CSD 5 - 22%	Please see the 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 for 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. 3rd Grade: FLI - 27.7% CSD 3 - 52.4% CSD 5 - 19.9% 4th Grade: FLI - 33.3% CSD 3 - 58.7% CSD 5 - 17.5% 5th Grade: FLI - 40.9% CSD 3 - 59% CSD 5 - 13.7% 6th Grade: FLI - 37% CSD 3 - 53% CSD 5 - 19.8% 7th Grade: FLI - 18.9% CSD 3 - 46.9% CSD 5 - 14.4% 8th Grade: FLI - 25% CSD 3 - 13.7% CSD 5 - 5.6%	Please see the response for Academic Goal 3.
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	This information was previously reported in the NYC Department of Education's Progress Reports. The new School Quality Guide does not utilize a similar grading structure.	Not Applicable
Academic Goal 15				
Academic Goal 16				

2a2. Do have more academic goals to add?

No

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2b. ORGANIZATIONAL GOALS

2014-15 Progress Toward Attainment of Organizational Goals

Organizational Goal	Measure Used to Evaluate Progress	2014-15 Progress Toward Attainment	If Not Met, Describe Efforts School Will Take
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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 2014-2015 was 93%.	To help ensure we meet our attendance goal in the coming year, the Director of Student Affairs will closely track and analyze attendance trends. Meetings will be scheduled with families of students with chronic absence/lateness issues. All teachers, guidance counselors, and the parent coordinator will continue to engage in ongoing conversations regarding 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 students who were enrolled in 2014-2015, 85% returned for the 2015-2016 school year in September.	To increase student retention, we have implemented a number of schoolwide improvement strategies that are enabling us to better meet the needs of all students. These initiatives include: 1) increased use of targeted interventions during the school day, afterschool, and during school breaks; 2.) investments in the skills of our teaching staff through professional development, and 3.) additional resources and family engagement activities for families.
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 not been met. Throughout the year, 65% of the student body was referred for disciplinary action at least once.	The Director of Student Affairs will be implementing school wide systems and structures to address concerns and overcome challenges of students. Strategic and timely provision of preventive and responsive social, emotional and developmental supports and services will be offered for all students with behavioral issues. The school will also provide 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. Discipline trends will be closely tracked and analyzed to help develop next steps for students who receive numerous referrals. Parent meetings will be held to discuss all individualized behavior intervention plans to be implemented.
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. All board members attended more than 50% of meetings, with the exception of Annie Adams who was elected to the Board on September 18, 2014.	

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

Yes

2014-15 Progress Toward Attainment of Organizational Goals

	Organizational Goal	Measure Used to Evaluate Progress	2014-2015 Progress Toward Attainment	If Not Met, Describe Efforts School Will Take
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 by the school leaders but not by the Board of Trustees.	In the coming school year, the Executive Director and Principal will regularly communicate information about upcoming trainings and workshops related to a wide range of issues such as governance, educational leadership, finance, etc. The Executive Director and Chair of the Board will work together to track attendance.
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 14-15 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 was met. Although the survey categories and scoring system have changed, FLI's overall parental satisfaction rate was 93%, and at least 90% of parents provided positive responses in all of the subcategories, including Collaborative Teachers, Supportive Environment, Effective School Leadership, Strong Family-Community Ties, and Trust.	

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 was met. Although the survey categories and scoring system have changed, FLI's overall teacher satisfaction rate was 90%, based on their positive responses to the questions in all subcategories including Rigorous Instruction, Collaborative Teachers, Supportive Environment, Effective School Leadership, Strong Family-Community Ties, and Trust.	
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. 76% 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 four survey domains: Academic Expectations, Communication, Engagement, and Safety and Respect. The school will only have met this goal if 75 percent or more of the students enrolled participate in this survey.	NYCDOE Learning Environment Surveys	This goal was met. Although the survey categories and scoring system have changed, FLI's overall student satisfaction rate was 83%, based on their positive responses to the questions in all subcategories including Rigorous Instruction, Collaborative Teachers, Supportive Environment, Effective School Leadership, Strong Family-Community Ties, and Trust.	
Org Goal 12				
Org Goal 13				
Org Goal 14				
Org Goal 15				

