operated exclusively for religious, charitable, literary or educational purposes and which otherwise qualifies as an organization described in Section 501 (c) (3) of the Internal Revenue Code of 1986, as now in effect or as it may hereafter be amended.

The Corporation shall not directly or indirectly carry on any activity which would prevent it from obtaining exemption from Federal income taxation as a corporation described in Section 501 (c) (3) of the Internal Revenue Code of 1986, as now in effect or as it may hereafter be amended, or cause it to lose such exempt status, or carry on any activity not permitted to be carried on by a corporation, contributions to which are deductible under Section 170 (c) (2) of the Internal Revenue Code of 1986, as now in effect or as it may hereafter be amended.

3. The principal office of the Corporation is to be located in the County of New York, in the State of New York.

4. The names and addresses of the initial directors of the Corporation are as follows:

Name/Address	Printed Name/Signature
Raymond Rivera LPAC Urban Ministry Complex 14 West 170th Street Bronx, NY 10452	Raymond Rivera
David Traverso [redacted]	David Traverso
Wilfredo Laboy [redacted]	Wilfredo Laboy
David Anglada [redacted]	David Anglada
Olga Torres-Simpson [redacted]	Olga Torres-Simpson

5. The Corporation hereby designates the Secretary of State of the State of New York as its agent for the purpose of receiving process against the Corporation. The

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address to which the Secretary of State shall mail a copy of process in any action or proceeding against the Corporation which may be served upon him is:

Latino Pastoral Action Center
14 West 170th Street
Bronx, NY 10452

[redacted]

6. Upon dissolution of the Corporation for any reason, all assets and property held by it, after payment of all its liabilities, shall be transferred to such other charitable organization or organizations as the Board of Directors may determine, with the approval of a Justice of the Supreme Court of the State of New York, to be administered or used in such manner as will best accomplish the general purposes of the Corporation. In no event shall any of such assets or property be distributed to any member, trustee, officer of the Corporation or any private individual or shareholder of the Corporation.

4

I/ incorporator is eighteen (18) year of age or older.

IN WITNESS WHEREOF, this certificate has been signed by the undersigned who affirms that the statements made herein are true under the penalties of perjury.

Incorporator Raymond Rivera

Raymond Rivera, 14 West 170th Street, Bronx, NY 10461

this 26 day of Jan 1996.

Notary Public

JAYSON LUTZKY
NOTARY PUBLIC STATE OF NEW YORK
No. 31-4788700
Qualified In Westchester County
Commission Expires August 31, 199_

JAYSON...
NOTARY PUBLIC STATE
No. 31-4...
Qualified In Westchester County
Commission Expires ...

5

Affidavit Authorizing Incorporation of an Unincorporated Association

STATE OF NEW YORK

COUNTY OF BRONX

Raymond Rivera being duly sworn, deposes and says:

14 West 170th Street, Bronx, NY 10452

That he is the subscribe to the foregoing Certificate of Incorporation of the Latino Pastoral Action Center. The Certificate of Incorporation of an existing unincorporated association. The subscriber of such Certificate of Incorporation is a member of the Latino Pastoral Action Center, an unincorporated association.

That the purposes set forth in said Certificate of Incorporation are the same as those of the said unincorporated association.

I am the sole subscriber to said Certificate of Incorporation and have been duly authorized as a committee of one to incorporate the said unincorporation.

Raymond Rivera

Raymond Rivera, 14 West 170th Street

Bronx, NY 10451

Sworn to me before this day [illegible]

Notary Public

JAYSON LUTZKY
NOTARY PUBLIC STATE OF NEW YORK
No. 31-4795700
Qualified in Westchester County
Commission Expires August 31, 1987

6

State of New York }
Department of State } ss:

I hereby certify that the annexed copy has been compared with the original document in the custody of the Secretary of State and that the same is a true copy of said original.

Witness my hand and seal of the Department of State on JUN 26 1996

STATE OF NEW YORK
DEPARTMENT OF STATE

Special Deputy Secretary of State

Response 13b - Partner Commitment

Attached is a letter of commitment from the Latino Pastoral Action Center.

Latino Pastoral Action Center

Rev. Dr. Raymond Rivera
Founder & President

January 9, 2019

Board of Trustees SUNY Charter Schools Institute
SUNY Plaza
353 Broadway
Albany, N.Y. 2246

Dear Board of Trustees,

The Latino Pastoral Action Center is the community sponsor and partner organization of Family Life Academy Charter Schools. We are committed to supporting the establishment of FLACS IV. We look forward to providing supportive services to the children and families of this school. We will also maximize and leverage the relationships of our vast network of community-based organizations, faith-based organizations, and churches that will ensure that this school is an integral part of the community it intends to service. Our support of FLACS IV in no way diminishes the support that we will continue to provide for the existing FLACS schools.

In peace and freedom,

Raymond Rivera

Raymond Rivera
President and Founder

Scanned with CamScanner

Response 14a - Board Members

Recruiting and Selecting Board Members

As a replication, FLACS IV will be governed by the existing FLACS board. The board currently has 16 voting members and 5 non-voting members, and one additional voting and non-voting member are proposed for the board. Other than because of normal attrition of board members and the nomination of new Parent Association (PA) members each year, it is not anticipated that the board will need to seek new members prior to the opening of FLACS IV. One of the ad hoc committees of the board is the nominating committee. This committee is tasked with reviewing potential board members and then nominating those that who would be add value to the board of trustees and serve the interests of FLACS. Table 14-1 below lists the current membership of the FLACS board.

Table 14-1: Current Family Life Academy Charter Schools Board Membership

	Trustee Name	Position on the Board (Officer or Constituent Representative)	Committee Affiliations (If Any)	Expertise and/or Role at School	Voting	Ex-Officio
1.	Miguel Peña	Chair	CEO Evaluation	Parental Involvement	Yes	No
2.	Susana Rivera Leon	Vice-Chair	Accountability, Nominating, New Facilities	LPAC CEO, Executive Leadership	Yes	No
3.	Hilda Sanchez	Secretary	Accountability, Finance, CEO Evaluation	Education	Yes	No
4.	Pedro Alvarez	Treasurer	Finance, New Facilities	Finance	Yes	No
5.	Florence Wolpoff	None	Accountability, CEO Evaluation	Education	Yes	No
6.	Bryan Rivera	None	Finance, Nominating, Fundraising	Community Relations	Yes	No
7.	Dr. Janet Lerner	None	Nominating	Social Work	Yes	No
8.	Marvin Dutton	None	Finance	Finance	Yes	No
9.	Rev. Raymond Rivera	None	Nominating, Fundraising, New Facilities	LPAC President	Yes	No
10.	Kevin Kearns	None	New Facilities	Finance and Facilities	Yes	No
11.	Wanda Torres Mercado	None	Fundraising	Program Development	Yes	No
12.	Joseph Holland	None	Finance	Law and Real Estate	Yes	No
13.	Kelly Nuñez	None	Fundraising	PA President FLACS I	Yes	Yes
14.	Raphael McDonald	None	None	PA President FLACS II Elem.	Yes	Yes
15.	Marina Salazar	None	None	PA President FLACS II MS	Yes	Yes

16.	Jorge Torres	None	None	PA President FLACS III	Yes	Yes
17.	TBD	None	None	PA President FLACS IV	Yes	Yes
NV	Evelyn Centeno	None	None	FLACS I Principal	No	Yes
NV	Kathy Ortiz	None	None	FLACS II Elementary Principal	No	Yes
NV	Michael Adler	None	None	FLACS II MS Principal	No	Yes
NV	Andrea Hernandez	None	None	FLACS III Principal	No	Yes
NV	TBD	None	None	FLACS IV Principal	No	Yes
NV	Francisco Lugovina	Chairman Emeritus	CEO Evaluation	Chairman Emeritus	No	Yes

Because this board is already formed and governing the other FLACS schools, there will be new elections for officers and committees before the school opens.

Response 14b - Education Corporation Board Roles and Responsibilities

The board of trustees is the policy-making body of FLACS. Their primary role is to:

- Select and hire the chief executive officer and school principals;
- Monitor school and network academic performance;
- Monitor school and network fiscal performance; and:
- Evaluate the CEO and school principals and holding them accountable for achievement of the school's mission and goals.

The board hires the CEO. Together with the CEO, the board hires school principals. In turn, the CEO hires the rest of the network staff and is responsible for their performance; the principals hire school staff and are responsible for their performance. The board oversees the annual evaluation of the CEO and principals.

At every meeting, the board monitors academic performance of all schools, which is provided to the board by the network data specialist. The board ensures that each school is on track to meet their accountability goals by the end of the year. In addition, one of the standing committees is the Accountability Committee. At every meeting the board monitors the fiscal performance of the school. This information is provided by the Finance Committee who meet in advance of every meeting.

Response 14c - Education Corporation Board Design

Number of Trustees

FLACS IV will have the same governance structure as all other schools in the FLACS network. All FLACS schools operate under one consolidated board of trustees as part of one corporation that oversees the total operation of each school. The consolidated FLACS board of trustees may have as few as 7 and as

many as 21 voting members according to its by-laws. The rationale behind this size is to include representatives a diversity of expertise in the board members. Current membership includes accountants, lawyers, educators, parents, and local residents and merchants; in some cases individuals have multiple areas of identification. The PA president of each school also serves on the board; this design is intended to ensure there is always parent voice on the board.

Officer Positions

There are four officer positions in the board: Chair, Vice-Chair, Secretary and Treasurer. The Chair has the general responsibility for organizing and leading the board's oversight of the affairs of the FLACS Schools and the network administrative team. The Chair moderates FLACS board meetings is an ex-officio member of all committees. The Vice-Chair performs all the duties prescribed to the Chair should the Chair be absent or unable to perform the respective duties. The Secretary keeps a record at the FLACS network offices of all board proceedings; keeps on file all committee and officer's reports; keeps the FLACS official roll and shall call the roll when necessary; produces minutes of regular meetings and make minutes and records available to trustees upon request; and furnishes officers with whatever documents are required for the performance of their duties. The Treasurer, with the support of the network finance office, ensures detailed records are kept of all FLACS properties, receipts and disbursements, make the accounting books available for inspection by trustees upon request, render to the Chair and Board, an accounting of FLACS's financial transactions and condition at least once per fiscal year and as requested; and prepares reports on financial issues required by an agreement on loans.

Ex-Officio Members

The PA president of each school is an ex-officio voting member of the board. The school principals attend board meetings as ex-officio non-voting members.

Standing and Ad Hoc Committees

There are three standing committees that have the full authority of the board: Executive, Accountability, and Finance. The Executive Committee is responsible for planning board meeting agendas, serving as a communication link with the other board members, assessing the charter school’s short and long term needs, presenting a strategic plan to the board, participating in negotiations and issues, participating and facilitating in expulsion hearings, and participating in the student, personnel and parent Grievance Process. The Accountability Committee will participate in a collaborative decision making process related to the instructional programs and materials; review student achievement; review and monitor the professional development plan and school strategic plan; review the status of certified teachers and teacher assistance; conduct regular walk-through of the schools; and provide reports to board as needed. The Finance Committee manages the financial well-being of the organization and reviews all financial agreements and contracts.

There are also several ad hoc committees. Currently these include the Nominating committee, the CEO Evaluation committee, the New Facilities committee, and the Fundraising committee. Other committees may be formed as the need arises.

Delegation of Authority

The Board delegates the day-to-day decision making for the organization to the CEO. They delegate day-to-day fiscal monitoring, contracts and compliance to the CFO.

Information to be Received from Other Bodies

The board receives information from the school leadership and staff on a constant basis. The board receives fiscal, audit and compliance information from the CFO. The board receives academic data from the network data specialists. Network and school staff and principals report on aspects of their curricular programs at board meetings.

Frequency of Board and Committee Meetings

The board meets monthly; some of these sessions may be board retreats or trainings. At times it may be necessary to add additional meetings. The Finance Committee meets in advance of every full Board meeting. The Accountability Committee meets at least three times a year, but may meet more often. The Executive Committee meets at least three times year.

The frequency of ad hoc committees will depend on need. For example, the CEO evaluation committee might only meet once a year; the Nominating Committee would meet whenever there is the need for a new member to join the board.

Procedures for Publicizing and Conducting Monthly School Board Meetings

In accordance with the Act and the NY Open Meetings Law, FLACS publicizes its Board Meetings and ensures that they are open to public. The meetings are publicized on the FLACS website and are sent home to parents in the school's monthly calendar.

Trustee Recruitment and Selection Process and Criteria

The Nomination Committee, which consists of at least three members, identifies and reaches out to potential candidates for the board. The committee also accepts recommendations from the other board members. Potential trustees submit resumes to the committee for review and discussion. The resumes are reviewed by the committee. The nominating committee will invite candidates in for an interview conversation. During this time, the committee determines whether the person would be a good addition to the board. Specifically, the board will look for someone who is committed to the FLACS mission and vision, and whose professional and personal skill-sets will provide a useful lens on the board. When the nominating committee determines that a candidate should be nominated to the board, they will share the rationale for selection with the entire board, who will vote to approve or deny the appointment.

New Trustee Orientation Process

The board has created a *New Board Member Handbook*, which includes information about the mission, vision, and key design elements of the schools, explains what the roles and responsibilities of board members are, and includes all of the board by-laws. This manual is reviewed in depth with the new Board member by one of the current members of the board.

Board/trustee Training and Development

From time to time, it is essential the board receive training and development in order to function effectively. In the past, FLACS has brought in outside consultants to provide training to the Board, scheduled Board retreats, and participated in board training from the NYC Charter School Center.

Response 14d - Stakeholder Participation

The president of the PA serves on the board. This ensures that there is always direct input on the governance of the school from an individual who reflects the interests of the current parent body. Other parents participate in the governance of the school through the PA, who meet monthly and whose voices can be amplified by the PA president's authority on board. Any parent may also attend the board meetings and make comments during the open comment portion of the meeting. Principals meet with parents to solicit feedback through dialogues, surveys and other means; this input is considered in school decision making.

Staff members are invited to attend all board meetings if they so wish. Staff may make comments during the open comment session of each board meeting. Principals meet with teachers to solicit feedback through dialogues, surveys and other means; this input is considered in school decision making.

Response 14e - By-Laws

Article I - Name and Location

Art. I Sec. 1
The name of this corporation shall be Family Life Academy Charter Schools (hereinafter ''FLACS"). Its principal office shall be 14 West 170th Street, Bronx, NY 10452, or such other place as the Board of Trustees may select by resolution or amendment of these bylaws.

Article II - Purpose

Art. II Sec. 1
Family Life Academy Charter Schools, in partnership with the Latino Pastoral Action Center and parents, seeks to create the conditions for self-empowerment for all its K-8 students to achieve high academic standards, help them take responsibility for their own learning, and encourage them to explore and affirm human values. Like a family—and in partnership with the family—FLACS' schools will create a safe, nurturing, and dynamic environment where learning is engaging, meaningful, and joyful. All members of the schools' community will develop the knowledge, skills, and enthusiasm to continue learning throughout their lives, expand their understanding of what is possible for themselves and their world, and lead productive and satisfying lives.

Art. II Sec. 2
On March 31, 2014 the Amended and Restated Fourth Renewal Charter Agreement was executed between the Board of Trustees of the State University of New York and the Board of Trustees of Family Life Academy Charter School (the "Education Corporation") giving authority for the Charter School Education Corporation to operate multiple charter schools, or multiple sites for a single school, in the State as per Education Law 2853(1)(b-1).

As a result, the Family Life Academy Charter Schools Network was created to provide the leadership and support needed to ensure the best possible educational programs and services for the students in the FLACS Schools. A Chief Executive Officer appointed by the Board of Trustees shall be responsible to the Board of Trustees to (1) see that its policies, finances, and programs are properly executed, (2) to provide leadership and (3) to do such other things as may be directed by the Board in carrying out its duties and responsibilities under the law. The CEO and all members of the network's leadership and administrative team, will provide guidance, support and direction to ensure all the schools achieve the highest standard of excellence in all academic programs and systems of operations.

Article III -Board of Trustees

Art. III Sec. 1

The Board of Trustees of FLACS ("Board") shall be the policy-making body of FLACS and shall exercise the powers and authority granted under the law. The Board shall be subject to the limitations of the Education Law, Not-for-Profit Corporation Law, the FLACS charters and these bylaws.

Art. III Sec. 2
The Board shall consist of no less than seven (7) and no greater than twenty-one (21) voting members, and shall fix the number by resolution or amendment of these bylaws.

Art. III Sec. 3
The Board shall elect individuals to serve as Trustees, who in its discretion will serve the interests of FLACS faithfully and effectively.

Art. III Sec. 4
Trustees shall serve without compensation; however, the Board may approve reimbursement of a Trustee's actual and necessary expenses while conducting FLACS business.

Art. III Sec. 5
No more than 40% of the Trustees shall be interested persons. For the purpose of these bylaws, "interested persons" are individuals who are (1) being compensated by FLACS for services rendered to it within the previous 12 months or (2) a family member of any such person.

Art. III Sec. 6
Not more than 40% of the voting persons on the Board may be directors, officers, employees, agents or otherwise affiliated with any single entity (with the exception of FLACS or another charter school), regardless of whether said entity is affiliated or otherwise partnered with FLACS. For the purposes of the foregoing sentence, "single entity" shall mean any individual entity, as well as any and all related entities such as parents, subsidiaries, affiliates and partners. The Trustees, may, at their sole discretion, waive this restriction upon written request from FLACS.

Art. III Sec. 7
Where FLACS has engaged a not-for-profit educational service provider or other entity that provides comprehensive management services to FLACS pursuant to a contract between such entity and FLACS, no more than two (2) Trustees may be affiliated with such not-for-profit entity, or have immediate family members so affiliated, and no more than one (1) such Trustee's affiliation is as a director of such entity; provided, however, that in such case the following restrictions shall apply:

> *Art. III Sec. 7a*
> execution of the contract with the not-for-profit educational service provider or other entity shall constitute cause for removal of excess member(s) from the Board, and removal of such member(s) shall be effectuated by a vote of the Board, provided there is a quorum of the entire Board members present at the meeting;
>
> *Art. III Sec. 7b*
> such member(s) shall not hold the offices of Chairperson or Treasurer of the Board;
>
> *Art. III Sec. 7c*
> when the Board has proper grounds to go into executive session pursuant to New York Open Meetings Law ("Open Meetings Law"), and the Board is to discuss or vote upon an issue related to the not-for-profit management company or entity, the Board shall, after the personnel of such company or entity has had an opportunity to fully address the Board, continue such executive session outside of the presence of such person(s); and
>
> *Art. III Sec. 7d*

the number of Trustees on the Board shall not be less than eight (8) where two (2) Trustees are affiliated with the not-for-profit entity and not less than seven (7) where one (1) Trustee is affiliated with the not-for-profit entity.

Art. III Sec. 8
The Board shall elect the Trustees by vote of a majority of the Trustees in office—whether or not the number of Trustees is sufficient to constitute a quorum—or by the sole remaining Trustee.

Art. III Sec. 8a
The President of each FLACS school's Parents Association shall be an ex-officio voting member of the Board and shall serve until their successors are duly appointed or elected by the Parents Association.

Art. III Sec. 8b
The FLACS Principal of each school shall be an ex-officio non-voting member of the Board.

Art. III Sec. 9
The Board shall have the power to remove Trustees in accordance with the provisions of the Education Law and the Not-for-Profit Corporation Law.

Article IV - Trustees

Art. IV Sec. 1
The Trustees shall be divided into three (3) equal classes to serve one, two and three-year terms, respectively ("Classification Terms") so that thereafter, one-third of the Trustees' terms shall expire at the time of the Annual Meeting over the subsequent three years. All classes shall be as nearly equal in number as possible. Each Trustee elected after the expiration of a Classification Term shall hold office for a term of three years and until such Trustee's successor is duly appointed or elected. The assignment of any Board member to a particular class does not in any way restrict that Board member from participating fully in all Board activities and from serving additional terms.

Art. IV Sec. 2
The term of the Trustees shall begin on July 1st of a given year, and shall be elected by the Board at an Annual Meeting, a regular meeting designated for that purpose, or a special meeting called for that purpose.

Art. IV Sec. 2a
A Trustee's term of office shall not be shortened by any reduction in the number of Trustees resulting from amendment of the FLACS charter or bylaws, or other Board action.

Art. IV Sec. 2b
A Trustee's term of office shall not be extended beyond that for which the Trustee was elected by amendment of the FLACS charter or bylaws, or other Board action.

Art. IV Sec. 3
The term of a Trustee elected to fill a Board vacancy begins on the date of said Trustee's election, and continues for (1) the balance of the unexpired term in the case of a vacancy created by the resignation, removal or death of a Trustee, or (2) the term specified by the Board in the case of a vacancy resulting

from the increase in the number of Trustees authorized, which term shall expire on July 1 of the current or next calendar year.

Art. IV Sec. 3a
A Board vacancy is deemed to occur on the effective date of a resignation of a Trustee, upon the removal of a Trustee, upon declaration of a vacancy pursuant to these bylaws, or upon a Trustee's death. A Board vacancy also is deemed to exist upon the increase by the authorized number of Trustees.

Art. IV Sec. 4
A Trustee may resign by giving written notice to the Board Chair or Secretary. The resignation shall be effective upon receipt of such notice, or at any later date specified in the notice. The acceptance of a resignation by the Board Chair or Secretary shall not be necessary to make it effective, but no resignation shall discharge any accrued obligation or duty of a Trustee.

Art. IV Sec. 5
Trustees have the right to inspect and copy all books, records and documents of every kind, and to inspect the physical properties of FLACS, provided that such inspection is conducted at a reasonable time and after reasonable notice, and provided that such right of inspection and copying is subject to the obligation to maintain the confidentiality of the reviewed information, in addition to any obligations imposed by any federal, state or local law.

Art. IV Sec. 6
Trustees have a duty to maintain the confidentiality of Board actions that are not required by law to be open to the public, including discussions and votes that take place at any Executive Session. Any Trustee violating this confidence may be removed from the Board.

Art. IV Sec. 7
Trustees shall not be personally liable for FLACS debts, liabilities, or other obligations

Article V - Principals

Art. V Sec. 1
The Principal of each FLACS school shall be the chief educational officer of such school and shall have the general and active supervision and management of such school.

Art. V Sec. 2
The FLACS Principals shall, with respect to his or her school:

Art. V Sec. 2a
Have custody of school funds, receive income and receipts, and dispose or cause to be disposed of the same, but only to the extent and subject to such controls as may be established by the CFO/Board Finance Committee.

Art. V Sec. 2b
Keep a record of all receipts and disbursements of funds made by him or her in a manner and form satisfactory to the CFO/Board Finance Committee, and in keeping with good accounting practices.

Art. V Sec. 2c
Have supervision and control of each school's annual budget as approved by the Board.

Article VI - Network

Art. VI Sec. 1
The FLACS Network shall consist of a Network Leadership Team and a Network Administrative Team led by the Chief Executive Officer (CEO), who shall be responsible to the Board of Trustees.

Art. VI Sec. 2
The CEO shall oversee the instructional and administrative aspects of the current three schools.

Art. VI Sec. 2a
The CEO shall ensure uniformity of curricula and staff development in all the FLACS schools.

Art. VI Sec. 2b
The CEO shall oversee central-based administrative and operational functions; including developing and maintaining data warehouse and analysis systems.

Art. VI Sec. 2c
The CEO shall provide oversight of grant development and donor gifts to the schools.

Art. VI Sec. 3
For each FLACS school, the Director of Finance, in consultation with the respective FLACS school Principal, shall:

Art. VI Sec. 3a
On an annual basis, and in consultation with the COO and Board Finance Committee, prepare and present to the Board for its approval a proposed budget for the FLACS schools/network operations for the succeeding fiscal year.

Art. VI Sec. 3b
On an annual basis, prepare and present to the Board a full and detailed report, properly audited, of the receipt and disbursement of all funds, except the investment funds of FLACS, during the preceding fiscal year, together with such other financial reports as may from time to time be required by the Board.

Article VII - Duties of Officers

Art. VII Sec. 1
The Board Officers shall hold the following titles; Chair, Vice Chair, Secretary and Treasurer

Art. VII Sec. 2
The Chair shall have the general responsibility for organizing and leading the Board's oversight of the affairs of the FLACS Schools and the Network Central Administrative team, and such other powers and duties as the Board may prescribe. The Chair shall moderate FLACS Board meetings and be an ex-officio

member of all committees. The Chair shall be subject to the orders of the Board, and none of his or her acts shall conflict with actions taken by FLACS.

Art. VII Sec. 3
The Vice-Chair shall perform all the duties prescribed to the Chair should the Chair be absent or unable to perform the respective duties. In the event the Chair cannot perform his or her duties, the Vice-Chair shall carry out these duties until a new Chair is selected in a subsequent election. The Vice-Chair shall have other such powers and perform other such duties as the Board may prescribe.

Art. VII Sec. 4
The Secretary shall keep a record at the FLACS Network offices of all Board proceedings; shall keep on file all committee and officer's reports; shall keep the FLACS official roll and shall call the roll when necessary; shall produce minutes of regular meetings and make minutes and records available to Trustees upon request; shall furnish officers with whatever documents are required for the performance of their duties; shall maintain record book(s) on hand at every meeting; and in the absence of the Chair and Vice-Chair shall call the meeting to order and preside over them until the immediate election of a Chair pro tem. The Secretary shall have other such powers and perform other such duties as the Board may prescribe.

Art. VII Sec. 5
The Treasurer, with the support of the Office of Finance, shall ensure detailed records are kept of all FLACS properties, receipts and disbursements, make the accounting books available for inspection by Trustees upon request, render to the Chair and Board, an accounting of FLACS's financial transactions and condition at least once per fiscal year and as requested; and prepare reports on financial issues required by an agreement on loans. The Treasurer shall have other such powers and perform such other duties as the Board may prescribe.

Article VIII - Committees

Art. VIII Sec. 1
The Board may create committees for any purpose, and the Board Chair shall appoint members to and designate the committee chairs.

> *Art. VIII Sec. 1a*
> The Board may delegate to a committee any of the authority of the Board, except for election of Trustees, filling vacancies on the Board or committees, fixing Trustee compensation for serving on the Board, amendment or repeal of bylaws or the adoption of new bylaws, establishment of other Board committees and appointment of members thereto, and the amendment or repeal of any resolution of the Board.

Art. VIII Sec. 2
The Board of Trustees may appoint such Standing Committees and/or ad hoc committees as it thinks necessary for the effective governance of the school. The Standing Committees of FLACS shall be Executive, Finance and Accountability.

> *Art. VIII Sec. 2a*
> Standing Committees shall consist of no less than three (3) Trustees, and members shall serve at the pleasure of the Board Chair.

Art. VIII Sec. 2b
The Executive Committee of the Board of Trustees shall consist of the Board Chair, Vice Chair, Secretary and Treasurer. The Executive Committee shall be vested with the responsibility of ensuring effective decision making by the Board, including the following activities:

- Planning board meeting agendas:
- Serving as a communication link with the other board members
- Assessing the charter school's short and long term needs
- Presenting a strategic plan to the board.
- Hire and review the performance and annual compensation of the CEO
- Participate in negotiations and issues
- Participate and facilitate in Expulsion hearings
- Participate in Student, Personnel and Parent Grievance Process

Art. VIII Sec. 2c
The Finance Committee will consist of no less than three (3) Trustees, a majority of which shall have no affiliation with the Latino Pastoral Action Center (LPAC), and shall serve at the pleasure of the Board Chair.

Art. VIII Sec. 2c(1)
All financial agreements between LPAC and FLACS must be approved by the Board; including, but not limited to, the leasehold execution, renegotiation and enforcement thereof must be approved by the Finance Committee as a condition precedent to approval by the Board by majority vote.

Art. VIII Sec. 2c(2)
In the event that the Board Chair has any affiliation with LPAC, the Chair shall not have the power to remove unaffiliated members of the Finance Committee. Removal of such Trustees must be made by a vote of the Board.

Art. VIII Sec. 2d
The Accountability Committee will consist of no less than three (3) Trustees, a majority of which shall have a background in Educational Administration

Art. VIII Sec. 2d(1)
The Accountability Committee shall be vested with the responsibility of program planning, curriculum, professional development and fulfillment of the school's Accountability Plan. Specific responsibilities include:

- Create a Principal evaluation tool
- Together with the CEO conduct end of year evaluation of all Principals
- Participate in a collaborative decision making process related to the instructional programs and materials
- Review student achievement
- Review and monitor the professional development plan and school strategic plan
- Review the status of certified teachers and teacher assistance

- Conduct regular walk-through of the schools
- Provide reports to board as needed

Art VIII Sec. 3
All committees shall keep records of their actions and report such action to the Board at its next meeting

Art VIII Sec. 4
In case of an overlapping of jurisdictions among committees, the Board Chair shall settle the matter.

Article IX - Fiscal Management

Art. IX Sec. 1
The fiscal year of FLACS will begin on July 1 of each year and will end on June 30 of the following year.

Art. IX Sec. 2
Except as otherwise provided in these bylaws, the Board may adopt a resolution authorizing any FLACS Officer or agent to enter into any contract or execute and deliver any instrument in the name or on behalf of FLACS. Such authority may be general or confined to specific instances. Unless so authorized, no Officer, agent or employee shall have any power to bind FLACS by any contract or engagement, to pledge its credit or render it liable monetarily for any purpose or any amount.

Art. IX Sec. 3
Except as otherwise specifically provided by Board resolution, checks, drafts, promissory notes, orders for the payment of money, and other evidence of indebtedness of FLACS must be signed by any two of the following: a Chair, Treasurer, CEO, COO, a FLACS Principal, or the Director of Human Resources. In all instances, two signatures are required.

Art. IX Sec. 4
The FLACS Network Director of Finance, in conjunction with the Finance Committee, shall present annually to the Board, for their approval, an audited balance sheet and statement of income and expenses, certified by an independent certified public accountant firm, prepared in accordance with generally accepted accounting practices.

Article X - Conflicts of Interest

Art X Sec. 1
The General Municipal Law defines prohibited conflicts of interest for school trustees, officers and employees. Under the General Municipal Law, no school officer or employee may have an interest, direct or indirect, in any contract with the School, when such trustee, officer or employee, individually or as a member of the Board, has the power or duty to (a) negotiate, prepare, authorize or approve the contract, or authorize or approve payment under the contract; (b) audit bills or claims under the contract; or (c) appoint an officer or employee who has any of the powers or duties set forth above. No Treasurer may have an interest, direct or indirect, in a bank or trust company designated as a depository or paying agent or for investment of funds of his/her school. This, however, does not preclude payment of lawful compensation and necessary expenses of a school employee in one or more public offices or positions of employment, the holding of which is not prohibited by law.

Art. X Sec. 2
The General Municipal Law enumerates a number of exceptions to its general rule prohibiting conflicts. Specifically, the statute provides that its prohibitions on conflict of interest do NOT apply to:

Art. X Sec. 2a
The General Municipal Law enumerates a number of exceptions to its general rule prohibiting conflicts. Specifically, the statute provides that its prohibitions on conflict of interest do NOT apply to:

Art. X, Sec. 2b
A contract with a person, firm, corporation or association in which a municipal officer or employee has an interest which is prohibited solely by reason of employment as an officer or employee thereof, if the remuneration of such employment will not be directly affected as a result of such contract and the duties of such employment do not directly involve the procurement, preparation or performance of any part of such contract;

Art. X, Sec. 2c
The designation of a newspaper, including but not limited to an official newspaper, for the publication of any notice, resolution, ordinance or other proceeding where such publication is required or authorized by law;

Art. X, Sec. 2d
The purchase by a municipality of real property or an interest therein, provided the purchase and the consideration therefore is approved by order of the supreme court upon petition of the governing board;

Art. X, Sec. 2e
The acquisition of real property or an interest therein, through condemnation proceedings according to law;

Art. X, Sec. 2f
A contract with a membership corporation or other voluntary non-profit corporation or association;

Art. X, Sec. 2g
The sale of lands and notes pursuant to Section 60.10 of the local finance law;

Art. X, Sec. 2h
A contract in which an officer or employee has an interest if such contract was entered into prior to the time he/she was elected or appointed as such officer or employee, but this does not authorize a renewal of any such contract;

Art. X, Sec. 2i
Employment of a licensed physician as school physician for a school upon authorization by a two-thirds vote of the board of trustees;

Art. X, Sec. 2j

A contract with a corporation in which an officer or employee has an interest by reason of stockholdings when less than five percent of the outstanding stock of the corporation is owned or controlled directly or indirectly by such officer or employee;

Art. X, Sec. 2k
A contract for the furnishing of public utility services when the rates or charges therefore are fixed or regulated by the public service commission;

Art. X, Sec. 2l
A contract for the payment of a reasonable rental of a room or rooms owned or leased by an officer or employee when the same are used in the performance of his/her official duties and are so designated as an office;

Art. X, Sec. 2m
A contract for the payment of a portion of the compensation of a private employee of an officer when such employee performs part-time service in the official duties of the office;

Art. X, Sec. 2n
A contract in which a school officer or employee has an interest if the total consideration payable thereunder, when added to the aggregate amount of all consideration payable under contracts in which such person had an interest during the fiscal year, does not exceed the sum of seven hundred and fifty dollars;

Art. X, Sec. 2o
A contract with a member of private industry council established in accordance with the federal job training partnership act or any firm, corporation or association in which such member holds an interest, provided the member discloses such interest to the council and the member does not vote on the contract.

Art. X Sec. 3
In addition, the law clearly states that a trustee, officer or employee may not:

Art. X, Sec. 3a
Directly or indirectly, solicit any gift, or accept or receive any gift having a value of $75 or more, whether in the form of money, service, loan, travel, entertainment, hospitality, thing, or promise, or in any other form, under circumstances in which it could reasonably by inferred that the gift was intended to or could reasonably be expected to influence him/her in the performance of his/her official duties, or was intended as a reward for any official action on his/her part;

Art. X, Sec. 3b
Disclose confidential information acquired in the course of his/her official duties or use such information to further his/her personal interests;

Art. X, Sec. 3c
Receive, or enter into any agreement, express or implied, for compensation for services to be rendered in relation to any matter before the Board; or

Art. X, Sec. 3d
Receive, or enter into any agreement, express or implied, for compensation for services to be rendered in relation to any matter before the Board whereby the compensation is to be dependent or contingent upon any action by the agency. This does not prohibit the fixing of fees based upon the reasonable value of services rendered.

Art. X Sec. 4
Any contract willfully entered into by or with a school in which there is a prohibited interest is void and unenforceable. In addition, any trustee, officer or employee who willfully and knowingly violates the foregoing provisions shall be guilty of a misdemeanor.

Art. X Sec. 5
It should be noted that competitive bidding does not cure the prohibition against having any interest in a contract when the trustee, officer or the employee has the power to approve the contract.

Art. X Sec. 6
The law further authorizes, in addition to any other penalty imposed, that any person who knowingly and intentionally violates the above may be fined, suspended, or removed from office or employment in the manner provided by law.

Art. X Sec. 7
The Legislature has also enacted various disclosure requirements, in an effort to protect the public and to publicize conflicts of interest, so that both the public and the governing body might take appropriate account of any personal interests in assessing the public benefit of a personal transaction.

Art. X Sec. 8
Any trustee, officer or employee who has, will have, or later acquires an interest in any actual or proposed contract with the Board must publicly disclose the nature and extent of such interest in writing to the Board as soon as he/she has knowledge of it.

Art. X Sec. 9
Although certain interests may not be expressly prohibited by law, they are still subject to disclosure requirements. Legal counsel should be sought concerning any question regarding disclosure of specific items.

Art. X Sec. 10
The law requires that written disclosure be made part of and set forth in the minutes of the Board. Once made, no further disclosures with respect to additional contracts with the same party during the remainder of the fiscal year need be made.

Article XI - Indemnification of Corporate Agents and Insurance

Art. XI Sec. 1
FLACS may, to the fullest extent now or hereafter permitted by and in accordance with standards and procedures provided by Sections 721 through 726 of the Not-for-Profit Corporation Law and any amendments thereto, indemnify Trustees, Officers, and agents of FLACS against judgments, fines, amounts paid in settlement and reasonable expenses, including attorney's fees.

Art. XI Sec. 1a
In accordance with Section 726 of the Not-for-Profit Corporation Law, FLACS shall prescribe and maintain insurance to indemnify Trustees and officers of FLACS, on any terms and conditions set forth in a resolution of the Board.

Article XII - Self-Dealing Transactions

Art. XII Sec. 1
Neither FLACS nor the Board shall engage in any self-dealing transactions, except as approved by the Board. "Self-Dealing transaction" is a transaction to which FLACS is a party and in which one or more of the Trustees have material financial interest (''Interest Trustee''). Notwithstanding, the following is not a self-dealing transaction, and is subject to the Board's general standard of care: A transaction that is part of a public or charitable program of FLACS, if the transaction (a) is approved or authorized by the Board in good faith and determined by the Board to be in the best interest of FLACS and without unjustified favoritism, and (b) results in a benefit to one or more Trustees or their families because they are in a class of persons intended to be benefited by the program.

Article XIII - Parliamentary Authority

Art. XIII Sec. 1
Whenever any provision of these bylaws is in conflict with the provisions of the charter, the provisions of the charter shall control.

Art. XIII Sec. 2
The rules contained in the most current edition of Robert's Rules of Order, shall govern FLACS in any parliamentary question in which they are applicable and are not consistent with the charter, these bylaws and any special rules of order FLACS may adopt.

Article XIV - Amendment of Bylaws

Art. XIV Sec. 1
These bylaws may be amended at any FLACS regular meeting by a majority vote of those present, provided the amendment is submitted in writing at the previous regular meeting, and that no bylaws provision by which more than a majority vote shall be required for any specified action by the Trustees shall be amended, suspended or repealed by a smaller vote than that required for action thereunder, and further provided that such material changes must be approved by the SUNY Trustees or their designee.

Response 14f - Code of Ethics

The Board of Trustees recognizes that sound, ethical standards of conduct serve to increase the effectiveness of school board trustees and their staff as educational leaders in their community. Actions based on an ethical code of conduct promote public confidence and the attainment of school goals. The Board also recognizes its obligation under the General Municipal Law to adopt a code of ethics consistent with the provisions of the General Municipal Law, setting forth the standards of conduct required of all school trustees, officers and employees.

Therefore, every officer and employee of the school, whether paid or unpaid, including Board Trustees, shall adhere to the following code of conduct:

1. Gifts: An officer or employee shall not directly or indirectly solicit any gifts; nor shall an officer or employee accept or receive any single gift having a value of $75 or more, or gifts from the same source having a cumulative value of $75 or more over a twelve-month period, whether in the form of money, services, loan, travel, entertainment, hospitality, thing or promise, or any other form, if it could reasonably be inferred that the gift was intended to influence him or her in the performance of his or her official duties or was intended as a reward for any official action on his or her part.

However, the Board welcomes and encourages the writing of letters or notes expressing gratitude or appreciation to staff members. Gifts from children that are principally sentimental in nature and of insignificant financial value may be accepted in the spirit in which they are given.

2. Confidential information: An officer or employee shall not disclose confidential information acquired by him or her in the course of his or her official duties or use such information to further his or her own personal interest. In addition, he/she shall not disclose information regarding any matters discussed in an executive session of the Board, whether such information is deemed confidential or not.

3. Representation before the Board: An officer or employee shall not receive or enter into any agreement, express or implied, for compensation for services to be rendered in relation to any matter before the school board.

4. Representation before the Board for a contingent fee: An officer or employee shall not receive or enter into any agreement, express or implied, for compensation for services to be rendered in relation to any matter before the school board, whereby the compensation is to be dependent or contingent upon any action by the school with respect to such matter, provided that this paragraph shall not prohibit the fixing at any time of fees based upon the reasonable value of the services rendered.

5. Disclosure of interest in matters before the Board: A member of the Board of Trustees and any officer or employee of the school, whether paid or unpaid, who participates in the discussion or gives official opinion to the Board on any matter before the Board shall publicly disclose on the official record the nature and extent of any direct or indirect financial or other private interest he or she has in such matter. The term “interest” means a pecuniary or material benefit accruing to an officer or employee.

6. Investments in conflict with official duties: An officer or employee shall not invest or hold any investment directly in any financial, business, commercial or other private transaction that creates a conflict with his or her official duties.

7. Private employment: An officer or employee shall not engage in, solicit, negotiate for or promise to accept private employment when that employment or service creates a conflict with or impairs the proper discharge of his or her official duties.

8. Future employment: An officer or employee shall not, after the termination of service or employment with the Board, appear before the Board or any panel or committee of the Board, in relation to any case, proceeding, or application in which he or she personally participated during the period of his or her service or employment or that was under his or her active consideration. This shall not bar or prevent the timely filing by a present or former officer or employee of any claim, account, demand or suit against the district on his or her own behalf or on behalf of any member of his or her family arising out of any personal injury or property damage or for any lawful benefit authorized or permitted by law.

Distribution of Code of Ethics

The Chief Executive Officer shall cause a copy of this Code of Ethics to be distributed annually to every officer and employee of the school. Each officer and employee elected or appointed thereafter shall be furnished a copy before entering upon the duties of his or her office or employment.

Penalties

In addition to any penalty contained in any other provision of law, any person who shall knowingly and intentionally violate any of the provisions of the Board's code of ethics may be fined, suspended or removed from office or employment, as the case may be, in the manner provided by law.

Response 14g - Complaint Policy

Any parent/guardian wishing to formally grieve/complain about a procedure, action, or directive of a FLACS employee should follow the FLACS Grievance Procedure below:

Step 1: Have a conversation with the employee regarding the concern. If unsatisfied with the employee's determination or response, then;

Step 2: Notify the Principal within (5) days after meeting with the employee or soon after the occurrence. If unsatisfied with Principal or Principal Designee's determination or response, then;

Step 3: Notify the Chief Executive Officer. If unsatisfied with Chief Executive Officer's determination or response, then;

Step 4: File a formal complaint with the FLACS Board of Trustees in writing. In such instances, the Board Grievance Committee will be the investigators and final arbitrators of the complaint. You may submit a letter or fill out the Grievance/Complaint form available to you from the school's main office. It should be mailed to:

FLACS Board of Trustees
Grievance Committee
14 West 170th Street
Bronx, NY 10452

If unsatisfied with the Board of Trustees' determination or response, then;

Step 5: File a formal complaint with our school Authorizer, the SUNY Charter School Institute, in writing, detailing the complaint and including copies of the letters or statements between you and the FLACS Board of Trustees Grievance Committee. This can be completed electronically or through the mail. The website and mailing address appear below:

http://www.newyorkcharters.org/contact/formal-complaint-form/
OR
Charter Schools Institute
353 Broadway
Albany, NY 12246

Response 14h - Board Member Resumes

Attached are resumes for the current FLACS, and proposed FLACS IV, board of trustees.

Miguel Pena
[redacted]

SUMMARY OF QUALIFICATIONS

* 20 years experience in the customer service field.
*Excellent reputation with customer as a competent, knowledgeable and helpful professional.
*Enjoy my work and consistently greet customers with a smile.
*Honest, reliable, and productive.
***Speaks Spanish fluently**.

RELEVANT SKILLS AND EXPERIENCE

CUSTOMER SERVICE

.Developed a reputation for excellent customer service by:
-Acknowledging the customer's presence and making eye contact.
-Greeting customers in a friendly manner, living them full attention.
-Taking time to answer questions or finding someone else who could.
- Helped increase sales in the higher profit margin as well as customer satisfaction.

SUPERVISION

. As a team leader, supervised new employees to assure customer satisfaction.
. Also I was in charge of training new employees.

ADMINISTRATIVE

. I balanced cash drawer with consistently high level of accuracy.
. As Office Cashier for two years:
-I accurately balanced books and balanced deposits.
-Answered phones -prepared daily sales report -made deposits

EMPLOYNMENT HISTORY

[redacted]

Susana Rivera Leon

[redacted]

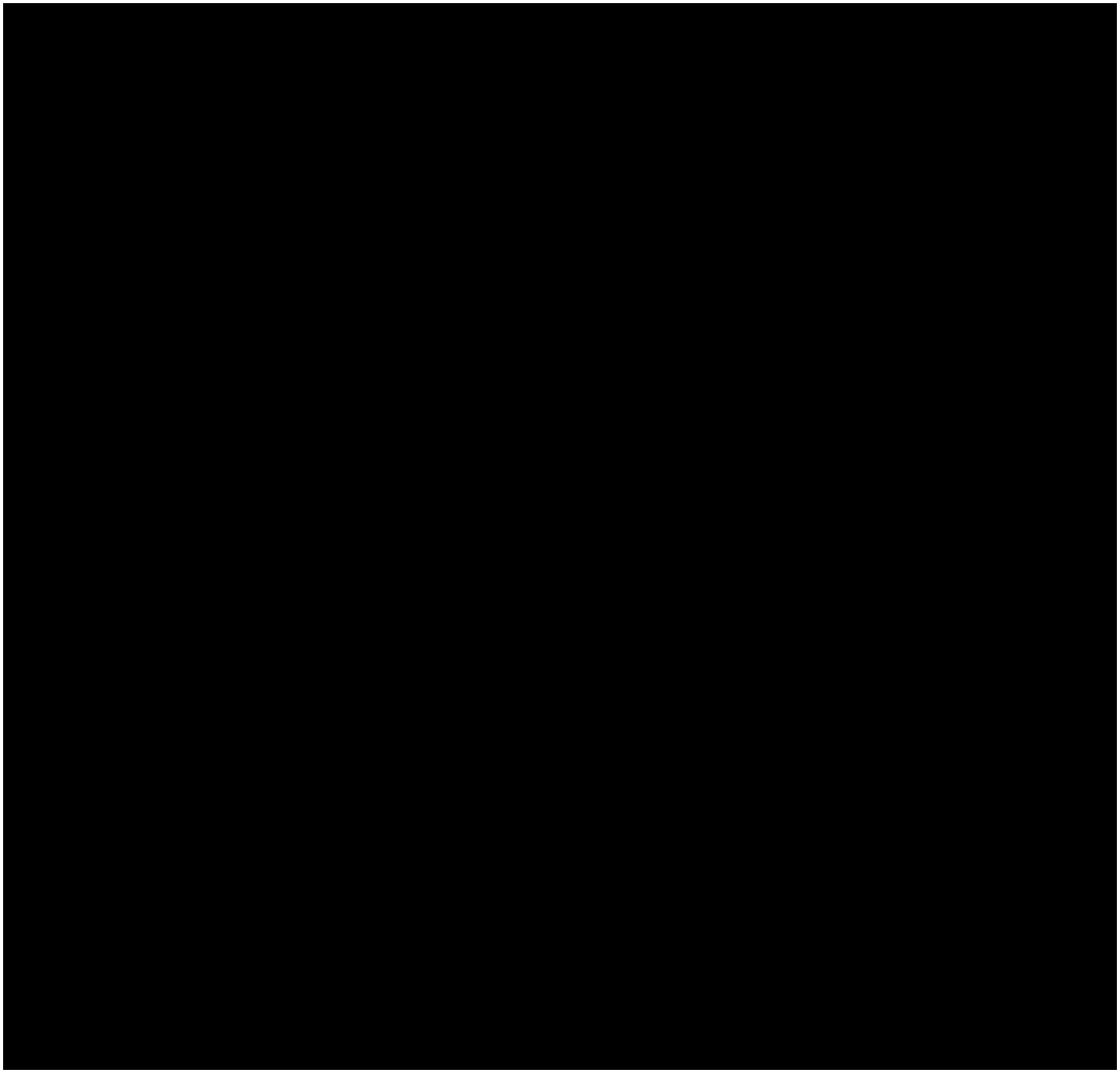
Email: [redacted]

Objective: To obtain employment that will utilize my leadership and management skills

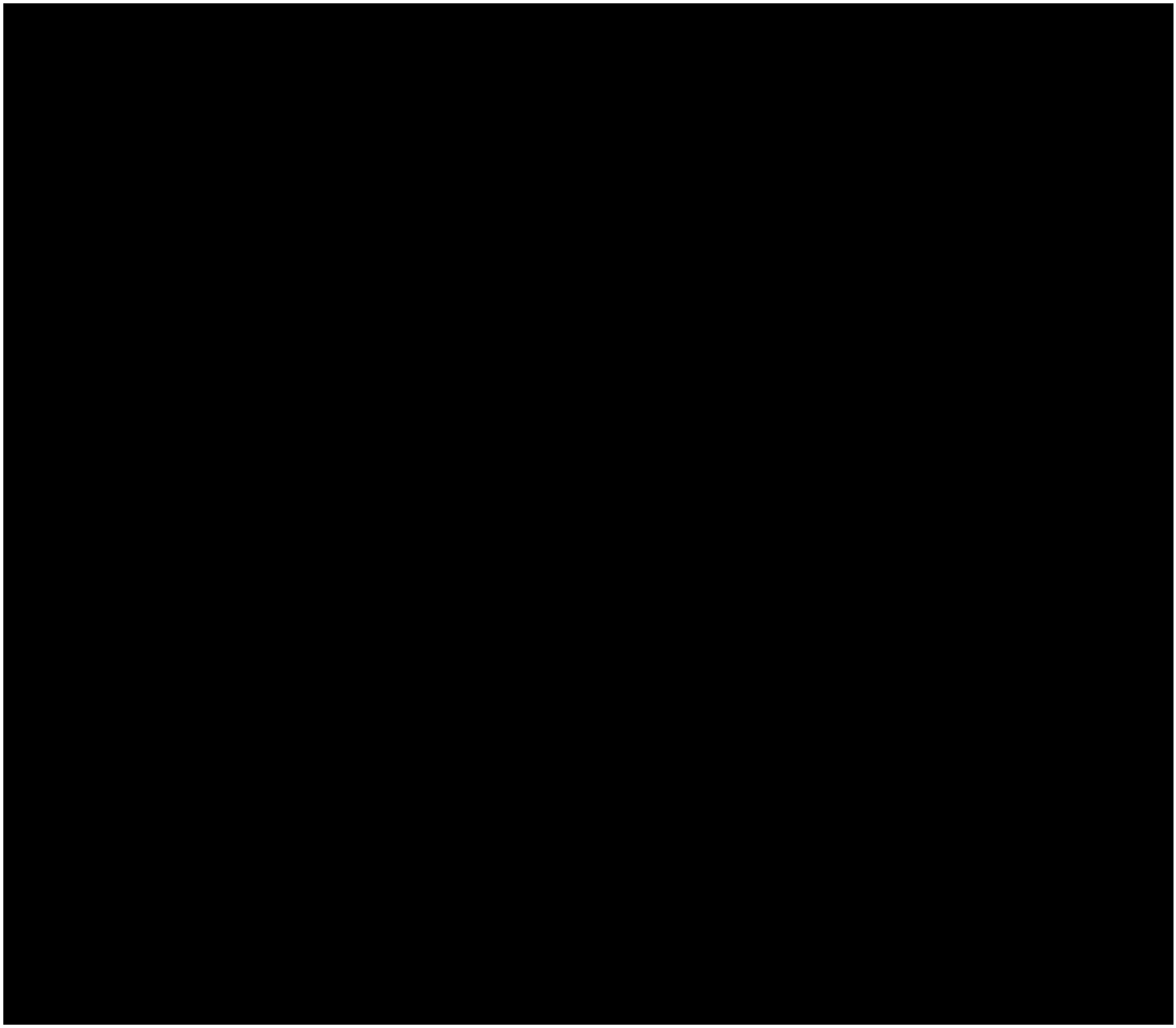
Experience:

[redacted]

Susana Rivera Leon



Susana Rivera Leon



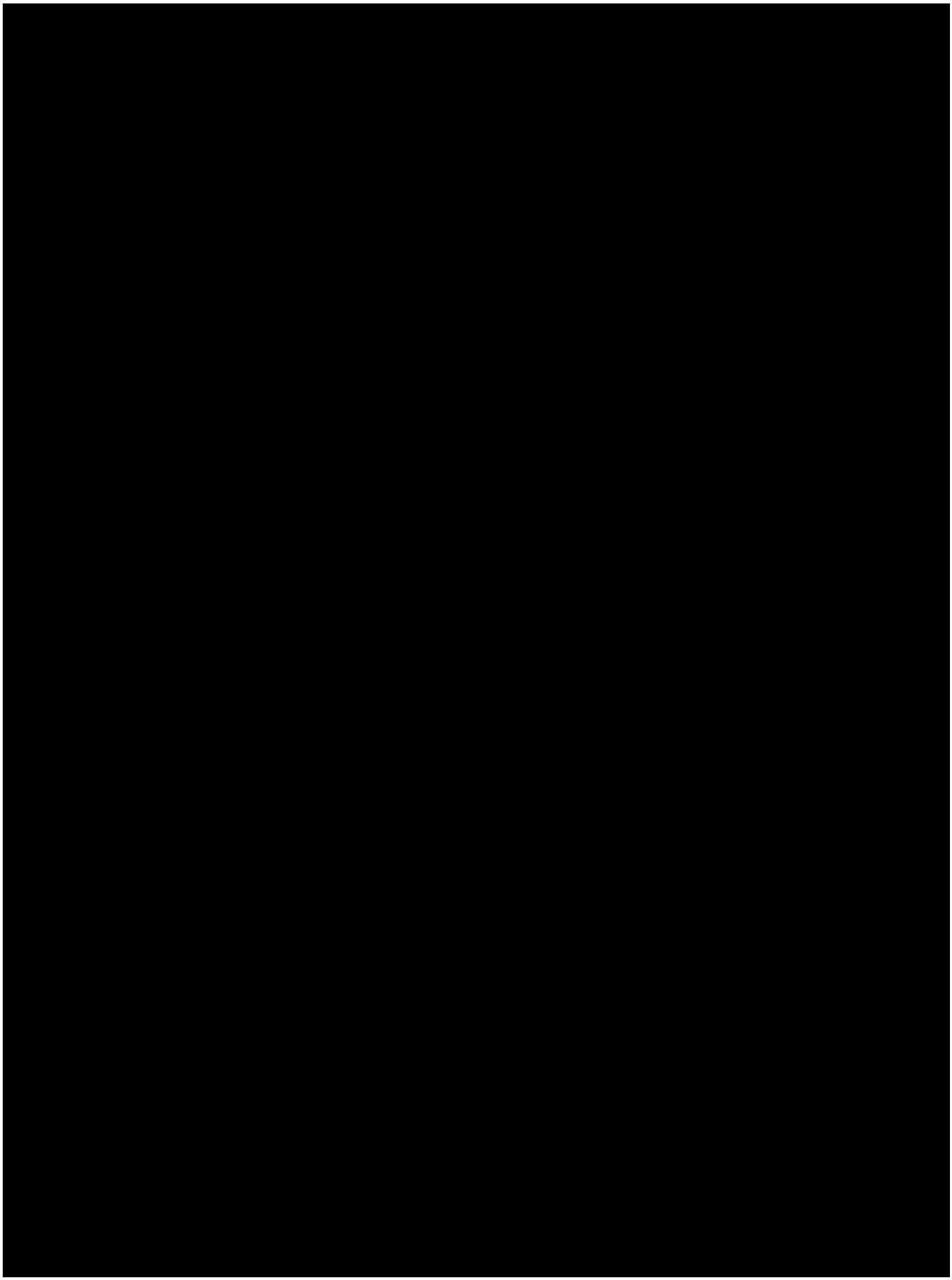
References upon request

HILDA I. SANCHEZ

[redacted]

PROFESSIONAL HISTORY

[redacted]





EDUCATION

Hunter College
New York, New York
Certificate in Administration and Supervision, 1993

Hunter College
New York, New York
MA, Teaching English as a Second Language, 1982

Middlebury College
Middlebury, Vermont
MA, Spanish, 1978

University of Wisconsin
Madison, Wisconsin
BA (Graduated with Distinction), 1970

LICENSES/CERTIFICATES

Certified as AVID (Advancement Via Individual Determination) Coach - 2006
New York State Certificate - School Administrator and Supervisor; School District Administrator
New York City Board of Education Licenses:

- Educational Administrator Levels 1 and 2 in Funded Programs Management
- Educational Administrator Levels 3 and 4 in Funded Programs Management
- Bilingual Common Branches Teacher

Pedro Alvarez

[redacted]

Employment History

[redacted]

[redacted]

[redacted]

Education

06/97 to 06/99 **Monroe College** , Bronx NY BA Accounting
09/96 to 01/98 **Fordham University**, Bronx NY 56 Credit in Public Accounting
01/94 to 06/96 **Monroe College**, Bronx NY Associated Degree in Business Administration
05/92 to 12/93 **SCS Business Institute**, New York NY, ESL and Computer Operator
01/86 to 06/89 **Instituto Tecnologico Santo Dimingo; Intec**, Santo Domingo RD BA
09/77 to 09/85 **Politecnico Las Caobas**, Commercial High School, Santo Domingo RD

FLORENCE G. WOLPOFF

[redacted]

Post Retirement Consultant Experience

[redacted]

[redacted]

MA, Administration and Supervision, Manhattan College 1985
BA, Hunter College, Sociology - Major, Elementary Education - Minor 1961
State Education Department Summer Institutes Summer 2001, 2002
State/City Standards, Lenses of Supervision, Commissioner's Regulations

Professional Development Center, District 10 Summer 2002
Principals' Institute, Fordham University Summer 1999, 2000, 2001
Writing Institute, Teachers' College, Columbia University Summer 1998
Harvard Principal's Center, selected Lectures Summer 1996, 1997, 1998
Conferencing workshop with Carl Anderson, Columbia Teacher's College 2002-2003

Board of Education Administrative Licenses
Education Administrator – Senior Pupil Personnel Supportive Service Instruction Specialist March 1997
Education Administrator – Senior Curriculum Development and Coordination Instruction Specialist March 1997
Principal, Day Elementary School January 1993
Principal, Day Junior High School January 1993
Assistant Principal, Supervision – Social Studies in Day High Schools September 1991
Assistant Principal – Elementary, Intermediate and Junior High Schools March 1986

Family Life Academy Charter School – II
School Board - Member/Secretary Spring 2011 – 2014

Family Life Academy Charter School Network
School Board - Member/Accountability Committee Spring 2014 – Present

Organizational Experience
Women's League for Conservative Judaism VP, Membership, Metro-North Region 6/08 – Present
Women's League for Conservative Judaism Member, International Board 11/08 – Present
NGO representative to the United Nations 7/14-Present
Conservative Synagogue Adath Israel of Riverdale Member, Board of Trustees 6/90 – Present
Member, Ritual Committee 6/85 – Present
President, Sisterhood 7/88 - 6/90, 6/04 – 6/08
Member, Education Committee 6/70 - 6/80

Salanter Akiba Riverdale Academy Member, School Board 9/80 - 6/83

References on Request

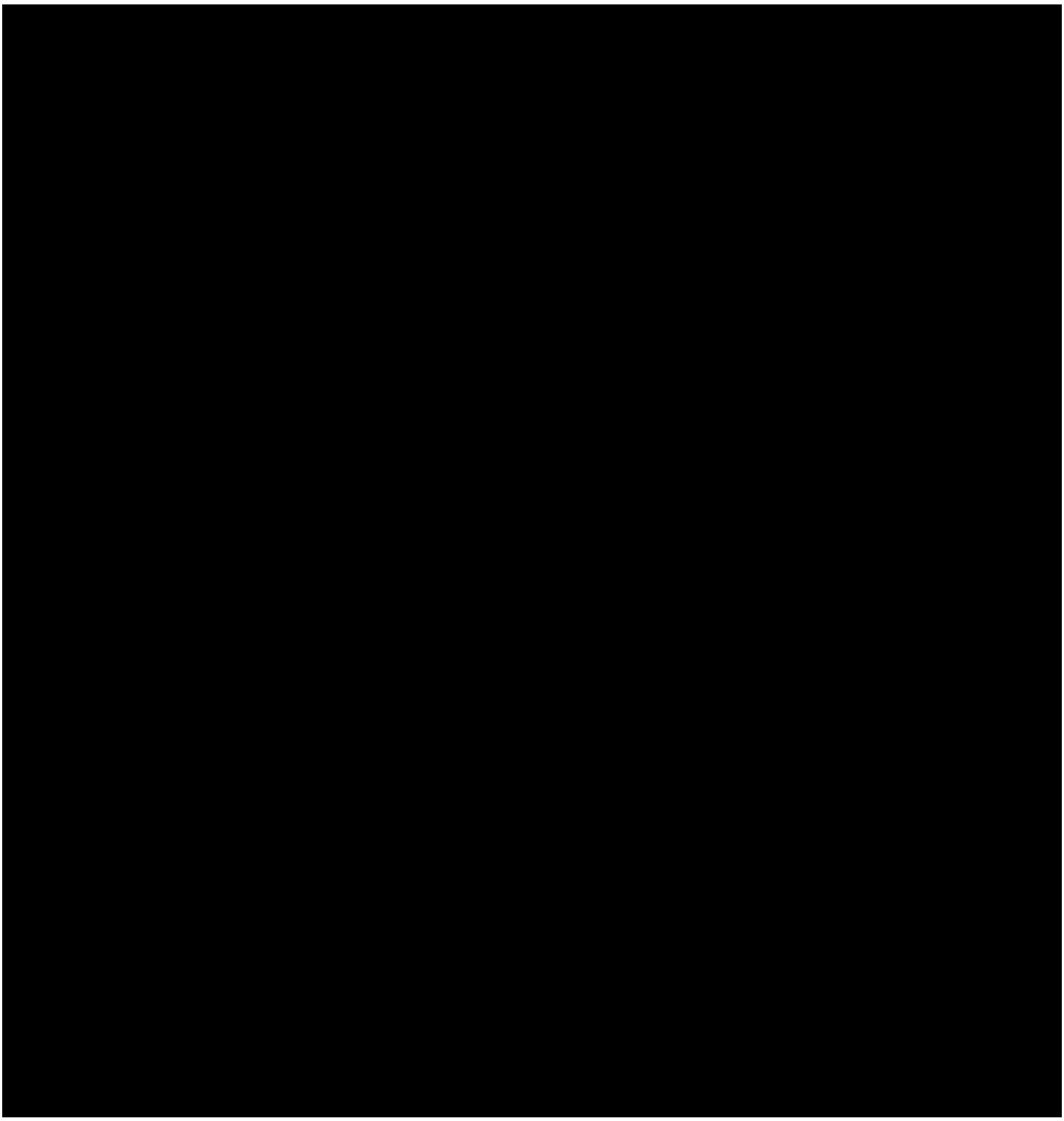
BRYAN RIVERA

[redacted]

Management Professional

Dynamic leader with over 25 years of progressively responsible management experience. Able to define, communicate and fulfill the project's goals and break complex issues into manageable parts. In depth knowledge of crisis prevention and crisis control. Proven ability to run successful operations based on external audits, performance reports, and satisfaction surveys. Strong track record of increasing enrollment, generating revenues, and implementing cost saving measures. Deeply committed to team building, staff development and personnel training.

[redacted]



Education

Siena College
Fordham Preparatory School

Computer Literacy

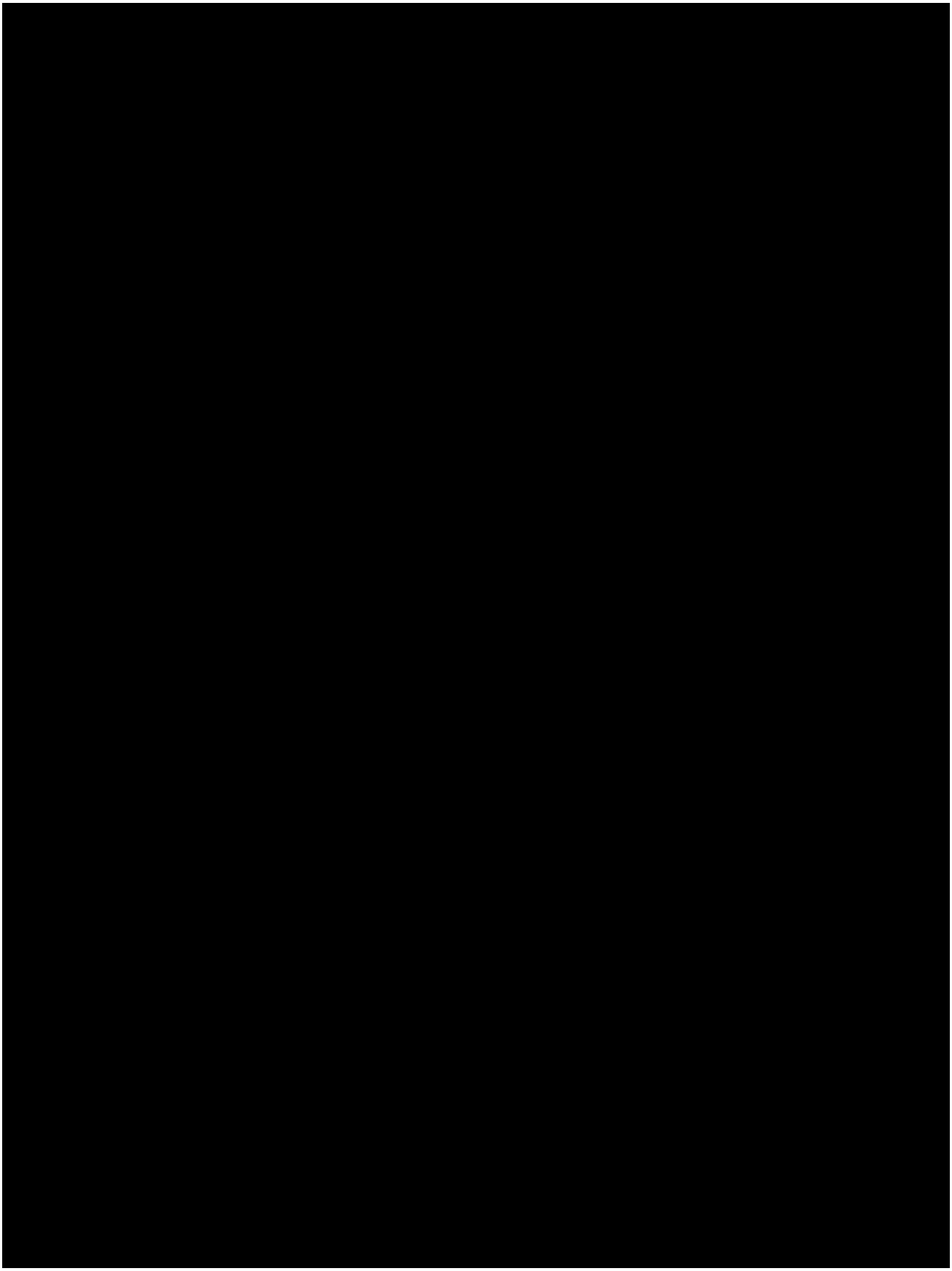
Advanced proficiency in: Microsoft Word, Excel, PowerPoint, Windows OS, Siebel CRM, Oracle, Dundas, eSAAM

MINISTER DR. JANET M. LERNER, PhD, LCSW-R
Social Work Certification #048038-R

[redacted]

EDUCATION:
Brookdale Post Doctoral Fellow,
Columbia University School of Social Work, 1988-1989. Study of dementia-related disorders as they affect minority caregivers. **Doctorate, Social Work, Columbia University School of Social Work,** 1983-1988. Concentration: Research. Field of Practice: Chemical Dependency. Social Science: Personality Theory. Dissertation Topic: Study of the impact of an extended summer orientation program on the persistence of academically disadvantaged college students.
Masters of Arts, Ohio State University Office of Graduate Studies: One-Of-A-Kind Program, 1981-1983. Interdisciplinary Research Masters: Counseling, Anthropology and Performing Arts. Thesis: Structured Improvisation Counseling: A Study of the Use of Ritual and Drama In Homogeneous and Multicultural Settings.
Bachelor of Science in Social Work, Ohio State University College of Social Work, 1960-1962;1971-1973.

[redacted]





SELECT AWARDS AND RECOGNITION:

2017 Certificate of Honor & Appreciation, Women Ministries, Assemblies of God Liberia, Inc.

2016 Majestic Senior, Shining Star Award, Bethel Gospel Assembly

2000 Bronx Woman of the Week

2003 Nominated for Woman of the Year, Human Services

1988 Doctoral Graduate with Distinction, Columbia University School of Social Work.

1984 National Institute of Mental Health Practice-Research Fellowship Recipient.

1983-1985 Graduate Assistant, Ohio State University

1976 Council of International Programs, Exchange Professional to France.

1973 Social Worker Student Award, BSSW, Ohio State

University

SELECT ORGANIZATIONAL AFFILIATIONS:

2002- Northeast Addiction Technology Transfer Center Network, Steering Committee representative from Columbia University Clinical Trials Network
2000- Columbia University Psychiatric Institute, Clinical Trials Network, Long Island Node, Executive Committee
1999- American Counseling Association
1998- Teen Challenge, Brooklyn. Board Member.
1993-1998 Agenda For Children Tomorrow Collaborative: Member, Management Team, Chair, Public Health Task Force
1991-1998 Bronx Perinatal Consortium: Board Member
1992- American Association of Christian Counselors, Charter Member
1992- North American Christians in Social Work
1990-1998 American Public Health Association
1973- National Association of Social Workers
1998- Family Life Academy Charter School. Board Member

BOOKS AND ARTICLES WRITTEN:

Men are Parents, Too, Williams, D. & Lerner, J. 2001
Restoring Families, Overcoming Abusive Relationships through Christ, Lerner, J. Turning Point Ministry Press (LivingFree.org), 2001
He Is The Way, Lerner, J., 2006
Practical Skills for Christian Living. Lerner, J. 2010
Values Conflict Resolution, Lerner, J., 2008.
The Lord Said, Be Available, Lerner, J., Page Publication, 2017.
Restoring the Soul, Overcoming Sexual Abuse, Lerner, J. Page Publishing, 2018.

Published articles or chapters in books:

NIDA Notes, USDHHS, 2000
SAMHSA Lessons Learned in Treatment Women and Children, USDHHS, 2001
The Ohio State University Press, "Structured Improvisation Counseling: A Study of the Use of Ritual and Drama In Homogeneous and Multicultural Settings", Lerner, J., In Doctoral Graduate Presentations Conference Publication, 1985
Families of Black and Hispanic Dementia Patients: Their Use of Formal and Informal Support Services, Final Report to the AARP-Andrus Foundation, 1989.
Social Work in the Treatment of Addiction, in Social Workers, Finding Real Solutions for Real Problems, Edited by the Helen Rehr Center for Social Work Practice, 2015.

Selected Presentations:

SAMHSA, Panel Moderator, San Diego, CA., 1994
SAMHSA Conference to determine grantees for SAMHSA grants.
LivingFree.org (Turning Point Publishing) 2015
NACSW Kansas; AACC, Tennessee; presentations in NYC Churches
International Seminars in Nicaragua (5 times), Dominican Republic, Norway, Jamaica (4 times), Liberia (6 times), Guyana, Germany

Marvin Dutton

[redacted]

Helping individuals and business owners take action concerning a wide range of financial planning decisions.



Certificates & Licenses
Registered representative of HTK Association of Securities Dealer
Series 6-General Securities Representative
Series 63 - Uniform Securities Agent
LUTCF License for Life and Health Insurance for the states of CT, NJ, NY, PA, RI & IL.

Education

Bachelor’s Degree in Business Management — Binghamton University - Binghamton NY.

Raymond Rivera

[redacted]

[redacted]



Educational Experience

- Diploma of Theology Ark Evangelical Bible Institute
  525 Marcy Avenue, Brooklyn, NY

- Master of Theology (TH.M.), Logos College- Graduate School
  Dallas, Texas Major Urban Problems

- Doctor of Divinity (D.D.), Latin American Bible College and Seminary
  La Puente, California

Language Proficiency

Speak, read and write Spanish fluently

References Available Upon Request

Summary Resume of

KEVIN L. KEARNS

[redacted]

PROFESSIONAL EXPERIENCE

[redacted]

EDUCATION

UNIVERSITY OF PENNSYLVANIA/WHARTON SCHOOL 1988
MBA, with distinction, concentration in Finance
MA in International Studies
Fellow of the Lauder Institute of International Management

YALE UNIVERSITY 1983
BA in Economics, awarded *summa cum laude*, distinction in major

BOARD EXPERIENCE

FAMILY LIFE ACADEMY CHARTER SCHOOLS
Member of Board, 2011 to present
Vice Chairman, 2014-15

BRONX ACADEMY OF PROMISE CHARTER SCHOOL
Treasurer, Member of Board
2013 to present

Wanda Torres-Mercado

[redacted]

SUMMARY

- A seasoned nonprofit professional with twenty –five years of progressive experience in program development and implementation, data analysis and evaluation, community collaboration, talent management, and fiscal administration.
- High performing human services leader with expertise in building and optimizing organizational processes, project management, and leveraging resources to maximize results.
- Skilled strategist and innovative thinker with a track record of translating strategic plans into action plans.

