

Application: Future Leaders Institute Charter School

Russell Slovenec - rslovenec@futureleadersinstitute.org
2024-2025 Annual Report

Summary

ID: 0000000212
Status: Annual Report Submission
Last submitted: Aug 1 2025 11:55 AM (EDT)

Entry 1 – School Information and Cover Page

Completed - Jul 18 2025

Instructions

Required of ALL Charter Schools

Each Annual Report begins with a completed School Information and Cover Page. The information is collected in a survey format within the Annual Report Portal. When entering information in the portal, some of the following items may not appear, depending on your authorizer and/or your responses to related items.

Entry 1 – School Information and Cover Page

(New schools that were not open for instruction for the 2024-2025 school year are not required to complete or submit an annual report this year).

Please be advised that you will need to complete this cover page (including signatures) before all of the other tasks assigned to you by your school's authorizer are visible on your task page. While completing this cover page task, please ensure that you select the correct authorizer (as of June 30, 2025) or you may not be assigned the correct tasks.

BASIC INFORMATION

a. LEGAL SCHOOL NAME (as chartered)

(Select name from the drop down menu)

Future Leaders Institute Charter School

b. Unofficial or Popular School Name

Future Leaders Institute

c. CHARTER AUTHORIZER (As of June 30th, 2025)

Please select the correct authorizer as of June 30, 2025 or you may not be assigned the correct tasks.

NEW YORK CITY CHANCELLOR OF EDUCATION

c. School Unionized

Is your charter school unionized?

Yes

c1. Name of Union

Select the name of the Union representing your school?

United Federation of Teachers

c2. Date Unionized

Mar 15 2005

d. District/CSD of Location

New York City Community School District # 3

e. Date of Approved Initial Charter

Mar 15 2005

f. Date School First Opened for Instruction

Jul 1 2005

g. Approved School Mission

(Regents, NYCDOE, and Buffalo BOE-authorized schools only)

Our mission is to deliver a rich and rigorous educational experience in order to develop academically high performing students with the leadership, character, and knowledge to achieve success in high school and beyond by focusing on a culture of academic achievement, respect, self-discovery, and community.

h. Approved Key Design Elements

(Regents, NYCDOE, and Buffalo BOE-authorized schools only)

KDE 1

Rigorous Standards-based Curricula - All course curricula at FLI are based on and aligned to the New York State Next Generation Standards. Our course work prepares students for high school, college, and a career.

KDE 2

Formative and Summative Assessments - Students are regularly assessed. Data from assessments drive instruction and inform adjustments to the curriculum, if needed. Assessments are also used to provide students, teachers, and families with critical feedback on students' progress throughout the year. FLI staff utilize the results of these assessments to inform programmatic decision making and student placement in small group instruction.

KDE 3

Targeted Academic Interventions - FLI students participate in small group instruction during the regular school day to receive remedial or accelerated instruction based on his or her specific needs. These needs are typically identified through computer-based diagnostic assessments or individual reading assessments.

KDE 4

Supportive Environment for Social-Emotional Development - FLI follows the Responsive Classroom and Restorative Practice approach to building a positive school community and developing our students socially and emotionally. All teachers, administrators and the Student Affairs staff participate in Responsive classroom/Restorative Practice techniques and structures. We continue to implement certain aspects of Restorative Justice practices.

KDE 5

Professional Development - Staff are provided with weekly Professional Development. Our weekly PD time is structured to allow teachers to work in

Professional Learning Communities to

collaboratively grow and develop in their pedagogy

to subsequently improve student achievement. Many FLI Teachers are also scheduled to participate in outside professional development focused on curriculum, teaching, and/or social-emotional learning.

KDE 6

Extended Day and Year - After the instructional day

ends at 2:30pm, our students participate in our

Extended Day program, which lasts until 4:45 pm.

Additionally, all are encouraged to participate in

our 4-week Summer Academy program which

starts in July.

KDE 7

Enrichment Program - The Enrichment Program is

part of our Extended Day program in which

students take exploratory courses and Physical

Education. Exploratory courses include, but are not limited to art, music,

coding, dance, drumming, cooking, yearbook club, chess,

and algebra regents.

KDE 8

(No Response)

KDE 9

(No Response)

KDE 10

(No Response)

i. School Website Address

<https://www.futureleadersinstitute.org>

j. Authorized Charter Enrollment for 2024-2025 School Year

283

k. Actual Enrollment on June 30, 2025, Excluding Pre-K Program Enrollment

246

l. Grades Served

Grades served during the 2024-2025 school year (exclude Pre-K program students):

Responses Selected:

Kindergarten
1
2
3
4
5
6
7
8

m. Charter Management Organization/Educational Management Organization

Do you have a [Charter Management Organization](#)?

Yes

m1. Charter Management Organization Name

Include required contact information (email address and telephone number) below.

Charter School Business Management (CSBM)

m2. Charter Management Organization Email Address

TMurphy@csbm.com

m3. Charter Management Organization Phone Number

888-710-2726

FACILITIES INFORMATION

n. FACILITIES: Owned, rented, or leased to educate students

Will the school maintain or operate multiple sites in 2025-2026?

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

n1. SCHOOL SITES

Please provide information on Site 1 for the upcoming school year.

	Physical Address	Phone Number	District/CSD	Grades Served at Site for 2024-2025 School Year (K-5, 6-9, etc.)	Grades to be Served at Site for 2025-2026 school year (K-5, 6-9, etc.)	Receives Rental Assistance for Which Grades (If yes, enter the appropriate grades. If no, enter No).
Site 1	134 WEST 122ND STREET NEW YORK, NY 10027	2126782868	New York City Community School District # 3	k-8	k-8	no

n1a. Please provide the contact information for Site 1.

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

n1b. Is site 1 in public space or in private space?

Public Space

n1c. Is site 1 in a co-located or not in a co-located facility?

Responses Selected:

Co-Located with a District School

n1d. Please list the terms of your current co-location.

	Date school will leave current co-location	Is school working with NYCDOE to expand into current space?	If so, list year expansion will occur.	Is school working with NYCDOE to move to separate space?	If so, list the proposed space and year planned for move	School at Full Capacity at Site
Site 1	N/A	No		No		

o. List of owned, rented, or leased facilities not used to educate students and the purpose of each.

Separate by semi-colon (;)

N/A

p1. Total Number of School Calendar Days

174

p2. Total Number of Anticipated Hours of Instruction by Month (Entries are required for all months. Enter a zero for months with no instructional hours.)

July 2025	76
August 2025	4
September 2025	94
October 2025	110
November 2025	87
December 2025	81
January 2026	105
February 2026	83
March 2026	110
April 2026	83
May 2026	99
June 2026	98

CHARTER REVISIONS DURING THE 2024-2025 SCHOOL YEAR

q. Summary of Material and Non-Material Charter Revisions submitted or approved since August 1, 2024, including updates to the school’s board of trustees’ by-laws, enrollment policy, discipline policy, or complaint policy.

Please note, listing the revisions here does not constitute a request. Schools are advised to seek revision requests through their authorizer directly.

Does the school have any material or non-material revision requests that have been submitted or approved since August 1, 2024?

Yes

q2. Summary of Charter Revisions

	Category (Select Best Description)	Specific Revision (150 word limit)	Date Approved by BOT (if applicable)	Date Approved by Authorizer (if applicable)
1	Change in Maximum Approved Enrollment	FLI revised their maximum enrollment from 342 to 283	01/28/2025	04/10/2025
2				
3				
4				
5				

More revisions to add?

No

ATTESTATIONS

r. Name/Position of Person Completing/Submitting the 2024-2025 Annual Report. (To write type in a phone number with an extension, please use this format: 123-456-7890-3. The dash and number 3 at the end of the phone number refers to the individual's phone extension. Do not type in the work extension or the abbreviation for it - just the dash and the extension number after the phone number).

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

s. Our signatures (Executive Director/School Leader/Head of School and Board President) below attest that all of the information contained herein is truthful and accurate and that this charter school is in compliance with all aspects of its charter, and with all pertinent Federal, State, and local laws, regulations, and rules. We understand that if any information in any part of this report is found to have been deliberately misrepresented, this will constitute grounds for the revocation of our charter.

Click **YES** to agree and then use the mouse on your PC or the stylus on your mobile device to sign your name).

Responses Selected:

Yes

As outlined in ENTRY 7 (Employee Fingerprint Requirements Attestation):

Our E-Signatures (not digital signatures) (Executive Director/School Leader/Head of School and Board President) below attest that our school has reviewed, understands and will comply with the employee clearance and fingerprint requirements as outlined in Entry 7 and found in the [NYSED CSO Fingerprint Clearance Oct 2019 Memo](#). Click **YES** to agree.

Responses Selected:

Yes

Signature, Head of Charter School

(If you are not signing the application now, please click "Clear" on both signature fields before saving this task or else the system will return an error.)

John J. Lamer

Signature, President of the Board of Trustees

(If you are not signing the application now, please click "Clear" on both signature fields before saving this task or else the system will return an error.)

Jennifer Estrella

Date

Jul 18 2025

Thank you.



Entry 2 – Links to Critical Documents on School Website

Completed - Jul 18 2025

Instructions

Required of ALL Charter Schools (Note that SUNY-authorized charter schools are not required to submit item 4: Authorizer-approved Dignity for All Students Act (DASA) policy and Authorizer-approved School Discipline Policy)

By law, each charter school is required to maintain certain notices and policies listed on its website. All documents must be readily found on the school's website and publicly accessible. Please insert the link to the page on the school's website where each document can be accessed. **DO NOT provide a direct link to a Google document.**

1. Current Annual Report (i.e., 2024-2025 Annual Report);^[1]
2. Board meeting notices, agendas, and documents, including board meeting minutes;
3. New York State School Report Card - This report captures school-level enrollment and demographic information, staff qualifications, electronic student records, and attendance rates, as prescribed by New York State law.^[2] Even if there is no school data yet reported, a direct web link to the most recent [New York State School Report Card](#) for the charter school must be provided.
4. Authorizer-approved DASA Policy and Authorizer-approved School Discipline Policy **(For Regents, NYCDOE, and Buffalo BOE-Authorized Charter Schools ONLY)**;
5. District-wide safety plan, not a building-level safety plan (as per the July 2023 [Emergency Response Plan Memo](#) – Charter Schools Only);
6. Authorizer-approved FOIL Policy; and
7. Subject matter list of FOIL records (e.g., see [NYSED Subject Matter List](#))

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

^[2] SRC data is included in the reporting requirements for New York charter schools in 8 NYCRR 119.3.

Entry 2 – Links to Critical Documents on School Website

School Name: Future Leaders Institute Charter School

Required of ALL Charter Schools (Note that SUNY-authorized charter schools are not required to submit item 4: Authorizer-approved Dignity for All Students Act (DASA) policy and Authorizer-Approved School Discipline Policy)

By law, each charter school is required to maintain certain notices and policies listed on its website. Please insert the [link from the school's website](#) for each of the items. All links must be readily found on the school's website.

[New York State Report Card](#)

[Emergency Response Plan Memo](#)

[NYSED Subject Matter List](#)

	Link to Documents
1. Current Annual Report (i.e., 2024-2025 Annual Report)	https://www.futureleadersinstitute.org/apps/pages/index.jsp?uREC_ID=438382&type=d&pREC_ID=799590
2. Board meeting notices, agendas, and documents, including board meeting minutes	https://www.futureleadersinstitute.org/apps/pages/index.jsp?uREC_ID=438222&type=d&termREC_ID=&pREC_ID=799417
3. New York State School Report Card. This report captures school-level enrollment and demographic information, staff qualifications, electronic student records, and attendance rates, as prescribed by New York State law. Even if there is no school data yet reported, a direct web link to the most recent New York State School Report Card for the charter school must be provided.	https://data.nysed.gov/profile.php?instid=800000058358
4a. Authorizer-approved DASA Policy (For Regents, NYCDOE, and Buffalo BOE-Authorized Charter Schools ONLY)	https://www.futureleadersinstitute.org/apps/pages/index.jsp?dir=NYC%20DOE%20School%20Quality%20Snapshot%20Reports&uREC_ID=438382&type=d&pREC_ID=799590&pageIdx=1
4b. Authorizer-approved School Discipline Policy (For Regents, NYCDOE, and Buffalo BOE-Authorized Charter Schools ONLY)	https://www.futureleadersinstitute.org/apps/pages/index.jsp?uREC_ID=438411&type=d&pREC_ID=799637
5. District-wide safety plan, not a building level safety plan (as per the July 2023 Emergency Response Plan Memo)	https://www.futureleadersinstitute.org/apps/pages/index.jsp?

	uREC_ID=438218&type=d&termREC_ID=&pREC_ID=982541
6. Authorizer-approved FOIL Policy	https://www.futureleadersinstitute.org/apps/pages/index.jsp? uREC_ID=438218&type=d&termREC_ID=&pREC_ID=982541
7. Subject matter list of FOIL records (e.g., see NYSED Subject Matter List)	https://www.futureleadersinstitute.org/apps/pages/index.jsp? uREC_ID=438411&type=d&termREC_ID=&pREC_ID=1036197

It is the school's responsibility to ensure that if a policy appears in more than one place on the website, including as part of the family handbook, that the policy versions are consistent and up to date.

Responses Selected:

Yes, the website has been reviewed to ensure that policies are consistent and up to date.



Thank you.

Entry 3 – Board of Trustees Membership Table

Completed - Jul 18 2025

Instructions

Required of ALL charter schools

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

Entry 3 – Board of Trustees Membership Table

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

Authorizer:

Who is the authorizer of your charter school?