2c. FINANCIAL GOALS

2014-15 Progress Toward Attainment of Financial Goals

	Financial Goals	Measure Used to Evaluate Progress	2014-2015 Progress Toward Attainment	If Not Met, Describe Efforts School Will Take
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 Audit	The FY15 Independent Financial Audit is not yet complete. However, we anticipate that we will receive a clean audit with no major findings as we have in all past fiscal years.	Not Applicable
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. Throughout the fiscal year, the school maintained a balanced budget and a stable cash flow.	
Financial Goal 3				
Financial Goal 4				
Financial Goal 5				



Appendix B: Total Expenditures and Administrative Expenditures per Child

Created: 07/28/2015

Last updated: 07/31/2015

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Charter School Name:

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 2014-15 Schedule of Functional Expenses) and divide by the year end per pupil count. (Integers Only. No dollar signs or commas).

Line 1: Total Expenditures	5889442
Line 2: Year End Per Pupil Count	376
Line 3: Divide Line 1 by Line 2	15663

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 2014-15 Schedule of Functional Expenses) and divide by the year end 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 20 of the 2014-15 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 2014-15 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 2014-15 Schedule of Functional Expenses) and divide by the year end per pupil count. (Integers Only. No dollar signs or commas).

Line 1: Relevant Personnel Services Cost (Row)	325567
Line 2: Management and General Cost (Column)	127052
Line 3: Sum of Line 1 and Line 2	452619
Line 4: Year End Per Pupil Count	376
Line 5: Divide Line 3 by the Year End Per Pupil Count	1204

Thank you.

FUTURE LEADERS INSTITUTE CHARTER SCHOOL

**FINANCIAL STATEMENTS
AND
SUPPLEMENTARY INFORMATION**

JUNE 30, 2015 AND 2014

FUTURE LEADERS INSTITUTE CHARTER SCHOOL

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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, 2015 and 2014, 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, 2015 and 2014, 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 23, 2015, on our consideration of Future Leaders Institute Charter School's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the School's internal control over financial reporting and compliance.

Lotz + Carr, LLP

New York, New York
October 23, 2015

FUTURE LEADERS INSTITUTE CHARTER SCHOOL

STATEMENTS OF FINANCIAL POSITION

JUNE 30, 2015 AND 2014

	<u>2015</u>	<u>2014</u>
Assets		
Current Assets		
Cash and cash equivalents (Notes 1b and 6)	\$4,453,158	\$4,062,770
Unconditional promises to give - unrestricted (Notes 1c and 3)	82,013	89,193
Resident student enrollment revenue receivable (Note 7)	-	5,822
Prepaid expenses and other current assets	42,870	103,677
Total Current Assets	<u>4,578,041</u>	<u>4,261,462</u>
Property and equipment (Notes 1d and 4)	127,415	142,184
Escrow deposit (Note 5d)	<u>75,000</u>	<u>75,000</u>
 Total Assets	 <u><u>\$4,780,456</u></u>	 <u><u>\$4,478,646</u></u>
 Liabilities and Net Assets		
Liabilities		
Accounts payable and accrued expenses	\$ 249,491	\$ 171,903
Salaries, payroll taxes and benefits payable	508,788	529,773
Accrued pension liability (Note 5b)	828,765	823,217
Deferred resident student enrollment revenue (Note 7)	12,399	-
Total Liabilities	<u>1,599,443</u>	<u>1,524,893</u>
Commitments and Contingencies (Notes 5 and 9)		
Net Assets		
Unrestricted		
Board designated (Note 2)	575,000	575,000
Other	2,606,013	2,378,753
Total Net Assets	<u>3,181,013</u>	<u>2,953,753</u>
 Total Liabilities and Net Assets	 <u><u>\$4,780,456</u></u>	 <u><u>\$4,478,646</u></u>

See notes to financial statements.