AREAS OF EXPERTISE

- Strategic Planning and Leadership
- Project Management
- Multi-Site Operations
- Data Driven Decision Making
- Performance Management
- Grant Making Processes
- Contract Compliance
- Community Conversations
- Financial Plan Development and Fiscal Management
- Continuous Improvement of Operational Processes
- Negotiation, Persuasion, and Effective Communication
- Board Management
- Community Schools
- Collective Impact

PROFESIONAL EXPERIENCE

[redacted]



EDUCATION

Union College, Schenectady, NY ~ Bachelor of Arts, Sociology	1984
Institute for Nonprofit Management, Columbia Graduate School of Business	1996
DOE Child Abuse and Neglect course	

Affiliations: NYS Community Schools Network, Steering Committee Member
Family Life Academy Charter School: Board of Directors, Vice Chair (2012- 16); Member (2016– present)
Mayor's Task Force on Truancy and Chronic Absenteeism, Member (2012-2014)
Bronx Spanish Evangelical Church: Board of Trustees Vice-Pres. (Jan 2014); Pres. (2006–11); Director of Christian Education Dept. (2007–11)

Languages: Fluent in Spanish/English - written and verbal

Clearance: Fingerprinted by: NYC Department of Education, State Central Registry Clearance

Computer Skills: Microsoft Office Suite, Department of Education ATS system, Efforts to Outcomes (ETO) reporting software

References furnished upon request

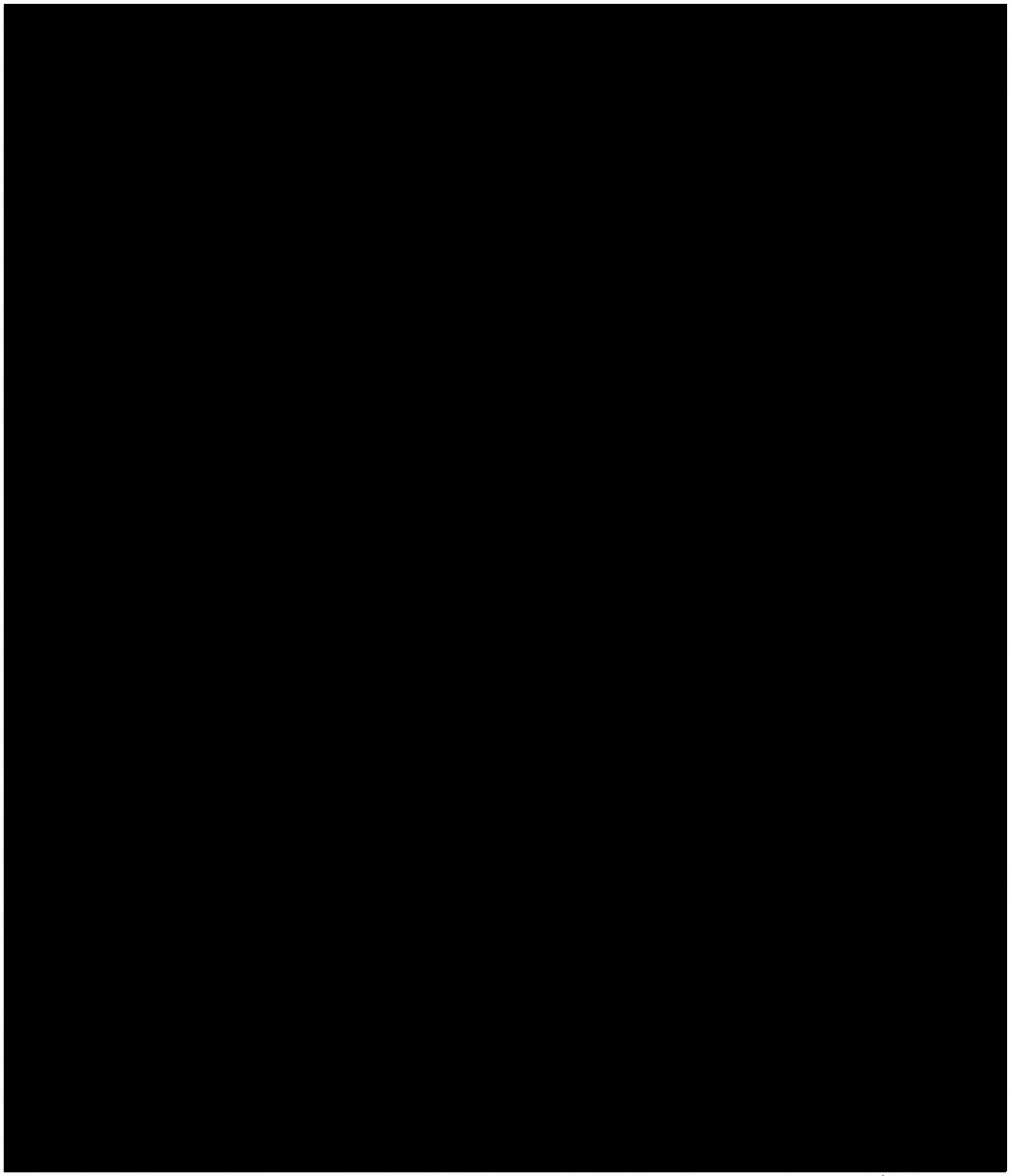
JOSEPH H. HOLLAND

PROFILE

Real estate professional possessing a broad range of experiences over thirty-five years as a developer, attorney, and government official at state-level executive and legislative branches.

EXPERIENCE

[redacted]



EDUCATION

CORNELL UNIVERSITY, ITHACA, NY – B.A., 1978

CORNELL UNIVERSITY, ITHACA, NY – M.A., 1979

HARVARD LAW SCHOOL, CAMBRIDGE, MA – J.D., 1982

Kelly Nuñez

[redacted]

Highly enthusiastic and effective office support professional with expansive experience in general office management, reception handling and appointment scheduling. Driven professional who is able to use sound judgment and manage priorities.

Skills

Office Management	Microsoft Office	Logistic Planning
Meetings Management	Outlook	Bilingual (English/ Spanish)
Correspondence Mgmt	Multi- Tasking	Event Planning

Professional Experience

[redacted]

Education

William Howard Taft High School — Bronx, NY
Academy of Health: Students interested in careers in the healthcare field
Maternity Ward @ Bronx Lebanon Hospital assignment

Rafael McDonald

[redacted]

PROFILE:

- Tri-Lingual, English, French and Spanish.
- Thoroughly trained in all phases of full service, casual dining.
- Highly professional with strong leadership managerial and motivational skills with the goal to create an excellent work place for employees and a positive guest experience.
- Able to analyze and evaluate results, set and exceed objectives.
- Successful in New store openings of high volume restaurant.
- Serv Safe Certified, TIPS Certified.
- Go-to person for updating, and repairing POS system.
- Highly proficient with, OPEN Table, ALOHA systems, Microsoft Word, Excel, Outlook, Power Point,

WORK EXPERIENCE:

[redacted]

EDUCATION

2005 B.A in Criminal Justice

- John Jay College of Criminal Justice - New York, NY

Health Certificate in Food and Mental hygiene New York, NY

John Jay of Criminal Justice - New York, NY

- Certificate of Mediation in Counseling

Jorge Torres

[redacted]

Education

Temple University, *Philadelphia PA.*
BA. Cultural Anthropology and Latin American Studies — GPA 3.1 — *2004- 2009*

Work History

[redacted]

Skills

- Familiar with the use of web-based legal and investigative programs/applications
- Experience with surveillance, observation and use of Surveillance equipment
- Insurance and criminal investigation experience
- Well versed in Microsoft programs including excel, word, outlook and power point
- Completely Fluent in Spanish and English with translation and transcription training
- Strong verbal communication and public speaking skills
- Great Research and writing skills with extensive thesis research experience
- Work well alone and have excellent team building and conflict resolution abilities
- Strong organizational, analytical, critical thinking skills
- Great problem solver and with excellent situational awareness
- Leadership Training and management experience

Activities

- Volunteer Fire Fighter, West Albany Fire District
- President of Lambda Theta Phi Latin Fraternity, Incorporated Alpha Rho Chapter
- Vice President of the Latino Student Association of Temple University
- Rainbow/ Push Wall Street Coalition Conference
- Small business owner
- 2008 Graduate of the LeaderShape Institution
- Collegiate lecturer

Marina Salazar



A highly skilled and organized individual with 20+ years of experience preparing a variety of dishes and maintaining cleanliness standards for my clients.

Work Experience



Education

American LLC — 2002 - 2003
Certificate in English

Skills

Housekeeping
Expertise with cleaning supplies
Customer services skills
English and Spanish speaking
Attention to Detail
Cleanliness kitchen sanitary
Creativity with baking
Culinary experience

Francisco Lugoviña



Francisco Lugoviña has been committed to the Charter School movement for the past decade as founding member of the Board of Trustees of Family Life Academy Charter School and the John Lavelle Preparatory Academy Charter School. He has served as chairperson for both institutions and is credited with being a visionary and developer of these successful schools. Mr. Lugoviña has guided the development of other charter schools, assisting in Board development, fundraising, and initiating state of the art greening and nutrition programs.



He revitalized the Bronx Museum of the Arts and served on that board for 20 years. He served on the Executive Committee of the Phelps-Stokes Fund Board for 15 years; was on the Business Development Committee of the National Hispanic Business Group; and is a Board member of the Greyston Foundation, where he sits on the Housing Development Committee and is Chairman of the Spiritual Pathways Committee.

Mr. Lugoviña received New York City's highest Mayoral award for arts contribution and an award from the Jewish Community Relations Council.

He is an ordained Buddhist priest in the Soto Zen lineage; is a member of the Zen Peacemaker Circles and Peacemaker International; and is the founder of the Hudson River Peacemaker Center-House of One People in Yonkers, New York.

Mr. Lugoviña holds a Bachelor's Degree in Business Administration and Finance from Iona College. He is an avid gardener and is also certified by the Bronx Botanical Gardens as Master Composter. Mr. Lugoviña continues to play golf and racquetball. He is also one that has a lot of fun and laughs a lot.

Response 15a - Relationship Strategies

Family Life Academy Charter School (FLACS) IV is committed to establishing and maintaining an ongoing relationship with the local school district.

The founding team has already reached out to the district office about its intent to replicate and to discuss future partnerships with the district. Specifically, Marilyn Calo reached out to Dr. Kristy De La Cruz, Deputy Superintendent of CSD 9 on December 14, 2018. (A summary of the conversation is included in *Response 04d - Evidence of Outreach).* If approved, the team will reach out to the both the district office again and to individual principals in the district stating when the school will open and disclosing an intent to build partnerships with the school district and schools therein.

In the past, the FLACS network has been involved is other efforts to build relationships with schools in its local school districts. These efforts have included inviting local public school staff to visit the schools and to be part of roundtable discussions. FLACS I was part of a Dissemination Grant in which a coach from FLACS I helped support teachers at one of the local public middle schools in the district over a three year period. FLACS schools have served as a site where local public high school students can complete community service hours. At FLACS III, students from a public high school on the same block volunteer in the school once a week.

The FLACS network recognizes it must continue to seek opportunities to foster district and school partnerships across the local school districts. As a means to create partnerships with other schools in South Bronx, FLACS IV, along with its sister schools, is proposing holding workshops and professional development sessions that would be open to teachers and administrators from educators from any school in CSD 7 and 9. These workshops would be held in FLACS facilities and provided by FLACS staff members. These might happen after school or on the weekends. FLACS would seek funding to help support this initiative to cover the cost of staffing and materials (books, photocopies, refreshments, etc.); otherwise the school would build this cost into its professional development budget. Currently, FLACS is planning to open up the workshops that it offers as the lead school in the New York City English Language Learner consortium to leadership staff that works with ELLs in CSD 7 and 9.

FLACS IV would also consider offering to share the curriculum resources that it has developed with other schools in the South Bronx and/or support local schools in strengthening their curriculum.

At times, the FLACS network has founding it challenging to engage members of the local school district. When inviting local public schools into FLACS schools, the network has received little interest in the past. The network believes that this may stem from an incorrect sense that charter schools and traditional public schools are at odds or from fear over competition for staffing and other resources. FLACS will be cognizant of these concerns as it works to build true partnerships with the district in the future.

Response 15b - School Partnerships

Response 01b - Programmatic Impact lists all of the public schools in CSD 9. Of these, the schools that FLACS IV would specifically try to engage in school partnerships are included in Table 15-1.

Request for Information from
Prospective Charter School Education Corporation Trustee
FORM

Please provide the following information.

Background

1. Name of charter school education corporation for which you intend to serve as a trustee.

2. Full name: Marina Salazar [redacted]
   Home Address: [redacted]
   Business Name and Address:
   Home telephone No.: [redacted] Prefered Contact number
   Work telephone No:.
   E-mail address: [redacted]

3. A brief educational and employment history (you may attach a resume):
   ☒ Resume attached.

4. Please affirm that you will be at least 18 years old by the date of appointment to the education corporation's board. ☒ I affirm.

5. Please indicate whether you currently or have previously served on a board of a school district, another charter school education corporation, a non-public school or any not-for-profit corporation (to the extent not otherwise indicated in your response to Item 3, above).
   ☒ Does not apply to me. ☐ Yes, .

6. Please indicate if you have ever been convicted of a misdemeanor related to honesty or trustworthiness, or a felony. If the answer to this question is yes, please provide details of the offense, the date, disposition, etc. ☒ Does not apply to me. ☐ Yes, .

7. Please indicate if you have ever entered into a settlement agreement, consent decree, adjournment in contemplation of dismissal, assurance of discontinuance or other, similar agreement with the Securities Exchange Commission, Internal Revenue Service, the U.S. attorney general or the attorney general of any state, a U.S. or district attorney or any other law enforcement or regulatory body concerning the discharge of your duties as a board member of a for-profit or not-for profit entity or as an executive of such entity. If the answer to this question is yes, please provide details of the agreement.
   ☒ Does not apply to me. ☐ Yes, .

Conflicts

8. Please indicate whether you or your spouse knows any of the other charter school education corporation trustees, or prospective or former trustees. If so, please indicate the precise nature of your relationship. ☒ I / we do not know any such trustees. ☐ Yes, .

9. Please indicate whether you or your spouse knows any person who is, or has been in the last two years, an employee of the education corporation. If so, indicate the precise nature of your relationship.
   ☒ I / we do not know any such employees. ☐ Yes, .

10. Please indicate whether you or your spouse knows anyone who is doing, or plans to do, business with the education corporation or any of the schools it has the authority to operate (whether as an individual or as a director, officer, employee or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the education corporation. ☒ I / we do not know any such persons. ☐ Yes, .

11. Please indicate if you, your spouse or other immediate family members anticipate conducting, or are conducting, any business with the education corporation or any school it has the authority to operate. If so, please indicate the precise nature of the business that is being or will be conducted. ☒ I / we do not anticipate conducting any such business. ☐ Yes, .

12. If the education corporation or any of the schools it has the authority to operate contracts with an educational service provider (a management company, whether for-profit or not-for-profit), please indicate whether you or your spouse know any employees, officers, owners, directors or agents of that provider. If the answer is in the affirmative, please describe any such relationship.
   ☒ Not applicable because the education corporation does not contact with a management company or charter management organization.
   ☐ I / we do not know any such persons.
   ☐ Yes, .

13. If the education corporation or any of the schools it has the authority to operate contracts with an educational service provider, please indicate whether you, your spouse or other immediate family members have a direct or indirect ownership, employment, contractual or management interest in the provider. For any interest indicated, please provide a detailed description. ☒ N/A. ☐ I / we have no such interest. ☐ Yes, .

14. If the education corporation or any of the schools it has the authority to operate is partnered with an educational service provider, please indicate if you, your spouse or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, please indicate the precise nature of the business that is being or will be conducted. ☒ N/A. ☐ I / we or my family do not anticipate conducting any such business. ☐ Yes, .

15. Please indicate whether you, your spouse or other immediate family members are a director, officer, employee, partner or member of, or are otherwise associated with, any organization which filed an application in conjunction with the education corporation or any of the schools it has the authority to operate, i.e., is partnered with the education corporation. (For the identity of all such organizations, please consult with the chair of the board.) To the extent you have provided this information in response to prior items, you may so indicate. ☒ Does not apply to me, my spouse or family. ☐ Yes, .

16. Please indicate any potential ethical or legal conflicts of interests that would, or are likely to, exist should you be approved for service on the education corporation board. Please note that being a parent of a school student, serving on another charter school's board or being employed by the school are conflicts that should be disclosed, but do not make you automatically ineligible to serve as a trustee. ☒ None. ☐ Yes, .

17. Please indicate how you would handle a situation in which you believe one or more members of the education corporation's board are involved in self-dealing (working for their own benefit, or the benefit of their friends and family). Please note that simply confronting the involved trustee is not usually a sufficient answer. I would talk to the Member directly and then reach out to the board for a private meeting in regards to my concern so that if everything is in order and there was no self-dealing the person would be not be open to public questioning.

Other

18. Please affirm that you have read the education corporation's by-laws and conflict-of-interest policies (Code of Ethics). ☒ I affirm.

19. Please provide any other information that you feel pertinent to the SUNY Charter Schools Institute's review.

Certification

I, Marina Sabzer, certify to the best of my knowledge and ability that the information I am providing to the State University of New York/Charter Schools Institute in regards to my application to serve as a member of the board of trustees of the {insert name of education corporation} FCACS is true and correct in every respect.

Marina Sabzer
Signature

11/28/18
Date

Please submit this form with the RFI form to the Institute or via mail, facsimile or e-mail (in PDF with signature) to:

SUNY Charter Schools Institute
353 Broadway
Albany, New York 12246
(518) 445-4250 (phone)
(518) 320-1572 (fax)
[redacted]

Request for Information from
Prospective Charter School Education Corporation Trustee
FORM

Please provide the following information.

Background

1. Name of charter school education corporation for which you intend to serve as a trustee.
   Family Life Academy School
2. Full name: Rafael McDonald
   Home Address: [redacted]
   Business Name and Address:
   Home telephone No.: [redacted]
   Work telephone No:.
   E-mail address: [redacted]
3. A brief educational and employment history (you may attach a resume):
   ☑ Resume attached.
4. Please affirm that you will be at least 18 years old by the date of appointment to the education corporation's board. ☑ I affirm.
5. Please indicate whether you currently or have previously served on a board of a school district, another charter school education corporation, a non-public school or any not-for-profit corporation (to the extent not otherwise indicated in your response to Item 3, above).
   ☑ Does not apply to me. ☐ Yes, .
6. Please indicate if you have ever been convicted of a misdemeanor related to honesty or trustworthiness, or a felony. If the answer to this question is yes, please provide details of the offense, the date, disposition, etc. ☑ Does not apply to me. ☐ Yes, .
7. Please indicate if you have ever entered into a settlement agreement, consent decree, adjournment in contemplation of dismissal, assurance of discontinuance or other, similar agreement with the Securities Exchange Commission, Internal Revenue Service, the U.S. attorney general or the attorney general of any state, a U.S. or district attorney or any other law enforcement or regulatory body concerning the discharge of your duties as a board member of a for-profit or not-for profit entity or as an executive of such entity. If the answer to this question is yes, please provide details of the agreement.
   ☑ Does not apply to me. ☐ Yes, .

as a school trustee. After the Institute approves a trustee in writing, it will ask the education corporation for an updated list of trustees.

D. ***Responsible Tasks***

- Submit a signed copy of the resolution electing the prospective trustee or the signed minutes showing such election to the Institute together with a *Request for Information from Prospective Charter School Education Corporation Trustee* (RFI).
- After each prospective trustee reviews the by-laws, code of ethics and any conflict of interest policies of the education corporation, the board secretary or administrator should have each prospective trustee complete a RFI form, which the education corporation or proposed trustee must submit to the Institute.
- After approval by the Institute, the board secretary or other administrator should inform the new trustee of his or her official seating on the board. The trustee may now vote. The education corporation must send an updated board list to the Institute.
- As a reminder, the Education Corporation must notify the SUNY Trustees within five (5) business days of any of the following education corporation trustee actions: removal; resignation; expiration of term without re-election; or, otherwise leaving the education corporation board.

Conflicts

8. Please indicate whether you or your spouse knows any of the other charter school education corporation trustees, or prospective or former trustees. If so, please indicate the precise nature of your relationship. ☑ I / we do not know any such trustees. ☐ Yes, .

9. Please indicate whether you or your spouse knows any person who is, or has been in the last two years, an employee of the education corporation. If so, indicate the precise nature of your relationship.
☑ I / we do not know any such employees. ☐ Yes, .

10. Please indicate whether you or your spouse knows anyone who is doing, or plans to do, business with the education corporation or any of the schools it has the authority to operate (whether as an individual or as a director, officer, employee or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the education corporation. ☑ I / we do not know any such persons. ☐ Yes, .

11. Please indicate if you, your spouse or other immediate family members anticipate conducting, or are conducting, any business with the education corporation or any school it has the authority to operate. If so, please indicate the precise nature of the business that is being or will be conducted. ☑ I / we do not anticipate conducting any such business. ☐ Yes, .

12. If the education corporation or any of the schools it has the authority to operate contracts with an educational service provider (a management company, whether for-profit or not-for-profit), please indicate whether you or your spouse know any employees, officers, owners, directors or agents of that provider. If the answer is in the affirmative, please describe any such relationship.
☑ Not applicable because the education corporation does not contact with a management company or charter management organization.
☐ I / we do not know any such persons.
☐ Yes, .

13. If the education corporation or any of the schools it has the authority to operate contracts with an educational service provider, please indicate whether you, your spouse or other immediate family members have a direct or indirect ownership, employment, contractual or management interest in the provider. For any interest indicated, please provide a detailed description. ☐ N/A. ☑ I / we have no such interest. ☐ Yes, .

14. If the education corporation or any of the schools it has the authority to operate is partnered with an educational service provider, please indicate if you, your spouse or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, please indicate the precise nature of the business that is being or will be conducted. ☐ N/A. ☑ I / we or my family do not anticipate conducting any such business. ☐ Yes, .

15. Please indicate whether you, your spouse or other immediate family members are a director, officer, employee, partner or member of, or are otherwise associated with, any organization which filed an application in conjunction with the education corporation or any of the schools it has the authority to operate, i.e., is partnered with the education corporation. (For the identity of all such organizations, please consult with the chair of the board.) To the extent you have provided this information in response to prior items, you may so indicate. ☑ Does not apply to me, my spouse or family. ☐ Yes, .

16. Please indicate any potential ethical or legal conflicts of interests that would, or are likely to, exist should you be approved for service on the education corporation board. Please note that being a parent of a school student, serving on another charter school's board or being employed by the school are conflicts that should be disclosed, but do not make you automatically ineligible to serve as a trustee. ☑ None. ☐ Yes, .

17. Please indicate how you would handle a situation in which you believe one or more members of the education corporation's board are involved in self-dealing (working for their own benefit, or the benefit of their friends and family). Please note that simply confronting the involved trustee is not usually a sufficient answer.

Other

18. Please affirm that you have read the education corporation's by-laws and conflict-of-interest policies (Code of Ethics). ☑ I affirm.

19. Please provide any other information that you feel pertinent to the SUNY Charter Schools Institute's review.

Certification

I, Rafael McDonald, certify to the best of my knowledge and ability that the information I am providing to the State University of New York/Charter Schools Institute in regards to my application to serve as a member of the board of trustees of the {insert name of education corporation} is true and correct in every respect.

Signature

11/25/18
Date

Please submit this form with the RFI form to the Institute or via mail, facsimile or e-mail (in PDF with signature) to:

SUNY Charter Schools Institute
353 Broadway
Albany, New York 12246
(518) 445-4250 (phone)
(518) 320-1572 (fax)
[redacted]

trustees must be fixed (i.e., when there is a range) the board should do so at or prior to the time of the election of the proposed trustee and clearly reflect same in the minutes. Note: the legal limits on board size are 5 minimum and 25 maximum, although best practice has shown boards of 13 or under to be effective.

- The board secretary or other administrator should review the following to determine the proper qualification of the prospective board member:
    - Charter Agreement section entitled "Governance; School Board; By-laws" (Section 2.2 in recent charters) for the following:
        - compliance with the 40% rule (no more than 40% of the school board may be affiliated with any single entity unless the school has received a waiver from the SUNY); and
        - compliance with provisions prohibiting or restricting board membership for persons associated with a CMO/EMO.
    - Charter Agreement Exhibit A, "Additional Assurances and Terms," if any, which may contain restrictions on board membership or a waiver thereof;
    - Charter Agreement Exhibit A, "Terms of Operation;"
    - By-laws, which may:
        - state what type or "class" of trustee must be elected, e.g., parent, teacher representative, community member;
        - state any conditions that must be met prior to the election or nomination of a proposed trustee (vote of the parent/teacher organization; vote of partner organization, etc.);
        - direct how the trustee will be elected or appointed (super-majority vote, vote of corporate member, etc.); and/or,
        - state how long the term of a trustee will be. When vacant seats are filled, the new trustee serves for the remainder of the prior trustee's term. When new seats are created, the board, chairperson or other methodology in the by-laws may dictate the length of the term, which may be staggered with other terms. It is good practice for the secretary to keep a multi-year elections calendar to track each trustee's term.

The education corporation board or corporate member elects or appoints the *prospective* trustee at a duly convened meeting of the applicable board with a quorum and following any by-laws restrictions on elections such as super-majority provisions. The Institute will approve or reject such proposed trustee in writing within 45 days of submission of *all* of the above required documentation (complete *Request for Information from Prospective Charter School Education Corporation Trustee* ("RFI") and evidence of proper election (e.g., signed resolution or minutes reflecting vote). If the Institute takes no action within the 45 day period, the person may be seated

1. **REQUEST FOR INFORMATION**

A. ***Applicable Charter Agreement Provisions***

The following images show applicable provision from the Model Charter Agreement:

- Section 2.3, *Selection of New Education Corporation Board Members*.

(available at http://www.newyorkcharters.org/model-charter-agreement/), which are the same or very similar to those of each education corporation's Charter Agreement.

2.3 Selection of New Education Corporation Board Members. All Corporate Trustees shall possess appropriate qualifications for membership on the Education Corporation Board, as such qualifications are set forth in the Terms of Operation, and shall be seated pursuant to the following procedures. Prior to the appointment or final election of any new Corporate Trustee, the Education Corporation Board must submit to the Trustees (pursuant to a duly approved resolution of the Education Corporation Board) the name of the proposed Corporate Trustee and such individual must timely provide to the Trustees, in writing and/or in person, such background information as the Trustees shall require (the "**School Trustee Background Information**"). Within forty-five (45) days of receiving the name of the proposed Corporate Trustee and the School Trustee Background Information, the Trustees shall in writing reject or approve such individual. In the event that the Trustees do not provide in writing an approval or rejection within the forty-five (45) day time period, the proposed Corporate Trustee may be seated so long as such action would be consistent with the By-laws and any other applicable Terms of Operation. A failure by the Education Corporation or the proposed Corporate Trustee to timely provide the School Trustee Background Information to the Trustees shall be grounds for his or her rejection.

B. ***Applicable Laws and Regulations***

None.

C. ***Discussion***

In order to legally seat a person on a charter school education corporation board, the following procedures should generally be followed as well as any specific provisions contained in education corporation's by-laws:

- When a board seat becomes vacant or is created, the board (by committee or otherwise) should seek nominations for a person to fill the vacant seat with appropriate qualifications per the Charter Agreement *and* by-laws requirements.

- The board secretary or other administrator should review the by-laws to determine the proper number of trustees that may be seated on the board, or the proper range (e.g., 7-11). If the board has too many members, a request to amend the by-laws must be made to the Institute or the seat may not be filled. In cases where the number of

Request for Information from
Prospective Charter School Trustee

Please provide the following information.

Background

1. Name of Charter School for which you intend to serve as a trustee. Flacs charter school
2. Full name: RAFAEL McDONALD

Home Address: [redacted]
Business Name and Address: [redacted]
Home telephone No.: [redacted]
Work telephone No:. [redacted]
E-mail address: [redacted]

3. A brief educational and employment history (you may attach a resume):
   ☑ Resume attached.
4. Please affirm that you will be at least 18 years old by the date of appointment to the charter school's board. ☑ I affirm.
5. Please indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school or any not-for-profit corporation (to the extent not otherwise indicated in your response to Item 3, above). ☑ Does not apply to me.
   ☐ Yes, .
6. Please indicate if you have ever been convicted of a misdemeanor related to honesty or trustworthiness, or a felony. If the answer to this question is yes, please provide details of the offense, the date, disposition, etc. ☑ Does not apply to me. ☐ Yes, .
7. Please indicate if you have ever entered into a settlement agreement, consent decree, adjournment in contemplation of dismissal, assurance of discontinuance or other, similar agreement with the Securities Exchange Commission, Internal Revenue Service, the U.S. attorney general or the attorney general of any state, a U.S. or district attorney or any other law enforcement or regulatory body concerning the discharge of your duties as a board member of a for-profit or not-for profit entity or as an executive of such entity. If the answer to this question is yes, please provide details of the agreement.
   ☑ Does not apply to me. ☐ Yes, .

Conflicts

8. Please indicate whether you or your spouse knows any of the other school trustees, or prospective or former school trustees. If so, please indicate the precise nature of your relationship. ☑ I / we do not know any such trustees. ☐ Yes, .
9. Please indicate whether you or your spouse knows any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.
   ☑ I / we do not know any such employees. ☐ Yes, .
10. Please indicate whether you or your spouse knows anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee or agent of an entity). If so, indicate and describe the precise nature of your relationship and

the nature of the business that such person or entity is transacting or will be transacting with the school. ☑ I / we do not know any such persons. ☐ Yes, .

11. Please indicate if you, your spouse or other immediate family members anticipate conducting, or are conducting, any business with the school. If so, please indicate the precise nature of the business that is being or will be conducted. ☑ I / we do not anticipate conducting any such business. ☐ Yes, .

12. If the school contracts with an educational service provider (a management company, whether for-profit or not-for-profit), please indicate whether you or your spouse know any employees, officers, owners, directors or agents of that provider. If the answer is in the affirmative, please describe any such relationship.
☐ Not applicable because the school does not contact with a management company or charter management organization.
☑ I / we do not know any such persons.
☐ Yes, .

13. If the school contracts with an educational service provider, please indicate whether you, your spouse or other immediate family members have a direct or indirect ownership, employment, contractual or management interest in the provider. For any interest indicated, please provide a detailed description. ☑ N/A. ☐ I / we have no such interest. ☐ Yes, .

14. If the school is partnered with an educational service provider, please indicate if you, your spouse or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, please indicate the precise nature of the business that is being or will be conducted. ☑ N/A. ☐ I / we or my family do not anticipate conducting any such business. ☐ Yes, .

15. Please indicate whether you, your spouse or other immediate family members are a director, officer, employee, partner or member of, or are otherwise associated with, any organization which filed an application in conjunction with the charter school, i.e., is partnered with the charter school. (For the identity of all such organizations, please consult with the chair of the charter school board.) To the extent you have provided this information in response to prior items, you may so indicate. ☑ Does not apply to me, my spouse or family. ☐ Yes, .

16. Please indicate any potential ethical or legal conflicts of interests that would, or are likely to, exist should you be approved for service on the school's board. Please note that being a parent of a school student, serving on another charter school's board or being employed by the school are conflicts that should be disclosed, but do not make you automatically ineligible to serve as a trustee. ☑ None. ☐ Yes, .

17. Please indicate how you would handle a situation in which you believe one or more members of the school's board are involved in self-dealing (working for their own benefit, or the benefit of their friends and family). Please note that simply confronting the involved trustee is not usually a sufficient answer. Address the issue at hand, and discuss the matter in further detail and find a resolution of ending of such dealings of personal interest upon decision making for Pilot schools

Other

18. Please affirm that you have read the school board's by-laws and conflict-of-interest policies (Code of Ethics). ☑ I affirm.

19. Please provide any other information that you feel pertinent to the Charter Schools Institute's review.

Certification

I, Rafael McDonald certify to the best of my knowledge and ability that the information I am providing to the State University Trustees/Charter Schools Institute in regards to my application to serve as a member of the board of trustees of the FIACS Charter School is true and correct in every respect.

Signature

10/15/18
Date

Please submit this form with the RFI form to the charter school or via mail, facsimile or e-mail (in PDF with signature) to:

Charter Schools Institute
State University of New York
41 State Street, Suite 700, Albany, NY 12207
Telephone: 518/433-8277; Facsimile 518/427-6510
E-mail: [redacted]

Charter Schools Institute
The State University of New York

Request for Information from Prospective Charter School Trustees

Guidance and Form

Updated: May 21, 2007

Charter Schools Institute
State University of New York
41 State Street, Suite 700
Albany, New York 12207
518/433-8277
Fax: 518/427-6510

Guidance regarding the *Request for Information Form*

Serving on a public charter school board is a position of great trust and responsibility. As a charter school trustee, you would be charged with overseeing the education of all students enrolled in the school, the expenditure of public and private monies directed to the charter school, and, if applicable, the oversight of any charter management entity.

Because of the importance of the position that you seek to assume, the Board of Trustees of the State University of New York requires that new board members be approved by it pursuant to the terms of each school's Charter Agreement. The Charter Schools Institute carries out this responsibility for the State University Trustees through this Request for Information (RFI) process.

Only in very rare cases does the Institute reject properly approved prospective trustees who have provided all information requested on this form. These cases are generally limited to prospective members who would have severe conflicts of interest* in fulfilling their fiduciary or other duties as a charter school board member, who are proposed to be seated in violation of the school's charter or by-laws, or whose background evidences untrustworthiness, e.g., criminal record, a record of financial dealings inimical to the public trust. Accordingly, and in order to expedite the approval of new board members, the Institute requests that you provide full and complete answers to each of the items below (and provide the certification indicated). This will assist the Institute in its review.

Pursuant to New York's Freedom of Information Law (FOIL), any personal information listed on or attached to this form (including the Charter School Trustee Contact Information form) that would constitute an unwarranted invasion of personal privacy will not be disclosed to the public pursuant to FOIL (home address, telephone number, etc.).

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* A conflict of interest is generally defined as a situation in which someone has differing or competing professional or personal interests, and do not necessarily have to involve monetary interests. In the case of a charter school trustee, who has a duty of loyalty to the charter school on whose board he or she sits, such differing or competing interests can complicate corporate decision making. Examples of conflicts of interest include the following:

- being a charter school trustee of more than one charter school at the same time;
- being paid by a charter school as an employee or contractor while serving as a school trustee;
- being a parent of a student of a charter school on whose board you sit, especially when making decisions related to your child's teachers; and
- being a charter school trustee while your spouse's company or employer is doing business with the charter school.

In many cases, conflicts are waiveable as long as the trustee discloses the interests to the school board and recuses his- or herself from voting when conflicted. In rare cases the conflict of interest will mandate that either one of the competing interests be given up. For example, a school trustee cannot work for a for-profit management company that manages the charter school's operations.

Questions related to conflict of interest may be addresses to the school's counsel or the General Counsel of the Insitute.

Seating New Trustees: General Procedures

In order to legally seating a person on a charter school board, the following procedures should generally be followed as well as any specific provisions contained in your school's by-laws.

❑	When a board seat becomes vacant or is created, the school board (by committee or otherwise) should seek nominations for a person to fill the vacant seat with appropriate qualifications per the Charter Application, *and* who complies with the Charter Agreement restrictions in Section 2 (and including Exhibit D) *and* school by-laws requirements.
❑	The charter school board secretary or other administrator should review the school by-laws to determine the proper number of trustees that may be seated on the board, or the proper range (e.g., 7-11). If the board has too many members, a request to amend the by-laws must be made to the Institute or the seat may not be filled. In cases where the number of trustees must be fixed (i.e., when there is a range) the school board should do so at or prior to the time of the election of the proposed trustee and clearly reflect same in the minutes. Note: The legal limits on board size are 5 minimum and 25 maximum.
❑	The board secretary or other administrator should review the following to determine the proper qualification of the prospective board member: 1) Charter Agreement paragraph entitled "Governance; School Board; By-laws" (¶ 2.10 in recent charters) for the following: a) compliance with the 40% rule (no more than 40% of the school board may be affiliated with any single entity unless the school has received a waiver from the State University Trustees); b) compliance with provisions prohibiting or restricting board membership for persons associated with a charter management organization (CMO); 2) Charter Agreement Exhibit D, "Additional Assurances and Terms," which may contain restrictions on board membership or a waiver thereof; 3) Charter Agreement Exhibit A, "Terms of Operation," which is either the Charter Application (new schools) or the Key Design Elements (renewal schools). The Charter Application will set forth the school trustee qualifications of the school that are in addition to those required by law (age 18). Key Design Elements may or may not contain such information; 4) By-laws, which may: a) state what type or "class" of trustee must be elected, e.g., parent, teacher representative, community member; b) state any conditions that must be met prior to the election or nomination of a proposed trustee (vote of the parent/teacher organization; vote of partner organization, etc.); c) direct how the trustee will be elected or appointed (super-majority vote, vote of corporate member, etc.); and/or d) state how long the term of a trustee will be. When vacant seats are filled, the new trustee serves for the remainder of the prior trustee's term. When new seats are created, the board, chairperson or other methodology in the by-laws may dictate the length of the term, which be staggered with other terms. It is a good practice for the secretary to keep a multi-year elections calendar to track each trustees' term.
❑	The school board or corporate member elects or appoints the *prospective* school trustee at a duly convened meeting of the school board with a quorum and following any by-laws restrictions on elections such as super-majority provisions.
❑	Submit a signed copy of the resolution electing the prospective trustee or of the signed minutes showing such election to the Institute together with a *Request for Information from Prospective Board Members* (RFI).
❑	After each prospective trustee reviews the by-laws, code of ethics and any conflict of interest policies of the school, the board secretary or administrator should have each prospective trustee complete a RFI form, which the school or proposed trustee must submit to the Institute.
Institute Actions:	The Institute will approve or reject such proposed trustee in writing within 45 days of submission of *all* of the above required documentation (complete RFI with Charter School Trustee Contact Information form, and evidence of proper election (e.g. signed resolution or minutes reflecting vote). If the Institute takes no action within the 45 day period the person may be seated as a school trustee. After the Institute approves a trustee in writing, it will ask the school for an updated list of school trustees.
❑	The school board secretary or other administrator should inform the new trustee of his or her official seating on the school board. The trustee may now vote. The school must send an updated board list to the Institute.

Revised May 21, 2007

Request for Information from Prospective Charter School Trustee

Please provide the following information.

Background

1. Name of Charter School for which you intend to serve as a trustee.
2. Full name: Bryan Rivera
   Home Address: [redacted]
   Business Name and Address: [redacted]
   Home telephone No.: [redacted]
   Work telephone No:.
   E-mail address: [redacted]
3. A brief educational and employment history (you may attach a resume):
   ☑ Resume attached.
4. Please affirm that you will be at least 18 years old by the date of appointment to the charter school's board. ☑ I affirm.
5. Please indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school or any not-for-profit corporation (to the extent not otherwise indicated in your response to Item 3, above). ☐ Does not apply to me.
   ☑ Yes, I am currently the secretary for LPAC's board.
6. Please indicate if you have ever been convicted of a misdemeanor related to honesty or trustworthiness, or a felony. If the answer to this question is yes, please provide details of the offense, the date, disposition, etc. ☑ Does not apply to me. ☐ Yes, .
7. Please indicate if you have ever entered into a settlement agreement, consent decree, adjournment in contemplation of dismissal, assurance of discontinuance or other, similar agreement with the Securities Exchange Commission, Internal Revenue Service, the U.S. attorney general or the attorney general of any state, a U.S. or district attorney or any other law enforcement or regulatory body concerning the discharge of your duties as a board member of a for-profit or not-for profit entity or as an executive of such entity. If the answer to this question is yes, please provide details of the agreement.
   ☑ Does not apply to me. ☐ Yes, .

Conflicts

8. Please indicate whether you or your spouse knows any of the other school trustees, or prospective or former school trustees. If so, please indicate the precise nature of your relationship. ☐ I / we do not know any such trustees. ☑ Yes, please see attached addendum.
9. Please indicate whether you or your spouse knows any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.
   ☐ I / we do not know any such employees. ☑ Yes, please see attached addendum.
10. Please indicate whether you or your spouse knows anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school. ☑ I / we do not know any such persons. ☐ Yes, .

11. Please indicate if you, your spouse or other immediate family members anticipate conducting, or are conducting, any business with the school. If so, please indicate the precise nature of the business that is being or will be conducted. ☑ I / we do not anticipate conducting any such business. ☐ Yes, .

12. If the school contracts with an educational service provider (a management company, whether for-profit or not-for-profit), please indicate whether you or your spouse know any employees, officers, owners, directors or agents of that provider. If the answer is in the affirmative, please describe any such relationship.
☑ Not applicable because the school does not contact with a management company or charter management organization.
☐ I / we do not know any such persons.
☐ Yes, .

13. If the school contracts with an educational service provider, please indicate whether you, your spouse or other immediate family members have a direct or indirect ownership, employment, contractual or management interest in the provider. For any interest indicated, please provide a detailed description. ☑ N/A. ☐ I / we have no such interest. ☐ Yes, .

14. If the school is partnered with an educational service provider, please indicate if you, your spouse or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, please indicate the precise nature of the business that is being or will be conducted. ☑ N/A. ☐ I / we or my family do not anticipate conducting any such business. ☐ Yes, .

15. Please indicate whether you, your spouse or other immediate family members are a director, officer, employee, partner or member of, or are otherwise associated with, any organization which filed an application in conjunction with the charter school, i.e., is partnered with the charter school. (For the identity of all such organizations, please consult with the chair of the charter school board.) To the extent you have provided this information in response to prior items, you may so indicate. ☑ Does not apply to me, my spouse or family. ☐ Yes, .

16. Please indicate any potential ethical or legal conflicts of interests that would, or are likely to, exist should you be approved for service on the school's board. Please note that being a parent of a school student, serving on another charter school's board or being employed by the school are conflicts that should be disclosed, but do not make you automatically ineligible to serve as a trustee. ☑ None. ☐ Yes, .

17. Please indicate how you would handle a situation in which you believe one or more members of the school's board are involved in self-dealing (working for their own benefit, or the benefit of their friends and family). Please note that simply confronting the involved trustee is not usually a sufficient answer.

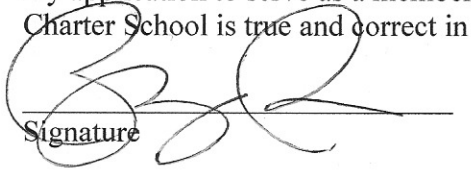
Other

18. Please affirm that you have read the school board's by-laws and conflict-of-interest policies (Code of Ethics). ☑ I affirm.

19. Please provide any other information that you feel pertinent to the Charter Schools Institute's review. I have the same last name as the Rivera family but am not related.

Certification

I, Bryan Rivera, certify to the best of my knowledge and ability that the information I am providing to the State University Trustees/Charter Schools Institute in regards to my application to serve as a member of the board of trustees of the Family Life Academy Charter School is true and correct in every respect.



Signature

3/29/17

Date

Please submit this form with the RFI form to the charter school or via mail, facsimile or e-mail (in PDF with signature) to:

Charter Schools Institute
State University of New York
41 State Street, Suite 700, Albany, NY 12207
Telephone: 518/433-8277; Facsimile 518/427-6510
E-mail: [redacted]

Request for Information from
Prospective Charter School Trustee

Please provide the following information.

Background

1. Name of Charter School for which you intend to serve as a trustee. FLACS II

2. Full name: Francisco Lugovina
   Home Address: [redacted]
   Business Name and Address:
   Home telephone No.: [redacted]
   Work telephone No:.
   E-mail address: [redacted]

3. A brief educational and employment history (you may attach a resume):
   [X] Resume attached.

4. Please affirm that you will be at least 18 years old by the date of appointment to the charter school's board. [X] I affirm.

5. Please indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school or any not-for-profit corporation (to the extent not otherwise indicated in your response to Item 3, above). [ ] Does not apply to me.
   [X] Yes,.

6. Please indicate if you have ever been convicted of a misdemeanor related to honesty or trustworthiness, or a felony. If the answer to this question is yes, please provide details of the offense, the date, disposition, etc. [X] Does not apply to me. [ ] Yes, .

7. Please indicate if you have ever entered into a settlement agreement, consent decree, adjournment in contemplation of dismissal, assurance of discontinuance or other, similar agreement with the Securities Exchange Commission, Internal Revenue Service, the U.S. attorney general or the attorney general of any state, a U.S. or district attorney or any other law enforcement or regulatory body concerning the discharge of your duties as a board member of a for-profit or not-for profit entity or as an executive of such entity. If the answer to this question is yes, please provide details of the agreement.
   [ ] Does not apply to me. [X] Yes, Settled with IRS Services for taxes owed

Conflicts

8. Please indicate whether you or your spouse knows any of the other school trustees, or prospective or former school trustees. If so, please indicate the precise nature of your relationship. [ ] I / we do not know any such trustees. [X] Yes, work together as policy maker.

9. Please indicate whether you or your spouse knows any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.
   [ ] I / we do not know any such employees. [X] Yes, We have worked together.

10. Please indicate whether you or your spouse knows anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with

the school. ☐ I / we do not know any such persons. ☒ Yes, persons involved with the potential facility where we plan to locate one school.

11. Please indicate if you, your spouse or other immediate family members anticipate conducting, or are conducting, any business with the school. If so, please indicate the precise nature of the business that is being or will be conducted. ☐ I / we do not anticipate conducting any such business. ☒ Yes, seeking compensation as chairperson if legally possible.

12. If the school contracts with an educational service provider (a management company, whether for-profit or not-for-profit), please indicate whether you or your spouse know any employees, officers, owners, directors or agents of that provider. If the answer is in the affirmative, please describe any such relationship.
☒ Not applicable because the school does not contact with a management company or charter management organization.
☐ I / we do not know any such persons.
☐ Yes, .

13. If the school contracts with an educational service provider, please indicate whether you, your spouse or other immediate family members have a direct or indirect ownership, employment, contractual or management interest in the provider. For any interest indicated, please provide a detailed description ☒ N/A. ☐ I / we have no such interest. ☐ Yes, .

14. If the school is partnered with an educational service provider, please indicate if you, your spouse or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, please indicate the precise nature of the business that is being or will be conducted. ☒ N/A. ☐ I / we or my family do not anticipate conducting any such business. ☐ Yes, .

15. Please indicate whether you, your spouse or other immediate family members are a director, officer, employee, partner or member of, or are otherwise associated with, any organization which filed an application in conjunction with the charter school, i.e., is partnered with the charter school. (For the identity of all such organizations, please consult with the chair of the charter school board.) To the extent you have provided this information in response to prior items, you may so indicate. ☒ Does not apply to me, my spouse or family. ☐ Yes,.

16. Please indicate any potential ethical or legal conflicts of interests that would, or are likely to, exist should you be approved for service on the school's board. Please note that being a parent of a school student, serving on another charter school's board or being employed by the school are conflicts that should be disclosed, but do not make you automatically ineligible to serve as a trustee. ☐ None. ☒ Yes, Serve on two boards – Family Life Academy Charter School and John Lavelle Preparatory Charter School.

17. Please indicate how you would handle a situation in which you believe one or more members of the school's board are involved in self-dealing (working for their own benefit, or the benefit of their friends and family). Please note that simply confronting the involved trustee is not usually a sufficient answer. Report to Chairman, if need be to the authorizer.

Other

18. Please affirm that you have read the school board's by-laws and conflict-of-interest policies (Code of Ethics). ☒ I affirm.

19. Please provide any other information that you feel pertinent to the Charter Schools Institute's review. None

Certification

I, Francisco Lugovich, certify to the best of my knowledge and ability that the information I am providing to the State University Trustees/Charter Schools Institute in regards to my application to serve as a member of the board of trustees of the _____ Charter School is true and correct in every respect.

Signature

2/16/2011
Date

Please submit this form with the RFI form to the charter school or via mail, facsimile or e-mail (in PDF with signature) to:

Charter Schools Institute
State University of New York
41 State Street, Suite 700, Albany, NY 12207
Telephone: 518/433-8277; Facsimile 518/427-6510
E-mail: [redacted]

Request for Information from Prospective Charter School Trustee

Please provide the following information.

Background

1. Name of Charter School for which you intend to serve as a trustee. FLACS II
2. Full name: Evelyn Castro
   Home Address: [redacted]
   Business Name and Address: N/A
   Home telephone No.: [redacted]
   Work telephone No:. n/A
   E-mail address: [redacted]
3. A brief educational and employment history (you may attach a resume):
   [X] Resume attached.
4. Please affirm that you will be at least 18 years old by the date of appointment to the charter school's board. [X] I affirm.
5. Please indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school or any not-for-profit corporation (to the extent not otherwise indicated in your response to Item 3, above). [X] Does not apply to me. [ ] Yes,.
6. Please indicate if you have ever been convicted of a misdemeanor related to honesty or trustworthiness, or a felony. If the answer to this question is yes, please provide details of the offense, the date, disposition, etc. [X] Does not apply to me. [ ] Yes, .
7. Please indicate if you have ever entered into a settlement agreement, consent decree, adjournment in contemplation of dismissal, assurance of discontinuance or other, similar agreement with the Securities Exchange Commission, Internal Revenue Service, the U.S. attorney general or the attorney general of any state, a U.S. or district attorney or any other law enforcement or regulatory body concerning the discharge of your duties as a board member of a for-profit or not-for profit entity or as an executive of such entity. If the answer to this question is yes, please provide details of the agreement.
   [X] Does not apply to me. [ ] Yes

Conflicts

8. Please indicate whether you or your spouse knows any of the other school trustees, or prospective or former school trustees. If so, please indicate the precise nature of your relationship. [ ] I / we do not know any such trustees. [X] Yes
9. Please indicate whether you or your spouse knows any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.
   [X] I / we do not know any such employees. [ ]
10. Please indicate whether you or your spouse knows anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school. [ ] I / we do not know any such persons. [X] Yes, Ms. Calo, she will be a

consultant to the FLACS II charter school, I know her through working together at the DOE many years back.

11. Please indicate if you, your spouse or other immediate family members anticipate conducting, or are conducting, any business with the school. If so, please indicate the precise nature of the business that is being or will be conducted. [X] I / we do not anticipate conducting any such business. [ ] Yes,

12. If the school contracts with an educational service provider (a management company, whether for-profit or not-for-profit), please indicate whether you or your spouse know any employees, officers, owners, directors or agents of that provider. If the answer is in the affirmative, please describe any such relationship.
[X] Not applicable because the school does not contact with a management company or charter management organization.
[ ] I / we do not know any such persons.
[ ] Yes, .

13. If the school contracts with an educational service provider, please indicate whether you, your spouse or other immediate family members have a direct or indirect ownership, employment, contractual or management interest in the provider. For any interest indicated, please provide a detailed description. [X] N/A. [ ] I / we have no such interest. [ ] Yes,
.

14. If the school is partnered with an educational service provider, please indicate if you, your spouse or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, please indicate the precise nature of the business that is being or will be conducted. [X] N/A. [ ] I / we or my family do not anticipate conducting any such business. [ ] Yes, .

15. Please indicate whether you, your spouse or other immediate family members are a director, officer, employee, partner or member of, or are otherwise associated with, any organization which filed an application in conjunction with the charter school, i.e., is partnered with the charter school. (For the identity of all such organizations, please consult with the chair of the charter school board.) To the extent you have provided this information in response to prior items, you may so indicate [X] Does not apply to me, my spouse or family. [ ] Yes,.

16. Please indicate any potential ethical or legal conflicts of interests that would, or are likely to, exist should you be approved for service on the school's board. Please note that being a parent of a school student, serving on another charter school's board or being employed by the school are conflicts that should be disclosed, but do not make you automatically ineligible to serve as a trustee. [X] None. [ ]

17. Please indicate how you would handle a situation in which you believe one or more members of the school's board are involved in self-dealing (working for their own benefit, or the benefit of their friends and family). Please note that simply confronting the involved trustee is not usually a sufficient answer. I would provide written and verbal notice to entire Board

Other

18. Please affirm that you have read the school board's by-laws and conflict-of-interest policies (Code of Ethics). [X] I affirm.

19. Please provide any other information that you feel pertinent to the Charter Schools Institute's review

Certification

I, Evelyn Castro, certify to the best of my knowledge and ability that the information I am providing to the State University Trustees/Charter Schools Institute in regards to my application to serve as a member of the board of trustees of the Family Life Charter-II Charter School is true and correct in every respect.

Evelyn Castro
Signature

2/17/2011
Date

Please submit this form with the RFI form to the charter school or via mail, facsimile or e-mail (in PDF with signature) to:

Charter Schools Institute
State University of New York
41 State Street, Suite 700, Albany, NY 12207
Telephone: 518/433-8277; Facsimile 518/427-6510
E-mail: [redacted]

Request for Information from
Prospective Charter School Trustee

Please provide the following information.

Background

1. Name of Charter School for which you intend to serve as a trustee. FLACS II
2. Full name: Florence G. Wolpoff
   Home Address: [redacted]
   Business Name and Address: [redacted]
   Home telephone No.: [redacted]
   Work telephone No:. [redacted]
   E-mail address: [redacted]
3. A brief educational and employment history (you may attach a resume):
   [X] Resume attached.
4. Please affirm that you will be at least 18 years old by the date of appointment to the charter school's board. [X] I affirm.
5. Please indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school or any not-for-profit corporation (to the extent not otherwise indicated in your response to Item 3, above). ☐ Does not apply to me.
   [X] Yes,.
6. Please indicate if you have ever been convicted of a misdemeanor related to honesty or trustworthiness, or a felony. If the answer to this question is yes, please provide details of the offense, the date, disposition, etc. [X] Does not apply to me. ☐ Yes, .
7. Please indicate if you have ever entered into a settlement agreement, consent decree, adjournment in contemplation of dismissal, assurance of discontinuance or other, similar agreement with the Securities Exchange Commission, Internal Revenue Service, the U.S. attorney general or the attorney general of any state, a U.S. or district attorney or any other law enforcement or regulatory body concerning the discharge of your duties as a board member of a for-profit or not-for profit entity or as an executive of such entity. If the answer to this question is yes, please provide details of the agreement.
   [X] Does not apply to me. ☐ Yes, .

Conflicts

8. Please indicate whether you or your spouse knows any of the other school trustees, or prospective or former school trustees. If so, please indicate the precise nature of your relationship. ☐ I / we do not know any such trustees. [X] Yes, My husband worked in District #4 when Evelyn Castro was Superintendent.
9. Please indicate whether you or your spouse knows any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.
   [X] I / we do not know any such employees. ☐ Yes, .
10. Please indicate whether you or your spouse knows anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee or agent of an entity). If so, indicate and describe the precise nature of your relationship and

the nature of the business that such person or entity is transacting or will be transacting with the school. [X] I / we do not know any such persons. [ ] Yes

11. Please indicate if you, your spouse or other immediate family members anticipate conducting, or are conducting, any business with the school. If so, please indicate the precise nature of the business that is being or will be conducted. [X] I / we do not anticipate conducting any such business. [ ] Yes, .

12. If the school contracts with an educational service provider (a management company, whether for-profit or not-for-profit), please indicate whether you or your spouse know any employees, officers, owners, directors or agents of that provider. If the answer is in the affirmative, please describe any such relationship.
[X] Not applicable because the school does not contact with a management company or charter management organization.
[ ] I / we do not know any such persons.
[ ] Yes, .

13. If the school contracts with an educational service provider, please indicate whether you, your spouse or other immediate family members have a direct or indirect ownership, employment, contractual or management interest in the provider. For any interest indicated, please provide a detailed description. [X] N/A. [ ] I / we have no such interest. [ ] Yes, .

14. If the school is partnered with an educational service provider, please indicate if you, your spouse or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, please indicate the precise nature of the business that is being or will be conducted. [X] N/A. [ ] I / we or my family do not anticipate conducting any such business. [ ] Yes, .

15. Please indicate whether you, your spouse or other immediate family members are a director, officer, employee, partner or member of, or are otherwise associated with, any organization which filed an application in conjunction with the charter school, i.e., is partnered with the charter school. (For the identity of all such organizations, please consult with the chair of the charter school board.) To the extent you have provided this information in response to prior items, you may so indicate. [X] Does not apply to me, my spouse or family. [ ] Yes,.

16. Please indicate any potential ethical or legal conflicts of interests that would, or are likely to, exist should you be approved for service on the school's board. Please note that being a parent of a school student, serving on another charter school's board or being employed by the school are conflicts that should be disclosed, but do not make you automatically ineligible to serve as a trustee. [X] None. [ ] Yes, .

17. Please indicate how you would handle a situation in which you believe one or more members of the school's board are involved in self-dealing (working for their own benefit, or the benefit of their friends and family). Please note that simply confronting the involved trustee is not usually a sufficient answer. After confronting I would go to the Chairman of the Board.

Other

18. Please affirm that you have read the school board's by-laws and conflict-of-interest policies (Code of Ethics). [X] I affirm.

19. Please provide any other information that you feel pertinent to the Charter Schools Institute's review.

Certification

I, Florence G Wolpoff certify to the best of my knowledge and ability that the information I am providing to the State University Trustees/Charter Schools Institute in regards to my application to serve as a member of the board of trustees of the FLACS-II Charter School is true and correct in every respect.

Florence G Wolpoff — Signature

February 16, 2011 — Date

Please submit this form with the RFI form to the charter school or via mail, facsimile or e-mail (in PDF with signature) to:

Charter Schools Institute
State University of New York
41 State Street, Suite 700, Albany, NY 12207
Telephone: 518/433-8277; Facsimile 518/427-6510
E-mail: [redacted]

Request for Information from Prospective Charter School Trustee

Please provide the following information.

Background

1. Name of Charter School for which you intend to serve as a trustee. FLACS II
2. Full name: Greg Nannery
   Home Address: [redacted]
   Business Name and Address:
   Home telephone No.: [redacted]
   Work telephone No:.
   E-mail address: [redacted]
3. A brief educational and employment history (you may attach a resume):
   [X] Resume attached.
4. Please affirm that you will be at least 18 years old by the date of appointment to the charter school's board. [X] X I affirm.
5. Please indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school or any not-for-profit corporation (to the extent not otherwise indicated in your response to Item 3, above). [X] Does not apply to me.
   ☐ Yes,.
6. Please indicate if you have ever been convicted of a misdemeanor related to honesty or trustworthiness, or a felony. If the answer to this question is yes, please provide details of the offense, the date, disposition, etc. [X] Does not apply to me. ☐ Yes,
7. Please indicate if you have ever entered into a settlement agreement, consent decree, adjournment in contemplation of dismissal, assurance of discontinuance or other, similar agreement with the Securities Exchange Commission, Internal Revenue Service, the U.S. attorney general or the attorney general of any state, a U.S. or district attorney or any other law enforcement or regulatory body concerning the discharge of your duties as a board member of a for-profit or not-for profit entity or as an executive of such entity. If the answer to this question is yes, please provide details of the agreement.
   [X] Does not apply to me. ☐ Yes

Conflicts

8. Please indicate whether you or your spouse knows any of the other school trustees, or prospective or former school trustees. If so, please indicate the precise nature of your relationship. [X] I / we do not know any such trustees. ☐ Yes
9. Please indicate whether you or your spouse knows any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.
   [X] I / we do not know any such employees. ☐
10. Please indicate whether you or your spouse knows anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school. ☐ I / we do not know any such persons. [X]. Yes, Ms. Calo, she will be a

consultant to the FLACS II charter school, I know her through her son-in-law, a friend of mine.

11. Please indicate if you, your spouse or other immediate family members anticipate conducting, or are conducting, any business with the school. If so, please indicate the precise nature of the business that is being or will be conducted. [X] I / we do not anticipate conducting any such business. [ ] Yes,

12. If the school contracts with an educational service provider (a management company, whether for-profit or not-for-profit), please indicate whether you or your spouse know any employees, officers, owners, directors or agents of that provider. If the answer is in the affirmative, please describe any such relationship.
[X] Not applicable because the school does not contact with a management company or charter management organization.
[ ] I / we do not know any such persons.
[ ] Yes, .

13. If the school contracts with an educational service provider, please indicate whether you, your spouse or other immediate family members have a direct or indirect ownership, employment, contractual or management interest in the provider. For any interest indicated, please provide a detailed description. [X] N/A. [ ] I / we have no such interest. [ ] Yes,
.

14. If the school is partnered with an educational service provider, please indicate if you, your spouse or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, please indicate the precise nature of the business that is being or will be conducted. [X] N/A. [ ] I / we or my family do not anticipate conducting any such business. [ ] Yes, .

15. Please indicate whether you, your spouse or other immediate family members are a director, officer, employee, partner or member of, or are otherwise associated with, any organization which filed an application in conjunction with the charter school, i.e., is partnered with the charter school. (For the identity of all such organizations, please consult with the chair of the charter school board.) To the extent you have provided this information in response to prior items, you may so indicate. [X] Does not apply to me, my spouse or family. [ ] Yes,.

16. Please indicate any potential ethical or legal conflicts of interests that would, or are likely to, exist should you be approved for service on the school's board. Please note that being a parent of a school student, serving on another charter school's board or being employed by the school are conflicts that should be disclosed, but do not make you automatically ineligible to serve as a trustee. [X] None. [ ]

17. Please indicate how you would handle a situation in which you believe one or more members of the school's board are involved in self-dealing (working for their own benefit, or the benefit of their friends and family). Please note that simply confronting the involved trustee is not usually a sufficient answer. I would provide written and verbal notice to the non-self- dealing members of the Board and the school's administration. If immediate action was not taken, I would call an emergency meeting to vote on removing the member. The action I would deem sufficient would have to be removal; a ceasing of the self-dealing would not suffice because said member could no longer be entrusted with their fiduciary duties to the school as a member of the Board of Trustees.

Other

18. Please affirm that you have read the school board's by-laws and conflict-of-interest policies (Code of Ethics). [X] I affirm.

19. Please provide any other information that you feel pertinent to the Charter Schools Institute's review

Certification

I, GREG NANNERY, certify to the best of my knowledge and ability that the information I am providing to the State University Trustees/Charter Schools Institute in regards to my application to serve as a member of the board of trustees of the FAMILY LIFE ACADEMY CHARTER SCHOOL – II is true and correct in every respect.

Greg Nannery
Signature

2/23/2011
Date

Please submit this form with the RFI form to the charter school or via mail, facsimile or e-mail (in PDF with signature) to:

Charter Schools Institute
State University of New York
41 State Street, Suite 700, Albany, NY 12207
Telephone: 518/433-8277; Facsimile 518/427-6510
E-mail: [redacted]

Request for Information from Prospective Charter School Trustee

Please provide the following information.

Background

1. Name of Charter School for which you intend to serve as a trustee. FLACS II
2. Full name: Wanda Torres Mercado
   Home Address: [redacted]
   Business Name and Address: [redacted]
   Home telephone No.: [redacted]
   Work telephone No:.
   E-mail address: [redacted]
3. A brief educational and employment history (you may attach a resume):
   [X] Resume attached.
4. Please affirm that you will be at least 18 years old by the date of appointment to the charter school's board. [X] I affirm.
5. Please indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school or any not-for-profit corporation (to the extent not otherwise indicated in your response to Item 3, above). [ ] Does not apply to me.
   [X] Yes,.
6. Please indicate if you have ever been convicted of a misdemeanor related to honesty or trustworthiness, or a felony. If the answer to this question is yes, please provide details of the offense, the date, disposition, etc. [X] Does not apply to me. [ ] Yes, .
7. Please indicate if you have ever entered into a settlement agreement, consent decree, adjournment in contemplation of dismissal, assurance of discontinuance or other, similar agreement with the Securities Exchange Commission, Internal Revenue Service, the U.S. attorney general or the attorney general of any state, a U.S. or district attorney or any other law enforcement or regulatory body concerning the discharge of your duties as a board member of a for-profit or not-for profit entity or as an executive of such entity. If the answer to this question is yes, please provide details of the agreement.
   [X] Does not apply to me. Yes,

Conflicts

8. Please indicate whether you or your spouse knows any of the other school trustees, or prospective or former school trustees. If so, please indicate the precise nature of your relationship. [X] I / we do not know any such trustees Yes,
9. Please indicate whether you or your spouse knows any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.
   [X] I / we do not know any such employees. Yes,
10. Please indicate whether you or your spouse knows anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school. [ ] I / we do not know any such persons. [X] Yes, sister on Board of Trustees for potential school facility building

11. Please indicate if you, your spouse or other immediate family members anticipate conducting, or are conducting, any business with the school. If so, please indicate the precise nature of the business that is being or will be conducted. ☐ I / we do not anticipate conducting any such business. ☒ Yes, sister on Board of Trustees for potential school facility building

12. If the school contracts with an educational service provider (a management company, whether for-profit or not-for-profit), please indicate whether you or your spouse know any employees, officers, owners, directors or agents of that provider. If the answer is in the affirmative, please describe any such relationship.
☒ Not applicable because the school does not contact with a management company or charter management organization.
☐ I / we do not know any such persons.
☐ Yes, .

13. If the school contracts with an educational service provider, please indicate whether you, your spouse or other immediate family members have a direct or indirect ownership, employment, contractual or management interest in the provider. For any interest indicated, please provide a detailed description. ☒ N/A. ☐ I / we have no such interest. ☐ Yes, .

14. If the school is partnered with an educational service provider, please indicate if you, your spouse or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, please indicate the precise nature of the business that is being or will be conducted. ☒ N/A. ☐ I / we or my family do not anticipate conducting any such business. ☐ Yes, .

15. Please indicate whether you, your spouse or other immediate family members are a director, officer, employee, partner or member of, or are otherwise associated with, any organization which filed an application in conjunction with the charter school, i.e., is partnered with the charter school. (For the identity of all such organizations, please consult with the chair of the charter school board.) To the extent you have provided this information in response to prior items, you may so indicate. ☒ Does not apply to me, my spouse or family. ☐ Yes,.

16. Please indicate any potential ethical or legal conflicts of interests that would, or are likely to, exist should you be approved for service on the school's board. Please note that being a parent of a school student, serving on another charter school's board or being employed by the school are conflicts that should be disclosed, but do not make you automatically ineligible to serve as a trustee. ☒ None. ☐ Yes,

17. Please indicate how you would handle a situation in which you believe one or more members of the school's board are involved in self-dealing (working for their own benefit, or the benefit of their friends and family). Please note that simply confronting the involved trustee is not usually a sufficient answer. After addressing member, Report to Chairman, if need be to the authorizer.

Other

18. Please affirm that you have read the school board's by-laws and conflict-of-interest policies (Code of Ethics). ☒ I affirm.

19. Please provide any other information that you feel pertinent to the Charter Schools Institute's review. None

Certification

I, Wanda Torres Mercado certify to the best of my knowledge and ability that the information I am providing to the State University Trustees/Charter Schools Institute in regards to my application to serve as a member of the board of trustees of the Family Life Academy II Charter School is true and correct in every respect.

Wanda Torres Mercado — 2/23/11

Signature — Date

Please submit this form with the RFI form to the charter school or via mail, facsimile or e-mail (in PDF with signature) to:

Charter Schools Institute
State University of New York
41 State Street, Suite 700, Albany, NY 12207
Telephone: 518/433-8277; Facsimile 518/427-6510
E-mail: [redacted]

Charter Schools Institute
The State University of New York

Request for Information from Prospective Charter School Trustees

Guidance and Form

Updated: May 21, 2007

Charter Schools Institute
State University of New York
41 State Street, Suite 700
Albany, New York 12207
518/433-8277
Fax: 518/427-6510

Guidance regarding the *Request for Information Form*

Serving on a public charter school board is a position of great trust and responsibility. As a charter school trustee, you would be charged with overseeing the education of all students enrolled in the school, the expenditure of public and private monies directed to the charter school, and, if applicable, the oversight of any charter management entity.

Because of the importance of the position that you seek to assume, the Board of Trustees of the State University of New York requires that new board members be approved by it pursuant to the terms of each school's Charter Agreement. The Charter Schools Institute carries out this responsibility for the State University Trustees through this Request for Information (RFI) process.

Only in very rare cases does the Institute reject properly approved prospective trustees who have provided all information requested on this form. These cases are generally limited to prospective members who would have severe conflicts of interest* in fulfilling their fiduciary or other duties as a charter school board member, who are proposed to be seated in violation of the school's charter or by-laws, or whose background evidences untrustworthiness, e.g., criminal record, a record of financial dealings inimical to the public trust. Accordingly, and in order to expedite the approval of new board members, the Institute requests that you provide full and complete answers to each of the items below (and provide the certification indicated). This will assist the Institute in its review.

Pursuant to New York's Freedom of Information Law (FOIL), any personal information listed on or attached to this form (including the Charter School Trustee Contact Information form) that would constitute an unwarranted invasion of personal privacy will not be disclosed to the public pursuant to FOIL (home address, telephone number, etc.).

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* A conflict of interest is generally defined as a situation in which someone has differing or competing professional or personal interests, and do not necessarily have to involve monetary interests. In the case of a charter school trustee, who has a duty of loyalty to the charter school on whose board he or she sits, such differing or competing interests can complicate corporate decision making. Examples of conflicts of interest include the following:

- being a charter school trustee of more than one charter school at the same time;
- being paid by a charter school as an employee or contractor while serving as a school trustee;
- being a parent of a student of a charter school on whose board you sit, especially when making decisions related to your child's teachers; and
- being a charter school trustee while your spouse's company or employer is doing business with the charter school.

In many cases, conflicts are waiveable as long as the trustee discloses the interests to the school board and recuses his- or herself from voting when conflicted. In rare cases the conflict of interest will mandate that either one of the competing interests be given up. For example, a school trustee cannot work for a for-profit management company that manages the charter school's operations.

Questions related to conflict of interest may be addresses to the school's counsel or the General Counsel of the Insitute.

Seating New Trustees: General Procedures

In order to legally seating a person on a charter school board, the following procedures should generally be followed as well as any specific provisions contained in your school's by-laws.

❑	When a board seat becomes vacant or is created, the school board (by committee or otherwise) should seek nominations for a person to fill the vacant seat with appropriate qualifications per the Charter Application, *and* who complies with the Charter Agreement restrictions in Section 2 (and including Exhibit D) *and* school by-laws requirements.
❑	The charter school board secretary or other administrator should review the school by-laws to determine the proper number of trustees that may be seated on the board, or the proper range (e.g., 7-11). If the board has too many members, a request to amend the by-laws must be made to the Institute or the seat may not be filled. In cases where the number of trustees must be fixed (i.e., when there is a range) the school board should do so at or prior to the time of the election of the proposed trustee and clearly reflect same in the minutes. Note: The legal limits on board size are 5 minimum and 25 maximum.
❑	The board secretary or other administrator should review the following to determine the proper qualification of the prospective board member: 1) Charter Agreement paragraph entitled "Governance; School Board; By-laws" (¶ 2.10 in recent charters) for the following: a) compliance with the 40% rule (no more than 40% of the school board may be affiliated with any single entity unless the school has received a waiver from the State University Trustees); b) compliance with provisions prohibiting or restricting board membership for persons associated with a charter management organization (CMO); 2) Charter Agreement Exhibit D, "Additional Assurances and Terms," which may contain restrictions on board membership or a waiver thereof; 3) Charter Agreement Exhibit A, "Terms of Operation," which is either the Charter Application (new schools) or the Key Design Elements (renewal schools). The Charter Application will set forth the school trustee qualifications of the school that are in addition to those required by law (age 18). Key Design Elements may or may not contain such information; 4) By-laws, which may: a) state what type or "class" of trustee must be elected, e.g., parent, teacher representative, community member; b) state any conditions that must be met prior to the election or nomination of a proposed trustee (vote of the parent/teacher organization; vote of partner organization, etc.); c) direct how the trustee will be elected or appointed (super-majority vote, vote of corporate member, etc.); and/or d) state how long the term of a trustee will be. When vacant seats are filled, the new trustee serves for the remainder of the prior trustee's term. When new seats are created, the board, chairperson or other methodology in the by-laws may dictate the length of the term, which be staggered with other terms. It is a good practice for the secretary to keep a multi-year elections calendar to track each trustees' term.
❑	The school board or corporate member elects or appoints the *prospective* school trustee at a duly convened meeting of the school board with a quorum and following any by-laws restrictions on elections such as super-majority provisions.
❑	Submit a signed copy of the resolution electing the prospective trustee or of the signed minutes showing such election to the Institute together with a *Request for Information from Prospective Board Members* (RFI).
❑	After each prospective trustee reviews the by-laws, code of ethics and any conflict of interest policies of the school, the board secretary or administrator should have each prospective trustee complete a RFI form, which the school or proposed trustee must submit to the Institute.
Institute Actions:	The Institute will approve or reject such proposed trustee in writing within 45 days of submission of *all* of the above required documentation (complete RFI with Charter School Trustee Contact Information form, and evidence of proper election (e.g. signed resolution or minutes reflecting vote). If the Institute takes no action within the 45 day period the person may be seated as a school trustee. After the Institute approves a trustee in writing, it will ask the school for an updated list of school trustees.
❑	The school board secretary or other administrator should inform the new trustee of his or her official seating on the school board. The trustee may now vote. The school must send an updated board list to the Institute.

FOR INSTITUTE USE ONLY
FILING FOR SCHOOL YEAR: _____
DATE RECEIVED: _____

DISCLOSURE OF FINANCIAL INTEREST
BY A CHARTER SCHOOL TRUSTEE[1]

1. Name of charter school: Family Life Academy Charter School
2. Trustee's name (print): Susana Rivera Leon
3. Position(s) on board (e.g., chair, treasurer, committee chair, etc.): member
4. Home address: [redacted]
5. Business Address: [redacted]
6. Daytime phone: [redacted]
7. E-mail: [redacted]
8. Is Trustee an employee of the school? ____Yes. ✓ No. If you checked yes, please provide a description of the position you hold, your salary and your start date.

   _____

9. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members have held or engaged in with the charter school during the prior school year. If there has been no such financial interest or transaction, please *write "None."* Please note that if you answered yes to Question 8, 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)	Identity of Person Holding Interest or Engaging in Transaction (e.g., you and/or immediate family member (name)
Nel	addendum		
Please write "None" if applicable. Do not leave this space blank.			

[1] *Form Revised May 24, 2006*

10. 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 charter school *and* in which such entity, during the preceding school year, you and/or your immediate family member(s) had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the school that is doing business with the school through a management or services agreement, you need not list every transaction between such entity and the school that is pursuant to such agreement; rather, please identify only the name of the entity, your position in the entity as well as the relationship between such entity and the charter school. If there was no financial interest, please *write* "*None*."

Entity Conducting Business with the School	Nature of Business Conducted	Approximate Value of the Business Conducted	Name of Trustee and/or Immediate Family Holding an Interest in the Entity Conducting Business with the School and the Nature of the Interest	Steps Taken to Avoid Conflict of Interest
Please write "None" if applicable. Do not leave this space blank.	see addendum None			

Susan Leon

Signature

7/16/12

Date

11. Please indicate if you, your spouse or other immediate family members anticipate conducting, or are conducting, any business with the school. If so, please indicate the precise nature of the business that is being or will be conducted. ☑ I / we do not anticipate conducting any such business. ☐ Yes, .

12. If the school contracts with an educational service provider (a management company, whether for-profit or not-for-profit), please indicate whether you or your spouse know any employees, officers, owners, directors or agents of that provider. If the answer is in the affirmative, please describe any such relationship.
☑ Not applicable because the school does not contact with a management company or charter management organization.
☐ I / we do not know any such persons.
☐ Yes, .

13. If the school contracts with an educational service provider, please indicate whether you, your spouse or other immediate family members have a direct or indirect ownership, employment, contractual or management interest in the provider. For any interest indicated, please provide a detailed description. ☑ N/A. ☐ I / we have no such interest. ☐ Yes, .

14. If the school is partnered with an educational service provider, please indicate if you, your spouse or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, please indicate the precise nature of the business that is being or will be conducted. ☑ N/A. ☐ I / we or my family do not anticipate conducting any such business. ☐ Yes, .