NYCDOE

1. 2024-2025 Board Member Information (Enter info for each BOT member)

	Voting Trustee Name	Trustee Email Address	Position on the Board	Committee Affiliation (s)	Voting Member Per By- Laws (Y/N)	Number of Completed Terms Served	Start Date of Current Term (MM/DD/ YYYY)	End Date of Current Term (MM/DD/ YYYY)	Board Meetings Attended During 2024- 2025
1	Jay Hatfield	jay.hatfield@icnllc.com	Trustee/ Member	Finance Committee	Yes	11	10/25/2024	10/24/2026	5 or less
2	Robert Fratto	robert.fratto@havas.com	Trustee/ Member	Governance	Yes	1	10/25/2023	10/24/2025	10
3	Jennifer Pena DeTata	jennifer.Pena2@ey.com	Trustee/ Member	EAC	Yes	1	10/25/2023	10/24/2025	10
4	Rachel Klein	rklein@riverdale.edu	Trustee/ Member	Executive Committee Governance Working Committee	Yes	8	10/25/2024	10/24/2026	10
5	Ross Harold	rmharold@gmail.com	Secretary	Educational Accountability Working Group	Yes	7	10/25/2023	10/24/2025	11
6	Rudolph Austin	RAustin@Senatorlp.com	Other	Finance Committee	Yes	9	10/25/2024	10/24/2026	11
7	Heather Northrop	hdnorthrop	Trustee/ Member	EAC	Yes		10/25/2023	10/24/2025	11

8	Jennifer Estrella	Estrella@ey.com	Chair	Educational Accountability Working Group	Yes	4	10/25/2023	10/24/2025	8
9	Fernando Garcia	fgarcia1538@gmail.com	Trustee/Member	Finance	Yes	4	10/25/2023	10/24/2025	7

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

Yes

1b. Board Member Information

	Voting Trustee Name	Trustee Email Address	Position on the Board	Committee Affiliation (s)	Voting Member Per By-Laws (Y/N)	Number of Terms Served	Start Date of Current Term (MM/DD/YYYY)	End Date of Current Term (MM/DD/YYYY)	Board Meetings Attended During 2024-2025
10	Jenee-Daria Strand	jenee.strand@gmail.com	Trustee/Member		Yes	1	01/28/2025	10/24/2025	5 or less
11					Yes				
12					Yes				
13					Yes				
14									
15									

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

No

2. Number of board meetings conducted in 2024-2025

12

3. Number of board meetings scheduled for the 2025-2026 school year

12

4. INFORMATION ABOUT MEMBERS OF THE BOARD OF TRUSTEES

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

a. Total number of Voting Members on June 30, 2025	10
b. Total number of Voting Members added during the 2024-2025 school year	1
c. Total number of Voting Members who left the board during 2024-2025 school year	0
d. Total Maximum Number of Voting Members in 2024-2025, as set by the board in by-laws, resolution, or minutes	10
e. Board members attending 8 or fewer meetings during 2024-2025	4

5. INFORMATION ABOUT NON-VOTING MEMBERS OF THE BOARD OF TRUSTEES (REGENTS, NYCDOE, and BUFFALO BOE-AUTHORIZED ONLY)

a. Total number of Non-Voting Members on June 30, 2025	0
b. Total number of Non-Voting Members added during the 2024-2025 school year	0
c. Total number of Non-Voting Members who left the board during the 2024-2025 school year	0
d. Total Maximum Number of Non-Voting members in 2024-2025, as set by the board in by-laws, resolution, or minutes	0

Thank you.

Entry 4 – Board of Trustees Disclosure of Financial Interest Form

Completed - Aug 1 2025

Instructions

Required of ALL Charter Schools

Each member of the charter school's Board of Trustees who served on a charter school education corporation governing one or more charter schools for any period during the 2024-2025 school year must complete and sign a Trustee [Disclosure of Financial Interest Form](#) due **no later than 11:59 PM on August 1, 2025**. Acceptable signature formats include:

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

All completed forms must be collected and uploaded in PDF format for each individual member. **The education corporation is responsible for ensuring that each member who served on the board during the 2024-2025 school year completes the form.**

Charter schools **MUST** submit the latest version of the form. Forms completed from past years will not be accepted.

Trustees serving on an education corporation that governs more than one school are not required to complete a separate disclosure for each school governed by the education corporation. In the Trustee Disclosure of Financial Interest Form, trustees must disclose information relevant to any of the schools served by the governing education corporation.

[Jenee-Daria Strand -Disclosure of Financial Interest form](#)

Filename: Jenee-Daria_Strand_-Disclosure_of__K5ZzxqK.pdf Size: 417.5 kB

[Jennifer Estrella - Disclosure of Financial Interest Form](#)

Filename: Jennifer_Estrella_-_Disclosure_of__t07TV3v.pdf Size: 1.3 MB

Robert Fratto - Disclosure of Financial Interest Form

Filename: Robert_Fratto_-_Disclosure_of_Financ_e3TWzqs.pdf Size: 77.6 kB

Rudolph Austin - Disclosure of Financial Interest by a current or former trustee

Filename: Rudolph_Austin_-_Disclosure_of_Fin_f9GoeC0.pdf Size: 406.6 kB

Rachel Klein- Disclosure of Financial Interest by a current or former trustee

Filename: Rachel_Klein_-_Disclosure_of_Financ_1L9Fpso.pdf Size: 80.3 kB

Jennifer Pena-DeTata - Disclosure of Financial Interest Form

Filename: Jennifer_Pena-DeTata_-_Disclosure__FS8FmvV.pdf Size: 60.1 kB

Fernando Garcia - Disclosure of Financial Interest Form

Filename: Fernando_Garcia_-_Disclosure_of_Fi_gjKfcPM.pdf Size: 309.3 kB

Heather Northrop - Disclosure of Financial Interest by a current or former trustee July 2025

Filename: Heather_Northrop_-_Disclosure_of_F_misUYK7.pdf Size: 123.5 kB

Jay Hatfield - Disclosure of Financial Interest Form

Filename: Jay_Hatfield_-_Disclosure_of_Financ_yz6w2zS.pdf Size: 2.2 MB

Ross Herold - Disclosure of Financial Interest Form

Filename: Ross_Herold_-_Disclosure_of_Financ_GdXAz2i.pdf Size: 2.2 MB

Entry 5 – Board Meeting Minutes

Completed - Aug 1 2025

Instructions

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

Schools must upload a complete set of final monthly board meeting minutes (July 2024-June 2025), which should match the number of meetings held during the 2024-2025 school year, as indicated in the above table. The minutes provided must be the final version approved by the school's Board of Trustees AND must be posted on the school's website. Board meeting minutes may be uploaded individually or as one single combined file. Board meeting minutes must be submitted **no later than 11:59 PM on August 1, 2025**.

07 July 2024 FLI BOT Meeting Minutes

Filename: 07_July_2024_FLI_BOT_Meeting_Minutes.pdf Size: 109.5 kB

08 August 2024 FLI BOT Meeting Agenda and Meeting Minutes

Filename: 08_August_2024_FLI_BOT_Meeting_Age_pqzZhYx.pdf Size: 297.1 kB

09 September 2024 FLI BOT Meeting Minutes

Filename: 09_September_2024_FLI_BOT_Meeting_Minutes.pdf Size: 125.5 kB

10 October 2024 FLI BOT Meeting Agenda and Meeting Minutes

Filename: 10_October_2024_FLI_BOT_Meeting_Ag_FNZbDIB.pdf Size: 266.3 kB

[11 November 2024 FLI BOT Meeting Agenda and Meeting Minutes](#)

Filename: 11_November_2024_FLI_BOT_Meeting_A_LDM6Tqi.pdf Size: 261.9 kB

[12 December 2024 FLI BOT Agenda and Minutes](#)

Filename: 12_December_2024_FLI_BOT_Agenda_an_A2ZxSSd.pdf Size: 261.1 kB

[01 January 2025 FLI BOT Meeting Agenda and Minutes 1 25 26](#)

Filename: 01_January_2025_FLI_BOT_Meeting_Ag_Itu1YZT.pdf Size: 255.4 kB

[02 February 2025 FLI BOT Meeting Agenda and Minutes 2 25 25](#)

Filename: 02_February_2025_FLI_BOT_Meeting_A_MNztJeq.pdf Size: 246.2 kB

[03 March 2025 FLI BOT Meeting Agenda and Minutes 3 25 25](#)

Filename: 03_March_2025_FLI_BOT_Meeting_Agen_J43kuas.pdf Size: 247.1 kB

[04 April 2025 FLI BOT Meeting Agenda and Minutes 4 29 25](#)

Filename: 04_April_2025_FLI_BOT_Meeting_Agen_vMI2nmy.pdf Size: 257.1 kB

[05 May 2025 FLI BOT Meeting Agenda and Minutes 5 27 25](#)

Filename: 05_May_2025_FLI_BOT_Meeting_Agenda_1lAnX2B.pdf Size: 266.6 kB

[06 June 2025 FLI BOT Meeting Agenda and Minutes 6 24 25](#)

Filename: 06_June_2025_FLI_BOT_Meeting_Agend_gC5af7P.pdf Size: 261.6 kB

Entry 6 – Enrollment & Retention

Completed - Jul 31 2025

Instructions

Required of ALL Charter Schools

Describe the good faith efforts the charter school has made in 2024-2025 toward meeting targets to attract and retain the enrollment of students with disabilities (SWD), English language learners (ELL), and students who are economically disadvantaged (ED). In addition, describe the school's plans for meeting or making progress toward meeting its enrollment and retention targets in 2025-2026.

Entry 6 – Enrollment and Retention of Special Populations

Good Faith Efforts to Meet Recruitment Targets (Attract)

	Describe Recruitment Efforts in 2024-2025	Describe Recruitment Plans in 2025-2026
Students with Disabilities	FLI actively wants to serve all students. Specifically, we have a strong SPED program with certified special education teachers, speech language therapists, and occupational therapists who provide daily intervention services for students with disabilities. With an inclusive approach, FLI will continue to include details on our school's SPED services within all of our standard advertisements, not as separate advertisements. In addition, FLI's IEP Coordinator participates in recruitment and lottery planning, and is available, along with the other faculty, to speak with prospective parents and students during Information sessions, via email, and phone correspondence throughout the school year, including post lottery and during the summer months. Additionally, we will continue to weigh a SWD heavily, including it as one of our enrollment preferences, and will continue to build on the services offered at FLI so that we may accommodate SWD, to ensure their every need is satisfactorily met. This school year we are expanded our ICT program to be offered in 5 grades.	FLI actively wants to serve all students. Specifically, we have a strong SPED program with certified special education teachers, speech language therapists, and occupational therapists who provide daily intervention services for students with disabilities. With an inclusive approach, FLI will continue to include details on our school's SPED services within all of our standard advertisements, not as separate advertisements. In addition, FLI's IEP Coordinator participates in recruitment and lottery planning, and is available, along with the other faculty, to speak with prospective parents and students during Information sessions, via email, and phone correspondence throughout the school year, including post lottery and during the summer months. Additionally, we will continue to weigh a SWD heavily, including it as one of our enrollment preferences, and will continue to build on the services offered at FLI so that we may accommodate SWD, to ensure their every need is satisfactorily met. This school year we are expanded our ICT program to be offered in 6 classes in 5 grades. FLI has also increased its advertisement budget to include SWDs by 150%.
English Language Learners	We will continue the work from the previous school year, and build on our momentum of relationship building, and	We will continue the work from the previous school year, and build on our momentum of relationship building, and

	utilization of new technology and online resources. Building closer relationships with community based organizations, political leaders and service providers in areas with multi language residents will be an important factor in our recruitment efforts. We will also continue to build on the communication tools and resources (in print and digital) who can easily connect us with ELL students and families. We are looking to significantly increase our Latin/Hispanic student population over the course of the next few years, and will continue to monitor the demographic shifts of not only the Harlem community, but also communities with heavy immigrant residency, and cultural groups	utilization of new technology and online resources. Building closer relationships with community based organizations, service providers in areas with multi language residents will be an important factor in our recruitment efforts. We will also continue to build on the communication tools and resources (in print and digital) who can easily connect us with ELL students and families. We are looking to significantly increase our Latin/Hispanic student population over the course of the next few years, and will continue to monitor the demographic shifts of not only the Harlem community, but also communities with heavy immigrant residency, and cultural groups. FLI will also include recruitment of ELL students in advertisement. FLI will hire a part-time Spanish speaking employee to assist with communication with prospective families
Economically Disadvantaged	We will continue the work from the previous school year, and build on our momentum of relationship building, and utilization of new technology and online resources. We will continue to poll our families to access the need in order to guide how we serve.	We will continue the work from the previous school year, and build on our momentum of relationship building, and utilization of new technology and online resources. We will continue to poll our families to access the need in order to guide how we serve.

Good Faith Efforts To Meet Retention Targets

	Describe Retention Efforts in 2024-2025	Describe Retention Plans in 2025-2026
Students with Disabilities	We will continue to provide the best possible specially designed instruction in the current school year. This is a focus area for our school over this year as we have increased our ICT program to 5 grades and will be continuing to add. We will continue to partner with the Sped Collaborative to assure that we are abreast at the best practices and policies to target and instruct SWD.	We will continue to provide the best possible specially designed instruction in the current school year. This is a focus area for our school as we have increased our ICT program to 6 classes, 5 grades and will be continuing to add. We will continue to partner with the Sped Collaborative to assure that we are abreast at the best practices and policies to target and instruct SWD. We continue to put a huge emphasis on tracking the IEP goals of SWDs and ensuring accurate and consistent data of IEP goal process.
English Language Learners	We will continue to ensure all family and external facing communication is translated. As well as resources and family needs are met. We will continue to provide the best possible ELL instruction. While we have exceeded our State-defined ELL targets, we are looking to significantly expand the percentage of Spanish-speaking families to remain in lockstep with the demographic shifts in the Harlem area. In addition, parents and families are kept informed of their child's performance and progress through bilingual communication.	We will continue to ensure all family and external facing communication is translated. As well as resources and family needs are met. We will continue to provide the best possible ELL instruction while adhering to the mandated minutes based on the students level of proficiency from the previous years' NYESLAT exam. We are looking to significantly expand the percentage of Spanish-speaking families to remain in lockstep with the demographic shifts in the Harlem area. In addition, parents and families are kept informed of their child's performance and progress through bilingual communication.
Economically Disadvantaged	FLI is focused on retaining all students. We provide high quality and highly structured educational programming tailored to the needs of students. In addition,	FLI is focused on retaining all students. We provide high quality and highly structured educational programming tailored to the needs of students. In addition, we survey

	we survey students, families, and teachers to gauge the health of our school and to ensure that our educational programming is meeting and exceeding the needs of our students. Furthermore, we will continue to leverage FLI's on-site and staff resources to increase student retention. We also set aside money each year to help economically disadvantaged families purchase the school uniform. Our counselors work in tandem with the school administration and teachers to ensure that we provide all available support for our growing number of homeless students.	students, families, and teachers to gauge the health of our school and to ensure that our educational programming is meeting and exceeding the needs of our students. Furthermore, we will continue to leverage FLI's on-site and staff resources to increase student retention. We also set aside money each year to help economically disadvantaged families purchase the school uniform. Our counselors work in tandem with the school administration and teachers to ensure that we provide all available support for our growing number of homeless students.
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Entry 7 – Employee Fingerprint Requirements Attestation

Completed - Jul 18 2025

Instructions

Required of ALL Charter Schools

Review and complete the Employee Fingerprint Requirements Attestation.

Entry 7 – Employee Fingerprint Requirements Attestation

A. TEACH System – Employee Clearance

Required of ALL Charter Schools

Charter schools MUST ensure that all prospective employees^[1] receive clearance through [the NYSED Office of School Personnel Review and Accountability](#) (OSPRA) prior to employment. **This includes paraprofessionals and other school personnel who are provided or assigned by the district of location, or related/contracted service providers.** After an employee has been cleared, schools are required to maintain proof of such clearance in the file of each employee.