FUTURE LEADERS INSTITUTE CHARTER SCHOOL

STATEMENTS OF ACTIVITIES

YEARS ENDED JUNE 30, 2015 AND 2014

	<u>2015</u>	<u>2014</u>
Revenues and Other Support		
Public School District - Resident student enrollment (Note 7)	\$5,926,728	\$5,544,292
Federal grants	199,849	199,131
New York State grants	29,162	25,547
Contributions	237,707	132,614
Donated services (Note 8)	114,231	20,000
Interest and other income	<u>42,767</u>	<u>31,321</u>
Total Revenues and Other Support	<u>6,550,444</u>	<u>5,952,905</u>
Expenses		
Program Services		
General education services	4,392,598	4,154,848
Special education services	1,153,553	1,066,899
Supporting Services		
Management and general	773,533	540,270
Fundraising and special events	<u>3,500</u>	<u>16,148</u>
Total Expenses	<u>6,323,184</u>	<u>5,778,165</u>
Increase in net assets	227,260	174,740
Net assets, beginning of year	<u>2,953,753</u>	<u>2,779,013</u>
Net Assets, End of Year	<u><u>\$3,181,013</u></u>	<u><u>\$2,953,753</u></u>

See notes to financial statements.

FUTURE LEADERS INSTITUTE CHARTER SCHOOL

STATEMENTS OF CASH FLOWS

YEARS ENDED JUNE 30, 2015 AND 2014

	<u>2015</u>	<u>2014</u>
Cash Flows From Operating Activities		
Increase in net assets	\$ 227,260	\$ 174,740
Adjustments to reconcile increase in net assets to net cash provided by operating activities:		
Depreciation	-	-
(Increase) decrease in:		
Unconditional promises to give	7,180	9,979
Resident student enrollment revenue receivable	5,822	(5,822)
Prepaid expenses and other current assets	60,807	(63,573)
Increase (decrease) in:		
Accounts payable and accrued expenses	77,588	43,766
Salaries, payroll taxes and benefits payable	(20,985)	154,610
Accrued pension liability	5,548	8,143
Deferred resident student enrollment revenue	12,399	-
Net Cash Provided By Operating Activities	<u>375,619</u>	<u>321,843</u>
Cash Flows From Investing Activities		
Purchase of property and equipment	<u>(58,214)</u>	<u>(98,120)</u>
Net increase in cash and cash equivalents	317,405	223,723
Cash and cash equivalents, beginning of year	<u>4,062,770</u>	<u>3,766,224</u>
Cash and Cash Equivalents, End of Year	<u><u>\$4,380,175</u></u>	<u><u>\$3,989,947</u></u>

See notes to financial statements.

FUTURE LEADERS INSTITUTE CHARTER SCHOOL

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 2015 AND 2014

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, 2015 AND 2014****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 the date of filing.

h - Subsequent Events

FLICS has evaluated subsequent events through October 23, 2015, 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, 2015 AND 2014

Note 4 - Property and Equipment

A summary of property and equipment at June 30, 2015 and 2014 is as follows:

	<u>Life</u>	<u>2015</u>	<u>2014</u>
Computer equipment	3 years	\$343,010	\$284,796
Furniture and other office equipment	5-7 years	163,143	163,143
Software	3 years	108,766	108,766
Website	3 years	18,854	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	<u>20,181</u>	<u>20,181</u>
		853,550	795,336
Less: Accumulated depreciation		<u>(726,135)</u>	<u>(653,152)</u>
		<u>\$127,415</u>	<u>\$142,184</u>

Depreciation expense for the years ended June 30, 2015 and 2014 was \$72,983 and \$72,823, 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 2015 and 2014 is an estimate subject to adjustment by the TRS.
- c - Government supported projects are subject to audit by the applicable granting agency.
- d - As part of an agreement with the DOE, FLICS has established an escrow account of \$75,000 to pay for legal and audit expenses that would be associated with a dissolution, should it occur.
- e - As a conversion charter school, FLICS is a unionized school and as such is required to follow the union contract agreed upon between the United Federation of Teachers union (UFT) and the City of New York.