15. Please indicate whether you, your spouse or other immediate family members are a director, officer, employee, partner or member of, or are otherwise associated with, any organization which filed an application in conjunction with the charter school, i.e., is partnered with the charter school. (For the identity of all such organizations, please consult with the chair of the charter school board.) To the extent you have provided this information in response to prior items, you may so indicate. ☑ Does not apply to me, my spouse or family. ☐ Yes, .

16. Please indicate any potential ethical or legal conflicts of interests that would, or are likely to, exist should you be approved for service on the school's board. Please note that being a parent of a school student, serving on another charter school's board or being employed by the school are conflicts that should be disclosed, but do not make you automatically ineligible to serve as a trustee. ☐ None. ☐ Yes, .

17. Please indicate how you would handle a situation in which you believe one or more members of the school's board are involved in self-dealing (working for their own benefit, or the benefit of their friends and family). Please note that simply confronting the involved trustee is not usually a sufficient answer.

Other #17 after addressing the member, I would report it to chairman, and if need be inform authorizer.

18. Please affirm that you have read the school board's by-laws and conflict-of-interest policies (Code of Ethics). ☑ I affirm.

19. Please provide any other information that you feel pertinent to the Charter Schools Institute's review.

Certification

I, Luisana Tuñón, certify to the best of my knowledge and ability that the information I am providing to the State University Trustees/Charter Schools Institute in regards to my application to serve as a member of the board of trustees of the Family Life Academy Charter School is ~~true~~ and correct in every respect.

Luisana Tuñón
Signature

July 16, 2012
Date

Please submit this form with the RFI form to the charter school or via mail, facsimile or e-mail (in PDF with signature) to:

Charter Schools Institute
State University of New York
41 State Street, Suite 700, Albany, NY 12207
Telephone: 518/433-8277; Facsimile 518/427-6510
E-mail: [redacted]

Conflict of Interest Addendum

Attachment A

Susana Rivera Leon

Board Candidate

- #3 I am a parent of two (2) children that attend FLACS I and I will excuse myself from any voting decisions pertaining to my children's teachers.

- #4 I am the Executive Vice President of the Latino Pastoral Action Center, which is the community sponsor and landlord of FLACS.

- My father, Rev. Dr. Raymond Rivera is the founder of both LPAC and FLACS. He will be stepping down from the FLACS board in the near future; and I plan to continue his vision and legacy on the board. I would also like to disclose that Mrs. Marilyn Calo, the new CEO of the FLACS network of schools is my stepmother. We consider ourselves a community grown charter school and strive to maintain an organic relationship with our community sponsor.

- I am also a board member of the CG Educational Holdings, Corp. which is the company that jointly owns the newly purchased FLACS II building located at 370 Gerard Avenue, Bronx, N.Y. 10451

Request for Information from Prospective Charter School Board Members

RESPONSES OF PEDRO ALVAREZ, AUGUST 9, 2004

CONFLICT OF INTEREST

6. **Please indicate whether you or your spouse knows any of the other board members, or prospective or former board members. If so, please indicate the precise nature of your relationship.**

Nor my wife or I have any connection with other members.

7. **Please indicate whether you or your spouse knows any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.**

As a parent of two students at FLACS we have met with teachers, staff and administration in PTA meetings, PT Conferences and other school activities.

8. **Please indicate whether you or your spouse knows anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer or employee of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school.**

I do not know anyone who is doing, or plans to do, business with FLACS.

9. **Please indicate if you, your spouse or other immediate family member anticipates conducting, or is conducting, any business with the school. If so, please indicate the precise nature of the business that is being or will be conducted.**

I do not anticipate conducting or who are conducting, any business with the school.

10. **If the school is partnered with an educational service provider (a management company, whether for-profit or not-for-profit), please indicate whether you or your spouse knows any employees, officers, owners, directors or agents of that provider. If your answer is in the affirmative, please describe any such relationship.**

I do not know any employees, officers, owners, directors or agents of any partnering education service provider of the school.

11. If the school is partnered with an educational service provider, please indicate whether you, your spouse or other immediate family member has a direct or indirect ownership, employment, contractual or management interest in the provider. For any interest indicated, please provide a detailed description.

My immediate family and I do not have a direct or indirect ownership, employment, contractual or management interest in any partnering interest in any partnering educational service provider of the school.

12. If the school is partnered with an educational service provider, please indicate if you, your spouse or other immediate family member anticipates conducting, or is conducting, any business with the provider. If so, please indicate the precise nature of the business that is being or will be conducted.

My immediate family members and I do not anticipate conducting, or are conducting, business with any partnering educational service provider of the school.

13. Please indicate whether you, your spouse or other immediate family member is a director, officer, employee, partner or member of, or is otherwise associated with, any organization which filed an application in conjunction with the charter school, i.e., is partnered with the charter school. (For the identity of all such organizations, please consult with the chair of the charter school board.) To the extent you have provided this information in response to items 9-12, you may so indicate.

My immediate family members and I are not directors, officers, employees, partners or members of, or are otherwise associated with, any organization that filed an application in conjunction with the charter school.

14. Please indicate the potential ethical or legal conflicts of interests (if any) that would, or are likely to, exist should you be approved for service on the school's board.

I do not foresee any ethical or legal conflicts of interests should I be approved to serve on the school's board.

15. Please indicate how you would handle a situation in which you believe one or more members of the school's board are involved in self-dealing (working for their own benefit, or the benefit of their friends and family).

I will act accordingly with the bylaws of the organization and the rules contained in the government granting the authority to exist.

EDUCATIONAL PHILOSOPHY

16. Please provide your understanding of the school's mission and/or philosophy.

The Family Life Academy Charter School seeks to provide a space for children in the Highbridge community to achieve academic excellence. The school employs a transitional bilingual education methodology to ensure that the students use their existing skills and language skills to become strong English speakers. At the same time, the students continue to learn their native language—primarily Spanish—in a foreign language class. This enables the students to continue to communicate with family and friends who connect in their native language, or who speak a non-English language.

17. Please indicate whether you are familiar with the educational program of the school.

Yes, as a parent I am familiar with the school program, vision and mission through activities such as conferences, meetings, workshops and my children's schoolwork.

18. Please indicate what you believe to be the characteristics of a successful school. In particular, provide the specific steps you think the board of the school will need to take to ensure that this school is and remains successful.

I believe that if everyone in the community gets involved in the educational process of our children we can improve it and make positive changes.

OTHER

19. Please indicate your understanding of the appropriate role of a public charter school board member.

As an educated parent I can see the role of a board member to reach balance decisions on school issues and oversee the day to day operations of the school.

20. Please affirm that you have read the school board's by-laws and conflict of interest policies.

I have read the school board's by-laws and conflict of interest policies.

21. Please provide any other information that you feel pertinent to the Charter Schools Institute's review.

I will be glad to return to the school system part of what I got from it, a professional and meaningful life.

CERTIFICATION

I, NAME, certify to the best of my knowledge and ability that the information I am providing to the State University Trustees/Charter Schools Institute in regards to my application to serve as a member of the board of trustees of the Family Life Academy Charter School is true and correct in every respect.



Signature

8/9/04

Date

CONFLICT OF INTEREST

6. **Please indicate whether you or your spouse knows any of the other board members, or prospective or former board members. If so, please indicate the precise nature of your relationship.**

We do not know any of the members of the board. That includes past or present members.

7. **Please indicate whether you or your spouse knows any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.**

We don't know any of the staff members of the school.

8. **Please indicate whether you or your spouse knows anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer or employee of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school.**

We do not know anyone who is doing or intend to do business with the charter school.

9. **Please indicate if you, your spouse or other immediate family member anticipates conducting, or is conducting, any business with the school. If so, please indicate the precise nature of the business that is being or will be conducted.**

We do not have any family member who is or will be doing business with the school.

10. **If the school is partnered with an educational service provider (a management company, whether for-profit or not-for-profit), please indicate whether you or your spouse knows any employees, officers, owners, directors or agents of that provider. If your answer is in the affirmative, please describe any such relationship.**

We do not know anyone or any institution that is conducting business with the school.

11. If the school is partnered with an educational service provider, please indicate whether you, your spouse or other immediate family member has a direct or indirect ownership, employment, contractual or management interest in the provider. For any interest indicated, please provide a detailed description.

Nor we or any one of my immediate family members have any direct or indirect interest in the school.

12. If the school is partnered with an educational service provider, please indicate if you, your spouse or other immediate family member anticipates conducting, or is conducting, any business with the provider. If so, please indicate the precise nature of the business that is being or will be conducted.

Nor we or any one of my immediate family members have any direct or indirect interest in the school.

13. Please indicate whether you, your spouse or other immediate family member is a director, officer, employee, partner or member of, or is otherwise associated with, any organization which filed an application in conjunction with the charter school, i.e., is partnered with the charter school. (For the identity of all such organizations, please consult with the chair of the charter school board.) To the extent you have provided this information in response to items 9-12, you may so indicate.

Nor we or any one of my immediate family members have any direct or indirect interest in the school.

14. Please indicate the potential ethical or legal conflicts of interests (if any) that would, or are likely to, exist should you be approved for service on the school's board.

None.

15. Please indicate how you would handle a situation in which you believe one or more members of the school's board are involved in self-dealing (working for their own benefit, or the benefit of their friends and family).

I would follow the Board Bylaws regarding self-dealing.

EDUCATIONAL PHILOSOPHY

16. Please provide your understanding of the school's mission and/or philosophy.

The Family Life Academy Charter School seeks to provide a space for children in the Highbridge community to achieve academic excellence. The school employs a transitional bilingual education methodology to ensure that the students use their existing skills and language skills to become strong English speakers. At the same time, the students continue to learn their native language—primarily Spanish—in a foreign language class. This enables the students to continue to communicate with family and friends who connect in their native language, or who speak a non-English language.

17. Please indicate whether you are familiar with the educational program of the school.

As a parent of a third grader at Family Life Academy Charter School, I am very familiar with the work my son brings home and I have had a good relationship with his teachers through conferences and weekly conversations. I have also participated in all PTA meetings and workshops in these past three years. As the President of the PTA since, October, 2003 I have been a part of the Board meetings and have been exposed directly to the written charter and also to presentations from the FLACS Administration and Faculty which is allowing me to understand in more detail our schools educational program.

18. Please indicate what you believe to be the characteristics of a successful school. In particular, provide the specific steps you think the board of the school will need to take to ensure that this school is and remains successful.

The number of students per classroom; FLACS Charter has established no more than 26 children in a classroom. The environment of two teachers per classroom in the lower grades-Our Charter has been amended to this setup. Interaction between Parents, Administration and Faculty- been able to voice concerns and being addressed by Administration and Faculty. Individual attention and development per student and the safety of all students and staff at the school.
To ensure these guidelines I believe the Board must understand and believe in our schools mission, defend and protect all the areas that are showing success and review and if necessary change those that are not.

OTHER

19. Please indicate your understanding of the appropriate role of a public charter school board member.

Oversee and review the schools progress, which happens through monthly meetings, attending workshops, allowing us to ensure the school is complying with its mission to educate our children.

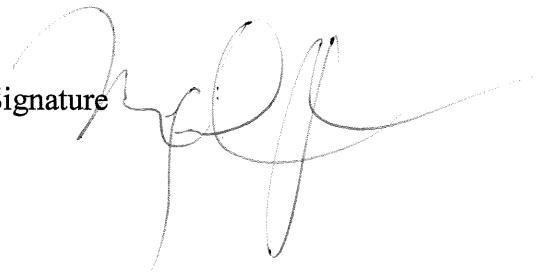
20. Please affirm that you have read the school board's by-laws and conflict of interest policies.

I have read the school board's by-laws and conflict of interest policies.

21. Please provide any other information that you feel pertinent to the Charter Schools Institute's review.

CERTIFICATION

I, NAME, certify to the best of my knowledge and ability that the information I am providing to the State University Trustees/Charter Schools Institute in regards to my application to serve as a member of the board of trustees of the Family Life Academy Charter School is true and correct in every respect.

Signature  Date 1/24/04

Request for Information from Prospective Charter School Board Members

RESPONSES OF LOURDES ALMANZAR, OCTOBER 11, 2003

BACKGROUND

1. **Please provide your educational and employment history. You may do so by attaching a resume.**

My resume is attached.

2. **Please affirm that you will be at least 18 years old by January 1, 2002 (providing your date of birth is not required).**

I will be at least 18 years old by January 1, 2002.

3. **Please indicate how you became aware of the charter school and the opportunity to serve as a member of its board.**

Jose Montes and Susana Rivera informed me that they were members of the FLA Charter School and if I was interested in becoming a member..

4. **Please explain why you wish to serve on the board.**

I am committed to the academic excellence of all children, in particular children from low-income communities of color. The Family Life Academy is located in the Highbridge section of the Southwest Bronx, an economically depressed neighborhood. In addition, I look forward to sharing my knowledge of effective schools and youth development to contribute to the school's quality of education.

5. **Please indicate whether you have previously served on a board of a school district, a non-public school or any not-for profit corporation (to the extent not otherwise indicated in your response on Item 1, above). In addition, please describe any other experience, knowledge or skills you feel is relevant to service on the charter school board.**

In addition to my experience reflected in the attached resume, I have worked with ELL population all my teaching career therefore, understanding their needs and wants. I served in school committee such as the heritage committee where we plan presentations for Black history and Dominican Independence month.

CONFLICT OF INTEREST

6. **Please indicate whether you or your spouse knows any of the other board members, or prospective or former board members. If so, please indicate the precise nature of your relationship.**

I know the Jose Montes and Susana Rivera through my previous employer ASPIRA of New York, Inc.

7. **Please indicate whether you or your spouse knows any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.**

I do not know any school employee.

8. **Please indicate whether you or your spouse knows anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer or employee of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school.**

I do not know anyone who is doing, or plans to do, business with the charter school.

9. **Please indicate if you, your spouse or other immediate family member anticipates conducting, or is conducting, any business with the school. If so, please indicate the precise nature of the business that is being or will be conducted.**

I do not anticipate conducting, or are conducting, any business with the school.

10. **If the school is partnered with an educational service provider (a management company, whether for-profit or not-for-profit), please indicate whether you or your spouse knows any employees, officers, owners, directors or agents of that provider. If your answer is in the affirmative, please describe any such relationship.**

I do not know any employees, officers, owners, directors or agents of any partnering educational service provider of the school.

11. If the school is partnered with an educational service provider, please indicate whether you, your spouse or other immediate family member has a direct or indirect ownership, employment, contractual or management interest in the provider. For any interest indicated, please provide a detailed description.

My immediate family and I do not have a direct or indirect ownership, employment, contractual or management interest in any partnering educational service provider of the school.

12. If the school is partnered with an educational service provider, please indicate if you, your spouse or other immediate family member anticipates conducting, or is conducting, any business with the provider. If so, please indicate the precise nature of the business that is being or will be conducted.

My immediate family members, and I do not anticipate conducting, or are conducting, business with any partnering educational service provider of the school.

13. Please indicate whether you, your spouse or other immediate family member is a director, officer, employee, partner or member of, or is otherwise associated with, any organization which filed an application in conjunction with the charter school, i.e., is partnered with the charter school. (For the identity of all such organizations, please consult with the chair of the charter school board.) To the extent you have provided this information in response to items 9-12, you may so indicate.

My immediate family members, and I are not directors, officers, employees, partners or members of, or are otherwise associated with, any organization that filed an application in conjunction with the charter school.

14. Please indicate the potential ethical or legal conflicts of interests (if any) that would, or are likely to, exist should you be approved for service on the school's board.

I do not foresee any ethical or legal conflicts of interests should I be approved for serve on the school's board.

15. Please indicate how you would handle a situation in which you believe one or more members of the school's board are involved in self-dealing (working for their own benefit, or the benefit of their friends and family).

I would approach the Board chair and executive committee and ask for an immediate inquiry. If it is revealed that a board member is involved in self-dealing, I would ask that the board act on the matter in accordance with its by-laws and standing rules.

EDUCATIONAL PHILOSOPHY

16. Please provide your understanding of the school's mission and/or philosophy.

The Family Life Academy Charter School seeks to provide a space for children in the Highbridge community to achieve academic excellence. The school employs a transitional bilingual education methodology to ensure that the students use their existing skills and language skills to become strong English speakers. At the same time, the students continue to learn their native language—primarily Spanish—in a foreign language class. This enables the students to become biliterate as well as bilingual.

17. Please indicate whether you are familiar with the educational program of the school.

The Family Life Academy Charter School is a transitional bilingual school. The school is available to the children of the Highbridge community, and distinguishes itself in having open enrollment. All students learn English and a foreign language. After English Language Learners transition in to English classes, they continue to learn their native language—primarily Spanish—in a foreign language class.

18. Please indicate what you believe to be the characteristics of a successful school. In particular, provide the specific steps you think the board of the school will need to take to ensure that this school is and remains successful.

The following are the characteristics of a successful, or effective, school:

- Strong academic curriculum that ensures students perform well in state standardized tests
- Qualified teachers with ongoing teacher development opportunities
- Qualified director and administrative staff
- Parents active in their children's education and in ensuring the success of the school
- School has strong ties with parents, community members and institutions, and is accessible to these groups
- Students receive opportunities to learn through formal and informal methods, both during and after school hours
- Students are prepared to transition to middle school or high school
- Continuous rapport among parents, teachers, and administration

The Board should work with the Director to create a quarterly monitoring tool to gauge the progress of the school in agreed upon areas. The Director would be asked to develop and present a baseline report and would produce a quarterly report and presentation. At the end of the fourth quarter, the Director would provide a year-end assessment of the state of the school and would present an annual plan for board consideration and approval.

OTHER

19. Please indicate your understanding of the appropriate role of a public charter school board member.

A public charter school board member should lend support to the school around school policies and in assisting the staff to obtain additional resources to ensure the school provides the highest quality of education it can offer.

20. Please affirm that you have read the school board's by-laws and conflict of interest policies.

I have read the school board's by-laws and conflict of interest policies.

21. Please provide any other information that you feel pertinent to the Charter Schools Institute's review.

n/a

CERTIFICATION

I, Lourdes Almanzar, certify to the best of my knowledge and ability that the information I am providing to the State University Trustees/Charter Schools Institute in regards to my application to serve as a member of the board of trustees of the Family Life Academy Charter School is true and correct in every respect.

Lourdes Almanzar
Signature

October 11, 2003
Date

Lourdes Almanzar

[redacted]

OBJECTIVE

To secure a teaching position where I can use my academic training and experiences to provide students with a learning environment that is challenging and nurturing.

WORK HISTORY

[redacted]

EDUCATION

M. S. ED with Bilingual Ext., Hunter College, 2002
B. A., Hunter College, 1990 New York, NY
Major: Psychology Minor: Education

LICENSES & CERTIFICATES

- Permanent NYC Certification, Pre-K through 6 Bilingual Common Branch
- Permanent NYS Certification,

SPECIAL PROGRAMS & ACTIVITIES

- Participated in CSD 6 Dual Language Fellows Program Action Research Team
- Participated in a Video Journal of Education based on Action Research in NYC
- Participated in the Standard-Based Model Classroom Project at CSD 6
- Presented the Action Research Project at the University of Pennsylvania Ethnography Conference

HONORS & RECOGNITIONS

- Kappa Delta Pi Honor Society Member

School Board Info

September 25, 2008

Mr. Edmund Gaffney
Chair, Board of Trustees
Family Life Academy Charter School
14 West 170th Street
Bronx, New York 10452

Re: Approval of Mr. Ojemen and Mr. Dutton as Family Life Academy Charter School Trustees

Dear Mr. Gaffney:

Based on the information provided to the Charter Schools Institute, and pursuant to paragraph 2.11 of the Charter Agreement between the Family Life Academy Charter School (the "School") and the Board of Trustees of the State University of New York, please be advised that the Institute grants permission to the School to seat Mr. George Ojemen and Mr. Marvin Dutton as members of its board of trustees.

Please forward an updated board member roster to the Institute as soon as possible.

Should you have any questions or concerns, please do not hesitate to contact the Institute.

Sincerely,

Maureen Murphy

Maureen C. Murphy
Director of Charter Accountability

Request for Information from Prospective Charter School Trustee

Please provide the following information.

Background

1. Name of Charter School for which you intend to serve as a trustee. Family Life Academy Charter School
2. Full name: Marvin Dutton
   Home Address: [redacted]
   Business Name and Address: [redacted]
   Home telephone No.: [redacted]
   Work telephone No.: [redacted]
   E-mail address: [redacted]
3. A brief educational and employment history (you may attach a resume):
   ☐ Resume attached.
4. Please affirm that you will be at least 18 years old by the date of appointment to the charter school's board. ☑ I affirm.
5. Please indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school or any not-for-profit corporation (to the extent not otherwise indicated in your response to Item 3, above). ☑ Does not apply to me.
   ☐ Yes, .
6. Please indicate if you have ever been convicted of a misdemeanor related to honesty or trustworthiness, or a felony. If the answer to this question is yes, please provide details of the offense, the date, disposition, etc. ☑ Does not apply to me. ☐ Yes, .
7. Please indicate if you have ever entered into a settlement agreement, consent decree, adjournment in contemplation of dismissal, assurance of discontinuance or other, similar agreement with the Securities Exchange Commission, Internal Revenue Service, the U.S. attorney general or the attorney general of any state, a U.S. or district attorney or any other law enforcement or regulatory body concerning the discharge of your duties as a board member of a for-profit or not-for profit entity or as an executive of such entity. If the answer to this question is yes, please provide details of the agreement.
   ☑ Does not apply to me. ☐ Yes, .

Conflicts

8. Please indicate whether you or your spouse knows any of the other school trustees, or prospective or former school trustees. If so, please indicate the precise nature of your relationship. ☑ I / we do not know any such trustees. ☐ Yes, .
9. Please indicate whether you or your spouse knows any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.
   ☑ I / we do not know any such employees. ☐ Yes, .
10. Please indicate whether you or your spouse knows anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school. ☑ I / we do not know any such persons. ☐ Yes, .

11. Please indicate if you, your spouse or other immediate family members anticipate conducting, or are conducting, any business with the school. If so, please indicate the precise nature of the business that is being or will be conducted. ☑ I / we do not anticipate conducting any such business. ☐ Yes, .

12. If the school contracts with an educational service provider (a management company, whether for-profit or not-for-profit), please indicate whether you or your spouse know any employees, officers, owners, directors or agents of that provider. If the answer is in the affirmative, please describe any such relationship.
☑ Not applicable because the school does not contact with a management company or charter management organization.
☐ I / we do not know any such persons.
☐ Yes, .

13. If the school contracts with an educational service provider, please indicate whether you, your spouse or other immediate family members have a direct or indirect ownership, employment, contractual or management interest in the provider. For any interest indicated, please provide a detailed description. ☑ N/A. ☐ I / we have no such interest. ☐ Yes, .

14. If the school is partnered with an educational service provider, please indicate if you, your spouse or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, please indicate the precise nature of the business that is being or will be conducted. ☑ N/A. ☐ I / we or my family do not anticipate conducting any such business. ☐ Yes, .

15. Please indicate whether you, your spouse or other immediate family members are a director, officer, employee, partner or member of, or are otherwise associated with, any organization which filed an application in conjunction with the charter school, i.e., is partnered with the charter school. (For the identity of all such organizations, please consult with the chair of the charter school board.) To the extent you have provided this information in response to prior items, you may so indicate. ☑ Does not apply to me, my spouse or family. ☐ Yes, .

16. Please indicate any potential ethical or legal conflicts of interests that would, or are likely to, exist should you be approved for service on the school's board. Please note that being a parent of a school student, serving on another charter school's board or being employed by the school are conflicts that should be disclosed, but do not make you automatically ineligible to serve as a trustee. ☑ None. ☐ Yes, .

17. Please indicate how you would handle a situation in which you believe one or more members of the school's board are involved in self-dealing (working for their own benefit, or the benefit of their friends and family). Please note that simply confronting the involved trustee is not usually a sufficient answer. I will bring it to the attention of the entire school board. As well as, the Board of Trustees of the State University of N.Y.

Other

18. Please affirm that you have read the school board's by-laws and conflict-of-interest policies (Code of Ethics). ☑ I affirm.

19. Please provide any other information that you feel pertinent to the Charter Schools Institute's review.

Certification

I, Marvin Dutton, certify to the best of my knowledge and ability that the information I am providing to the State University Trustees/Charter Schools Institute in regards to my application to serve as a member of the board of trustees of the Family Life Academy Charter School Center Charter School is true and correct in every respect.

Signature

7-25-08
Date

Please submit this form with the RFI form to the charter school or via mail, facsimile or e-mail (in PDF with signature) to:

Charter Schools Institute
State University of New York
41 State Street, Suite 700, Albany, NY 12207
Telephone: 518/433-8277; Facsimile 518/427-6510
E-mail: [redacted]

FOR INSTITUTE USE ONLY
FILING FOR SCHOOL YEAR: _____
DATE RECEIVED: _____

DISCLOSURE OF FINANCIAL INTEREST
BY A CHARTER SCHOOL TRUSTEE[1]

1. Name of charter school: Family Life Academy
2. Trustee's name (print): Marvin Dutton
3. Position(s) on board (e.g., chair, treasurer, committee chair, etc.): _____
4. Home addres[redacted]
5. Business Address[redacted]
6. Daytime phone:[redacted]
7. E-mail[redacted]
8. Is Trustee an employee of the school? ____Yes. ___✓No. If you checked yes, please provide a description of the position you hold, your salary and your start date.

   _____

9. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members have held or engaged in with the charter school during the prior school year. If there has been no such financial interest or transaction, please *write "None."* Please note that if you answered yes to Question 8, 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)	Identity of Person Holding Interest or Engaging in Transaction (e.g., you and/or immediate family member (name)
Please write "None" if applicable. Do not leave this space blank.	N/A		

[1] *Form Revised May 24, 2006*

10. 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 charter school *and* in which such entity, during the preceding school year, you and/or your immediate family member(s) had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the school that is doing business with the school through a management or services agreement, you need not list every transaction between such entity and the school that is pursuant to such agreement; rather, please identify only the name of the entity, your position in the entity as well as the relationship between such entity and the charter school. If there was no financial interest, please *write* "*None*."

Entity Conducting Business with the School	**Nature of Business Conducted**	**Approximate Value of the Business Conducted**	**Name of Trustee and/or Immediate Family Holding an Interest in the Entity Conducting Business with the School and the Nature of the Interest**	**Steps Taken to Avoid Conflict of Interest**
Please write "None" if applicable. Do not leave this space blank.				

Signature

7-25-08

Date

OK 8/17

RECEIVED
JUL - 6 2011
CHARTER SCHOOLS INSTITUTE

Request for Information from Prospective Charter School Trustee

Please provide the following information.

Background

1. Name of Charter School for which you intend to serve as a trustee: FAMILY LIFE ACADEMY CHARTER SCHOOL
2. Full name: Kevin Lane Kearns
   Home Address: [redacted]
   Business Name and Address: LATINO PASTORAL ACTION CENTER
   Home telephone No.: [redacted]
   Work telephone No:.
   E-mail address:
3. A brief educational and employment history (you may attach a resume):
   ☑ Resume attached.
4. Please affirm that you will be at least 18 years old by the date of appointment to the charter school's board. ☑ I affirm.
5. Please indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school or any not-for-profit corporation (to the extent not otherwise indicated in your response to Item 3, above). ☑ Does not apply to me.
   ☐ Yes, .
6. Please indicate if you have ever been convicted of a misdemeanor related to honesty or trustworthiness, or a felony. If the answer to this question is yes, please provide details of the offense, the date, disposition, etc. ☑ Does not apply to me. ☐ Yes, .
7. Please indicate if you have ever entered into a settlement agreement, consent decree, adjournment in contemplation of dismissal, assurance of discontinuance or other, similar agreement with the Securities Exchange Commission, Internal Revenue Service, the U.S. attorney general or the attorney general of any state, a U.S. or district attorney or any other law enforcement or regulatory body concerning the discharge of your duties as a board member of a for-profit or not-for profit entity or as an executive of such entity. If the answer to this question is yes, please provide details of the agreement.
   ☑ Does not apply to me. ☐ Yes, .

Conflicts

8. Please indicate whether you or your spouse knows any of the other school trustees, or prospective or former school trustees. If so, please indicate the precise nature of your relationship. ☐ I / we do not know any such trustees. ☑ Yes, I am employed by Raymond Rivera
9. Please indicate whether you or your spouse knows any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.
   ☐ I / we do not know any such employees. ☑ Yes, I know Marilyn Calo, outgoing principal.
10. Please indicate whether you or your spouse knows anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school. ☑ I / we do not know any such persons. ☐ Yes, .

Board voted 6/23

11. Please indicate if you, your spouse or other immediate family members anticipate conducting, or are conducting, any business with the school. If so, please indicate the precise nature of the business that is being or will be conducted. ☑ I / we do not anticipate conducting any such business. ☐ Yes, .

12. If the school contracts with an educational service provider (a management company, whether for-profit or not-for-profit), please indicate whether you or your spouse know any employees, officers, owners, directors or agents of that provider. If the answer is in the affirmative, please describe any such relationship.
☑ Not applicable because the school does not contact with a management company or charter management organization.
☐ I / we do not know any such persons.
☐ Yes, .

13. If the school contracts with an educational service provider, please indicate whether you, your spouse or other immediate family members have a direct or indirect ownership, employment, contractual or management interest in the provider. For any interest indicated, please provide a detailed description. ☑ N/A. ☐ I / we have no such interest. ☐ Yes, .

14. If the school is partnered with an educational service provider, please indicate if you, your spouse or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, please indicate the precise nature of the business that is being or will be conducted. ☑ N/A. ☐ I / we or my family do not anticipate conducting any such business. ☐ Yes, .

15. Please indicate whether you, your spouse or other immediate family members are a director, officer, employee, partner or member of, or are otherwise associated with, any organization which filed an application in conjunction with the charter school, i.e., is partnered with the charter school. (For the identity of all such organizations, please consult with the chair of the charter school board.) To the extent you have provided this information in response to prior items, you may so indicate. ☑ Does not apply to me, my spouse or family. ☐ Yes, .

16. Please indicate any potential ethical or legal conflicts of interests that would, or are likely to, exist should you be approved for service on the school's board. Please note that being a parent of a school student, serving on another charter school's board or being employed by the school are conflicts that should be disclosed, but do not make you automatically ineligible to serve as a trustee. ☐ None. ☑ Yes, I work for the schools landlord.

17. Please indicate how you would handle a situation in which you believe one or more members of the school's board are involved in self-dealing (working for their own benefit, or the benefit of their friends and family). Please note that simply confronting the involved trustee is not usually a sufficient answer. Brings it to the attention of Board then to CSI

Other

18. Please affirm that you have read the school board's by-laws and conflict-of-interest policies (Code of Ethics). ☑ I affirm.

19. Please provide any other information that you feel pertinent to the Charter Schools Institute's review.

Certification

I, Kevin Kearns, certify to the best of my knowledge and ability that the information I am providing to the State University Trustees/Charter Schools Institute in regards to my application to serve as a member of the board of trustees of the Family Life Academy Charter School is true and correct in every respect.

Signature

6/30/11
Date

Please submit this form with the RFI form to the charter school or via mail, facsimile or e-mail (in PDF with signature) to:

Charter Schools Institute
State University of New York
41 State Street, Suite 700, Albany, NY 12207
Telephone: 518/433-8277; Facsimile 518/427-6510
E-mail: [redacted]

FOR INSTITUTE USE ONLY
FILING FOR SCHOOL YEAR: _____
DATE RECEIVED: _____

DISCLOSURE OF FINANCIAL INTEREST BY A CHARTER SCHOOL TRUSTEE[1]

1. Name of charter school: FAMILY LIFE ACADEMY CS
2. Trustee's name (print): Kevin Kearns
3. Position(s) on board (e.g., chair, treasurer, committee chair, etc.): member
4. Home address: [redacted]
5. Business Address: [redacted]
6. Daytime phone: [redacted]
7. E-mail: [redacted]
8. Is Trustee an employee of the school? ____Yes. ___✓No. If you checked yes, please provide a description of the position you hold, your salary and your start date.

   _____

9. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members have held or engaged in with the charter school during the prior school year. If there has been no such financial interest or transaction, please *write "None."* Please note that if you answered yes to Question 8, 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)	Identity of Person Holding Interest or Engaging in Transaction (e.g., you and/or immediate family member (name)
Please write "None" if applicable. Do not leave this space blank.	NONE		

[1] *Form Revised May 24, 2006*

10. 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 charter school *and* in which such entity, during the preceding school year, you and/or your immediate family member(s) had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the school that is doing business with the school through a management or services agreement, you need not list every transaction between such entity and the school that is pursuant to such agreement; rather, please identify only the name of the entity, your position in the entity as well as the relationship between such entity and the charter school. If there was no financial interest, please *write* "*None.*"

Entity Conducting Business with the School	Nature of Business Conducted	Approximate Value of the Business Conducted	Name of Trustee and/or Immediate Family Holding an Interest in the Entity Conducting Business with the School and the Nature of the Interest	Steps Taken to Avoid Conflict of Interest
Please write "None" if applicable.	N/A	N/A	*Do not leave this space blank.*	

Signature ***Date*** 7/20/11

Request for Information from Prospective Charter School Trustee

Please provide the following information.

Background

1. Name of Charter School for which you intend to serve as a trustee. Family Life Academy Charter Schools
2. Full name: Kelly Nunez
   Home Address: [redacted]
   Business Name and Address: [redacted]
   Home telephone No.: [redacted]
   Work telephone No:.
   E-mail address: [redacted]
3. A brief educational and employment history (you may attach a resume):
   ☑ Resume attached.
4. Please affirm that you will be at least 18 years old by the date of appointment to the charter school's board. ☑ I affirm.
5. Please indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school or any not-for-profit corporation (to the extent not otherwise indicated in your response to Item 3, above). ☑ Does not apply to me.
   ☐ Yes, .
6. Please indicate if you have ever been convicted of a misdemeanor related to honesty or trustworthiness, or a felony. If the answer to this question is yes, please provide details of the offense, the date, disposition, etc. ☑ Does not apply to me. ☐ Yes, .
7. Please indicate if you have ever entered into a settlement agreement, consent decree, adjournment in contemplation of dismissal, assurance of discontinuance or other, similar agreement with the Securities Exchange Commission, Internal Revenue Service, the U.S. attorney general or the attorney general of any state, a U.S. or district attorney or any other law enforcement or regulatory body concerning the discharge of your duties as a board member of a for-profit or not-for profit entity or as an executive of such entity. If the answer to this question is yes, please provide details of the agreement.
   ☑ Does not apply to me. ☐ Yes, .

Conflicts

8. Please indicate whether you or your spouse knows any of the other school trustees, or prospective or former school trustees. If so, please indicate the precise nature of your relationship. ☑ I / we do not know any such trustees. ☐ Yes, .
9. Please indicate whether you or your spouse knows any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.
   ☑ I / we do not know any such employees. ☐ Yes, .
10. Please indicate whether you or your spouse knows anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school. ☑ I / we do not know any such persons. ☐ Yes, .

11. Please indicate if you, your spouse or other immediate family members anticipate conducting, or are conducting, any business with the school. If so, please indicate the precise nature of the business that is being or will be conducted. ☑ I / we do not anticipate conducting any such business. ☐ Yes, .

12. If the school contracts with an educational service provider (a management company, whether for-profit or not-for-profit), please indicate whether you or your spouse know any employees, officers, owners, directors or agents of that provider. If the answer is in the affirmative, please describe any such relationship.
☐ Not applicable because the school does not contact with a management company or charter management organization.
☑ I / we do not know any such persons.
☐ Yes, .

13. If the school contracts with an educational service provider, please indicate whether you, your spouse or other immediate family members have a direct or indirect ownership, employment, contractual or management interest in the provider. For any interest indicated, please provide a detailed description. ☐ N/A. ☑ I / we have no such interest. ☐ Yes, .

14. If the school is partnered with an educational service provider, please indicate if you, your spouse or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, please indicate the precise nature of the business that is being or will be conducted. ☐ N/A. ☑ I / we or my family do not anticipate conducting any such business. ☐ Yes, .

15. Please indicate whether you, your spouse or other immediate family members are a director, officer, employee, partner or member of, or are otherwise associated with, any organization which filed an application in conjunction with the charter school, i.e., is partnered with the charter school. (For the identity of all such organizations, please consult with the chair of the charter school board.) To the extent you have provided this information in response to prior items, you may so indicate. ☑ Does not apply to me, my spouse or family. ☐ Yes, .

16. Please indicate any potential ethical or legal conflicts of interests that would, or are likely to, exist should you be approved for service on the school's board. Please note that being a parent of a school student, serving on another charter school's board or being employed by the school are conflicts that should be disclosed, but do not make you automatically ineligible to serve as a trustee. ☑ None. ☐ Yes, .

17. Please indicate how you would handle a situation in which you believe one or more members of the school's board are involved in self-dealing (working for their own benefit, or the benefit of their friends and family). Please note that simply confronting the involved trustee is not usually a sufficient answer. I would consult with a higher official.

Other

18. Please affirm that you have read the school board's by-laws and conflict-of-interest policies (Code of Ethics). ☑ I affirm.

19. Please provide any other information that you feel pertinent to the Charter Schools Institute's review.

Certification

I, Kelly Nuñez, certify to the best of my knowledge and ability that the information I am providing to the State University Trustees/Charter Schools Institute in regards to my application to serve as a member of the board of trustees of the Flacs Charter School is true and correct in every respect.

Kelly Nuñez
Signature

12-13-17.
Date

Please submit this form with the RFI form to the charter school or via mail, facsimile or e-mail (in PDF with signature) to:

Charter Schools Institute
State University of New York
41 State Street, Suite 700, Albany, NY 12207
Telephone: 518/433-8277; Facsimile 518/427-6510
E-mail: [redacted]

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

Trustee Name:

Kelly Nunez

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

Family Life Academy Charter Schools

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

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

Please write "None" if applicable. Do not leave this space blank.			
—	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
Please write "None" if applicable. Do not leave this space blank.				
—	NONE			—

Kelly Muz
Signature

12-13-17
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: [redacted]

Business Address: [redacted]

E-mail Address: [redacted]

Home Telephone: [redacted]

Home Address: [redacted]

Charter Schools Institute
The State University of New York

Request for Information from Prospective Charter School Trustees

Guidance and Form

Updated: May 21, 2007

Charter Schools Institute
State University of New York
41 State Street, Suite 700
Albany, New York 12207
518/433-8277
Fax: 518/427-6510

Guidance regarding the *Request for Information Form*

Serving on a public charter school board is a position of great trust and responsibility. As a charter school trustee, you would be charged with overseeing the education of all students enrolled in the school, the expenditure of public and private monies directed to the charter school, and, if applicable, the oversight of any charter management entity.

Because of the importance of the position that you seek to assume, the Board of Trustees of the State University of New York requires that new board members be approved by it pursuant to the terms of each school's Charter Agreement. The Charter Schools Institute carries out this responsibility for the State University Trustees through this Request for Information (RFI) process.

Only in very rare cases does the Institute reject properly approved prospective trustees who have provided all information requested on this form. These cases are generally limited to prospective members who would have severe conflicts of interest* in fulfilling their fiduciary or other duties as a charter school board member, who are proposed to be seated in violation of the school's charter or by-laws, or whose background evidences untrustworthiness, e.g., criminal record, a record of financial dealings inimical to the public trust. Accordingly, and in order to expedite the approval of new board members, the Institute requests that you provide full and complete answers to each of the items below (and provide the certification indicated). This will assist the Institute in its review.

Pursuant to New York's Freedom of Information Law (FOIL), any personal information listed on or attached to this form (including the Charter School Trustee Contact Information form) that would constitute an unwarranted invasion of personal privacy will not be disclosed to the public pursuant to FOIL (home address, telephone number, etc.).

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* A conflict of interest is generally defined as a situation in which someone has differing or competing professional or personal interests, and do not necessarily have to involve monetary interests. In the case of a charter school trustee, who has a duty of loyalty to the charter school on whose board he or she sits, such differing or competing interests can complicate corporate decision making. Examples of conflicts of interest include the following:

- being a charter school trustee of more than one charter school at the same time;
- being paid by a charter school as an employee or contractor while serving as a school trustee;
- being a parent of a student of a charter school on whose board you sit, especially when making decisions related to your child's teachers; and
- being a charter school trustee while your spouse's company or employer is doing business with the charter school.

In many cases, conflicts are waiveable as long as the trustee discloses the interests to the school board and recuses his- or herself from voting when conflicted. In rare cases the conflict of interest will mandate that either one of the competing interests be given up. For example, a school trustee cannot work for a for-profit management company that manages the charter school's operations.

Questions related to conflict of interest may be addresses to the school's counsel or the General Counsel of the Insitute.

Seating New Trustees: General Procedures

In order to legally seating a person on a charter school board, the following procedures should generally be followed as well as any specific provisions contained in your school's by-laws.

❑	When a board seat becomes vacant or is created, the school board (by committee or otherwise) should seek nominations for a person to fill the vacant seat with appropriate qualifications per the Charter Application, *and* who complies with the Charter Agreement restrictions in Section 2 (and including Exhibit D) *and* school by-laws requirements.
❑	The charter school board secretary or other administrator should review the school by-laws to determine the proper number of trustees that may be seated on the board, or the proper range (e.g., 7-11). If the board has too many members, a request to amend the by-laws must be made to the Institute or the seat may not be filled. In cases where the number of trustees must be fixed (i.e., when there is a range) the school board should do so at or prior to the time of the election of the proposed trustee and clearly reflect same in the minutes. Note: The legal limits on board size are 5 minimum and 25 maximum.
❑	The board secretary or other administrator should review the following to determine the proper qualification of the prospective board member: 1) Charter Agreement paragraph entitled "Governance; School Board; By-laws" (¶ 2.10 in recent charters) for the following: a) compliance with the 40% rule (no more than 40% of the school board may be affiliated with any single entity unless the school has received a waiver from the State University Trustees); b) compliance with provisions prohibiting or restricting board membership for persons associated with a charter management organization (CMO); 2) Charter Agreement Exhibit D, "Additional Assurances and Terms," which may contain restrictions on board membership or a waiver thereof; 3) Charter Agreement Exhibit A, "Terms of Operation," which is either the Charter Application (new schools) or the Key Design Elements (renewal schools). The Charter Application will set forth the school trustee qualifications of the school that are in addition to those required by law (age 18). Key Design Elements may or may not contain such information; 4) By-laws, which may: a) state what type or "class" of trustee must be elected, e.g., parent, teacher representative, community member; b) state any conditions that must be met prior to the election or nomination of a proposed trustee (vote of the parent/teacher organization; vote of partner organization, etc.); c) direct how the trustee will be elected or appointed (super-majority vote, vote of corporate member, etc.); and/or d) state how long the term of a trustee will be. When vacant seats are filled, the new trustee serves for the remainder of the prior trustee's term. When new seats are created, the board, chairperson or other methodology in the by-laws may dictate the length of the term, which be staggered with other terms. It is a good practice for the secretary to keep a multi-year elections calendar to track each trustees' term.
❑	The school board or corporate member elects or appoints the *prospective* school trustee at a duly convened meeting of the school board with a quorum and following any by-laws restrictions on elections such as super-majority provisions.
❑	Submit a signed copy of the resolution electing the prospective trustee or of the signed minutes showing such election to the Institute together with a *Request for Information from Prospective Board Members* (RFI).
❑	After each prospective trustee reviews the by-laws, code of ethics and any conflict of interest policies of the school, the board secretary or administrator should have each prospective trustee complete a RFI form, which the school or proposed trustee must submit to the Institute.
Institute Actions:	The Institute will approve or reject such proposed trustee in writing within 45 days of submission of *all* of the above required documentation (complete RFI with Charter School Trustee Contact Information form, and evidence of proper election (e.g. signed resolution or minutes reflecting vote). If the Institute takes no action within the 45 day period the person may be seated as a school trustee. After the Institute approves a trustee in writing, it will ask the school for an updated list of school trustees.
❑	The school board secretary or other administrator should inform the new trustee of his or her official seating on the school board. The trustee may now vote. The school must send an updated board list to the Institute.

FOR INSTITUTE USE ONLY
FILING FOR SCHOOL YEAR: _____
DATE RECEIVED: _____

DISCLOSURE OF FINANCIAL INTEREST
BY A CHARTER SCHOOL TRUSTEE[1]

1. Name of charter school: Family Life Academy Charter School
2. Trustee's name (print): Susana Rivera Leon
3. Position(s) on board (e.g., chair, treasurer, committee chair, etc.): member
4. Home address: [redacted]
5. Business Address [redacted]
6. Daytime phone: [redacted]
7. E-mail: [redacted]
8. Is Trustee an employee of the school? ____Yes. ✓ No. If you checked yes, please provide a description of the position you hold, your salary and your start date.

   _____

9. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members have held or engaged in with the charter school during the prior school year. If there has been no such financial interest or transaction, please *write "None."* Please note that if you answered yes to Question 8, 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)	Identity of Person Holding Interest or Engaging in Transaction (e.g., you and/or immediate family member (name)
N/A	addendum		
Please write "None" if applicable. Do not leave this space blank.			

[1] *Form Revised May 24, 2006*

10. 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 charter school *and* in which such entity, during the preceding school year, you and/or your immediate family member(s) had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the school that is doing business with the school through a management or services agreement, you need not list every transaction between such entity and the school that is pursuant to such agreement; rather, please identify only the name of the entity, your position in the entity as well as the relationship between such entity and the charter school. If there was no financial interest, please *write* "*None*."

Entity Conducting Business with the School	Nature of Business Conducted	Approximate Value of the Business Conducted	Name of Trustee and/or Immediate Family Holding an Interest in the Entity Conducting Business with the School and the Nature of the Interest	Steps Taken to Avoid Conflict of Interest
	see addendum Please write "None" if applicable. Do not leave this space blank. none			

Susan Leon
Signature

7/16/12
Date

11. Please indicate if you, your spouse or other immediate family members anticipate conducting, or are conducting, any business with the school. If so, please indicate the precise nature of the business that is being or will be conducted. ☑ I / we do not anticipate conducting any such business. ☐ Yes, .

12. If the school contracts with an educational service provider (a management company, whether for-profit or not-for-profit), please indicate whether you or your spouse know any employees, officers, owners, directors or agents of that provider. If the answer is in the affirmative, please describe any such relationship.
☑ Not applicable because the school does not contact with a management company or charter management organization.
☐ I / we do not know any such persons.
☐ Yes, .

13. If the school contracts with an educational service provider, please indicate whether you, your spouse or other immediate family members have a direct or indirect ownership, employment, contractual or management interest in the provider. For any interest indicated, please provide a detailed description. ☑ N/A. ☐ I / we have no such interest. ☐ Yes, .

14. If the school is partnered with an educational service provider, please indicate if you, your spouse or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, please indicate the precise nature of the business that is being or will be conducted. ☑ N/A. ☐ I / we or my family do not anticipate conducting any such business. ☐ Yes, .

15. Please indicate whether you, your spouse or other immediate family members are a director, officer, employee, partner or member of, or are otherwise associated with, any organization which filed an application in conjunction with the charter school, i.e., is partnered with the charter school. (For the identity of all such organizations, please consult with the chair of the charter school board.) To the extent you have provided this information in response to prior items, you may so indicate. ☑ Does not apply to me, my spouse or family. ☐ Yes, .

16. Please indicate any potential ethical or legal conflicts of interests that would, or are likely to, exist should you be approved for service on the school's board. Please note that being a parent of a school student, serving on another charter school's board or being employed by the school are conflicts that should be disclosed, but do not make you automatically ineligible to serve as a trustee. ☑ None. ☐ Yes, .

17. Please indicate how you would handle a situation in which you believe one or more members of the school's board are involved in self-dealing (working for their own benefit, or the benefit of their friends and family). Please note that simply confronting the involved trustee is not usually a sufficient answer.

Other

18. Please affirm that you have read the school board's by-laws and conflict-of-interest policies (Code of Ethics). ☑ I affirm.

19. Please provide any other information that you feel pertinent to the Charter Schools Institute's review.

Certification

I, Susana Tuñón, certify to the best of my knowledge and ability that the information I am providing to the State University Trustees/Charter Schools Institute in regards to my application to serve as a member of the board of trustees of the Family Life Academy Charter School is true and correct in every respect.

Susana Tuñón
Signature

July 16, 2012
Date

Please submit this form with the RFI form to the charter school or via mail, facsimile or e-mail (in PDF with signature) to:

Charter Schools Institute
State University of New York
41 State Street, Suite 700, Albany, NY 12207
Telephone: 518/433-8277; Facsimile 518/427-6510
E-mail: [redacted]

Revised May 21, 2007

Conflict of Interest Addendum

Attachment A

Susana Rivera Leon

Board Candidate

- #3 I am a parent of two (2) children that attend FLACS I and I will excuse myself from any voting decisions pertaining to my children's teachers.

- #4 I am the Executive Vice President of the Latino Pastoral Action Center, which is the community sponsor and landlord of FLACS.

- My father, Rev. Dr. Raymond Rivera is the founder of both LPAC and FLACS. He will be stepping down from the FLACS board in the near future; and I plan to continue his vision and legacy on the board. I would also like to disclose that Mrs. Marilyn Calo, the new CEO of the FLACS network of schools is my stepmother. We consider ourselves a community grown charter school and strive to maintain an organic relationship with our community sponsor.

- I am also a board member of the CG Educational Holdings, Corp. which is the company that jointly owns the newly purchased FLACS I I building located at 370 Gerard Avenue, Bronx, N.Y. 10451

Request for Information from Prospective Charter School Trustee

Please provide the following information.

Background

1. Name of Charter School for which you intend to serve as a trustee. Family Life Academy Charter School II (FLACS II)

2. Full name: Hilda Sanchez
   Home Address: [redacted]
   Business Name and Address: Retired
   Home telephone No.: [redacted]
   Work telephone No.:
   E-mail address: [redacted]

3. A brief educational and employment history (you may attach a resume):
   ☒ Resume attached.

4. Please affirm that you will be at least 18 years old by the date of appointment to the charter school's board. ☒ I affirm.

5. Please indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school or any not-for-profit corporation (to the extent not otherwise indicated in your response to Item 3, above). ☒ Does not apply to me.
   ☐ Yes, .

6. Please indicate if you have ever been convicted of a misdemeanor related to honesty or trustworthiness, or a felony. If the answer to this question is yes, please provide details of the offense, the date, disposition, etc. ☒ Does not apply to me. ☐ Yes, .

7. Please indicate if you have ever entered into a settlement agreement, consent decree, adjournment in contemplation of dismissal, assurance of discontinuance or other, similar agreement with the Securities Exchange Commission, Internal Revenue Service, the U.S. attorney general or the attorney general of any state, a U.S. or district attorney or any other law enforcement or regulatory body concerning the discharge of your duties as a board member of a for-profit or not-for profit entity or as an executive of such entity. If the answer to this question is yes, please provide details of the agreement.
   ☒ Does not apply to me. ☐ Yes, .

Conflicts

8. Please indicate whether you or your spouse knows any of the other school trustees, or prospective or former school trustees. If so, please indicate the precise nature of your relationship. ☐ I / we do not know any such trustees. ☒ Yes, I know the following individuals: Florence Wolpoff, current trustee; Evelyn Castro, former trustee. Mrs. Wolpoff is the wife of a former colleague from my service in Community School District 4. I have known Ms. Castro professionally in various capacities in Community School District 4, from working as teachers together to serving as Director of School Improvement and Program Development while she was Superintendent of Community School District 4.

9. Please indicate whether you or your spouse knows any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.
   ☐ I / we do not know any such employees. ☒ Yes, Mr. Martin Wolpoff, a current

employee of the school was a former colleague of mine in Community School District 4.

10. Please indicate whether you or your spouse knows anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school. ☒ I / we do not know any such persons. ☐ Yes, .

11. Please indicate if you, your spouse or other immediate family members anticipate conducting, or are conducting, any business with the school. If so, please indicate the precise nature of the business that is being or will be conducted. ☒ I / we do not anticipate conducting any such business. ☐ Yes, .

12. If the school contracts with an educational service provider (a management company, whether for-profit or not-for-profit), please indicate whether you or your spouse know any employees, officers, owners, directors or agents of that provider. If the answer is in the affirmative, please describe any such relationship.
☒ Not applicable because the school does not contact with a management company or charter management organization.
☐ I / we do not know any such persons.
☐ Yes, .

13. If the school contracts with an educational service provider, please indicate whether you, your spouse or other immediate family members have a direct or indirect ownership, employment, contractual or management interest in the provider. For any interest indicated, please provide a detailed description. ☐ N/A. ☒ I / we have no such interest. ☐ Yes, .

14. If the school is partnered with an educational service provider, please indicate if you, your spouse or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, please indicate the precise nature of the business that is being or will be conducted. ☐ N/A. ☒ I / we or my family do not anticipate conducting any such business. ☐ Yes, .

15. Please indicate whether you, your spouse or other immediate family members are a director, officer, employee, partner or member of, or are otherwise associated with, any organization which filed an application in conjunction with the charter school, i.e., is partnered with the charter school. (For the identity of all such organizations, please consult with the chair of the charter school board.) To the extent you have provided this information in response to prior items, you may so indicate. ☒ Does not apply to me, my spouse or family. ☐ Yes, .

16. Please indicate any potential ethical or legal conflicts of interests that would, or are likely to, exist should you be approved for service on the school's board. Please note that being a parent of a school student, serving on another charter school's board or being employed by the school are conflicts that should be disclosed, but do not make you automatically ineligible to serve as a trustee. ☒ None. ☐ Yes, .

17. Please indicate how you would handle a situation in which you believe one or more members of the school's board are involved in self-dealing (working for their own benefit, or the benefit of their friends and family). Please note that simply confronting the involved trustee is not usually a sufficient answer. In the event that I became aware that one or more members of the school board were involved in self-dealing, I would bring the situation before the full school board to afford the parties to respond to all members present and to ensure that the situation was officially expedited in accordance with the by-laws of the school board and New York State regulations governing school boards.

Other

18. Please affirm that you have read the school board's by-laws and conflict-of-interest policies (Code of Ethics). ☒ I affirm.

19. Please provide any other information that you feel pertinent to the Charter Schools Institute's review.

Certification

I, Hilda Sanchez, certify to the best of my knowledge and ability that the information I am providing to the State University Trustees/Charter Schools Institute in regards to my application to serve as a member of the board of trustees of the Family Life Academy Charter School II (FLACS II) is true and correct in every respect.

Hilda Sanchez
Signature

July 9, 2012
Date

Please submit this form with the RFI form to the charter school or via mail, facsimile or e-mail (in PDF with signature) to:

Charter Schools Institute
State University of New York
41 State Street, Suite 700, Albany, NY 12207
Telephone: 518/433-8277; Facsimile 518/427-6510
E-mail: [redacted]

FOR INSTITUTE USE ONLY
FILING FOR SCHOOL YEAR: _____
DATE RECEIVED: _____

DISCLOSURE OF FINANCIAL INTEREST
BY A CHARTER SCHOOL TRUSTEE[1]

1. Name of charter school: Family Life Academy Charter School II
2. Trustee's name (print): Hilda Sanchez
3. Position(s) on board (e.g., chair, treasurer, committee chair, etc.): Member
4. Home address: [redacted]
5. Business Address: Retired
6. Daytime phone: [redacted]
7. E-mail: [redacted]
8. Is Trustee an employee of the school? ____Yes. ____No. If you checked yes, please provide a description of the position you hold, your salary and your start date.

   _____

9. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members have held or engaged in with the charter school during the prior school year. If there has been no such financial interest or transaction, please *write "None."* Please note that if you answered yes to Question 8, 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)	Identity of Person Holding Interest or Engaging in Transaction (e.g., you and/or immediate family member (name)
NONE.			

[1] *Form Revised May 24, 2006*

10. 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 charter school *and* in which such entity, during the preceding school year, you and/or your immediate family member(s) had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the school that is doing business with the school through a management or services agreement, you need not list every transaction between such entity and the school that is pursuant to such agreement; rather, please identify only the name of the entity, your position in the entity as well as the relationship between such entity and the charter school. If there was no financial interest, please *write* "*None.*"

Entity Conducting Business with the School	**Nature of Business Conducted**	**Approximate Value of the Business Conducted**	**Name of Trustee and/or Immediate Family Holding an Interest in the Entity Conducting Business with the School and the Nature of the Interest**	**Steps Taken to Avoid Conflict of Interest**
NONE				

Signature

July 9, 2012
Date

Certification

I, Joseph Holland, certify to the best of my knowledge and ability that the information I am providing to the State University Trustees/Charter Schools Institute in regards to my application to serve as a member of the board of trustees of the Family Life Academy Charter Schools Charter School is true and correct in every respect.

Signature

1/25/2018
Date

Please submit this form with the RFI form to the charter school or via mail, facsimile or e-mail (in PDF with signature) to:

Charter Schools Institute
State University of New York
41 State Street, Suite 700, Albany, NY 12207
Telephone: 518/433-8277; Facsimile 518/427-6510
E-mail: [redacted]

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

Trustee Name:

Joseph H. Holland

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

Family Life Academy Charter Schools

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

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.

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 yourself

-	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**.

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
-	NONE		-	

Signature _____ Date 1/23/2018

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: [redacted]

Business Address: *Please write* [redacted] *space blank.*

E-mail Address: [redacted]

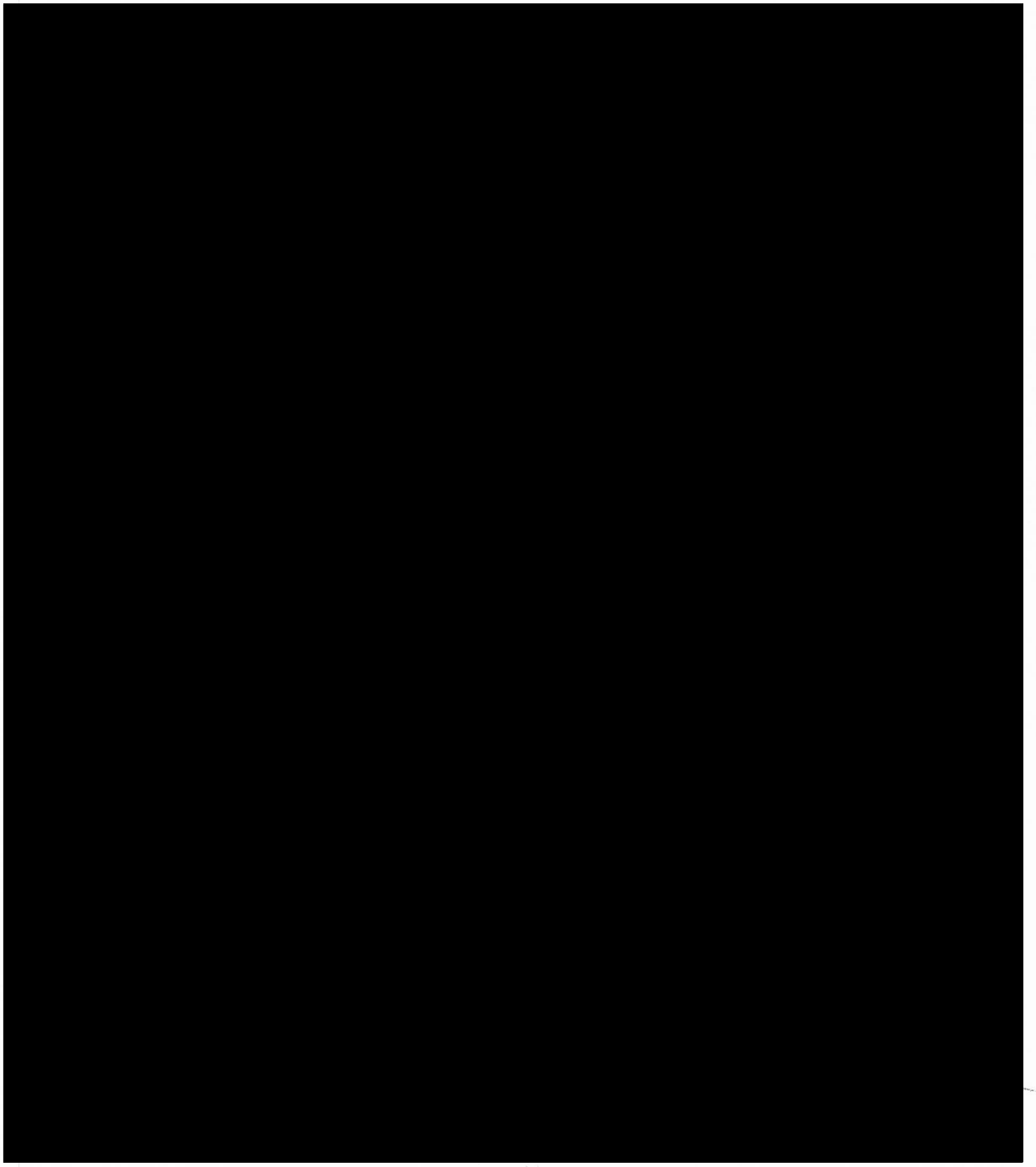
Home Telephone: same as above

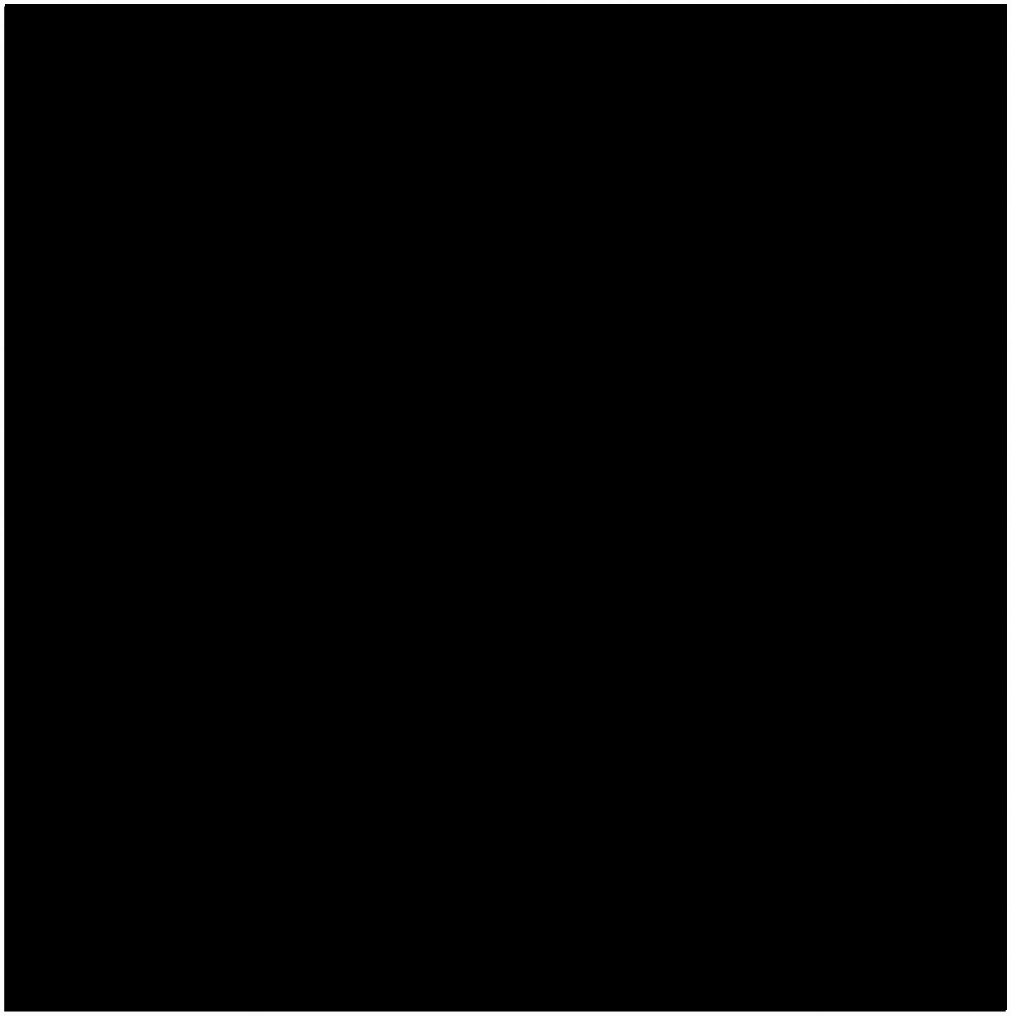
Home Address: same as above

JOSEPH H. HOLLAND

PROFILE

Real estate professional possessing a broad range of experiences over thirty-five years as a developer, attorney, and government official at state-level executive and legislative branches.





AUTHOR, *FROM HARLEM WITH LOVE: AN IVY LEAGUER'S INNER CITY ODYSSEY & THE TOUCHSTONE TOOLS: BUILDING YOUR WAY TO AN INSPIRED LIFE.*

The former (memoir) was published by Lantern Books in 2012 and the latter (inspirational self-help) by Grand Harbor Press in 2015.

EDUCATION

CORNELL UNIVERSITY, ITHACA, NY – B.A., 1978

CORNELL UNIVERSITY, ITHACA, NY – M.A., 1979

HARVARD LAW SCHOOL, CAMBRIDGE, MA – J.D., 1982

OK 8/12

Request for Information from Prospective Charter School Trustee

Please provide the following information.

Background

1. Name of Charter School for which you intend to serve as a trustee. FLACS
2. Full name: JANET MARIE LERNER
   Home Address: [redacted]
   Business Name and Address: [redacted]
   Home telephone No.: [redacted]
   Work telephone No.:
   E-mail address: [redacted]
3. A brief educational and employment history (you may attach a resume):
   ☑ Resume attached.
4. Please affirm that you will be at least 18 years old by the date of appointment to the charter school's board. ☒ I affirm.
5. Please indicate whether you currently or have previously served on a board of a school district, another charter school, a non-public school or any not-for-profit corporation (to the extent not otherwise indicated in your response to Item 3, above). ☐ Does not apply to me.
   ☒ Yes,
6. Please indicate if you have ever been convicted of a misdemeanor related to honesty or trustworthiness, or a felony. If the answer to this question is yes, please provide details of the offense, the date, disposition, etc. ☒ Does not apply to me. ☐ Yes,
7. Please indicate if you have ever entered into a settlement agreement, consent decree, adjournment in contemplation of dismissal, assurance of discontinuance or other, similar agreement with the Securities Exchange Commission, Internal Revenue Service, the U.S. attorney general or the attorney general of any state, a U.S. or district attorney or any other law enforcement or regulatory body concerning the discharge of your duties as a board member of a for-profit or not-for profit entity or as an executive of such entity. If the answer to this question is yes, please provide details of the agreement.
   ☒ Does not apply to me. ☐ Yes,

Conflicts

8. Please indicate whether you or your spouse knows any of the other school trustees, or prospective or former school trustees. If so, please indicate the precise nature of your relationship. ☐ I / we do not know any such trustees. ☒ Yes, MR LUGOVINA WORKS AS A CONSULTANT FOR NARCO FREEDOM SOMETIMES
9. Please indicate whether you or your spouse knows any person who is, or has been in the last two years, a school employee. If so, indicate the precise nature of your relationship.
   ☒ I / we do not know any such employees. ☐ Yes,
10. Please indicate whether you or your spouse knows anyone who is doing, or plans to do, business with the charter school (whether as an individual or as a director, officer, employee or agent of an entity). If so, indicate and describe the precise nature of your relationship and the nature of the business that such person or entity is transacting or will be transacting with the school. ☒ I / we do not know any such persons. ☐ Yes,

Revised May 21, 2007

Board 6/27

11. Please indicate if you, your spouse or other immediate family members anticipate conducting, or are conducting, any business with the school. If so, please indicate the precise nature of the business that is being or will be conducted. ☒ I / we do not anticipate conducting any such business. ☐ Yes,

12. If the school contracts with an educational service provider (a management company, whether for-profit or not-for-profit), please indicate whether you or your spouse know any employees, officers, owners, directors or agents of that provider. If the answer is in the affirmative, please describe any such relationship.
☒ Not applicable because the school does not contact with a management company or charter management organization.
☒ I / we do not know any such persons.
☐ Yes,

13. If the school contracts with an educational service provider, please indicate whether you, your spouse or other immediate family members have a direct or indirect ownership, employment, contractual or management interest in the provider. For any interest indicated, please provide a detailed description. ☐ N/A. ☒ I / we have no such interest. ☐ Yes,

14. If the school is partnered with an educational service provider, please indicate if you, your spouse or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, please indicate the precise nature of the business that is being or will be conducted. ☐ N/A. ☒ I / we or my family do not anticipate conducting any such business. ☐ Yes,

15. Please indicate whether you, your spouse or other immediate family members are a director, officer, employee, partner or member of, or are otherwise associated with, any organization which filed an application in conjunction with the charter school, i.e., is partnered with the charter school. (For the identity of all such organizations, please consult with the chair of the charter school board.) To the extent you have provided this information in response to prior items, you may so indicate. ☒ Does not apply to me, my spouse or family. ☐ Yes,

16. Please indicate any potential ethical or legal conflicts of interests that would, or are likely to, exist should you be approved for service on the school's board. Please note that being a parent of a school student, serving on another charter school's board or being employed by the school are conflicts that should be disclosed, but do not make you automatically ineligible to serve as a trustee. ☒ None. ☐ Yes,

17. Please indicate how you would handle a situation in which you believe one or more members of the school's board are involved in self-dealing (working for their own benefit, or the benefit of their friends and family). Please note that simply confronting the involved trustee is not usually a sufficient answer. Report to the proper authority.

Other

18. Please affirm that you have read the school board's by-laws and conflict-of-interest policies (Code of Ethics). ☑ I affirm.

19. Please provide any other information that you feel pertinent to the Charter Schools Institute's review.

Certification

I, Janet Lerner, certify to the best of my knowledge and ability that the information I am providing to the State University Trustees/Charter Schools Institute in regards to my application to serve as a member of the board of trustees of the LPAC Family Life Charter School is true and correct in every respect.

Janet M. Lerner
Signature

7-6-11
Date

Please submit this form with the RFI form to the charter school or via mail, facsimile or e-mail (in PDF with signature) to:

Charter Schools Institute
State University of New York
41 State Street, Suite 700, Albany, NY 12207
Telephone: 518/433-8277; Facsimile 518/427-6510
E-mail: [redacted]

FOR INSTITUTE USE ONLY

FILING FOR SCHOOL YEAR: _____

DATE RECEIVED: _____

DISCLOSURE OF FINANCIAL INTEREST BY A CHARTER SCHOOL TRUSTEE[1]

1. Name of charter school:Family Live Academy Charter School_____
2. Trustee's name (print):_Janet M. Lerner, _____
3. Position(s) on board (e.g., chair, treasurer, committee chair, etc.):__member_____
4. Home address:___[redacted]
5. Business Address:___[redacted]
6. Daytime phone: [redacted]
7. E-mail:_____[redacted]
8. Is Trustee an employee of the school? ____Yes. _x__No. If you checked yes, please provide a description of the position you hold, your salary and your start date.

   _____

9. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members have held or engaged in with the charter school during the prior school year. If there has been no such financial interest or transaction, please *write "None."* Please note that if you answered yes to Question 8, you need not disclose again your employment status, salary, etc. 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)	Identity of Person Holding Interest or Engaging in Transaction (e.g., you and/or immediate family member (name)
None *Please write "None" if applicable. Do not leave this space blank.*	None	None	None

[1] *Form Revised May 24, 2006*

10. 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 charter school *and* in which such entity, during the preceding school year, you and/or your immediate family member(s) had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the school that is doing business with the school through a management or services agreement, you need not list every transaction between such entity and the school that is pursuant to such agreement; rather, please identify only the name of the entity, your position in the entity as well as the relationship between such entity and the charter school. If there was no financial interest, please *write "None."*

Entity Conducting Business with the School	Nature of Business Conducted	Approximate Value of the Business Conducted	Name of Trustee and/or Immediate Family Holding an Interest in the Entity Conducting Business with the School and the Nature of the Interest	Steps Taken to Avoid Conflict of Interest
None	None	None	None	None

Signature *Date* 7-21-11

FILE COPY
Filed
School Bd. 7/26
RFH

Table 15-1: Schools Identified for Possible Partnerships					
School Name	**Address**	**Grades**	**# of Students**	**% Meeting ELA**	**% Meeting Math**
I.S. 313 School of Leadership Development	1600 Webster Avenue	6-8	302	14.2	11.2
I.S. 229 Roland Patterson	275 Harlem River Park Bridge	6-8	242	16.7	7
The New American Academy at Roberto Clemente State	275 Harlem River Park Bridge	PK-5	719	16.8	14.1
I.S. 117 Joseph H. Wade	1865 Morris Avenue	6-8	488	16.9	8.6
New Millennium Business Academy Middle School	1000 Teller Avenue	6-8	321	17.9	10.4
P.S. 073 Bronx	1020 Anderson Avenue	PK-5	572	18	11.2
J.H.S. 022 Jordan L. Mott	270 East 167 Street	6-8	421	18.9	12.1
P.S. 132 Garret A. Morgan	1245 Washington Avenue	PK-5	374	21.7	17.9
I.S. 219 New Venture School	3630 Third Avenue	6-8	346	21.9	10.1
P.S. X114 - Luis Llorens Torres Schools	1155 Cromwell Avenue	K-5	711	22.6	23.8
P.S./M.S. 004 Crotona Park West	1701 Fulton Avenue	PK-8	544	22.7	33.1
P.S. 199X - The Shakespeare School	1449 Shakespeare Avenue	PK-5	716	23.5	29.1

These schools were chosen because they are either K-5, 6-8, or K-8 schools who are the lowest performing in ELA in CSD 9. The demographics of these schools mirror those of the schools as a whole in CSD 9 and of FLACS schools.

Response 15a - Relationship Strategies lists several proposed strategies for building a relationship with CSD 9; many of these are also school partnership ideas. Specifically, FLACS IV envisions holding workshops or professional development sessions at its sites that would be open to members from local schools and potentially share curriculum or curriculum development tools with these schools. FLACS IV hopes that this will be the catalyst to form lasting partnerships with these schools.

Response 16a - Facility Needs

FLACS IV intends to open in CSD 9. Table 16-1 lists the number of classrooms needed for FLACS IV.