Please note that all schools should maintain an electronic or hard copy of the clearance certification pulled from TEACH and dated PRIOR to the employee's start date. Clearance certifications pulled from TEACH at a later date will show that the staff member was cleared as of that date and may result in a finding of clearance violations against the school.

^[1] Employees who must be cleared include, but are not limited to, teachers, administrative staff, janitors, security personnel and cafeteria workers, and other staff who are present when children are in the school building. **This includes paraprofessionals and other school personnel that are provided or assigned by the district of location, as well as related/contracted service providers.** See NYSED memorandum dated October 1, 2019 at [NYSED CSO Employee Clearance and Fingerprint Memo](#) or visit the NYSED website at [Who Must Be Fingerprinted Charts](#) for more information regarding who must be fingerprinted. Also see, 8 NYCRR §87.2.

B. Emergency Conditional Clearances

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

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

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

Attestation

Responses Selected:

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

Entry 8 – Organization Chart

Completed - Jul 18 2025

Instructions

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

Upload the school's current approved **2024-2025 Organization Chart**. The organization chart should be a graphic representation (a list will not be accepted) and should include position titles and reporting (hierarchical) relationships. Employee names should **not** appear on the chart.

Organizational Chart SY25-26

Filename: Organizational_Chart_SY25-26.pdf Size: 69.1 kB

Entry 9 – School Calendar

Completed - Jul 18 2025

Instructions

Required of ALL Charter Schools

Charter schools must upload a final 2025-2026 calendar into the portal **no later than 11:59 PM on August 1, 2025**.

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

Board of Regents-authorized charter schools are also required to submit **school calendars that clearly indicate the start and end date of the instructional year AND the number of instructional hours and/or instructional days for each month. Schools must use a calendar format and ensure there is a monthly tally of instructional days.**

Charter schools serving elementary and secondary levels may submit one combined calendar showing instructional hours and days for all building levels OR separate calendars uploaded as one PDF. *Note that school calendars will also provide evidence of alignment for schools with extended days/years referenced in their mission statements or key design elements.*

See below for an example of a calendar showing the requested information.

Sample Calendar:

[SY25-26 FAMIILY Calendar \(1\)](#)

Filename: SY25-26_FAMIILY_Calendar_1.pdf Size: 217.7 kB

Entry 10 – Faculty/Staff Roster Template

Completed - Aug 1 2025

[INSTRUCTIONS](#)

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

Please click on the MS Excel [Faculty/Staff Roster Template](#) and provide the following information for **all** instructional and non-instructional employees, which should include all faculty and staff employed by the school at any point during the 2024-2025 school year.

Use of the 2024-2025 Annual Report Faculty/Staff Roster Template is required. With the exception of the optional Notes section, completion of each of the data elements is required. When provided, use of the drop-down list options is also required. Failure to adhere to the guidelines and validations in the Faculty/Staff Roster Template will result in the need for resubmission of a fully corrected roster.

Reminders: (1) Verify that the correct TEACH ID is entered in the roster. Incorrect data entry may result in findings of non-compliance for the school in the areas of teacher certification and clearance. (2) Use the Notes section to add any additional information deemed necessary, such as a name change that may impact verification of certification. (3) Ensure staff classifications (i.e., teacher / non-teacher) are accurately identified.

Here is the complete list of data elements in the roster template and an explanation of what information is required to correctly complete this task.

Roster Data Elements	Explanations
Authorizer NOTE: MUST BE DONE FIRST	Select your school's authorizer from the drop-down list first , before completing the roster.
School Name and Institution ID	Select your school's name from the drop-down list .
Faculty/Staff First Name	Enter the first name of the Faculty/Staff person.
Faculty/Staff Last Name	Enter the last name of the Faculty/Staff person.
TEACH ID	Enter the 7-digit TEACH ID for the Faculty/Staff person; verify the TEACH ID is correctly entered .
Role at the School / Network	Select the best choice of role of the Faculty/Staff person from the drop-down list .
Total Years Experience in this Role	Enter the number of years of experience the Faculty/Staff person has in the role selected .
CPR/AED Certification Status	Select the appropriate choice from the drop-down list .
Hire Date at the School / Network	Enter the date that the Faculty/Staff person was hired at the school/network .
Start Date at the School / Network	Enter the date that the Faculty/Staff person actually began employment at this school/network .
Date Employee Separated from Service (if applicable)	Enter the date that the Faculty/Staff person separated from service at the school/network .
Certification Status / Out-of-Certification Justification	Select the appropriate choice from the drop-down list .

FOR TEACHERS ONLY: Choose Subject Taught

FOR TEACHERS ONLY: Specify Subject or Grade Band, if NOT Math, Science, Career Technical Education, Technology, or Computer Science

Notes

Select the appropriate choice from the **drop-down list.**

Select the appropriate choice from the **drop-down list.**

Optional

[faculty-staff-roster-FLI-24_2025](#)

Filename: faculty-staff-roster-FLI-24_2025.xlsx Size: 24.5 kB

Entry 11 – Progress Toward Goals (Regents, NYCDOE, and Buffalo BOE-Authorized Charter Schools ONLY

In Progress - Last edited: Aug 1 2025

Instructions

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

Board of Regents, NYCDOE, and Buffalo BOE-authorized schools must report all Progress Toward Charter Goals as per their currently approved charters **no later than 11:59 PM on November 3, 2025.**

Schools must complete the "Goals" tables as provided in the tables below OR upload the most current action plan that includes progress made toward the attainment of goals during the 2024-2025 school year.

PLEASE NOTE: This is a required task for Regents, NYCDOE, and Buffalo BOE-authorized charter schools. It is marked optional for administrative purposes only.

Entry 11 – Progress Toward Goals

PROGRESS TOWARD CHARTER GOALS

Board of Regents, NYCDOE, and Buffalo BOE-authorized schools may complete the "Goals" tables as provided in the portal OR upload the school's most current action plan that includes progress made toward the attainment of academic, organization, and financial goals during the 2024-2025 school year.

Please select the method by which you will provide your school's information:

Responses Selected:

Complete Provided Goals Tables

PROGRESS TOWARD CHARTER GOALS

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

Complete the tables provided. List each goal and measure as contained in the school's currently approved charter and indicate whether the school has met or not met the goal. Please provide information for all goals no later than November 3, 2025.

1. ACADEMIC STUDENT PERFORMANCE GOALS

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

The following tables reflect formatting in the online portal required for Board of Regents, NYCDOE, and Buffalo BOE-authorized charter schools only. These charter schools should report all Progress Toward Charter Goals as per their currently approved charters no later than **November 3, 2025**.

2024-2025 Progress Toward Attainment of Academic Goals

	Academic Student Performance Goal	Measure Used to Evaluate Progress Toward Attainment of Goal	Goal - Met, Not Met or Unable to Assess	If not met, describe efforts the school will take to meet goal. If unable to assess goal, type N/A for Not Applicable
Academic Goal 1	Based on the proficiency rates on the New York State ELA examination, the school will demonstrate positive academic growth in each year of the charter term. (Relevant for schools serving grades 3-8.	NYS ELA Exam scores	Not Met	On the NYS ELA exam, FLI had a proficiency rate of 44%, however on the 2024 exam, FLI saw a decrease in proficiency by 4% with an overall proficiency rate of 40%. A decrease in proficiency from 2023- 2024 was also true for the state overall. FLI will focus on ELA in all grades, 3-8, with a heavy emphasis in grades 3-5. Securing a literacy consultant to support teachers and administrator, in addition to following a systematic approach to teaching literacy skills, assessing throughout the year, and providing targeted small group instruction based on student needs. FLI will continue to use Achievement Network benchmark system as a means

				to assess students' progress throughout the year on the material covered each term.
Academic Goal 2	Based on the proficiency rates on the New York State Math examination, the school will demonstrate positive academic growth in each year of the charter term. (Relevant for schools serving grades 3-8)	NYS Math Exam scores	Met	N/A
Academic Goal 3	Where the school has an eligible subgroup population (deemed 5 or more students) of English Language Learners, students with disabilities, and/or student eligible for the Free or Reduce Price Lunch Program, the school will demonstrate positive academic growth on the New York state ELA examination proficiency rates for	NYS ELA Exam	Not Met	On the NYS ELA exam, FLI had a proficiency rate of 44%, however on the 2024 exam, FLI saw a decrease in proficiency by 4% with an overall proficiency rate of 40%. For Students with Disabilities, we saw a decrease in proficiency in ELA by 3%. FLI will focus on ELA in all grades, 3-8, with a heavy emphasis in grades 3-5 and students

	those applicable in each year of the charter term. (Relevant for schools serving grades 3-8).			within the sub categories. Efforts to meet the goal include securing a literacy consultant to support teachers and administrators, in addition to following a systematic approach to teaching literacy skills, assessing throughout the year, and providing targeted small group instruction based on student needs and individual goals. FLI will continue to use Achievement Network benchmark system as a means to assess students' progress throughout the year on the material covered each term.
Academic Goal 4	Where the school has an eligible subgroup population (deemed 5 or more students) of English Language Learners, students with disabilities, and/or student eligible for the Free or Reduce Price Lunch Program, the school will demonstrate positive academic growth on the New York State Math examination	NYS Math Exam	Met	N/A

	proficiency rates for those applicable in each year of the charter term. (Relevant for schools serving grades 3-8.)			
Academic Goal 5	For each year of the school's renewal charter term, the percentage of the school's students who score at or above Level 3 on the New York State ELA examination must exceed such percentage for the city. (Relevant for schools serving grades 3-8).	NYS ELA Exam	Not Met	FLI's ELA proficiency rate during the 2024 state exam was 40% while the city was at a proficiency rate of 49%. Both FLI and the city saw a decrease in proficiency from the 2023-2024 state exam by -4% and -2%, respectively. Efforts to meet the goal include securing a literacy consultant to support teachers and administrators, in addition to following a systematic approach to teaching literacy skills, assessing throughout the year, and providing targeted small group instruction based on student needs and individual goals. FLI began the school year by looking at the previous year's results, including specific skills in each grade that students did not perform well

				in, in order to focus on remediation on skills not mastered. FLI will continue to use Achievement Network benchmark system as a means to assess students' progress throughout the year on the material covered each term.
Academic Goal 6	For each year of the school's renewal charter term, the percentage of the school's students who score at or above Level 3 on the New York State Math examination must exceed such percentage for the city. (Relevant for schools serving grades 3-8)	NYS Math Exam	Not Met	FLI's math proficiency rate during the 2024 state exam was 50% while the city was at a proficiency rate of 53% (3% difference). Both FLI and the city saw an increase in proficiency from the 2023-2024 state exam by +4% and +3%, respectively. Using students' progress on the previous year's state exam, beginning of the year diagnostic assessment using I-ready, and results from unit assessments, instructional staff will provide remediation to students in need based on skills. Additional time has been built into the testing grades' schedule to ensure time is allocated for additional small group instruction in

				math. FLI will continue to use Achievement Network benchmark system as a means to assess students' progress throughout the year on the material covered each term.
Academic Goal 7	For each year of the school's renewal charter term, the percentage of the school's students who score at or above Level 3 on the New York State ELA examination must exceed the percentage for Community School District (CSD) in which the school is located. (Relevant for schools serving grades 3-8).	NYS ELA Exam	Not Met	FLI resides in CSD 3, across from CSD 5 however, the majority of the students do not reside in CSD 3. As noted on our renewal narrative, FLI typically compares its state test data to that of CSD 5, the CSD where the majority of the students reside.
Academic Goal 8	For each year of the school's renewal charter term, the percentage of the school's students who score at or above Level 3 on the New York State Math examination must exceed the percentage for Community School District (CSD) in which the school is located. (Relevant	NYS Math Exam	Not Met	FLI resides in CSD 3, across from CSD 5 however, the majority of the students do not reside in CSD 3. As noted on our renewal narrative, FLI typically compares its state test data to that of CSD 5, the CSD where the majority of the students reside.

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

2. Do have more academic goals to add?

No

2. ORGANIZATION GOALS

2024-2025 Progress Toward Attainment of Organization Goals

	Organizational Goal	Measure Used to Evaluate Progress	Goal - Met, Not Met, or Unable to Assess	If not met, describe efforts the school will take to meet goal. If unable to assess goal, type N/A for Not Applicable
Org Goal 1	In each year of the charter term, staff will express satisfaction with the school's We had an overall completion rate of 73% of teachers who completed the 20 / 52 Org Goal 3 program, based on the NYC DOE School Survey. The school will have a percentage of staff that meets or exceeds citywide averages that agree or strongly agree with the key questions indicating satisfaction identified in the NYC DOE Charter Schools Accountability Handbook. The school will only have met this goal if 50% or more staff participate in the survey	NYC DOE Survey	Unable to Assess	We had an overall completion rate of 73% of teachers who completed the survey. Of those listed, Survey results have not come in yet to determine if teachers actually expressed satisfaction with the school's program. Once we receive the results we will be able to determine if this is the case. In each.

Org Goal 2	In each year of the charter term, students will express satisfaction with the school's program, based on the NYC DOE School Survey. The school will have a percentage of parents that meets or exceeds citywide averages that agree or strongly agree with the key questions indicating satisfaction identified in the NYC DOE Charter Schools Accountability Handbook. The school will only have met this goal if 50% or more students participate in the survey. (Relevant for schools serving grades 6-12 only).	NYC DOE Survey	Unable to Assess	We had a completion rate of 95% from students - some students listed on the roster were no longer enrolled at FLI and we have reached out to have this adjusted. Survey results have not come in yet to determine if students actually expressed satisfaction with the school's program. Once we receive the results we will be able to determine if this is the case
Org Goal 3	Each year, the percentage of students enrolled on the last day of the school year that return the following school year will exceed the rate of the Community School District (CSD) of location for elementary and	ATS Records	Met	N/A

	middle schools and the citywide average for high schools.			
Org Goal 4	Each year, the school will have an average daily student attendance rate greater than the average for the Community School District (CSD) of location for elementary and middle schools and the citywide average for high schools	ATS Records	Partially Met	We partially met this goal. We are in the process of meeting our enrollment requirements for FRPLP students, and ELL requirements. We are within a few percentage points for Students With Disabilities enrollment. We will continue to backfill across all of our grades, recruit across the entire City of New York (>60% of our population comes from 6 CSD's with The Bronx), and recruit and retain all populations of students. We now have an admission preference (lottery) and actively advertise to attract and enroll students with disabilities.
Org Goal 5	Each year, the school will meet any applicable student enrollment and retention targets, as prescribed by the Board of Regents,			

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

5. Do have more organizational goals to add?

No

3. FINANCIAL GOALS

2024-2025 Progress Toward Attainment of Financial Goals

	Financial Goals	Measure Used to Evaluate Progress	Goal - Met, Not Met, or Partially Met	If not met, describe efforts the school will take to meet goal.
Financial Goal 1	For each year of the school's renewal charter term, the school will strategically invest capital from its revenue fund into assets, infrastructure, programs and other investments in furtherance of achieving the school's goals related to absolute performance and academic growth.	Financial Records	Met	
Financial Goal 2	Each year the school will maintain a stable cash flow as evidenced by having 60 days of unrestricted cash on hand reported on their yearly independent fiscal audit	Financial Records	Met	
Financial Goal 3	Each year, the school will operate on a balanced budget. A budget will be considered "balanced" if revenues equal or exceed expenditures.	Financial Records and audit.	Met	

Financial Goal 4				
Financial Goal 5				

7. Do have more financial goals to add?

No

Thank you.