FUTURE LEADERS INSTITUTE CHARTER SCHOOL**NOTES TO FINANCIAL STATEMENTS****JUNE 30, 2015 AND 2014****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.

The deferred portion represents per pupil revenue for the 2016 school year.

Note 8 - Donated Services

FLICS received donated program services with a value of \$114,231 and \$20,000 for the years ended June 30, 2015 and 2014, respectively.

Note 9 - Teacher Salaries

As a result of the UFT and CSA collective bargaining agreements that were ratified in 2014 after the expiration of the previous agreements in 2009, FLICS is subject to retroactive salary increases and related payments due to all eligible UFT and CSA members beginning in 2015 and continuing through 2021. The school has calculated an estimate of the total liability and has recognized the current liability, approximately \$80,000, in 2015 salary expenses, which approximates the October 2015 and February 2016 UFT and CSA payments. The contingent liability is estimated to be approximately \$850,000 but will only be paid to individuals who are members of the UFT or the CSA and employed by FLI (or are eligible retirees under the applicable CBA) at the time of payment. Such payments will be issued as agreed upon with the UFT and CSA over the next six years beginning in October 2015.

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



**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, 2015 and 2014, and our report thereon dated October 23, 2015, 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, 2015 with comparative totals for 2014 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 23, 2015

FUTURE LEADERS INSTITUTE CHARTER SCHOOL

SCHEDULE OF FUNCTIONAL EXPENSES

YEAR ENDED JUNE 30, 2015 WITH COMPARATIVE TOTALS FOR 2014

	Number of Positions	Program Services			Supporting Services			2015	2014
		Regular Education	Special Education	Total	Management and General	Fundraising	Total	Total Expenses	Total Expenses
Personnel Services Costs									
Administrative staff personnel	14	\$ 783,331	\$ 112,636	\$ 895,967	\$ 99,552	\$ -	\$ 99,552	\$ 995,519	\$ 808,290
Instructional personnel	59	1,854,339	614,322	2,468,661	235,664	-	235,664	2,704,325	2,682,894
Non-instructional personnel	6	220,243	31,669	251,912	27,990	-	27,990	279,902	325,866
Total Personnel Services Costs		2,857,913	758,627	3,616,540	363,206	-	363,206	3,979,746	3,817,050
Employee benefits and payroll taxes		666,655	176,962	843,617	84,724	-	84,724	928,341	891,417
Retirement		155,251	41,211	196,462	19,730	-	19,730	216,192	291,103
Professional development		52,344	13,895	66,239	6,652	-	6,652	72,891	3,062
Legal services		-	-	-	37,033	-	37,033	37,033	16,926
Accounting and audit services		-	-	-	173,616	-	173,616	173,616	129,467
Other purchased, professional and consulting services		318,658	84,587	403,245	40,498	3,500	43,998	447,243	226,074
Student and staff recruitment		-	-	-	17,647	-	17,647	17,647	11,167
Supplies and materials		102,360	14,718	117,078	-	-	-	117,078	98,539
Office expense		54,847	14,559	69,406	6,970	-	6,970	76,376	64,165
Technology		38,858	10,315	49,173	4,938	-	4,938	54,111	59,512
Student services		31,447	8,348	39,795	3,997	-	3,997	43,792	46,449
Insurance		33,756	8,960	42,716	4,290	-	4,290	47,006	41,681
Equipment and furnishings		20,095	5,334	25,429	2,554	-	2,554	27,983	2,350
Repairs and maintenance		361	96	457	46	-	46	503	305
Depreciation		52,410	13,912	66,322	6,661	-	6,661	72,983	72,823
Other		7,643	2,029	9,672	971	-	971	10,643	6,075
Total Expenses, 2015		<u>\$4,392,598</u>	<u>\$1,153,553</u>	<u>\$5,546,151</u>	<u>\$ 773,533</u>	<u>\$ 3,500</u>	<u>\$777,033</u>	<u>\$6,323,184</u>	
Total Expenses, 2014		<u>\$4,154,848</u>	<u>\$1,066,899</u>	<u>\$5,221,747</u>	<u>\$ 540,270</u>	<u>\$ 16,148</u>	<u>\$556,418</u>		<u>\$5,778,165</u>

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, 2015, 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 23, 2015.