Table 16-1: Space Requirements by Year for FLACS IV					
Type of Space	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
General Education Classrooms	6	9	15	21	27
Small group instructional spaces	2	2	3	5	6
Specialty Classrooms	0	1	2	2	3
Main Office	1	1	1	1	1
Principal's Office	1	1	1	1	1
Assistant Principal Office	1	1	1	2	2
Other Office Space	For 7 people	For 9 people	For 12 people	For 12 people	For 14 people
Food Services	Kitchen Space and Cafeteria Space (to seat at least 125 students at a time)				
Nurse's Office	1	1	1	1	1
Physical Education	Space adequate to fit two classrooms at one time				

Response 16b - Facility Selection

FLACS is actively looking for space available for rental or funding to support the construction of a new facility for FLACS IV.

During its first two years of operation, FLACS IV will co-locate with the FLACS II middle school building, on 316 165th Street, in CSD 9, which will only be using its building at about two-thirds capacity during this time. This building is new construction that will be complete in winter 2019. Since this is new construction and was built as a school property, the facility has been built to meet New York City Department of Buildings School Use and state sanitary specifications; the official certificate of occupancy is anticipated in January or February 2019. This facility has 30 classrooms and a full-size gymnasium and cafeteria. Using this facility for the first two years gives additional flexibility to the organization to secure permanent facilities for the 2022-23 school year.

Over the next 42 months, FLACS will look for a facility to house FLACS IV for 2022-23 and beyond. This timeline is more than adequate to find a building to rent, with time for renovations, or a lot in which a new school could be built and ensure that the building meets New York City Department of Buildings School Use and state sanitary specifications by 2022-23. The board has formed an ad hoc committee, New Facilities, to support this effort. FLACS' community partner, LPAC will also aid in the effort to find space to potentially construct a new school, as FLACS recently did with the property in 316 165th Street for the middle school facility.

At this time, FLACS IV is not intending to be located in a public school facility.

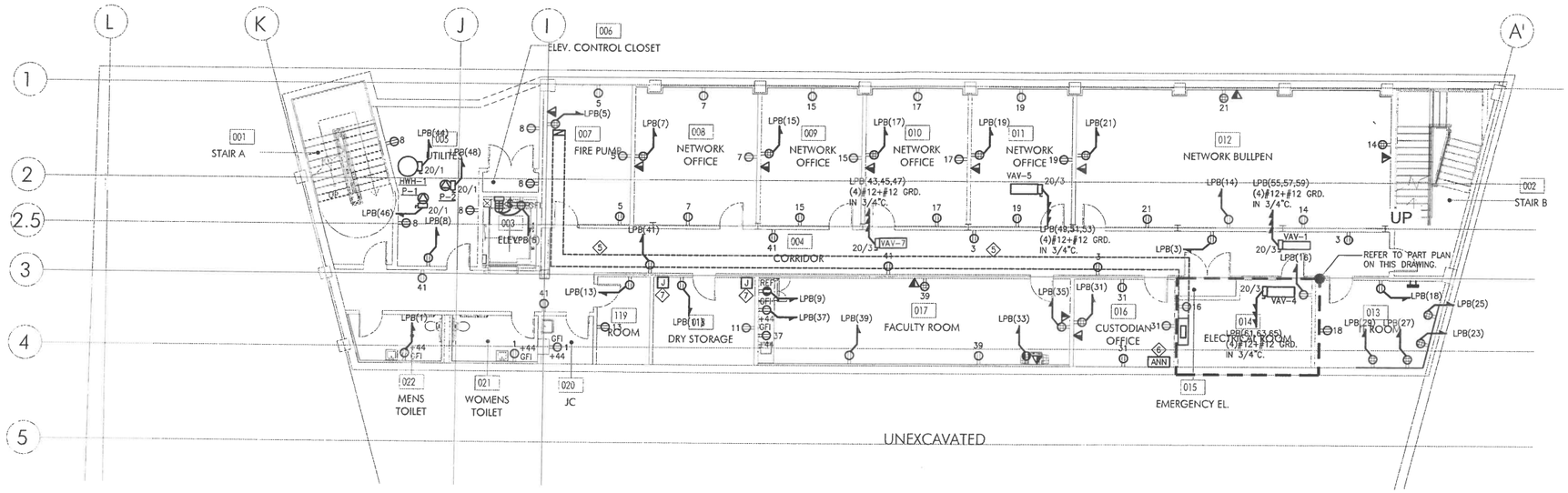
Response 16c - Facility Related Conflicts of Interest

The building at 316 East 165th Street is owned by CG Educational Holding Corporation (CG), a 501(c)(25) not-for-profit real estate holding company organized and controlled by LPAC. CG will pass through the mortgage payments (and any directly related incidental expenses) on the facility to FLACS as rent with no margin to CG itself.

FLACS is seeking a permanent facility for 2022-23 and beyond. If the charter school education corporation or its partner organization would own or lease this facility, FLACS would provide a description of the ownership or lease arrangement indicating specifically any potential conflicts of interest and arrangements by which the education corporation would manage or avoid such conflicts; this would include a fair market valuation of the cost of the facility supported by independent appraisers if required.

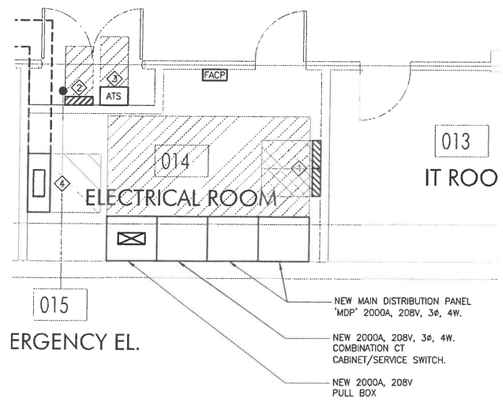
Response 16d - Additional Facility Information

Following this page are selected pages from the blueprints for 316 East 165th street, which demonstrate the appropriate designation of the building for school use and give plans for each floor of the facility, and a copy of the lease for 316 East 165th street.



1 CELLAR ELECTRICAL POWER PLAN

SCALE: 1/8" = 1'-0"



2 ELECTRICAL PART PLAN

SCALE: 1/4" = 1'-0"

ELECTRICAL POWER NOTES

1. CIRCUIT NUMBERS ARE FOR DIAGRAMMATIC PURPOSE ONLY.
2. ALL ELECTRICAL DEVICES SHALL BE MOUNTED 18" AFF, U.O.N.
3. CONTRACTOR SHALL CIRCUIT (2)#12+#12 GRD. IN 3/4"C. TO PANEL AND CIRCUIT INDICATED, UNLESS OTHERWISE NOTED.
4. CONTRACTOR SHALL RUN 3/4" EMPTY CONDUIT TO NEAREST ACCESSIBLE HUNG CEILING WITH GROMMETED END FITTING FOR TELEPHONE/DATA DEVICE LOCATION. PROVIDE DRAG LINES FOR EMPTY CONDUIT.
5. CONTRACTOR TO REFER TO MECHANICAL AND PLUMBING DRAWINGS FOR LOCATION AND EXACT REQUIREMENTS OF ALL MECHANICAL AND PLUMBING EQUIPMENT. CONTRACTOR TO COORDINATE ALL WORK WITH MECHANICAL AND PLUMBING CONTRACTORS.

ELECTRICAL KEYNOTES

1. NEW PANEL 'LPB' 200A, 208V, 3ø, 4W. 2-SECTION, 84-POLE.
2. NEW EMERGENCY PANEL 'EPB.' 400A, 208V, 3ø, 4W., 42-POLE
3. NEW AUTOMATIC TRANSFER SWITCH (A.T.S.) 400A, 208V, 3ø, 4W.
4. NEW FIRE PUMP 1000A DISCONNECT SWITCH.
5. NEW ELECTRICAL FEEDERS FROM FIRE PUMP DISCONNECT SWITCH TO FIRE PUMP CONTROLLER, ROUTED AT LEAST 18" UNDER SLAB.
6. NEW EMERGENCY GENERATOR REMOTE ANNUNCIATOR PANEL. COORDINATE ALL WORK WITH GENERATOR VENDOR.
7. CONTRACTOR SHALL PROVIDE 1"C. WITH PULL STRING FROM ELECTRICAL PANEL 'LPB' TO JUNCTION BOX LOCATED ABOVE FINISHED CEILING FOR FUTURE USE.

ARCHITECTURE
48 UNION STREET,
STAMFORD, CT. 06906
P: 203.708.0047
WWW.FFARCH.NET

LONG CONSULTING
25 Mill Plain Rd., Unit 2E
Danbury, CT 06811
www.Longengineers.com
Tel: (203) 563-3703
Fax: (203) 455-3045

DOB ESCAN

ISS/REV	DATE	ISSUED TO	DESCRIPTION

NORTH

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FAMILY LIFE ACADEMY CHARTER SCHOOL IIB

316-320 EAST 165TH STREET, BRONX, NY, 10456

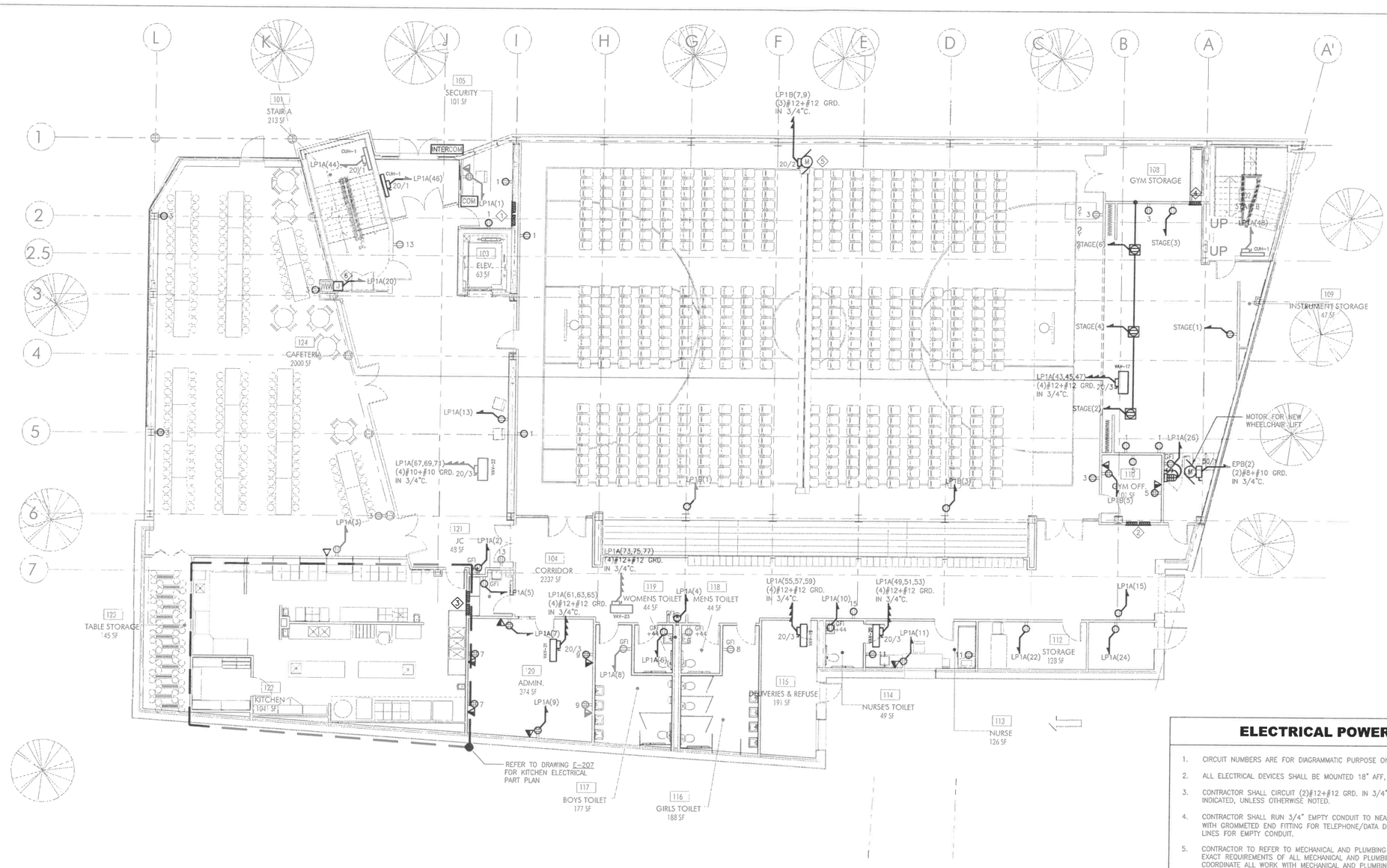
CELLAR ELECTRICAL POWER PLAN

SEAL & SIGNATURE

DATE:	08/11/2017
PROJECT NO:	17-725
DRAWN BY:	VH
CHECKED	TL
DRAWING NO:	E-200.00
CAD FILE NO:	J:\Proj\2017\725 FLACS IIB

SHEET REF.

SCALE AS NOTED



1 1ST FLOOR ELECTRICAL POWER PLAN

SCALE: 1/8" = 1'-0"

ELECTRICAL POWER NOTES

1. CIRCUIT NUMBERS ARE FOR DIAGRAMMATIC PURPOSE ONLY.
2. ALL ELECTRICAL DEVICES SHALL BE MOUNTED 18" AFF, U.O.N.
3. CONTRACTOR SHALL CIRCUIT (2)#12+#12 GRD. IN 3/4"C. TO PANEL AND CIRCUIT INDICATED, UNLESS OTHERWISE NOTED.
4. CONTRACTOR SHALL RUN 3/4" EMPTY CONDUIT TO NEAREST ACCESSIBLE HUNG CEILING WITH GROMMETED END FITTING FOR TELEPHONE/DATA DEVICE LOCATION. PROVIDE DRAG LINES FOR EMPTY CONDUIT.
5. CONTRACTOR TO REFER TO MECHANICAL AND PLUMBING DRAWINGS FOR LOCATION AND EXACT REQUIREMENTS OF ALL MECHANICAL AND PLUMBING EQUIPMENT. CONTRACTOR TO COORDINATE ALL WORK WITH MECHANICAL AND PLUMBING CONTRACTORS.

ELECTRICAL KEYNOTES

1. NEW PANEL 'LP1A' 200A, 208V, 3ø, 4W, 2-SECTION, 84-POLE.
2. NEW PANEL 'LP1B' 200A, 208V, 3ø, 4W, 2-SECTION, 84-POLE.
3. NEW PANEL 'KP' 200A, 208V, 3ø, 4W, 2-SECTION, 84-POLE.
4. NEW PANEL 'STAGE' 100A, 208V, 3ø, 4W, 42-POLE.
5. NEW MOTOR FOR ELECTRIC OPERABLE CURTAIN SYSTEM. CONTRACTOR SHALL PROVIDE A NEW WALL MOUNTED CONTROL ADJACENT TO THE CURTAIN SYSTEM. COORDINATE ALL WORK AND EXACT REQUIREMENTS WITH MANUFACTURER'S SPECIFICATIONS.
6. NEW JUNCTION BOX FOR ACCORDION 'WON' FIRE DOOR. DOOR SHALL BE CONNECTED TO FIRE ALARM SYSTEM AND SHALL CLOSE ON ALARM. COORDINATE EXACT ELECTRICAL REQUIREMENTS WITH MANUFACTURER'S SPECIFICATIONS.

SHEET REF | SCALE AS NOTED

ARCHITECTURE
48 UNION STREET, STAMFORD, CT 06906
P: 203.708.0047
WWW.PFARCH.NET

LONG CONSULTING
29 Mill Plain Rd., Unit 2E, Danbury, CT 06811
www.LongEngineers.com
Tel: (203) 853-3703
Fax: (203) 456-3945

DOB SSCAN

ISS/REV	DATE	ISSUED TO	DESCRIPTION

NORTH

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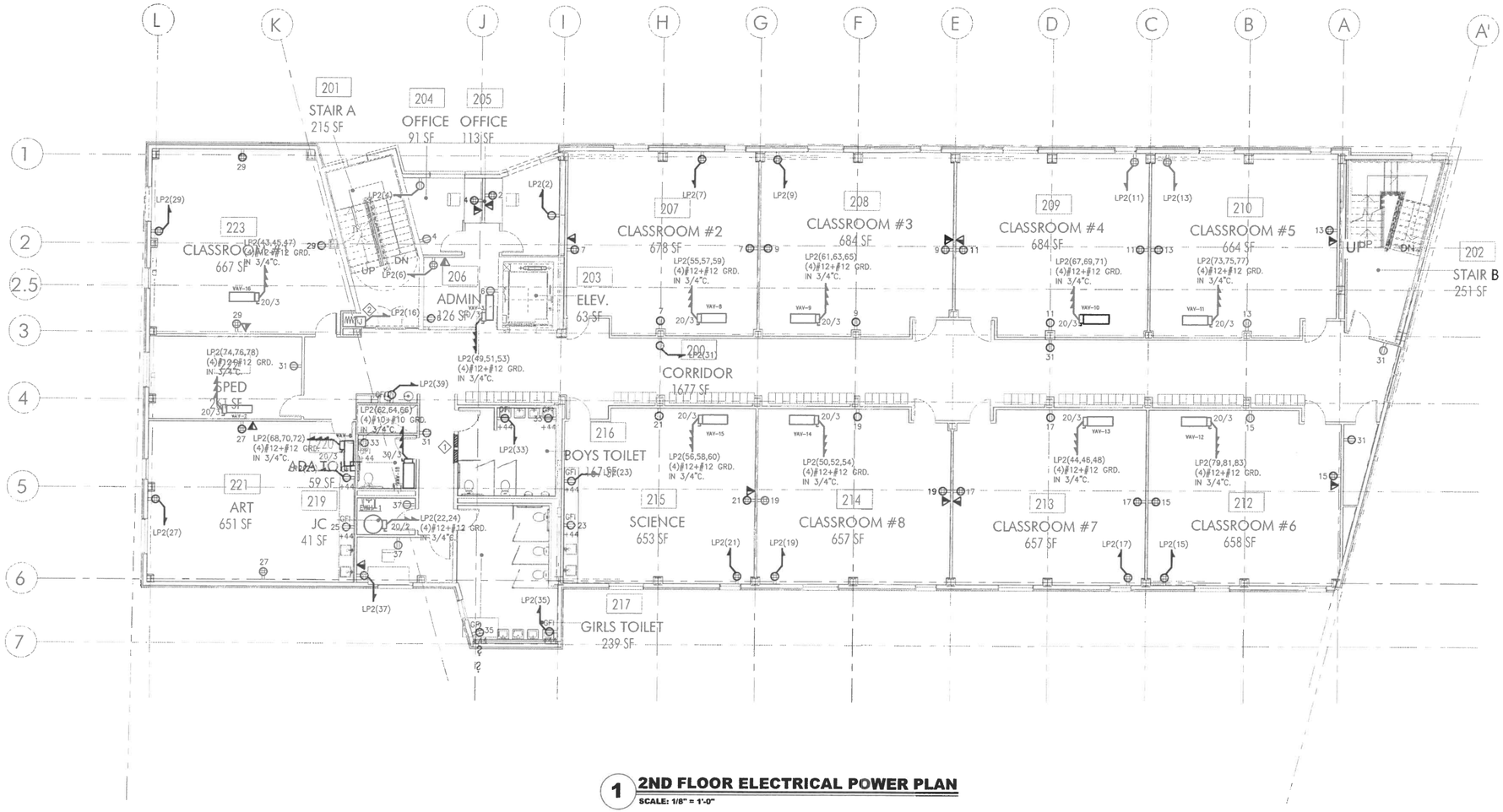
FAMILY LIFE ACADEMY CHARTER SCHOOL IIB

316-320 EAST 165TH STREET, BRONX, NY, 10456

1ST FLOOR ELECTRICAL POWER PLAN

SEAL & SIGNATURE

DATE:	08/11/2017
PROJECT NO:	17-725
DRAWN BY:	VH
CHECKED	TL
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1 2ND FLOOR ELECTRICAL POWER PLAN

SCALE: 1/8" = 1'-0"

ELECTRICAL POWER NOTES

1. CIRCUIT NUMBERS ARE FOR DIAGRAMMATIC PURPOSE ONLY.
2. ALL ELECTRICAL DEVICES SHALL BE MOUNTED 18" AFF, U.O.N.
3. CONTRACTOR SHALL CIRCUIT (2)#12+#12 GRD. IN 3/4"C. TO PANEL AND CIRCUIT INDICATED, UNLESS OTHERWISE NOTED.
4. CONTRACTOR SHALL RUN 3/4" EMPTY CONDUIT TO NEAREST ACCESSIBLE HUNG CEILING WITH GROMMETED END FITTING FOR TELEPHONE/DATA DEVICE LOCATION. PROVIDE DRAG LINES FOR EMPTY CONDUIT.
5. CONTRACTOR TO REFER TO MECHANICAL AND PLUMBING DRAWINGS FOR LOCATION AND EXACT REQUIREMENTS OF ALL MECHANICAL AND PLUMBING EQUIPMENT. CONTRACTOR TO COORDINATE ALL WORK WITH MECHANICAL AND PLUMBING CONTRACTORS.

ELECTRICAL KEYNOTES

1. NEW PANEL 'LP2' 200A, 208V, 3ø, 4W. 2-SECTION, 84-POLE.
2. NEW JUNCTION BOX FOR ACCORDION 'WON' FIRE DOOR. DOOR SHALL BE CONNECTED TO FIRE ALARM SYSTEM AND SHALL CLOSE ON ALARM. COORDINATE EXACT ELECTRICAL REQUIREMENTS WITH MANUFACTURER'S SPECIFICATIONS.

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DOB BSCAN

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FAMILY LIFE ACADEMY CHARTER SCHOOL IIB

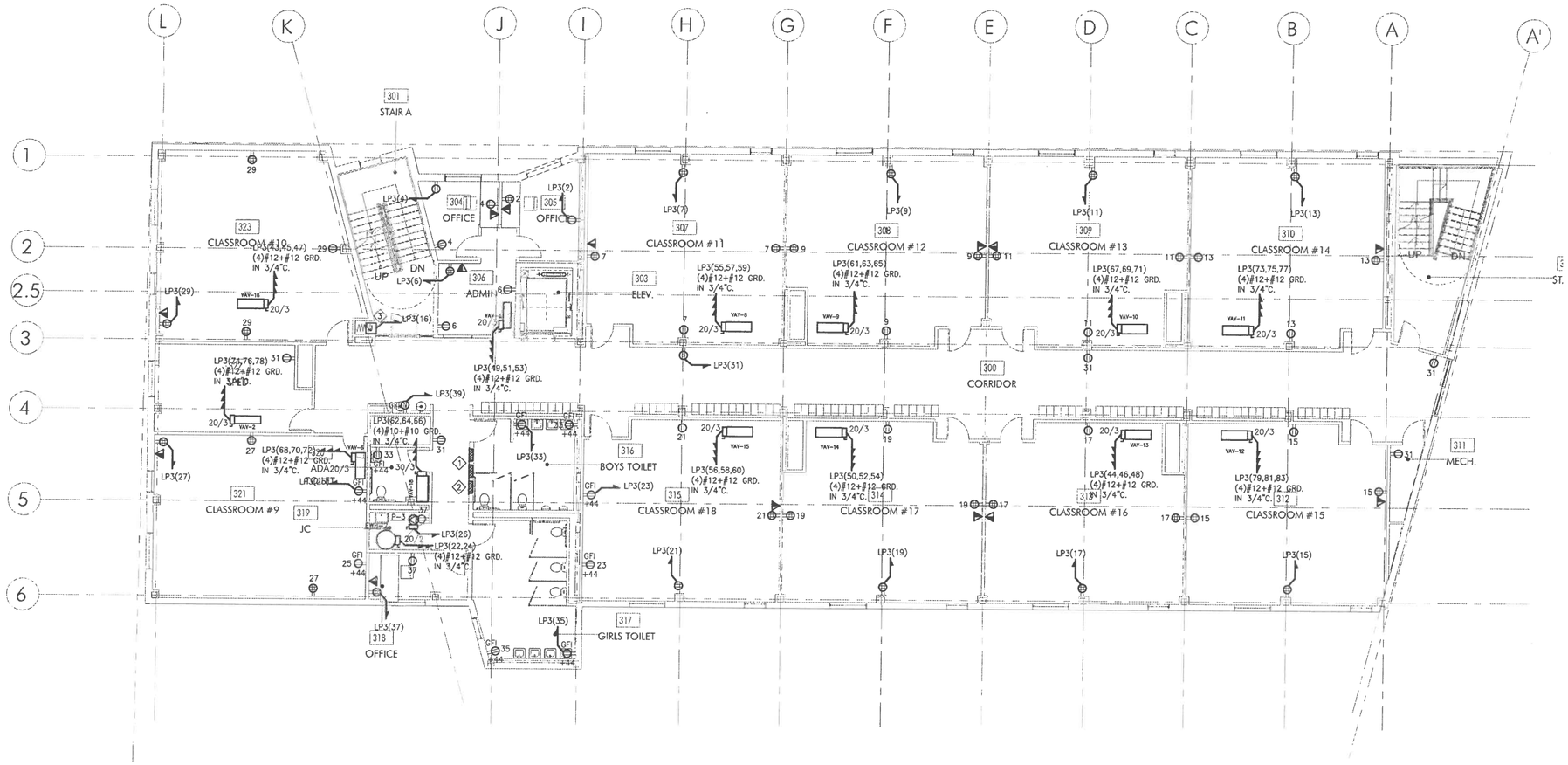
316-320 EAST 165TH STREET, BRONX, NY, 10456

2ND FLOOR ELECTRICAL POWER PLAN

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	PROJECT NO: 17-725
	DRAWN BY: VH
	CHECKED TL
	DRAWING NO: E-202.00
	CAD FILE NO: J:\Proj\2017\7\725 FLACS IIB

SHEET REF

SCALE: AS NOTED



1 3RD FLOOR ELECTRICAL POWER PLAN

SCALE: 1/8" = 1'-0"

ELECTRICAL POWER NOTES

1. CIRCUIT NUMBERS ARE FOR DIAGRAMMATIC PURPOSE ONLY.
2. ALL ELECTRICAL DEVICES SHALL BE MOUNTED 18" AFF, U.O.N.
3. CONTRACTOR SHALL CIRCUIT (2)#12+#12 GRD. IN 3/4"C. TO PANEL AND CIRCUIT INDICATED, UNLESS OTHERWISE NOTED.
4. CONTRACTOR SHALL RUN 3/4" EMPTY CONDUIT TO NEAREST ACCESSIBLE HUNG CEILING WITH GROMMETED END FITTING FOR TELEPHONE/DATA DEVICE LOCATION. PROVIDE DRAG LINES FOR EMPTY CONDUIT.
5. CONTRACTOR TO REFER TO MECHANICAL AND PLUMBING DRAWINGS FOR LOCATION AND EXACT REQUIREMENTS OF ALL MECHANICAL AND PLUMBING EQUIPMENT. CONTRACTOR TO COORDINATE ALL WORK WITH MECHANICAL AND PLUMBING CONTRACTORS.

ELECTRICAL KEYNOTES

1. NEW PANEL 'LP3' 200A, 208V, 3ø, 4W., 2-SECTION, 84-POLE.
2. NEW PANEL 'EP3' 100A, 208V, 1ø, 3W., 42-POLE.
3. NEW JUNCTION BOX FOR ACCORDION 'WON' FIRE DOOR. DOOR SHALL BE CONNECTED TO FIRE ALARM SYSTEM AND SHALL CLOSE ON ALARM. COORDINATE EXACT ELECTRICAL REQUIREMENTS WITH MANUFACTURER'S SPECIFICATIONS.

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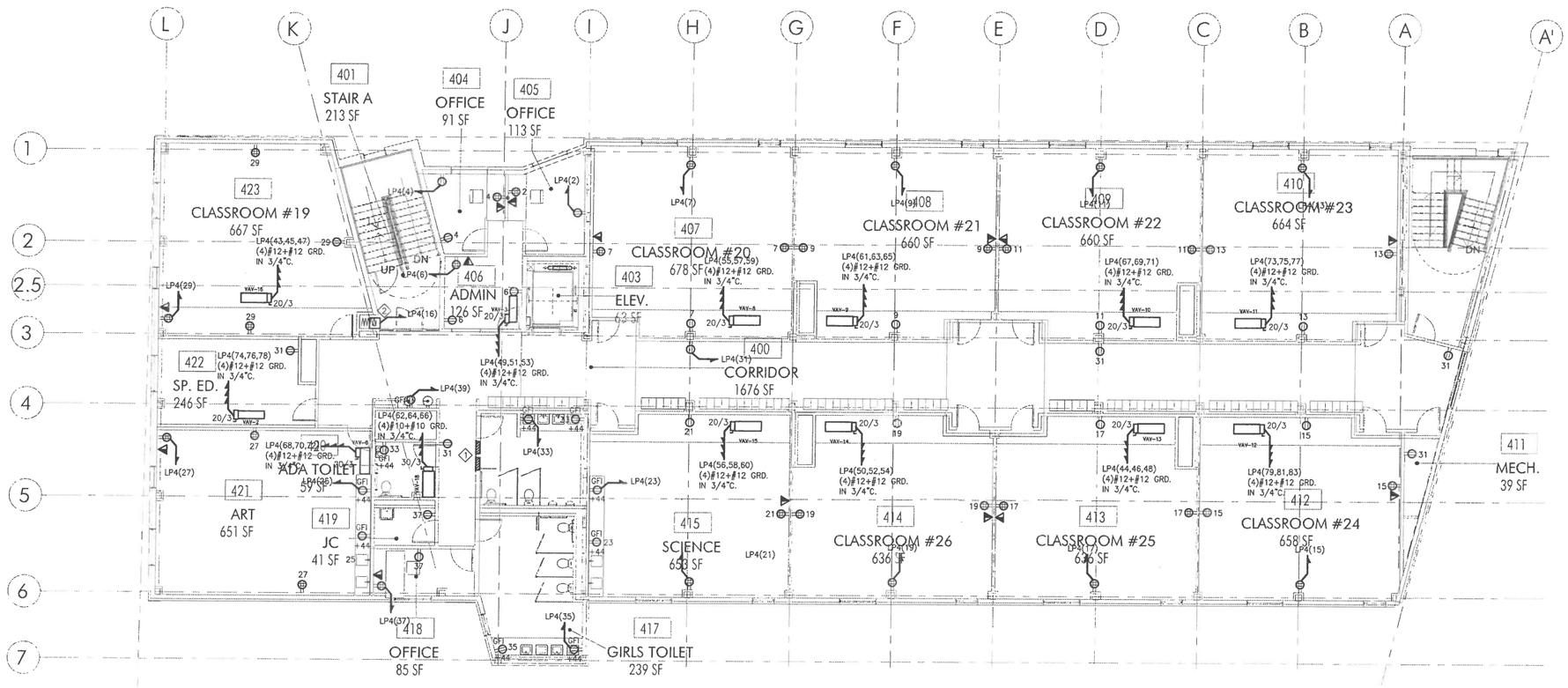
316-320 EAST 165TH STREET, BRONX, NY, 10456

3RD FLOOR ELECTRICAL POWER PLAN

SEAL & SIGNATURE	DATE: 08/11/2017
	PROJECT NO: 17-725
	DRAWN BY: VH
	CHECKED TL
	DRAWING NO: E-203.00
	CAD FILE NO: J:\Proj\2017\725 FLACS IIB

SHEET REF:

SCALE AS NOTED



1 4TH FLOOR ELECTRICAL POWER PLAN

SCALE: 1/8" = 1'-0"

ELECTRICAL POWER NOTES

1. CIRCUIT NUMBERS ARE FOR DIAGRAMMATIC PURPOSE ONLY.
2. ALL ELECTRICAL DEVICES SHALL BE MOUNTED 18" AFF, U.O.N.
3. CONTRACTOR SHALL CIRCUIT (2)#12+#12 GRD. IN 3/4"C. TO PANEL AND CIRCUIT INDICATED, UNLESS OTHERWISE NOTED.
4. CONTRACTOR SHALL RUN 3/4" EMPTY CONDUIT TO NEAREST ACCESSIBLE HUNG CEILING WITH GROMMETED END FITTING FOR TELEPHONE/DATA DEVICE LOCATION. PROVIDE DRAG LINES FOR EMPTY CONDUIT.
5. CONTRACTOR TO REFER TO MECHANICAL AND PLUMBING DRAWINGS FOR LOCATION AND EXACT REQUIREMENTS OF ALL MECHANICAL AND PLUMBING EQUIPMENT. CONTRACTOR TO COORDINATE ALL WORK WITH MECHANICAL AND PLUMBING CONTRACTORS.

ELECTRICAL KEYNOTES

1. NEW PANEL 'LP4' 200A, 208V, 3ø, 4W., 2-SECTION, 84-POLE.
2. NEW JUNCTION BOX FOR ACCORDION 'WON' FIRE DOOR. DOOR SHALL BE CONNECTED TO FIRE ALARM SYSTEM AND SHALL CLOSE ON ALARM. COORDINATE EXACT ELECTRICAL REQUIREMENTS WITH MANUFACTURER'S SPECIFICATIONS.

SHEET REF

SCALE AS NOTED

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DOB SSCAN

DESCRIPTION	ISSUED TO	DATE	ISS/REV

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FAMILY LIFE ACADEMY CHARTER SCHOOL IIB

316-320 EAST 165TH STREET, BRONX, NY, 10456

4TH FLOOR ELECTRICAL POWER PLAN

SEAL & SIGNATURE

DATE:	08/11/2017
PROJECT NO:	17-725
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CHECKED	TL
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CAD FILE NO:	J:\Proj\2017\725 FLACS IIB

Excerpts from Architectural Drawings about Building Use

SITE:

316 EAST 165TH ST, THE BRONX, NY 10456
(SOUTH SIDE OF E 165TH ST, BETWEEN TELLER AND FINDLAY AVENUES)

BLOCK: 2432
LOT: 80

ZONE DISTRICT: R7-1 (PAGE 3b)

* LANDMARK DESIGNATION: NONE.
* FLOOD ZONE DESIGNATION: NONE.

LOT AREA: 22,682,00 SQ. FT.
CORNER LOT AREA PORTION: 17,086.00 SQ.FT.
INTERIOR LOT AREA PORTION: 5,636.00 SQ.FT.

PROPOSED USE: SCHOOL, USE GROUP 3A

(24-10) MAXIMUM FLOOR AREA AND LOT COVERAGE

(24-11) FAR: 4.80
(LOT AREA) 22,682.00 SQ. FT. x 4.80 = 108,873.60 SQ. FT. (MAXIMUM ALLOWABLE FLOOR AREA)

MAXIMUM LOT COVERAGE: *CORNER LOT PORTION*
MAXIMUM LOT COVERAGE: 70%
17,086.00 SQ. FT. x 0.70 = 11,960.00 SQ. FT. (MAXIMUM ALLOWABLE COVERAGE AREA - CORNER LOT PORTION)

MAXIMUM LOT COVERAGE: *INTERIOR LOT PORTION*
MAXIMUM LOT COVERAGE: 65%
5,636.00 SQ. FT. x 0 .65 = 3,663.00 SQ. FT. (MAXIMUM ALLOWABLE COVERAGE AREA - INTERIOR LOT PORTION)

FLOOR AREA SCHEDULE	
FLOOR	FLOOR AREA
FIRST FLOOR	15,839 SF
SECOND FLOOR	11,046 SF
LOWER FLOOR	113 SF
THIRD FLOOR	10,987 SF
FOURTH FLOOR	10,987 SF
ROOF	260 SF
TOTAL FLOOR AREA	49,232 SF

* FLOOR AREA OF A BUILDING SHALL NOT INCLUDE FLOOR SPACE USED FOR ACCESSORY OFF-STREET PARKING SPACES PROVIDED IN ANY STORY LOCATED NNOT MORE THAN 23 FEET ABOVE CURB LEVEL

(24-12) PORTION OF THE BUILDING FOR COMMUNITY FACILITY USE AT ANY HEIGHT NOT EXCEEDING 23 FEET ABOVE CURB LEVEL MAY BE EXCLUDED IN DETERMINING THE PERCENTAGE OF LOT COVERAGE.

LOT COVERAGE CALCULATIONS:

A1 = CORNER LOT PORTION 1
A2 = INTERIOR LOT PORTION
A3 = CORNER LOT PORTION 2 (REFER TO SITE PLAN 2/G-103 FOR A1, A2 AND A3 LOCATIONS)

(A1 x 0.7) + (A2 x 0.65) + (A3 x 0.7) = ALLOWABLE LOT AREA
(1321 SF x 0.7) + (5636 SF x 0.65) + (15725 SF x 0.7) = 15,595.6 SF

(15,595.6 SF / 22,682 SF) x 100% = 68.75% (MAX ALLOWABLE LOT COVERAGE)
(11,046 SF/ 22,682 SF) x 100 % = 48.69% (PROPOSED LOT COVERAGE) < 68.75% (COMPLIES)

(24-30) YARD REGULATIONS: *CORNER LOT PORTION*

(24-34) FRONT: NOT REQUIRED
(24-35) SIDE: NOT REQUIRED: MINIMUM OF 8 FT IF PROVIDED.
(24-39)(24-391) REAR: NOT REQUIRED WITHIN 100 FT OF CORNER STREET INTERSECTION.

(24-30) YARD REGULATIONS: INTERIOR LOT PORTION
(24-34) FRONT: NOT REQUIRED.
(24-35) SIDE: NOT REQUIRED: MINIMUM OF 8 FEET IF PROVIDED.
(24-39) REAR: MINIMUM OF 30 FEET.

(24-50) HEIGHT AND SETBACKS- SEE BUILDING PROFILES ON THIS SHEET

(24-522) MAXIMUM HEIGHT OF FRONT WALL: 60 FEET OR 6 STORIES, WHICHEVER IS LESS.

INITIAL SETBACK DISTANCE:
NARROW STREET: (E. 165TH ST., FINDLAY AVE & TELLER AVE.) = 20 FEET MINIMUM.
WIDE STREET: 15 FEET MINIMUM (N/A)

SKY EXPOSURE PLANE:
NARROW STREET: 2.7 (VERTICAL): 1 (HORIZONTAL).

PARKING
(25-31) Schools; R7-1 – NOT REQUIRED

8 ZONING ANALYSIS SCALE NTS

8	ZONING ANALYSIS	SCALE NTS

SPECIAL INSPECTIONS REQUIREMENTS:

	CODE/SECTION
STRUCTURAL STEEL - WELDING	1704.3.1
STRUCTURAL STEEL - DETAILS	1704.3.2
STRUCTURAL STEEL - HIGH STRENGTH BOLTING	1704.3.3
STRUCTURAL COLD-FORMED STEEL	1704.3.4
CONCRETE - CAST-IN-PLACE	1704.4
MASONRY	1704.5
SUBGRADE INSPECTION	1704.7.1
SUBSURFACE CONDITIONS - FILL PLACEMENT &	1704.7.2
IN-PLACE DENSITY	1704.7.3
SUBSURFACE INVESTIGATIONS (BORINGS AND TEST PITS)	1704.7.4
DEEP FOUNDATION ELEMENTS	1704.8
EXTERIOR INSULATION FINISH SYSTEMS (EIFS)	1704.12
SPRAYED FIRE-RESISTANT MATERIALS	1704.11
SMOKE CONTROLS	1704.15
MECHANICAL SYSTEMS	1704.15
EXCAVATIONS - SHEETING, SHORING AND BRACING	1704.20.2
SPRINKLER SYSTEMS	1704.23
STANDPIPE SYSTEMS	1704.24
HEATING SYSTEMS	1704.25
FIRE-RESISTANT PENETRATIONS AND JOINTS	1704.27
EMERGENCY AND STANDBY POWER SYSTEMS	1704.31
CONCRETE DESIGN MIX	1905.3 1913.5
CONCRETE SAMPLING AND TESTING	1905.6 1913.10

PROGRESS INSPECTIONS

FOOTING & FOUNDATION INSPECTION	BC 110.3.1
ENERGY CODE COMPLIANCE INSPECTIONS	BC 110.3.5
FIRE RESISTANCE RATED CONSTRUCTION	BC 110.3.4

ENERGY CODE PROGRESS INSPECTION

COMPLIANCE WITH 1RCN 5000-01(h) (1) and (2)

IIA2. INSULATION PLACEMENT AND R VALUES
IIA3. FENESTRATION U-FACTOR AND PRODUCT RATING
IIA4. FENESTRATION AIR LEAKAGE
IIA5. FENESTRATION AREAS
IIA6. AIR SEAL AND INSULATION- VISUAL
IIA7. AIR SEAL AND INSULATION- TESTING
IIB2. SHUTOFF DAMPERS
IIB3. HVAC-R AND SERVICE WATER HEATING EQUIPMENT
IIB4. HVAC-R AND SERVICE WATER HEATING SYSTEM CONTROLS
IIB5. HVAC-R INSULATION AND SEALING
IIB6. DUCT LEAKAGE TESTING
IIC3. INTERIOR LIGHTING POWER
IIC4. EXTERIOR LIGHTING POWER
IIC5. LIGHTING CONTROLS
IIC6. ELECTRICAL MOTORS
IID1. MAINTENANCE INFORMATION

7	SPECIAL INSPECTIONS	SCALE NTS

SITE : 316 EAST 165TH ST, BRONX, NY 10456

PROPOSED: SCHOOL

USE CLASSIFICATION: EDUCATIONAL GROUP E - SCHOOL

APPLICABLE NYC CODES	
2014	THE NEW YORK CITY BUILDING CODE
2014	THE NEW YORK CITY PLUMBING CODE
2014	THE NEW YORK CITY MECHANICAL CODE
2014	THE NEW YORK CITY FUEL GAS CODE
2014	THE NEW YORK CITY FIRE CODE
2016	THE NEW YORK CITY ENERGY CONSERVATION CODE
2016	THE NEW YORK CITY ELECTRICAL CODE

(TABLE 503) ALLOWABLE BUILDING HEIGHTS & AREAS

GROUP : E

CONSTRUCTION CLASSIFICATION: II-B

ALLOWABLE HEIGHT: 75 FEET - PROPOSED : 60' - 0"

ALLOWABLE STORIES: 4 - PROPOSED: CELLAR + 4 FLOORS

MAXIMUM FLOOR AREA: REFER TO SECTION 506 AND ITS CALCULATIONS BELOW FOR AREA MODIFICATIONS

(TABLES 503) ALLOWABLE HEIGHT AND BUILDING AREAS REQUIREMENTS

OCCUPANCY GROUP: E			
TYPE OF CONSTRUCTION: II-B	REQUIREMENT:	APPLICABLE EXCEPTIONS:	PROPOSED:
MAXIMUM STORIES	3	+1 STORY = 3+1= 4 (SEC. 504.2)	4*= 4
MAXIMUM FLOOR AREA	10,500 SF	36,225 SF (SEC.'S 506.1 & 506.2)	15,839 SF< 36,225 SF
MAXIMUM BUILDING HEIGHT	55 ' - 0"	+ 20' AND 1 ADDITIONAL STORY 55' +20' =75' (SEC. 504.2)	59 - 11" < 75

* REFER TO AVERAGE GRADE CALCULATIONS AND APPLICABLE EXCEPTIONS BELOW

APPLICABLE EXCEPTIONS:

(SEC. 504.2) AUTOMATIC SPRINKLER SYSTEM INCREASE

WHERE A BUILDING IS EQUIPPED THROUGHOUT WITH AN APPROVED AUTOMATIC SPRINKLER SYSTEM IN ACCORDANCE WITH SECTION 903.3.1.1, THE VALUE SPECIFIED IN TABLE 503 FOR MAXIMUM HEIGHT IS INCREASED BY 20 FEET (6096 MM) AND THE MAXIMUM NUMBER OF STORIES IS INCREASED BY ONE.

(SEC. 506.1) AREA MODIFICATIONS:

506.1 GENERAL- THE AREAS LIMITED BY TABLE 503 SHALL BE PERMITTED TO BE INCREASED DUE TO FRONTAGE (If) AND AUTOMATIC SPRINKLER SYSTEM PROTECTION (Is) IN ACCORDANCE WITH THE FOLLOWING:

$Aa = [At + (At \times If) + (At \times Is)]$ **(EQUATION 5-1)**

WHERE:
Aa=ALLOWABLE BUILDING AREA PER STORY (SQ. FT.)
At = TABULAR BUILDING AREA PER STORY IN ACCORDANCE W/TABLE 503 (SQ. FT.)
If = AREA INCREASE FACTOR DUE TO FRONTAGE AS CALCULATED IN ACCORDANCE WITH SECTION 506.2
Is = AREA INCREASE FACTOR DUE TO SPRINKLER PROTECTION AS CALCULATED IN ACCORDANCE WITH SECTION 506.3

$Aa = \{10,500 + [10,500 \times 0.45] + [10,500 \times 2]\}$
Aa = 36,225 SF MAXIMUM ALLOWABLE BUILDING AREA PER STORY

(SEC. 506.2) FRONTAGE INCREASE:

WHERE A BUILDING HAS MORE THAN 25 PERCENT OF ITS PERIMETER ADJOINING A PUBLIC WAY OR OPEN SPACE HAVING A MINIMUM WIDTH OF 20 FEET (6096 MM), THE FRONTAGE INCREASE SHALL BE DETERMINED IN ACCORDANCE WITH THE FOLLOWING:

$If = [F/P - 0.25](W/30)$ **(EQUATION 5-2)**

WHERE:
If = AREA INCREASE DUE TO FRONTAGE.
F = BUILDING PERIMETER THAT FRONTS ON A PUBLIC WAY OR OPEN SPACE HAVING 20 FEET OPEN MINIMUM WIDTH (FEET).
P = PERIMETER OF ENTIRE BUILDING (FEET).
W = WIDTH OF PUBLIC WAY OR OPEN SPACE (FEET) IN ACCORDANCE WITH SECTION 506.2.1

$If = [388/550 - 0.25] (30/30)$
If = 0.45

(SEC. 506.3) AUTOMATIC SPRINKLER SYSTEM INCREASE:

WHERE A BUILDING IS EQUIPPED THROUGHOUT WITH AN APPROVED AUTOMATIC SPRINKLER SYSTEM IN ACCORDANCE WITH SECTION 903.3.1.1, THE AREA LIMITATION IN TABLE 503 IS PERMITTED TO BE INCREASED BY AN ADDITIONAL 200% (Is=2) FOR BUILDINGS WITH MORE THAN ONE STORY ABOVE GRADE PLANE AND ADDITIONAL 300% (Is=3) FOR BUILDINGS WITH NO MORE THAN ONE STORY ABOVE GRADE PLANE. THESE INCREASES ARE PERMITTED IN ADDITION TO THE HEIGHT AND STORY INCREASES IN ACCORDANCE WITH SECTION 504.2

Is = 2

(TABLES 601 & 602) FIRE RESISTANCE RATING REQUIREMENTS - TYPE II-B CONSTRUCTION

STRUCTURAL FRAME:	REQUIRED:	PROPOSED:
BEARING WALLS EXTERIOR INTERIOR	 0 0	 0 HR 0 HR
NON-BEARING WALLS & PARTITIONS INTERIOR	0	0 HR
FLOOR CONSTRUCTION	0	0 HR
ROOF CONSTRUCTION	0	0 HR
FIRE SEPARATION DISTANCE FOR EXT. WALLS	≥ 30 FEET = 0 HRS	0 HR
FIRE SEPARATION DISTANCE FOR EXT. WALLS	< 5 FEET = 2 HRS	2 HRS

(SEC. 703.2) FIRE RESISTANCE RATING AND FIRE TEST

FIRE RATED MATERIAL AND EQUIPMENTS SHALL PER ASTM E 119 OR UL 263 OR IN ACCORDANCE WITH SECTION 703.3.

(TABLE 705.8) MAXIMUM AREA OF EXTERIOR WALL OPENINGS

FIRE SEPARATION DISTANCE:	TYPE OF OPENING	ALLOWABLE OPENING	PROPOSED
> THAN 5 & NO MORE THAN 10'	UNPROTECTED	10% OF WALL AREAS	0%
> THAN 30 FEET	UNPROTECTED	UNLIMITED	

(SEC. 706.3.1) SHAFT ENCLOSURE AS PER 708.2

(SEC. 708.2) SHAFT ENCLOSURE REQUIRED

OPENINGS THROUGH A FLOOR/CEILING ASSEMBLY SHALL BE PROTECTED BY A SHAFT ENCLOSURE COMPLYING WITH THIS SECTION.

EXCEPTIONS:

3. A SHAFT ENCLOSURE IS NOT REQUIRED FOR PENETRATIONS BY PIPE, TUBE, CONDUIT, WIRE, CABLE, AND VENTS PROTECTED IN ACCORDANCE WITH SECTION 713.4.

(TABLES 601 & 602) FIRE RESISTANCE RATING REQUIREMENTS - TYPE II-B CONSTRUCTION

STRUCTURAL FRAME:	REQUIRED:	PROPOSED:
BEARING WALLS EXTERIOR INTERIOR	 0 0	 0 HR 0 HR
NON-BEARING WALLS & PARTITIONS INTERIOR	0	0 HR
FLOOR CONSTRUCTION	0	0 HR
ROOF CONSTRUCTION	0	0 HR
FIRE SEPARATION DISTANCE FOR EXT. WALLS	$\geq$ 30 FEET = 0 HRS	0 HR
FIRE SEPARATION DISTANCE FOR EXT. WALLS	$<$ 5 FEET = 2 HRS	2 HRS

(SEC. 703.2) FIRE RESISTANCE RATING AND FIRE TEST

FIRE RATED MATERIAL AND EQUIPMENTS SHALL PER ASTM E 119 OR UL 263 OR IN ACCORDANCE WITH SECTION 703.3.

(TABLE 705.8) MAXIMUM AREA OF EXTERIOR WALL OPENINGS

FIRE SEPARATION DISTANCE:	TYPE OF OPENING	ALLOWABLE OPENING	PROPOSED
> THAN 5 & NO MORE THAN 10'	UNPROTECTED	10% OF WALL AREAS	0%
> THAN 30 FEET	UNPROTECTED	UNLIMITED	

(SEC. 706.3.1) SHAFT ENCLOSURE AS PER 708.2

(SEC. 708.2) SHAFT ENCLOSURE REQUIRED
OPENINGS THROUGH A FLOOR/CEILING ASSEMBLY SHALL BE PROTECTED BY A SHAFT ENCLOSURE COMPLYING WITH THIS SECTION.

EXCEPTIONS:

3. A SHAFT ENCLOSURE IS NOT REQUIRED FOR PENETRATIONS BY PIPE, TUBE, CONDUIT, WIRE, CABLE, AND VENTS PROTECTED IN ACCORDANCE WITH SECTION 713.4.

4. A SHAFT ENCLOSURE IS NOT REQUIRED FOR PENETRATIONS BY DUCTS PROTECTED IN ACCORDANCE WITH SECTION 716.6. GREASE DUCTS SHALL BE PROTECTED IN ACCORDANCE WITH THE *NEW YORK CITY* MECHANICAL CODE.

10. A SHAFT ENCLOSURE IS NOT REQUIRED FOR JOINTS PROTECTED BY A FIRE-RESISTANT JOINT SYSTEM IN ACCORDANCE WITH SECTION 714.

(SEC.708.3) MATERIALS
THE SHAFT ENCLOSURE SHALL BE OF MATERIALS PERMITTED BY THE BUILDING TYPE OF CONSTRUCTION.

(SEC. 1009.13) STAIRWAY TO ROOF AND ROOF ACCESS

IN BUILDINGS FOUR OR MORE STORIES OR MORE THAN 40 FEET (12 192 MM) IN HEIGHT ABOVE GRADE, ONE STAIRWAY SHALL EXTEND TO THE ROOF SURFACE THROUGH A STAIRWAY BULKHEAD COMPLYING WITH SECTION 1509.2, UNLESS THE ROOF HAS A SLOPE STEEPER THAN 20 DEGREES (0.35 RAD). ACCESS TO SETBACK ROOF AREAS MAY BE THROUGH A DOOR OR WINDOW OPENING TO THE ROOF. STAIRS TERMINATING AT THE LEVEL OF A SETBACK SHALL PROVIDE ACCESS TO THE SETBACK ROOF AREAS, EXCEPT WHERE THE SETBACK IS LESS THAN 4 FEET (1219 MM) IN WIDTH AND 10 FEET (3048 MM) IN LENGTH, MEASURED FROM THE INSIDE OF THE PARAPET WALL.

(SEC. 1016.1) EXIT ACCESS TRAVEL DISTANCE: W/SPRINKLER SYSTEM = 200 FEET.

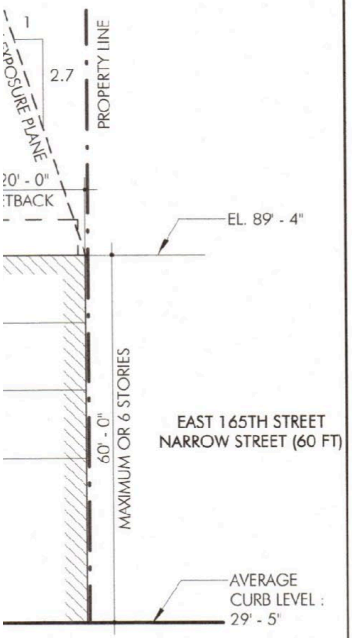
(TABLE 1018.1.1) CORRIDOR FIRE RESISTANCE RATING:
OCCUPANCY = E; OCC. GREATER THAN 30;
W/SPRINKLER SYSTEM = 0 HRS.
PROPOSED= 0 HRS.

(SEC. BC 1018.2) CORRIDOR WIDTH REQUIRED IS 66" IN GROUP E SERVING CLASSROOMS. PROVIDED 96".

(TABLE 1021.1) MINIMUM NUMBER OF EXITS FOR OCCUPANT LOAD
REQUIRED = 2
PROPOSED = 2

(SEC. 3002.1) ELEVATOR SHAFT ENCLOSURE

ELEVATOR, DUMBWAITER AND OTHER HOISTWAY ENCLOSURES SHALL BE SHAFT ENCLOSURES COMPLYING WITH SECTION 708.



ISS/REV	DATE	ISSUED TO	DESCRIPTION
14	02/20/2018	DOB	ISSUED FOR APPROVAL
13	02/08/2018	DOB/ENERGY	ISSUED FOR APPROVAL
12	01/11/2018	DOB/GC	ISSUED FOR CONSTRUCTION
1	09/26/2017	DOB/GC	ISSUED FOR BID, ZONING + EGRESS AF

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KAMINED FOR ZONING EGRESS AND FIRE
PREVENTION ONLY AS PER DIR NO. 275

FEB 20 2018

THEODORE FINLEY

TELLER AVENUE
NARROW STREET (60 FT)

AVERAGE
CURB LEVEL :
29' - 5"

SCALE NTS

FAMILY LIFE ACADEMY CHARTER SCHOOL IIB

316 EAST 165TH STREET, THE BRONX, NY 10456

ZONING AND BUILDING CODE INFORMATION

SEAL & SIGNATURE

REGISTERED ARCHITECT
STEPHEN VINCENT GRASSO
026524-1
STATE OF NEW YORK

DATE: 08/29/2017
PROJECT NO.: 17-725
DRAWN BY: TE
CHECKED BY: AG
DRAWING NO:

G-102.00

CAD FILE NO.
J:\Proj2017\725 FLACS IIB

LEASE AGREEMENT

BETWEEN

CG EDUCATIONAL HOLDING CORP.,
a Delaware non-profit corporation

("LANDLORD")

AND

FAMILY LIFE ACADEMY CHARTER SCHOOLS,
a charter public school organized and existing under the laws of the State of New York

("TENANT")

For the Lease
of

335 E 165TH STREET AND 318 E 165TH STREET,

BRONX, NEW YORK

August 11, 2017

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EXHIBIT B Form of Addendum to Lease

EXHIBIT C Form of Tenant Resolution

EXHIBIT D Form of SNDA

LEASE AGREEMENT

THIS LEASE AGREEMENT (this "**Lease**"), dated as of August 11, 2017 (the "**Effective Date**"), is made by and between CG EDUCATIONAL HOLDING CORP., a Delaware non-profit corporation ("**Landlord**"), and FAMILY LIFE ACADEMY CHARTER SCHOOLS, a charter public school organized and existing under the laws of the State of New York ("**Tenant**").

RECITALS:

A. Landlord has acquired, or simultaneously herewith will acquire, approximately 0.689 acres of real property and the improvements thereon, if any, located at 335 E 165th Street and 318 E 165th street, in the City of New York, County of Bronx, New York, which real property is legally described on **Exhibit A** attached hereto and by this reference made a part hereof (referred to herein as the "**Land**"). Landlord desires to lease to Tenant and Tenant desires to lease from Landlord the Leased Property, on and subject to the terms and conditions set forth in this Lease.

B. Tenant is a non-profit corporation, and a public charter school organized and existing in good standing pursuant to the New York State Charter Schools Act of 1998, NY Education Law, Title 2, Article 56, §§ 2850–2857, as amended, and all New York laws and regulations governing charter schools (collectively, the "**Charter School Law**").

C. Tenant is authorized pursuant to the Charter School Law to acquire real property by lease for use as a charter school facility.

D. Tenant desires to operate a charter school at, on, within and from the school facilities located on the Leased Property (the "**Improvements**") all on and subject to the terms and conditions set forth in this Lease.

NOW THEREFORE, in consideration of the above premises, the mutual covenants and agreements hereinafter set forth and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, and intending to be legally bound hereby, Landlord and Tenant hereby agree as follows:

FUNDAMENTAL PROVISIONS

Total Development Cost:	$30,972,817.00. See Section 3(B).
Annual Fixed Rent:	Annual Loan payments payable by Landlord to Lender pursuant to the Loan Agreement, as those increase from time to time
Expiration Date of Fixed Term:	Midnight on _____, 2037. See Section 4(B)

Permitted Use:	Operation of a Charter School (or other uses that, as with the advancement of technology, are customary for a public Charter School facility from time to time), which may include other uses incidental to the operation of a Charter School and for no other purpose. See Section 8(A)

1. Attachments to Lease and Exhibits.

Attached to this Lease and hereby made a part hereof are the following:

EXHIBIT A – Legal description of Land

EXHIBIT B –Form of Addendum to Lease

EXHIBIT C -- Form of Tenant Resolution

EXHIBIT D -- Form of SNDA

2. Definitions and Rules of Construction.

(A) **Definitions.** The following terms for purposes of this Lease shall have the meanings hereinafter specified:

"ADA" shall mean the Americans with Disabilities Act of 1990, as amended, 42 U.S.C. §12101 et seq.

"Addendum" shall mean the Addendum to Lease in form attached hereto as Exhibit B.

"Additional Rent" is defined in Section 6(E).

"Affiliate" shall mean as applied to a person or entity, any other person or entity directly or indirectly controlling, controlled by, or under common control with, that person or entity.

"Ancillary Uses" is defined in Section 8(A).

"Annual Fixed Rent" shall mean the annual fixed rent payable hereunder for the Leased Property, which shall be equal to the annual Loan payments payable by Landlord to Lender pursuant to the Loan Agreement, as those increase from time to time.

"Charter" is defined in Section 23.

"Charter School" shall have the same meaning as used by the U.S. Department of Education's Public Schools Program (as amended) as follows:

(1) A charter school is a public school that

(A) in accordance with a specific State statute authorizing the granting of charters to schools, is exempted from significant State or local rules that inhibit the flexible operation and management of public schools, but not from any rules relating to the other requirements of this paragraph;

(B) is created by a developer as a public school, or is adapted by a developer from an existing public school, and is operated under public supervision and direction;

(C) has a specific set of educational objectives determined by the school's developer and agreed to by the authorized public chartering agency;

(D) provides a program of elementary or secondary education, or both;

(E) is nonsectarian in its programs, admissions policies, employment practices, and all other operations, and is not affiliated with a sectarian school or religious institution;

(F) does not charge tuition;

(G) complies with the Age Discrimination Act of 1975, Title VI of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, section 504 of the Rehabilitation Act of 1973, and part B of the Individuals with Disabilities Education Act;

(H) is a school to which parents choose to send their children, and that admits students on the basis of a lottery, if more students apply for admission than can be accommodated;

(I) agrees to comply with the same Federal and State audit requirements as do other elementary and secondary schools in the State, unless such requirements are specifically waived for the purpose of this program;

(J) meets all applicable Federal, State, and local health and safety requirements;

(K) operates in accordance with State law; and

(L) has a written performance contract with the authorized public chartering agency in the State that includes a description of how student performance will be measured in charter schools pursuant to State assessments that are required of other schools and pursuant to any other assessments mutually agreeable to the authorized public chartering agency and the charter school.

"Code" means the Internal Revenue Code of 1986, as the same may be amended or supplemented, and the rules and regulations promulgated thereunder.

"Construction Term" is defined in Section 4(A).

"Curing Party" is defined in Section 29(D).

"Default Rate" shall mean the lesser of (i) the Prime Rate plus four percent (4%) or (ii) the highest rate of interest that may lawfully be charged to the party then required to pay interest under this Lease at the Default Rate.

"Defaulting Party" is defined in Section 29(D).

"Deferred Fixed Rent" is defined in Section 6(D) of this Lease.

"Developer" is FLACS IIB Project Development, LLC, a Utah limited liability company.

"Development Agreement" means that certain Project Development Agreement among Developer and Landlord dated as of the date hereof regarding Construction Work.

"ECS" means Education Capital Solutions, LLC, a Delaware limited liability company.

"Effective Date" is defined in the introductory paragraph of this Lease.

"Environmental Report" is defined in Section 13(B).

"Event of Default" is defined in Section 29(A).

"Existing FLACS Facilities" shall mean collectively, the Facility, the FLACS I Facility, the FLACS II Facility, and the FLACS III Facility.

"Expiration Date" is defined in Section 4(B).

"FF&E" shall mean all equipment, machinery, fixtures and other items of property owned by the Landlord and now or hereafter permanently affixed to or incorporated into the Leased Property, including, without limitation, all furnaces, boilers, heaters, electrical equipment, heating, plumbing, lighting, ventilating, refrigerating, incineration, air and water pollution control, waste disposal, air-cooling and air-conditioning systems and apparatus, sprinkler systems and fire and theft protection equipment, together with all replacements, modifications, alterations and addition thereto; all of which to the maximum extent permitted by law, are hereby deemed to constitute real estate.

"Final Disbursement Date" is defined in Section 4(C).

"Final Plans" shall mean the final plans, drawings and specifications for the Improvements to the Leased Property as built.

"First Mortgage" shall collectively mean that certain Acquisition Loan Mortgage, Security Agreement, Assignment of Leases and Rents and Fixture Filing dated as of the Effective Date, by Landlord in favor of ECS and Developer; that certain Building Loan Mortgage, Security Agreement, Assignment of Leases and Rents and Fixture Filing dated as of the Effective Date, by Landlord in favor of ECS and Developer; and that certain Project Loan

Mortgage, Security Agreement, Assignment of Leases and Rents and Fixture Filing dated as of the Effective Date, given by Landlord in favor of ECS and Developer.

"First Mortgagee" shall mean ECS and Developer and their respective successors and assigns.

"Fiscal Tax Year" shall mean the 12 month period established as the real estate tax year by the taxing authority having jurisdiction over the Leased Property.

"FLACS I Facility" shall mean that certain Charter School operated by Borrower located at 14 West 170th Street, Bronx, New York.

"FLACS II Facility" shall mean that certain Charter School operated by Borrower located at 296-300 East 140th Street, Bronx, New York.

"FLACS III Facility" shall mean that certain Charter School operated by Borrower located at 370 Gerard Avenue, Bronx, New York 10451.

"Force Majeure" is defined in Section 39.

"GAAP" shall mean generally accepted accounting principles consistently applied, as in affect from time to time.

"Governmental Authorities" shall mean all federal, state, county, municipal and local departments, commissions, boards, bureaus, agencies and offices thereof, having or claiming jurisdiction over all or any part of the School Facility or the use thereof.

"Highmark Guarantor" shall mean Highmark School Development, LLC, a Utah limited liability company, as guarantor under that certain Guaranty of Payment of even date herewith executed by Guarantor.

"Hazardous Substances" is defined in Section 13(F).

"Improvements" shall mean the School Facility and any and all other buildings and other improvements to the Land constructed thereon.

"Initial Fixed Term" is defined in Section 4(B).

"Initial Fixed Term Commencement Date" is defined in Section 4(B).

"Land" is defined in the Recitals hereto.

"Landlord" is defined in the introductory paragraph of this Lease.

"Laws" shall mean all present and future requirements, administrative and judicial orders, laws, statutes, ordinances, rules and regulations of any Governmental Authorities, including, but not limited to the ADA.

"Lease" is defined in the introductory paragraph of this Lease.

"Lease Year" shall mean a period of twelve (12) full calendar months, provided that the first Lease Year shall begin on the Initial Fixed Term Commencement Date and shall end on the date which is one (1) year from the last day of the calendar month in which the Initial Fixed Term Commencement Date occurs, and the last Lease Year shall end on the Expiration Date, unless sooner terminated pursuant to any provision hereof. The second Lease Year shall commence on the day immediately following the last day of the first Lease Year and each succeeding Lease Year shall commence on the anniversary of such date (each, an "Adjustment Date").

"Leased Property" shall mean the Land and the Landlord's interest therein, all Improvements now existing or hereafter constructed on the Land, all FF&E, appurtenances, rights, easements and privileges thereunto belonging or in any way appertaining, and all other rights, easements and privileges granted to Tenant in this Lease, excluding, however, School's Property (as defined below).

"Legal Requirements" means the requirements of all present and future Laws, including, but not limited to, all permit and licensing requirements and all covenants, easements, restrictions and conditions, now or hereafter of record which may be applicable to Tenant or the Leased Property, or to the use, manner of use, occupancy, possession, operation, maintenance, alteration, expansion, repair or restoration of the Leased Property.

"Loan" means that certain acquisition and construction loan in the original principal amount of Thirty Million Nine Hundred Seventy-Two Thousand Eight Hundred Seventeen and No/Dollars ($30,972,817.00) pursuant to the Loan Agreement.

"Loan Agreement" means, collectively, that certain Building Loan Agreement of even date herewith by and between ECS, as lender, and Landlord, as borrower, that certain Project Loan Agreement of even date herewith by and between ECS, as lender, and Landlord, as borrower, and that certain Acquisition Loan Agreement of even date herewith by and between ECS, as lender, and Landlord, as borrower.

"Management Fee" is defined in Section 57.

"Material Adverse Effect" means with respect to any event or occurrence of whatever nature (including any adverse determination in any litigation, arbitration or governmental investigation or proceeding by a Governmental Authority), a materially adverse effect on the business, operations, revenues, financial condition, or property of Tenant or the School or on the ability of Tenant or the School to perform its obligations under this Lease or Charter.

"Mortgage" shall mean any mortgage or deed of trust or other instrument in the nature thereof evidencing a security interest in the Leased Property or any part thereof, including, without limitation, the First Mortgage.

"Mortgagee" shall mean the holder of a Mortgage, including the First Mortgagee.

"Notices" is defined in Section 33.

"Prime Rate" shall mean the per annum interest rate from time to time publicly announced by Citibank, N.A., New York, New York as its base rate. If Citibank, N.A. should cease to publicly announce its base rate, the "Prime Rate" hereunder shall be the prime, base or reference rate of the largest bank (based on assets) in the United States which announces such rate.

"Project Cost" is defined in the Development Agreement.

"Prohibition" is defined in Section 8(C).

"REA" shall mean any applicable reciprocal easement agreement or instrument of similar effect with respect to the Leased Property.

"Released Party" is defined in Section 16(C).

"Releasing Party" is defined in Section 16(C).

"Rent" shall mean Annual Fixed Rent, Deferred Fixed Rent, Additional Rent and any other charges, expenses or amounts payable by Tenant under this Lease.

"Restrictive Agreements" shall mean those certain reciprocal easement agreements, operating agreements, development agreements, easement agreements and/or other similar agreements and instruments that govern and regulate the development of the Land.

"School" shall mean Tenant.

"School Facility" shall mean the school facility located on the Land, including, without limitation, any improvements located on the Land during the Term.

"School's Property" is defined in Section 11.

"Servicer" shall mean a servicer of the Loan and its successors and assigns. Developer is the initial Servicer.

"SNDA" is defined in Section 25(A).

"State" shall mean the state in which the Leased Property is located.

"State Agency" shall mean the State governmental agency responsible for granting the School the Charter or other agency as designated by the laws of the State to collect and verify enrollment data from public Charter Schools.

"Substantial Completion Date" shall mean that date on which Substantial Completion is achieved. The term "Substantial Completion" shall have the meaning assigned to the term "Substantial Completion" in the Development Agreement.

"Taxes" shall mean: (a) all ad valorem taxes and assessments and governmental charges (including sewer charges), general or special, ordinary or extraordinary, foreseen or unforeseen, of any kind or nature whatsoever, whether imposed by any Governmental

Authorities, which are levied on or charged against the Leased Property, School Facility, this Lease, or the School's Property, personal property or rents, or on the right or privilege of leasing real estate or collecting rents thereon, including any sales or use tax on rents (including the aggregate of any excise, sales, occupancy, franchise, privilege, rental, or transaction privilege tax on, or of any similar tax now or in the future levied, assessed, or imposed by any governmental authority upon, Landlord or the Leased Property as a result (and to the extent) of payments comprising Rent under this Lease, or as a result of Tenant's (or any subtenant's) use or occupancy of the Leased Property) and any other taxes and assessments attributable to the Leased Property or its operation or any tax or assessment or governmental charge imposed or collected in lieu of or in substitution for any such tax, assessment or governmental charge, including without limitation all special assessments, impact fees, development fees, traffic generation fees, parking fees in respect of any Fiscal Tax Year falling wholly within the Term and a portion of any real estate taxes so imposed in respect of any Fiscal Tax Year falling partly within and partly without the Term hereof, equal to the proportion which the number of days of such Fiscal Tax Year falling within the Term hereof bears to the total number of days of such Fiscal Tax Year, and (b) any and all transfer taxes regarding the Leased Property imposed upon and payable by Landlord in connection with the conveyance to Landlord of fee simple title to the Leased Property, and any and all transfer taxes regarding the Leased Property imposed in connection with the creation, grant and conveyance of a leasehold interest (and the grant of any option to purchase) under: (i) any ground lease(s) to Landlord, Tenant or the School regarding the Leased Property, any assignment(s) of such ground leases to any of said parties, and any memoranda of leases regarding the same; (ii) intentionally deleted; (iii) this Lease, any addenda thereto and any memoranda of leases regarding the same; (iv) any other conveyance of leasehold interests to each of Landlord and Tenant; and (v) any conveyance of leasehold interests by Tenant (any and all transfer taxes in connection with the creation, grant or transfer(s) of the fee simple or leasehold interests regarding the Leased Property as described in this subparagraph (b) or in connection with the recording or filing of the deed or memoranda of leases regarding the same, as applicable, are hereinafter collectively referred to as the "Included Transfer Taxes"); excluding, however, any income, franchise, corporate, capital levy, capital stock, excess profits, transfer, revenue, estate, inheritance, gift, devolution or succession tax payable by Landlord other than the Included Transfer Taxes, and any other similar tax, assessment, charge or levy, other than the Included Transfer Taxes, upon, or measured, in whole or in part, by the rent payable hereunder by Tenant except to the extent any such other tax, assessment, charge or levy is imposed in substitution for any ad valorem tax or assessment or except as otherwise provided herein.

"Tenant" is defined in the introductory paragraph of this Lease.

"Tenant's Operating Covenant" is defined in Section 24.

"Tenant's Signs" is defined in Section 21.

"Term" or "Term of this Lease" or "term hereof" means the Initial Fixed Term as defined in Section 4(B) and any renewal or extension thereof.

"Total Development Cost" is defined in the Development Agreement.

"Used" is defined in Section 13(C).

(B) **Rules of Construction.** The following rules of construction shall be applicable for all purposes of this Lease, unless the context otherwise requires:

(i) The terms "hereby," "hereof," "hereto," "herein," "hereunder" and any similar terms shall refer to this Lease, and the term "hereafter" shall mean after, and the term "heretofore" shall mean before, the date of this Lease.

(ii) Words of the masculine, feminine or neuter gender shall mean and include the correlative words of the other genders and words importing the singular number shall mean and include the plural number and vice versa.

(iii) The terms "include," "including" and similar terms shall be construed as if followed by the phrase "without being limited to."

3. Premises.

(A) **Leased Property**. Landlord hereby demises and leases unto Tenant, and Tenant hereby leases from Landlord, for the consideration and upon the terms and conditions herein set forth, the Leased Property during the Term.

(B) **Construction Work**. Landlord and Tenant acknowledge that Developer will develop the School Facility pursuant to the Development Agreement ("**Construction Work**"). As of the Effective Date, the preliminary good faith estimate of Total Development Cost (the "**Preliminary Total Development Cost**") is Thirty Million Nine Hundred Seventy-Two Thousand Eight Hundred Seventeen and No/Dollars ($30,972,817.00). The Preliminary Total Development Cost is subject to change as provided in the Development Agreement. Landlord and Tenant acknowledge and agree that Developer and the design-builder engaged by Developer and their respective contractors, subcontractors, representatives and agents shall have the absolute right to enter and access the Leased Property, without notice to Tenant at any time during the Construction Term and thereafter and shall have the right to conduct or cause to be conducted, major or minor renovations, repairs, rebuilds, improvements, or demolitions as are necessary to complete the Construction Work, any punchlist items, and warranty items, without any right of offset or deduction of rent by Tenant. Developer shall be an express third-party beneficiary of this Section.

(C) **Delivery of Leased Property**.

(i) **Acceptance of Delivery**. Landlord shall deliver the Leased Property to Tenant, and Tenant shall accept delivery of the Leased Property from Landlord, on the Substantial Completion Date ("**Delivery Date**"). By occupying the Leased Property, Tenant accepts the same and acknowledges that Developer has complied with all the requirements imposed upon it under the terms of the Development Agreement, and, Tenant accepts the Leased Property, "AS IS, WHERE IS", WITH NO REPRESENTATION OR WARRANTY BY LANDLORD AS TO THE FITNESS, SUITABILITY, OR USABILITY OF THE LEASED PROPERTY, OR AS TO THE PRESENCE OR ABSENCE OF ANY HAZARDOUS MATERIALS ON, ABOUT OR

ADJACENT TO THE LEASED PROPERTY. In addition, Tenant hereby accepts the Leased Property subject to all applicable zoning, municipal, county and state laws, ordinances and regulations governing and regulating the use of the Leased Property, Restrictive Agreements, and all matters of record, and accepts the Lease subject thereto and to all matters disclosed thereby and by any exhibits attached hereto. Tenant acknowledges that neither Developer nor Developer's agent have made any representation or warranty as to the suitability of the Leased Property for the conduct of Tenant's business or use.