Entry 12 – Audited Financial Statements

Incomplete

Required of ALL Charter Schools

ALL charter schools must upload the financial statements and related documents in PDF format into the portal **no later than 11:59 PM on November 3, 2025**. The statements, the independent auditor's report, any advisory and/or management letter, and the internal controls report must be combined into a PDF file with security features such as password protection removed.

ALL SUNY-authorized charter schools must also enter the financial statements and upload related documents in PDF format into the SUNY Compass system **no later than 11:59 PM on November 3, 2025**. **SUNY-authorized charter schools** are asked to ensure that security features such as password protection are turned off.

PLEASE NOTE: This task appears as optional until August 1, 2025. Thereafter, it will be identified as a required task due on November 3, 2025.

Entry 12b – Additional Financial Documents

Incomplete

Regents, NYCDOE, and Buffalo BOE-authorized schools must upload financial documents and submit **no later than 11:59 PM on November 3, 2025**. The items listed below should be uploaded with an explanation added if an item is not applicable or not available (e.g., a "Federal Single Audit was not required because the school did not expend federal funds of more than the \$750,000 Threshold.")

1. Advisory and/or Management Letter
2. Federal Single Audit
3. Agreed-Upon Procedure Report
4. Evidence of Required Escrow Account for Each School
5. Corrective Action Plan for Audit Findings and Management Letter Recommendations

PLEASE NOTE: This task appears as an optional task until August 1, 2025. After this date, the task will be identified as a required task due on November 3, 2025.

Entry 12c – Financial Contact Information

Incomplete

Regents, NYCDOE, and Buffalo BOE-authorized schools should enter financial contact information directly into the form within the portal **no later than 11:59 PM on November 3, 2025**.

PLEASE NOTE: This task appears as an optional task until August 1, 2025. After this date, the task will be identified as a required task due on November 3, 2025.

Form for "Financial Contact Information"

1. School Based Fiscal Contact Information

	School Based Fiscal Contact Name	School Based Fiscal Contact Email	School Based Fiscal Contact Phone

2. Audit Firm Contact Information

	School Audit Contact Name	School Audit Contact Email	School Audit Contact Phone	Years Working With This Audit Firm

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

	Firm Name	Contact Person	Mailing Address	Email	Phone	Years With Firm

Entry 13 – Fiscal Year 2025-2026 Budget

Incomplete

SUNY-authorized charter schools are required to use Compass to complete and submit the Annual Budget and the Budget Narrative Questionnaire **no later than 11:59 PM on November 3, 2025**.

Regents, NYCDOE, and Buffalo BOE-authorized charter schools are required to download the budget template from the portal or the [Annual Reports](#) webpage and complete it. Upload the completed template **no later than 11:59 PM on November 3, 2025**. The Assumptions column should be completed for all revenue and expense items unless the item is self-explanatory.

PLEASE NOTE: This task appears as optional until August 1, 2025. Thereafter, it will be identified as a required task due on November 3, 2025.

Optional Additional Documents to Upload (BOR)

Incomplete

Disclosure of Financial Interest by a Current or Proposed Charter School Education Corporation Trustee

Trustee Name:

Jenée D. Strand

Name of Charter School Education Corporation (for an unmerged school, this is the Charter School Name):

Future Leaders Institute Charter School

1. List all positions held on the education corporation board (e.g., president, treasurer, parent representative).

Board trustee

2. Is the trustee an employee of any school operated by the Education Corporation?
____ **Yes** ___^x **No**

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

3. Is the trustee an employee or agent of the management company or institutional partner of the charter school(s) governed by the Education Corporation?

____ **Yes** ___^x **No**

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

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

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

<i>Please write "None" if applicable. Do not leave this space blank.</i>			
	None	None	None

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

Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps Taken to Avoid Conflict of Interest
<i>Please write "None" if applicable. Do not leave this space blank.</i>				
None	None	None	None	None


24 February 2025
 Signature Date

Please note that this document is considered a public record and as such, may be made available to members of the public upon request under the Freedom of Information Law. Personal contact information provided below will be redacted.

Business Telephone: (212) 223-7070

Business Address: 1 East 53rd Street New York, NY 10022

E-mail Address: jenee.strand@gmail.com

Home Telephone: (718)775-5518

Home Address: 21610 136th Avenue Springfield Gardens, NY 11413

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

Trustee Name:

Jennifer Estrella

Name of Charter School Education Corporation:

Future Leaders Institute

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

Co-chair, member of Finance Committee

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

☐ Yes ☒ No

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

N/A

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

☐ Yes ☒ No

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

N/A

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

☐ Yes ☒ No

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

N/A

5. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services ("CMO"), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

☐ Yes ☒ No

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

N/A

6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six months prior to such service. If there has been no such interest or transaction, check **None**.

☒ **None**

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

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

☒ **None**

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

This document is considered a public record and, as such, may be made available to members of the public upon request under the Freedom of Information Law. The personal contact information provided below will be redacted.

Business Telephone:

212-773-1626

Business Address:

One Manhattan West, New York, NY 10001

E-mail Address:

jennifer.a.estrella@gmail.com

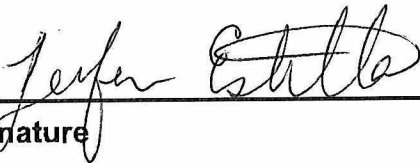
Home Telephone:

646-316-5851

Home Address:

120 Esplanade Mount Vernon, NY 10553

Signature



Date

7/16/2025

Acceptable signature formats include:

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

last revised 04/2022

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

Trustee Name:

Robert Fratto

Name of Charter School Education Corporation:

Future Leaders Institute

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

Chair: Governance Committee

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

☐ Yes ☒ No

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

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

☐ Yes ☒ No

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

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

☐ Yes ☐ No

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

5. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services ("CMO"), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

☐ Yes ☒ No

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

6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six months prior to such service. If there has been no such interest or transaction, check **None**.

☒ **None**

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

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

☒ **None**

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

This document is considered a public record and, as such, may be made available to members of the public upon request under the Freedom of Information Law. The personal contact information provided below will be redacted.

Business Telephone:

Business Address:

200 Madison Avenue/ NY, NY 10016

E-mail Address:

rob.fratto@havas.com

Home Telephone:

4155725870

Home Address:

45 W 75th Street, NY NY 10023

A handwritten signature in black ink, consisting of a stylized 'R' followed by a horizontal line that tapers off to the right.

7/21/25

Signature

Date

Acceptable signature formats include:

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

last revised 04/2022

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

Trustee Name:

Name of Charter School Education Corporation:

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

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

☐ Yes ☒ No

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

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

☐ Yes ☒ No

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

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

☐ Yes ☒ No

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

5. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services ("CMO"), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

☐ Yes ☒ No

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

6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six months prior to such service. If there has been no such interest or transaction, check **None**.

☒ **None**

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

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

☒ None

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

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Business Telephone:

Business Address:

E-mail Address:

Home Telephone:

Home Address:

A handwritten signature in black ink, consisting of a large, stylized 'R' followed by a series of loops and a long horizontal stroke.

Signature

Date

Acceptable signature formats include:

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

last revised 04/2022

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

Trustee Name:

Name of Charter School Education Corporation:

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

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

☐ **Yes** ☐ **No**

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

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

☐ **Yes** ☐ **No**

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

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

☐ Yes ☐ No

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

5. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services ("CMO"), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

☐ Yes ☐ No

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

6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six months prior to such service. If there has been no such interest or transaction, check **None**.

☐ **None**

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

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

☐ None

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

This document is considered a public record and, as such, may be made available to members of the public upon request under the Freedom of Information Law. The personal contact information provided below will be redacted.

Business Telephone:

Business Address:

E-mail Address:

Home Telephone:

Home Address:

Rachel Klein

Signature

Date

Acceptable signature formats include:

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

last revised 04/2022

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

Trustee Name:

Name of Charter School Education Corporation:

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

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

☐ **Yes** ☐ **No**

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

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

☐ **Yes** ☐ **No**

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

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

☐ Yes ☐ No

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

5. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services ("CMO"), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

☐ Yes ☐ No

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

6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six months prior to such service. If there has been no such interest or transaction, check **None**.

☐ **None**

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

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

☐ None

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

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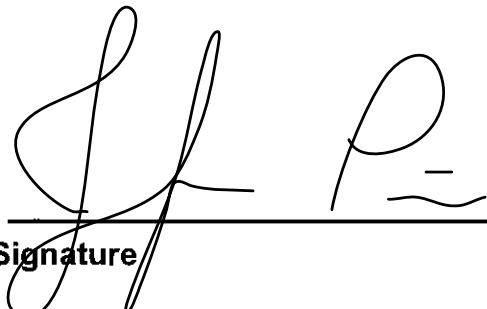
Business Telephone:

Business Address:

E-mail Address:

Home Telephone:

Home Address:

 _____

Signature **Date**

Acceptable signature formats include:

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

last revised 04/2022

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

Trustee Name:

Fernando Garcia

Name of Charter School Education Corporation:

Future Leaders Institute Charter School

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

EAC Member

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

☐ Yes ☒ No

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

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

☐ Yes ☒ No

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

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

☐ Yes ☒ No

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

5. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services ("CMO"), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

☒ Yes ☐ No

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

6th Grade Mathematics Teacher - General education teacher. Responsibilities included lesson planning, state test prep, and homeroom management. Dates: September 2017-August 2018, Salary = \$71,815

Summer School Teacher - Planned and taught mathematics to 5th grade students during the summer school session.

Dates: July 2017 - August 2017, Salary - Per Diem Rate

6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six months prior to such service. If there has been no such interest or transaction, check **None**.

☒ **None**

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

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

☒ **None**

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

This document is considered a public record and, as such, may be made available to members of the public upon request under the Freedom of Information Law. The personal contact information provided below will be redacted.

Business Telephone:

Business Address:

E-mail Address:

fgarcia1538@gmail.com

Home Telephone:

305-490-4193

Home Address:

135 Willow Street, Apt 706, Brooklyn, NY 11201

Fernando Garcia

07/29/2025

Signature

Date

Acceptable signature formats include:

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

Trustee Name:

Name of Charter School Education Corporation:

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

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

☐ **Yes** ☐ **No**

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

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

☐ **Yes** ☐ **No**

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

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

☐ Yes ☐ No

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

5. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services ("CMO"), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

☐ Yes ☐ No

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

6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six months prior to such service. If there has been no such interest or transaction, check **None**.

☐ **None**

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

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

☐ None

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

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Business Telephone:

Business Address:

E-mail Address:

Home Telephone:

Home Address:

Heather Northrop

Signature

Date

Acceptable signature formats include:

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

last revised 04/2022

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

Trustee Name:

Jay Hatfield

Name of Charter School Education Corporation:

Future Leaders Institute Charter School

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

Board Trustee

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

☐ Yes ☒ No

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

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

☐ Yes ☒ No

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

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

☐ Yes ☒ No

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

5. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services ("CMO"), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

☐ Yes ☒ No

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

6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six months prior to such service. If there has been no such interest or transaction, check **None**.

☒ **None**

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

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



None

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

This document is considered a public record and, as such, may be made available to members of the public upon request under the Freedom of Information Law. The personal contact information provided below will be redacted.

Business Telephone:

212.763.8337

Business Address:

1325 6th Avenue New York, NY 10024

E-mail Address:

jaydhatfield@aol.com

Home Telephone:

212.763.8337

Home Address:

2373 Broadway, New York NY 1927

*(Signed by Rusty Stouenee) (8.1.25)
assistant Principal of ops*

Jay Hatfield

8.1.2025

Signature Date

Acceptable signature formats include:

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

last revised 04/2022

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

Trustee Name:

Ross Herold

Name of Charter School Education Corporation:

Future Leaders Institute Charter School

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

Secretary

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

☐ Yes ☒ No

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

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

☐ Yes ☒ No

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

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

☐ Yes ☒ No

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

5. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services ("CMO"), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

☐ Yes ☒ No

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

6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six months prior to such service. If there has been no such interest or transaction, check **None**.

☒ **None**

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

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

☒ **None**

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

This document is considered a public record and, as such, may be made available to members of the public upon request under the Freedom of Information Law. The personal contact information provided below will be redacted.

Business Telephone:

202.695.4934

Business Address:

52 Chambers St Room 405

E-mail Address:

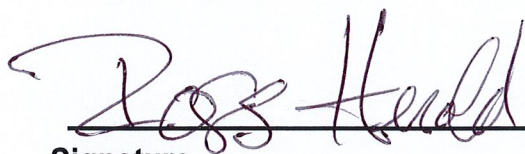
rharold@health.nyc.gov

Home Telephone:

202.695.4934

Home Address:

208 Thompson St #12, New York, NY 10012



Signature

*(Sign by Rusty Sloveniae
Assistant Principal of Operations*

8.1.2025

Date

Acceptable signature formats include:

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

last revised 04/2022

MINUTES OF THE BOARD OF TRUSTEES
OF FUTURE LEADERS INSTITUTE CHARTER SCHOOL
JULY 23, 2024

The Board is transitioning toward in-person board meetings.

Board members present by videoconference: Rob Fratto, Rudy Austin, Fernando Garcia, Heather Northrop, Ross Harold, Jennifer Peña- Detata

Others present: Jody Flowers (Principal) and Natalie Gonzalez-Valdes (Assistant Principal), Rusty Slovenic (Asst. Principal)

Board members absent: Jay Hatfield, Natalie Deak Jaros, Rachel Klein, Jennifer Estrella

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

1. *Welcome.* Rudy Austin welcomed all attendees to the July Meeting.
2. *Attendance & Enrollment Update.* Ms. Flowers gave an overview of attendance and absences.

Enrollment - This year: Enrollment went down by one, based upon a student who unenrolled. The other siblings in the families stayed at the program.

Next year: Less applications this year than last based upon applications submitted. 17 families currently enrolling. We have applications that are in currently where there is no response, school has been reaching out but not hearing back. 79 families have declined. Numbers registered have increased on a monthly basis compared to numbers from last year and holding fairly steady. Still trying to recruit more students through advertising and marketing. Two new students who enrolled are ENL students. Starting to gather more information about where people heard about FLI from, will dive deeper to better understand where to place resources for recruitment.