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 23, 2015

New York State Education Department

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

2015-16 Budget & Cash Flow Template

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

1	Complete ALL SIX columns in BLUE
2	Enter information into the GRAY cells
3	Cells containing RED triangles in the upper right corner in columns B through G contain guidance on that particular item
4	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.
5	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 2015-2016

July 1, 2015 to June 30, 2016

Please Note: The student enrollment data is entered below in the Enrollment Section beginning in row 155. This will populate the data in row 10.

	REGULAR EDUCATION	SPECIAL EDUCATION	OTHER	FUNDRAISING	MANAGEMENT & GENERAL	TOTAL
Total Revenue	5,577,368	697,402	-	-	14,780	6,289,550
Total Expenses	5,219,657	881,278	-	12,747	462,416	6,576,088
Net Income	357,711	(183,876)	-	(12,747)	(447,636)	(286,548)
Actual Student Enrollment	333	57	-	-	-	-
Total Paid Student Enrollment	-	-	-	-	-	-

Assumptions

DESCRIPTION OF ASSUMPTIONS - Please note assumptions when applicable

PROGRAM SERVICES

SUPPORT SERVICES

REGULAR EDUCATION	SPECIAL EDUCATION	OTHER	FUNDRAISING	MANAGEMENT & GENERAL	TOTAL
----------------------	----------------------	-------	-------------	-------------------------	-------

REVENUE

REVENUES FROM STATE SOURCES

Per Pupil Revenue

CY Per Pupil Rate

District of Location

School District 2 (Enter Name)

School District 3 (Enter Name)

School District 4 (Enter Name)

School District 5 (Enter Name)

Special Education Revenue

Grants

Stimulus

Other

Other State Revenue

TOTAL REVENUE FROM STATE SOURCES

REVENUE FROM FEDERAL FUNDING

IDEA Special Needs

Title I

Title Funding - Other

School Food Service (Free Lunch)

Grants

Charter School Program (CSP) Planning & Implementation

Other

Other Federal Revenue

TOTAL REVENUE FROM FEDERAL SOURCES

LOCAL AND OTHER REVENUE

Contributions and Donations, Fundraising

Estate Reimbursement

Interest Income, Earnings on Investments,

NYC-DYCD (Department of Youth and Community Developmnt.)

Food Service (Income from meals)

Text Book

Other Local Revenue

TOTAL REVENUE FROM LOCAL and OTHER SOURCES

TOTAL REVENUE

EXPENSES

ADMINISTRATIVE STAFF PERSONNEL COSTS

No. of Positions

Executive Management

Instructional Management

Deans, Directors & Coordinators

CFO / Director of Finance

Operation / Business Manager

Administrative Staff

TOTAL ADMINISTRATIVE STAFF

INSTRUCTIONAL PERSONNEL COSTS

Teachers - Regular

Teachers - SPED

Substitute Teachers

Teaching Assistants

Specialty Teachers

Aides

Therapists & Counselors

Other

TOTAL INSTRUCTIONAL

NON-INSTRUCTIONAL PERSONNEL COSTS

Nurse

Librarian

Custodian

Security

Other

TOTAL NON-INSTRUCTIONAL

SUBTOTAL PERSONNEL SERVICE COSTS

PAYROLL TAXES AND BENEFITS

Payroll Taxes

Fringe / Employee Benefits

Retirement / Pension

TOTAL PAYROLL TAXES AND BENEFITS

TOTAL PERSONNEL SERVICE COSTS

CONTRACTED SERVICES

Accounting / Audit

Legal

Management Company Fee

Nurse Services

Food Service / School Lunch

Payroll Services

Special Ed Services

Titlement Services (i.e. Title I)