(ii) **Early Entry**. Upon Landlord's and First Mortgagee's prior written consent, which shall not be unreasonably withheld, Tenant shall have access to the School Facility prior to the Initial Fixed Term Commencement Date in order to begin installing Tenant's trade fixtures and personal property, and for any other legal purpose necessary for preparation of the Leased Property for operation by Tenant, provided that such early entry shall not unreasonably interfere with Landlord's Work. Prior to such entry Tenant shall provide Landlord and First Mortgagee with evidence that Tenant has obtained insurance required under the terms of this Lease and shall provide Landlord with a certificate of insurance evidencing such insurance. Such early entry will be at Tenant's sole risk and subject to all the terms and provisions of this Lease as though the Initial Fixed Term Commencement Date had occurred, except for the payment of Rent, which will commence on the Initial Fixed Term Commencement Date, and except that Tenant shall be responsible for all utility services required in connection with Tenant's early entry rights. All rights of Tenant under this section will be subject to the requirements of all applicable Laws.

(iii) **Temporary Space**. If Substantial Completion has not occurred by August 1, 2018, provided that the entire School Facility is incomplete or cannot be occupied, or a portion thereof is incomplete and cannot be occupied, Tenant shall use commercially reasonably efforts to secure a temporary space that Tenant can reasonably conduct its business therefrom ("**Temporary Space**"), and Tenant shall have the obligation to occupy such Temporary Space until the occurrence of Substantial Completion for the entire School Facility.

4. Term.

(A) **Construction Term**. The construction term of this Lease shall commence on the Effective Date and shall expire on the earlier to occur of (i) the day prior to the Delivery Date or (ii) the date that is twelve (12) months from the date of commencement of construction of the School Facility (the "**Construction Term**"). Tenant shall be obligated to open the School Facility immediately following the Delivery Date.

(B) **Initial Fixed Term**. The term of this Lease (the "**Initial Fixed Term**") shall commence on the date following the last day of the Construction Term (the "**Initial Fixed Term Commencement Date**") and shall expire at midnight on _____, 2037 (the "**Expiration Date**"), unless sooner terminated pursuant to any provision hereof.

(C) **Addendum**. Within thirty (30) days after the final disbursement of the Total Development Cost by ECS ("**Final Disbursement Date**"), Tenant and Landlord shall execute the Addendum in the form attached hereto as **Exhibit B**, which shall memorialize, among other things, the Initial Fixed Term Commencement Date, the Expiration Date and the Annual Fixed Rent. Tenant's failure to execute and deliver such Addendum within ten (10) days after delivery thereof by Landlord shall, at the option of Landlord, constitute a material default under this Lease and, in any event, shall be conclusive upon Tenant that the Addendum as delivered by Landlord is correct in all respects. In addition, Landlord is hereby irrevocably appointed and authorized as agent and attorney-in-fact of Tenant to execute and deliver such Addendum in the event that Tenant fails to execute and deliver such Addendum within ten (10) days after notice from Landlord requesting execution and delivery thereof.

5. Intentionally Deleted.

6. Rent.

(A) **Construction Term**. No Annual Fixed Rent shall be payable during the Construction Term.

(B) **Annual Fixed Rent**.

(i) Tenant shall timely pay to Landlord for each month during the Term, rent equal to $1/12^{th}$ of the Annual Fixed Rent, without abatement, adjustment or setoff except as otherwise expressly set forth herein. The Annual Fixed Rent will be paid in twelve (12) equal monthly installments on or before the first (1st) day of each calendar month during the Term, in advance commencing on the Initial Fixed Term Commencement Date and continuing for the remainder of the Initial Fixed Term, as renewed or extended; provided, however, that if the Initial Fixed Term Commencement Date is a date other than the first day of the month, then the first monthly installment of the Annual Fixed Rent shall be made on or before the first (1st) day of the first full calendar month following the Initial Fixed Term Commencement Date and such payment shall be the sum of (1) a pro rata portion of the Annual Fixed Rent payable for a full month, based on the number of days in the month from the Initial Fixed Term Commencement Date to the end of that month and (2) the Annual Fixed Rent for the first full calendar month following the Initial Fixed Term Commencement Date.

(ii) The Annual Fixed Rent and all other Rent due to Landlord under this Lease shall be timely paid to Landlord by electronic transfer to an account designated by Landlord pursuant to written instructions provided in advance by Landlord to Tenant or by check payable to Landlord at the address set forth in Section 33 hereof, until Tenant receives other written instructions from Landlord.

(C) **Intentionally Omitted**

(D) **Deferred Fixed Rent.** Notwithstanding anything to the contrary contained herein, Tenant shall have the right to defer the first two (2) full calendar monthly installments of the Annual Fixed Rent and to commence paying the Annual Fixed Rent on the first (1st) day of the third (3rd) full calendar month following the Initial Fixed Term

Commencement Date; provided, however, that if the Initial Fixed Term Commencement Date is a date other than the first day of the month, then the first monthly installment of the Annual Fixed Rent after the two-full calendar month deferment shall also include a pro rata portion of the Annual Fixed Rent payable for a full month, based on the number of days in the month from the date that is two (2) months after the Initial Fixed Term Commencement Date to the end of that month ("**Partial Rent**"). Accordingly, as a result of such deferment, Tenant shall make only ten (10) monthly installments of the Annual Fixed Rent during the first Lease Year and Partial Rent (if the Initial Fixed Term Commencement Date is a date other than the first date of the month). The deferred payments of the Annual Fixed Rent as provided in this Section are referred to herein as the "**Deferred Fixed Rent**."

(E) **Net Lease.** This Lease shall be deemed and construed to be a "net lease", and Tenant shall pay to Landlord, net throughout the Construction Term and the Term of this Lease, the Rent, free of any charges, assessments, impositions or deductions of any kind and without abatement, deduction or set-off whatsoever except as expressly set forth herein (provided that all Additional Rent, and certain additional costs applicable during the Construction Term shall be added to the Project Cost as herein provided). Under no circumstances or conditions, whether now existing or hereafter arising, or whether beyond the present contemplation of the parties, shall Landlord be expected or required to make any payment of any kind whatsoever or be under any other obligation or liability hereunder, except as herein otherwise expressly set forth. Without limiting the foregoing, Tenant shall pay to the parties respectively entitled thereto, all costs, expenses and charges of every kind and nature relating to the Leased Property (except debt service on any indebtedness of Landlord or except as otherwise expressly set forth herein), which may arise or become due or payable prior to, during or after (but to the extent and only to the extent attributable to or arising during a period falling within) the Construction Term (subject to inclusion thereof in the Project Cost) and Term of this Lease. All of such charges, costs and expenses shall be deemed "**Additional Rent**" and will be due and payable upon demand, if no other time for payment is specified. The parties intend that the obligations of Tenant under this Lease shall be separate and independent covenants and agreements and shall continue unaffected unless such obligations have been modified or terminated pursuant to an express provision of this Lease. As part of Tenant's additional rent obligations under this Lease, Tenant shall also be responsible for reimbursing Landlord for annual accounting costs incurred by Landlord regarding the Lease, including audits in connection with this Lease, audits regarding Tenant's operation at the Leased Property, the filing of any necessary governmental forms regarding the Lease and other accounting costs in connection with the operation of the Charter School on the Leased Property.

(F) Application of Payments. Landlord shall have the right to apply any payments received from Tenant in reduction of any amount due under this Lease, in such order as Landlord may elect in its discretion, and regardless of whether Tenant has designated how such payment is to be applied.

(G) Late Fees. Landlord may assess a late fee of five percent (5%) of the amount due for any payment due Landlord and not paid within five (5) days of the date due, to compensate Landlord for the extra expense of handling late payments. Such late fee will be in addition to any and all interest and costs of collection of past due amounts.

7. Quiet Possession; Transfer of Title.

(A) **Landlord's Covenant.** Landlord represents and warrants to Tenant that: provided that no Event of Default has occurred and is continuing, Tenant shall have and enjoy, during the Term hereof, the quiet and undisturbed possession of the Leased Property as in this Lease contemplated, free from interference by Landlord or any party claiming under Landlord.

(B) **Leasehold Title Policy.** Tenant may obtain, at its sole cost and expense, binding commitments for the issuance of a leasehold owner's policy on the then-current policy form available in the state in which the Leased Property is located, in amounts so requested by Tenant, written by a title company selected by Landlord and reasonably acceptable to Tenant, committing to insure as of the date of the recording of a memorandum of this Lease the condition and state of the title to the leasehold estate created hereunder. The cost of the foregoing shall be included in the Project Cost. Landlord shall cooperate with Tenant in executing and delivering to Tenant or the title company such reasonable affidavits, undertakings, or other instruments as may be necessary to cause this issuance of such leasehold owner's policies. By executing this Lease, Tenant shall be deemed to have approved and accepted the status of title as reflected in such title commitments.

(C) **Change of Ownership.** Landlord shall promptly notify Tenant in writing of any change in the ownership of the Leased Property or any transfer of Landlord's interest in the Leased Property, giving the name and address of the new owner or transferee, as applicable, and instructions regarding the payment of Rent. In the event of any change in or transfer of title of Landlord in and to the Leased Property or any part thereof, whether voluntary or involuntary, or by act of Landlord or by operation of Laws, Tenant shall have the right to continue to pay Rent to the party to which Tenant was making such payments prior to such change in title until Tenant shall have been notified of such change in title and given satisfactory proof thereof (it being hereby agreed that a letter from the prior owner of the Leased Property notifying Tenant of such transfer and the name and address of the new owner shall be deemed satisfactory proof of such change in title). Tenant acknowledges that the Leased Property, including all Improvements and FF&E, but excluding the School's Property, shall be Landlord's property.

8. Use of Premises.

(A) **During Tenant's Operating Period.** Except with the prior express written consent of the Landlord (which may be granted or withheld in its sole and absolute discretion) or as otherwise provided in this Lease, the Leased Property shall be used only for the operation of a Charter School (or other uses that, as with the advancement of technology, are customary for a public Charter School facility from to time to time), which may include other uses incidental to the operation of a Charter School (collectively, "**Ancillary Uses**") and for no other purpose. Notwithstanding anything to the contrary herein, Tenant shall not have the right to use the Leased Property, or any part thereof, for any use or purpose which is not permitted by, or which results in a violation of, any agreement, covenant or restriction to which the Leased Property, or any part thereof, is subject as of the date of this Lease, including any REA or any other Restrictive Agreements applicable to the Leased Property and of which Tenant has been notified in writing by Landlord or of which Tenant has knowledge, actual or constructive.

(B) **Landlord Assistance.** Landlord agrees to execute, without cost to Landlord, such customary applications, consents and other instruments as shall be required by Governmental Authorities to permit the operation of the School Facility as a Charter School, as permitted by this Lease, so long as such applications, consents or other instruments do not impose or subject Landlord to any liability or claim, and Tenant hereby covenants and agrees to indemnify and hold harmless Landlord from and against any and all claims, costs, demands, losses or liabilities (including attorneys' fees) which Landlord may suffer or incur by reason of Landlord's execution of any such applications, consents or other instruments as Tenant may request. If at any time any claims, costs, demands, losses or liabilities are asserted against Landlord by reason of Landlord's execution of any such applications, consents or other instruments as Tenant may request, Tenant will, upon notice from Landlord, defend any such claims, costs, demands, losses or liabilities at Tenant's sole cost and expense by counsel, selected by Tenant, and reasonably acceptable to Landlord.

(C) **Prohibition of Use.** If at any time during the term of this Lease, any Law shall prohibit the use of the School Facility for the purposes permitted in Section 8(A) of this Lease (the "**Prohibition**"), then immediately upon the earlier to occur of (a) Tenant becoming aware of any proposed Prohibition, or (b) Tenant's receipt of any notice from any Governmental Authorities of any Prohibition, Tenant shall promptly notify Landlord of such fact, and Tenant shall have the right (but not the obligation) to proceed, in its or Landlord's name, and at Tenant's sole cost and expense, to take such action as Tenant shall determine to be necessary or desirable to contest or challenge the Prohibition. If a Prohibition should occur or be imposed, nothing in this Section 8(C) shall be deemed to impair Tenant's obligations under Section 13(D) at any time during which Tenant is not prohibited from using such School Facility for the purposes permitted in Section 8(A).

9. Subletting and Assigning.

(A) **Landlord's Consent.** Subject to the provisions of this Section 9, Tenant shall not assign this Lease or sublet the Leased Property in whole or in part by operation of law or otherwise (including merger, consolidation of Tenant into or with any other entity, dissolution of Tenant, change in control, reorganization, sale of Tenant's assets or transfer of membership interest resulting in a change of control of Tenant) without the consent of Landlord and the Mortgagee (if required under the terms of any Mortgage), which consent Landlord and Mortgagee may grant or deny in their sole and absolute discretion.

(B) **Continuation of Liability.** Notwithstanding Landlord's and Mortgagee's consent to any assignment under (A) above, Tenant shall remain liable and responsible under this Lease, unless Landlord and Mortgagee release Tenant in writing.

(C) **Landlord's Assignment.** Anything in this Lease to the contrary notwithstanding, Landlord shall be permitted without Tenant's consent (but after first obtaining the written consent of Mortgagee, which may be withheld in Mortgagee's sole discretion), to sell, transfer, or assign Landlord's interest in the Leased Property and/or this Lease and in such event, Landlord shall be relieved of Landlord's obligations under this Lease to the extent such obligations arise after the date of such sale, transfer, or assignment consented to by Mortgagee, provided that such transferee, or assignee agrees to assume all of the unaccrued obligations under

this Lease and agrees to perform the same to the full extent required under the terms and conditions of this Lease, and further provided that no such sale, transfer or assignment shall violate or cause the revocation or termination of the Charter.

(D) **Rights of Landlord's Lender**. Tenant hereby agrees that the Mortgagee shall have the absolute right at any time after the occurrence and continuance of an Event of Default as herein provided, upon notice to Tenant, to enforce any and all rights Landlord may have under this Lease, and all extensions, modifications and renewals hereof.

(E) **Termination of Lease.** In the event that Landlord terminates this Lease (with the prior written consent of Mortgagee), pursuant to the terms and provisions hereof with respect to the Leased Property, any and all subleases and the rights of all subtenants under such subleases in effect at such Leased Property at such time shall be extinguished unless otherwise approved in writing by Landlord and Mortgagee.

(F) **Licenses, Etc**. For purposes of this Article, subleases shall be deemed to include any licenses, management contracts or other similar arrangements relating to the possession or use of the Leased Property.

(G) **Default Notices After Assignments**. If Landlord and Mortgagee consent in writing to Tenant's assignment in accordance with this Article 9 and Tenant thereafter assigns this Lease in accordance with this Article 9 and with the written consent of Landlord and Mortgagee, then Landlord, when giving notice to said assignee or any future assignee in respect of any default, shall also serve a copy of such notice in the manner provided herein upon the original tenant named in this Lease (the "**Original Tenant**"). The Original Tenant, at its option, shall have the same period that such assignee, as tenant, under this Lease has to cure such default.

10. Continued Possession of Tenant.

Any holding over with respect to the Leased Property after the last day of any extension of the term hereof, or after the last day of the Initial Fixed Term hereof if this Lease is not extended, shall be construed to be a monthly tenancy, on the terms herein set forth, terminable by either party on not less than one month's notice, with the exception that Annual Fixed Rent shall be increased to (i) one hundred twenty five percent (125%) of the Annual Fixed Rent that existed for the year prior to the expiration of the then current term for the first ninety (90) days of holding over following the last day of the applicable term; and (ii) one hundred fifty percent (150%) of the Annual Fixed Rent that existed for the year prior to the expiration of the then current term thereafter. Nothing contained in this Section or elsewhere in this Lease will be construed as Landlord's permission for Tenant to hold over or as limiting Landlord's remedies against a holdover tenant. If the Leased Property is not surrendered at the end of the Term, Tenant will indemnify Landlord for, from and against any loss or liability resulting from delay by Tenant in so surrendering the Leased Property, including without limitation, any claims made by any succeeding tenant based on such delay. This indemnity will survive the expiration or earlier termination of the Lease Term and any holdover term.

11. Fixtures.

Any and all trade fixtures, appliances, furniture and other moveable furnishings and equipment constituting personal property in the School Facility owned by Tenant on the Initial Fixed Term Commencement Date or at any time acquired thereafter by Tenant (all of the foregoing being collectively referred to in this Lease as the "**School's Property**"), shall not become a part of the realty and may be removed from the School Facility by Tenant at any time during the term hereof or upon the termination of the term hereof. Landlord hereby expressly waives any landlord's lien, contractual or statutory, to any of the School's Property located on or connected to the Leased Property, which waiver is self-operative. Additionally, from time to time within ten (10) days following a written request by Tenant, Landlord shall execute and deliver to Tenant, for the benefit of the School, a written waiver (on any form reasonably required by applicable Laws and reasonably acceptable to Landlord) of Landlord's lien rights under applicable Law with respect to any of the School's Property. Tenant may grant to its lender(s) a security interest or other lien in the School's Property (or enter into an equipment lease therefor) and Landlord will permit Tenant's lender(s) or lessor(s) reasonable access to the School Facility to inspect the School's Property or to remove the School's Property in connection with any action to enforce such security interest, lease or other lien.

12. Utilities.

(A) Tenant shall pay all charges for gas, electricity, water, sewer service and other utilities used in the School Facility and the Leased Property during the Construction Term (provided that such costs shall be included in the Project Cost) and during the Term, all such utilities to be separately metered and to be obtained by Tenant from the applicable utility company; provided, however, Tenant also shall be solely responsible for the payment of any connection, tap, hookup or other fee(s) imposed by Governmental Authority or by any utility company to extend and/or connect utility service to the Leased Property (provided that such costs shall be included in the Project Cost with respect to costs arising during the Construction Term).

(B) Tenant shall, at Tenant's expense, furnish, install (provided that for installation arising during the Construction Term, such costs shall be included in the Project Cost) and maintain in good condition and repair, (i) to points in the School Facility, all storm and sanitary sewers, and all gas, water, telephone, electrical facilities and other utilities of such size and type as may be required to provide adequate service for the Leased Property, and (ii) to Tenant's Signs, electrical facilities of such size and type as may be required to adequately service Tenant's Signs. Notwithstanding the foregoing, the initial installation of all such utilities and facilities shall be installed and paid in accordance with the terms of the Development Agreement and thereafter all other costs of maintenance, repair and replacement shall be at Tenant's sole cost and expense.

13. Governmental Compliance.

(A) **Tenant Responsibilities Generally.** Tenant shall comply with all Laws and Legal Requirements which affect the Leased Property and the School Facility located thereon and the use and occupancy thereof, and shall comply with all laws, licenses and permits related to the operation of the School, including those that involve employee, worker or occupant

health, safety and/or environmental concerns, including, without limitation, those concerning child-occupied facilities. If Tenant receives written notice of any violation of any governmental requirements applicable to the Leased Property, Tenant shall give prompt notice thereto to Landlord and to any Mortgagee.

(B) **Parties; Environmental Knowledge**. Each party hereby acknowledges and agrees that it has received a copy of that certain Phase I Environmental Site Assessment dated June 5, 2017 prepared by PVE, LLC, and that certain letter dated June 19, 2017, prepared by PVE, LLC, regarding the limited subsurface investigation respecting the Leased Property (collectively, the "**Environmental Report**"). Each party is fully aware of the contents of the Environmental Report and accepts that the Leased Property is subject to all matters and conditions disclosed in the Environmental Report. Tenant acknowledges that Landlord has not undertaken any investigation or inquiry with respect to environmental aspects of the Leased Property other than its review of the Environmental Report. Accordingly, Landlord and Tenant each agree to accept the Leased Property "as is," without any agreements, representations, understandings or obligations on the part of Landlord or Tenant. For the avoidance of doubt, Landlord agrees that Tenant makes no representation, undertakes no obligation, and the provisions of this Section 13 shall not apply with respect to the environmental aspects of the Leased Property disclosed to Landlord in the Environmental Report or otherwise in existence prior to the Initial Fixed Term Commencement Date.

(C) **Landlord's Environmental Responsibilities During the Term of this Lease.** During the Term of this Lease, Landlord shall not cause any Hazardous Substances to be used, stored, generated or disposed of (collectively "**Used**") on, in or under the Leased Property by Landlord, except for those Hazardous Substances which may lawfully be Used in the ordinary course of business in the operation of such properties or which may be reasonably required in the performance by Landlord of its obligations under this Lease, and then only to the extent no Laws in effect at such time are violated by Landlord.

(D) **Tenant's Environmental Responsibilities.** During the Term of this Lease, Tenant shall not cause or permit any Hazardous Substances to be Used on, in or under the Leased Property by Tenant, Tenant's agents, employees or contractors, or anyone claiming by, through or under Tenant, except in the ordinary course of business in the operation of Tenant's business as permitted by Section 8, or as reasonably required in performing the obligations of Tenant under this Lease, and then only to the extent no Laws in effect at such time are violated by Tenant.

(E) **Environmental Indemnities.** Tenant shall indemnify and hold Landlord harmless from any and all claims of third parties, and damages, costs and losses owing to third parties or suffered by Landlord, including court costs, reasonable attorneys' fees and consultants' fees, arising during or after the Term and reasonably incurred or suffered by the Landlord as a result of any default or breach of any covenant made by Tenant under this Section. It is a condition of this indemnification and hold harmless that the Tenant shall receive notice of any such claim against the Landlord promptly after Landlord first has knowledge thereof, but no failure by the Landlord to promptly notify the Tenant of any such claim shall adversely affect the Landlord's right to indemnification except (and only to the extent) that the Tenant can prove prejudice as a result of the failure to receive prompt notice. This indemnification and hold

harmless includes any and all costs reasonably incurred by the Landlord after notice to Tenant for any cleanup, removal or restoration mandated by any public official acting lawfully under applicable Laws if Tenant shall not timely perform such work.

(F) **Definition.** As used herein, "**Hazardous Substance**" means any substance that is toxic, radioactive, ignitable, dangerous, harmful, flammable, explosive, reactive or corrosive and that is, in the form, quantity, condition and location then found upon or under the Leased Property regulated by any Governmental Authority. "**Hazardous Substance**" includes any and all materials and substances that are defined as "hazardous waste," "hazardous material," "hazardous chemical," "pollutant," "contaminant" or "hazardous substance," in the form, quantity, condition and location then found upon the Leased Property pursuant to Laws. "Hazardous Substance" includes asbestos in any form and any substance containing asbestos, polychlorinated biphenyls, petroleum, lead-based paint, mold, and urea formaldehyde foam insulation.

(G) **Survival.** The provisions of this Section shall survive the expiration or sooner termination of this Lease.

14. Maintenance and Repairs.

Tenant shall pay all costs, expenses, fees and charges incurred in connection with the use or occupancy of the Leased Property, including without limitation, all costs and expenses required to be incurred in the event that any Governmental Authority imposes mandatory controls or guidelines on the School Facility, or any part thereof, relating to the use or conservation of energy, water, gas, oil and electricity or in the event that Landlord is required to make alterations to the School Facility as required to comply with such mandatory or voluntary obligations. Tenant shall at all times, at its own expense, and subject to reasonable wear and tear and damage by casualty or condemnation, which are addressed by Sections 15 and 17, respectively, keep the Leased Property in first class condition and repair as a Charter School. With respect to the Leased Property, such maintenance shall include, without limitation, all interior and exterior repairs (including all replacements of components, systems or parts which are a part of, or are incorporated into, the Leased Property or any part thereof), whether structural or nonstructural, foreseen or unforeseen, ordinary or extraordinary and all common area maintenance including, without limitation, removal of dirt, snow, ice, rubbish and other obstructions and maintenance of sidewalks and landscaping. Tenant acknowledges and agrees that Landlord shall have no obligation to maintain or repair the Leased Property or any portion thereof. Tenant shall have full responsibility for maintenance, repairs, and replacements, capital or otherwise. Tenant shall attend any maintenance training required by Landlord from time to time and shall comply with any maintenance and repair requirements established by Landlord from time to time and all guidelines, requirements and standards contained in any construction and manufacturing warranties with respect to the maintenance, repair and replacement of the Leased Property, any portion thereof, and any equipment serving the Leased Property. All replacements made by Tenant in accordance with the terms of this Lease shall be of like size, kind and quality to the items replaced as they existed when originally installed and shall be subject to Landlord's approval. Tenant shall forthwith replace in a neat and workmanlike manner any glass doors and windows broken upon the Leased Property. Tenant will not overload and will permit no waste, damage or injury to the Leased Property and at Tenant's own cost and

expense, will keep all drainage pipes free and open and will protect water, heating and other pipes so that they will not freeze or become clogged, and will repair all leaks, and will also repair all damages caused by leaks or by reason of a Tenant's failure to protect and keep free, open and unfrozen any of the pipes and plumbing on the Leased Property. Upon Landlord's request, Tenant shall, at its sole cost and expense, contract with a qualified service company approved by Landlord for the periodic maintenance and the repair and replacement, as necessary, of the Leased Property, and any portion thereof, including air-conditioning system serving the Leased Property. Landlord will provide Tenant with a list of required inspections ("**Inspections**") of the Leased Property that Tenant will be required to conduct annually during the Term or as specified by Landlord ("**Inspection Schedule**"). Tenant shall conduct the Inspections in accordance with the Inspection Schedule and shall deliver to Landlord a copy of each Inspection report within thirty (30) days of the completion of the applicable Inspection. If Tenant fails to perform Tenant's obligations under this Section in a manner satisfactory to Landlord in its reasonable determination, Landlord may at its option (but shall not be required to) enter the Leased Property, after ten (10) days' prior written notice to Tenant, and put the same in good order, condition and repair, and the cost thereof together with interest thereon at the Default Rate shall become due and payable as Additional Rent to Landlord upon demand.

15. Damage Clause.

(A) **Damage.** If the School Facility is damaged by fire or other casualty, either in whole or in part, Landlord, subject to compliance with the provisions of any Mortgage, agrees to rebuild and repair the School Facility to operational status, so that such structures and other improvements shall have a value, utility, condition, character as nearly as reasonably practicable to the value, utility condition, character of such structures and other improvements immediately prior to such fire or other casualty (assuming the School Facility to have been in the condition required by this Lease). No Rent shall be abated in connection with such damage; it is understood that Tenant shall carry the business interruption insurance pursuant to Section 16(B)(ii) hereof. All insurance proceeds available as a result of any casualty, including any proceeds payable under Landlord's insurance policy or any other property insurance covering the Leased Property maintained by Tenant or Landlord under Section 16 of this Lease or otherwise, will be payable solely to Landlord (or Mortgagee, as applicable), and Tenant will have no interest in such proceeds. Tenant shall replace all of the School's Property in a manner and in at least a condition equal to that existing prior to the destruction or casualty and the proceeds of all insurance carried by Tenant on the School's Property shall be held in trust by Landlord for the purpose of said repair and replacement.

(B) **Division of Proceeds.** If the Leased Property cannot be rebuilt by reason of any Laws then in effect (provided, however, that in no event shall such prohibition by any Laws relieve Tenant of any of its obligations under this Lease), the proceeds of all hazard insurance on the School Facility which is maintained by Tenant or Landlord pursuant to Section 16 shall belong to Landlord (or Mortgagee, as applicable).

16. Insurance, Indemnity, Waiver of Subrogation and Fire Protection.

(A) **Landlord's Insurance.**

(i) During the Construction Term and the Term hereof, Landlord shall at its expense except as provided below, maintain the insurance coverages required under any Mortgage. Tenant shall be responsible for reimbursing Landlord for Landlord's insurance premiums in connection with such policy of insurance as provided in Subsection (E) below. Notwithstanding any other term or provision to the contrary set forth herein, Landlord's own obligation to maintain certain insurance coverages on the Leased Property pursuant to the terms of the Loan Agreement shall be deemed satisfied if Tenant maintains such insurance coverages as required by those provisions of the Loan Agreement, the policies comply with the Loan Agreement and the policies name Landlord and Mortgagee pursuant to a standard mortgagee clause, additional insured or loss payee as such holder shall elect with respect to such insurance. For the avoidance of doubt, Tenant shall be obligated to maintain insurance as set forth in Section 16(B)(vii).

(B) **Tenant's Insurance.**

(i) **Liability Policy.** Tenant agrees during the Construction Term (if Tenant enters or accesses the Leased Property prior to the Initial Fixed Term Commencement Date) and the Term of this Lease, to maintain, at its expense, commercial general liability insurance against claims for personal injury, bodily injury, death or property damage occurring upon, in or about the Leased Property, such insurance (A) to be on the so-called "occurrence" form containing minimum limits of $1,000,000.00 per occurrence for personal injury, bodily injury, death or property damage occurring in any one accident or occurrence upon, in or about the Leased Property and $3,000,000.00 general aggregate; together with $3,000,000.00 products/completed operations aggregate coverage, and $10,000,000 umbrella liability, and shall include endorsements for Abuse and Molestation, School Leaders & Educators Errors & Omission and Employee Dishonesty; (B) to continue at not less than the aforesaid limit until required to be changed by Mortgagee in writing by reason of changed economic conditions making such protection inadequate; (C) to cover at least the following hazards, (1) premises and operations, (2) products and completed operations on an "if any" basis, (3) independent contractors, (4) blanket contractual liability for all written and oral contracts, (5) contractual liability covering the indemnities contained herein to the extent the same is available, and (6) all legal liability imposed upon Mortgagee and all court costs and attorneys' fee incurred in connection with the ownership, operation and maintenance of the Leased Property; and (D) to be without any deductible.

(ii) **Business Interruption Insurance.** From the Initial Fixed Term Commencement Date and during the remainder of the Term, Tenant shall, at its expense, keep and maintain for the benefit of Landlord (and Mortgagee, as applicable), coverage for the loss of Rent payable hereunder for a period of up to the next succeeding twelve (12) months.

(iii) **Workers' Compensation Insurance.** Tenant shall maintain, at Tenant's expense, during the Term hereof (and during the Construction Term if Tenant enters or accesses the Leased Property prior to the Initial Fixed Term Commencement Date) with respect to its operations and all of its employees at the Leased Property, a

policy or policies of workers' compensation insurance, in accordance with and in the amounts required by applicable Laws and when applicable to federal laws, Voluntary Compensation and Employer's Liability (including occupational disease) coverage with limits not less than $100,000.00 per occurrence.

(iv) **Automobile**. Tenant shall maintain, at Tenant's expense, during the Term hereof (and during the Construction Term if Tenant enters or accesses the Leased Property prior to the Initial Fixed Term Commencement Date) comprehensive automobile insurance covering all owned, non-owned and hired automobiles used in connection with the operation of the Leased Property (and each of them) and shall have minimum bodily injury and property damage limits of $1,000,000.00 combined single limit per occurrence.

(v) **Insurance on Personal Property.** Tenant agrees, at Tenant's expense, to maintain during the entire Lease Term a policy providing fire and extended coverage, vandalism, malicious mischief, sprinkler leakage and special extended coverage insurance in an amount adequate to cover the full cost of replacement of all personal property, inventory, decorations, trade fixtures, furnishings, equipment, Tenant's improvements and betterments, and other contents in the Leased Property.

(vi) **Employee Dishonesty.** Tenant shall maintain, at Tenant's expense, with respect to the operations on the Leased Property, a policy for employee dishonesty with limits not less than $25,000.00 per claim.

(vii) **D&O Insurance.** During the Term, Tenant shall maintain, at Tenant's expense, a policy or policies of directors' and officers' liability insurance covering certain liabilities which may be incurred by Tenant's officers or directors in the performance of their obligations to Tenant, with limits of not less than $1,000,000.00 per occurrence.

(viii) **Other Insurance Policies.** In addition to the foregoing policies, Tenant agrees, at Tenant's expense, to maintain such other insurance policies as Landlord or Mortgagee may reasonably require from time to time during the Term, including, without limitation, terrorism insurance.

(C) **Release: Waiver of Subrogation.** Anything in this Lease to the contrary notwithstanding, it is agreed that each party (the "**Releasing Party**") hereby releases the other (the "**Released Party**") from any liability which the Released Party would, but for this Section, have had to the Releasing Party during the Construction Term and Term of this Lease resulting from any accident or occurrence or casualty which is covered by Tenant's required insurance under this Lease (including Liability, Automobile and Workers Compensation), including which is or would be covered by a fire or "all risk" property insurance policy in use in the state in which the Leased Property is located, whether or not the Releasing Party is actually maintaining such an insurance policy, or which is covered by any other casualty or property damage insurance being carried by the Releasing Party at the time of such occurrence, which casualty may have resulted in whole or in part from any act or neglect of the Released Party, its officers, agents or employees; provided, however, the mutual releases hereinabove set forth shall become

inoperative and null and void if the Releasing Party wishes to place such insurance with an insurance company which takes the position that the existence of such release vitiates or would substantially adversely affect any policy so insuring the Releasing Party and notice thereof is given to the Released Party. Notwithstanding any other term or provision to the contrary set forth herein, Tenant agrees and acknowledges that Landlord and any Mortgagee shall have no responsibility or liability for any loss, damage or injury to the School's Property which is located in, on or about the Leased Property at any time and from time to time, regardless of the cause of such loss, damage or injury, and that all of the School's Property is located in, on or about the Leased Property at Tenant's sole risk. Tenant hereby releases Landlord and any Mortgagee from any and all claims with respect to loss, damage or injury to the School's Property located in, on or about the Leased Property, regardless of the cause of such loss, damage or injury, except to the extent the same is caused by any willful or grossly negligent act or omission of Landlord, its agents, employees or contractors.

(D) **General.** All policies of insurance required pursuant to this Section shall be issued by companies approved by Landlord, and authorized to do business in the state where the Leased Property is located. Furthermore, Tenant shall deliver to Landlord a copy of all insurance contracts that are required and such insurance company shall have (i) an A.M. Best rating of not less than "A-VII"; (ii) shall include effective waivers by the insurer of all claims for insurance premiums against all loss payees, additional loss payee, additional insured or named insured; (iii) shall contain such provisions as Landlord deems reasonably necessary or desirable to protect its interest including any endorsements providing that neither Tenant, Landlord nor any other party shall be a co-insurer under said policies and that no modification, reduction, cancellation or termination in amount of, or material change (other than an increase) in, coverage of any of the policies required hereby shall be effective until at least thirty (30) days after receipt by each named insured, additional insured and loss payee of written notice thereof or ten (10) days after receipt of such notice with respect to nonpayment of premium; (iv) shall permit Landlord to pay the premiums and continue any insurance upon failure of Tenant to pay premiums when due; and (v) shall provide that the insurance shall not be impaired or invalidated by virtue of (A) any act, failure to act, negligence of, or violation of the declarations, warranties or conditions contained in such policy by Tenant, Landlord or any other named insured, additional insured or loss payee, except for the willful misconduct or gross negligence of Landlord knowingly in violation of the conditions of such policy or (B) the occupation, use, operation or maintenance of the Leased Property for purposes more hazardous than permitted by the terms of the policy. Tenant shall not have any obligation to deposit or escrow any amounts with Landlord or any other person for the payment of any premiums or other costs of insurance required to be maintained by Tenant hereunder.

(E) **Reimbursement by Tenant**. Tenant shall be responsible for reimbursing Landlord for Landlord's insurance premiums in connection with all policies of insurance that Landlord maintains under the Mortgage, and any other insurance policy relating to the Leased Property, Landlord may elect to maintain from time to time as determined by Landlord in Landlord's reasonable discretion (collectively, "**Landlord's Insurance Policies**"), including, without limitation, Landlord's insurance coverage required under Section 16(A) of this Lease. In addition, Tenant shall be responsible for any costs or deductibles for any Landlord's Insurance Policies carried by Landlord in addition to the cost of annual insurance premiums. Tenant shall pay for Landlord's insurance premiums and deductibles in connection with Landlord's Insurance

Policies as provided in Subsection (F) below. Such insurance expenses shall be considered to be Additional Rent under this Lease.

(F) **Payment; Monthly Installments**. On or prior to the commencement of each Lease Year, Landlord shall submit to Tenant an invoice for the amount of the annual premiums for the Landlord's Insurance Policies paid for by Landlord for such Lease Year. Tenant shall pay such amount within thirty (30) days of Landlord's invoice, provided that if the cost of such annual premiums exceeds $10,000.00, then Tenant has the right to request Landlord in writing to allow Tenant to pay for such insurance premiums in twelve (12) monthly installments. Upon Landlord's receipt of such request from Tenant, Landlord will use commercially reasonable efforts to arrange for a premium financing contract with a third party to cover such annual premiums. If Landlord is successful in obtaining such contract, Tenant shall be responsible for making all payments under such contract when and as required thereunder, including, without limitation, any interest amount charged by such third party under such contract. For any costs or deductibles for any insurance policy carried by Landlord in addition to the cost of annual insurance premiums, Tenant shall pay Landlord such amounts within thirty (30) days after demand by Landlord.

(G) **Developer's Insurance During Construction Term. The parties hereto acknowledge that during the Construction Term, Developer will maintain (i) property insurance for the Improvements on a builder's risk policy form throughout the time while the construction is being performed, which insurance shall be in an amount not less than the guaranteed maximum price set forth in that certain design-build contract between Developer and Design-Builder (as defined in the Development Agreement) and shall include the interests of Borrower, Developer, Lender, and Highmark Guarantor; and (ii) commercial general liability insurance against claims for personal injury, bodily injury, death or property damage occurring upon, in or about the Leased Property, such insurance will name Landlord and ECS as additional insureds. The parties further acknowledge that the cost of such insurance will be included in the Project Cost.**

17. Condemnation.

(A) **Restoration**. In the event a material part of the Leased Property (meaning any part of the School Facility) is so taken, then Landlord shall, to the extent of the condemnation award made available therefor and subject first to any and all requirements of the Mortgage, restore the School Facility to a complete unit as similar as reasonably possible in design, character and quality to the building which existed before such taking. In the event the School Facility is partially taken, there shall be no reduction or adjustment in the Annual Fixed Rent and other charges thereafter payable hereunder. Any restoration work to be performed pursuant to this Section shall be completed in accordance with the Mortgage and with plans and specifications which shall have been approved by Landlord, Mortgagee, and Tenant, and all condemnation awards shall be applied to pay the costs and expenses of such restoration work to the extent required.

(B) **Condemnation Proceeds**. In any such proceeding whereby all or part of the Leased Property is taken, all such condemnation awards shall be the sole and exclusive property of the Landlord (subject to the rights of Mortgagee under any Mortgage); provided that

Landlord will not be entitled to any award made to Tenant for loss of business, cost of removal of trade fixtures and relocation expenses.

(C) **Temporary Taking Awards.** If by reason of a taking Tenant shall be temporarily deprived in whole or in part of the use of the School Facility or any part thereof, the entire award made as compensation therefor shall belong to Tenant, and there shall be no abatement of the Annual Fixed Rent payable hereunder.

(D) **No Taking by Landlord Action.** Landlord shall not initiate or take any action seeking a public or private taking of the School Facility or the Leased Property or any part of them. Landlord shall not settle or consent to any condemnation proceeding or taking without first advising Tenant (and any Mortgagee) of such proceeding(s).

18. Indemnification Generally.

(A) **Tenant Indemnity**. Tenant agrees to indemnify and save harmless, Mortgagee, Landlord, and their respective trustees, directors, officers, agents and servants from and against all liabilities, costs and expenses (including reasonable attorney's fees and expenses) and all actual damages imposed upon or asserted against the Mortgagee, and/or Landlord, as the owner of the Leased Property, or consequential damages imposed upon or asserted against any Mortgagee or Landlord by unaffiliated third parties, including, without limitation, any liabilities, costs and expenses damages imposed upon or asserted against Mortgagee or Landlord, on account of (i) any failure on the part of Tenant to perform or comply with any of the terms of this Lease or use, misuse, non-use, maintenance or repair by Tenant of the Leased Property, (ii) any impositions which are the obligation of Tenant to pay pursuant to the applicable provisions of this Lease, (iii) any liability Tenant may incur or suffer as a result of the ADA affecting the Leased Property, (iv) any accident, injury to or death of any person or damage to property on or about the Leased Property, except in each instance to the extent the same is caused by any willful or grossly negligent act or omission of Mortgagee or Landlord, their agents, employees or contractors; and (v) any and all liabilities, claims, demands, damages, penalties, expenses (including, without limitation, reasonable costs and attorneys' fees including reasonable costs and attorneys' fees on any appeal), judgments, proceedings and causes of action imposed upon, incurred by, or asserted against Landlord or Mortgagee, which arise out of, or are alleged to have arisen out of, any violation by Tenant or Tenant's agents, contractors, subtenants, employees, licensees, concessionaires or invitees (collectively, "**Tenant's Agents**") of any of the terms or provisions of any Mortgage. If at any time any claims, costs, demands, losses or liabilities are asserted against Mortgagee or Landlord by reason of any of the matters as to which Tenant indemnifies Mortgagee or Landlord hereunder, Tenant will, upon notice from Landlord, defend any such claims, costs, demands, losses or liabilities at Tenant's sole cost and expense by counsel selected by Tenant and reasonably acceptable to Mortgagee and/or Landlord.

19. Tenant to Pay Taxes.

During the Construction Term (subject to inclusion thereof in the Project Cost) and Term of this Lease, Tenant shall pay the Taxes directly to the appropriate taxing authorities prior to their delinquency. Landlord will cooperate with Tenant, at Tenant's sole cost and expense, in submitting any applications or other forms to the applicable taxing authority such

that the Leased Property may receive a reduction or exemption in Taxes due to the use of the Leased Property as a Charter School. Tenant shall have the right (but shall not be obligated) to contest the Taxes or the validity thereof by appropriate legal proceedings or in such other manner as it shall deem suitable, and Landlord shall join in such contest, protest or proceeding, but at Tenant's sole cost and expense. Landlord shall not, during the pendency of such legal or other proceeding or contest, pay or discharge any Taxes on the Leased Property, or tax lien or tax title pertaining thereto, provided Landlord may do so in order to stay a sale of the Leased Property through foreclosure of a tax lien thereon. Any refund obtained by Tenant shall be paid first to Tenant to the extent of its costs and expenses of such contest and on account of any portion of the Taxes so refunded which was previously paid by Tenant.

20. Alterations and Tenant's Liens.

(A) **Minor Alterations.** So long as no Event of Default shall have occurred and be continuing, Tenant may, at its expense, make any additions, modifications or alterations to the Leased Property with prior written notice to Landlord (which consent shall not be unreasonably withheld, conditioned or delayed) and Mortgagee (which consent may be withheld in Mortgagee's sole and absolute discretion); provided that (i) upon completion of such additions or alterations, neither the fair market value of the Leased Property shall be materially lessened thereby nor the utility or condition of the Leased Property materially impaired, below the value, utility or condition thereof immediately prior to such action (ii) such additions or alterations do not materially, adversely affect the use of the Leased Property as set forth in Section 8, (iii) such work shall be completed in a good and workmanlike manner and in compliance with all applicable Laws and insurance requirements; and (iv) such additions or alterations are non-structural in nature. Title to all additions, modifications or alterations to any of the Leased Property shall be and remain part of the Leased Property and subject to this Lease.

(B) **Title to Tenant's Alterations.** Subject to the provisions of Section 11, any alterations, changes, improvements and additions made by Tenant shall immediately become the property of Landlord and shall be considered a part of the School Facility.

(C) **No Tenant Liens.** Tenant shall not permit any mechanic's, materialman's or other similar lien to be foreclosed against the Leased Property by reason of work, labor, services or materials performed by or furnished to Tenant or anyone holding any part of the Leased Property under Tenant. If any such lien shall at any time be filed, Tenant may contest the same in good faith but Tenant shall, prior to foreclosure thereof, cause such lien to be released of record by payment, bond, order of a court of competent jurisdiction or otherwise. Nothing contained in this Lease shall be construed as a consent on the part of Landlord to subject Landlord's estate in the Leased Property to any lien or liability under the lien laws of the state in which the Leased Property is located. Notwithstanding the foregoing, if any mechanics', materialmen's or other similar lien is filed against the Leased Property, and the amount of such lien claim exceeds $50,000.00, then Tenant shall, within thirty (30) days after the filing thereof, remove, or bond over, or provide such other security satisfactory to Landlord, protecting Landlord from loss or liability by reason of such lien. Tenant hereby covenants and agrees to indemnify and hold harmless Landlord from and against any and all claims, costs, demands, losses or liabilities (including attorneys' fees) which Landlord may suffer or incur by reason of any such mechanics', materialmen's or other similar lien.

(D) **Landlord Elective Improvements.** During the Term of this Lease, Landlord shall not be required to build or rebuild any improvements to the Leased Property or the School Facility, or to make any repairs, replacements, alterations, restorations or renewals thereto. In the event that Landlord should, in its sole discretion elect to make capital improvements to the Leased Property, it may only do so with Tenant's consent, which may be given or withheld in Tenant's sole discretion without any adjustment in Rent.

21. Tenant's Signs.

Tenant shall have the right to erect and maintain signs ("**Tenant's Signs**") in and about the Leased Property and elsewhere subject only to any applicable Laws, Legal Requirements and any applicable REA or other Restrictive Agreement. In no event shall any of Tenant's Signs make reference to Landlord, without Landlord's consent, which may be withheld in Landlord's sole discretion.

22. Restrictive Agreements; REA; Grants of Easements.

To the extent there are any Restrictive Agreements or grants of easements related to the Leased Property, Landlord and Tenant hereby agree as follows:

(A) Landlord shall not approve or agree to any amendment of any Restrictive Agreement which materially adversely affects the rights granted to Landlord thereunder without Tenant's prior consent, which shall not be unreasonably withheld. In no event shall Tenant's consent be required for any easements necessary for the construction of the School Facility and other improvements to the Leased Property.

(B) Landlord shall not unreasonably withhold, condition or delay the grant of utility, access and similar easements which are requested by Tenant, to the extent necessary for the use and operation of the Leased Property for the uses permitted hereunder so long as such easements and agreements do not materially reduce the value of the Leased Property. Landlord will use commercially reasonable efforts to cause any lender to subordinate their respective lien of its mortgage or deed of trust to any such utility, access and similar easements.

(C) Tenant agrees during the Term of this Lease to comply with and promptly perform each and all of the terms and provisions of any Restrictive Agreements, if any, insofar as they relate to the School Facility and the Leased Property. Without limiting the generality of the foregoing, Tenant agrees to pay any assessments, costs, common area maintenance and operating charges, lighting charges, all common area cost contributions, and any and all other amounts that Landlord or the owner of the Leased Property would otherwise be obligated to pay under any Restrictive Agreement.

(D) Landlord agrees to use commercially reasonable efforts, at Tenant's expense, to cooperate with Tenant in the exercise of any rights or remedies pursuant to the Restrictive Agreements the exercise of which Tenant reasonably believes is necessary or prudent with respect to the Leased Property. Tenant hereby covenants and agrees to indemnify and hold harmless Landlord from and against any and all claims, costs, demands, losses or liabilities (including attorneys' fees) which Landlord may suffer or incur by reason of any failure by Tenant to pay and perform all of the terms of, or any violation by Tenant of or noncompliance by

Tenant with any of the covenants and agreements contained in, the Restrictive Agreements, or any of them, regardless of whether such provisions are binding upon the Leased Property or the holder of the tenant's interest in this Lease. If at any time any claims, costs, demands, losses or liabilities are asserted against Landlord by reason of any failure by Tenant to pay and perform all of the terms of, or any violation by Tenant of or noncompliance by Tenant with any of the covenants and agreements contained in, the Restrictive Agreements, regardless of whether such provisions are binding upon the holder of the tenant's interest in this Lease or the Leased Property, Tenant will, upon notice from Landlord, defend any such claims, costs, demands, losses or liabilities at Tenant's sole cost and expense by counsel reasonably acceptable to Landlord. Landlord will promptly provide to Tenant a copy of any notice received by Landlord in connection with any Restrictive Agreement.

23. <u>School Charter</u>.

(A) Tenant shall take all action reasonably capable of being taken by Tenant so that the charter required for the operation of the Charter School in the School Facility on the Leased Property (the "Charter") remains in full force and effect and upon the expiration thereof, such Charter is continually renewed. Subject to Section 29, it shall be an Event of Default in the event that the Charter of the School is terminated or revoked in any respect, but it shall not be an Event of Default if Tenant receives a notice of revocation or probation with respect to its Charter so long as Tenant takes all action necessary to prevent the Charter from being revoked and keeps Landlord continually advised of its progress in causing the notice of revocation or probation to be withdrawn and the Charter to remain in full force and effect. To the extent legally permissible, Landlord shall have the right, at its option, to cure any default of Tenant under this paragraph and all monies expended by Landlord in doing so, together with any reasonable attorneys' fees incurred, shall be paid upon demand by Tenant to Landlord. Tenant covenants and agrees to the extent legally permissible to provide Landlord with all information reasonably requested by Landlord pertaining to the School and the Charter as and when requested by Landlord from time to time. Tenant hereby authorizes Landlord, after written notice to Tenant, to make such inquiries of governmental authorities and others as Landlord shall reasonably deem necessary or desirable with respect to the status of the Charter or School. On or prior to the first day of each Lease Year, Tenant shall provide to Landlord documentation from the governmental agency responsible for granting the School its Charter that Tenant is in good standing under its Charter.

(B) Tenant acknowledges and agrees that to the extent permitted by the State Agency, all operating revenues derived by the School from enrollment of students in the Charter School operating on the Leased Property during the Term of the Lease, including all revenues paid or derived from the State, the State Agency, or other entity which provides funding for the operation of the Charter School, are required to be applied first to any and all Rents due by Tenant under this Lease, with the remainder to be applied to operating costs and expenses relating to the School Facility.

(C) Tenant acknowledges and agrees that it shall allocate all revenues paid by the State for the each of the Existing FLACS Facilities, including the Charter School to be operated by Tenant on the Leased Property, based on the enrollment count for each Charter School (or the applicable formula applied by the State). Accordingly, Tenant shall allocate any

and all such revenues to the Charter School operated on the Leased Property pursuant in accordance with the invoice submitted to the State for such Charter School.

24. Tenant's Covenant to Operate.

Tenant will, subject to the remainder of this Section and the provisions of Sections 8, 9, 15 and 17, operate a Charter School in the School Facility (such covenant being herein called "**Tenant's Operating Covenant**"). Temporary cessations due to Force Majeure or other reasons beyond the reasonable control of Tenant will not be deemed to be a violation of Tenant's Operating Covenant.

25. Intentionally Deleted.

26. Tenant's Right to Control Operations.

Nothing contained in this Lease or in rules or regulations (if any) promulgated by Landlord shall be deemed in any way to (i) regulate the manner of operation by Tenant of its business in the School Facility and/or the hours and/or days of such operation, or (ii) require Tenant to operate at times or hours different than the majority of other schools in the community.

27. Estoppel Certificate; Attornment and Priority of Lease; Subordination.

(A) **Estoppel Certificate.** Tenant agrees, within twenty-one (21) days after written request by the other party, to execute, acknowledge and deliver to and in favor of the proposed holder of any Mortgage or purchaser of the Leased Property, an estoppel certificate in such form as Landlord and any Mortgagee may reasonably require, but stating no less than: (i) whether this Lease is in full force and effect; (ii) whether this Lease has been modified or amended and, if so, identifying and describing any such modification or amendment; (iii) the date to which rent and any other charges have been paid; and (iv) whether such party knows of any default on the part of the other party or has any claim against the other party and, if so, specifying the nature of such default or claim. Notwithstanding the foregoing, the parties agree that it shall not be reasonable for Landlord to require an estoppel certificate that modifies the terms of this Lease.

(B) **Attornment by Tenant.** Subject to Tenant's rights of non-disturbance as herein provided, Tenant shall, in the event any proceedings are brought for the foreclosure of, or in the event of the exercise of the power of sale under, any Mortgage prior in lien to this Lease made by Landlord, attorn to the purchaser upon any such foreclosure or sale and recognize such purchaser as Landlord under this Lease, provided such purchaser assumes Landlord's obligations under this Lease, in a written agreement in recordable form and with substance reasonably acceptable to Tenant, containing a covenant binding upon such purchaser to the effect that as long as Tenant shall not be in default under this Lease, this Lease shall not be terminated or modified in any respect whatsoever, nor shall the rights of Tenant hereunder or its occupancy of the Leased Property be affected in any way by reason of such Mortgage or any foreclosure action or other proceeding that may be instituted in connection therewith, and that, except to the extent that the holder of such Mortgage is required to do so to effectively foreclose such Mortgage, Tenant shall not be named as a defendant in any such foreclosure action or other proceeding.

(C) **Subordination/Non-Disturbance.** Tenant accepts this Lease subject and subordinate to any mortgage or deed of trust presently existing or hereafter arising on the Leased Property, and to any renewals, refinancing, extensions and replacements thereof, subject to Tenant's and any Mortgagee's mutual execution and delivery of a subordination, non-disturbance and attornment agreement substantially in the form attached hereto as **Exhibit D** and incorporated herein by this reference ("**SNDA**"), which shall be recorded in the official real estate records of Bronx County, New York. In further confirmation of this subordination, Tenant shall execute and promptly deliver any truthful certificate that Landlord or any Mortgagee may require, and upon request of the holder of any Mortgage, Tenant shall confirm the subordination of its rights under this Lease to the lien thereof and to all advances made or hereafter to be made upon the security thereof, by executing, acknowledging and delivering an SNDA in the form attached hereto as **Exhibit D** or any other subordination, non-disturbance and attornment instrument required by a Mortgagee and reasonably acceptable to Tenant.

(D) **Other Instruments.** Landlord and Tenant, upon request of any party in interest shall execute promptly such commercially reasonable instruments or certificates to carry out the provisions of this Section 27; provided, however, neither party shall be required to execute any such instruments or certificates that would in any way modify the terms and provisions of this Lease.

28. Tenant's Representations and Warranties. Tenant hereby represents and warrants to Landlord as follows:

(A) **Organization and Authority**. Tenant is a non-profit corporation, duly organized and validly existing in good standing under the laws of the state of its organization identified in the introductory paragraph of this Lease; Tenant is duly qualified to do business and is in good standing in every state where the nature or extent of its business or properties require it to be qualified to do business as a foreign limited liability company or corporation (as applicable); Tenant has obtained all licenses and permits and has filed all registrations necessary for the lawful operation of its business; and Tenant has the corporate power and authority to own its properties and carry on its business as now being conducted.

(B) **Due Authorization**. Tenant is duly authorized to execute, deliver, and perform its obligations under this Lease; this Lease has been properly authorized by all requisite corporate action, and its directors; this Lease has been duly executed and delivered on behalf of Tenant; this Lease constitutes the legal, valid and binding obligation of Tenant, enforceable against Tenant in accordance with its terms. Concurrently with the execution of this Lease, Tenant shall provide a duly authorized and executed resolution authorizing the execution of the Lease in the form attached hereto and **Exhibit C**.

(C) **Single Purpose Entity**. Tenant's purpose is limited to the operation of charter schools in the Bronx, New York area. Tenant does not own any other property other than School's Property and any personal property related to the Existing FLACS Facilities (defined later), and does not lease any asset or property other than the Leased Property and the Existing FLACS Facilities; Tenant will not engage in any business other than the activities contemplated by this Lease and the operation of the Charter Schools at the Existing FLACS Facilities; Tenant will maintain all of its books, records, financial statements and bank accounts separate from

those of its affiliates and any constituent party and Tenant will file its own tax returns, provided, however, that Tenant's assets may be included in a consolidated financial statement with its affiliates provided that the appropriate notations shall be made on such consolidated financial statement to indicate the separateness of Tenant and such affiliates and to indicate that none of such affiliates assets and credit are available to satisfy the debts and other obligations of Tenant; Tenant will maintain a separate bank account and separate set of books and records for each Charter School it operates; Tenant will be, and at all times will hold itself out to the public as, a legal entity separate and distinct from any other entity (including any affiliate of Tenant, any constituent party of Tenant, or any affiliate of any constituent party of Tenant), shall correct any known misunderstanding regarding its status as a separate entity, shall conduct business in its own name, shall not identify itself or any of its affiliates as a division or part of the other and shall maintain and utilize a separate telephone number and separate stationery, invoices and checks; Tenant will maintain adequate capital for the normal obligations reasonably foreseeable in a business of its size and character and in light of its contemplated business operations.

(D) **Consents; Permits; Licenses**. To its knowledge, all necessary consents have been obtained, and no consent, permit, license, approval or authorization of, or registration, declaration or filing with or notice to, any Governmental Authority is required in connection with the execution, delivery or performance by Tenant, or the validity or enforceability against Tenant, of this Lease.

(E) **Legal Restraint**. Neither this Lease nor the performance by Tenant of the Tenant's obligations hereunder violates (i) any Legal Requirements, (ii) the articles of organization, partnership agreement or operating agreement of Tenant, or (iii) any agreement, indenture or undertaking to which Tenant is a party or by which Tenant or any of its respective properties are bound or affected, or constitutes a default thereunder or results in the creation or imposition of any lien.

(F) **Litigation and Proceedings.** There is no pending or, to the knowledge of Tenant, threatened action, suit, investigation or proceeding affecting Tenant before any court, arbitrator, or Governmental Authority which, if adversely determined, could have a Material Adverse Effect. To the knowledge of Tenant, Tenant is in compliance with any applicable statute, rule, order, decree or regulation of any arbitrator or Governmental Authority having jurisdiction over Tenant, except where failure to comply will not have a Material Adverse Effect.

(G) **Financial Statements**. All Financial Statements furnished to Landlord by Tenant and, to the best of Tenant's knowledge, furnished by the School, are true, complete and correct, and fairly reflect the financial condition and results of the operations of Tenant or the School, as the case may be, as of the dates and for the periods stated therein.

(H) **No Change in Condition.** Since the date of the most recent Financial Statements of Tenant and the School delivered to Landlord, there has been no change which would have a Material Adverse Effect.

(I) **No Default**. To its knowledge, Tenant is not in default in any respect in the payment or performance of any obligations for any material indebtedness or any other monies borrowed or under any mortgage, deed of trust, indenture, lease, contract or other

agreement or undertaking to which Tenant is a party or to which Tenant may be bound or affected and no default or event of default has occurred and is continuing. To the best of Tenant's knowledge, Tenant is not in default under any order, award or decree of any arbitrator or Governmental Authority binding upon or affecting Tenant or by which Tenant's property may be bound or affected, and no such order, award or decree would adversely affect the ability of Tenant to carry on its business as now conducted or to perform Tenants' obligations under this Lease.

(J) **Compliance With Laws.** To the knowledge Tenant, Tenant is in compliance in all material respects with all Legal Requirements.

(K) **Tax Liabilities; Governmental Charges**. Tenant has filed or caused to be filed all required tax reports and returns required to be filed by it by Governmental Authorities, except where extensions have been properly obtained, and have paid or made adequate provision for payment of all taxes (including, but not limited to, rent taxes), assessments, fees and charges levied upon it or upon its income or properties by any Governmental Authority which are due and payable, including interest and penalties, except such taxes, assessments, fees and other governmental charges, if any, as are being diligently contested in good faith by appropriate proceedings and as to which it has established adequate reserves in conformity with GAAP on their respective books. No tax liens have been filed and, to the knowledge of Tenant, no material claims are being asserted with respect to any such taxes, assessments, fees or other governmental charges.

(L) **Material Omissions**. Tenant has affirmatively disclosed to Landlord all facts material to the Leased Property and its business, operations, property, financial condition or business prospects as related to the Leased Property known to Tenant.

(M) **Board of Tenant**. The governing board of the Tenant has determined that the Leased Property is necessary and essential to the Tenant's operations. The Tenant will recognize economic and other benefits by leasing the Leased Property.

(N) **Tenant's Charter Compliance.** None of the execution and delivery of this Lease, the fulfillment of or compliance with the terms and conditions of this Lease or the consummation of the transactions contemplated by this Lease, conflicts with or results in a breach of the terms, conditions or provisions of the Tenant's charter contract, or of any material restriction or any agreement or instrument to which the Tenant is now a party or by which the Tenant is bound, or constitutes a default under any of the foregoing.

(O) **Representations of Tenant.** Neither the representations of the Tenant contained in this Lease, nor any oral or written statements, furnished by the Tenant, nor written statements furnished on behalf of the Tenant, to the Landlord, or Landlord's counsel in connection with the transactions contemplated hereby, contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements contained herein or therein not misleading. There are no facts that the Tenant has not disclosed to the Landlord in writing that materially and adversely affect or in the future may (so far as the Tenant can now reasonably foresee) materially and adversely affect the properties, business, prospects, or condition (financial or otherwise) of the Tenant, or the ability of the Tenant to perform its obligations under this Lease or any documents or transactions contemplated hereby or thereby.

(P) **Notice of Default**. The Tenant will deliver prompt written notice to the Landlord and Mortgagee of the occurrence or existence of any event or state of facts which, with the passage of time or the giving of notice or both, would constitute an Event of Default under this Lease.

29. Defaults and Remedies.

(A) **Tenant Default.** The following shall constitute an event of default (an "**Event of Default**") under this Lease:

(i) If Tenant neglects or fails to pay any Annual Fixed Rent, Additional Rent, or any other Rent or other charge hereunder on the date due, whether or not the same will have been demanded;

(ii) If Tenant neglects or fails to perform or observe any of the other covenants, terms, provisions or conditions on its part to be performed or observed under this Lease, within twenty (20) days after notice of default (or if more than twenty (20) days shall be reasonably required because of the nature of the default, if Tenant shall fail to proceed diligently to cure such default after such notice);

(iii) Any representation or warranty made by Tenant herein or in any certificate, financial statement or document furnished pursuant to the provision hereof shall prove to have been false or misleading in any material respect as of the time made or furnished;

(iv) If Tenant (a) admits in writing its inability to pay its debts generally as they become due, (b) commences any case, proceeding or other action seeking to have an order for relief entered on its behalf as debtor or to adjudicate it a bankrupt or insolvent, or seeking reorganization, arrangement, adjustment, liquidation, dissolution or composition of it or its debts under any federal, state or local law relating to bankruptcy, insolvency, reorganization or relief of debtors, (c) makes an assignment for the benefit of its creditors, (d) is generally unable to pay its debts as they mature, (e) seeks or consents to the appointment of a receiver of itself or of the whole or any substantial part of its property, or (f) files a petition or answer seeking reorganization or arrangement under an order or decree appointing, without the consent of Tenant, a receiver of Tenant of the whole or substantially all of its property, and such case, proceeding or other action is not dismissed or stayed within ninety (90) days after the commencement thereof; or

(v) If the estate or interest of Tenant in the Leased Property or any part thereof is levied upon or attached in any proceeding and the same is not vacated or discharged or stayed within the later of eighty (80) days after commencement thereof or twenty (20) days after receipt by Tenant of notice thereof from Landlord (unless Tenant is contesting such lien or attachment in accordance with this Lease).

Notwithstanding anything to the contrary contained in this Lease, Tenant's cure period under this Lease shall not exceed Landlord's corresponding cure period under the Mortgage.

(B) **Landlord's Remedies.** Upon the occurrence of an Event of Default, Landlord shall have the following rights and remedies:

(i) Landlord may immediately or at any time thereafter, as permitted by law, give Tenant written notice of Landlord's termination of this Lease, and, upon such notice, Tenant's rights to possession of the Leased Property shall cease and this Lease shall thereupon be terminated, and Landlord may re-enter and take possession of the Leased Property as its own property;

(ii) Landlord may remain out of possession of the Leased Property and treat the term of the Lease as subsisting and in full force and effect, in which event Landlord shall have all rights and remedies available at law, in equity or hereunder; and as an alternative remedy Landlord may, at Landlord's election, without terminating the then current term, or this Lease, re-enter the Leased Property or take possession thereof pursuant to legal proceedings or pursuant to any notice provided for by law, and having elected to re-enter or take possession of the Leased Property without terminating the term, or this Lease, Landlord shall use reasonable diligence as Tenant's agent to relet the Leased Property, or parts thereof, for such term (which may be greater or less than the remaining balance of the then current Term) or terms and at such rental and upon such other terms and conditions (which may include concessions or free rent) as Landlord may reasonably deem advisable, with the right to make alterations and repairs to the Leased Property, and no such re-entry or taking of possession of the Leased Property by Landlord shall be construed as an election on Landlord's part to terminate this Lease, and no such re-entry or taking of possession by Landlord shall relieve Tenant of its obligation to pay Rent (at the time or times provided herein), or of any of its other obligations under this Lease, all of which shall survive such re-entry or taking of possession, and Tenant shall continue to pay Rent provided for in this Lease until the end of the Term and whether or not the Leased Property shall have been relet, less the net proceeds, if any, of any reletting of the Leased Property after deducting all of Landlord's expenses in or in connection with such reletting, including without limitation all out-of-pocket repossession costs, brokerage commissions, legal expenses, alterations costs and expenses of preparation for reletting.

(iii) Having elected either to remain out of possession and treating this Lease as remaining in full force and effect or to re-enter or take possession of Leased Property without terminating the term, or this Lease, Landlord may by notice to Tenant given at any time thereafter while Tenant is in default in the payment of Rent or in the performance of any other obligation under this Lease, elect to terminate this Lease and, upon such notice, this Lease shall thereupon be terminated.

(iv) If, in accordance with any of the foregoing provisions of this Section 29, Landlord shall have the right to elect to re-enter and take possession of the Leased Property, Landlord may enter and expel Tenant and those claiming through or under Tenant and remove the effects of both or either (forcibly if necessary) without being guilty of any manner of trespass and without prejudice to any remedies for arrears of rent or preceding breach of covenant.

Pursuit of any of the foregoing remedies shall not preclude pursuit of any of the other remedies herein provided or any other remedies provided by law, nor shall pursuit of any remedy herein provided constitute a forfeiture or waiver of any rent due to Landlord hereunder or of any damage accruing to Landlord by reason of the violation of any of the terms, provisions and covenants herein contained. Forbearance by Landlord to enforce one or more of the remedies herein provided upon the occurrence of any Event of Default shall not be deemed or construed to constitute a waiver of such Event of Default. Following an Event of Default, all amounts due from Tenant to Landlord pursuant to this Lease shall bear interest at the Default Rate. Notwithstanding anything herein to the contrary, (i) in no event shall Landlord have the right to confess judgment against Tenant, and (ii) in no event shall Tenant be liable hereunder to Landlord or any other person for any consequential, punitive, exemplary or treble damages by whomsoever suffered.

(C) **Landlord Default, Cure Rights.** If Landlord neglects or fails to perform or observe any of the covenants, terms, provisions or conditions on its part to be performed or observed under this Lease, or within thirty (30) days after notice of any default (or if more than 30 days shall be reasonably required because of the nature of the default, if Landlord shall fail to proceed diligently to cure such default after such notice), then Tenant may immediately or at any time thereafter, in addition to any other rights and remedies as may otherwise be provided in this Lease for a Landlord default, pursue all rights and remedies it may have at law and equity generally.

(D) **Self Help.** If either party (the "**Defaulting Party**") fails to perform any agreement or obligation on its part to be performed under this Lease (after giving effect to all applicable notice and cure periods, except in cases of actual or suspected emergency, in which case no prior notice will be required), the other party (the "**Curing Party**") shall have the right (i) if no emergency exists, to perform the same after giving 30 days' notice to the Defaulting Party, and (ii) in any emergency situation to perform the same immediately without notice or delay. For the purpose of rectifying a default of the Defaulting Party as aforesaid, the Curing Party shall have the right to enter the Leased Property. The Defaulting Party shall on demand reimburse the Curing Party for the costs and expenses incurred by the Curing Party in rectifying defaults as aforesaid, including reasonable attorneys' fees, together with interest thereon at the Default Rate. Any act or thing done by the Curing Party pursuant to this Section 29(D) shall not constitute a waiver of any such default by the Curing Party or a waiver of any covenant, term or condition herein contained or the performance thereof.

30. Access to Premises.

Tenant shall permit Landlord and its authorized representatives to enter the School Facility at all reasonable times (upon 48 hours prior oral or verbal notice, except in the event of an emergency, in which no prior notice is required prior to entry) for the purposes of (i) serving or posting or keeping posted thereon notices required by Law, (ii) conducting periodic inspections, (iii) performing any work thereon required or permitted to be performed by Landlord pursuant to this Lease, and (iv) showing the Leased Property to prospective purchasers or lenders. Landlord shall use commercially reasonable efforts to minimize any interference with the School's operations at the Leased Property, and comply with the School's reasonable

rules or requirements for safety and security; and the School shall have the right to provide a representative of the School to accompany any entry by Landlord.

31. Remedies Cumulative; Legal Expenses; Time of the Essence.

(A) The various rights and remedies given to or reserved to Landlord and Tenant by this Lease or allowed by law shall be cumulative, irrespective of whether so expressly stated.

(B) In case suit shall be brought because of the breach of any agreement or obligation contained in this Lease on the part of Tenant or Landlord to be kept or performed, and a breach shall be established, the prevailing party shall be entitled to recover all expenses incurred in connection with such suit, including reasonable attorneys' fees.

(C) Time is of the essence of this Lease.

32. Certain Landlord Rights On Termination.

(A) **Advertisement of the Leased Property.** If Tenant has not exercised the applicable option to extend this Lease with respect to the Leased Property, then Landlord or its agent shall thereafter have the right to enter the Leased Property at all reasonable times for the purpose of exhibiting the Leased Property to others and to place upon the Leased Property during the period commencing 180 days prior to the expiration of the then current term "for sale" or "for rent" notices or signs of such number and in such locations as Tenant shall reasonably approve.

(B) **Transfer of Permits, Etc. On Termination**. Upon the expiration or earlier termination of this Lease, Tenant shall, at the option of Landlord, transfer to and relinquish to Landlord or Landlord's nominee and reasonably cooperate with Landlord or Landlord's nominee in connection with the processing by Landlord of such nominee of all licenses, operating permits, and other governmental authorization and all assignable service contracts, which may be necessary or appropriate for the operation by Landlord or such nominee of the Leased Property; provided that the costs and expenses of any such transferring assignable contracts or the processing of any such application shall be paid by Landlord or Landlord's nominee.

33. Notices.

All notices, consents, requests, approvals and authorizations (collectively, "**Notices**") required or permitted hereunder shall only be effective if in writing. All Notices (except Notices of default, which may only be sent pursuant to the methods described in (A) and (B) below) shall be sent (A) by registered or certified mail (return receipt requested), postage prepaid, (B) by Federal Express, U.S. Post Office Express Mail, Airborne or similar nationally recognized overnight courier which delivers only upon signed receipt of the addressee, or (C) sent by email, provided that delivery thereof is acknowledged by the receiving party, evidenced by the sender's receipt of a receipt evidencing delivery from its email program, or the sender of an email notice otherwise does not receive any indication that such email did not get delivered

properly to the applicable recipient, and addressed as follows or at such other address, and to the attention of such other person, as the parties shall give notice as herein provided:

If intended for Landlord: CG EDUCATIONAL HOLDING CORP.
c/o Latino Pastoral Action Center
14 West 170 Street
Bronx, NY 10452
Attention: Chief Financial Officer
Email:

with copies to: Richard R. Zayas, Esq.
Zayas Law Offices, P.C.
[redacted]

If intended for Tenant: FAMILY LIFE ACADEMY CHARTER SCHOOLS
14 West 170th Street
Bronx, NY 10452
Attention: Chief Financial Officer
Email:

with copies to: Richard R. Zayas, Esq.
Zayas Law Offices, P.C.
[redacted]

A notice, request and other communication shall be deemed to be duly received if delivered by a nationally recognized overnight delivery service or email, when delivered to the address of the recipient, or if sent by mail, on the date of receipt by the recipient as shown on the return receipt card; provided that if a notice, request or other communication is served by hand or email on a day which is not a business day, or after 5:00 p.m. on any business day at the addressee's location, such notice or communication shall be deemed to be duly received by the recipient at 9:00 a.m. on the first business day thereafter. Rejection or other refusal to accept or the inability to deliver because of changed address of which no Notice was given shall be deemed to be receipt of the Notice as of the date of such rejection, refusal or inability to deliver.

34. Waiver of Performance and Disputes.

One or more waivers of any covenant, term or condition of this Lease by either party shall not be construed as a waiver of a subsequent breach of the same or any other

covenant, term or condition, nor shall any delay or omission by either party to seek a remedy for any breach of this Lease or to exercise a right accruing to such party by reason of such breach be deemed a waiver by such party of its remedies or rights with respect to such breach. The consent or approval by either party to or of any act by the other party requiring such consent or approval shall not be deemed to waive or render unnecessary consent to or approval of any similar act.

35. No Oral Modifications; Obligation to Execute Amended and Restated Addendum.

(A) **No Oral Modifications**. The terms, covenants and conditions hereof may not be changed orally, but only by an instrument in writing signed by the party against whom enforcement of the change, modification or discharge is sought, or by such party's agent.

(B) **Obligation to Execute Amended and Restated Addendum**. The parties hereto agree that upon substantial completion of all Improvements to the Leased Property, Landlord and Tenant agree at such time to execute an Addendum, setting forth Initial Fixed Term Commencement Date and the Annual Fixed Rent under subparagraph (ii) of the defined term thereof.

36. Brokers.

Landlord represents and warrants to Tenant that it has not incurred or caused to be incurred any liability for real estate brokerage commissions or finder's fees in connection with the execution or consummation of this Lease for which Tenant may be liable. Tenant represents and warrants to Landlord that it has not incurred or caused to be incurred any liability for real estate brokerage commissions or finder's fees in connection with the execution or consummation of this Lease for which Landlord may be liable. Each of the parties agrees to indemnify and hold the other harmless from and against any and all claims, liabilities or expense (including reasonable attorneys' fees) in connection with any breach of the foregoing representations and warranties.