3. *Academics Update.* Ms Gonzalez gave an update on how students performed on benchmark assessments. Across standards, students performed best on English Standards. Although special education students did not score at a level to reach benchmark, many are close. There was a request to do more to share about trends of data across grades and classrooms historically and within teacher. Math scores show positive trends, but historically can be challenging because each benchmark assesses different topics.

Usually there's better results when students understand their goals in upper grade, so there's some plans to have conversations with teachers about how to engage with students about owning their own learning and goals to achieve higher scores.

Review of updated assessment information for k-3. In reviewing this information, the board discussed process for understanding what the school does when a student does not demonstrate progress over the course of the year, how IEP revisions are made, and how and when concerns may be flagged. This includes plans for communication, collaboration, and curriculum for the coming school year.

4. *Minutes*. Upon motion duly made, the Board unanimously voted to approve the minutes from the July 2024 Board meeting.
5. *Finance Update & Budget amendment*. Mr. Slovenic presented the finance report. Upon closer review, the finance committee determined that there had been a slight issue with the percentage used for the pension fund. This led to an increase in the budget. The formula was also not picking up the amount of money the school needed to pay for administrative staff, pay increases for all unionized staff in March. This led to a decrease in the surplus that had been passed in the previous budget. To make up for this gap, there is a hold on the position of a reading specialist intended for grades 4-5. This may be put back on the hiring list, but is hold for now. Focus for the summer will be on Special Education hiring. Any projected positions are anticipated in the budget for the entire year. Amendment moved and seconded. Motion approved.

This year's budget is closing with a surplus of 43129 despite a projected deficit. Will continue to keep updated on audit process. The auditors have requested updates on the bylaws and the budget committee. Money has been moved into CDs which should generate greater passive income on current board holdings.

6. *Events* - Ms. Flowers shared that the stepping up/graduation ceremonies took place and were well attended. Summer academy will be reviewed in greater depth in July. Orientations for new families will be held over the course of the summer, some families moving into middle school may also attend even if they are currently at the school. Last newsletter published as well. Next school year's calendar is approved and will be shared with families at the end of the week along with digital report cards.

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

The next Board meeting is expected to take place at 5:30 p.m. on August 22, 2024.

Respectfully submitted,

Ross Harold
Secretary

Board of Trustees Meeting

August 22, 2024

5:30 p.m. – 7:30 p.m.

Zoom details:

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

Topic: FLI_Board of Trustees Monthly Meeting

Join Zoom Meeting

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

Meeting ID: 960 8400 1082

Passcode: 4B0u1a

AGENDA

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

ID	Subject	Action Required	Topic	Owner	Time
1	Announcements	N/A	a) Welcome and Announcements	a) Rudy/Ross	a) 2 minutes
2	Board Business	Board Votes	a) Approval of July Board Meeting Minutes	a) Rudy/Ross	a) 1 minutes
3	Academics/ Enrollment	N/A	a) Enrollment Update b) Marketing & mailers c) Curriculum Maps d) Instructional staff hiring update	a) Rusty b) Rusty c) Natalie d) Natalie/Jody	a) 5 minutes b) 2 minutes c) 5 minutes d) 2 minutes
5	Events	N/A	a) Family Calendar	a) Jody	a) 2 minutes
6	Finance	N/A	a) FPP update	a) Rusty	b) 2 minutes
7	Executive Session	N/A	a) Executive Session	a) Exec Committee	a) TBD

*Please note that the order of events noted on the agenda may change.

¹ Anticipated length of time

MINUTES OF THE BOARD OF TRUSTEES
OF FUTURE LEADERS INSTITUTE CHARTER SCHOOL
August 21, 2024

The Board is transitioning toward in-person board meetings.

Board members present by videoconference: Rudy Austin, Heather Northrop, Ross Harold, Jennifer Peña- Detata, Rachel Klein, Jay Hatfield, Rob Fratto

Others present: Jody Flowers (Principal), Natalie Gonzalez-Valdes (Assistant Principal), Rusty Slovenic (Asst. Principal)

Board members absent: Natalie Deak Jaros, Fernando Garcia, Jennifer Estrella,

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

1. *Welcome.* Rudy Austin welcomed all attendees to the August Meeting.
2. *Minutes.* Upon motion duly made, the Board unanimously voted to approve the minutes from the July 2024 Board meeting.
3. *Attendance & Enrollment Update.*

Mr Slovenic gave an update on enrollment numbers, which is at a lower point than this point last year, yet continue to get more students enrolling, including four students who enrolled after the date of the most recent enrollment report. The data indicates that most families find the school through word-of-mouth from existing families and the referral program is ongoing. The second most popular way to find the school is through mailers.

The board discussed other options for marketing, which might include targeted google ads.

4. *Academics Update.* Ms Gonzalez introduced the curriculum map, which gives a comprehensive overview of what students are studying over the course of the year. The school integrates a variety of curricula for each subject to closely target previous years' data. For example, the school is using a phonemic awareness unit to target gaps seen in reading.

Summer enrollment and attendance was lighter due to lack of after school programming.

There were 5 teaching vacancies. 3 for middle school (2 special education), and 2 5th grade teachers. Three have been hired interviews are ongoing for one more special education teacher and a subject teacher for middle school.

Ms. Flowers shared the school calendar.

5. *Finance Update* - The finance committee is reviewing the Finance Policies and Procedures document and may engage with our consultant to review as well. It will be circulated with the board more widely at a later date.

6. The board is encouraged to review the Building-Wide Safety Plan before our next meeting.

The Board meeting adjourned at approximately 6:17 p.m.

The next Board meeting is expected to take place at 5:30 pm on Tuesday, September 24, 2024

Respectfully Submitted,

Ross Harold
Secretary

MINUTES OF THE BOARD OF TRUSTEES
OF FUTURE LEADERS INSTITUTE CHARTER SCHOOL
September 24, 2024

The Board is transitioning toward in-person board meetings.

Board members present by videoconference: Rudy Austin, Heather Northrop, Ross Harold, Jennifer Peña- Detata, Fernando Garcia, Rachel Klein (by phone), Jennifer Estrella

Others present: Jody Flowers (Principal), Natalie Gonzalez-Valdes (Assistant Principal), Rusty Slovenic (Asst. Principal)

Board members absent: Natalie Deak Jaros, Jay Hatfield

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

1. *Welcome.* Rudy Austin welcomed all attendees to the September Meeting.
2. *Minutes.* Upon motion duly made, the Board unanimously voted to approve the minutes from the August 2024 Board meeting.
3. *School Safety Plan* - updated for this year, only major change was removing requirement for quarantine plan. The Board unanimously voted to approve the plan. It will be posted on the website.

4. *Attendance & Enrollment Update.*

Ms. Flowers shared information about attendance. While the report does not have data (it lags a month behind), there was the opportunity to review previous years data compared to the DOE. FLI stayed above DOE attendance percentages each year.

Mr Slovenic gave an update on enrollment numbers using the enrollment dashboard. There are currently 251 students enrolled, which is below the 275 budget. The school is 17 students under budgeted/planned when students on the enrollment list but not attending are removed (“ghost” students). Month except July experienced increased numbers of new students enrolled compared to the previous year. The finance committee will review budgets. Marketing will continue, including additional marketing in Spanish in northern Manhattan. For next year, there will also be additional early outreach to local daycares earlier in the year.

5. *Academics Update.*

Ms Flowers gave an update about state test results. FLI state test scores are compared to District 5, although the school is in District 3 as that is a closer population sample. FLI has a 40% proficiency rate across grades 3-8, which the city and CSD 5 did as well. Math scores were at at 50% proficiency rate, which was a greater increase than the city and CSD 5.

For students who stay longer in the school, their proficiency rates tend to increase. Mr. Austin expressed concerns about the lower proficiency rates in 3rd and 4th grade. Ms Gonzalez indicated that these students started school during the pandemic, so experience some gaps in phonics and phonemic awareness. Mr. Austin indicated that he wanted to

see a clear plan for how K-3 looks so we can avoid these gaps. Ms. Estrella indicated that she would like to see specific meeting time targeted at how school leadership is supporting the cohorts of students who are showing lower rates of proficiency on the state test. Also considering how this impacts students' test taking skills and ability to attend to and focus on tasks. School leadership will provide an update as to how students in these grades compare to the CSD and the city.

Targeted breakouts of how students from equity groups (Special education and ENL students).

Jody will share the event calendar and would like to see FLI board members attend the events listed on the calendar.

6. *Finance Update* - The finance report was shared. The Special Education count is higher, which is leading to higher revenue than budgeted, despite lower enrollment, which will impact the entire number. Personnel costs are slightly lower than budgeted. Auditors reviewed all documents. Waiting for last year's documents to come through before it's all processed. Mr. Austin shared that the auditors gave Mr. Slovenic a glowing review,

The Board meeting adjourned at approximately 6:17 p.m.

The next Board meeting is expected to take place on October 29, 2024 at 5:30pm.

Respectfully submitted,

Ross Harold
Secretary

Board of Trustees Meeting

October 29, 2024

5:30 p.m. – 7:30 p.m.

Location:

In person

Future Leaders Institute Charter School

134 West 122nd Street – Rm 212

NY, NY 10027

Join Zoom Meeting

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

Meeting ID: 960 8400 1082

Passcode: 4B0u1a

AGENDA

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

ID	Subject	Action Required	Topic	Owner	Time
1	Announcements	N/A	a) Welcome and Announcements	a) Jennifer	a) 2 minutes
2	Board Business	Board Votes	a) Approval of September Board Meeting Minutes b) Review of material revision letter c) Updated Board Slate	a) Jennifer b) Rusty c) Governance Committee	a) 1 minute b) 3 minutes c) 5 minutes
3	Academics/ Enrollment	N/A	a) Enrollment Update b) Attendance c) Phonics assessment (new students in K-5)	a) Rusty b) Jody/Rusty c) Natalie d) Jody	a) 5 minutes b) 1 minute c) 10 minutes d) 5 minutes
4	Events	N/A	a) Calendar of Assessments b) Family Calendar/ Upcoming Events (website link to calendar)	a) Jody b) Natalie	a) 3 minutes b) 3 minutes
5	Finance	N/A	a) Finance Report- September	a) Rusty	b) 5 minutes
6	Executive Session	N/A	a) Executive Session	a) Exec Committee	a) 15 minutes

*Please note that the order of events noted on the agenda may change.

¹ Anticipated length of time

MINUTES OF THE BOARD OF TRUSTEES
OF FUTURE LEADERS INSTITUTE CHARTER SCHOOL
October 29, 2024

The Board is transitioning toward in-person board meetings. There will be at least one per quarter

Board members present: Rudy Austin, Heather Northrop, Ross Harold, Jennifer Peña- Detata, Fernando Garcia, Rachel Klein, Jennifer Estrella, Rob Fratto (by zoom)

Others present: Jody Flowers (Principal), Natalie Gonzalez-Valdes (Assistant Principal), Rusty Slovenic (Asst. Principal)

Board members absent: Jay Hatfield

The meeting began at approximately 5:47 p.m. and was called to order by Jennifer Estrella.

1. *Welcome.* Rudy Austin and Jennifer Estrella welcomed all attendees to the October Meeting.
2. *Minutes.* Upon motion duly made, the Board unanimously voted to approve the minutes from the September 2024 Board meeting.
3. *Material Revision to the Charter* - Mr. Slovenic indicated that a material revision to the charter was needed in order to update enrollment minimums based upon current enrollment trends. Upon motion duly made, the board unanimously approved a material change to the revision letter to change the minimum enrollment cap to 75% of our maximum enrollment of 320 students. Full details are included on the completed memo
4. *Board Slate*
Rachel Klein introduced the board slate (full text included in the packet). Jay Hatfield & Rachel Klein were nominated for a 2 year term. The members of the executive committee shall stay the same. Board members who started in January (Heather Northrop, Jennifer Pena, Rob Fratto) all have a term date ending in October 2026. Committee information is included in the packet. Upon motion duly made, the board unanimously approved the slate.

5. *Attendance & Enrollment Update.*

There is a FTE of 248 students. There have been no new enrollees in the month of October. This is less than the 2 enrolled during the same period last year. The school is starting info sessions for families in November. This follows mailers sent by families in Spanish and English to all neighboring zip codes. School leadership will work closely with the newly formed community engagement committee to strategize enrollment and outreach. Jody indicated that flyers about events at the school are shared with potential families and there is mild uptake. The board discussed strategies to engage current families and students in recruitment activities. Current families also respond well to recruitment stipends.

Attendance – the school continues to have a weekly attendance meeting to discuss how best to support students and families with concerning attendance (ex: one student who has already missed 14 of 32 days this year). There is a dive into specific family circumstances as well as schoolwide trends. It is supportive to have counselors present to support gathering of resources and partnerships with external caseworkers when needed. There were targeted outreach to students who have missed six days of school already to get ahead of potential chronic absenteeism.

6. *Academics Update.*

Ms Gonzalez shared the testing calendar for the year to present an overview of how assessments are planned over the course of the year, which uses Achievement Network exams that are conducted online in addition to in person or paper assessments used to get a handle on literacy, particularly for students in younger grades.

At the start of the year, the team looks at data based upon last year's state test data at the start of the year and then looks at benchmark data at other data gatherings that take place over the course of the year. The Achievement Network assessment windows are completed during a long window of time. Year-end State paper tests for third grade will be conducted in a two day window in the Spring. The school tends to score higher on state tests than on benchmark assessments.

A question was raised about what the school is doing to target the low scores from the state test. Ms. Gonzalez shared that the school leadership team met with all teachers to look at data and identify areas and questions where students scored lower on the previous year's test and identify where targeted instruction and interventions to target these areas. Teachers are expected to do this across the year, with an expectation that teachers are diving into assessment results to find areas of focus each Monday (the dedicated professional development days). This practice was based upon practices of teachers who scored higher on last year's state tests. There are also resources through Achievement Network and other professional resources that can help them to identify what baseline skills need to be taught for success on the more advanced skills.

Ms. Flowers shared information about how the iReady platform is used to target interventions and instructions for students. Ms. Gonzalez shared how she and the school leadership team supports teachers individually to better understand how to target instruction based upon where there is confusion or need for clarification.

Ms. Flowers shared information with the board about how Phonics instruction is supported at FLI to further expand upon the assessment and explained how literacy skills are built inclusive of phonological awareness, decoding, and sight word recognition. She further gave examples of how this is embedded in curriculum and assessment. Ms. Flowers also shared how the reading interventionist targets students to support and makes changes based upon data gathered.

7. *Finance Update* - The finance report was shared. Mr. Slovenic indicated that, due to lower enrollment, there was a shift to the budget. Instead of a projected 39,000 surplus, the school is now operating at a deficit. Mr. Slovenic shared information about how the

operating deficit can be partially explained by the hiring of an additional ICT teacher in order to support growth of that program. Over the past 8 budgets, most budgets were passed at a deficit but ended with a surplus. The Finance committee and school leadership prioritized placing resources into the school building to support the instructional program and school operation.