Other Purchased / Professional / Consulting

TOTAL CONTRACTED SERVICES

SCHOOL OPERATIONS

Board Expenses

Classroom / Teaching Supplies & Materials

Special Ed Supplies & Materials

Textbooks / Workbooks

Supplies & Materials other

Equipment / Furniture

Telephone

Technology

Student Testing & Assessment

Field Trips

Transportation (student)

Student Services - other

Office Expense

Staff Development

Staff Recruitment

Student Recruitment / Marketing

School Meals / Lunch

Travel (Staff)

Fundraising

Other

TOTAL SCHOOL OPERATIONS

FACILITY OPERATION & MAINTENANCE

Insurance

Janitorial

Building and Land Rent / Lease

Repairs & Maintenance

Equipment / Furniture

Security

Utilities

TOTAL FACILITY OPERATION & MAINTENANCE

DEPRECIATION & AMORTIZATION

DISSOLUTION ESCROW & RESERVES / CONTINGENCY

TOTAL EXPENSES

NET INCOME

List exact titles and staff FTE's (Full time equivalent)

PROJECTED BUDGET FOR 2015-2016



Audited Financial Statement Checklist

Last updated: 10/31/2015

Page 1

Charter School Name:

1. Please check each item that is included in the 2014-15 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	No
Report on Extracurricular Student Activity Accounts (if applicable)	No
Corrective Action Plans for any Findings	No

2. Please indicated if there is a finding(s) noted in any of the following sections of your charter school's 2014-15 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	Not Applicable

Thank you.



Appendix E: Disclosure of Financial Interest Form

Created: 07/22/2015

Last updated: 10/31/2015

Page 1

All trustees who served on an education corporation governing one or more charter schools during the 2014-2015 school year must complete the form in Appendix E (Disclosure of Financial Interest Form). The Disclosure of Financial Interest Forms are due on November 1, 2015. A link to a safe and secure form that each Trustee must complete by the November 1, 2015 deadline will be provide here by September 1, 2015 or sooner.

ALL charter schools or merged education corporations must complete the Board of Trustees Membership Table within the online portal in Appendix F (Board of Trustees Membership Table). The Board of Trustees Membership Table must be submitted by August 1, 2015.

Regents-authorized charter schools must upload a complete set of board of trustee Meeting Minutes from July 2014-June 2015 into Appendix G (Board Minutes). Board of Trustee Meeting Minutes must be submitted by August 1, 2015.

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

Yes

Thank you.



Appendix F: BOT Membership Table

Created: 07/06/2015

Last updated: 07/30/2015

Page 1

1. Current Board Member Information

	Trustee Name	Email Address	Committee Affiliation(s)	Voting Member? (Y/N)	Area of Expertise, and/or Additional Role and School (parent, staff member, etc.)	Number of Terms Served and Length of Each (Include election date and term expiration)
1	Annie Adams	anadams@deloitte.com	Trustee/Member	Yes	Finance	In 1st term, <1 year served, Elected: September 2014
2	Rudolph Austin	raustin@senatorlp.com	Treasurer	Yes	Finance	In 1st term, 2 years served, Elected: August 2013
3	Katherine Brown	katherine.brown@lw.com	Chair/Board President	Yes	Legal	In 2nd term, 4 years served, Elected: October 2011
4	Jay Hatfield	jayhatfield@infracapllc.com	Trustee/Member	Yes	Finance	In 2nd term, 5 years served, Elected: August 2010
5	Andrew Hutcher	andrew.hutcher@credit-suisse.com	Trustee/Member	Yes	Operations and Legal	In 2nd term, 5 years served, Elected: August 2010
6	Natalie Deak Jaros	natalie.deak@ey.com	Vice Chair/Vice President	Yes	Finance	In 2nd term, 4 years served, Elected: April 2011
7	Joan Wicks	wicks.joan@gmail.com	Trustee/Member	Yes	Human Resources	In 2nd term, 5 years served, Elected: October 2010
8	Toye Wigley	toyewigley@yahoo.com	Trustee/Member	Yes	Marketing and Management	In 1st term, 2 years served, Elected: September 2013
9	Amanda Williams	aawilliams04@gmail.com	Parent Representative	Yes	Parent Representative	In 1st term, 4 years served, Elected: September 2011

10	Gilda Wray	ggwray@gmail.com	Trustee/Member	Yes	Nonprofit Management	In 1st term, 2 years served, Elected: October 2013
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						

2. Total Number of Members Joining Board during the 2014-15 school year

1

3. Total Number of Members Departing the Board during the 2014-15 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 2014-15 school year?