37. Financial Information; Tenant Reporting Requirements.

(A) **Tenant's Financial Reporting**. Tenant hereby covenants and agrees to deliver to Landlord and Servicer the following: (1) within one hundred twenty (120) days after the end of each fiscal year of Tenant, (a) statements of income, retained earnings and cash flows of Tenant or (b) if Tenant is part of a consolidated group for financial reporting purposes, consolidated statements of income, retained earnings and cash flows for such fiscal year and the related consolidated balance sheets at the end of such fiscal year, for Tenant and each person part of such consolidated group that is a tenant under a lease agreement with Landlord, setting forth in each case in comparative form the corresponding consolidated figures for the preceding fiscal year, and accompanied by an opinion thereon of independent certified public accountants of recognized national standing, which opinion shall state that such consolidated financial statements fairly present the consolidated financial condition and results of operations of Tenant or such consolidated group as at the end of, and for, such fiscal year in accordance with GAAP; (2) within sixty (60) days after the end of each interim quarterly fiscal period of each fiscal year of Tenant, unaudited consolidated statements of income, retained earnings and cash flows of

Tenant for such period and for the period from the beginning of the respective fiscal year to the end of such period, and the related balance sheets as at the end of such period, setting forth in each case in comparative form the corresponding consolidated figures for the corresponding periods in the preceding fiscal year (except that, in the case of balance sheets, such comparison shall be to the last day of the prior fiscal year), accompanied by a certificate of a financial officer of Tenant, which certificate shall state that such consolidated financial statements fairly present the consolidated financial condition and results of operations of the Tenant in accordance with GAAP as at the end of, and for, such period; and (3) all information reasonably requested by Mortgagee pertaining to the financial condition of Tenant when requested by Mortgagee, from time to time.

(B) **School's Financial and Other Reporting**. Tenant hereby covenants and agrees to deliver to Landlord and Servicer the following on the dates set forth below and if such dates are not specified, as soon as such items are available to Tenant: (1) Tenant's annual audited financial statements, and a copy of the annual report provided to the State Agency sixty (60) days after the end of each fiscal year; (2) on or before August 1 of each year of the Term of this Lease, an annual budget prepared by Tenant, together with evidence that such information has been provided to the State Agency and approved by Tenant's governing board of directors; (3) on an annual basis a report detailing the number of students, by grade level, that have enrolled in the Tenant (i.e. the official, publicly reported enrollment count determined at the Tenant's year-end), (4) at least thirty (30) days prior to the commencement of each academic school year, the enrollment projections for that coming school year; (5) monthly reports, during each month of the academic school year, stating the actual number of students enrolled at and attending classes at the Tenant on a full-time basis for that month, (6) a copy of the results of standardized student performance testing required by the State Agency or local school authority; (7) on an annual basis, or prior to the first day of each school year, documentation from the State Agency that (i) the Tenant is in good standing under its Charter and the Charter remains unmodified and in full force and effect and (ii) that the Tenant continues to be in compliance with all applicable terms and provisions of the Charter and all applicable laws and requirements of the State Agency relating to the funding and operation of the Tenant in all material respects, if such documentation is provided by the State Agency; (8) all documentation related to the Tenant's five-year compliance review by the State Agency; (9) on an annual basis, an annual report documenting (i) the previous school year's progress in meeting the performance-based goals identified in the Tenant's Charter application and (ii) all State-mandated test scores and other accountability indicators, including proficiency rates and Annual Yearly Progress (AYP) results as required under the federal No Child Left Behind Act of 2001 (for so long as such statute applies to Charter Schools); (10) a copy of the Charter and any amendments thereto; (11) a copy of the Tenant's Bylaws, any other governing document, and any amendments thereto, certified by an officer of Tenant reasonably acceptable to Landlord; (12) a copy of the minutes of each meeting of the governing body of the Tenant and each committee of the Tenant, specifically including all reports reviewed or distributed at each such meeting, including, without limitation, academic, financial and executive committee reports; (13) a copy of any inspection reports prepared by the State Agency; (14) on an annual basis, a list of the Tenant's current directors including the name, position, e-mail address and resume of each director; (15) a copy of such other additional information, reports and statements respecting the operations and financial condition of the Tenant as Landlord or Mortgagee may reasonably request from time to time; (16) a copy of any other financial statements, income expense statements and reports provided

by the Tenant to the State Agency from time to time; (17) such other information reasonably requested by Landlord or Mortgagee pertaining to the Charter and the Tenant's operation of the Charter School as and when requested by Landlord or Mortgagee from Tenant, from time to time. In addition, Tenant shall provide promptly to Landlord copies of all notices and material communications to and from each of the Tenant and the State Agency with respect to the Charter.

(C) **Tenant Records**. Tenant shall keep full, complete and proper books, records and accounts of Tenant's business conducted in, upon or from the Leased Property. Landlord, and its agents and employees, shall have the right at any and all times, during Tenant's regular business hours following at least three days prior written notice, to examine and inspect all of the books and records of the Tenant pertaining to the business of the Tenant conducted in, upon or from the Leased Property, for the purpose of investigating and verifying the accuracy of any financial statements and other submittals made by Tenant under this Section.

(D) **Landlord's Right to Audit**. Landlord, First Mortgagee, Highmark Guarantor, and Servicer, and their respective duly authorized representatives, shall be given the right, upon reasonable advance notice to the School, to audit, examine and make excerpts or transcripts of or from records of such School, and to make audits of all books and records of income and expenses and other financial information relating to the School.

(E) **Metrics**. Tenant will promptly provide to Landlord and Servicer copies of academic and performance metrics submitted by Tenant to the State Agency.

(F) **Landlord's Right to Audit/Independent Accountant.** If Tenant fails to perform Tenant's financial reporting obligations under this Section 37, or if Tenant's financial statements are not accurate or do not comply with GAAP, Landlord may from time to time at its option (but shall not be required to) (i) require that Tenant, at Tenant's expense, engage an independent accounting firm reasonably acceptable to Landlord to prepare Tenant's financial statements required under this Section 37; and/or (ii) engage, at Tenant's expense, an accounting firm reasonably acceptable to Landlord to prepare Tenant's financial statements required under this Section 37.

(G) **Administrative Fee.** If Tenant does not provide all required information required under this Section 37 within the time periods required under this Lease or if Tenant delivers only partial or incomplete information, Landlord or Servicer shall have the right, but not the obligation, to obtain such information from other sources and the cost thereof (collectively, "Administrative Fee"), including, without limitation, any attorneys' fees and fees for the services of Landlord's and Servicer's employees in connection with such tasks, together with interest thereon at the Default Rate, shall become due and payable as Additional Rent to Landlord or Servicer, as the case may be, within ten (10) days of Landlord's or Servicer's invoice.

(H) **Access to Tenant's Information; Confidentiality.** Tenant authorizes Landlord, First Mortgagee, Highmark Guarantor, and Servicer to (i) access and collect the School's information ("School's Information") through the Epicenter software or another software program that collects and stores information from charter schools; (ii) use School's

Information; and (iii) share School's Information with its consultants, employees, owners, attorneys, agents, and servicers. Tenant acknowledges that while accessing School's Information, Landlord, First Mortgagee, Highmark Guarantor, and Servicer may have access to confidential and/or proprietary information of the School. Landlord, First Mortgagee, Highmark Guarantor and Servicer agree to maintain the confidentiality and privacy of such confidential and proprietary information, to the extent such information is marked as confidential or proprietary.

38. Intentionally Deleted.

39. Force Majeure. If either party shall be delayed or hindered in or prevented from the performance of any act required under this Lease by reason of strikes, lockouts, labor troubles, inability to procure materials, failure of power, restrictive Laws (except as otherwise specifically provided herein), riots, insurrection, terrorist acts, war or other reason beyond the reasonable control of and not the fault of the party delayed in performing the work or doing the acts required under the terms of this Lease (collectively, "**Force Majeure**"), then performance of such act shall be excused for the period of the delay, and the period for the performance of any such act shall be extended for a period equivalent to the period of such delay. The provisions of this Section shall not (i) operate to excuse Tenant from prompt payment of Rent or any other payment required by Tenant under the terms of this Lease, or (ii) be applicable to delays resulting from the inability of a party to obtain financing or to proceed with its obligations under this Lease because of a lack of funds.

40. Governing Law. This Lease shall be governed by the laws of the State, without giving effect to its conflict of law principles.

41. **Estoppel**. Landlord and Tenant each confirm and agree that (a) it has read and understood all of the provisions of this Lease; (b) it is familiar with major sophisticated transactions such as that contemplated by this Lease; (c) it has negotiated with the other party at arm's length with equal bargaining power; and (d) it has been advised by competent legal counsel of its own choosing.

42. **Limitation on Landlord's Liability**. Notwithstanding anything to the contrary in this Lease, Tenant will look solely to the interest of Landlord (or its successor as Landlord hereunder) in the Leased Property for the satisfaction of any judgment or other judicial process requiring the payment of money as a result of (i) any negligence (including gross negligence) or (ii) any breach of this Lease by Landlord or its successor (including any beneficial owners, partners, shareholders, trustees or others affiliated or related to Landlord or such successor) and Landlord shall have no personal liability hereunder of any kind.

43. **Waiver of Trial by Jury**. TENANT AND LANDLORD HEREBY WAIVE TRIAL BY JURY IN ANY ACTION, PROCEEDING OR COUNTERCLAIM BROUGHT BY EITHER OF THE PARTIES HERETO AGAINST THE OTHER IN ANY MATTERS ARISING OUT OF OR IN CONNECTION WITH THIS LEASE, THE RELATIONSHIP OF LANDLORD AND TENANT, TENANT'S USE AND OCCUPANCY OF THE SCHOOL FACILITY, AND ANY CLAIM OF INJURY OR DAMAGE.

44. **Interest on Past Due Obligations**. Except where another rate of interest is specifically provided for in this Lease, any amount due from either party to the other under this Lease which is not paid when due shall bear interest at the Default Rate from the date such payment was due to and including the date of payment. Tenant acknowledges that the late payment of any installment of Annual Fixed Rent or any other amounts due Landlord will cause Landlord to incur certain costs and expenses, the exact amount of which are extremely difficult or impractical to fix. These costs and expenses may include, without limitation, administrative and collection costs and processing and accounting expenses. Landlord and Tenant agree that the Default Rate represents a reasonable estimate of the costs and expenses Landlord will incur and is fair compensation to Landlord for its loss suffered by reason of late payment by Tenant. Upon accrual, all Late Fees and Default Rate interest shall be deemed Additional Rent.

45. **No Leasehold Mortgages**. Tenant shall have no right to mortgage or pledge its interest in this Lease in whole or in part with respect to the Leased Property.

46. **Integration**. The parties hereto agree that (i) this is a fully integrated Lease, and a single coterminous and unitary agreement; (ii) that this Lease contains economically interdependent terms and (iii) that the parties do not intend any provisions contained herein to be severable, divisible, or apportionable, except as expressly provided herein.

47. **Lease Binding on Successors and Assigns, Etc**. Except as herein otherwise expressly provided, all covenants, agreements, provisions and conditions of this Lease shall be binding upon and inure to the benefit of the parties hereto and their heirs, devisees, executors, administrators, successors in interest and assigns as well as grantees of Landlord, and shall be deemed to run with the land. Without limiting the generality of the foregoing, all rights of

Tenant under this Lease may be granted by Tenant to any sublessee of Tenant, subject to the terms of this Lease.

48. **Lease Not to Be Recorded**. Neither party shall record this Lease without the consent of the other party.

49. **Joint Preparation**. This Lease (and all exhibits thereto) is deemed to have been jointly prepared by the parties hereto, and any uncertainty or ambiguity existing herein, if any, shall not be interpreted against any party, but shall be interpreted according to the application of the rules of interpretation for arm's-length agreements.

50. **Counterparts**. This Lease may be executed at different times and in any number of counterparts, each of which when so executed shall be deemed to be an original and all of which taken together shall constitute one and the same agreement. Delivery of an executed counterpart of a signature page to this Lease by a pdf sent by e-mail shall be as effective as delivery of a manually executed counterpart of this Lease. In proving this Lease, it shall not be necessary to produce or account for more than one such counterpart signed by the party against whom enforcement is sought.

51. **No Third-Party Beneficiaries**. Nothing herein expressed or implied is intended or shall be construed to confer upon or give to any person, other than the parties to this Lease and their respective successors and permitted assigns, any rights or remedies under or by reason of this Lease. Notwithstanding the foregoing, First Mortgagee, Developer, Highmark Guarantor, and Servicer shall have the right to enforce those sections of the Lease that benefit such respective parties.

52. **Captions** . Captions throughout this instrument are for convenience and reference only and the words contained therein shall in no way be deemed to explain, modify, amplify or aid in the interpretation or construction of the provisions of this Lease.

53. **Integration**. This Lease contains the entire agreement of the parties with respect to the subject matter hereof and supersedes all prior discussions, agreements, commitments, arrangements, negotiations or understandings, whether oral or written, of the parties with respect thereto.

54. **Mortgagee Consent**. This Lease shall not be amended or terminated without Mortgagee's and Highmark Guarantor's prior written consent.

55. **Enrollment Covenant**. Tenant covenants and agrees that it will ensure that each official, publicly reported enrollment count for the School as published by the State Agency every school year during the Term shall be equal to, or shall exceed, ninety percent (90%) of the School's projected enrollment count on which the Total Development Cost is based for such year. For the purposes of the foregoing, Tenant's projected enrollment count on which the Total Development Cost is based is as follows: Lease Year 1 – 676 students, Lease Year 2 – 780 students, Lease Year 3 – 858 students, Lease Year 4 – 884 students, and Lease Year 5 – remainder of Lease Term – 936 students. Highmark Guarantor shall be an express third-party beneficiary of this Section and shall have the right to enforce the provisions of this Section.

56. **Net Income Covenant**. Tenant agrees and covenants that from the Initial Fixed Term Commencement Date and at all times during any two (2) year period comprising two (2) consecutive complete school years (each, a "**Stabilization Period**") for the remainder of the Term, Tenant's net operating income (as determined in accordance with GAAP consistently applied, as in effect from time to time, except that Annual Fixed Rent shall not be deducted as an expense) (the "**Net Income**") shall exceed 1.20 times the payments of Annual Fixed Rent under this Lease for such two-year period ("**Net Income Ratio**"), as verified by Tenant's annual official audited financial statements (for example, if the net operating income of Tenant during a Stabilization Period equals $170,000.00 prior to adjustment for Annual Fixed Rent, and the Annual Fixed Rent equals $800,000.00, then Net Income equals $170,000.00 plus $800,000.00, or $970,000.00; $970,000.00 divided by $800,000.00 equals 1.2125 and the Net Income Ratio for such Stabilization Period required under this Section is achieved). Highmark Guarantor shall be an express third-party beneficiary of this Section and shall have the right to enforce the provisions of this Section.

57. **Subordination of Management Fees.** The management, operating or license fee, as applicable ("**Management Fee**") required to be paid by Tenant to any manager, operator or other third party pursuant to the terms of a management agreement or other related agreement are subordinate to the timely payment by Tenant to Landlord of all amounts payable under this Lease, and such Management Fee with respect to the Leased Property may only be paid to such third party if no Event of Default under this Lease exists. Such Management Fee not timely paid by Tenant shall remain due and payable, though deferred, and shall be paid by Tenant when no Event of Default exists under this Lease and at the earliest possible time that funds are available for such payment. For the avoidance of doubt, Tenant covenants and agrees to pay any and all amounts due hereunder prior to the payment of all or any portion of a Management Fee.

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IN WITNESS WHEREOF, Landlord and Tenant have caused this Lease to be duly executed as of the day and year first above written.

LANDLORD:

CG EDUCATIONAL HOLDING CORP., a Delaware non-profit corporation

By: _____

Name: _____

Title: _____

TENANT:

FAMILY LIFE ACADEMY CHARTER SCHOOLS, a charter public school organized and existing under the laws of the State of New York

By: _____

Name: _____

Title: _____

EXHIBIT A TO LEASE AGREEMENT

LEGAL DESCRIPTION OF LAND

Real property in the City of New York, County of Bronx, State of New York, described as follows:

PARCELS I THROUGH VI (FOR INFORMATION ONLY: BLOCK 2432 LOTS 62, 64, 66, 67, 70 AND 80):

ALL THAT/THOSE CERTAIN PIECE/S OR PARCEL/S OF LAND, SITUATE, LYING AND BEING IN THE BOROUGH OF BRONX, CITY AND STATE OF NEW YORK, DESIGNATED ON THE TAX MAP OF THE CITY OF NEW YORK, FOR THE BOROUGH OF BRONX, AS SAID TAX MAP WAS ON LOT 62 - JULY 25, 1972, LOTS 64, 66, 67, 80 - DECEMBER 5,
1978, LOT 70 - MARCH 26, 1974.

PARCEL VII (FOR INFORMATION ONLY: BLOCK 2433 LOT 40):

ALL THAT CERTAIN PLOT, PIECE OR PARCEL OF LAND, SITUATE, LYING AND BEING IN THE BOROUGH AND COUNTY OF BRONX, CITY AND STATE OF NEW YORK, MORE PARTICULARLY DESIGNATED ON THE TAX MAP OF THE CITY OF NEW YORK, FOR THE BOROUGH OF BRONX AS SECTIONS 9 TO 12 AND 14 TO 19, AS SERIAL NO. 769 SECTION 9 BLOCK 2433 LOT 40.

PARCEL VIII (FOR INFORMATION ONLY: BLOCK 2433 LOT 79):

ALL THAT CERTAIN PLOT, PIECE OR PARCEL OF LAND, SITUATE, LYING AND BEING IN THE BOROUGH AND COUNTY OF BRONX, CITY AND STATE OF NEW YORK, MORE PARTICULARLY DESIGNATED ON THE TAX MAP OF THE CITY OF NEW YORK, FOR THE BOROUGH OF BRONX AS SECTIONS 9 TO 12 AND 14 TO 19 AS SAID TAX MAP WAS ON THE 20TH DAY OF SEPTEMBER, 1977, AS SERIAL NO. 1076 SECTION 9 BLOCK 2433 LOT 79.

EXHIBIT B TO LEASE AGREEMENT

FORM OF ADDENDUM

(see attached Addendum)

ADDENDUM TO LEASE

THIS ADDENDUM TO LEASE (this "Addendum") is made as of _____, by and between CG EDUCATIONAL HOLDING CORP., a Delaware non-profit corporation ("**Landlord**"), and FAMILY LIFE ACADEMY CHARTER SCHOOLS, a charter public school organized and existing under the laws of the State of New York ("**Tenant**").

RECITALS

A. Landlord and Tenant entered into that certain Lease Agreement dated _____ (the "**Lease**"), for the lease of the property described on **Exhibit A** attached hereto and incorporated by reference herein (the "**Land**").

B. Landlord and Tenant desire to execute this Addendum in order to fix the Initial Fixed Term Commencement Date (as defined in the Lease) and to memorialize the Annual Fixed Rent under the Lease, as follows:

School Name	FLACS IIB
Address	335 East 165th Street and 318 E 165th street, Bronx, New York (the "**Property**")
Legal Description	As set forth in Exhibit A to the Lease
Initial Fixed Term Commencement Date	[_____ ___, 20___]
Total Development Cost	[$_____]
Annual Fixed Rent	[include payment schedule]

Except as specifically set forth herein, the terms and conditions of this Addendum shall not modify the terms and conditions of the Lease. The terms of this Addendum are made a part of the Lease.

IN WITNESS WHEREOF, the parties hereto have caused this Addendum to be executed as of the date first above written.

CG EDUCATIONAL HOLDING CORP., a Delaware non-profit corporation

By:_____
Name:_____
Title:_____

"Landlord"

FAMILY LIFE ACADEMY CHARTER SCHOOLS, a charter public school organized and existing under the laws of the State of New York

By:_____
Name:_____
Title:_____

"Tenant"

EXHIBIT A TO ADDENDUM TO LEASE
Legal Description of Land

EXHIBIT C TO LEASE AGREEMENT

FORM OF TENANT RESOLUTION

RESOLUTION OF BOARD OF DIRECTORS OF _____

The Board of Directors of _____, a _____non-profit corporation (the "**Company**"), in accordance with the constituent documents of the Company, hereby resolve, agree and consent to the following resolutions for and on behalf of the Company:

WHEREAS, it is proposed that the Company enter into that certain Lease Agreement with _____, as lessor ("**Lessor**") pertaining to that certain real property located at _____ (the "**Lease**"), wherein under the terms of the Lease, Lessor shall construct a school facility for the Company as described therein, on the other terms and conditions and rental rate described therein. A copy of the Lease is attached hereto as **Exhibit 1**.

WHEREAS, the Board of Directors of the Company deems it advisable and in the best interests of the Company to approve the execution and delivery of the Lease.

NOW, THEREFORE, BE IT RESOLVED:

1. That the Company shall, and is hereby authorized to enter into the Lease and to execute and deliver and perform the Lease and all of the documents, instruments, change orders and obligations pertaining to the Lease;

2. That _____, **[President of the Company or other officer] ("Authorized Person")**, be, and hereby is, authorized, empowered and directed, in the name and on behalf of the Company, to execute and deliver to the landlord under the Lease, and to perform or cause to be performed, all of the obligations of the Company under the Lease, the Lease, and all documents and instruments necessary in connection with the Lease, and is authorized to execute on behalf of the Company the Lease and each such certificate, agreement, instrument, or other document as the Authorized Person deems it appropriate to execute, in connection with the transactions contemplated hereby, with his/her execution thereof being hereby ratified and deemed conclusive evidence of the approval hereof by the Company consistent with the authority hereby granted.

3. That all actions taken on behalf of the Company by the Company's officers, directors and representatives in furtherance of the foregoing resolutions are hereby ratified and approved in all respects.

IN WITNESS WHEREOF, this Resolution is adopted as of _____, 20___.

BOARD OF DIRECTORS:

_____

_____

_____

[attach Exhibit 1]

EXHIBIT D TO LEASE AGREEMENT

FORM OF SNDA

(see attached form)

Response 17 - Food Services

Currently, there are two models used at the existing Family Life Academy Charter Schools (FLACS). In FLACS I, food is prepared and cooked in house under the direction of a school chef. In FLACS II and III, due to lack of adequate kitchen equipment to prepare food from scratch on-site, the schools currently contract with an outside food service provider. These food providers currently include Red Rabbit and Salsa & Soul.

The food program at FLACS IV will depend on the ultimate facility selection and availability of external funding to adequately outfit the kitchen with a full kitchen rather than with just refrigeration and warming equipment. If adequate space and funding is not secured for purchasing the necessary equipment to run this program, the school will plan to contract with an outside vendor to provide school meals, such as those listed above. This scenario, without external funding sources and with contracting out for food services, is what is in the budget assumptions.

Any food services at FLACS IV will provide a healthy and nutritious lunch and adhere to the existing FLACS health and wellness policies. This is not only a FLACS core belief, but something that was requested by the community in the feedback obtained by FLACS in advance of this application.

Response 18 - Health Services

FLACS IV will work closely NYCDOE Office of School Health (OSH) and NYC Department of Health and Mental Health (DOHMH), to obtain the services of a school nurse that will be able to attend to the students at FLACS IV. In its first two years, FLACS IV will be sharing space in the FLACS II middle school campus and anticipates sharing the nurse between the schools. In case of absence by the school nurse, FLACS IV will work with NYCDOE OSH to provide a substitute nurse, as is the practice for traditional public schools. FLACS IV will follow all the rules and regulations established by the NYCDOE OSH and NYC DOHMH for public schools in New York City.

FLACS IV will ensure that there is a medical room in the FLACS IV facility that will be adequately sized, have a sink with hot and cold running water, contain no through traffic, have floor to ceiling walls, have internet access and adequate electrical power for computer, have a telephone line and adequate electrical outlets, have adequate heating, air conditioning, lighting and ventilation, and have either an internal bathroom or dedicated bathroom within a few steps of the medical room. FLACS IV will ensure that all necessary medical equipment has been purchased and is available for the school.

The school office staff will work together with the nurse to ensure all medical forms are distributed to the students and families and are properly collected and entered in the ATS student database and provide the originals to the medical office. This includes the immunization record of all students. The pupil accounting secretary and the school nurse will ensure that all students have submitted immunization records or medical or religious exemptions. These immunization and medical forms will be stored in a locked cabinet in the medical office.

FLACS IV must have a written provider order for all medications that are administered to or taken by students in school. This written order must specify who can administer the medicine to the child: the nurse or other licensed staff; the student supervised by the school nurse; or whether the child can give themselves the medicine without assistance. Regardless of who can administer the medication, all medications will be kept in the school health office to ensure the health and safety of all students, limit unauthorized access to medications, provide documentation of the medication taken by the student, and ensure medications are taken as ordered. The only exception to this is for life saving medications, such as for asthma, diabetes, or allergy.

Response 19 - Transportation

Family Life Academy Charter School (FLACS) IV expects that many students will be live close enough to the school to walk daily. For students who do not live within walking distance, generally measured by more than a half-mile from the school, FLACS will coordinate transportation services with the New York City Department of Education (NYCDOE) Office of Pupil Transportation (OPT). FLACS IV students will be eligible for yellow bus service according to OPT distance eligibility. Students are eligible for stop-to-school yellow bus service if the student is in kindergarten through grade six, the student lives in the same borough as the school, there is already yellow bus service at the school, and a current stop exists that can serve the student or a new stop can be created. Students receive MetroCard to take public transportation if yellow bus service is not available or if a new stop cannot be added for the student. FLACS IV will be located in Bronx, New York, a city with an extensive public transportation network.

While FLACS IV will generally follow the NYCDOE calendar, there will be approximately six days that that FLACS IV is open that NYCDOE is not. FLACS IV will inform parents in advance of days when transportation will not be provided. Historically, this has not posed a major problem for families in the other FLACS schools.

Response 20 - Insurance

FLACS will ensure that FLACS IV has all necessary insurance policies in place. FLACS currently use Austin and Co., a NYCSA preferred vendor. The same policies will cover all schools; coverage for FLACS IV will be in effect by July 30, 2020.

Table 20-1 represents the list of necessary insurance policies and estimated premiums for 2020-21:

Table 20-1: Annual Insurance Limits and Estimates Premium

Type	Limits	Estimated Premium (2020-21)
Property (including equipment breakdown, business income with extra expense, crime and auto)	$10,000,000	$47,000
Excess Crime and Cyber Risk coverage	$1,000,000	$7,700
Directors and Officers	$1,000,000	$12,200
General Liability	$1,000,000 (one occurrence) $3,000,000 (in aggregate)	$66,000
Umbrella Liability	$30,000,000	$13,500
Excess Directors and Officers	$30,000,000	$6,250
Excess Fiduciary Liability	$3,000,000	$360
Student Accident	$50,000	$5,000
Catastrophic Student Accident	$1,000,000	$1,100
Workers Comp Statutory Limits (based on approximate payroll of $16,700,000)	No limit	$140,000
Total Estimated Premium	----------	$299,110

Response 21a - Budget Narrative

The FLACS educational corporation has always approached the budgeting process using a conservative approach. Historically, it has been able to operate within its estimated revenue sources while leaving a reserve for any unforeseen contingencies. FLACS believes that by approaching budgeting this way it can ensure that all plans, including those for FLACS IV, are fiscally sound. Below, FLACS describes the overview of and the assumptions for the FLACS IV budget, submitted in *Response 21e - Budget Template,* and how the budget supports the implementation of the academic program. As required, FLACS has also submitted a five-year budget for the entire FLACS network as part of the Business Plan. Assumptions for the budget for the network are discussed in depth in the Business Plan that is being submitted in tandem with this application.

FLACS purposefully starts the budgeting process by analyzing what supports must be in place to implement its rigorous academic program. The budget is therefore well-aligned to ensure the successful implementation of the program.

Start-Up Budget Plan

The start-up budget assumes that FLACS IV will apply for and receive a CSP grant in the amount of $675,000. Although FLACS IV includes at-risk preferences in its admissions policies, it uses one extra weight in the lottery rather than a set-aside preference so that it will be eligible for federal CSP grant funding. FLACS IV will use the CSP funding to hire a principal for 6 months with a salary of $70,000 and associated $5,355 in for social security taxes. FLACS would hire no other school-based position prior to July 1, 2020. However, the principal will be supported by the entire network staff, including human resources, finance, development, curriculum, instruction and data, during the start-up period. Because these employees are network based, they will be paid during the start-up period by the budgets of FLACS I, FLACS II, and FLACS III. The principal will be given space and supplies to work from the FLACS II middle school building, where FLACS IV will be located in its first year. These expenses are already part of FLACS II's budget for this year.

First Year Operational Budget

In addition to per pupil revenue, FLACS IV has several other projected revenue streams. FLACS IV plans to serve 156 students; the budget assumes that all 156 students will be entitled to rental assistance at 30% of the per pupil rate. The budget also assumes that a portion of the CSP grant will cover furniture and computer costs for FLACS IV ($190,800 for the first year). FLACS IV assumes that it will receive NYS Senate Aid funds ($41,560) and will be entitled to Title I funds due to its estimated high poverty status and Title II, and Title III due to an estimated number of ELLs based. All of these estimates are based on existing percentages in the existing FLACS schools. FLACS will only use Title I funding to supplement, not supplant, the amount of funds available from non-federal sources for the education of students participating in Title I. FLACS IV assumes that it will be entitled to NYS and Federal government meal reimbursement funds ($101,408). FLACS IV has included a small portion of revenue from fundraising ($10,000) In total, FLACS IV is estimating total revenue of $3.68MM.

FLACS IV is projecting expenses of $3.58MM in its first year. Of this the largest expense will be personnel costs of $2.19MM, or approximately 61% of all expenses. This expense reflects full time school based staff members as well as a fractional amount of network based staff. Sharing staff with the network will allow FLACS IV to benefit from positions, such as development, communications, curriculum support,

data analysis, finance, and human resources that it might otherwise not be able to finance. In the first year, FLACS IV will pay 10% of the salary of network staff. FLACS IV has carefully established a staffing plan for the first year that is well aligned to its academic program. The budget assumes an average salary based on the current staff salaries throughout the rest of the FLACS network, which reflects a mix of brand new teachers and staff members and more veteran ones.

The next largest expense is facilities of $0.83MM, or 23%, of all estimated expenses based on the lease agreement for the facility, which already exists. During the first year, FLACS IV will share space at the FLACS II middle school facility at 165th Street location. As such, one assumption in the budget is that FLACS IV will sharing rent, utility, and some personnel costs (custodial and security) with FLACS II.

The remaining 16% of the estimated expenses include, among other items, materials, books, supplies, furniture, assessment costs,and technology. The costs for these expenses are based on the historical costs of the items and systems at the existing FLACS schools. Since FLACS IV will be adopting the same curriculum, assessment and other systems, these costs are already well established. CSP and Title funds are carefully spent in this budget in accordance with the regulations about how these funds are to be spent.

Five-Year Operational Budget

For the remaining 4 years, FLACS IV has made the following assumptions. It estimates that the per pupil funding figure will increase 2% annually. It has continued to include very conservative fundraising efforts, of $10,000 per year, that represent a tiny fraction of the overall budget. FLACS IV assumes that it will continue to receive federal Title money and rental assistance. FLACS IV has budgeted a portion of the anticipated CSP grant over a five year period.

The budget assumes that all salaries increase an average of 3% annually. The budget assumes that most expenses increase 3% annually. FLACS assumes that benefits, including medical insurance, will increase 15% annually. As in the first year budget, FLACS is projected costs (with the annual increases described) based on expenses incurred by the schools now. FLACS anticipates that the CSP grant will cover furniture and computer costs in years after year one.

Starting year 3, FLACS IV will occupy a new building thus a large increase in facility cost as well as higher building specific personnel cost. Even though FLACS IV will show a negative net income after cash flow adjustments in year 3, the overall net income after cash flow adjustments in total for the FLACS education corporation shows for year 3 a positive figure. FLACS IV will need to borrow money from the other schools in this year only. In years 4 and 5 FLACS IV has a positive net income in this same facility due to increased student enrollment.

Ensuring Fiscal Soundness - FLACS Financial Policies and Procedures Manual

FLACS has put into place a series of financial policies and procedures that have ensure that the existing schools and the network are fiscally sound. Below are excerpts from the financial policies and procedures manual is used at FLACS and will be used at FLACS IV.

INTRODUCTION

Financial Leadership and Management

The financial management team of FLACS consists of:

- board of trustees ,
- Finance Committee and Treasurer,
- CEO
- COO
- CFO
- Principals
- Assistant Principals

The Financial Management Team outlined above is accountable for the day-to-day fiscal responsibilities of FLACS. The Board of Trustee's primary obligation is to serve as the School's oversight and policy-making body. The board of trustees will meet monthly to ensure that its fiduciary duty is maintained. The board of trustees will establish a Finance Committee annually by the first full board meeting. This committee will be responsible for selecting an audit firm on an annual basis, reviewing the Financial Policies and Procedures manual on an annual basis, and working with the school's finance team to review the monthly financial statements. The Finance Committee of the board of trustees shall be responsible for the primary Board-level oversight of the school's financial matters as defined by the Board's established bylaws. The CEO, COO, CFO and the Principals of FLACS have the primary responsibility of executing all financial matters. The Financial Management Team will collectively work to make certain all financial matters of the organization are properly addressed with care, integrity, and accuracy in the best interest of FLACS. The Principals are accountable for administering the school's adopted policies and ensuring compliance with procedures that have been approved by the board of trustees.

Changes to the Financial Policies and Procedures Manual

The policies and practices enumerated in this Financial Policies and Procedures Manual govern the operational procedures of the Family Life Academy Schools Network (FLACS). It represents management's commitment to the establishment of a system of internal controls that provides for the efficient operation of the organization's business operations while protecting the organization from instances of fraud. FLACS's Chief Executive Officer, Chief Operations Officer and the Chief Financial Officer will oversee the regular review of all controls and procedures to determine their effectiveness in enabling the organization to efficiently conduct its business while preventing fraudulent acts. If potential weaknesses are found new procedures will be developed, implemented and reflected in this manual. The board of trustees must approve this Manual on an annual basis. Any violation of these policies and procedures is considered to be cause for termination or removal and, depending upon the nature of the infraction, civil and/or criminal prosecution.

CHAPTER 1: INTERNAL CONTROL STRUCTURE

Background

This manual establishes and describes the fiscal policies and procedures of FLACS that have been established to achieve FLACS' objectives. The control structure represents policies and procedures that affect FLACS' ability to process, record, summarize and report financial information. This structure is established and maintained to reduce the potential unauthorized use of FLACS assets or misstatement of account balances. The contents of this chapter will demonstrate the internal controls that will be implemented to provide reasonable assurance regarding the achievement of objectives in the following categories; (1) effectiveness and efficiency of operations; (2) reliability of financial reporting; and (3) compliance with applicable laws and regulations.

The following four essential elements make up the internal control structure.

1. *Internal Control Environment*

By implementing internal controls, FLACS establishes the importance of enforcing and maintaining accountability, transparency and accuracy in their day-to-day financial transactions. Factors impacting the internal control environment can include management and Board philosophy; organizational structure; ways of assigning authority and responsibility; methods of management and control; personnel policies and practices; and external influences such as significant donor expectations.

2. *Accounting System*

FLACS has implemented an accounting system consisting of processes and documentation used to identify, compile, classify, record and report accounting transactions. These processes were established to: (1) identify, control and record all of the organization's fiscal transactions; (2) describe the transactions adequately in order to allow proper classification for financial reporting, and (3) specify the time period in which transactions occurred in order to record them in the proper accounting period.

3. *Internal Control Procedures*

FLACS has adopted a number of internal financial controls. These procedures are set up to strengthen FLACS internal control structure in order to safeguard the organization's assets.

A hierarchical structure of authority and responsibility has been developed at FLACS. Tasks are divided and allocated to guard against any individual having the ability to make an accounting error (either knowingly or unknowingly). This protects the school from any potential fraud or misappropriation of funds. In situations where there are an insufficient number of employees to achieve this because of budget constraints, a compensating control has been created at the school.

Restricted Access: Physical and electronic access to valuable and moveable assets is restricted to authorized personnel.

Document Control*:* In order to ensure that all documents are captured by the accounting system, all documents must be initialed and dated when recorded and then filed appropriately.

Records Retention*:* Records will be maintained for the periods sufficient to satisfy IRS regulations, federal grant requirements, OMB A133 audit requirements and other legal needs as may be determined and applicable. Record retention requirements are reviewed annually to determine any necessary changes.

Processing Controls*:* These are designed to identify any errors *before* they are posted to the general ledger. Common processing controls are the following: (1) source document matching; (2) clerical accuracy of documents ;(3) general ledger account code checking, and (4) terms of purchase orders and other quotes when necessary

Reconciliation Controls*:* These are designed to identify any errors *after* transactions have been posted and the general ledger has been run. The process involves reconciling the general ledger

control accounts to subsidiary ledgers. Reconciliation is completed by the CFO for accuracy and compliance and approved by the Treasurer and reviewed by the Finance Committee of the FLACS board of trustees

***Annual Independent Audit**:* FLACS financial statements are audited and certified annually by an independent audit firm selected by the board of trustees on the recommendation of the Finance Committee.

***Security of Financial Data**:* The school's accounting software is accessible only to the Finance Department and any duly contracted accounting consultant. Individual usernames and passwords will be issued for every user and their access will be limited according to their functionality and role within the school. All other hard copies of financial data, when not in use, will be secured in a designated area in the Finance Department.

***Risk Assessment**:* This is designed to identify, analyze, and manage risk relevant to the preparation of accurate financial statements. It includes mitigating risks involving internal and/or external factors that might adversely affect the school's ability to properly record, process, summarize and report financial data.

4. *Accounting Cycle*

The accounting cycle is designed to accurately and timely process, record, summarize, and report transactions of FLACS. FLACS will maintain its accounting records and related financial reports on the accrual basis of accounting. Under the accrual basis of accounting, revenues are recognized when earned and expenses are recognized when incurred (goods transferred or services rendered).

The component accounting cycles fall into one of five primary functions:

1) Revenue, Accounts Receivable and Cash Receipts

Key tasks in this area include:

- Processing cash receipts
- Making deposits
- Recording cash receipts in the general ledger and subsidiary records
- Performing month-end bank reconciliation procedures on a timely basis (30 days from receipt)
- Processing general ledger integration for private donations/revenue
- Processing wire transfers into and out of school accounts

2) Purchases, Accounts Payable and Cash Disbursements

Key tasks in this area include:

- Overall responsibility for the FLACS PO system
- Ensuring transactions are appropriately authorized
- Processing invoices
- Issuing checks
- Recording checks in the general ledger and in cash disbursement journals
- Performing month-end reconciliation procedures
- Year-end reporting: Preparing 1099 forms
- Processing wire transfers out of school accounts

3) Payroll

An outside service provider will perform the payroll process. Their responsibilities include calculating appropriate amounts for employee and employer deductions related to taxes remitted to the Federal, State and City government agencies and voluntary and/or statutory deductions that may or may not require remittance to retirement plans, garnishees, etc.

4) General Ledger and Financial Statements

Key tasks in this area include:

- Preparing monthly journal entries
- Reconciling bank accounts and all general ledger accounts
- Reviewing general ledger activity and posting adjusted journal entries
- Producing the financial statements
- Producing the annual budget

The general ledger process consists of timely posting of the period's transactions to the accounting software, which produces the financial statements. The Finance department will reconcile bank and credit/debit card accounts, review the general ledger, prepare for the annual audit and prepare monthly financial statements to be presented to the Board's Finance Committee. The statements to be included are discussed in detail in Section 5 below.

5) Budgets and Financial Reporting

The CEO, COO, CFO and the Principals are responsible for creating and updating 3-year budget projections for individual schools as well as the annual operating budget of income and expenses. The operating budget and the projections are reviewed and approved annually, first by the CEO, COO, CFO and the Principals. It is then reviewed by the Finance Committee and finally by the school's board of trustees and modified as necessary, with approval by the last day of the closing fiscal year.

Budgets

The budgets are created and updated per school and network annually based on actual expenditures and programmatic changes occurring during the fiscal year. Creation of the annual operating budget is led by the CEO, COO CFO with the Principals. This input is necessary to ensure enrollment is accurately represented per the charter agreement, and to make certain that the staff can properly support the proposed number of enrolled students. All school program expenses should be represented in the budget to ensure accuracy. Historical information is used when available and applicable. A review process is repeated until the overall budget fairly represents the programs revenues and expenses for the operating budget.

Once complete, the CEO, COO and the CFO present the overall budget to the Treasurer and the Finance Committee for review. The Committee will review and present the budget to the entire Board for approval. The budget must be approved and passed by June 30th before the start of the new fiscal year. Once approved, the implementation of, and accountability for, the budget is the responsibility of the CFO and each school Principal.

After approval, the Finance Department uploads the budget into the accounting system. This budget is then used to run the monthly P&L actual vs budget analysis reports. The following budget analysis reports are compiled by the Finance department and submitted to the CFO and the Principals by the third Friday of each month; 1) Budget vs. Actual Report and, 2) Budget vs.

Forecast Report on a monthly basis. Budget vs. Actual variances are described in the notes section of the report. The CFO is responsible for making sure significant differences are thoroughly researched and ultimately identified as either permanent or temporary. In the event the variance significantly impacts the budget; the Principal and the CFO will ensure that a contingency forecast is prepared.

Financial Reporting

At least 3 days before each Board meeting, the following will be discussed with the Finance Committee for review, acceptance and approval.

1) The Budget vs. Actual report for the operating budget;
2) Balance Sheet;

The Treasurer and CFO will present these reports to the entire Board at board meetings along with the Finance Committee minutes approving the report.

At the end of the fiscal year, the following key financial statements are provided for the audit

1) Balance Sheet
2) Income Statement
3) Statement of Cash Flow
4) Statement of Functional Expenses
5) Comments

CHAPTER 2: PROCESSING CASH RECEIPTS AND REVENUE

Background

FLACS receives revenues from the following sources:

- Federal Government
- State Government
- City Government
- Corporations
- Foundations
- Individuals

If total federal support for the fiscal year should exceed $750,000, an additional audit under the guidance of OMB Circular A-133[1] must be conducted by the independent audit firm.

Processing and Recording Cash Receipts

The Finance Department is responsible for recording all cash receipts. The Finance Department is responsible for recording EFT's and for generating checks in the accounting system and assigning them to the correct GL accounts. The CFO will audit and review all transactions for accuracy and proper supporting documentation.

The personnel in the Operations Department sort and deliver all the mail. Any mail addressed to a specific staff member should be stamped as "Received" with the date, and transferred, unopened, to

[1] OMB Circular A-133 Revised 2007; http://www.whitehouse.gov/omb/assets/a133/a133_revised_2007.pdf ; access on 07/2010

the addressee. Any mail addressed generally to the school that is not a vendor statement, city/state/federal agency, a credit card statement or bank statement will be transferred to the Finance Department unopened for review. Magazines and catalogs addressed generally to the school do not need to be stamped, but should be transferred to the appropriate individual.

Upon receipt of a credit card or bank statement, the **unopened** envelope should be stamped as received and dated by the Finance Department. The envelope should then be transferred immediately to the CFO, or held in a locked, secure location. Once the CFO receives the envelope, s/he should open and review the contents marked "received"

All checks received will be recorded and secured until deposited at bank.

All cash received will be recorded and secured until deposited at bank. All cash will be counted by Finance Department staff.

The Finance Department will staple the photocopy of the check and all correspondence (check copy on top) together and file the packet into the Cash Receipts and Transfers Binder, sorted by bank account number and in date order.

The Finance Department will be responsible for making all deposits. When reasonably possible, deposits must be made daily or no later than the next banking day. Checks that cannot be deposited immediately will be placed in a locked location. Before the check is deposited, the Finance Department will prepare a deposit slip, copy it, and staple this to the copied check. When deposited, a deposit receipt with bank-endorsed proof of deposit will be obtained for each deposit.

Deposits are recorded as receivable general ledger entries. After the check has been deposited, the Finance Department records the receipt of funds in the accounting system, filed by date. If an invoice has already been created, then the deposit will be applied against the outstanding invoice(s). If the cash is not yet earned, it will be applied against the Deferred Revenue general ledger account.

The Finance Department prints a copy of the accounting system's actual deposit entry form.

This (or a document showing an invoice has been paid) is attached to the front of the copy of the check, copy of deposit slip, deposit receipt with bank-endorsed proof of deposit, and any correspondence that arrived with the check. Together, these documents comprise the Cash Receipts Packet for the respective transaction, with the Cash Receipts Journal on top.

The CFO verifies that the internal accounting system entry reflects the same data as the copied check and proof of deposit, and initials and dates all documents to indicate approval. Once signed, the Finance Department files the Cash Receipts Packet in the Cash Receipts and Transfers Binder, separated by bank account and in date order. All cash receipts and authorized transfers between accounts will be maintained in each fiscal year's Cash Receipts and Transfers Binder.

Processing and Recording Revenue

Typically, grants received will be accompanied by specific agreements that explicitly or implicitly restrict their use and which impose unique reporting requirements – financial as well as performance. FLACS accounting and documentation system must be such that it is capable of meeting the individual requirements imposed by such grant agreements. Job codes and/or class codes will be attached to

applicable expenses and assets so that associated grant revenues may be earned on an accrual basis. Inasmuch as the quality of grant agreements impacts its financial strength, FLACS is committed to absolute adherence to this requirement in its reporting system. Accordingly, a reporting calendar shall be established wherein grantor accountability deadlines are tracked for compliance purposes.

Revenue Recognition for Grants

In instances where grant funds are received in advance of FLACS expending money applicable to the grant, the grant funds are recorded in the accounting system as deferred revenue until the applicable expenses have been incurred. If the grant funds are received after the school has already expended money on goods or services that are covered under the grant, the grant funds can be recorded as revenue at the time of receipt. If the school has expended part of the grant before receiving the actual funds, the only funds that may be recorded as revenues are those that have already been spent. A corresponding receivable must also be booked to reflect the grant funds owed the school for the corresponding amount of funds expended. Any remaining grant money must be recorded as deferred revenue or a liability until the time the funds are actually expended by the school. See Annex 6 for a description of the accounting entries required for recording grant revenue.

Revenue Recognition for Per-Pupil Funding

Per-pupil funding is received by FLACS on a bi-monthly basis, but recognized as revenues on a monthly basis.

Donated Goods and Services

Donated goods and services can include office space, professional services such as outside counsel's legal advice, food, clothing, furniture and equipment, or bargain purchases of materials at prices less than market value. In addition, volunteers can provide free services, including administrative services, participation in fundraising events, and program services that are not accounted for. The Controller records donated services in the system at fair value, as determined by the donor and documented in writing with the fair value being agreed to by FLACS. General Ledger entries are recorded to recognize in-kind revenues and in-kind expenses.

Contributions Acknowledgment Letter

When a school receives a donation, a contribution acknowledgement letter stating the value of the donation is drafted by the Director of Development and signed by the CEO, COO, or CFO and sent to the donor. A copy of this letter is attached to the check once received and filed in the Cash Receipts or Transfers Binder under the proper bank account, in date order. The Finance Department will keep track of these donation letters.

Accounts Receivable Aging

Accounts receivables outstanding are aged on a thirty, sixty, ninety, and over-ninety day basis. The CFO will review the accounts receivable aging monthly, determine which invoices are collectible, and follow the necessary requirements based on the type of funding, in order to collect. For accounts receivable deemed uncollectible, the CFO will confirm that the CEO and COO are in agreement, then credit and debit the appropriate revenue and accounts receivable general ledger codes.

CHAPTER 3: PROCESSING PURCHASES AND ACCOUNTS PAYABLE

Background

FLACS procures only those items and services that are required to fulfill the mission and/or fill a bona

fide need. Procurements are made using best value contracting, which entails assessing the best value considering quantity, performance and price. This is achieved by the finance department who has the annual responsibility of reviewing the newly approved budget to uncover patterns of orders and opportunities for clustering orders to achieve volume discounts.

Required Signatures

In the event that an item must be pre-approved by the Principal and he/she is not available to provide an in-person signature, the Principal may send an email stating his or her name and authorizing the transaction, with the promise to sign the document in person at the first opportunity. As soon as he/she is back on site, the original document will be signed in person and attached to the email granting permission. Any and all such correspondence must be retained and filed with the corresponding documents.

FLACS adheres to the following objectives:

1. Procurements will be completely impartial based strictly on the merits of supplier and contractor proposals and applicable related considerations such as delivery, quantity, quality, etc.
2. The school will make all purchases in the best interests of the school and its funding sources.
3. The school will obtain quality supplies/services needed for delivery at the time and place required.
4. The school will buy from reliable sources of supply.
5. The school will obtain maximum value for all expenditures.
6. The school will deal fairly and impartially with all vendors.
7. The school will be above suspicion of unethical behavior at all times; avoid any conflict of interest, related parties or even the appearance of a conflict of interest in FLACS supplier relationships. The school's conflict of interest policies are described in its bylaws.

In all purchasing situations, FLACS utilizes the following procurement guidelines:

- If the vendor has a contract with New York City and/or New York State then they are called "preferred vendors" and no bidding is required.
- If the vendor's price is lower than the New York City and/or New York State approved vendor pricing for comparable products/services then no bidding is required.
- If the vendor is providing a unique service or product that is not offered by other vendors then they are called "sole vendors" and no bidding is required. However, it does require a letter describing the unique service.
- If the vendor is not a "preferred vendor" or a "sole vendor" then a competitive bidding procedure is put into effect. This only applies to purchase orders with a total exceeding $10,000. A description of the competitive bidding procedure follows.

Vendor Vetting and System Set-up

- The Finance Department will vet and approve all vendors prior to adding in to the accounting ledger system.
- This includes all changes in vendor status
- Adding New Vendors and deleting or changing their status is the responsibility of the Finance Dept. They are responsible for ensuring that all needed info for the vendor (i.e. W9) is complete and on file

Competitive Bidding Procedure

- ***Contracts and/or purchases under $10,000*** - The school uses sound business practices when procuring goods and services for amounts less than $10,000.
- ***Contracts and/or purchases greater than $10,000*** - The school seeks price quotes from at least three vendors and awards the contract to the qualified vendor offering the supply or service needed for the lowest price. The person or department is responsible for soliciting and documenting these quotes. A report will be presented to the CFO who will review. He/ she will then report to the Finance Committee for approval. Then the Finance Committee reports its decision to the full board. Award may be made to a vendor other than the low bidder in circumstances where the higher bid demonstrates best value contracting procedures to the school.

Exception

- **Relative to contracts in excess of $10,000 for auditing and benefits, the three bids are only necessary every three years.**

Approval

Approval to fulfill a purchase order is garnered by first filling out a Purchase Request form.

A Purchase Request Form can be solicited and filled out by any qualified FLACS employee. Completed forms for purchases are submitted to an Administrative Assistant who reviews and submits a completed Purchase Order to the Principal. After Principals approval, it is then sent to the CFO for approval. Purchase Request Forms totaling $10,000 and over require the additional signature of the Treasurer of the Board for approval. In the event that any one of the before mentioned authorized signatures are not available, the President of the board of trustees will be able to approve the purchase orders in place of one of those individuals. Purchases made by the Principal must be approved by the CEO or COO.

If necessary and after approval, certain employees may purchase supplies and apply for reimbursement. Further information regarding expense reimbursement is provided later in this chapter.

Issuance and Monitoring of Purchase Orders

The CFO works closely with each Administrative Assistant to ensure that all necessary instructional and administrative purchases are made in a timely and cost-effective manner and, when applicable, in accordance with grant restrictions.

It is imperative that for all products and services a Purchase Request form be filled out and approved as outlined above. The CFO is responsible for ensuring adherence to the school's procurement guidelines and determining whether the order exceeds the thresholds requiring competitive bidding. All purchasing thresholds apply to the entire order, not single items. In these cases, all documentation of applicable bids and/or quotes obtained will be retained and filed with the check that ultimately paid for the item(s) in the order.

Receipt of Goods

All goods purchased by the school are delivered directly to the school. It is the responsibility of each school to receive delivery and initial the packing slip and maintain a log of all deliveries received. The packing slip will be reviewed for accuracy, stamped as received. A copy will be made and the original sent to the Finance department. In instances where there is not a packing slip, a Receipt Acknowledgement Form is to be filled out and sent to the Finance department. If everything is correct and the contents of the entire purchase were received and documented on the packing slip, the packing slip will be stapled to the rear of the original PO. If only part of the purchase was received, the packing

slip for the received items is stapled to the back of the original PO and the packet is filed under the Partially Received tab in order by vendor name, until the remaining items are received.

If everything is not correct with the order, the Administrative Assistant will contact the vendor

Exemption from Sales Tax

FLACS is exempt from city, state and federal tax. As such, the school is exempt from sales tax on goods purchased for its own internal use and services. It is the responsibility of the Finance Department to ensure that all vendors have a copy of the sales tax exemption letter allowing the organization to be exempt from sales taxes.

Reimbursable Expenses

In situations where a purchase is required in short order and the total of the purchase is under $100, staff may make the purchase with their own funds and apply for reimbursement after obtaining approval Expenses that have not been approved will not be reimbursed. In the event that the Principal requires reimbursement, the CEO, COO or the Treasurer of the Board must approve his/her expenses. It is the employee's responsibility to seek approval prior to incurring costs.

Receipts are required for all expenditures requiring reimbursement. Once expenses have been incurred, requests for reimbursement should be made within 30 days of expense via an Expense Reimbursement form. All receipts should be attached onto blank sheets of paper and attached to the form. These documents are submitted to the Principal for review and approval. Upon approval, they are forwarded to the Finance Department for processing.

Employees should note that the school is tax exempt and therefore will not reimburse employees for tax. A copy of the Tax Exempt Certificate may be obtained from the Finance department.

Travel Expenses

When possible, travel arrangements will be purchased using the school credit card. In situations where expenses are incurred during the course of business travel, staff may apply for expense reimbursement. Expectations for daily expenses or per diem allowances will be determined prior to the employee trip. Employees should file for reimbursement in the manner described in the above section. Receipts are required for all expenditures requiring reimbursement, and requests for reimbursement must be made within 30 days of expense. The reimbursement request must be approved by the Principal prior to travel. In the event that the Principal requires travel reimbursement, the CEO, COO or the Treasurer of the Board must approve his/her expenses.

Mileage Reimbursement

All employees are reimbursed at the standard mileage rate per mile as determined by the Internal Revenue Service for use of their own vehicle for business-related travel. Parking fees and tolls paid are reimbursable if supported by receipts. The reimbursement for business miles driven will determined at the time based on what the IRS states.

All employees requesting such mileage reimbursement are required to furnish a report containing the destination of each trip, its purpose and the miles driven, parking fees and tolls. All corresponding receipts must be attached to blank sheets of paper and attached to the check reimbursement form. This packet must be submitted to the Principal CEO, COO or the CFO for approval

Credit Card Purchases

FLACS holds a credit card issued by Staples, Home Depot and American Express. The Credit card may be used for expenditures as outlined in prior pages of this policy manual. In addition, all approval and budgetary restrictions shall apply. Credit card purchases must be approved by the CEO COO or the CFO. See Annex 4 for the approval hierarchy.

Food Order/Receipt Procedures

FLACS kitchen staff order and receive food supplies to prepare into meals for students. FLACS additionally receives pre-made heated meals to distribute to students directly. The following procedures are designed to ensure the food ordering/receiving process is followed efficiently, and to ensure food purchases are at a cost agreed upon with suppliers, and to minimize excessive purchases and potential waste.

Ordering Pre-made Meals

FLACS personnel will estimate the number of meals needed on a daily basis and order the needed number of meals. The number of meals ordered will be tracked daily on a log to ensure the appropriate number of meals is accounted for daily.

Receiving Pre-made Meals

Meals received by a designated FLACS employee will be verified as to quantity prior to signing off on the receiving document (packing slip or other similar document).

An exact count of the number of trays/meals will be counted and indicated on the receiving document by the receiver. The exact count or any discrepancies will be indicated on the receiving document, with signed acknowledgement by the delivering company obtained and noted on the form.

The receiving document will then be sent to the Finance department, matched with an invoice for the corresponding food order, and be processed through the accounts payable process.

Disposition of Pre-made Meals

FLACS designated personnel will fill out a daily receiving log to indicate the number of pre-made meal orders received. The same log will be used to indicate the number of pre-made meals served, and the remaining number of meals left over. The disposition of the remaining meals will be further indicated on the form with a reason for leftover food to be thrown away.

Weekly, the number of meals thrown away will be evaluated to reduce the number of pre-made meals ordered by FLACS personnel. The decision to reduce the number of meals ordered will be made by the employee ordering the food with the approval of the Assistant Principal.

Food Orders Placed by the Kitchen Staff

The Chef and kitchen staff will document all food orders placed on food ordering spreadsheets. An order form template for each vendor will be used for the ordering of all food and kitchen supplies. For food vendors used less frequently, a generic order spreadsheet will be used with the name of the vendor indicated on the form. The Chef will assign each order a Food PO number to match with corresponding invoices once received.

At a minimum, the spreadsheet will contain:

- Chef assigned PO number
- The name of the vendor the order is placed with
- Date of the food order
- Column for the quantity (with indication of the ship/pack quantity, i.e. 1 case = 12 items per case, two per pack, etc.)
- Cost per item
- Description of the item
- Estimated date of delivery
- Name of FLACS employee placing the order

The food order spreadsheet(s) will be retained electronically, and further utilized as a receiving document to check against the packing slip when food orders are received. Upon receipt of food goods, the spreadsheet will be scanned and retained electronically, and provided to the accounting department in an electronic folder with invoices received from the vendor.

Receiving of Food Goods

Visual Inspection
FLACS kitchen personnel will visually inspect all food goods upon receipt and evaluate for damaged goods, spoilage, incorrect items received, and for the appropriate quantity. Damages and discrepancies will be documented on the receiving document, and communicated to the delivery person. FLACS will make its best effort to have the delivery person sign off in agreement of order discrepancies.

Weighing of Items Received
FLACS kitchen personnel will use a scale to weigh food bulk items received on a regular basis upon immediate delivery. For instance, boxes of chicken weighing 50 pounds will be weighed to ensure the shipment received weighs at least 50 pounds, with an additional tolerance for packing materials. Discrepancies will be pointed out to delivery personnel and noted on the receiving document. FLACS kitchen staff will make every effort to have the delivery person sign off the packing slip to acknowledge receipt of a short shipment.

Piece counts of Items
FLACS kitchen personnel will use both the food ordering spreadsheet and receiving document by the delivering vendor to ensure shipments contain the exact description and quantity of items ordered are received. The receiving document provided by the delivery vendor will be verified by FLACS personnel to ensure the quantity and description of items received is correct. The food ordering template will be additionally used to ensure the quantity and description of items ordered is correct, and at the price estimated from a weekly vendor price list.

To indicate a correct shipment received, FLACS personnel will place a slash mark through the quantity on the packing slip. Discrepancies will be indicated by circling the quantity on the packing slip, with the quantity received written on the packing slip next to the circled quantity on the packing slip. FLACS personnel will make all efforts to have the delivery person acknowledge the difference and sign the receiving document.

Discrepancies will be communicated with the Chef, who will in turn follow up with the vendor to both communicate the difference in quantity received, and to have the billing invoice adjusted.

Pricing Differences
The Chef will have sole responsibility to review invoices to ensure prices charged are accurate, and in line with the weekly price sheet provided by vendors. Discrepancies will be documented on the packing slip and communicated to accounting and the vendor accordingly.

CHAPTER 4: PROCESSING CASH DISBURSEMENTS

Processing Invoices
All invoices and statements are mailed to the FLACS Finance department and the department is responsible for assigning the proper accounting codes per Chart of Accounts, signing and dating all invoices. Finance department personnel are responsible for collecting accounts payable documentation required for processing invoices. They will assemble the following documentation for payments: invoice/purchase order, name and address of vendor, amount, GL code, payment details, and packing slip or receipt acknowledgement form.

If an invoice is received prior to receipt of goods, the Finance Department will file the invoice in the Purchasing Binder under the Invoices without Packing Slips tab, in order by vendor name. To process any payment, all of the above noted documentation must be on hand.

Once the goods have been received (or in the case that the shipment had already been received at the time of invoice arrival), the Finance Department staples the invoice to the front of the corresponding packet composed of packing slip, purchase order, and Purchase Request form. This expanded packet is now a complete Cash Disbursement packet (invoice/packing slip/purchase order/check request form). The Cash Disbursement packet is filed in the Purchasing Binder under the Invoices to be Posted tab, in order by vendor name.

Invoices shall be processed by the Finance Department on a scheduled basis. The Finance Department establishes the vendor file in the accounting system and reviews the invoice for any purchase discounts dates and properly captures the discount period in the system. Invoices are then posted to the accounting system with the correct general ledger codes and then placed in a binder entitled invoices ready to pay.

Processing Checks
The Finance Department will maintain all blank check stock in a locked location. All checks will be pre-numbered, voucher style, containing one stub for the vendor (attached to all outgoing checks) and one to be filed with all supporting disbursement documents.

Checks are processed on a as needed basis by the Finance Department and vendors are paid based on terms of the invoices, as recorded within the system. Check preparation and signatures are prepared not later than the due date, consistent with available discounts if available.

There are designated signatories on the checking account with all checks requiring two signatures.

The Finance Department processes payment for the invoice and creates a check. The check is submitted to the required signatories (see above) for signature(s), along with the corresponding Cash Disbursement packet (invoice/packing slip/purchase order/check request form). At the time the check is signed, any required signatories should review the supporting documentation to ensure they are signing a check for the correct amount and to the correct payee. The Finance Department staples the check

stub or copy of the signed check to the top of the Cash Disbursement packet and files it in the Cash Disbursements Binder in check number order, starting with the first check after July 1st and ending with the last check on June 30th. The Finance Department mails the check to the vendor awaiting payment. Electronic fund transfers may also be used, where the same authorizations as checks will be obtained using an Electronic Payment Authorization form. See below for details.

In no event shall an authorized signatory approve an invoice, execute a check, or authorize a disbursement of any kind, payable to him/her.

All voided checks must be marked "Void" with the date and filed in the Cash Disbursements Binder in check number order.

Recurring Expenses

Recurring expenses do not require special treatment. Payments for goods and services that are required on a regular basis (e.g. equipment lease, insurance payments, rent) are handled in the same manner as non-recurring expenses, as described above.

Accounts Payable Aging

Accounts payables outstanding are aged on a thirty, sixty, ninety, and over-ninety day basis. The CFO will review the accounts payable aging monthly, determine the available cash balances while taking into consideration other cash requirements in the near future. Any item over 60 days will be reviewed and marked as to why they have not been processed yet.

Outstanding Checks

In the event that a check has been disbursed to a vendor for a product or service and the check has not been deposited over a period of at least three months, the Finance Department will contact the vendor to confirm whether it is still in-hand, or whether another check should be reissued. If the check is still in hand, the Finance Department will encourage the vendor to deposit the check within one week. In the event that a vendor requests for a check to be reissued, the Finance Department will inform the CFO of the request and void the original check in the accounting system. The Finance Department will photocopy the backup documentation that was attached to the original payment, obtain approval according to the check approval policies, confirm all vendor information, and send the check to the vendor. In the event the vendor cannot be contacted by phone, letter, or email, the Finance Department will confirm that the CFO and Treasurer are in agreement to write the check off, then make the appropriate entries in the accounting system.

In the event the vendor confirms payment was already made via an alternative method not recorded in the accounting system, an investigation will be conducted to understand how the original payment was made and then make the appropriate entries in the accounting system.
In the event the outstanding check exceeds $250, the CFO will work with the bank to issue a stop payment on the check to ensure that it is not cashed.

Petty Cash

Petty Cash is a small amount of discretionary funds in the form of cash used (excluding sales tax) for school related minor purchases of goods and services. As it is not sensible to make any disbursement by check because of the inconvenience and costs of writing, signing, and then cashing the check, staff are discouraged from utilizing school funds for petty cash purposes. The Petty Cash Fund is maintained by each school's Principal in a locked and secure location. The Petty Cash Fund balance is $250, funded by a

check from the general account. The Principal will maintain a file documenting the expenditures and balance of the Petty Cash account at all times. All petty cash purchases require approval in advance of purchase.

The maximum threshold for a petty cash purchase is $35 per transaction. If the purchase is greater than $35 but less than $50, upon initial approval for the purchase, a check reimbursement form will be filled out rather than using petty cash funds. For purchases greater than $50, the PO request and approval process will be followed. Staff is encouraged to obtain the school tax ID number for petty cash expenditures, as sales taxes charged will not be reimbursed.

Appropriate and Inappropriate uses of Petty Cash

Appropriate petty cash expenses include:

- Taxi fares between FLACS Schools
- Postal fees
- Coffee for meetings and school decorations
- Small maintenance related items

Inappropriate uses of petty cash include:

- Cashing of personal checks
- Personal loans
- Non-school related purchases of goods or services

Petty cash funds will not be provided in advance of any purchase.

Petty Cash Procedure

1. The purchaser fills out the Petty Cash Acknowledgement form, detailing:
    a. The FLACS entity making the purchase
    b. The date of the purchase
    c. The handler (person requesting to make the purchase)
    d. The vendor
    e. The $ amount of the purchase
    f. Item(s) or service(s) purchased – include quantity of goods
    g. Reason for the purchase
    h. Obtains and documents pre-approval from the Principal
2. The purchaser obtains the school tax ID number.
3. The purchaser makes the purchase using personal funds, obtaining an itemized receipt of items purchased. Purchases without a receipt will not be reimbursed.
4. The purchaser returns with the purchase, and shows the items purchased to the Principal for visual inspection.
5. The purchaser fills out the Petty Cash Acknowledgement form, photographs or photocopies receipts, and provides the form to the Principal.
6. The Principal visually inspects goods or a service purchased and acknowledges receipt by signing the Petty Cash Acknowledgment form.

The petty cash transaction(s) should be recorded on a petty cash log (pen & paper) and then transposed to the petty cash spreadsheet (found in Dropbox) when petty cash replenishment is needed. Whenever cash exchanges hands, there will be a transaction written in the petty cash log. For example, $20 is given to a staff member for a cab ride. However the fare was only $18. There should be a negative $20 and then a positive $2, showing the $2 was returned.

In the rare event the receipt is not available or missing, the staff member who used the funds has to sign and date a petty cash acknowledgement form. The acknowledgement form should be approved by the school principal or COO. Repeated abuse of the petty cash process by a requester will result in loss of privilege in using the petty cash account.

The petty cash custodian should be ready at any time for a random petty cash audit performed by the Finance Department. The audit will be a simple count of money in the cash box compared to what the petty cash log determines should be left. The Finance Department has the authority to perform a surprise count of petty cash at any time.

Insurance Coverage

Insurance coverage is maintained pursuant to applicable law and to protect the replacement values of all assets etc.

Currently, FLACS maintains insurance policies, including: Commercial Umbrella Liability, Commercial General Liability, Workers' Compensation, Student Accident Excess Liability, Errors and Omissions, and Directors and Officers, and NY State Disability and Property Insurance. See Annex 3

The CEO, COO, CFO, Finance Committee will conduct an annual review of coverage amounts. The purpose of this review will be to ensure there are adequate means by which to preserve the school's assets and lower the risk of being underinsured. Any proposed changes must be approved by the Finance Committee and recorded in board meeting minutes. New coverage's will be executed by the Finance Director, who is also responsible for procuring annual renewals with the school's insurance broker. Quotes for renewal will be procured at least one month in advance of a policy's expiration, and presented to the board finance committee for review and approval.
The CFO maintains original copies of all insurance policies on site, filed in the Insurance Binder by type of insurance. A new binder is created for each fiscal year. When possible, copies of all current insurance policies are saved electronically on a server where the leadership team can view and access the information.

FLACS requires proof of adequate insurance coverage from all prospective contractors, as deemed applicable by the board of trustees. At least an aggregate of $2,000,000 is required. In those cases, flacs will obtain a cert of insurance from the contractor which shows coverage limits and which names FLAC S as an additional insured.

Political Contributions

No funds or assets of FLACS may be contributed to any political party or organization or to any individual who either holds public office or is a candidate for public office. FLACS also cannot be involved with any committee or other organization that raises funds for political purposes. Examples of prohibited activities are:

- Political contributions by an employee that are reimbursed by the school organization.
- Purchase by the organization of tickets for political fundraising events.
- Contributions in kind, such as lending employees to political parties or using school assets in political campaigns

CHAPTER 5: MANAGEMENT OF CASH

Accounts

FLACS has several bank accounts. In all instances, the school is utilizing its accounts in a way that safely maximizes its cash balances. The school has authorized two signatories on all primary operating accounts. Bank statements are received monthly by the finance department , and are opened by the CFO who then gives them to the Finance Department for a timely reconciliation.

In the event that FLACS wishes to open a new bank account, board approval is required. As part of the approval, the Finance Committee must describe the purpose of the account, signatories, and signatories' authority. The vote to approve and all associated determinations must be recorded in the board minutes. Should the school wish to close a bank account, Board finance committee approval is also required and will be documented in board minutes.

FLACS recognizes that federal insurance on deposits with any bank is limited to a total of $250,000, regardless of the number of accounts held. In the event the balance in a school account is anticipated to be in excess of the insurance coverage, a "re-positioning" agreement is to be negotiated with the financial institution in order to secure such deposits in excess of federal coverage.

Bank Statements

The procedures to follow when processing the receipt of Bank Statements are stated in "Chapter 2: Processing & Recording Cash Receipts"

Bank Reconciliation

Monthly bank account reconciliations are processed using the accounting system. This preparation is accomplished by the Finance Department who identifies reconciling items to ensure that cash is being accounted for properly. Any irregularities shall immediately be reported to the CFO. A reconciled Bank Reconciliation report from the accounting system is printed and attached to the bank statement. The completed report is submitted to the Treasurer and the CFO for review, and is initialed by the Treasurer on a timely basis, within 30 days of the bank statement.

CHAPTER 6: PROPERTY AND EQUIPMENT

The CFO and Director of Operations are responsible for ensuring that accurate inventories are maintained so that all assets are safeguarded

The CFO is responsible for maintaining the equipment and all necessary asset inventories. A separate fixed asset inventory spreadsheet, created in Excel is maintained by the Finance Department. All property and equipment subject to the school's Capitalization Policy must be tagged in the manner described below and depreciated according to the school's Depreciation Policy.

Upon receiving any property that qualifies as a fixed asset, the Finance Department is responsible for recording the following into the fixed asset inventory spreadsheet:

- Inventory number as designated by FLACS (use sequential numbers, no lettering)
- Asset name and description
- Classification (i.e. land, building, equipment, betterment, leasehold improvements, furniture, computer hardware and software)
- Serial number, model number, or other identification
- Whether title vests with FLACS or a governmental agency
- Vendor name and acquisition date

- Location of the equipment
- Purchase Date
- Purchase Value
- Disposal Date
- Disposal Reason

In addition, the Finance Department will enter the following data into the accounting system's general ledger under the fixed asset category:

- Asset name
- Current Value

Each item is also physically tagged in a visible area on the item and with the following information:

- Indication whether the item is property of FLACS

All government-furnished property and equipment is also recorded with identification information indicating it has been acquired through a government contract. For example, when assets are purchased using funds from the Department of Youth and Community Development (DYCD), that item is tracked and physically tagged as property of DYCD. In the event of charter revocation, the item is returned as property of DYCD. (When possible assets of a depreciable basis should not be purchased with funds provided by NYC agencies as the assets could be collected at the end of said contract.)
:
No employee may use any of the school property, equipment, material or supplies for personal use without the prior approval of the CEO, COO and or the CFO

No item of property or equipment shall be removed from the premises without prior approval the prior approval of the CEO, COO and or the CFO
.
All lease agreements on real property will be evidenced by a lease or sublease agreement approved by the board of trustees and signed by the CEO or COO. The agreement will identify all the terms and conditions of the lease. Any real estate agreement to rent or sell will require a beneficial interest disclosure.

Capitalization Policy

The cost threshold for items purchased by FLACS to capitalize is $1,000. This allows items over this cost threshold to carry value over time, and not simply be expensed in year one. Items with an acquisition cost of less than $1,000 or a useful life of less than one year are expensed in the year purchased. Items with an acquisition cost of more than $1,000 are subject to the school's depreciation policy, outlined below.

In instances where a large quantity of one single item is purchased, if the total value exceeds the $1,000 threshold, the items may be capitalized. For example, if a school buys 100 desks at $250 per desk, each single item would not meet the threshold. Together, however, these 100 desks have a combined value of $25,000, which should be capitalized over a 5-year period, as outlined in the Depreciation Policy table below.

The CFO and the Controller perform annual inventory audits, verifying and updating the data contained in the Excel fixed asset inventory spreadsheet. Once complete, the CFO and the Controller compare this inventory to the fixed assets listed in the general ledger to ensure the value of the assets per the

accounting system matches the value of the assets per the spreadsheet. Differences are investigated, reconciled and recorded by the Finance Department.

Depreciation Policy

Any items subject to the Capitalization Policy described above are subject to depreciation. The Controller will account for depreciation based on the school's inventories. Depreciation associated with the fixed assets will be calculated based on its useful life and straight-line depreciation method. Depreciation is based on the month the item was actually purchased. For instance, if the school purchased a computer in July, it would be depreciated for a full fiscal year (12 months out of 12), and recorded as such. But if the school purchased the computer in April, then it would be depreciated for just one-fourth of the fiscal year (3 months out of 12) because it would only be in service for April, May and June.

Any item that is damaged beyond use will be taken out of service and fully depreciated off the accounting records.

Depreciation Policy	
Computers	3 years
Servers	3 years
Classroom Equipment / Furniture	5 years
Office Equipment / Furniture	7 years
Leasehold improvements	Life of Lease or 15 years
Musical Instruments	3 years
Software	3 years

Disposal of Property and Equipment Policy

FLACS has adopted standard disposition procedures for staff to follow. The requester fills out and signs the Asset Disposal Form, which identifies the asset and the reason for disposition. This form is submitted to the CFO, who takes photos of the asset, determines the asset's book value and documents the condition of the asset. Disposal of any asset requires the approval of CFO and the Treasurer of the Board.

Once approved for disposal, the dollar value of the disposed asset is recorded as a reduction in the general ledger. The disposed asset is also recorded as disposed in the Excel fixed asset inventory spreadsheet. The treatment of any proceeds from the disposition, and the recognition of any gain or loss on sale of the disposed asset, is also recorded in the general ledger by the Finance Department

CHAPTER 7: RECORDS RETENTION

Records Retention Policy

All confidential paper records shall be maintained in locked facilities on school premises.

The accounting system files are saved on the school's server, which is backed up on a daily basis to ensure the retrieval of financial information in case of hardware failure. Back-up data and program files shall be stored off-site in a fire-safe area and shall always remain the confidential and sole ownership property of FLACS. In the event of a major system malfunction, the latest backup would be restored on

the server and any transactions since that backup would be reentered based on the cash disbursement records and cash receipts records. FLACS has an onsite drive backup system.