The Board meeting adjourned at approximately 7:13 p.m.

The next Board meeting is expected to take place on November 26, 2024 at 5:30pm.

Respectfully submitted,

Ross Harold
Secretary

Board of Trustees Meeting

November 26, 2024

5:30 p.m. – 7:30 p.m.

Location:

In person

Future Leaders Institute Charter School

134 West 122nd Street – Rm 212

NY, NY 10027

Join Zoom Meeting

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

Meeting ID: 960 8400 1082

Passcode: 4B0u1a

AGENDA

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

ID	Subject	Action Required	Topic	Owner	Time
1	Announcements	N/A	a) Welcome and Announcements	a) Jennifer	a) 2 minutes
2	Board Business	Board Votes	a) Approval of October Board Meeting Minutes	a) Jennifer	a) 1 minute
3	Enrollment	N/A	a) Attendance Update b) Enrollment Update c) FLI Marketing Overview	a) Jody b) Rusty/Jody c) Rusty	a) 1 minute b) 5 minutes c) 5 minutes
4	Academics	N/A	a) Assessment timeline b) I-ready Diagnostic	a/b) Natalie/Jody	a) 10 minutes
5	Finance	N/A	a) Finance Report- October	a) Rusty	b) 5 minutes
6	Executive Session	N/A	a) Executive Session	a) Exec Committee	a) 15 minutes

*Please note that the order of events noted on the agenda may change.

¹ Anticipated length of time

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

November 26, 2024

The Board is transitioning toward in-person board meetings. There will be at least one per quarter

Board members present by Zoom: Rudy Austin, Heather Northrop, Ross Harold, Jennifer Peña- Detata, Jennifer Estrella, Rob Fratto

Others present: Jody Flowers (Principal), Natalie Gonzalez-Valdes (Assistant Principal), Rusty Slovenic (Asst. Principal)

Board members absent: Jay Hatfield, Rachel Klein, Fernando Garcia

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

1. *Welcome.* Rudy Austin welcomed all attendees to the November Meeting.
2. *Minutes.* Upon motion duly made, the Board unanimously voted to approve the minutes from the October 2024 Board meeting.
3. *Attendance & Enrollment Update.*

Attendance is at 90%, staying consistent. Any lower numbers are typically due to a handful of students who are chronically late. This is addressed by the attendance team.

Enrollment is 246 because of one student leaving for a different middle school. A student who went to school last year and moved out of state and indicated he is returning in the coming week. Rusty shared the marketing strategy for the coming year and provided a comparison to this year. Will start recruitment earlier in the year (December) than last year. Social media presence is already live and populated with content. The recruitment unit will be identifying search engine optimization terms to run starting in January.

4. *Academics Update.*

Ms Gonzalez gave an update on assessments being administered at this point of the year and provided an overview of the iReady tool and how it is used. The iReady assessment provides targeted assessment questions based upon how they answer previous questions and then use that data to guide instruction in the classroom based upon gaps children may demonstrate. iReady has been used at the school since 2014. Previously the school had used Eagle, which was very rigid and top-heavy, iReady

allows greater flexibility and dynamism based upon where things are being taught in a unit of study. This targeted shifting of items and domains was piloted during summer school and was successful.

5. *Finance Update* - Mr. Slovenic shared the finance report. The finance committee to review numbers based upon spending. The school is at a deficit of \$472,000. In January, the finance committee will review the numbers to see where spending might be tightened. There was an intentional decision to spend some money to support the special education program's development. In addition, enrollment was lower than anticipated. Interest income from the CDs will mature come January.

The Board meeting adjourned at approximately 6:07 p.m.

The next Board meeting is expected to take place on December 17, 2024 at 5:30pm.

Respectfully submitted,

Ross Harold

Secretary

Board of Trustees Meeting
December 17, 2024
5:30 p.m. – 7:30 p.m.

Location:

Virtual via Zoom

Join Zoom Meeting

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

Meeting ID: 960 8400 1082

Passcode: 4B0u1a

AGENDA

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

ID	Subject	Action Required	Topic	Owner	Time
1	Announcements	N/A	a) Welcome and Announcements	a) Rudy	a) 2 minutes
2	Board Business	Board Votes	a) Approval of November Board Meeting Minutes	a) Rudy	a) 1 minute
3	Enrollment	N/A	a) Attendance Update b) Enrollment Update c) Upcoming Events- Calendar	a) Jody b) Rusty/Jody c) Jody	a) 1 minute b) 5 minutes c) 3 minutes
4	Academics	N/A	a) ANET – Benchmark Assessment 1	a) Natalie/Jody	a) 10 minutes
5	Finance	N/A	a) Finance Report- November	a) Rusty	b) 5 minutes
6	Executive Session	N/A	a) Executive Session	a) Exec Committee	a) 10 minutes (TBD)

*Please note that the order of events noted on the agenda may change.

¹ Anticipated length of time

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

December 17, 2024

The Board is transitioning toward in-person board meetings. There will be at least one per quarter

Board members present by Zoom: Rudy Austin, Heather Northrop, Ross Harold, Jennifer Peña- Detata, Rachel Klein, Rob Fratto, Jay Hatfield, Fernando Garcia

Others present: Jody Flowers (Principal), Natalie Gonzalez-Valdes (Assistant Principal), Rusty Slovenic (Asst. Principal)

Board members absent: Jennifer Estrella

The meeting began at approximately 5:31 p.m. and was called to order by Rudy Austin.

1. *Welcome.* Rudy Austin welcomed all attendees to the December Meeting.
2. *Minutes.* Upon motion duly made, the Board unanimously voted to approve the minutes from the November 2024 Board meeting.
3. *Attendance & Enrollment Update.*

Enrollment is at 246. An additional ongoing student who is not attending has shown up on the roster. Two new students joined after that plus another student was removed from the roster. Recruitment has begun, Mr. Slovenia visited a recruitment event at a day care center working a table and will continue to go to other events for nurses. Has done additional outreach at homeless shelters, will include outreach to hair salons and laundromats. Data is being tracked about who they are visiting. Mailers are going out soon and the school leadership team anticipates positive feedback based upon historical data.

Ms. Flowers shared the event calendar and shared information about a recent successful Snowy Day film viewing. A number of families showed up at an Honors ceremony today. Career Day is slated for January 22nd.

Attendance was at 88%. It has dipped a little, but the school continues to meet regularly with families and the leadership team to support and understand families needs so their students can attend school.

4. *Academics Update.*

Ms Flowers shared information about the latest benchmark assessment that included a pull-out of how the school performed. Open response points supported students' scores and were not as strong with

multiple choice tests, which improved overall results. A question was asked about whether computer use on the exam contributed to lower scores, Ms. Flowers indicated that it is easier to get a higher score on an open response rather than something that has one concrete answer. Ms. Gonzalez shared math assessment data. In contrast to ELA results, students did better when the question was multiple choice than an open response area, meaning this will need to be targeted. The leadership team has been doing more to ask teachers to use assessment to understand how much students understand what was taught in the lesson and working to enhance that process and review of outcomes. Ms. Gonzalez and Ms. Flowers both shared strategies they use to support teachers to use data and intervene with students. Data was shared specifically about how special education students are performing compared to their peers in class. They also shared an example of how they follow up with teachers and look at individual students' data and talked through these examples.

5. *Finance Update* - Mr. Slovenic shared the finance report. There was some changes in funding based upon changes in Special education and FTE. That number has increased and will likely fluctuate slightly over the course of the year. The current deficit sits at \$527,000. Miscellaneous revenue will increase once more CDs mature in January.

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

The next Board meeting is expected to take place on January 28, 2025 at 5:30pm.

Respectfully submitted,

Ross Harold

Secretary

Board of Trustees Meeting

January 28, 2025

5:30 p.m. – 7:30 p.m.

Location:

In person at FLI

134 West 122nd street – 2nd Floor- Room 212

NY, NY 10026

Zoom Meeting Link below

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

Meeting ID: 960 8400 1082

Passcode: 4B0u1a

AGENDA

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

ID	Subject	Action Required	Topic	Owner	Time
1	Announcements	N/A	a) Welcome and Announcements	a) Jennifer	a) 2 minutes
2	Board Business	Board Votes	a) Approval of December Board Meeting Minutes	a) Jennifer	a) 1 minute
3	Board Business	Board Votes	a) Voting Jenee Daria-Strand onto the board	a) Jennifer/Rudy	a) 5 minutes
4	Enrollment	N/A	a) FLI's Material Revision b) Attendance Update c) Enrollment Update d) Upcoming Events- Calendar & FLI Newsletter	a) Rusty b) Jody c) Rusty/Jody d) Jody	a) 2 minutes b) 1 minute c) 5 minutes d) 3 minutes
5	Academics	N/A	a) Exhibition Day	a) Natalie/Jody	a) 5 minutes
6	Finance	N/A	a) Finance Report- December	a) Rusty	b) 5 minutes
7	Executive Session	N/A	a) Executive Session	a) Exec Committee	a) 15 minutes

*Please note that the order of events noted on the agenda may change.

¹ Anticipated length of time

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

January 28, 2025

The Board is transitioning toward in-person board meetings. There will be at least one per quarter

Board members present in person: Rudy Austin, Heather Northrop, Ross Harold, Rob Fratto, Jay Hatfield, Fernando Garcia, Jennifer Estrella

Board members present by Zoom: Jennifer Peña- DeTata, Rachel Klein

Others present: Jody Flowers (Principal), Natalie Gonzalez-Valdes (Assistant Principal), Rusty Slovenic (Asst. Principal), Jenee Daria-Strand (prospective board member)

The meeting began at approximately 5:34 p.m. and was called to order by Rudy Austin.

1. *Welcome.* Rudy Austin welcomed all attendees to the January Meeting.
2. *Minutes.* Upon motion duly made, the Board unanimously voted to approve the minutes from the December 2024 Board meeting.
3. *Material Revision Revote.* Upon motion duly made, the Board unanimously voted to approve the (revised) material revision request regarding student enrollment for the 2025-26 school year. The revision stated that our minimum enrollment would be 85% of our enrollment cap.
4. *New Board Member.* Following formal introduction by Rudy Austin and the governance committee, the board unanimously confirmed Jenee Daria-Strand onto the board. Her term will run two years.
5. *Attendance & Enrollment Update.*

Attendance was at 88%, which is higher than both District 5 and 7 and similar to DOE's system wide amount. There are four students on the roster who are currently not attending school on a regular basis. Some of them have not been attending school and the families have been difficult to reach. The team and the guidance counselor are working together to understand where they have gone to either unenroll them or encourage their attendance.

Enrollment is at 246. New students have joined since the last board update and an additional student has expressed interest. There were no discharges in the month of December. The school leadership team is looking at shifting the classification of some students with IEPs to determine if they may benefit from a change in classification and setting. This includes reducing the number of students who

have paraprofessionals assigned, which is an aligned goal with the NYC Committees on Special Education (CSE)

Ms. Flowers shared the school's newsletter with the board. The week of February 3rd is counselor appreciation week. Exhibition Day and the Scholastic Book Fair will also take place in late February. The Book fair is a fundraiser for school events. The Exhibition Day is an opportunity for students to share what they have been studying for a unit. It is an opportunity for families and members of the school community to see what students have been up to.

6. *Academics Update.*

Ms Gonzalez shared information about upcoming work the school is doing to prepare for state tests.

Test Prep Academy will begin on Thursday starting February 27th. This is for a targeted group of students who scored a 2, 3, or 4 in the previous year's NYS exam to get some targeted support and intervention from FLI teachers to ensure they are secure. Students who score outside of this range are getting targeted Tier 3 support. This will serve 8-16 students per grade, as there are 9 teachers staffing.

Today and tomorrow, students are doing a CBT (computer-based testing) simulation where students will use the computer and get used to the format, including navigation tools and school staff can get an opportunity to ensure teachers get some practice proctoring exams and the tech team can troubleshoot any issues.

7. *Finance Update* - Mr. Slovenic shared information about outreach activities for enrollment that included tabling at early childhood centers, search engine optimization, and a dual language mailer. There will be some upcoming events at local laundromats and other community spots.

Enrollment numbers are still lower than projected, which leads to the school continuing to operate at a deficit. A question was asked about the impact of a proposed federal pause on disbursement of funds, the impact is unknown.

The Board meeting dismissed to

Executive session at approximately 6:16 p.m.

The board meeting reconvened at 6:52 p.m.

Jennifer Estrella introduced the first proposal for the Livonia group to provide academic coaching support for Ms Flowers and Ms Gonzalez focused on math and English assessment scores. This had been a priority for the board and discussed in previous meetings. Ms Estrella moved to approve the funding (\$110, 200) for the coaching plan. Mr Garcia seconded. Board unanimously approved. Motion passed.

The board meeting adjourned at 6:55pm.

The next Board meeting is expected to take place on February 25, 2025 at 5:30pm.

Respectfully submitted,

Ross Harold

Secretary

Board of Trustees Meeting
February 25 2025
5:30 p.m. – 7:30 p.m.

Location:

Virtual via Zoom

Zoom Meeting Link below

<https://us06web.zoom.us/j/96084001082?pwd=L2dFZGJZZDhNK3E1ZGRHXTgxRG4vdz09>

Meeting ID: 960 8400 1082

Passcode: 4B0u1a

AGENDA

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

ID	Subject	Action Required	Topic	Owner	Time
1	Announcements	N/A	a) Welcome and Announcements	a) Jennifer	a) 2 minutes
2	Board Business	Board Votes	a) Approval of January Board Meeting Minutes	a) Jennifer	a) 1 minute
3	Enrollment	N/A	a) Attendance Update b) Enrollment Update c) Google Search Optimization Statistics	a) Jody b) Rusty c) Rusty	a) 2 minutes b) 5 minute c) 4 minutes
4	Academics	N/A	a) Exhibition Day Highlights b) 24-25 FLI Partnerships c) I-ready math results d) February Newsletter	a-d) Natalie/Jody	a) 20 minutes
5	Finance	N/A	a) Finance Report- January	a) Rusty	b) 5 minutes
6	Executive Session	N/A	a) Executive Session	a) Exec Committee	a) 15 minutes

*Please note that the order of events noted on the agenda may change.

¹ Anticipated length of time

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

February 25, 2025

The Board is transitioning toward in-person board meetings. There will be at least one per quarter

Board members present by Zoom: Jennifer Peña- Detata, Rachel Klein, Rudy Austin, Heather Northrop, Ross Harold, Rob Fratto, Jay Hatfield, Jennifer Estrella

Board members not present: Fernando Garcia

Others present: Jody Flowers (Principal), Natalie Gonzalez-Valdes (Assistant Principal), Rusty Slovenic (Asst. Principal)

The meeting began at approximately 5:34 p.m. and was called to order by Jennifer Estrella.