9

6. How many times will the Board meet during the 2015-16 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.

Our efforts to retain Special Education students are focused primarily on the provision of effective services and individualized, differentiated instruction. We highlight these services during our registration sessions with families, and work with individual families to ensure our services meet their children's needs.

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

Last updated: 07/30/2015

Report changes in teacher and administrator staffing.

Page 1

Charter School Name:

Instructions for completing the Teacher and Administrator Attrition Tables

ALL charter schools should provide, for teachers and administrators only, the full time equivalent (FTE) of staff on June 30, 2014, the FTE for added staff from July 1, 2014 through June 30, 2015, and the FTE for any departed staff from July 1, 2014 through June 30, 2015 using the two tables provided.

2013-14 Teacher Attrition Table

	FTE Teachers on June 30, 2014	FTE Teachers Additions 7/1/14 – 6/30/15	FTE Teacher Departures 7/1/14 – 6/30/15
	35	1	2

2013-14 Administrator Position Attrition Table

	FTE Administrator Positions On 6/30/2014	FTE Administrator Additions 7/1/14 – 6/30/15	FTE Administrator Departures 7/1/14 – 6/30/15
	5	2	1

Thank you



Appendix J: Uncertified Teachers

Last updated: 07/30/2015

"thirty per centum or 5 teachers, whichever is less"

To comply with NYS Education Law Section 2854(3)(a-1), please report the (FTE) count of uncertified and certified teaching staff as of the last day of school for the 2014-15 school year.

Page 1

Charter School Name:

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 2014-15?