FLACS has an established Disaster Recovery Policy. Please reference the School Safety Plan for details.

Annex 5 2, contains a table which provides minimum requirements for records retention, as recommended by the Non-Profit Coordinating Committee of New York, www.npccny.org:

Originals of the following corporate documents are maintained on-site and the COO and or the CFO verify their presence on a periodic basis:

a. Charter and all related amendments
b. Minutes of the board of trustees and subcommittees
c. Banking agreements
d. Leases
e. Insurance policies
f. Vendor invoices
g. Grant and contract agreements
h. Fixed asset inventory list

Records Access Policy

The CFO will provide access to the organization's records and provide supporting records, as requested by government auditors to facilitate the completion of such audits or reviews, in a timely manner.

Records Destruction Policy

The destruction of confidential school records will be authorized by the CEO COO or the CFO. Should they be unable to provide authorization, destruction will be delayed pending review and final determination.

If any litigation, claim, or audit is started before the expiration of the designated retention period, the records shall be retained until all litigation, claims or audit findings involving the records have been resolved and final action taken.

The school will arrange for the safe and secure destruction of confidential records. Destruction methods will not permit recovery, reconstruction and/or future use of confidential information. An overview of these methods follows.

Paper records containing sensitive confidential information **must** be shredded and not disposed of with other waste.

Electronic or digital data containing sensitive confidential information must be purged from the computer systems in the following manner; 1) Deletion of the contents of digital files and emptying of the desktop "trash" or "waste basket. Keep in mind however, that reconstruction and restoration of “deleted” files are quite possible in the hands of computer technicians. 2) For records stored on a “hard drive” it is recommended that commercially available software applications be utilized to remove all data from the storage device. When properly applied, these tools prevent the reconstruction of any data formerly stored on the hard drive. A destruction record exists to track the destruction of any and all documents. This inventory describes and documents the records, and file formats, authorized for destruction, as well as the date, agent, and method of destruction. The destruction record itself shall not

contain confidential information. The destruction record may be retained in paper, electronic, or other formats. It is recommended that sensitive confidential data stored in digital devices, be physically destroyed.

CHAPTER 8: SUMMARY OF ACCOUNT STRUCTURE

Assets

Types of Equity
In non-profit organizations, assets must be classified by nature and segregated between:

1. Unrestricted Net Assets
2. Temporarily Restricted Net Assets
3. Permanently Restricted Net Assets

The school's assets are classified as unrestricted, temporarily restricted, or permanently restricted.

Cash and Cash Equivalents
All cash and cash equivalents of the school consist of cash in the school's bank, and/or investment account/s.

Grants Receivable
Grants receivable include money that the school expects to receive from government or private sources. Donation letters or pledges are also considered grants receivable.

Property and Equipment
Property and equipment includes the assets used by the school for activities and programs that have an estimated useful life longer than one year. For the school, fixed assets primarily consist of musical instruments, classroom equipment, furniture, computers and computer software.

Purchased property and equipment is recorded at cost. Donated property and equipment are recorded at fair market value at the date of donation. Acquisition costs include all costs necessary to bring the asset to its location in working condition, including:

- Freight
- Installation costs
- Direct and indirect costs, including interest, incurred in construction

Liabilities

Accounts Payable
Accounts payable include costs and expenses billed through a vendor invoice, and are recorded at the invoice amount. Vendors and suppliers are paid as their payment terms require, taking advantage of any discounts offered. If cash flow problems exist, payments are made on a greatest dependency/greatest need basis.

Capital Lease Obligation
The school may lease office equipment under a capital lease. Payments of both principal and interest are made monthly.

Accrued Liabilities
Salaries, wages earned and payroll taxes, along with professional fees, rent and insurance costs incurred, but unpaid, are reflected as a liability when entitlement to payment occurs.

Debt
When applicable, short-term debt consists of financing expected to be paid within one year of the date of the annual audited financial statements. Long-term debt consists of financing that is not expected to be repaid within one year and is recorded on the balance sheet as a long-term liability. All short-term and long-term debt is approved by the board of trustees and may not exceed the duration of the charter, without consent of the Board of Education. Loan agreements approved by the board of trustees should be in writing and should specify all applicable terms, including the purpose of the loan, the interest rate, and the repayment schedule.

Revenue

Private Contributions
The school receives contributions from individuals, foundations, and corporations in the following forms:

1. *Unrestricted Contributions:* No donor-imposed restrictions.
2. *Temporarily Restricted Contributions:* Donor-imposed restrictions such as passage of time, or specific use. Examples include funding grants such as Walton or Simon grants.
3. *Permanently Restricted Contributions:* Donor has placed permanent restrictions on the timing of use of funds, purpose of use of funds and/or the use of earnings and appreciation. Examples include the various NCLB grants and CSP.

Upon receipt of donation, donations are classified as unrestricted, temporarily restricted or permanently restricted. For further information on the processing of donations, please see chapter 2.

Expenses

Types of Expenses
Expenses are classified by functional classification and are matched with any donor-imposed restrictions.

Functional Classifications:

a. ***Program Service Expense****:* the direct and indirect costs related to providing education and other services consistent with the school's mission.
b. ***Management & General Expenses****:* expenses for other activities related to the purpose for which the organization exists. These relate to the overall direction of the organization and include expenses for the activities of the governing board, business management, and general record keeping, and budgeting.
c. ***Fundraising Expenses****:* costs of all activities that constitute appeal for financial support and include costs of personnel, professional consultants, rent, printing, postage, telephone, etc.

The cost of providing the various programs and other activities of FLACS will be summarized on a functional basis as part of the school's annual budget process. Accordingly, certain costs will be allocated among the following categories: general education program, special education program, management and general, and fundraising. Allocations are amended as necessary and the rationale documented. The CEO, COO, and the CFO are all involved in this process.

CHAPTER 9: FRAUD AND MISAPPROPRIATION

FLACS will not tolerate any fraud involving employees, officers or Directors, as well as students or parents of students, members, vendors, consultants, contractors, funding sources and/or any other parties with a business relationship with the school. Any investigative activity required will be conducted without regard to the suspected violator's length of service, position/title, or relationship with the school.

The CEO, COO, CFO, Principals and board of trustees are responsible for the detection and prevention of fraud, misappropriations, and other irregularities. Fraud is defined as the intentional, false representation or concealment of a material fact for the purpose of inducing another to act upon it to his or her injury. The Principal and each board member will be familiar with the types of indiscretions that might occur within his or her area of responsibility, and be alert for any indication of irregularity.

Any fraud that is detected or suspected **MUST** be reported immediately to the board of trustees and they will take the necessary actions.

Actions Constituting Fraud

The term fraud, defalcation, misappropriation, and other fiscal irregularities refer to, but are not limited to the following acts which are not clearly done in error:

- Any dishonest or fraudulent act
- Forgery or alteration of any document or account belonging to the school
- Forgery or alteration of a check, bank draft, or any other financial document
- Misappropriation of funds, supplies, equipment, or other assets of the school
- Impropriety in the handling or reporting of money or financial transactions
- Disclosing confidential and proprietary information to outside parties
- Accepting or seeking anything of material value from contractors, vendors, or persons providing goods or services to the school
- Destruction, removal or inappropriate use of records, furniture, fixtures, and equipment
- Any similar or related irregularity

Investigation Responsibilities

The Board Chairperson has the primary responsibility for the investigation of all suspected fraudulent acts as defined in the policy. The board of trustees may utilize whatever internal and/or external resources it considers necessary in conducting an investigation. If an investigation substantiates that fraudulent activities have occurred, the board of trustees will issue reports to appropriate designated personnel.

Decisions to prosecute or refer the examination results to the appropriate law enforcement and/or regulatory agencies for independent investigation will be made in conjunction with legal counsel and senior management, as will final dispositions of the case.

Confidentiality

The board of trustees will treat all information received confidentially. Any employee who suspects dishonest or fraudulent activity will notify the Board Chairperson immediately, and should not attempt to personally conduct investigations or interviews/interrogations related to any suspected fraudulent act.

The outcome of an investigation will not be disclosed or discussed with anyone other than those who have a legitimate need to know. This is important in order to avoid damaging the reputations of persons suspected but subsequently found innocent of wrongful conduct and to protect the school from potential civil liability.

Authority for Investigation of Suspected Fraud
The Chairperson, Vice Chairperson, Treasurer and the Finance committee will have:

1. Free and unrestricted access to all the school's records and premises; and
2. The authority to examine, copy, and/or remove all or any portion of the contents of files, desks, cabinets, and other storage facilities on the premises without prior knowledge or consent of any individual who may use or have custody of any such items or facilities when it is within the scope of their investigations.

Reporting Procedures
An employee who discovers or suspects fraudulent activity will directly contact the Chairperson of the board of trustees immediately. The employee or other complainant may remain anonymous. All inquiries concerning the activity under investigation from the suspected individual(s), his or her attorney or representative(s), or any other inquirer should be directed to the Finance Committee or legal counsel. No information concerning the status of an investigation will be given out. The proper response to any inquiry is, "I am not at liberty to discuss this matter." Under no circumstances should any reference be made to "the allegation," "the crime," "the fraud," "the forgery," "the misappropriation," or any other specific reference.

The reporting individual should be informed of the following:
1. Do not contact the suspected individual in an effort to determine facts or demand restitution.
2. Do not discuss the case, facts, suspicions, or allegations with anyone unless specifically asked to do so by the appointed legal counsel or the board of trustees.

CHAPTER 10: WHISTLEBLOWER POLICY

FLACS requires employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. Employees and representatives of the school are expected to practice honesty and integrity in fulfilling their responsibilities and are expected to comply with all applicable laws and regulations.

It is the responsibility of all employees to report violations of ethics or conduct or suspected violations in accordance with this Whistleblower Policy.

No employee who in good faith reports a violation shall suffer harassment, retaliation or adverse employment consequence. An employee who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination of employment. This Whistleblower Policy is intended to encourage and enable employees and others to raise serious concerns within the school prior to seeking resolution outside the school.

Anyone filing a complaint concerning a violation or suspected violation **MUST** be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation. Any allegations

that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense.

Violations or suspected violations may be submitted on a confidential basis by the complainant or may be submitted anonymously. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

The CEO COO and CFO will notify the sender and acknowledge receipt of the reported violation or suspected violation within five business days. All reports will be promptly investigated and appropriate corrective action will be taken if warranted by the investigation.

CHAPTER 11: ETHICS

Annual Acceptance of FLACS Ethics Policy

Annually, all Board members and employees of FLACS will be required to acknowledge and agree to the FLACS Ethics Policy as a condition of Board participation and/or employment with FLACS. The agreement will contain a section for Board members and employees to self-disclose any conflict of interest, though Board members and employees are required to disclose any actual or potential conflict of interest at any time.

Conflicts of Interest

Under no circumstance will a Board member or employee of FLACS initiate, participate or benefit in any way from negotiating a contract or purchase of goods or services in which he/she, relative, or an associate has financial interest.

Upon discovery of an actual or potential conflict of interest, the Board member or employee **must** immediately withdraw from further participation in the involved transaction and report the transaction to the CEO and/or Chairperson of the Board.

Gratuities and Kickbacks

No FLACS Board member or employee (or anyone under their direct supervision) may solicit, demand, accept or agree to a gratuity, kickback or an offer of employment in connection with a business transaction. Such transactions include, but are not limited to, approvals on purchase requests, influencing the content of any procurement standard, auditing, or rendering of advice.

In accordance with the Confidentiality Agreement that appears in this manual, a Board member or an employee must not knowingly use Confidential Information for actual or anticipated personal gain, or for the actual or anticipated personal gain of any other person.

Reprimands and Penalties

A breach of ethical standards from a board member of FLACS is cause for removal from the board of trustees. A breach of ethical standards from an employee of FLACS will warrant a written warning from the CEO, and/Chairperson of the Board. The repercussion of this unacceptable behavior may lead to suspension with or without pay for a specified period of time, and/or termination of employment.

ANNEX 1: FINANCIAL LEADERSHIP ACCOUNTABILITY

Board of Trustees and Finance Committee

Area of Review	Primary Responsibility	Measurement
Oversight of Management & School	Ensure all systems and structures are in place for an effective operation. Oversee and asses the school's educational progress. Provide expertise in the areas of law, real estate and finance. Establish and maintain the school's reputation and enhance FLACS visibility throughout the community and media.	Implementation of awareness of school's mission and educational program. Selection of qualified key employees empowered to comply with the school's mission. School is running effectively on a day to day basis. Financial and Programmatic goals are being accomplished as established on the proposal.
Fundraising	Work with the Finance Committee and the Fundraising Committee and School Leaders to raise funds to meet operational and capital needs	Determine fundraising goals; help to create and execute fundraising plan. Grants etc. are secured.
Budget	Work with the Finance Committee, School Leaders and Finance Department to develop and manage the annual operating budget and demonstrate financial viability to an independent auditor.	Budget is created on schedule; and is updated regularly by the CFO and financials are presented to the Board in timely manner. FLACS is on budget; the Finance committee works with the board of trustees to hire an independent auditor; to successfully complete annual audit.

Principal

Area of Review	Primary Responsibility	Measurement
Oversight of School	Ensure all systems and structures are in place for an effective operation	FLACS opens and runs smoothly with full enrollment and staffing and all policies and procedures in place to effectively run the school on a daily basis.
Fundraising	Work with the CEO, COO Director of Development to raise funds to meet operational and capital needs	Determine fundraising goals; help to create and execute fundraising plan. Grants etc. are secured.
Budget	Work with the CEO, COO and CFO to develop and manage the annual operating budget and demonstrate financial viability to an independent auditor.	Budget is created on schedule; and is updated regularly by the Finance Department and presented to the Board in timely manner. The CFO works with the board of trustees and the school Principal to hire an independent auditor; to successfully complete annual audit.

Chief Financial Officer

Area of Review	Primary Responsibility	Measurement

Oversight of School	Ensure all systems and structures are in place for an effective operation	FLACS opens and runs smoothly with full enrollment and staffing and all policies and procedures in place to effectively run the school on a daily basis.
Financial Requirements and Processes	Work with the CEO, COO, Principal, Finance Committee and any consultants to develop and manage the annual operating budget. in conjunction with CFO and demonstrate financial viability to an independent auditor.	Budget is created on schedule; and is updated regularly by the CFO and financials are presented to the Board in timely manner. .
Human Resources Policies and Procedures	Work with the Human Resources Administrator in compiling personnel documents and Developing a culture that promotes employee retention	Ensure that the school complies with Federal, State and local governmental requirements relating to HR policies and procedures, and best practices. Process, maintain and secure sensitive employee data.
Property, Equipment and Data	Safeguard the School's fixed assets and data	Develop and execute procedures that will ensure that the school's assets are accounted for and recorded properly in the GL. Maintain and safeguard digital, paper and intellectual data.
Board Reports	Required monthly reports	Timely, accurate and clear reports

ANNEX 2: REQUIREMENTS FOR RECORDS RETENTION

Item	Retention Period
Bank Statements & Reconciliations	7 Years
Cancelled Checks - (Important Payments - purchases of property, tax payments, large or significant contracts)	Permanent
Cancelled Checks - (Ordinary)	7 Years
Cash Books	Permanent
Cash Receipts and Disbursements	7 Years
Construction Documents	Permanent
Contracts and Leases (Current)	Permanent
Contracts and Leases (Expired)	7 Years
Corporate - Articles of Incorporation & By Laws	Permanent
Corporate - Certificate of Incorporation and Related Legal or Government Documents	Permanent
Corporate - Minutes of Board & Committee Meetings, etc.	Permanent
Correspondence (General)	3 Years
Correspondence (Legal / Important)	Permanent

Duplicate Bank Deposit Slips	3 Years
Email	5 Years
Employee Assignments and Garnishments	7 Years
Employee Benefit Plan Documents	7 Years
Employee Payroll Records	7 Years
Employee Payroll Reports (Federal, State or City Gov't)	7 Years
Employee Personnel Records (After Termination)	7 Years
Employee Personnel Records (Current)	Permanent
Employee Retirement & Pension Records	Permanent
Employee Timesheets	7 Years
Employee Workman's Compensation Documents	11 years
Employment Applications (Current Employees)	Permanent
Employment Applications (Other)	1 Year
Finance - Accounts Payable Ledgers and Schedules	7 Years
Finance - Accounts Receivable Ledgers and Schedules	7 Years
Finance - Audit Reports of Independent Accountant	Permanent
Finance - Chart of Accounts	Permanent
Finance - Depreciation Schedules	Permanent
Finance - Expense Analyses & Distribution Schedules	7 Years
Finance - Financial Statements (Inc. Trial Balances)	Permanent
Finance - Fixed Asset Records & Appraisals	Permanent
Finance - General Ledgers	Permanent
Finance - Subsidiary Ledgers	Permanent
Finance - Tax Return Worksheets	7 Years
Finance - Tax Returns	Permanent
Finance - Uncollectible Accounts & Write-offs	7 Years
Finance - W-2 / W-4 / 1099 Forms, etc.	7 Years
Grant Inquiries	7 Years
Insurance - Accident Reports and Claims (Current Cases)	Permanent
Insurance - Accident Reports and Claims (Settled Cases)	Permanent
Insurance - Policies (Current)	Permanent
Insurance - Policies (Expired)	Permanent
Inventories	7 Years
Invoices from Vendors	7 Years
Invoices to Customers	7 Years

Notes Receivable Ledgers	7 Years
Paid Bills & Vouchers	7 Years
Patents & Related Papers	Permanent
Physical Inventory Tags	7 Years
Property Appraisals	Permanent
Property Documents - Deeds, Mortgages, etc.	Permanent
Stock and Bond Certificates (Cancelled)	7 Years
Stock and Bond Records	Permanent
Vendor Payment Request Forms & Supporting Documents	7 Years
Voucher Registers & Schedules	7 Years

ANNEX 3: ACCOUNTING ENTRIES REQUIRED FOR RECOGNIZING GRANT REVENUES

Upon receipt of the initial grant award or any portion thereof:

Dr. Cash
Cr. Deferred Revenue

As expenses are Incurred and in line with the grant expenditure plan:

Dr. Accounts Receivable
Cr. Grant Revenue

When periodic billing of the grant is received

Dr. Cash
Cr. Accounts Receivable

ANNEX 4: PROCUREMENT APPROVAL HIERARCHY

$ Value/Range	**Required Signatures for Approval**
$0 - $10,000	CEO, COO, CFO
$10,000 and above	Finance Committee

FLACS FINANCIAL POLICIES AND PROCEDURES MANUAL ADDENDUM (Effective July 1, 2015)

This document serves as an addendum to the School's existing Financial Policies and Procedures Manual (FPPM) effective July 1, 2015 to comply with OMNI regulations for recipients of federal funding. These procedures must be followed in conjunction with those outlined in the School's current FPPM.

Annual Audit

If total federal expenditures for the fiscal year should exceed $750,000 (or current federal guidelines), an additional audit under the guidance of OMB Circular A-133 will be also conducted by the independent audit firm.

Revenue Compliance

The School's accounting and documentation system must be capable of meeting the specific

requirements imposed by grant agreements. Source documentation must be maintained for all authorized awards, expenditures and interest earned. Expenses cannot be charged over 100% against multiple grants. The School must ensure that all reporting requirements and deadlines are met.

For all federal grants an official authorized to legally bind the School will be required to certify all reports and payment requests by signing and agreeing to the following:
"By signing this report, i certify to the best of my knowledge and belief that the report Is true, complete and accurate and the expenditures, disbursements and cash receipts are for the purposes and objectives set forth in the terms and conditions of the federal award. i am aware that any false, fictions, or fraudulent Information or the omission of any material fact, may subject me to criminal civil or administrative penalties for fraud, false statements, false claims, or otherwise. "

Grant Receipts
Drawdowns/advances must be disbursed within the grant's specified time and maintained in Insured account. The funds must also be interest bearing account, If:

- Aggregate federal awards are over $120,000: and
- Account expected to earn in excess of $500 in interest per year: and
- Bank required minimum balance is feasible for the School to maintain

Interest amounts earned up to $500 may be retained by the School for administrative purposes.

See the link below for A-133 requirements related to each grant:
http://www.whitehouse.gov/omb/circulars/a133_compliance_supplement-2014

Purchases and Cash Disbursements
Allowability Procedures
Before any grant funds are budgeted and expended staffs are required to determine the cost eligibility based on the following factors:

- Necessary, reasonable and allocable
- Conform with federal law and grant terms
- Consistent with state and local policies
- Consistently treated
- In accordance with GAAP
- Not included as a match
- Net of applicable credits
- Adequately documented

The following link must be used to determine specific cost eligibility:
http://www.whitehouse.gov/omb/circulars_a122_2004#atta

Payments made for costs determined to be unallowable by either the Federal awarding agency or pass-through must be refunded (including interest) to the Federal government in accordance with instructions from the Federal agency that determined the costs are unallowable.
The School adheres to the following purchasing objectives:

- Procurements will be completely impartial based on the merits of supplier and contractor proposals and applicable considerations such as delivery, quantity, quality.
- The School will make all purchases in the best interests of the School and Its funding sources and

in accordance with any grant restrictions as applicable.
- The School will buy from reliable vendors
- The School will not contract with vendor who has been suspended or debarred.
- The School will obtain maximum value for all expenditures.
- The School will be above suspicion of unethical behavior at all times and avoid any conflict of interest , transactions with related parties, or even the appearance of a conflict of interest in the School supplier relationships. The School's conflict of interest policies are described in it's By-laws.
- The contractor must possess financial and technical resources necessary to provide service/goods.
- Competitive bidding must be based on the procedures outlined in the School's Fiscal Policies and Procedures Manual.

Payroll (Time and Effort Documentation)
Charges to Federal awards for salaries and wages must be based on records that accurately reflect the work performed.

See link for suggested example:
http://www.p12.nysed.gov/accountabilty/consolidate/employeecertifications.html

Property & Equipment
The School must adhere to the established capitalization policy as outlined in the Fiscal Policies and Procedures Manual. Federal award purchases of $5,000 or more per unit and useful life greater than one year must be capitalized.

Assets Tracking Process
Upon receiving any property that qualifies as a fixed asset, the School is responsible for recording the following into the Fixed Asset Tracking List:
- Asset tracking number as designated by the School;
- Asset name, use, condition and description;
- Classification (i.e. land, building, equipment, betterment, leasehold improvements, furniture, computer hardware and software);
- Serial number, model number, or other identification;
- Indicate if the title vests with the governmental agency, If required;
- Vendor name and acquisition date or date placed in service;
- Location of the equipment;
- Purchase Value;
- Disposal Date and Reason; and
- Specify dollar amount of any asset purchased with grant fund

Physical inventory for assets purchases with federal funds must be performed at least every two years.

Disposition of Assets
For assets purchased with federal funds the School must request disposition Instructions from the federal awarding agency when required.
Otherwise, may be retained, sold or otherwise disposed as follows:
- Over $5,000 - pay federal share
    - If equipment is sold: Federal awarding agency may permit non-Federal entity to deduct

and retain $500 or 10% of the proceeds for selling and handling instructions.

- Under $5,000 - no accountability (still must formally dispose)

Conflict of Interest Policy

Interested Person

The General Municipal Law defines prohibited conflicts of interest for school trustees, officers, and employees.

Under the General Municipal Law, no school officer or employee may have an interest, direct or indirect, in any contract with the School, when such officer, trustee, or employee, individually or as a member of the Board, has the power or duty to (a) negotiate, prepare, authorize or approve the contract, or authorize or approve payment under the contract; (b) audit bills or claims under the contract; or (c) appoint an officer or employee who has any of the powers or duties set forth above.

Financial Interest

A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:

- An ownership or Investment interest, other that de minimis, in any entity with the School has a transaction or arrangements
- A compensation arrangement with the School or with any entity or individual with which the School has a transaction or arrangement, or
- A potential ownership or investment interest, other than de minimis, in, or compensation arrangement with any entity or individual with which the School Is negotiating a transaction or arrangement. Compensation includes direct and Indirect remuneration as well as gifts or favors having a value of $100,000 or more whether in the form of money, service, loan, travel, entertainment, hospitality, thing or promise or In any other form, under circumstances in which it could reasonably be Inferred that the gift was intended to or could reasonably be expected to influence the performance of a trustee, official or employee in his/her official duties, or was intended as a reward for any official action.

Duty to Disclose

Any trustee, officer or employee who has, will have, or later acquires an interest in any actual or proposed contract with the Board must publicly disclose the nature and extent of such interest in writing to the directors and members of committees with governing board delegated powers considering the proposed transaction or arrangement.

Determining Whether a Conflict of Interest Exists

A financial interest is not necessarily a conflict of interest. A person who has a financial interest may have a conflict of interest only if the appropriate governing board or committee decides that a conflict of interest exists. After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the governing board or committee meeting while the determination of a conflict of Interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.

Notwithstanding anything herein, the following contracts are exempt from this policy, including but not limited to, employment contracts between the school and a board member or employee's spouse, minor children or dependents; a contract between the school and a corporation of which the board member or employee is neither a director nor owns more than five percent of outstanding stock; a contract between the school and a board member or employee entered Into preceding the election of

the board member but not the renewal/renegotiation of that contract; a contract between the school and a board member or employee in which the total paid does not exceed $750.00 during the fiscal year when added to the aggregate amount of consideration payable under all contracts pertaining to that individual; a contract between the school and a company that employs a board member or employee where the individual's compensation Is not directly affected as a result of the contract and the duties of the individual's employment do not directly involve the procurement, preparation or performance of such a contract; and purchases in the aggregate amount of Five Thousand Dollars ($5,000) or less in any single calendar year. No review or action by any governing board or committee shall be necessary if an exception applies.

Procedures for Addressing a Conflict of Interest
An interested person may make a presentation at the governing board or committee meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.

The chairperson of the governing board or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.

After exercising due diligence, the governing board or committee shall determine whether the School can obtain with reasonable efforts a more advantageous transaction or arrangement from a person entity that would not give rise to a conflict of interest.

If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the governing board or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the School's best interest, for its own benefit, and whether it Is fair and reasonable. In conformity with the above determination it shall make Its decision as to whether to enter into the transaction or arrangement.

Violations of the Conflicts of Internet Policy
If the governing board or committee has reasonable cause to believe a trustee, officer or employee has failed to disclose actual or possible conflicts of interest, it shall Inform the trustee, officer or employee of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.

If, after hearing the trustee, officer or employee's response and after making further Investigation as warranted by the circumstances, the governing board or committee determines the trustee, officer or employee has failed to disclose an actual or possible conflict of interest, It shall take appropriate disciplinary and corrective action.

Any contract entered into with a prohibited interest is null, void and unenforceable. Further any trustee, officer, or employee who willfully and knowingly violates this policy shall be guilty of a misdemeanor.

Records of Proceedings
The minutes of the governing board and all committees with board delegated powers shall contain:

- The names of the persons who disclosed or otherwise were found to have a financial interest In connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present , and governing Board's or committee’s decision as to whether a conflict of interest In fact existed.

- The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

Compensation
A voting member of the governing board who receives compensation, directly or indirectly, from the School for services is precluded from voting on matters pertaining to that member's compensation.

A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the School for services Is precluded from voting on matters pertaining to that member's compensation.

A voting member of the governing board or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the School, either individually or collectively, Is prohibited from providing information to any committee regarding compensation.

Annual Statements
Each trustee, officer, and employee shall annually sign a statement which affirms such person:

- Has received a copy of the Code of Ethics and Policy on Conflicts of Interest,
- Has read and understands the Code of Ethics and Policy,
- Has agreed to comply with the Code of Ethics and Policy, and
- Understands the School is charitable and in order to maintain Its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

Periodic Reviews
To ensure the School operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

- Whether compensation arrangements and benefits are reasonable, based on competent survey information and the result of arm's length bargaining.
- Whether partnerships, joint ventures, and arrangements with management organizations conform to the School's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

Response 21b - Financial Planning

On an ongoing basis, the CEO, COO and CFO meet to discuss needs and wants for the schools and network. In December of each year, the budget process commences in earnest for the following year's budget. The CFO meets with each principal and network department head to discuss all fiscal needs and future planning. The CFO then meets with the CEO and COO regarding these conversations. In all of these conversations, the focus is ensuring that the budget aligns with the mission, vision and key design elements of the school and that the budget will drive student achievement. The CFO compiles a draft budget and presents this to the CEO and COO. After discussions and revisions, the draft budget is presented to the finance committee in early May. The budget is then presented to the full board. Once approved the final budget is provided to NYSED and SUNY CSI.

The CFO meets with all principals on a monthly basis discussing actual results vs budgeted numbers. The CFO meets with the COO every two weeks on the state of the financials. Modifications to the budget occur during these meetings, if necessary. In addition, the CFO reports to the board treasurer and the finance committee and the board with monthly financial results.

The budgeting process is described in more detail in the previous *Response 21a - Budget Narrative*, which includes the FLACS Financial Policies and Procedures Manual.

Response 21c - Fiscal Audits

The school will undergo an annual audit using a certified public accounting firm licensed in New York State. It will be conducted in accordance with auditing standards generally accepted in the United States of America and Government Auditing Standards issued by the Comptroller General of the United States. The school will use the Institute's Audited Financial Report Template ensuring that the completion of the required main schedules. The school will ensure the first annual fiscal audit includes the start-up period.

Response 21d - Dissolution Procedures

Education Corporation Dissolution and Dissolution Reserve Fund

In the event of termination of the Charter of Family Life Academy Charter Schools, whether prematurely or otherwise, Family Life Academy Charter Schools shall establish and follow procedures consistent with those required by subdivision 2851(2)(t) of the Education Law for the transfer of students and student records to the school district in which a school operated by Family Life Academy Charter Schools is located and for the disposition of Family Life Academy Charter Schools' assets to another charter school located within the school district in which Family Life Academy Charter Schools is located. In addition, in case of such an event, voluntary surrender of the Charter or the closure of all of the schools of Family Life Academy Charter Schools without termination of the Charter, Family Life Academy Charter Schools will follow any additional procedures required by the Trustees or the Regents to ensure an orderly dissolution or transition process (including the implementation of an education corporation closure plan as provided by and posted on the website of the Institute, appointment of pupil placement coordinators, a custodian of records and any other necessary personnel).

Family Life Academy Charter Schools must create a dissolution reserve fund or account for purposes of school closures and/or dissolution of Family Life Academy Charter Schools in an amount to be determined as follows:

- Seventy-five thousand dollars ($75,000) per school for each of the first two (2) schools operated by Family Life Academy Charter Schools to be funded, at a minimum, by reserving twenty-five thousand dollars ($25,000) per year during the first three (3) years of operation of each school; and
- Twenty-five thousand dollars ($25,000) per school for each additional school operated by Family Life Academy Charter Schools to be reserved in the first year of operation of each school up to a maximum of three hundred and fifty thousand dollars ($350,000).

The Trustees may require the escrow or other third-party safeguarding of the funds in the dissolution reserve account and may require funds disbursed therefrom pursuant to terms and conditions determined by the Trustees or their designee in the event any of the following conditions or events occur:

- Family Life Academy Charter Schools' authority to operate any school is terminated or revoked because the Trustees determined that one of the grounds set forth in Education Law § 2855 apply to such school; or
- Family Life Academy Charter Schools' authority to operate any school is terminated or revoked by mutual agreement of Family Life Academy Charter Schools and the Trustees; or
- the Trustees determine that one of the grounds for termination or revocation of the Charter as defined under the Charter School Act, as amended (the "Act"), has occurred or is occurring, and the Trustees elect as follows:
    - to terminate the Charter; or
    - to terminate Family Life Academy Charter Schools' authority to operate one or more programs, schools or sites, or any combination thereof; or
    - to place Family Life Academy Charter Schools on probationary status and prepare and cause Family Life Academy Charter Schools to implement a remedial action plan the terms and conditions of which Family Life Academy Charter Schools must agree to abide by in all respects; or
- the existence of grounds for termination or revocation of the Charter or of the authority of Family Life Academy Charter Schools to operate any of its schools as set forth in the Act or the Charter Agreement, or there is fiscal mismanagement, lack of organizational viability, or lack of educational soundness; or
- the Trustees make a finding that any school of the Family Life Academy Charter Schools is far from meeting most of the goals in its Accountability Plan and not making substantial progress toward meeting those goals; or
- the Trustees deny approval of a charter extension for Family Life Academy Charter Schools or deny school renewal for one or more schools; or
- current or future litigation or other events that threaten the fiscal soundness of Family Life Academy Charter Schools as determined by the Trustees. In the event Family Life Academy Charter Schools draws down funds from the dissolution reserve fund but does not dissolve, Family Life Academy Charter Schools shall deposit funds into the account to maintain the minimum balance set forth above. Family Life Academy Charter Schools shall provide notice to the Trustees anytime funds from the dissolution reserve fund are drawn or used for any purpose not set forth above.

School Closure Procedures and Plan

In the event of non-renewal or closure of one of the schools or sites operated by Family Life Academy Charter Schools, whether prematurely or otherwise, Family Life Academy Charter Schools shall establish and follow procedures consistent with those required by subdivision 2851(2)(t) of the Education Law, implement a school closure plan as published at that time on the website of the Institute, and follow any additional procedures required by the Trustees to ensure an orderly closure or transition process.

Family Life Academy Charter Schools will provide the Institute with the parent names and addresses of all students enrolled in the school, at the time, by grade to enable the Institute to communicate directly with families regarding the process as necessary.

Family Life Academy Charter Schools designate one or more trustees and/or employees to assist in the closure of the school, from an operational and financial perspective. Family Life Academy Charter Schools will transfer the Education Corporation's fixed assets (if any, after the payment of all debts) in accordance with the law at the time of dissolution. Family Life Academy Charter Schools must put in

place procedures to transfer students to other schools operated by Family Life Academy Charter Schools or the school district in which the school is located, and inform parents regarding educational options. In addition, Family Life Academy Charter Schools must retain and safeguard any student records from such school, and forward copies of same to each student's new school or district as appropriate. Family Life Academy Charter Schools will transfer all student records, testing materials, etc. to the school district of location of the charter school and make available a copy of such records to each student's parent or legal guardian. Family LIfe Academy Schools would follow all steps in the execution of a SUNY Closure Plan, and for the disposition of school assets.

SUNY Charter Schools Institute
The State University of New York

GENERAL INSTRUCTIONS FOR 2019 NEW SCHOOL PROPOSAL BUDGETS AND CASH FLOWS

TAB COLORS

1- GRAY tabs contain the Instructions and the Funding by Districts Table.

Instructions	- Provides description of tabs and input requirements.
Funding by District	- Reference table with Per Pupil Revenue for current year.

2- BLUE tabs require input of information.

1) School Information	- Enter school name, contact information and planned dates for proposed budgets.
2) Enrollment Chart	- Enter enrollment information on this tab to be automatically populated throughout workbook.
3) Staffing Plan	- Enter staffing plan information on this tab to be automatically populated throughout workbook.
4) Pre-Opening Period Budget	- Enter "description of assumptions" for the Pre-Opening Budget on this tab only; the numbers are automatically populated using input from tab 5 or tab 6.
5) Pre-OP Cash Flow 6-Month	- Enter Pre-Opening Cash Flow information on this tab only if opening in the year following the application submission with a 6-month preopening period.
6) Pre-OP Cash Flow 1-Year	- Enter Pre-Opening Cash Flow information on this tab only if opening in the second year following the application submission with a 1-year preopening period.
7) Year 1 Budget & Assumptions	- Enter Year-1 Budget information that includes Program and Support Services detail.
8) Year 1 Cash Flow	- Enter Year-1 Budget information that includes monthly cashflow detail.
9) 5 YR Budget & Cash Flow Adj	- Enter Budget information for Years 2-5 including Per Pupil Rate increase percentages and Revenue and Expense projections.
10) Fiscal Impact	- "Fiscal Impact" report showing effect on primary school district from which the majority of students are enrolled.

CELL COLORS & GUIDANCE COMMENTS

= Enter information into the light BLUE shaded cells.

= Cells labeled in ORANGE containe guidance regarding the input of information.

= Cells containing RED triangles in the upper right corner contain "guidance comments" on that particular line item. Please "mouse-over" the triangle to reveal each comment.

Ver. 181107

Charter Funding Alphabetical By NYS School District
* (Sum of Charter School Basic Tuition and Supplemental Basic Tuition)

District Code	School District Name	Final 2017-18 Basic Tuition*	Final 2018-19 Basic Tuition*
570101	ADDISON CSD	12,263	12,480
410401	ADIRONDACK CSD	12,671	13,038
80101	AFTON CSD	14,800	15,288
142101	AKRON CSD	11,134	11,395
10100	ALBANY CITY SD	15,072	15,541
450101	ALBION CSD	11,580	11,734
140101	ALDEN CSD	10,862	11,106
180202	ALEXANDER CSD	12,335	13,021
220202	ALEXANDRIA CSD	13,100	13,268
20101	ALFRED-ALMOND CSD	11,628	12,119
40302	ALLEGANY-LIMESTONE CSD	11,362	11,350
460102	ALTMAR-PARISH-WILLIAMSTOWN CSD	12,463	12,735
580303	AMAGANSETT UFSD	58,648	61,891
140201	AMHERST CSD	11,721	12,003
580106	AMITYVILLE UFSD	18,777	19,104
270100	AMSTERDAM CITY SD	10,443	10,694
120102	ANDES CSD	22,107	22,538
20601	ANDOVER CSD	13,353	13,481
660405	ARDSLEY UFSD	21,471	22,360
640101	ARGYLE CSD	12,402	12,490
571901	ARKPORT CSD	10,680	11,022
131601	ARLINGTON CSD	12,469	12,797
670201	ATTICA CSD	10,552	10,914
50100	AUBURN CITY SD	11,495	11,759
90201	AUSABLE VALLEY CSD	14,185	14,483
491302	AVERILL PARK CSD	11,036	11,310
570201	AVOCA CSD	14,203	14,628
240101	AVON CSD	11,465	11,904
580101	BABYLON UFSD	17,928	18,331
80201	BAINBRIDGE-GUILFORD CSD	12,434	12,489
280210	BALDWIN UFSD	16,658	16,736
420901	BALDWINSVILLE CSD	11,722	12,223
521301	BALLSTON SPA CSD	12,797	13,219
401301	BARKER CSD	13,895	13,739
180300	BATAVIA CITY SD	13,293	13,534
570302	BATH CSD	10,780	10,916
580501	BAY SHORE UFSD	16,357	16,730
580505	BAYPORT-BLUE POINT UFSD	18,566	18,993
130200	BEACON CITY SD	12,093	12,392
231301	BEAVER RIVER CSD	10,873	11,422
660102	BEDFORD CSD	21,556	22,246
90301	BEEKMANTOWN CSD	12,708	12,962
20801	BELFAST CSD	12,619	12,754
220909	BELLEVILLE HENDERSON CSD	11,030	11,580
280207	BELLMORE UFSD	20,638	21,284
280253	BELLMORE-MERRICK CENTRAL HS DISTRICT	14,764	15,136
61001	BEMUS POINT CSD	12,810	13,198
490101	BERLIN CSD	13,890	14,158
10201	BERNE-KNOX-WESTERLO CSD	14,371	14,870
10306	BETHLEHEM CSD	13,513	13,713
280521	BETHPAGE UFSD	18,350	18,888
30200	BINGHAMTON CITY SD	11,220	11,413
661905	BLIND BROOK-RYE UFSD	21,318	21,651
22902	BOLIVAR-RICHBURG CSD	11,885	12,383
630101	BOLTON CSD	21,535	22,004
570401	BRADFORD CSD	14,266	14,560
510101	BRASHER FALLS CSD	11,172	11,580

Charter Funding Alphabetical By NYS School District
* (Sum of Charter School Basic Tuition and Supplemental Basic Tuition)

District Code	School District Name	Final 2017-18 Basic Tuition*	Final 2018-19 Basic Tuition*
580512	BRENTWOOD UFSD	14,483	15,007
480601	BREWSTER CSD	17,808	18,243
661402	BRIARCLIFF MANOR UFSD	23,861	24,030
580909	BRIDGEHAMPTON UFSD	54,045	57,471
260101	BRIGHTON CSD	13,448	13,931
171102	BROADALBIN-PERTH CSD	9,636	9,939
261801	BROCKPORT CSD	11,745	12,214
62301	BROCTON CSD	13,437	13,907
660303	BRONXVILLE UFSD	22,606	22,891
250109	BROOKFIELD CSD	12,171	12,473
580203	BROOKHAVEN-COMSEWOGUE UFSD	14,498	15,068
490202	BRUNSWICK CSD (BRITTONKILL)	11,501	11,918
161601	BRUSHTON-MOIRA CSD	12,409	12,693
140600	BUFFALO CITY SD	13,005	13,350
520101	BURNT HILLS-BALLSTON LAKE CSD	11,168	11,713
661201	BYRAM HILLS CSD	21,054	21,631
180701	BYRON-BERGEN CSD	12,347	12,615
190301	CAIRO-DURHAM CSD	11,345	11,398
240201	CALEDONIA-MUMFORD CSD	11,218	11,624
641610	CAMBRIDGE CSD	13,350	13,616
410601	CAMDEN CSD	11,655	12,110
570603	CAMPBELL-SAVONA CSD	11,531	11,923
270301	CANAJOHARIE CSD	11,845	12,286
430300	CANANDAIGUA CITY SD	11,828	12,275
21102	CANASERAGA CSD	13,329	13,617
250901	CANASTOTA CSD	10,837	11,440
600301	CANDOR CSD	12,287	12,704
571502	CANISTEO-GREENWOOD CSD	14,797	15,692
510201	CANTON CSD	12,252	12,648
280411	CARLE PLACE UFSD	21,187	21,462
480102	CARMEL CSD	16,409	16,783
222201	CARTHAGE CSD	8,972	8,572
60401	CASSADAGA VALLEY CSD	12,359	12,297
50401	CATO-MERIDIAN CSD	11,653	11,887
190401	CATSKILL CSD	15,130	15,386
42302	CATTARAUGUS-LITTLE VALLEY CSD	12,368	12,361
250201	CAZENOVIA CSD	11,613	11,755
580233	CENTER MORICHES UFSD	15,847	16,175
580513	CENTRAL ISLIP UFSD	20,614	21,888
460801	CENTRAL SQUARE CSD	10,571	10,872
212101	CENTRAL VALLEY CSD AT ILION-MOHAWK	10,253	10,294
661004	CHAPPAQUA CSD	20,041	20,336
120401	CHARLOTTE VALLEY CSD	11,907	12,319
160801	CHATEAUGAY CSD	11,879	12,254
101001	CHATHAM CSD	13,977	14,247
60503	CHAUTAUQUA LAKE CSD	15,457	15,820
90601	CHAZY UFSD	12,716	12,972
140701	CHEEKTOWAGA CSD	11,235	11,526
140702	CHEEKTOWAGA-MARYVALE UFSD	11,433	11,713
140709	CHEEKTOWAGA-SLOAN UFSD	12,946	12,952
30101	CHENANGO FORKS CSD	11,503	12,030
30701	CHENANGO VALLEY CSD	11,670	11,926
472202	CHERRY VALLEY-SPRINGFIELD CSD	13,674	13,993
440201	CHESTER UFSD	14,170	14,578
251601	CHITTENANGO CSD	11,983	12,159
261501	CHURCHVILLE-CHILI CSD	11,122	11,420
110101	CINCINNATUS CSD	13,691	14,051

Charter Funding Alphabetical By NYS School District
* (Sum of Charter School Basic Tuition and Supplemental Basic Tuition)

District Code	School District Name	Final 2017-18 Basic Tuition*	Final 2018-19 Basic Tuition*
140801	CLARENCE CSD	10,001	10,278
500101	CLARKSTOWN CSD	14,310	14,573
140703	CLEVELAND HILL UFSD	11,428	11,674
510401	CLIFTON-FINE CSD	18,107	18,337
411101	CLINTON CSD	12,529	12,623
650301	CLYDE-SAVANNAH CSD	14,326	14,886
60701	CLYMER CSD	15,425	15,883
541102	COBLESKILL-RICHMONDVILLE CSD	11,802	12,187
10500	COHOES CITY SD	12,791	13,170
580402	COLD SPRING HARBOR CSD	21,586	22,091
510501	COLTON-PIERREPONT CSD	19,381	19,804
580410	COMMACK UFSD	16,506	16,846
580507	CONNETQUOT CSD	16,947	17,428
471701	COOPERSTOWN CSD	12,917	13,214
230201	COPENHAGEN CSD	10,935	11,153
580105	COPIAGUE UFSD	15,861	16,229
520401	CORINTH CSD	11,919	12,024
571000	CORNING CITY SD	11,637	12,225
440301	CORNWALL CSD	12,262	12,686
110200	CORTLAND CITY SD	11,142	11,358
190501	COXSACKIE-ATHENS CSD	12,888	13,208
660202	CROTON-HARMON UFSD	16,733	17,089
150203	CROWN POINT CSD	16,175	16,816
22302	CUBA-RUSHFORD CSD	13,488	13,493
241101	DALTON-NUNDA CSD (KESHEQUA)	14,107	13,895
241001	DANSVILLE CSD	11,313	11,586
580107	DEER PARK UFSD	16,685	17,186
120501	DELAWARE ACADEMY CSD AT DELHI	14,930	15,384
140707	DEPEW UFSD	11,409	11,571
31301	DEPOSIT CSD	15,304	15,566
250301	DERUYTER CSD	14,069	14,253
660403	DOBBS FERRY UFSD	19,927	20,363
211003	DOLGEVILLE CSD	11,527	11,844
130502	DOVER UFSD	12,245	12,634
120301	DOWNSVILLE CSD	18,143	18,308
610301	DRYDEN CSD	12,012	12,682
530101	DUANESBURG CSD	10,234	10,068
680801	DUNDEE CSD	10,998	11,641
60800	DUNKIRK CITY SD	13,985	14,270
140301	EAST AURORA UFSD	11,205	11,660
430501	EAST BLOOMFIELD CSD	12,117	12,351
490301	EAST GREENBUSH CSD	12,659	12,974
580301	EAST HAMPTON UFSD	24,729	24,917
260801	EAST IRONDEQUOIT CSD	12,557	12,929
580503	EAST ISLIP UFSD	15,659	15,866
280203	EAST MEADOW UFSD	16,722	16,973
580234	EAST MORICHES UFSD	18,372	18,563
580917	EAST QUOGUE UFSD	23,116	23,527
500402	EAST RAMAPO CSD (SPRING VALLEY)	17,055	17,266
261313	EAST ROCHESTER UFSD	13,585	14,088
280219	EAST ROCKAWAY UFSD	19,383	19,583
420401	EAST SYRACUSE-MINOA CSD	14,674	14,871
280402	EAST WILLISTON UFSD	21,784	22,187
660301	EASTCHESTER UFSD	18,832	19,259
580912	EASTPORT-SOUTH MANOR CSD	14,276	14,629
141201	EDEN CSD	10,674	10,900
660406	EDGEMONT UFSD	18,814	19,250

Charter Funding Alphabetical By NYS School District
* (Sum of Charter School Basic Tuition and Supplemental Basic Tuition)

District Code	School District Name	Final 2017-18 Basic Tuition*	Final 2018-19 Basic Tuition*
520601	EDINBURG COMMON SD	21,896	22,487
470501	EDMESTON CSD	12,243	12,603
513102	EDWARDS-KNOX CSD	11,536	11,827
180901	ELBA CSD	12,423	12,736
590801	ELDRED CSD	14,570	15,023
150301	ELIZABETHTOWN-LEWIS CSD	14,358	14,605
622002	ELLENVILLE CSD	16,150	16,473
40901	ELLICOTTVILLE CSD	12,491	12,710
70600	ELMIRA CITY SD	12,012	12,238
70902	ELMIRA HEIGHTS CSD	11,136	11,295
280216	ELMONT UFSD	15,397	15,713
660409	ELMSFORD UFSD	23,211	23,794
580401	ELWOOD UFSD	15,773	16,118
141401	EVANS-BRANT CSD (LAKE SHORE)	12,618	12,810
420601	FABIUS-POMPEY CSD	13,479	13,720
261301	FAIRPORT CSD	11,647	12,033
61101	FALCONER CSD	10,522	10,777
590501	FALLSBURG CSD	20,402	21,059
280522	FARMINGDALE UFSD	17,831	18,311
421001	FAYETTEVILLE-MANLIUS CSD	11,653	12,111
22001	FILLMORE CSD	10,156	10,293
580514	FIRE ISLAND UFSD	108,303	112,278
581004	FISHERS ISLAND UFSD	43,471	41,950
280222	FLORAL PARK-BELLEROSE UFSD	15,937	16,272
442115	FLORIDA UFSD	15,007	15,340
270601	FONDA-FULTONVILLE CSD	12,108	12,106
61503	FORESTVILLE CSD	11,484	11,575
640502	FORT ANN CSD	14,847	14,835
640601	FORT EDWARD UFSD	12,493	12,900
270701	FORT PLAIN CSD	13,841	14,162
210402	FRANKFORT-SCHUYLER CSD	10,210	10,249
120701	FRANKLIN CSD	14,106	13,934
280217	FRANKLIN SQUARE UFSD	14,412	14,748
41101	FRANKLINVILLE CSD	12,351	12,328
62201	FREDONIA CSD	13,007	13,285
280209	FREEPORT UFSD	16,703	17,151
60301	FREWSBURG CSD	11,206	11,618
21601	FRIENDSHIP CSD	13,385	13,932
141604	FRONTIER CSD	9,759	10,208
460500	FULTON CITY SD	12,616	13,021
520701	GALWAY CSD	11,157	11,353
650902	GANANDA CSD	10,757	10,999
280218	GARDEN CITY UFSD	18,620	18,909
480404	GARRISON UFSD	22,713	23,138
260401	GATES-CHILI CSD	13,359	13,837
220401	GENERAL BROWN CSD	9,580	9,818
20702	GENESEE VALLEY CSD	12,013	12,355
240401	GENESEO CSD	13,257	13,726
430700	GENEVA CITY SD	13,688	14,179
81401	GEORGETOWN-SOUTH OTSELIC CSD	13,871	14,254
100902	GERMANTOWN CSD	15,614	16,004
470202	GILBERTSVILLE-MOUNT UPTON CSD	12,319	12,576
540801	GILBOA-CONESVILLE CSD	16,707	16,943
280100	GLEN COVE CITY SD	19,185	19,632
630300	GLENS FALLS CITY SD	12,469	12,753
630918	GLENS FALLS COMN SD	13,000	13,590
170500	GLOVERSVILLE CITY SD	10,865	11,063

Charter Funding Alphabetical By NYS School District
* (Sum of Charter School Basic Tuition and Supplemental Basic Tuition)

District Code	School District Name	Final 2017-18 Basic Tuition*	Final 2018-19 Basic Tuition*
430901	GORHAM-MIDDLESEX CSD (MARCUS WHITMAN	12,872	13,288
440601	GOSHEN CSD	13,773	14,252
511101	GOUVERNEUR CSD	11,255	11,480
42801	GOWANDA CSD	12,326	12,820
141501	GRAND ISLAND CSD	10,915	11,164
640701	GRANVILLE CSD	11,360	11,569
280407	GREAT NECK UFSD	23,468	23,954
260501	GREECE CSD	11,979	12,252
10701	GREEN ISLAND UFSD	13,662	13,773
660407	GREENBURGH CSD	23,343	23,686
80601	GREENE CSD	11,565	11,757
581010	GREENPORT UFSD	17,700	18,697
190701	GREENVILLE CSD	14,454	14,655
640801	GREENWICH CSD	13,131	13,310
442111	GREENWOOD LAKE UFSD	19,311	19,713
610501	GROTON CSD	11,406	11,317
10802	GUILDERLAND CSD	12,354	12,628
630801	HADLEY-LUZERNE CSD	14,745	15,207
480401	HALDANE CSD	17,487	16,786
580405	HALF HOLLOW HILLS CSD	15,896	16,249
141601	HAMBURG CSD	10,716	10,997
250701	HAMILTON CSD	13,897	14,154
511201	HAMMOND CSD	13,727	14,120
572901	HAMMONDSPORT CSD	15,766	16,037
580905	HAMPTON BAYS UFSD	17,093	17,666
120906	HANCOCK CSD	15,267	15,275
460701	HANNIBAL CSD	11,178	11,362
580406	HARBORFIELDS CSD	14,773	15,222
30501	HARPURSVILLE CSD	10,887	11,186
660501	HARRISON CSD	24,457	24,770
230301	HARRISVILLE CSD	13,372	13,899
641001	HARTFORD CSD	13,205	13,433
660404	HASTINGS-ON-HUDSON UFSD	20,404	20,896
580506	HAUPPAUGE UFSD	17,435	18,000
500201	HAVERSTRAW-STONY POINT CSD (NORTH RO	18,121	18,221
280201	HEMPSTEAD UFSD	18,702	19,452
660203	HENDRICK HUDSON CSD	19,174	19,498
210601	HERKIMER CSD	10,525	10,764
511301	HERMON-DEKALB CSD	13,646	13,858
280409	HERRICKS UFSD	18,029	18,431
512404	HEUVELTON CSD	11,704	12,132
280214	HEWLETT-WOODMERE UFSD	23,408	23,839
280517	HICKSVILLE UFSD	15,942	16,312
620803	HIGHLAND CSD	13,457	13,676
440901	HIGHLAND FALLS CSD	15,583	15,865
261101	HILTON CSD	11,200	11,568
41401	HINSDALE CSD	10,952	11,246
141701	HOLLAND CSD	12,032	12,083
412201	HOLLAND PATENT CSD	11,388	11,651
450704	HOLLEY CSD	11,275	11,314
110701	HOMER CSD	12,092	12,477
431401	HONEOYE CSD	13,141	13,400
260901	HONEOYE FALLS-LIMA CSD	11,435	11,808
491401	HOOSIC VALLEY CSD	11,338	11,477
490501	HOOSICK FALLS CSD	12,782	13,223
571800	HORNELL CITY SD	10,858	11,112
70901	HORSEHEADS CSD	11,188	11,726

Charter Funding Alphabetical By NYS School District
* (Sum of Charter School Basic Tuition and Supplemental Basic Tuition)

District Code	School District Name	Final 2017-18 Basic Tuition*	Final 2018-19 Basic Tuition*
101300	HUDSON CITY SD	14,222	14,774
641301	HUDSON FALLS CSD	11,021	11,239
190901	HUNTER-TANNERSVILLE CSD	17,482	17,655
580403	HUNTINGTON UFSD	18,512	18,951
130801	HYDE PARK CSD	13,055	13,191
200401	INDIAN LAKE CSD	25,054	25,084
220301	INDIAN RIVER CSD	7,996	8,463
200501	INLET COMN SD	27,047	28,264
141301	IROQUOIS CSD	10,751	11,124
660402	IRVINGTON UFSD	21,150	21,911
280231	ISLAND PARK UFSD	28,985	29,263
280226	ISLAND TREES UFSD	16,505	16,784
580502	ISLIP UFSD	15,288	15,586
610600	ITHACA CITY SD	13,670	14,143
61700	JAMESTOWN CITY SD	11,164	11,412
420411	JAMESVILLE-DEWITT CSD	11,944	12,261
572702	JASPER-TROUPSBURG CSD	11,590	11,729
540901	JEFFERSON CSD	13,445	14,018
280515	JERICHO UFSD	24,911	25,088
630601	JOHNSBURG CSD	19,365	19,681
31502	JOHNSON CITY CSD	13,066	13,564
170600	JOHNSTOWN CITY SD	11,408	11,689
420501	JORDAN-ELBRIDGE CSD	12,623	12,825
660101	KATONAH-LEWISBORO UFSD	21,507	21,522
150601	KEENE CSD	20,661	21,054
450607	KENDALL CSD	13,590	13,556
142601	KENMORE-TONAWANDA UFSD	10,477	10,607
101401	KINDERHOOK CSD	12,239	12,771
580805	KINGS PARK CSD	14,928	15,124
620600	KINGSTON CITY SD	15,461	15,861
441202	KIRYAS JOEL VILLAGE UFSD	37,430	38,560
221401	LA FARGEVILLE CSD	10,458	10,814
141800	LACKAWANNA CITY SD	12,969	13,274
420807	LAFAYETTE CSD	16,766	17,309
630701	LAKE GEORGE CSD	13,521	13,823
151102	LAKE PLACID CSD	15,942	16,414
200601	LAKE PLEASANT CSD	26,331	26,763
662401	LAKELAND CSD	16,009	15,966
141901	LANCASTER CSD	9,442	9,789
610801	LANSING CSD	11,855	12,198
490601	LANSINGBURGH CSD	10,352	10,719
470801	LAURENS CSD	11,634	12,014
280215	LAWRENCE UFSD	23,502	23,528
181001	LE ROY CSD	11,790	12,335
670401	LETCHWORTH CSD	12,337	12,369
280205	LEVITTOWN UFSD	18,280	18,558
400301	LEWISTON-PORTER CSD	12,729	12,912
590901	LIBERTY CSD	17,977	18,477
580104	LINDENHURST UFSD	15,253	15,518
511602	LISBON CSD	13,322	13,924
210800	LITTLE FALLS CITY SD	12,471	12,792
421501	LIVERPOOL CSD	13,529	13,950
591302	LIVINGSTON MANOR CSD	17,085	17,604
240801	LIVONIA CSD	12,356	12,771
400400	LOCKPORT CITY SD	10,915	11,175
280503	LOCUST VALLEY CSD	23,507	23,996
280300	LONG BEACH CITY SD	23,348	23,654

Charter Funding Alphabetical By NYS School District
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District Code	School District Name	Final 2017-18 Basic Tuition*	Final 2018-19 Basic Tuition*
200701	LONG LAKE CSD	43,198	43,695
580212	LONGWOOD CSD	15,380	15,811
230901	LOWVILLE ACADEMY & CSD	10,603	10,968
221301	LYME CSD	14,021	14,055
280220	LYNBROOK UFSD	18,680	19,009
421504	LYNCOURT UFSD	16,499	16,860
451001	LYNDONVILLE CSD	11,519	11,935
650501	LYONS CSD	11,690	11,999
251101	MADISON CSD	11,738	12,199
511901	MADRID-WADDINGTON CSD	11,491	11,969
480101	MAHOPAC CSD	14,925	15,218
31101	MAINE-ENDWELL CSD	11,197	11,618
161501	MALONE CSD	11,520	11,693
280212	MALVERNE UFSD	20,705	21,730
660701	MAMARONECK UFSD	19,416	19,618
431101	MANCHESTER-SHORTSVILLE CSD (RED JACK	11,420	11,724
280406	MANHASSET UFSD	21,735	22,207
110901	MARATHON CSD	12,911	13,639
421101	MARCELLUS CSD	10,775	11,174
121401	MARGARETVILLE CSD	14,376	14,646
650701	MARION CSD	12,418	12,609
621001	MARLBORO CSD	16,512	16,865
280523	MASSAPEQUA UFSD	17,052	17,142
512001	MASSENA CSD	11,197	11,625
581012	MATTITUCK-CUTCHOGUE UFSD	16,967	17,342
170801	MAYFIELD CSD	11,094	11,187
110304	MCGRAW CSD	12,248	12,604
521200	MECHANICVILLE CITY SD	10,780	11,035
450801	MEDINA CSD	11,827	12,242
10615	MENANDS UFSD	16,870	17,548
280225	MERRICK UFSD	18,936	19,286
460901	MEXICO CSD	12,702	12,993
580211	MIDDLE COUNTRY CSD	14,119	14,389
541001	MIDDLEBURGH CSD	13,453	13,793
441000	MIDDLETOWN CITY SD	13,759	14,126
471101	MILFORD CSD	13,217	13,505
132201	MILLBROOK CSD	13,902	14,099
580208	MILLER PLACE UFSD	13,922	14,376
280410	MINEOLA UFSD	24,709	24,959
150801	MINERVA CSD	26,637	26,368
441101	MINISINK VALLEY CSD	11,552	12,057
441201	MONROE-WOODBURY CSD	14,089	14,584
580306	MONTAUK UFSD	32,259	33,111
591401	MONTICELLO CSD	15,106	15,580
51301	MORAVIA CSD	11,202	11,572
150901	MORIAH CSD	12,855	13,143
471201	MORRIS CSD	11,436	11,899
512101	MORRISTOWN CSD	14,680	14,783
250401	MORRISVILLE-EATON CSD	13,114	13,374
212001	MOUNT MARKHAM CSD	12,231	12,665
240901	MT MORRIS CSD	13,120	13,970
660801	MT PLEASANT CSD	19,590	20,199
580207	MT SINAI UFSD	15,841	16,166
660900	MT VERNON SCHOOL DISTRICT	17,794	18,548
500108	NANUET UFSD	19,531	19,117
431201	NAPLES CSD	14,135	14,597
411501	NEW HARTFORD CSD	12,431	12,953

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280405	NEW HYDE PARK-GARDEN CITY PARK UFSD	15,771	16,132
101601	NEW LEBANON CSD	16,792	16,688
621101	NEW PALTZ CSD	14,284	14,718
661100	NEW ROCHELLE CITY SD	17,138	17,668
581015	NEW SUFFOLK COMN SD	16,281	16,242
650101	NEWARK CSD	12,100	12,367
600402	NEWARK VALLEY CSD	11,287	11,621
441600	NEWBURGH CITY SD	15,796	16,159
151001	NEWCOMB CSD	44,080	45,001
400601	NEWFANE CSD	11,086	11,212
610901	NEWFIELD CSD	10,832	11,015
400800	NIAGARA FALLS CITY SD	11,925	12,164
400701	NIAGARA-WHEATFIELD CSD	11,443	11,561
530301	NISKAYUNA CSD	12,790	12,833
580103	NORTH BABYLON UFSD	15,290	15,799
280204	NORTH BELLMORE UFSD	18,493	18,926
142201	NORTH COLLINS CSD	14,023	14,594
10623	NORTH COLONIE CSD	11,708	11,957
490801	NORTH GREENBUSH COMN SD (WILLIAMS)	12,741	12,973
280229	NORTH MERRICK UFSD	18,825	19,378
651501	NORTH ROSE-WOLCOTT CSD	13,030	13,545
661301	NORTH SALEM CSD	21,280	21,659
280501	NORTH SHORE CSD	24,323	24,887
420303	NORTH SYRACUSE CSD	11,709	11,997
400900	NORTH TONAWANDA CITY SD	11,593	11,869
630202	NORTH WARREN CSD	16,475	16,292
131101	NORTHEAST CSD	16,342	16,460
90501	NORTHEASTERN CLINTON CSD	12,543	12,596
90901	NORTHERN ADIRONDACK CSD	13,594	13,725
580404	NORTHPORT-EAST NORTHPORT UFSD	19,008	19,284
170901	NORTHVILLE CSD	14,440	14,781
81200	NORWICH CITY SD	10,956	11,350
512201	NORWOOD-NORFOLK CSD	11,652	12,063
411504	NY MILLS UFSD	12,834	13,345
500304	NYACK UFSD	19,240	19,752
300000	NYC CHANCELLOR'S OFFICE	14,527	15,307
181101	OAKFIELD-ALABAMA CSD	10,994	11,324
280211	OCEANSIDE UFSD	17,067	17,195
550101	ODESSA-MONTOUR CSD	11,863	11,806
512300	OGDENSBURG CITY SD	14,953	15,475
42400	OLEAN CITY SD	11,976	12,152
251400	ONEIDA CITY SD	12,079	12,368
471400	ONEONTA CITY SD	12,790	13,160
421201	ONONDAGA CSD	13,132	13,652
621201	ONTEORA CSD	19,571	19,861
271201	OPPENHEIM-EPHRATAH-ST. JOHNSVILLE CSD	13,497	13,830
142301	ORCHARD PARK CSD	11,523	11,933
412901	ORISKANY CSD	11,992	12,496
661401	OSSINING UFSD	18,796	19,255
461300	OSWEGO CITY SD	13,270	13,258
471601	OTEGO-UNADILLA CSD	12,481	12,617
600601	OWEGO-APALACHIN CSD	12,524	12,961
81501	OXFORD ACADEMY & CSD	12,858	12,967
280506	OYSTER BAY-EAST NORWICH CSD	23,533	24,117
581002	OYSTERPONDS UFSD	33,931	32,944
650901	PALMYRA-MACEDON CSD	11,655	12,008
61601	PANAMA CSD	12,826	13,148

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District Code	School District Name	Final 2017-18 Basic Tuition*	Final 2018-19 Basic Tuition*
512501	PARISHVILLE-HOPKINTON CSD	11,609	12,209
580224	PATCHOGUE-MEDFORD UFSD	13,814	14,350
181201	PAVILION CSD	11,682	11,971
131201	PAWLING CSD	16,571	16,675
500308	PEARL RIVER UFSD	15,858	16,275
661500	PEEKSKILL CITY SD	17,430	17,697
661601	PELHAM UFSD	17,187	17,651
181302	PEMBROKE CSD	12,828	13,543
261201	PENFIELD CSD	13,346	13,586
680601	PENN YAN CSD	12,554	12,593
671201	PERRY CSD	12,041	12,001
91101	PERU CSD	12,849	13,207
431301	PHELPS-CLIFTON SPRINGS CSD	12,376	12,673
462001	PHOENIX CSD	13,226	13,377
440401	PINE BUSH CSD	12,570	13,126
131301	PINE PLAINS CSD	15,565	16,116
60601	PINE VALLEY CSD (SOUTH DAYTON)	12,589	12,683
261401	PITTSFORD CSD	13,722	14,069
280518	PLAINEDGE UFSD	16,704	17,269
280504	PLAINVIEW-OLD BETHPAGE CSD	18,942	19,213
91200	PLATTSBURGH CITY SD	14,604	14,714
660809	PLEASANTVILLE UFSD	17,558	17,881
660802	POCANTICO HILLS CSD	47,333	48,663
211103	POLAND CSD	12,690	12,858
51101	PORT BYRON CSD	11,865	12,124
661904	PORT CHESTER-RYE UFSD	14,392	15,031
580206	PORT JEFFERSON UFSD	22,199	22,792
441800	PORT JERVIS CITY SD	12,904	13,237
280404	PORT WASHINGTON UFSD	21,028	21,583
42901	PORTVILLE CSD	11,058	11,453
512902	POTSDAM CSD	12,390	12,842
131500	POUGHKEEPSIE CITY SD	13,524	13,680
572301	PRATTSBURGH CSD	11,626	11,569
461801	PULASKI CSD	12,580	13,100
641401	PUTNAM CSD	24,966	26,554
480503	PUTNAM VALLEY CSD	17,888	18,253
630902	QUEENSBURY UFSD	10,538	10,812
580903	QUOGUE UFSD	47,923	47,885
500401	RAMAPO CSD (SUFFERN)	17,919	18,270
43001	RANDOLPH CSD	11,720	11,831
10402	RAVENA-COEYMANS-SELKIRK CSD	14,289	14,550
651503	RED CREEK CSD	11,916	12,381
131701	RED HOOK CSD	14,202	14,712
411701	REMSEN CSD	15,798	16,147
580901	REMSENBURG-SPEONK UFSD	37,414	38,521
491200	RENSSELAER CITY SD	9,884	10,489
131801	RHINEBECK CSD	17,681	18,333
472001	RICHFIELD SPRINGS CSD	11,916	12,222
62401	RIPLEY CSD	16,941	16,992
580602	RIVERHEAD CSD	17,076	17,974
261600	ROCHESTER CITY SD	13,090	13,684
280221	ROCKVILLE CENTRE UFSD	19,767	20,259
580209	ROCKY POINT UFSD	13,814	14,375
411800	ROME CITY SD	12,413	12,989
560603	ROMULUS CSD	15,567	16,067
620901	RONDOUT VALLEY CSD	18,589	18,723
280208	ROOSEVELT UFSD	17,425	17,883

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591301	ROSCOE CSD	18,826	19,165
280403	ROSLYN UFSD	21,898	22,134
530515	ROTTERDAM-MOHONASEN CSD	9,989	10,370
121502	ROXBURY CSD	17,963	18,507
401201	ROYALTON-HARTLAND CSD	11,207	11,503
261701	RUSH-HENRIETTA CSD	13,330	13,739
661800	RYE CITY SD	19,917	20,287
661901	RYE NECK UFSD	19,357	19,942
580205	SACHEM CSD	14,251	14,488
221001	SACKETS HARBOR CSD	11,104	11,490
580305	SAG HARBOR UFSD	25,725	27,212
580910	SAGAPONACK COMN SD	16,281	16,753
43200	SALAMANCA CITY SD	12,582	12,510
641501	SALEM CSD	14,082	14,199
161201	SALMON RIVER CSD	14,576	15,057
461901	SANDY CREEK CSD	13,911	14,146
91402	SARANAC CSD	12,333	12,688
161401	SARANAC LAKE CSD	14,999	14,951
521800	SARATOGA SPRINGS CITY SD	11,532	11,873
621601	SAUGERTIES CSD	12,822	13,325
411603	SAUQUOIT VALLEY CSD	11,956	12,446
580504	SAYVILLE UFSD	17,460	17,846
662001	SCARSDALE UFSD	23,148	23,530
530501	SCHALMONT CSD	14,862	15,517
530600	SCHENECTADY CITY SD	12,515	12,628
470901	SCHENEVUS CSD	13,566	14,227
491501	SCHODACK CSD	13,169	13,477
541201	SCHOHARIE CSD	13,147	13,532
151401	SCHROON LAKE CSD	16,368	16,887
521701	SCHUYLERVILLE CSD	12,472	12,731
22401	SCIO CSD	12,968	13,122
530202	SCOTIA-GLENVILLE CSD	12,013	12,223
280206	SEAFORD UFSD	16,660	17,070
560701	SENECA FALLS CSD	12,016	12,537
280252	SEWANHAKA CENTRAL HS DISTRICT	13,522	13,842
541401	SHARON SPRINGS CSD	15,154	15,184
580701	SHELTER ISLAND UFSD	29,013	29,556
520302	SHENENDEHOWA CSD	11,919	12,263
82001	SHERBURNE-EARLVILLE CSD	11,712	12,094
62601	SHERMAN CSD	11,196	11,278
412000	SHERRILL CITY SD	10,651	11,065
580601	SHOREHAM-WADING RIVER CSD	16,726	17,231
121601	SIDNEY CSD	12,637	13,134
61501	SILVER CREEK CSD	12,223	12,540
421601	SKANEATELES CSD	13,337	13,456
580801	SMITHTOWN CSD	14,969	15,255
651201	SODUS CSD	13,623	13,994
420702	SOLVAY UFSD	12,760	13,019
662101	SOMERS CSD	17,825	18,189
10601	SOUTH COLONIE CSD	13,137	13,272
580235	SOUTH COUNTRY CSD	16,951	17,426
521401	SOUTH GLENS FALLS CSD	11,667	11,847
580413	SOUTH HUNTINGTON UFSD	16,758	17,272
220101	SOUTH JEFFERSON CSD	10,183	10,516
121702	SOUTH KORTRIGHT CSD	14,381	14,715
231101	SOUTH LEWIS CSD	14,513	14,880
500301	SOUTH ORANGETOWN CSD	16,503	16,762

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560501	SOUTH SENECA CSD	14,574	14,960
580906	SOUTHAMPTON UFSD	24,414	25,076
50701	SOUTHERN CAYUGA CSD	14,419	14,879
581005	SOUTHOLD UFSD	18,400	18,772
60201	SOUTHWESTERN CSD AT JAMESTOWN	11,202	11,187
131602	SPACKENKILL UFSD	17,018	17,443
261001	SPENCERPORT CSD	11,533	11,970
600801	SPENCER-VAN ETTEN CSD	11,808	12,222
580304	SPRINGS UFSD	22,275	23,162
141101	SPRINGVILLE-GRIFFITH INST CSD	12,347	12,493
161801	ST REGIS FALLS CSD	14,886	15,422
121701	STAMFORD CSD	14,915	14,999
401001	STARPOINT CSD	10,789	11,141
522001	STILLWATER CSD	10,269	10,520
251501	STOCKBRIDGE VALLEY CSD	11,638	12,028
591502	SULLIVAN WEST CSD	16,008	16,203
30601	SUSQUEHANNA VALLEY CSD	13,156	13,473
140207	SWEET HOME CSD	12,954	13,335
280502	SYOSSET CSD	21,263	21,684
421800	SYRACUSE CITY SD	12,930	13,257
100501	TACONIC HILLS CSD	14,622	15,138
220701	THOUSAND ISLANDS CSD	13,027	13,387
580201	THREE VILLAGE CSD	16,887	17,345
151501	TICONDEROGA CSD	14,455	14,829
600903	TIOGA CSD	10,451	10,802
142500	TONAWANDA CITY SD	11,051	11,198
211901	TOWN OF WEBB UFSD	21,143	21,215
591201	TRI-VALLEY CSD	19,324	19,736
491700	TROY CITY SD	16,486	17,048
611001	TRUMANSBURG CSD	11,227	11,514
580913	TUCKAHOE COMN SD	29,200	30,114
660302	TUCKAHOE UFSD	21,009	21,257
421902	TULLY CSD	11,036	11,388
160101	TUPPER LAKE CSD	12,461	12,877
441903	TUXEDO UFSD	18,470	18,139
660401	UFSD-TARRYTOWNS	17,449	18,170
81003	UNADILLA VALLEY CSD	12,393	12,785
51901	UNION SPRINGS CSD	13,059	13,703
280202	UNIONDALE UFSD	20,864	21,461
31501	UNION-ENDICOTT CSD	12,048	12,454
412300	UTICA CITY SD	9,780	10,023
660805	VALHALLA UFSD	21,983	22,440
441301	VALLEY CSD (MONTGOMERY)	12,222	12,667
280213	VALLEY STREAM 13 UFSD	16,487	16,771
280224	VALLEY STREAM 24 UFSD	21,044	21,164
280230	VALLEY STREAM 30 UFSD	19,777	20,089
280251	VALLEY STREAM CENTRAL HS DISTRICT	15,858	16,053
211701	VAN HORNESVILLE-OWEN D YOUNG CSD	12,991	13,735
31601	VESTAL CSD	13,166	13,415
431701	VICTOR CSD	10,518	10,941
11003	VOORHEESVILLE CSD	13,742	14,189
580302	WAINSCOTT COMN SD	16,281	18,412
621801	WALLKILL CSD	11,997	12,287
121901	WALTON CSD	11,718	11,931
280223	WANTAGH UFSD	14,593	15,005
132101	WAPPINGERS CSD	11,887	12,269
631201	WARRENSBURG CSD	15,836	15,994

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671501	WARSAW CSD	12,643	13,421
442101	WARWICK VALLEY CSD	13,198	13,509
440102	WASHINGTONVILLE CSD	12,931	13,156
522101	WATERFORD-HALFMOON UFSD	13,844	14,291
561006	WATERLOO CSD	11,263	11,593
222000	WATERTOWN CITY SD	9,985	10,360
411902	WATERVILLE CSD	11,900	12,149
11200	WATERVLIET CITY SD	10,404	10,529
550301	WATKINS GLEN CSD	11,489	11,561
600101	WAVERLY CSD	10,063	10,172
573002	WAYLAND-COHOCTON CSD	11,769	11,938
650801	WAYNE CSD	12,034	12,478
261901	WEBSTER CSD	11,872	12,379
50301	WEEDSPORT CSD	12,820	13,308
200901	WELLS CSD	22,823	23,341
22601	WELLSVILLE CSD	12,671	12,998
580102	WEST BABYLON UFSD	15,849	16,226
210302	WEST CANADA VALLEY CSD	12,723	13,252
420101	WEST GENESEE CSD	11,199	11,361
280227	WEST HEMPSTEAD UFSD	17,759	17,850
260803	WEST IRONDEQUOIT CSD	11,413	11,516
580509	WEST ISLIP UFSD	14,799	15,117
142801	WEST SENECA CSD	11,179	11,286
40204	WEST VALLEY CSD	14,623	14,800
280401	WESTBURY UFSD	19,287	20,226
62901	WESTFIELD CSD	12,891	13,055
580902	WESTHAMPTON BEACH UFSD	19,354	19,873
420701	WESTHILL CSD	11,635	11,727
412801	WESTMORELAND CSD	12,938	13,823
151601	WESTPORT CSD	14,591	14,820
262001	WHEATLAND-CHILI CSD	16,259	16,148
170301	WHEELERVILLE UFSD	19,435	19,870
662200	WHITE PLAINS CITY SD	20,443	20,840
641701	WHITEHALL CSD	13,236	13,529
412902	WHITESBORO CSD	10,886	11,417
22101	WHITESVILLE CSD	11,904	12,012
31401	WHITNEY POINT CSD	12,324	12,694
580232	WILLIAM FLOYD UFSD	15,169	15,645
651402	WILLIAMSON CSD	13,113	13,244
140203	WILLIAMSVILLE CSD	11,904	12,143
151701	WILLSBORO CSD	16,355	16,604
401501	WILSON CSD	11,386	11,692
191401	WINDHAM-ASHLAND-JEWETT CSD	19,838	20,191
31701	WINDSOR CSD	11,115	11,505
472506	WORCESTER CSD	13,352	13,790
580109	WYANDANCH UFSD	17,666	18,039
490804	WYNANTSKILL UFSD	12,243	12,967
671002	WYOMING CSD	16,376	16,286
662300	YONKERS CITY SD	15,023	15,607
241701	YORK CSD	11,694	11,968
43501	YORKSHIRE-PIONEER CSD	12,406	12,710
662402	YORKTOWN CSD	17,743	17,837

SUNY Charter Schools Institute
The State University of New York

2019 New School Proposal
Budget(s) & Cash Flow(s) Template

Family Life Academy Charter School

Contact Name:	Scott S. Quintero
Contact Title:	CFO
Contact Email:	[redacted]
Contact Phone:	
First Academic Year:	2020-21
Pre-Opening Period:	July 1, 2019 - June 30, 2020

Note: For pre-opening period if the RFP submission date is:
a) less than 1 year from the "First Academic Year," select the January through June date range.
b) 1 year or more before the "First Academic Year," select the July through June date range.