1. *Welcome.* Jennifer Estrella welcomed all attendees to the February Meeting.
2. *Minutes.* Upon motion duly made, the Board unanimously voted to approve the minutes from the January 2025 Board meeting.
3. *Attendance & Enrollment Update.*

Today was the 100th day of school. Attendance was at 87%, this is consistent with the rest of the year.

Enrollment is at 242. Two students have left. Two previous students who are in middle school may return in the next month.

Mr. Slovenic shared the google analytics data about which search terms led to the school's website most frequently. The school is working with google to determine which words may be most successful in leading to the enrollment page. Board members suggested opportunities to gather email addresses of people who visited the website to more effectively reach potential applicants.

Ms. Flowers and Ms. Gonzalez shared about the recent successful Exhibition Day where students had an opportunity to show off their experience and work in the classroom. It was attended by students, families, and other community members. shared the school's newsletter with the board.

4. *Academics Update.*

Ms Gonzalez shared information about partnerships that FLI has, most of which are extracurricular and after school activities. The board looked forward to seeing more information about budget, enrollment, and attendance for these activities .

Ms. Flower and Ms. Gonzalez shared information about students' data and performance on the iReady benchmark exam. This included a demonstration of how the digital platform works and how teachers use it. Time is allotted during the school day for P-block to support students who need additional support based upon the results of the assessments. This data is also used as part of the summer school programing and helps with transferring student performance information to the incoming teacher.

Ms. Flowers shared the newsletter with members of the board which provides updates and information for families.

5. *Finance Update* - Mr. Slovenic shared budget information. There was a slight increase in Special Education FTE rates based upon reclassification of some students' special education levels. Medication Insurance rates went up, which led to a \$250,00 difference. The school has met to determine where spending can be held or reduced for the remainder of the year to offset this deficit.

The Fiscal Policies and Procedures document has been updated and is under review by the finance committee. It will then be shared with the board at large.

The Board meeting adjourned at approximately 6:40 p.m.

The next Board meeting is expected to take place on March 25, 2025 at 5:30pm.

Respectfully submitted,

Ross Harold

Secretary

Board of Trustees Meeting

March 25, 2025

5:30 p.m. – 7:30 p.m.

Location:

Virtual via Zoom

Zoom Meeting Link below

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

Meeting ID: 960 8400 1082

Passcode: 4B0u1a

AGENDA

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

ID	Subject	Action Required	Topic	Owner	Time
1	Announcements	N/A	a) Welcome and Announcements	a) Jennifer	a) 2 minutes
2	Board Business	Board Votes	a) Approval of February Board Meeting Minutes	a) Jennifer	a) 1 minute
3	Enrollment	N/A	a) Attendance Update b) Enrollment Update c) Google Search Optimization Statistics d) FLI Lottery e) Upcoming events	a) Jody b) Rusty c) Rusty d) Rusty e) Jody	a) 2 minutes b) 5 minutes c) 4 minutes d) 2 minutes e) 2 minutes
4	Academics	N/A	a) March Newsletter b) Data Driven Goals & Next Steps w/ Lavinia c) Prep Academy update	a) Jody b) Natalie c) Jody/Natalie	a) 2 minutes b) 10 minutes c) 3 minutes
5	Finance	N/A	a) Finance Report- February	a) Rusty	b) 5 minutes
6	Executive Session	N/A	a) Executive Session	a) Exec Committee	a) TBD

*Please note that the order of events noted on the agenda may change.

¹ Anticipated length of time

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

March 25, 2025

The Board is transitioning toward in-person board meetings. There will be at least one per quarter

Board members present by Zoom: Jennifer Peña- Detata, Jenee Daria Strand, Rachel Klein,, Heather Northrop, Ross Harold, Fernando Garcia, Jennifer Estrella

Board members not present: Rudy Austin,, Rob Fratto, Jay Hatfield

Others present: Jody Flowers (Principal), Natalie Gonzalez-Valdes (Assistant Principal), Rusty Slovenic (Asst. Principal)

The meeting began at approximately 5:34 p.m. and was called to order by Jennifer Estrella.

1. *Welcome.* Jennifer Estrella welcomed all attendees to the March Meeting.
2. *Minutes.* Upon motion duly made, the Board unanimously voted to approve the minutes from the February 2025 Board meeting.
3. *Attendance & Enrollment Update.*

Attendance is currently looking higher than previous months, we will have March data at the next meeting.

Enrollment - GAINED and lost a student in the month. There are currently 244 students enrolled. This ebb and flow is similar to previous years. Next Month - the first Thursday of the month is the lottery, so we will get a better understanding of next year's projections. The students who enrolled had previously gone to FLI but relocated.

Mr Slovenic gave an overview of the lottery process. It happens the first Thursday of April. It includes an observation and preferences for siblings, students with special education needs. If there are more students than seats enrolled, they are placed on a waitlist. It can be hard to pin down how many students are coming until the first day of school, as students can be selected by multiple schools. The school does not know if parents are coming until they make a final decision and physically show up to school.

He also presented additional information about search optimization information. They will continue to monitor the click through rates and data to understand which words are mostly likely to lead to click throughs. There are also some facebook and instagram ads. One was created by a former student about the school and what she did after FLI.

Calendar:

The school survey is open. This is completed by families, middle school students, and staff to get their thoughts on questions about the school. Parent Teacher Conferences are running Thursday and Friday. Next Tuesday will have an honors assembly. Parents of students on the honor roll or perfect attendance

list they are able to attend. First state tests are coming up in early April (Science for grades 5-8). ELA and Math tests start in late April and carry on based upon different grade bands

4. *Academics Update.*

Ms. Flowers shared the monthly newsletter. This includes highlighted students who were recognized for demonstrating core values

Ms Gonzalez shared information about how they understand middle school data and use it to analyze how students are progressing or not. Based upon a January training with a group of consultants, it was highlighted that those schools had daily practices of looking at data with teachers. It was decided to have Friday meetings with teachers about data in order to make sure there was space to check in on how students were progressing and work closely with data. They picked a targeted amount of standards per domain. They also reflect upon the data meeting. These meetings also include question by question analysis to help teachers understand what specific types of questions trip up the students so they can understand if they need to help or target a certain domain.

Ms. Gonzalez suggested giving the students questions from previous years to see how they would do as well as integrate more opportunity for math remediation.

Ms. Flowers shared information about the structure for Test Prep Academy. This is focused on looking at those students on the cusp of scoring at the next level and using teachers who are already in the building. Targeted areas of focus are based upon previous areas that were lower to target what students need to work on. This leverages the data conversations that are also taking place in data meetings.

5. *Finance Update* - Mr. Slovenic shared budget information. The staff typically assigned to the school by the consultant are no longer able to work on the contract, so different staff are doing the analysis and report. This will be shared with the finance committee in their upcoming meeting this week.

The Board meeting adjourned at approximately 6:15 p.m. The next Board meeting is expected to take place on April 29, 2025 at 5:30pm.

Respectfully submitted,

Ross Harold
Secretary

Board of Trustees Meeting

April 29, 2025

5:30 p.m. – 7:30 p.m.

Location:

Virtual via Zoom

Zoom Meeting Link below

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

Meeting ID: 960 8400 1082

Passcode: 4B0u1a

***Please note that May 27, 2025 is the next BOT meeting and it will be held in person at FLI**

AGENDA

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

ID	Subject	Action Required	Topic	Owner	Time
1	Announcements	N/A	a) Welcome and Announcements	a) Jennifer	a) 2 minutes
2	Board Business	Board Votes	a) Approval of March Board Meeting Minutes	a) Jennifer	a) 1 minute
3	Enrollment	N/A	a) Attendance Update b) Enrollment Update c) Google Search Optimization Statistics d) Enrollment & Recruitment w/ Lavinia	a) Jody b) Rusty c) Rusty d) Rusty	a) 2 minutes b) 5 minutes c) 4 minutes d) 2 minutes e) 2 minutes
4	Academics	N/A	a) April Newsletter b) Focus Standard Results Analysis	a) Jody b) Jody/Natalie	a) 2 minutes b) 10 minutes
5	Finance	N/A	a) Finance Report- March	a) Rusty	b) 5 minutes
6	Executive Session	N/A	a) Executive Session	a) Exec Committee	a) TBD

*Please note that the order of events noted on the agenda may change.

¹ Anticipated length of time

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

April 29, 2025

The Board is transitioning toward in-person board meetings. There will be at least one per quarter

Board members present by Zoom: Jenee Daria Strand, Rachel Klein, Ross Harold, Fernando Garcia, Jennifer Estrella, Rudy Austin, Rob Fratto

Board members not present: Jay Hatfield, Jennifer Peña- Detata, Heather Northrop

Others present: Jody Flowers (Principal), Natalie Gonzalez-Valdes (Assistant Principal), Rusty Slovenec (Asst. Principal)

The meeting began at approximately 5:42 p.m. and was called to order by Rudy Austin.

1. *Welcome.* Rudy Austin welcomed all attendees to the April Meeting.
2. *Minutes.* Upon motion duly made, the Board unanimously voted to approve the minutes from the March 2025 Board meeting.
3. *Attendance & Enrollment Update.*

Attendance for March was a little dip for the month, which could be attributed to a lack of days off, but there's nothing notable shared from families about why attendance would be lower.

Enrollment - Lottery was held the first week of April. The material revision request was granted in April, charter states a max of 283 and minimum of 240. If there is a fluctuation, you're communicating to authorizer. Fewer applications have been received at this time of year compared to last year. Currently in the process of making sure when families accept offers they go through the whole process of registering their child and getting their forms in. 7 new students have completed all necessary documentation. Others are in process. The school is working to confirm returning families for the coming year.

Current enrollment: 1 new student enrolled. None disenrolled. There are 245 students total enrolled.

Future enrollment and recruitment: Mr. Slovenec shared Google search word optimization phrases and how they are driving information. There is additional focus on how to look at current enrollment numbers related to number of charters in the area, and use of text pushes. This also includes looking at additional street canvassing with applications at events and making connections to a local Head Start

program. The team shared that generally charters are experiencing enrollment dips and this is not unique to FLI.

School leadership also discussed the demand for bilingual programming, but FLI does not have these services, just English as a New Language. There had been some decrease in new ENL students with a decreased presence of recently arrived migrants.

4. *Academics Update.*

Ms. Flowers shared the monthly newsletter. This includes highlighted events that took place at the school including an art program.

ELA assessments are currently taking place. Some students are taking on a computer and some are taking on paper.

Ms Flowers shared information about how school leadership is diving deeper into specific items and topics in 3rd - 6th grade consistently were asked year-over-year, so they wanted to identify how best to target and support this standard in instruction. This also includes working closely with teachers to understand the content of the assessment, practicing, and integrating further into K-2.

5. *Finance Update* - Mr. Slovenec shared budget information. The new staff assigned from the auditor, CSBM is making progress and has a good understanding of our data. The deficit was increased by an underestimate of insurance rates and expenses on the Livinia group's consulting work. The FY26 budget will be developed, reviewed, and voted upon in the coming meetings. The school has applied and received funding for summer school supports. This can serve up to 83 students and will include instruction and enrichment. Since summer occurs in next fiscal year, this will impact that budget.

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

The next Board meeting is expected to take place on May 27, 2025 at 5:30pm.

Respectfully submitted,

Ross Harold
Secretary

Board of Trustees Meeting

May 27, 2025

5:30 p.m. – 7:30 p.m.

Location:

Virtual via Zoom

Zoom Meeting Link below

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

Meeting ID: 960 8400 1082

Passcode: 4B0u1a

***Please note that the May board meeting will be held in person at FLI**

AGENDA

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

ID	Subject	Action Required	Topic	Owner	Time
1	Announcements	N/A	a) Welcome and Announcements	a) Jennifer	a) 2 minutes
2	Board Business	Board Votes	a) Approval of April Board Meeting Minutes	a) Jennifer	a) 1 minute
3	Enrollment	N/A	a) Attendance Update b) Enrollment Update c) Google Search Optimization Statistics d) Enrollment & Recruitment e) Lavinia's Focus Groups feedback	a) Jody b) Rusty c) Rusty d) Rusty e) Jody	a) 2 minutes b) 5 minutes c) 4 minutes d) 2 minutes e) 2 minutes
4	Academics	N/A	a) May Newsletter b) Summer Academy	a) Jody b) Jody	a) 2 minutes b) 5 minutes
5	Finance	N/A	a) Finance Report- April b) Finalize date to reconvene for '25-'26 budget approval	a) Rusty	b) 5 minutes
6	Executive Session	N/A	a) Executive Session	a) Exec Committee	a) TBD

*Please note that the order of events noted on the agenda may change.

¹ Anticipated length of time

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

May 27, 2025

The Board is transitioning toward in-person board meetings. There will be at least one per quarter

Board members present in person: Rudy Austin, Heather Northrop, Jenee Daria Strand, Rachel Klein

Members present by Zoom: Ross Harold, Rob Fratto

Board members not present:, Jay Hatfield, Jennifer Peña- Detata, Fernando Garcia, Jennifer Estrella

Others present: Jody Flowers (Principal), Natalie Gonzalez-Valdes (Assistant Principal), Rusty Slovenec (Asst. Principal)

The meeting began at approximately 5:44 p.m. and was called to order by Rudy Austin.

1. *Welcome.* Rudy Austin welcomed all attendees to the May Meeting.
2. *Minutes.* Upon motion duly made, the Board unanimously voted to approve the minutes from the April 2025 Board meeting.
3. *Attendance & Enrollment Update.*

Attendance for April looked similar to the previous month. The four students who are counted as enrolled but not actually attending the school drags down the number a little.

Enrollment for next school year: Completed a round of intent to returns, about 95% of families have shared information about their intent to return and the operations team is following up with them. Currently there are 187 students. AT this point last year, there were 199 students. Fewer students have applied than in previous years. The board discussed what other opportunities may exist for further community outreach about enrollment including barber shops, beauty salons, delis, and laundromats. Recruitment activities continue including maximizing search engine results.

4. *Academics Update.*

Ms. Flowers provided findings about the focus groups conducted by the K12 coalition about enrollment, operational excellence, instructional management, and student learning outcomes. There was conversation about ensuring school leadership has appropriate staff in positions to support

operations of the school to maximize leaderships ability to support in school. The board discussed the slides and asked questions about content of the slides to gain a better understanding of the context on the ground in areas such as staff satisfaction and supports for student behavior.

Ms. Flowers shared the monthly newsletter. This includes highlighted events that took place at the school

Summer Academy will now run from 8-2:30pm. A certain attendance percentage is required to keep the funding for summer boost. The school is identifying strategies for field trips and other enrichment to encourage attendance.