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

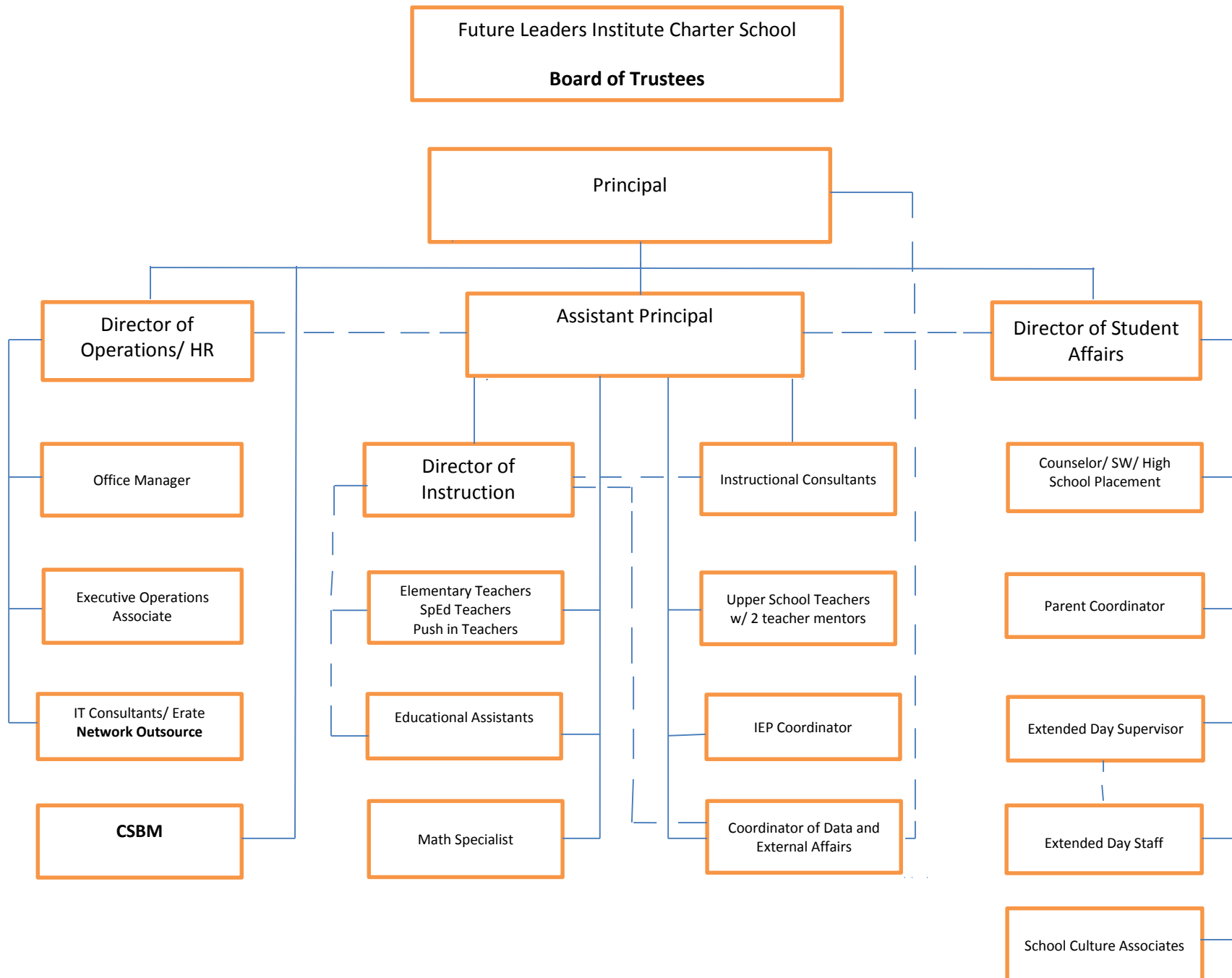
	FTE - (June 30, 2015)
(i) uncertified teachers with at least three years of elementary, middle or secondary classroom teaching experience	5
(ii) individuals who are tenured or tenure track college faculty	0
(iii) individuals with two years satisfactory experience through Teach for America	0
(iv) individuals who possess exceptional business, professional, artistic, athletic, or military experience	1
FTE count of uncertified teachers who do not fit into any of the four statutory categories	1
Total	7.0

How many **CERTIFIED** Full-Time Equivalent Teachers were employed in the charter school as of the last day of school in 2014-15?

28

Thank you.

Future Leaders Institute Charter School – Academic Structure
2014 - 2015





Focus Area – D. Appendix L: Mission and Key Design Elements

FLI 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. FLI fulfills this mission by offering an innovative, academically rigorous learning community where students of all ability levels can meet academic success.

Key Design Elements:

Extended Day and School Year - After the instructional day ends at 2:30pm, our scholars participate in our Extended Day program, which lasts until 5:00pm. Additionally, all are encouraged to participate in our 4 week Summer program in July.

Expanded Learning Opportunities - The "FLI Academies", offered regularly as part of the Extended Day program, on Saturdays, and during school vacations (e.g. Spring Break), reinforce what students have learned in their classroom and provide testing preparation strategies.

Enrichment Program - The Enrichment Program is part of our Extended Day program where students take exploratory courses and Physical Education. Exploratory courses include art, music, robotics, dance, African drumming, cooking, and newspaper.

Rigorous Standards-based Curricula - All course curricula at FLI are based on the Common Core Standards as well as the NYS curriculum maps. Our coursework prepares students for high school, college, and a career.

Formative and Summative Assessments - Students are regularly assessed; assessments help to inform instruction and allow for adjustments to the curriculum, if needed. Assessments are also used to provide students, teachers, and families with critical feedback on progress throughout the year.

Professional Development - Staff are provided with targeted Professional Development designed to improve student performance and give our staff continuous opportunities to grow and excel. Professional Development is delivered on a weekly basis.

Social/Emotional Curriculum - FLI uses a social/emotional curriculum called Second Step that teaches skills aimed at reducing impulsive and aggressive behavior while increasing social competence. School Guidance Counselors give weekly lessons to students across grades K-8.