5. *Finance Update* - Mr. Slovenec shared budget information. Underenrollment continues to be a drag on finances, causing a deficit for the year. Because the board wants all committees to be able to discuss and review the budget changes coming next school year, given the deficit, the vote for the budget will need to be delayed until early June on a date when a quorum of board members are able to attend. While the school aims to pass a balanced budget, if a budget is passed with a deficit, there needs to be a specific growth plan in place.

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

The next Board meeting is expected to take place on June 24, 2025 at 5:30pm.

Respectfully submitted,

Ross Harold

Secretary

Future Leaders Institute Charter School
Emergency Board of Trustee Meeting/vote – FY26 Budget Approval

Date: 6.4.2025

Time: 2:06PM start

Board members present:

Rudy Austin, Jennifer Astrella, Jennifer Penn, Heather, Rachel Klien, Jay Hatfield, Rob Fratto

FLI Administration Present:

Jody Flowers, Rusty Slovenec, Natalie Gonzaez

- FLI's lead team presented the proposed FY26 budget.
- The budget was presented as one scenario projected over the course of 4 years, compared with the current FY budget.
- FLI noted the deficit due to low enrollment (-\$1,035,095) would only be sustainable for 3 years. After the 3rd year FLI's cash reserve would no longer support a deficit.
- FLI FY26 budget was based on the enrollment of 242 students, the minimum amount of enrollment set by FLI's current charter.
- FLI's leadership as well as the board all agree that enrollment would be a main priority moving forward.
- FLI will look into options of programing changes that would make the school more attractive to families amongst the over saturated market.
- Rudy Austin called for a motion to vote on the proposed budget.
- Rachel Klien motioned to vote.
- Rob Fratto provided a second motion to vote
- All 7 board members voted to approve the presented FY26 budget
- Meeting adjourned at 2:36PM

Board of Trustees Meeting

June 24, 2025

5:30 p.m. – 7:30 p.m.

Location:

Virtual via Zoom

Zoom Meeting Link below

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

Meeting ID: 960 8400 1082

Passcode: 4B0u1a

***Please note that the June board meeting will be held virtually via Zoom**

AGENDA

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

ID	Subject	Action Required	Topic	Owner	Time
1	Announcements	N/A	a) Welcome and Announcements	a) Jennifer	a) 2 minutes
2	Board Business	Board Votes	a) Approval of May Board Meeting Minutes b) Fiscal Policies & Procedures (FPP) vote c) BOT emergency meeting/ vote re: FY'26 Budget Approval	a) Jennifer	a) 3 minute
3	Enrollment	N/A	a) Attendance Update b) Enrollment Update c) Enrollment & Recruitment	a) Jody b) Rusty c) Rusty	a) 2 minutes b) 5 minutes c) 2 minutes
4	Academics	N/A	a) May Newsletter b) Summer Academy	a) Jody b) Natalie	a) 2 minutes b) 5 minutes
5	Finance	N/A	a) Finance Report- May	a) Rusty	b) 5 minutes
6	Executive Session	N/A	a) Executive Session	a) Exec Committee	a) TBD

*Please note that the order of events noted on the agenda may change.

¹ Anticipated length of time

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

June 24, 2025 (Approved)

The Board is transitioning toward in-person board meetings. There will be at least one per quarter

Members present by Zoom: Ross Harold, Rob Fratto, Rudy Austin, Heather Northrop, Jenee Daria Strand, Jennifer Estrella,

Board members not present: Jay Hatfield, Jennifer Peña- Detata, Fernando Garcia, Rachel Klein

Others present: Jody Flowers (Principal), Natalie Gonzalez-Valdes (Assistant Principal), Rusty Slovenec (Asst. Principal)

The meeting began at approximately 5:42 p.m. and was called to order by Jennifer Estrella.

1. *Welcome.* Jennifer Estrella welcomed all attendees to the June Meeting.
2. *Minutes.* Upon motion duly made, the Board unanimously voted to approve the minutes from the May 2025 Board meeting.
3. *Fiscal Policies and Procedures* - The policies were last updated in 2019. The new policies and procedures have been reviewed by the finance committee and the executive committee. Upon motion duly made, the updated policies and procedures were approved.
4. *FY 26 Budget* - An emergency meeting of the Board of Trustees was held on June 4, 2025 to review updates needed for the budget to reflect fiscal reality. It was approved in that meeting as a quorum of board members were present. The Board reviewed and motioned to approve.
5. *Attendance & Enrollment Update.*

Attendance for May was a little lower than typical at this time of year. There were generally more days missed after student tests took place.

Enrollment for next school year: Numbers are still lower than what was budgeted, at 207 (lower than the 225 budgeted). Additional canvassing in the neighborhood will take place in the coming weeks. Typically this leads to some additional enrollment historically. School leaderships spoke with the

Lavinia Group to discuss recruitment strategies to increase enrollment. There will be a meeting in early July.

6. *Academics Update.*

Ms. Flowers shared the school newsletter, which highlighted advice and tips from graduating students to younger students still enrolled.

Ms. Gonzalez shared the staffing and schedule for the summer. Staff is fully hired and there is a structure in place for the combined K/1 classroom. The Summer School schedule has been finalized including plans for trips and increased enrollment and enrichment thanks to the additional funding from a summer grant. This includes an updated curriculum with targeted reading support for all grades. Due to the longer hours, enrollment is higher than in previous years and it was easier to recruit families to attend. 81 students are enrolled.

7. *Finance Update* - Mr. Slovenec shared the budget for this year. There are no major updates for this year's following the audit and May close.

The Board meeting adjourned at approximately 6:11 p.m.

The next Board meeting is expected to take place on July 29, 2025 at 5:30pm.

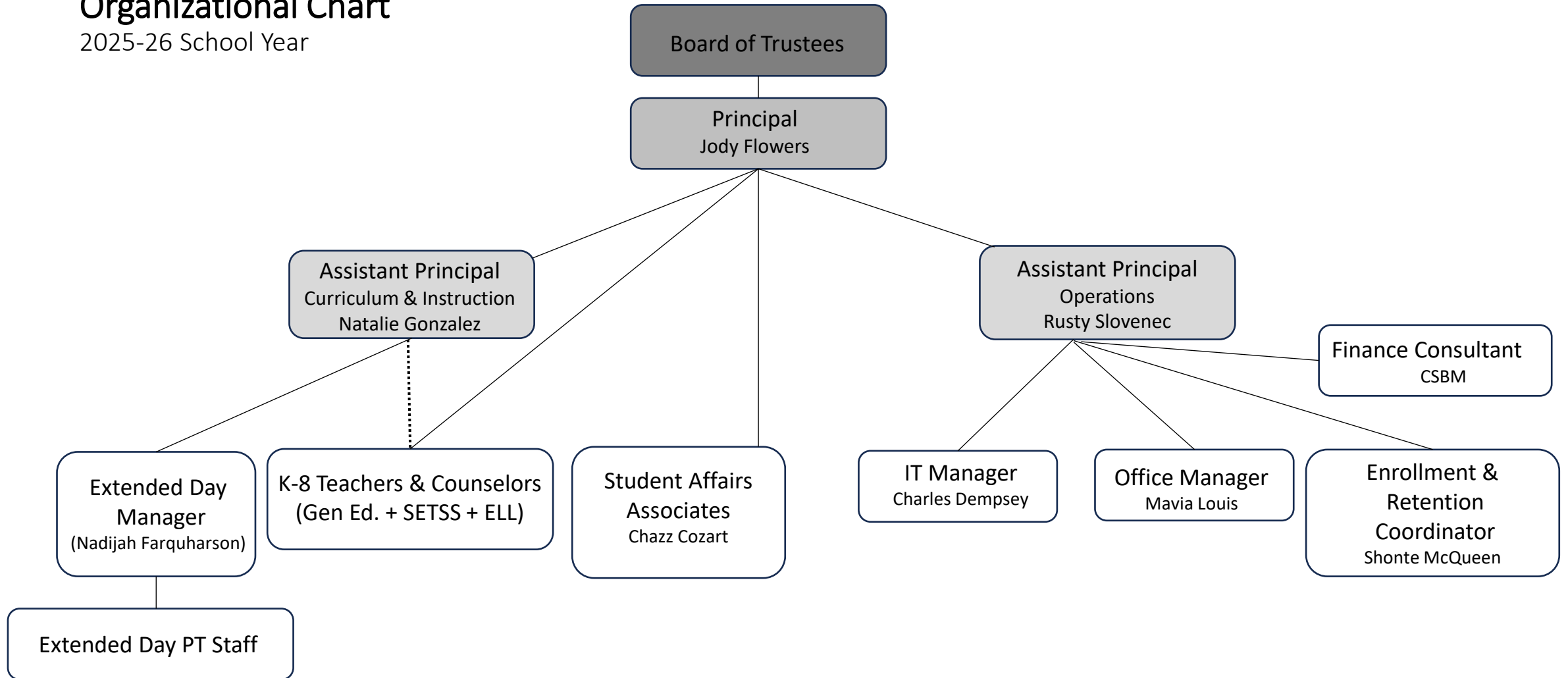
Respectfully submitted,

Ross Harold

Secretary

Organizational Chart

2025-26 School Year



Family Calendar (DRAFT)

Regular School Day + Extended Day

Future Leaders Institute Charter School

Dates are subject to change – Please always reference FLI's website for the most up-to-date calendar



SY 2025-26

July 2025						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
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Sept 2025						
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Oct 2025						
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Nov 2025						
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Dec 2025						
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Jan 2026						
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Feb 2026						
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March 2026						
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April 2026						
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May 2026						
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June 2026						
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28	29	30				

School Closure for Students	11:45 Dismissal
Important Dates (See back)	
Parent Teacher Conferences – School Closed	
Extended Day In Session – (only days in gray)	

KEY

School Closure – No Students (Weekends, Holidays and Breaks)		Parent Teacher Conferences
2025	2026	
July 1 – Sept 3: Summer Break Sept 23 - 24: Rosh Hashanah Oct 2: Yom Kippur Oct 13: Italian/Indg Ppl Day Oct 20: Diwali Nov 4: Election Day (No Students) Nov 11: Veterans Day Nov 27-28: Thanksgiving Break Dec 1: Data Day (No Students) Dec 12: Parent Teacher Conferences (No Students) Dec 24 – Jan 2: Winter Break	Jan 19: MLK Day Feb 16-20: Mid-Winter Break March 16: Data Day (No Students) March 20: Eid al-Fitr March 27: Parent Teacher Conferences (No students) April 2-10: Spring Break May 22: Parent Teacher Conferences (No students) May 25: Memorial Day May 27: Eid al-Adha June 12: Data day (No Students) June 19: Juneteenth June 29: Summer Break Begins	- Parent Teacher Conferences will remain virtual this school year. - Teachers will ask parents to reserve a spot prior to conferences. - Teachers will then send a virtual link for families to attend. - Report cards will be shared at this time. Students will not be present these days.

Future Leaders Institute Charter School

Dates are subject to change – Please always reference FLI's website for the most up-to-date calendar

SY 2025-26

July 7 – August 1

FLI Summer Academy

TERM 1	
September 4 – Thursday	First day of school for students (Start of Term 1)
September 15 – Monday	First day of Extended Day (2:30 – 4:45PM)
September 18 – Thursday	FLI Meet the Teacher Night - Time & Location TBD / Dad's Take Your Child to School (time TBD)
September 22 – Monday	(8 th Grade Only) High School Placement Family Meeting (Time/Location TBD)
October 10 – Friday	2:30 Dismissal. <u>No Extended Day</u>
October 17 – Friday	2:30 Dismissal. <u>No Extended Day</u>
October 24 – Friday	Free K-8 Dental Screening at FLI for all that families that sign the consent form
October 31 – Friday	Halloween - 2:30 Dismissal. <u>No Extended Day</u>
November 17 – 21 Mon - Fri	Term 1 Benchmark Assessment – Math and ELA
Dec 2 – Tuesday	Start of Term 2
November 25 – Tuesday	Extended Day Fall Showcase
November 26 – Wednesday	11:45AM Dismissal for students. <u>No Extended day</u>
TERM 2	
December 1 – Monday	Teacher Data Day – No Students
December 12 – Friday	Virtual Parent Teacher Conferences 8:10AM – 2:30PM (No Students)
December 15 – Monday	Picture Day (Picture Makeups & Senior Cap and Gown Pics will be on January 26 – Monday)
December 16 – Tuesday	Honors Assembly – Celebrating Term 1 (Time TBD)
December 23 – Tuesday	11:45AM Dismissal for students. <u>No Extended day</u>
January 16 – Friday	2:30 Dismissal. <u>No Extended Day</u>
January 21 - Wednesday	(Middle School only) Career Day
January 26 – Monday	Picture Makeups & Senior Cap and Gown Pics
February 12 – Thursday	Exhibition Day
February 13 – Friday	2:30 Dismissal. <u>No Extended Day</u>
February 25 – Wednesday	100 th Day of School Celebration
February 27 – Friday	Extended Day Exhibition
March 2 – 6	Term 2 Benchmark Assessment – Math and ELA
TERM 3	
March 9 – Monday	Start of Term 3
March 13 – Friday	2:30 Dismissal. <u>No Extended Day</u>
March 16 – Monday	Teacher Data Day – No Students
March 19 – Thursday	2:30 Dismissal. <u>No Extended Day</u>
March 24 – Tuesday	Science Computer Based State Test – Grades 5 & 8
March 27 – Friday	Virtual Parent Teacher Conferences 8:10AM – 2:30PM (No Students)
March 31 – Tuesday	Honors Assembly – Celebrating Term 2 (Time TBD)
April 1 – Wednesday	2:30 Dismissal. <u>No Extended Day</u>
April 14 - 17	Grades 3 to 8 ELA Computer Based State Test
April 29 - 30	Grade 7 to 8 Math Computer Based State Test
May 6 – 7	Grade 3 to 6 Math Computer Based State Test
May 22 – Friday	Virtual Parent Teacher Conferences 8:10AM – 2:30PM (No Students)
May 26 – Tuesday	2:30 Dismissal. <u>No Extended Day</u>
May 28 – Thursday	K-5 Spelling Bee (Time TBD)
June 1 - 4	Term 3 Benchmark Assessment – Math and ELA
June 5 – Friday	Field Day
June 11 – Thursday	Last day of Extended Day – Extended Day Summer Showcase
June 12 – Friday	Teacher Data Day – No Students
June 8 - 11	Spirit Week – Daily Themes TBD
June 15 – Monday	Senior Trip
June 22 – Monday	8 th Grade Graduation (Time TBD)
June 23 – Tuesday	5 th Grade Moving Along Ceremony (Time TBD)
June 25 – Wednesday	Kindergarten Moving Along Ceremony (Time TBD)
June 26 – Friday	Last Day of School -11:45AM Dismissal for students.
June - TBA	Algebra 1 – High School Regents Exam (TBD)