FAMILY LIFE ACADEMY CHARTER SCHOOL
2020-21 through 2024-25

CHARTER ENROLLMENT BY GRADE							
GRADES	**LEVEL**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**2024-25**	**AGE RANGE**
Kindergarten	Elementary School	78	78	78	78	78	4-6
1st Grade	Elementary School	78	78	78	78	78	5-8
2nd Grade	Elementary School		78	78	78	78	6-9
3rd Grade	Elementary School			78	78	78	7-10
4th Grade	Elementary School				78	78	8-11
5th Grade	*Elementary School*				0	78	9-12
6th Grade	Middle School			78	78	78	10-13
7th Grade	Middle School				78	78	11-14
8th Grade	Middle School					78	12-15
9th Grade	High School						
10th Grade	High School						
11th Grade	High School						
12th Grade	High School						
Ungraded							
TOTAL		156	234	390	546	702	

NUMBER OF CLASSES BY GRADE						
GRADES	**LEVEL**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**2024-25**
Kindergarten	Elementary School	3	3	3	3	3
1st Grade	Elementary School	3	3	3	3	3
2nd Grade	Elementary School		3	3	3	3
3rd Grade	Elementary School			3	3	3
4th Grade	Elementary School				3	3
5th Grade	Elementary School					3
6th Grade	Middle School			3	3	3
7th Grade	Middle School				3	3
8th Grade	Middle School					3
9th Grade	High School					
10th Grade	High School					
11th Grade	High School					
12th Grade	High School					
Ungraded						
TOTAL		6	9	15	21	27

AVERAGE NUMBER OF STUDENTS PER CLASS BY GRADE						
GRADES	**LEVEL**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**2024-25**
Kindergarten	Elementary School	26	26	26	26	26
1st Grade	Elementary School	26	26	26	26	26
2nd Grade	Elementary School	0	26	26	26	26
3rd Grade	Elementary School	0	0	26	26	26
4th Grade	Elementary School	0	0	0	26	26
5th Grade	Elementary School	0	0	0	0	26
6th Grade	Middle School	0	0	26	26	26
7th Grade	Middle School	0	0	0	26	26
8th Grade	Middle School	0	0	0	0	26
9th Grade	High School	0	0	0	0	0
10th Grade	High School	0	0	0	0	0
11th Grade	High School	0	0	0	0	0
12th Grade	High School	0	0	0	0	0
Ungraded		0	0	0	0	0

SUMMARY AND OTHER INFORMATION					
Total Elementary Enrollment	156	234	312	390	468
Total Middle School Enrollment	-	-	78	156	234
Total High School Enrollment	-	-	-	-	-
Total Ungraded Enrollment	-	-	-	-	-
Total Enrollment	**156**	**234**	**390**	**546**	**702**
Change in Net Enrollment from Prior Year (Count)	156	78	156	156	156
Change in Net Enrollment from Prior Year (Percent)	100.0%	50.0%	66.7%	40.0%	28.6%
Anticipated rate of attrition (Percent)	0.0%	0.0%	0.0%	0.0%	0.0%

ADDITIONAL NOTES/COMMENTS



ESTIMATED ENROLLMENT BY DISTRICT					
ANNUAL ENROLLMENT BY DISTRICT TOTALS	156	234	390	546	702
Enrollment by Grade vs Enrollment by District (should = 0)	-	-	-	-	-

ENTER NUMBER OF SCHOOL DISTRICTS ANTICIPATED: -->	**1**

PRIMARY SENDING SCHOOL DISTRICT	NYC CHANCELLOR'S OFFICE	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**2024-25**
DISTRICT'S ANNUAL TOTAL OPERATING BUDGET		$ 25,000,000,000	$ 25,000,000,000	$ 25,000,000,000	$ 25,000,000,000	$ 25,000,000,000
ENROLLMENT (*Charter School*)		156	234	390	546	702
DESCRIPTION OF SOURCE FOR DISTRICT'S OPERATING BUDGET (Include web address if available)		https://en.wikipedia.org/wiki/New_York_City_Department_of_Education#Budget				

SECONDARY SENDING SCHOOL DISTRICT	*Select from drop-down list →*	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**2024-25**
DISTRICT'S ANNUAL TOTAL OPERATING BUDGET		$ -	$ -	$ -	$ -	$ -
ENROLLMENT (*Charter School*)						
DESCRIPTION OF SOURCE FOR DISTRICT'S OPERATING BUDGET (Include web address if available)						

FAMILY LIFE ACADEMY CHARTER SCHOOL

STAFFING PLAN FTE		Year 1	Year 2	Year 3	Year 4	Year 5
	Acad Years	2020-21	2021-22	2022-23	2023-24	2024-25
	Grades	K-1	K-2	K-3, 6	K-4, 6-7	K-8
	Enrollment	156	234	390	546	702

***NOTE:** Enter the number of planned full-time equivalent ("FTE") positions in each category for each charter year in the section provided below.*

ADMINISTRATIVE PERSONNEL FTE	FTE				
Executive Management	0.2	0.3	0.4	0.5	0.6
Instructional Management	2.0	2.0	2.0	3.0	3.0
Deans, Directors & Coordinators	0.6	2.0	2.6	5.1	5.4
CFO / Director of Finance	0.1	0.1	0.2	0.3	0.3
Operation / Business Manager	0.0	0.0	0.0	0.0	0.0
Administrative Staff	6.6	8.3	11.2	14.7	17.2
TOTAL ADMINISTRATIVE STAFF	9.5	12.8	16.4	23.6	26.5

INSTRUCTIONAL PERSONNEL FTE					
Teachers - Regular	6.0	9.0	15.0	21.0	27.0
Teachers - SPED	1.0	1.0	1.0	2.0	3.0
Substitute Teachers	0.0	0.0	0.0	0.0	0.0
Teaching Assistants	6.0	9.0	12.0	15.0	15.0
Specialty Teachers	3.0	5.0	7.0	10.0	12.0
Aides	0.0	0.0	0.0	0.0	0.0
Therapists & Counselors	1.0	1.0	2.0	2.0	3.0
Other	0.0	0.0	0.0	0.0	0.0
TOTAL INSTRUCTIONAL	17.0	25.0	37.0	50.0	60.0

NON-INSTRUCTIONAL PERSONNEL FTE					
Nurse	1.0	1.0	1.0	1.0	1.0
Librarian	0.0	0.0	0.0	0.0	0.0
Custodian	1.0	2.0	5.0	6.0	6.0
Security	1.0	2.0	3.0	4.0	4.0
Other	0.0	0.0	0.0	0.0	0.0
TOTAL NON-INSTRUCTIONAL	3.0	5.0	9.0	11.0	11.0

TOTAL PERSONNEL SERVICE FTE	29.5	42.8	62.4	84.6	97.5

FAMILY LIFE ACADEMY CHARTER SCHOOL

STAFFING PLAN WAGES		Year 1	Year 2	Year 3	Year 4	Year 5
	Acad Years	2020-21	2021-22	2022-23	2023-24	2024-25
	Grades	K-1	K-2	K-3, 6	K-4, 6-7	K-8
	Enrollment	156.00	234.00	390.00	546.00	702.00

***NOTE:** Enter the proposed average salary for each category and the anticipated yearly increase percentages in the section provided below.*

	WAGES					
ADMINISTRATIVE PERSONNEL WAGES	**Salary/Incr %**	2.00%	2.00%	2.00%	2.00%	2.00%
Executive Management	$ 195,625	$ 36,115	$ 51,755	$ 80,007	$ 104,793	$ 122,828
Instructional Management	$ 127,308	$ 254,616	$ 259,708	$ 264,902	$ 397,509	$ 405,459
Deans, Directors & Coordinators	$ 111,741	$ 72,202	$ 229,784	$ 296,565	$ 578,951	$ 626,950
CFO / Director of Finance	$ 148,701	$ 13,383	$ 19,599	$ 30,400	$ 39,781	$ 46,674
Operation / Business Manager	$ -	$ -	$ -	$ -	$ -	$ -
Administrative Staff	$ 60,207	$ 395,511	$ 510,504	$ 692,434	$ 917,228	$ 1,085,866
TOTAL ADMINISTRATIVE STAFF		$ 771,827	$ 1,071,350	$ 1,364,309	$ 2,038,262	$ 2,287,777
INSTRUCTIONAL PERSONNEL WAGES						
Teachers - Regular	$ 68,000	$ 408,000	$ 620,160	$ 1,040,563	$ 1,469,374	$ 1,906,762
Teachers - SPED	$ 68,000	$ 68,000	$ 69,360	$ 70,747	$ 140,162	$ 210,965
Substitute Teachers	$ -	$ -	$ -	$ -	$ -	$ -
Teaching Assistants	$ 31,827	$ 190,962	$ 290,262	$ 391,548	$ 494,860	$ 504,758
Specialty Teachers	$ 68,000	$ 204,000	$ 344,080	$ 486,962	$ 700,701	$ 850,715
Aides	$ -	$ -	$ -	$ -	$ -	$ -
Therapists & Counselors	$ 68,000	$ 68,000	$ 69,360	$ 138,747	$ 141,522	$ 212,353
Other	$ -	$ -	$ -	$ -	$ -	$ -
TOTAL INSTRUCTIONAL		$ 938,962	$ 1,393,222	$ 2,128,568	$ 2,946,620	$ 3,685,552
NON-INSTRUCTIONAL PERSONNEL WAGES						
Nurse	$ -	$ -	$ -	$ -	$ -	$ -
Librarian	$ -	$ -	$ -	$ -	$ -	$ -
Custodian	$ 31,200	$ 31,200	$ 63,024	$ 157,884	$ 192,242	$ 196,087
Security	$ 31,200	$ 31,200	$ 63,024	$ 95,484	$ 128,594	$ 131,166
Other		$ -	$ -	$ -	$ -	$ -
TOTAL NON-INSTRUCTIONAL		$ 62,400	$ 126,048	$ 253,369	$ 320,836	$ 327,253
TOTAL PERSONNEL SERVICE WAGES		$ 1,773,189	$ 2,590,620	$ 3,746,246	$ 5,305,719	$ 6,300,582

***NOTE:** State the assumptions that are being made for personnel FTE levels in the section provided below.*

Description of Assumptions
Network CEO COO
School Principal and Assistant Principal
NETWORK CFO

Classroom teachers
SPEC ED
teachers assistants

nurse will be provided by outside
custodians
security

***NOTE:** Concisely state the assumptions that are being made for personnel wages in the section provided below.*

Description of Assumptions
3% increase yearly for individuals in the class
3% increase yearly for individuals in the class
3% increase yearly for individuals in the class
3% increase yearly for individuals in the class
3% increase yearly for individuals in the class
3% increase yearly for individuals in the class

3% increase yearly for individuals in the class
3% increase yearly for individuals in the class
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3% increase yearly for individuals in the class
3% increase yearly for individuals in the class

3% increase yearly for individuals in the class
3% increase yearly for individuals in the class
3% increase yearly for individuals in the class

FAMILY LIFE ACADEMY CHARTER SCHOOL
PROJECTED BUDGET / OPERATING PLAN FOR PRE-OPENING P
July 1, 2019 - June 30, 2020

***NOTE:** Please enter financial data on either tab "5.) Pre-OP Cash Flow 6-Month" **OR** '*
The pre-opening budget will be for either a 6-Month Period OR a 1-Year Period as selected

Total Revenue	**75,355**
Total Expenses	**75,355**
Net Income	**-**

	START-UP PERIOD
REVENUE	
REVENUES FROM STATE SOURCES	
Grants	
Stimulus	-
DYCD (Department of Youth and Community Developmt.)	-
Other	-
Other	-
TOTAL REVENUE FROM STATE SOURCES	-
REVENUE FROM FEDERAL FUNDING	
Grants	
Charter School Program (CSP) Planning & Implementation	75,355
Other	-
Other	-
TOTAL REVENUE FROM FEDERAL SOURCES	**75,355**
LOCAL and OTHER REVENUE	
Contributions and Donations	-
Fundraising	-
Erate Reimbursement	-
Earnings on Investments	-
Interest Income	-
Food Service (Income from meals)	-
Text Book	-
OTHER	-
TOTAL REVENUE FROM LOCAL and OTHER SOURCES	**-**
TOTAL REVENUE	**75,355**

FAMILY LIFE ACADEMY CHARTER SCHOOL
PROJECTED BUDGET / OPERATING PLAN FOR PRE-OPENING P
July 1, 2019 - June 30, 2020

***NOTE:** Please enter financial data on either tab "5.) Pre-OP Cash Flow 6-Month" **OR** '*
The pre-opening budget will be for either a 6-Month Period OR a 1-Year Period as selecte

Total Revenue	**75,355**
Total Expenses	**75,355**
Net Income	**-**

	FTE No. of Positions	START-UP PERIOD
EXPENSES		
ADMINISTRATIVE STAFF PERSONNEL COSTS		
Executive Management	-	-
Instructional Management	1.00	70,000
Deans, Directors & Coordinators	-	-
CFO / Director of Finance	-	-
Operation / Business Manager	-	-
Administrative Staff	-	-
TOTAL ADMINISTRATIVE STAFF	**1.00**	70,000
INSTRUCTIONAL PERSONNEL COSTS		
Teachers - Regular	-	-
Teachers - SPED	-	-
Substitute Teachers	-	-
Teaching Assistants	-	-
Specialty Teachers	-	-
Aides	-	-
Therapists & Counselors	-	-
Other	-	-
TOTAL INSTRUCTIONAL	**-**	**-**
NON-INSTRUCTIONAL PERSONNEL COSTS		
Nurse	-	-
Librarian	-	-
Custodian	-	-
Security	-	-
Other	-	-
TOTAL NON-INSTRUCTIONAL	-	**-**
SUBTOTAL PERSONNEL SERVICE COSTS	**1.00**	**70,000**
PAYROLL TAXES AND BENEFITS		
Payroll Taxes		-
Fringe / Employee Benefits		5,355
Retirement / Pension		-
TOTAL PAYROLL TAXES AND BENEFITS		**5,355**
TOTAL PERSONNEL SERVICE COSTS	**1.00**	**75,355**
CONTRACTED SERVICES		
Accounting / Audit		-
Legal		-
Management Company Fee		-
Nurse Services		-
Food Service / School Lunch		-
Payroll Services		-
Special Ed Services		-
Titlement Services (i.e. Title I)		-
Other Purchased / Professional / Consulting		-
TOTAL CONTRACTED SERVICES		**-**

FAMILY LIFE ACADEMY CHARTER SCHOOL
PROJECTED BUDGET / OPERATING PLAN FOR PRE-OPENING P
July 1, 2019 - June 30, 2020

***NOTE:** Please enter financial data on either tab "5.) Pre-OP Cash Flow 6-Month" **OR** '*
The pre-opening budget will be for either a 6-Month Period OR a 1-Year Period as selected

Total Revenue	**75,355**
Total Expenses	**75,355**
Net Income	**-**

	START-UP PERIOD
SCHOOL OPERATIONS	
Board Expenses	-
Classroom / Teaching Supplies & Materials	-
Special Ed Supplies & Materials	-
Textbooks / Workbooks	-
Supplies & Materials other	-
Equipment / Furniture	-
Telephone	-
Technology	-
Student Testing & Assessment	-
Field Trips	-
Transportation (student)	-
Student Services - other	-
Office Expense	-
Staff Development	-
Staff Recruitment	-
Student Recruitment / Marketing	-
School Meals / Lunch	-
Travel (Staff)	-
Fundraising	-
Other	-
TOTAL SCHOOL OPERATIONS	**-**
FACILITY OPERATION & MAINTENANCE	
Insurance	-
Janitorial	-
Building and Land Rent / Lease / Facility Finance Interest	-
Repairs & Maintenance	-
Equipment / Furniture	-
Security	-
Utilities	-
TOTAL FACILITY OPERATION & MAINTENANCE	**-**
DEPRECIATION & AMORTIZATION	-
DISSOLUTION ESCROW & RESERVES / CONTIGENCY	-
TOTAL EXPENSES	**75,355**
NET INCOME	**-**

FAMILY LIFE ACADEMY CHAR
PROJECTED BUDGET / OPERATING PLAN PERIOD
July 1, 2019 - June 30,

***NOTE:** Please enter financial data on either tab "5.) Pre-OP Cash F'6) Pre-OP Cash Flow 1-Year."*
The pre-opening budget will be for either a 6-Month Period OR a 1-Yed on tab #1, School Information.

	DESCRIPTION OF ASSUMPTIONS
Total Revenue	Part of CSP grant, $550k
Total Expenses	
Net Income	
REVENUE	
REVENUES FROM STATE SOURCES	
Grants	
Stimulus	
DYCD (Department of Youth and Community Developmt.)	
Other	
Other	
TOTAL REVENUE FROM STATE SOURCES	
REVENUE FROM FEDERAL FUNDING	
Grants	
Charter School Program (CSP) Planning & Implementation	Part of CSP grant, $550k
Other	
Other	
TOTAL REVENUE FROM FEDERAL SOURCES	
LOCAL and OTHER REVENUE	
Contributions and Donations	
Fundraising	
Erate Reimbursement	
Earnings on Investments	
Interest Income	
Food Service (Income from meals)	
Text Book	
OTHER	
TOTAL REVENUE FROM LOCAL and OTHER SOURCES	
TOTAL REVENUE	

FAMILY LIFE ACADEMY CHAR
PROJECTED BUDGET / OPERATING PLAN PERIOD
July 1, 2019 - June 30,

***NOTE:** Please enter financial data on either tab "5.) Pre-OP Cash F'6) Pre-OP Cash Flow 1-Year."*
The pre-opening budget will be for either a 6-Month Period OR a 1-Yed on tab #1, School Information.

		DESCRIPTION OF ASSUMPTIONS
Total Revenue		Part of CSP grant, $550k
Total Expenses		
Net Income		

EXPENSES

	FTE No. of Positions	
ADMINISTRATIVE STAFF PERSONNEL COSTS		
Executive Management	-	
Instructional Management	1.00	Principal salary for 6 months
Deans, Directors & Coordinators	-	
CFO / Director of Finance	-	
Operation / Business Manager	-	
Administrative Staff	-	
TOTAL ADMINISTRATIVE STAFF	**1.00**	
INSTRUCTIONAL PERSONNEL COSTS		
Teachers - Regular	-	
Teachers - SPED	-	
Substitute Teachers	-	
Teaching Assistants	-	
Specialty Teachers	-	
Aides	-	
Therapists & Counselors	-	
Other	-	
TOTAL INSTRUCTIONAL	**-**	
NON-INSTRUCTIONAL PERSONNEL COSTS		
Nurse	-	
Librarian	-	
Custodian	-	
Security	-	
Other	-	
TOTAL NON-INSTRUCTIONAL	-	
SUBTOTAL PERSONNEL SERVICE COSTS	**1.00**	
PAYROLL TAXES AND BENEFITS		
Payroll Taxes		
Fringe / Employee Benefits		FICA of Personnel salary
Retirement / Pension		
TOTAL PAYROLL TAXES AND BENEFITS		
TOTAL PERSONNEL SERVICE COSTS	**1.00**	
CONTRACTED SERVICES		
Accounting / Audit		
Legal		
Management Company Fee		
Nurse Services		
Food Service / School Lunch		
Payroll Services		
Special Ed Services		
Titlement Services (i.e. Title I)		
Other Purchased / Professional / Consulting		
TOTAL CONTRACTED SERVICES		

FAMILY LIFE ACADEMY CHAR
PROJECTED BUDGET / OPERATING PLAN F€RIOD
July 1, 2019 - June 30,

***NOTE:** Please enter financial data on either tab "5.) Pre-OP Cash F'6) Pre-OP Cash Flow 1-Year."*
The pre-opening budget will be for either a 6-Month Period OR a 1-Yed on tab #1, School Information.

	DESCRIPTION OF ASSUMPTIONS
Total Revenue	Part of CSP grant, $550k
Total Expenses	
Net Income	

SCHOOL OPERATIONS	
Board Expenses	
Classroom / Teaching Supplies & Materials	
Special Ed Supplies & Materials	
Textbooks / Workbooks	
Supplies & Materials other	
Equipment / Furniture	
Telephone	
Technology	
Student Testing & Assessment	
Field Trips	
Transportation (student)	
Student Services - other	
Office Expense	
Staff Development	
Staff Recruitment	
Student Recruitment / Marketing	
School Meals / Lunch	
Travel (Staff)	
Fundraising	
Other	
TOTAL SCHOOL OPERATIONS	
FACILITY OPERATION & MAINTENANCE	
Insurance	
Janitorial	
Building and Land Rent / Lease / Facility Finance Interest	
Repairs & Maintenance	
Equipment / Furniture	
Security	
Utilities	
TOTAL FACILITY OPERATION & MAINTENANCE	
DEPRECIATION & AMORTIZATION	
DISSOLUTION ESCROW & RESERVES / CONTIGENCY	
TOTAL EXPENSES	
NET INCOME	

PRE-OPENING CASH FLOW 6-MONTH	FAMILY LIFE ACADEMY CHARTER SCHOOL						
***NOTE:** *Please enter "Description of Assumptions" on tab "4) Pre-Opening Period Budget."*	PROJECTED CASH FLOW FOR SCHOOLS PROPOSING TO OPEN IN THE YEAR FOLLOWING PROPOSAL SUBMISSION **Do NOT complete this section. Complete tab "6) Pre-OP Cash Flow 1-Yr."**						
Total Revenue	-	-	-	-	-	-	-
Total Expenses	-	-	-	-	-	-	-
Net Income	-	-	-	-	-	-	-
Cash Flow Adjustments	-	-	-	-	-	-	-
Beginning Cash Balance	-	-	-	-	-	-	-
Net Income	-	-	-	-	-	-	-

	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
REVENUE							
REVENUES FROM STATE SOURCES							
Grants							
Stimulus	-	-	-	-	-	-	-
DYCD (Department of Youth and Community Development)	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
TOTAL REVENUE FROM STATE SOURCES	-	-	-	-	-	-	-
REVENUE FROM FEDERAL FUNDING							
Grants							
Charter School Program (CSP) Planning & Implementation	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
TOTAL REVENUE FROM FEDERAL SOURCES	-	-	-	-	-	-	-
LOCAL and OTHER REVENUE							
Contributions and Donations	-	-	-	-	-	-	-
Fundraising	-	-	-	-	-	-	-
Erate Reimbursement	-	-	-	-	-	-	-
Earnings on Investments	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-
Food Service (Income from meals)	-	-	-	-	-	-	-
Text Book	-	-	-	-	-	-	-
OTHER	-	-	-	-	-	-	-
TOTAL REVENUE FROM LOCAL and OTHER SOURCES	-	-	-	-	-	-	-
TOTAL REVENUE	-	-	-	-	-	-	-

PRE-OPENING CASH FLOW 6-MONTH	FAMILY LIFE ACADEMY CHARTER SCHOOL						
***NOTE:** *Please enter "Description of Assumptions" on tab "4) Pre-Opening Period Budget."*	PROJECTED CASH FLOW FOR SCHOOLS PROPOSING TO OPEN IN THE YEAR FOLLOWING PROPOSAL SUBMISSION **Do NOT complete this section. Complete tab "6) Pre-OP Cash Flow 1-Yr."**						
Total Revenue	-	-	-	-	-	-	-
Total Expenses	-	-	-	-	-	-	-
Net Income	-	-	-	-	-	-	-
Cash Flow Adjustments	-	-	-	-	-	-	-
Beginning Cash Balance	-	-	-	-	-	-	-
Net Income	-	-	-	-	-	-	-

	FTE No. of Positions	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
EXPENSES								
ADMINISTRATIVE PERSONNEL COSTS								
Executive Management	-	-	-	-	-	-	-	-
Instructional Management	-	-	-	-	-	-	-	-
Deans, Directors & Coordinators	-	-	-	-	-	-	-	-
CFO / Director of Finance	-	-	-	-	-	-	-	-
Operation / Business Manager	-	-	-	-	-	-	-	-
Administrative Staff	-	-	-	-	-	-	-	-
TOTAL ADMINISTRATIVE STAFF	-	-	-	-	-	-	-	-
INSTRUCTIONAL PERSONNEL COSTS								
Teachers - Regular	-	-	-	-	-	-	-	-
Teachers - SPED	-	-	-	-	-	-	-	-
Substitute Teachers	-	-	-	-	-	-	-	-
Teaching Assistants	-	-	-	-	-	-	-	-
Specialty Teachers	-	-	-	-	-	-	-	-
Aides	-	-	-	-	-	-	-	-
Therapists & Counselors	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
TOTAL INSTRUCTIONAL	-	-	-	-	-	-	-	-
NON-INSTRUCTIONAL PERSONNEL COSTS								
Nurse	-	-	-	-	-	-	-	-
Librarian	-	-	-	-	-	-	-	-
Custodian	-	-	-	-	-	-	-	-
Security	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
TOTAL NON-INSTRUCTIONAL	-	-	-	-	-	-	-	-
SUBTOTAL PERSONNEL SERVICE COSTS	-	-	-	-	-	-	-	-
PAYROLL TAXES AND BENEFITS								
Payroll Taxes		-	-	-	-	-	-	-
Fringe / Employee Benefits		-	-	-	-	-	-	-
Retirement / Pension		-	-	-	-	-	-	-
TOTAL PAYROLL TAXES AND BENEFITS		-	-	-	-	-	-	-
TOTAL PERSONNEL SERVICE COSTS	-	-	-	-	-	-	-	-
CONTRACTED SERVICES								
Accounting / Audit		-	-	-	-	-	-	-
Legal		-	-	-	-	-	-	-
Management Company Fee		-	-	-	-	-	-	-
Nurse Services		-	-	-	-	-	-	-
Food Service / School Lunch		-	-	-	-	-	-	-
Payroll Services		-	-	-	-	-	-	-
Special Ed Services		-	-	-	-	-	-	-
Titlement Services (i.e. Title I)		-	-	-	-	-	-	-
Other Purchased / Professional / Consulting		-	-	-	-	-	-	-
TOTAL CONTRACTED SERVICES		-	-	-	-	-	-	-

PRE-OPENING CASH FLOW 6-MONTH	FAMILY LIFE ACADEMY CHARTER SCHOOL						
***NOTE:** *Please enter "Description of Assumptions" on tab "4) Pre-Opening Period Budget."*	PROJECTED CASH FLOW FOR SCHOOLS PROPOSING TO OPEN IN THE YEAR FOLLOWING PROPOSAL SUBMISSION **Do NOT complete this section. Complete tab "6) Pre-OP Cash Flow 1-Yr."**						
Total Revenue	-	-	-	-	-	-	-
Total Expenses	-	-	-	-	-	-	-
Net Income	-	-	-	-	-	-	-
Cash Flow Adjustments	-	-	-	-	-	-	-
Beginning Cash Balance	-	-	-	-	-	-	-
Net Income	-	-	-	-	-	-	-

	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
SCHOOL OPERATIONS							
Board Expenses	-	-	-	-	-	-	-
Classroom / Teaching Supplies & Materials	-	-	-	-	-	-	-
Special Ed Supplies & Materials	-	-	-	-	-	-	-
Textbooks / Workbooks	-	-	-	-	-	-	-
Supplies & Materials other	-	-	-	-	-	-	-
Equipment / Furniture	-	-	-	-	-	-	-
Telephone	-	-	-	-	-	-	-
Technology	-	-	-	-	-	-	-
Student Testing & Assessment	-	-	-	-	-	-	-
Field Trips	-	-	-	-	-	-	-
Transportation (student)	-	-	-	-	-	-	-
Student Services - other	-	-	-	-	-	-	-
Office Expense	-	-	-	-	-	-	-
Staff Development	-	-	-	-	-	-	-
Staff Recruitment	-	-	-	-	-	-	-
Student Recruitment / Marketing	-	-	-	-	-	-	-
School Meals / Lunch	-	-	-	-	-	-	-
Travel (Staff)	-	-	-	-	-	-	-
Fundraising	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
TOTAL SCHOOL OPERATIONS	-	-	-	-	-	-	-
FACILITY OPERATION & MAINTENANCE							
Insurance	-	-	-	-	-	-	-
Janitorial	-	-	-	-	-	-	-
Building and Land Rent / Lease / Facility Finance Interest	-	-	-	-	-	-	-
Repairs & Maintenance	-	-	-	-	-	-	-
Equipment / Furniture	-	-	-	-	-	-	-
Security	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
TOTAL FACILITY OPERATION & MAINTENANCE	-	-	-	-	-	-	-
DEPRECIATION & AMORTIZATION	-	-	-	-	-	-	-
DISSOLUTION ESCROW & RESERVES / CONTIGENCY	-	-	-	-	-	-	-
TOTAL EXPENSES	-	-	-	-	-	-	-
NET INCOME	-	-	-	-	-	-	-

PRE-OPENING CASH FLOW 6-MONTH	FAMILY LIFE ACADEMY CHARTER SCHOOL						
***NOTE:** *Please enter "Description of Assumptions" on tab "4) Pre-Opening Period Budget."*	PROJECTED CASH FLOW FOR SCHOOLS PROPOSING TO OPEN IN THE YEAR FOLLOWING PROPOSAL SUBMISSION Do NOT complete this section. Complete tab "6) Pre-OP Cash Flow 1-Yr."						
Total Revenue	-	-	-	-	-	-	-
Total Expenses	-	-	-	-	-	-	-
Net Income	-	-	-	-	-	-	-
Cash Flow Adjustments	-	-	-	-	-	-	-
Beginning Cash Balance	-	-	-	-	-	-	-
Net Income	-	-	-	-	-	-	-

	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
CASH FLOW ADJUSTMENTS							
OPERATING ACTIVITIES							
Description (e.g. Add Back Depreciation)	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Total Operating Activities	-	-	-	-	-	-	-
INVESTMENT ACTIVITIES							
Description (e.g. Subtract Property and Equipment Expenditures)	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Total Investment Activities	-	-	-	-	-	-	-
FINANCING ACTIVITIES							
Description (e.g. Add Expected Proceeds from a Loan)	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Total Financing Activities	-	-	-	-	-	-	-
Total Cash Flow Adjustments	-	-	-	-	-	-	-
NET INCOME	-	-	-	-	-	-	-
Beginning Cash Balance	-	-	-	-	-	-	-
ENDING CASH BALANCE	-	-	-	-	-	-	-

PRE-OPENING CASH FLOW 1-YEAR	FAMILY LIFE ACADEMY CHARTER SCHOOL												
***NOTE:** *Please enter "Description of Assumptions" on tab "4) Pre-Opening Period Budget."*	PROJECTED CASH FLOW FOR SCHOOLS PROPOSING TO OPEN IN THE SECOND YEAR FOLLOWING PROPOSAL SUBMISSION July 1, 2019 - June 30, 2020												
Total Revenue	-	-	-	-	-	-	**12,559**	**12,559**	**12,559**	**12,559**	**12,559**	**12,559**	**75,355**
Total Expenses	-	-	-	-	-	-	**12,559**	**12,559**	**12,559**	**12,559**	**12,559**	**12,559**	**75,355**
Net Income	-	-	-	-	-	-	-	-	-	-	-	-	-
Cash Flow Adjustments	-	-	-	-	-	-	-	-	-	-	-	-	-
Beginning Cash Balance	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Income	-	-	-	-	-	-	-	-	-	-	-	-	-

	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
REVENUE													
REVENUES FROM STATE SOURCES													
Grants													
Stimulus	-	-	-	-	-	-	-	-	-	-	-	-	-
DYCD (Department of Youth and Community Development)	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE FROM STATE SOURCES	-	-	-	-	-	-	-	-	-	-	-	-	-
REVENUE FROM FEDERAL FUNDING													
Grants													
Charter School Program (CSP) Planning & Implementation	-	-	-	-	-	-	12,559	12,559	12,559	12,559	12,559	12,559	75,355
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE FROM FEDERAL SOURCES	-	-	-	-	-	-	12,559	12,559	12,559	12,559	12,559	12,559	75,355
LOCAL and OTHER REVENUE													
Contributions and Donations	-	-	-	-	-	-	-	-	-	-	-	-	-
Fundraising	-	-	-	-	-	-	-	-	-	-	-	-	-
Erate Reimbursement	-	-	-	-	-	-	-	-	-	-	-	-	-
Earnings on Investments	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-	-	-	-	-	-	-
Food Service (Income from meals)	-	-	-	-	-	-	-	-	-	-	-	-	-
Text Book	-	-	-	-	-	-	-	-	-	-	-	-	-
OTHER	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE FROM LOCAL and OTHER SOURCES	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	**-**	**-**	**-**	**-**	**-**	**-**	**12,559**	**12,559**	**12,559**	**12,559**	**12,559**	**12,559**	**75,355**

PRE-OPENING CASH FLOW 1-YEAR	FAMILY LIFE ACADEMY CHARTER SCHOOL												
***NOTE:** *Please enter "Description of Assumptions" on tab "4) Pre-Opening Period Budget."*	PROJECTED CASH FLOW FOR SCHOOLS PROPOSING TO OPEN IN THE SECOND YEAR FOLLOWING PROPOSAL SUBMISSION July 1, 2019 - June 30, 2020												
Total Revenue	-	-	-	-	-	-	**12,559**	**12,559**	**12,559**	**12,559**	**12,559**	**12,559**	**75,355**
Total Expenses	-	-	-	-	-	-	**12,559**	**12,559**	**12,559**	**12,559**	**12,559**	**12,559**	**75,355**
Net Income	-	-	-	-	-	-	-	-	-	-	-	-	-
Cash Flow Adjustments	-	-	-	-	-	-	-	-	-	-	-	-	-
Beginning Cash Balance	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Income	-	-	-	-	-	-	-	-	-	-	-	-	-

		JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
EXPENSES														
ADMINISTRATIVE PERSONNEL COSTS	FTE No. of Positions													
Executive Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Instructional Management	1.00	-	-	-	-	-	-	11,667	11,667	11,667	11,667	11,667	11,667	70,000
Deans, Directors & Coordinators	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CFO / Director of Finance	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Operation / Business Manager	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Administrative Staff	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL ADMINISTRATIVE STAFF	1.00	-	-	-	-	-	-	11,667	11,667	11,667	11,667	11,667	11,667	70,000
INSTRUCTIONAL PERSONNEL COSTS														
Teachers - Regular	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Teachers - SPED	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Substitute Teachers	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Teaching Assistants	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Specialty Teachers	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Aides	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Therapists & Counselors	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL INSTRUCTIONAL	-	-	-	-	-	-	-	-	-	-	-	-	-	-
NON-INSTRUCTIONAL PERSONNEL COSTS														
Nurse	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Librarian	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Custodian	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Security	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL NON-INSTRUCTIONAL	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SUBTOTAL PERSONNEL SERVICE COSTS	1.00	-	-	-	-	-	-	11,667	11,667	11,667	11,667	11,667	11,667	70,000
PAYROLL TAXES AND BENEFITS														
Payroll Taxes		-	-	-	-	-	-	-	-	-	-	-	-	-
Fringe / Employee Benefits		-	-	-	-	-	-	893	893	893	893	893	893	5,355
Retirement / Pension		-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL PAYROLL TAXES AND BENEFITS		-	-	-	-	-	-	893	893	893	893	893	893	5,355
TOTAL PERSONNEL SERVICE COSTS	1.00	-	-	-	-	-	-	12,559	12,559	12,559	12,559	12,559	12,559	75,355
CONTRACTED SERVICES														
Accounting / Audit		-	-	-	-	-	-	-	-	-	-	-	-	-
Legal		-	-	-	-	-	-	-	-	-	-	-	-	-
Management Company Fee		-	-	-	-	-	-	-	-	-	-	-	-	-
Nurse Services		-	-	-	-	-	-	-	-	-	-	-	-	-
Food Service / School Lunch		-	-	-	-	-	-	-	-	-	-	-	-	-
Payroll Services		-	-	-	-	-	-	-	-	-	-	-	-	-
Special Ed Services		-	-	-	-	-	-	-	-	-	-	-	-	-
Titlement Services (i.e. Title I)		-	-	-	-	-	-	-	-	-	-	-	-	-
Other Purchased / Professional / Consulting		-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL CONTRACTED SERVICES		-	-	-	-	-	-	-	-	-	-	-	-	-

PRE-OPENING CASH FLOW 1-YEAR	FAMILY LIFE ACADEMY CHARTER SCHOOL												
***NOTE:** *Please enter "Description of Assumptions" on tab "4) Pre-Opening Period Budget."*	PROJECTED CASH FLOW FOR SCHOOLS PROPOSING TO OPEN IN THE SECOND YEAR FOLLOWING PROPOSAL SUBMISSION July 1, 2019 - June 30, 2020												
Total Revenue	-	-	-	-	-	-	12,559	12,559	12,559	12,559	12,559	12,559	75,355
Total Expenses	-	-	-	-	-	-	12,559	12,559	12,559	12,559	12,559	12,559	75,355
Net Income	-	-	-	-	-	-	-	-	-	-	-	-	-
Cash Flow Adjustments	-	-	-	-	-	-	-	-	-	-	-	-	-
Beginning Cash Balance	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Income	-	-	-	-	-	-	-	-	-	-	-	-	-

	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
SCHOOL OPERATIONS													
Board Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-
Classroom / Teaching Supplies & Materials	-	-	-	-	-	-	-	-	-	-	-	-	-
Special Ed Supplies & Materials	-	-	-	-	-	-	-	-	-	-	-	-	-
Textbooks / Workbooks	-	-	-	-	-	-	-	-	-	-	-	-	-
Supplies & Materials other	-	-	-	-	-	-	-	-	-	-	-	-	-
Equipment / Furniture	-	-	-	-	-	-	-	-	-	-	-	-	-
Telephone	-	-	-	-	-	-	-	-	-	-	-	-	-
Technology	-	-	-	-	-	-	-	-	-	-	-	-	-
Student Testing & Assessment	-	-	-	-	-	-	-	-	-	-	-	-	-
Field Trips	-	-	-	-	-	-	-	-	-	-	-	-	-
Transportation (student)	-	-	-	-	-	-	-	-	-	-	-	-	-
Student Services - other	-	-	-	-	-	-	-	-	-	-	-	-	-
Office Expense	-	-	-	-	-	-	-	-	-	-	-	-	-
Staff Development	-	-	-	-	-	-	-	-	-	-	-	-	-
Staff Recruitment	-	-	-	-	-	-	-	-	-	-	-	-	-
Student Recruitment / Marketing	-	-	-	-	-	-	-	-	-	-	-	-	-
School Meals / Lunch	-	-	-	-	-	-	-	-	-	-	-	-	-
Travel (Staff)	-	-	-	-	-	-	-	-	-	-	-	-	-
Fundraising	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL SCHOOL OPERATIONS	-	-	-	-	-	-	-	-	-	-	-	-	-
FACILITY OPERATION & MAINTENANCE													
Insurance	-	-	-	-	-	-	-	-	-	-	-		-
Janitorial	-	-	-	-	-	-	-	-	-	-	-	-	-
Building and Land Rent / Lease / Facility Finance Interest	-	-	-	-	-	-	-	-	-	-	-	-	-
Repairs & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-
Equipment / Furniture	-	-	-	-	-	-	-	-	-	-	-	-	-
Security	-	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL FACILITY OPERATION & MAINTENANCE	-	-	-	-	-	-	-	-	-	-	-	-	-
DEPRECIATION & AMORTIZATION	-	-	-	-	-	-	-	-	-	-	-	-	-
DISSOLUTION ESCROW & RESERVES / CONTIGENCY	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES	-	-	-	-	-	-	12,559	12,559	12,559	12,559	12,559	12,559	75,355
NET INCOME	-	-	-	-	-	-	-	-	-	-	-	-	-

PRE-OPENING CASH FLOW 1-YEAR	FAMILY LIFE ACADEMY CHARTER SCHOOL												
***NOTE:** *Please enter "Description of Assumptions" on tab "4) Pre-Opening Period Budget."*	PROJECTED CASH FLOW FOR SCHOOLS PROPOSING TO OPEN IN THE SECOND YEAR FOLLOWING PROPOSAL SUBMISSION July 1, 2019 - June 30, 2020												
Total Revenue	-	-	-	-	-	-	**12,559**	**12,559**	**12,559**	**12,559**	**12,559**	**12,559**	**75,355**
Total Expenses	-	-	-	-	-	-	**12,559**	**12,559**	**12,559**	**12,559**	**12,559**	**12,559**	**75,355**
Net Income	-	-	-	-	-	-	-	-	-	-	-	-	-
Cash Flow Adjustments	-	-	-	-	-	-	-	-	-	-	-	-	-
Beginning Cash Balance	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Income	-	-	-	-	-	-	-	-	-	-	-	-	-

	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
CASH FLOW ADJUSTMENTS													
OPERATING ACTIVITIES													
Description (e.g. Add Back Depreciation)	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Activities	-	-	-	-	-	-	-	-	-	-	-	-	-
INVESTMENT ACTIVITIES													
Description (e.g. Subtract Property and Equipment Expenditures)	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Investment Activities	-	-	-	-	-	-	-	-	-	-	-	-	-
FINANCING ACTIVITIES													
Description (e.g. Add Expected Proceeds from a Loan)	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash Flow Adjustments	-	-	-	-	-	-	-	-	-	-	-	-	-
NET INCOME	-	-	-	-	-	-	-	-	-	-	-	-	-
Beginning Cash Balance	-	-	-	-	-	-	-	-	-	-	-	-	-
ENDING CASH BALANCE	-	-	-	-	-	-	-	-	-	-	-	-	-

YEAR 1 BUDGET AND ASSUMPTION		FAMILY LIFE ACADEMY CHARTER SCHOOL PROJECTED BUDGET / OPERATING PLAN FOR YEAR ONE JULY 1, 2020 - JUNE 30, 2021						DESCRIPTION OF ASSUMPTIONS *NOTE: State assumptions that are being made for the 1-Year Budget in the section provided below.*
Total Revenue		**3,610,655**	**56,657**	**-**	**10,000**	**3,593**	**3,680,905**	
Total Expenses		**2,863,167**	**217,767**	**-**	**12,585**	**487,000**	**3,580,519**	
Net Income		**747,488**	**(161,110)**	**-**	**(2,585)**	**(483,407)**	**100,386**	
Budgeted Student Enrollment		**156**	**-**				**156**	
		PROGRAM SERVICES			**SUPPORT SERVICES**			
		REGULAR EDUCATION	**SPECIAL EDUCATION**	**OTHER**	**FUNDRAISING**	**MANAGEMENT & GENERAL**	**TOTAL**	
REVENUE								
REVENUES FROM STATE SOURCES								
Per Pupil Revenue	Basic Tuition (2018-19)							
PRIMARY School District: NYC CHANCELLOR'S OFFICE	15,307	2,435,650					2,435,650	
Other District 1:	-	-					-	
Other District 2:	-	-					-	
Other District 3:	-	-					-	
Other District 4:	-	-					-	
Other District 5:	-	-					-	
Other District 6:	-	-					-	
Other District 7:	-	-					-	
Other District 8:	-	-					-	
Other District 9:	-	-					-	
Other District 10:	-	-					-	
Other District 11:	-	-					-	
Other District 12:	-	-					-	
Other District 13:	-	-					-	
Other District 14:	-	-					-	
Other School Districts' Revenue: (Weighted Avg.)	-	-					-	
TOTAL Per Pupil Revenue (Weighted Avg.)	15,307	2,435,650					2,435,650	
Special Education Revenue			51,950				51,950	
Grants								
Stimulus		-	-	-	-	-	-	
DYCD (Department of Youth and Community Development)		-	-	-	-	-	-	
Other		699,082	-	-	-	-	699,082	Rental assistance grant at 30% of Per Pupil
Other		41,560	-	-	-	-	41,560	Senate Aid
TOTAL REVENUE FROM STATE SOURCES		3,176,292	51,950	-	-	-	3,228,242	
REVENUE FROM FEDERAL FUNDING								
IDEA Special Needs		-	-	-			-	
Title I		107,811	3,570	-			111,381	title 1
Title Funding - Other		22,203	735	-			22,938	Title II and Title III
School Food Service (Free Lunch)		101,408	-	-			101,408	student meal reimbursement
Grants								
Charter School Program (CSP) Planning & Implementation		190,800	-	-	-	-	190,800	2nd year of CSP grant to cover CAPEX
Other		-	-	-	-	-	-	
Other		-	-	-	-	-	-	
TOTAL REVENUE FROM FEDERAL SOURCES		422,222	4,305	-	-	-	426,527	
LOCAL and OTHER REVENUE								
Contributions and Donations		-	-	-	10,000	-	10,000	Donations and contributions
Fundraising		-	-	-	-	-	-	
Erate Reimbursement		-	-	-	-	-	-	
Earnings on Investments		-	-	-	-	-	-	
Interest Income		-	-	-	-	3,593	3,593	Interest income
Food Service (Income from meals)		-	-	-	-	-	-	
Text Book		12,141	402	-	-	-	12,543	NYSTL
OTHER		-	-	-	-	-	-	
TOTAL REVENUE FROM LOCAL and OTHER SOURCES		12,141	402	-	10,000	3,593	26,136	
TOTAL REVENUE		**3,610,655**	**56,657**	**-**	**10,000**	**3,593**	**3,680,905**	

YEAR 1 BUDGET AND ASSUMPTION		FAMILY LIFE ACADEMY CHARTER SCHOOL PROJECTED BUDGET / OPERATING PLAN FOR YEAR ONE JULY 1, 2020 - JUNE 30, 2021						DESCRIPTION OF ASSUMPTIONS *NOTE: State assumptions that are being made for the 1-Year Budget in the section provided below.*
Total Revenue		**3,610,655**	**56,657**	**-**	**10,000**	**3,593**	**3,680,905**	
Total Expenses		**2,863,167**	**217,767**	**-**	**12,585**	**487,000**	**3,580,519**	
Net Income		**747,488**	**(161,110)**	**-**	**(2,585)**	**(483,407)**	**100,386**	
Budgeted Student Enrollment		**156**	**-**				**156**	
		PROGRAM SERVICES			**SUPPORT SERVICES**			
		REGULAR EDUCATION	**SPECIAL EDUCATION**	**OTHER**	**FUNDRAISING**	**MANAGEMENT & GENERAL**	**TOTAL**	
EXPENSES								
ADMINISTRATIVE STAFF PERSONNEL COSTS	FTE No. of Positions							
Executive Management	0.18	33,212	1,098	-	-	1,806	36,115	sharing Network staff
Instructional Management	2.00	234,145	7,740	-	-	12,731	254,616	
Deans, Directors & Coordinators	0.65	51,888	1,715	-	10,137	8,462	72,202	sharing Network staff
CFO / Director of Finance	0.09	-	-	-	-	13,383	13,383	sharing Network staff
Operation / Business Manager	-	-	-	-	-	-	-	
Administrative Staff	6.57	267,998	8,859	-	-	118,653	395,511	Includes portion of Network staff exp
TOTAL ADMINISTRATIVE STAFF	9.49	587,243	19,413	-	10,137	155,035	771,827	
INSTRUCTIONAL PERSONNEL COSTS								
Teachers - Regular	6.00	394,944	13,056	-	-	-	408,000	
Teachers - SPED	1.00	-	68,000	-	-	-	68,000	
Substitute Teachers	-	-	-	-	-	-	-	
Teaching Assistants	6.00	184,851	6,111	-	-	-	190,962	
Specialty Teachers	3.00	197,472	6,528	-	-	-	204,000	
Aides	-	-	-	-	-	-	-	
Therapists & Counselors	1.00	65,824	2,176	-	-	-	68,000	
Other	-	-	-	-	-	-	-	
TOTAL INSTRUCTIONAL	17.00	843,091	95,871	-	-	-	938,962	
NON-INSTRUCTIONAL PERSONNEL COSTS								
Nurse	1.00	-	-	-	-	-	-	
Librarian	-	-	-	-	-	-	-	
Custodian	1.00	-	-	-	-	31,200	31,200	
Security	1.00	-	-	-	-	31,200	31,200	
Other	-	-	-	-	-	-	-	After school program exp
TOTAL NON-INSTRUCTIONAL	3.00	-	-	-	-	62,400	62,400	
SUBTOTAL PERSONNEL SERVICE COSTS	29.49	1,430,333.76	115,284	-	10,137	217,435	1,773,189	
PAYROLL TAXES AND BENEFITS								
Payroll Taxes		109,421	8,819	-	775	16,634	135,649	
Fringe / Employee Benefits		198,157	16,186	-	1,226	29,675	245,244	
Retirement / Pension		32,602	2,663	-	202	4,882	40,349	
TOTAL PAYROLL TAXES AND BENEFITS		340,180	27,668	-	2,203	51,191	421,242	
TOTAL PERSONNEL SERVICE COSTS	29.49	1,770,513	142,952	-	12,340	268,625	2,194,431	
CONTRACTED SERVICES								
Accounting / Audit		-	-	-	-	4,994	4,994	sharing Network cost
Legal		-	-	-	-	3,026	3,026	sharing Network cost
Management Company Fee		-	-	-	-	-	-	
Nurse Services		-	-	-	-	-	-	
Food Service / School Lunch		143,774	4,753	-	-	-	148,527	
Payroll Services		-	-	-	-	7,000	7,000	
Special Ed Services		-	-	-	-	-	-	
Titlement Services (i.e. Title I)		-	-	-	-	-	-	
Other Purchased / Professional / Consulting		-	-	-	-	5,000	5,000	
TOTAL CONTRACTED SERVICES		143,774	4,753	-	-	20,020	168,547	

YEAR 1 BUDGET AND ASSUMPTION	FAMILY LIFE ACADEMY CHARTER SCHOOL PROJECTED BUDGET / OPERATING PLAN FOR YEAR ONE JULY 1, 2020 - JUNE 30, 2021						DESCRIPTION OF ASSUMPTIONS *NOTE: State assumptions that are being made for the 1-Year Budget in the section provided below.*
Total Revenue	**3,610,655**	**56,657**	**-**	**10,000**	**3,593**	**3,680,905**	
Total Expenses	**2,863,167**	**217,767**	**-**	**12,585**	**487,000**	**3,580,519**	
Net Income	**747,488**	**(161,110)**	**-**	**(2,585)**	**(483,407)**	**100,386**	
Budgeted Student Enrollment	**156**	**-**				**156**	
	PROGRAM SERVICES			**SUPPORT SERVICES**			
	REGULAR EDUCATION	**SPECIAL EDUCATION**	**OTHER**	**FUNDRAISING**	**MANAGEMENT & GENERAL**	**TOTAL**	
SCHOOL OPERATIONS							
Board Expenses	-	-	-	-	355	355	sharing Network cost
Classroom / Teaching Supplies & Materials	33,373	1,105	-	-	-	34,478	
Special Ed Supplies & Materials	-	-	-	-	-	-	
Textbooks / Workbooks	52,089	1,725	-	-	-	53,814	
Supplies & Materials other	-	-	-	-	-	-	
Equipment / Furniture	2,213	73	-	-	-	2,286	
Telephone	-	-	-	-	338	338	
Technology	-	-	-	-	26,484	26,484	
Student Testing & Assessment	20,000	600	-	-	-	20,600	
Field Trips	2,991	99	-	-	-	3,090	
Transportation (student)	-	-	-	-	-	-	
Student Services - other	5,668	188	-	-	-	5,856	
Office Expense	-	-	-	-	25,000	25,000	
Staff Development	-	-	-	-	15,000	15,000	
Staff Recruitment	-	-	-	-	1,958	1,958	sharing Network cost
Student Recruitment / Marketing	29,000	1,000	-	-	-	30,000	
School Meals / Lunch	-	-	-	-	-	-	
Travel (Staff)	-	-	-	-	3,000	3,000	
Fundraising	-	-	-	245	-	245	sharing Network cost
Other	-	-	-	-	-	-	
TOTAL SCHOOL OPERATIONS	145,334	4,790	-	245	72,135	222,504	
FACILITY OPERATION & MAINTENANCE							
Insurance	21,105	1,715	-	-	3,313	26,133	
Janitorial	31,025	2,521	-	-	4,872	38,418	sharing space with FLACS 2 school
Building and Land Rent / Lease / Facility Finance Interest	672,876	54,655	-	-	105,701	833,232	sharing space with FLACS 2 school; includes def. rent liabilities
Repairs & Maintenance	2,202	179	-	-	345	2,726	sharing space with FLACS 2 school
Equipment / Furniture	-	-	-	-	-	-	
Security	-	-	-	-	-	-	
Utilities	26,831	2,180	-	-	4,214	33,225	sharing space with FLACS 2 school
TOTAL FACILITY OPERATION & MAINTENANCE	754,039	61,250	-	-	118,445	933,734	
DEPRECIATION & AMORTIZATION	49,506	4,022	-	-	7,775	61,303	annual depreciation exp of computers/equipment/furniture
DISSOLUTION ESCROW & RESERVES / CONTIGENCY	-	-	-	-	-	-	
TOTAL EXPENSES	**2,863,167**	**217,767**	**-**	**12,585**	**487,000**	**3,580,519**	
NET INCOME	**747,488**	**(161,110)**	**-**	**(2,585)**	**(483,407)**	**100,386**	

YEAR 1 BUDGET AND ASSUMPTION	FAMILY LIFE ACADEMY CHARTER SCHOOL PROJECTED BUDGET / OPERATING PLAN FOR YEAR ONE JULY 1, 2020 - JUNE 30, 2021						DESCRIPTION OF ASSUMPTIONS *NOTE: State assumptions that are being made for the 1-Year Budget in the section provided below.*
Total Revenue	**3,610,655**	**56,657**	**-**	**10,000**	**3,593**	**3,680,905**	
Total Expenses	**2,863,167**	**217,767**	**-**	**12,585**	**487,000**	**3,580,519**	
Net Income	**747,488**	**(161,110)**	**-**	**(2,585)**	**(483,407)**	**100,386**	
Budgeted Student Enrollment	**156**	**-**				**156**	
	PROGRAM SERVICES			**SUPPORT SERVICES**			
	REGULAR EDUCATION	**SPECIAL EDUCATION**	**OTHER**	**FUNDRAISING**	**MANAGEMENT & GENERAL**	**TOTAL**	
ENROLLMENT - *School Districts Are Linked To Above Entries*							
PRIMARY School District: NYC CHANCELLOR'S OFFICE	156					156	k-1 graders; 26 students/class, 6 classes
Other District 1:	-					-	
Other District 2:	-					-	
Other District 3:	-					-	
Other District 4:	-					-	
Other District 5:	-					-	
Other District 6:	-					-	
Other District 7:	-					-	
Other District 8:	-					-	
Other District 9:	-					-	
Other District 10:	-					-	
Other District 11:	-					-	
Other District 12:	-					-	
Other District 13:	-					-	
Other District 14:	-					-	
All Other School Districts	-					-	
TOTAL ENROLLMENT	**156**					**156**	
REVENUE PER PUPIL	**23,145**					**23,596**	
EXPENSES PER PUPIL	**18,354**					**22,952**	

YEAR 1 CASH FLOW *(FIRST YEAR OF CHARTER)*			FAMILY LIFE ACADEMY CHARTER SCHOOL PROJECTED CASH FLOW FOR YEAR ONE OF OPERATIONS JULY 1, 2020 - JUNE 30, 2021												
Total Revenue			**584,140**	**526,900**	**87,291**	**512,313**	**87,291**	**493,233**	**87,291**	**493,233**	**99,834**	**493,233**	**87,291**	**128,851**	**3,680,905**
Total Expenses			**214,949**	**248,321**	**299,947**	**286,582**	**324,454**	**296,197**	**281,332**	**278,793**	**297,986**	**335,415**	**280,582**	**435,960**	**3,580,519**
Net Income			**369,191**	**278,580**	**(212,656)**	**225,731**	**(237,162)**	**197,036**	**(194,041)**	**214,440**	**(198,152)**	**157,818**	**(193,291)**	**(307,109)**	**100,386**
Cash Flow Adjustments			**(103,301)**	**(46,061)**	**26,505**	**(7,901)**	**11,179**	**26,505**	**11,179**	**11,179**	**26,505**	**11,179**	**11,179**	**26,505**	**4,651**
Beginning Cash Balance			**0**	**265,890**	**498,409**	**312,258**	**530,088**	**304,105**	**527,645**	**344,783**	**570,402**	**398,755**	**567,753**	**385,641**	**0**
Ending Cash Balance			**265,890**	**498,409**	**312,258**	**530,088**	**304,105**	**527,645**	**344,783**	**570,402**	**398,755**	**567,753**	**385,641**	**105,037**	**105,037**
			JUL	**AUG**	**SEP**	**OCT**	**NOV**	**DEC**	**JAN**	**FEB**	**MAR**	**APR**	**MAY**	**JUN**	**TOTAL**
REVENUE			*** Totals (Column U) for all lines above Cash Flow Adjustments should equal the Totals (Column N) on tab "7) Year 1 Budget & Assumptions."**												
REVENUES FROM STATE SOURCES															
Per Pupil Revenue		Basic Tuition (2018-19)													
PRIMARY School District:	NYC CHANCELLOR'S OFFICE	15,307	#########	#########		#########		#########		#########		#########			2,435,650
Other District 1:		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other District 2:		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other District 3:		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other District 4:		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other District 5:		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other District 6:		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other District 7:		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other District 8:		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other District 9:		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other District 10:		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other District 11:		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other District 12:		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other District 13:		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other District 14:		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other School Districts' Revenue:	(Weighted Avg.)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL Per Pupil Revenue	(Weighted Avg.)	15,307	405,942	405,942	-	405,942	-	405,942	-	405,942	-	405,942	-	-	2,435,650
Special Education Revenue			4,329	4,329	4,329	4,329	4,329	4,329	4,329	4,329	4,329	4,329	4,329	4,329	51,950
Grants															
Stimulus			-	-	-	-	-	-	-	-	-	-	-	-	-
DYCD (Department of Youth and Community Developmt.)			-	-	-	-	-	-	-	-	-	-	-	-	-
Other			58,257	58,257	58,257	58,257	58,257	58,257	58,257	58,257	58,257	58,257	58,257	58,257	699,082
Other			-	-	-	-	-	-	-	-	-	-	-	41,560	41,560
TOTAL REVENUE FROM STATE SOURCES			468,528	468,528	62,586	468,528	62,586	468,528	62,586	468,528	62,586	468,528	62,586	104,146	3,228,242
REVENUE FROM FEDERAL FUNDING															
IDEA Special Needs			-	-	-	-	-	-	-	-	-	-	-	-	-
Title I					11,138	11,138	11,138	11,138	11,138	11,138	11,138	11,138	11,138	11,138	111,381
Title Funding - Other					2,294	2,294	2,294	2,294	2,294	2,294	2,294	2,294	2,294	2,294	22,938
School Food Service (Free Lunch)					10,141	10,141	10,141	10,141	10,141	10,141	10,141	10,141	10,141	10,141	101,408
Grants															
Charter School Program (CSP) Planning & Implementation			114,480	57,240	-	19,080									190,800
Other			-	-	-	-	-	-	-	-	-	-	-	-	-
Other			-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE FROM FEDERAL SOURCES			114,480	57,240	23,573	42,653	23,573	23,573	23,573	23,573	23,573	23,573	23,573	23,573	426,527
LOCAL and OTHER REVENUE															
Contributions and Donations			833	833	833	833	833	833	833	833	833	833	833	833	10,000
Fundraising			-	-	-	-	-	-	-	-	-	-	-	-	-
Erate Reimbursement															-
Earnings on Investments			-	-	-	-	-	-	-	-	-	-	-	-	-
Interest Income			299	299	299	299	299	299	299	299	299	299	299	299	3,593
Food Service (Income from meals)			-	-	-	-	-	-	-	-	-	-	-	-	-
Text Book			-	-	-	-	-	-	-	-	12,543	-	-	-	12,543
OTHER			-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE FROM LOCAL and OTHER SOURCES			1,133	1,133	1,133	1,133	1,133	1,133	1,133	1,133	13,676	1,133	1,133	1,133	26,136
TOTAL REVENUE			**584,140**	**526,900**	**87,291**	**512,313**	**87,291**	**493,233**	**87,291**	**493,233**	**99,834**	**493,233**	**87,291**	**128,851**	**3,680,905**

YEAR 1 CASH FLOW *(FIRST YEAR OF CHARTER)*	FAMILY LIFE ACADEMY CHARTER SCHOOL PROJECTED CASH FLOW FOR YEAR ONE OF OPERATIONS JULY 1, 2020 - JUNE 30, 2021												
Total Revenue	**584,140**	**526,900**	**87,291**	**512,313**	**87,291**	**493,233**	**87,291**	**493,233**	**99,834**	**493,233**	**87,291**	**128,851**	**3,680,905**
Total Expenses	**214,949**	**248,321**	**299,947**	**286,582**	**324,454**	**296,197**	**281,332**	**278,793**	**297,986**	**335,415**	**280,582**	**435,960**	**3,580,519**
Net Income	**369,191**	**278,580**	**(212,656)**	**225,731**	**(237,162)**	**197,036**	**(194,041)**	**214,440**	**(198,152)**	**157,818**	**(193,291)**	**(307,109)**	**100,386**
Cash Flow Adjustments	**(103,301)**	**(46,061)**	**26,505**	**(7,901)**	**11,179**	**26,505**	**11,179**	**11,179**	**26,505**	**11,179**	**11,179**	**26,505**	**4,651**
Beginning Cash Balance	**0**	**265,890**	**498,409**	**312,258**	**530,088**	**304,105**	**527,645**	**344,783**	**570,402**	**398,755**	**567,753**	**385,641**	**0**
Ending Cash Balance	**265,890**	**498,409**	**312,258**	**530,088**	**304,105**	**527,645**	**344,783**	**570,402**	**398,755**	**567,753**	**385,641**	**105,037**	**105,037**

	No. of Positions	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
EXPENSES														
ADMINISTRATIVE STAFF PERSONNEL COSTS														
Executive Management	0.18	3,010	3,010	3,010	3,010	3,010	3,010	3,010	3,010	3,010	3,010	3,010	3,010	36,115
Instructional Management	2.00	21,218	21,218	21,218	21,218	21,218	21,218	21,218	21,218	21,218	21,218	21,218	21,218	254,616
Deans, Directors & Coordinators	0.65	6,017	6,017	6,017	6,017	6,017	6,017	6,017	6,017	6,017	6,017	6,017	6,017	72,202
CFO / Director of Finance	0.09	1,115	1,115	1,115	1,115	1,115	1,115	1,115	1,115	1,115	1,115	1,115	1,115	13,383
Operation / Business Manager	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Administrative Staff	6.57	32,959	32,959	32,959	32,959	32,959	32,959	32,959	32,959	32,959	32,959	32,959	32,959	395,511
TOTAL ADMINISTRATIVE STAFF	9.49	64,319	64,319	64,319	64,319	64,319	64,319	64,319	64,319	64,319	64,319	64,319	64,319	771,827
INSTRUCTIONAL PERSONNEL COSTS														
Teachers - Regular	6.00		15,692	31,385	31,385	47,077	31,385	31,385	31,385	31,385	47,077	31,385	78,462	408,000
Teachers - SPED	1.00		2,615	5,231	5,231	7,846	5,231	5,231	5,231	5,231	7,846	5,231	13,077	68,000
Substitute Teachers	-		-	-	-	-	-	-	-	-	-	-	-	-
Teaching Assistants	6.00		7,345	14,689	14,689	22,034	14,689	14,689	14,689	14,689	22,034	14,689	36,723	190,962
Specialty Teachers	3.00		7,846	15,692	15,692	23,538	15,692	15,692	15,692	15,692	23,538	15,692	39,231	204,000
Aides	-		-	-	-	-	-	-	-	-	-	-	-	-
Therapists & Counselors	1.00		2,615	5,231	5,231	7,846	5,231	5,231	5,231	5,231	7,846	5,231	13,077	68,000
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL INSTRUCTIONAL	17.00	-	36,114	72,228	72,228	108,342	72,228	72,228	72,228	72,228	108,342	72,228	180,570	938,962
NON-INSTRUCTIONAL PERSONNEL COSTS														
Nurse	1.00	-	-	-	-	-	-	-	-	-	-	-	-	-
Librarian	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Custodian	1.00	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	31,200
Security	1.00	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	31,200
Other	-	-	-	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	(27,000)	-
TOTAL NON-INSTRUCTIONAL	3.00	5,200	5,200	8,200	8,200	8,200	8,200	8,200	8,200	8,200	8,200	8,200	(21,800)	62,400
SUBTOTAL PERSONNEL SERVICE COSTS	29.49	69,519	105,633	144,747	144,747	180,861	144,747	144,747	144,747	144,747	180,861	144,747	223,089	1,773,189
PAYROLL TAXES AND BENEFITS														
Payroll Taxes		5,318	8,081	11,073	11,073	13,836	11,073	11,073	11,073	11,073	13,836	11,073	17,066	135,649
Fringe / Employee Benefits		9,615	14,610	20,019	20,019	25,014	20,019	20,019	20,019	20,019	25,014	20,019	30,855	245,244
Retirement / Pension		-	-	-	-	-	-	-	-	-	-	-	40,349	40,349
TOTAL PAYROLL TAXES AND BENEFITS		14,933	22,691	31,093	31,093	38,850	31,093	31,093	31,093	31,093	38,850	31,093	88,270	421,242
TOTAL PERSONNEL SERVICE COSTS	29.49	84,452	128,323	175,839	175,839	219,711	175,839	175,839	175,839	175,839	219,711	175,839	311,358	2,194,431
CONTRACTED SERVICES														
Accounting / Audit		-	-	-	-	-	-	-	-	-	-	-	4,994	4,994
Legal		-	-	757	-	-	757	-	-	757	-	-	757	3,026
Management Company Fee		-	-	-	-	-	-	-	-	-	-	-	-	-
Nurse Services		-	-	-	-	-	-	-	-	-	-	-	-	-
Food Service / School Lunch				14,853	14,853	14,853	14,853	14,853	14,853	14,853	14,853	14,853	14,853	148,527
Payroll Services		583	583	583	583	583	583	583	583	583	583	583	583	7,000
Special Ed Services		-	-	-	-	-	-	-	-	-	-	-	-	-
Titlement Services (i.e. Title I)		-	-	-	-	-	-	-	-	-	-	-	-	-
Other Purchased / Professional / Consulting		417	417	417	417	417	417	417	417	417	417	417	417	5,000
TOTAL CONTRACTED SERVICES		1,000	1,000	16,609	15,853	15,853	16,609	15,853	15,853	16,609	15,853	15,853	21,603	168,547

YEAR 1 CASH FLOW
(FIRST YEAR OF CHARTER)

FAMILY LIFE ACADEMY CHARTER SCHOOL
PROJECTED CASH FLOW FOR YEAR ONE OF OPERATIONS
JULY 1, 2020 - JUNE 30, 2021

Total Revenue	**584,140**	**526,900**	**87,291**	**512,313**	**87,291**	**493,233**	**87,291**	**493,233**	**99,834**	**493,233**	**87,291**	**128,851**	**3,680,905**
Total Expenses	**214,949**	**248,321**	**299,947**	**286,582**	**324,454**	**296,197**	**281,332**	**278,793**	**297,986**	**335,415**	**280,582**	**435,960**	**3,580,519**
Net Income	**369,191**	**278,580**	**(212,656)**	**225,731**	**(237,162)**	**197,036**	**(194,041)**	**214,440**	**(198,152)**	**157,818**	**(193,291)**	**(307,109)**	**100,386**
Cash Flow Adjustments	**(103,301)**	**(46,061)**	**26,505**	**(7,901)**	**11,179**	**26,505**	**11,179**	**11,179**	**26,505**	**11,179**	**11,179**	**26,505**	**4,651**
Beginning Cash Balance	**0**	**265,890**	**498,409**	**312,258**	**530,088**	**304,105**	**527,645**	**344,783**	**570,402**	**398,755**	**567,753**	**385,641**	**0**
Ending Cash Balance	**265,890**	**498,409**	**312,258**	**530,088**	**304,105**	**527,645**	**344,783**	**570,402**	**398,755**	**567,753**	**385,641**	**105,037**	**105,037**

	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
SCHOOL OPERATIONS													
Board Expenses	30	30	30	30	30	30	30	30	30	30	30	30	355
Classroom / Teaching Supplies & Materials	10,343	10,343	1,379	1,379	1,379	1,379	1,379	1,379	1,379	1,379	1,379	1,379	34,478
Special Ed Supplies & Materials	-	-	-	-	-	-	-	-	-	-	-	-	-
Textbooks / Workbooks	16,144	16,144	2,153	2,153	2,153	2,153	2,153	2,153	2,153	2,153	2,153	2,153	53,814
Supplies & Materials other	-	-	-	-	-	-	-	-	-	-	-	-	-
Equipment / Furniture			572			572			572			572	2,286
Telephone	28	28	28	28	28	28	28	28	28	28	28	28	338
Technology	2,207	2,207	2,207	2,207	2,207	2,207	2,207	2,207	2,207	2,207	2,207	2,207	26,484
Student Testing & Assessment			2,060	2,060	2,060	2,060	2,060	2,060	2,060	2,060	2,060	2,060	20,600
Field Trips				618	618		618		618		618	-	3,090
Transportation (student)				-	-		-		-		-	-	-
Student Services - other				1,171	1,171		1,171		1,171		1,171	-	5,856
Office Expense	7,500	7,500	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	25,000
Staff Development	3,000	4,500	4,500			750	750		750	750		-	15,000
Staff Recruitment	163	163	163	163	163	163	163	163	163	163	163	163	1,958
Student Recruitment / Marketing	12,000			6,000						12,000		-	30,000
School Meals / Lunch	-	-	-	-	-	-	-	-	-	-	-	-	-
Travel (Staff)	250	250	250	250	250	250	250	250	250	250	250	250	3,000
Fundraising	20	20	20	20	20	20	20	20	20	20	20	20	245
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL SCHOOL OPERATIONS	51,686	41,186	14,362	17,079	11,079	10,612	11,829	9,290	12,401	22,040	11,079	9,862	222,504
FACILITY OPERATION & MAINTENANCE													
Insurance	2,178	2,178	2,178	2,178	2,178	2,178	2,178	2,178	2,178	2,178	2,178	2,178	26,133
Janitorial	3,202	3,202	3,202	3,202	3,202	3,202	3,202	3,202	3,202	3,202	3,202	3,202	38,418
Building and Land Rent / Lease / Facility Finance Interest	69,436	69,436	69,436	69,436	69,436	69,436	69,436	69,436	69,436	69,436	69,436	69,436	833,232
Repairs & Maintenance	227	227	227	227	227	227	227	227	227	227	227	227	2,726
Equipment / Furniture	-	-	-	-	-	-	-	-	-	-	-	-	-
Security	-	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	2,769	2,769	2,769	2,769	2,769	2,769	2,769	2,769	2,769	2,769	2,769	2,769	33,225
TOTAL FACILITY OPERATION & MAINTENANCE	77,811	77,811	77,811	77,811	77,811	77,811	77,811	77,811	77,811	77,811	77,811	77,811	933,734
DEPRECIATION & AMORTIZATION			15,326			15,326			15,326			15,326	61,303
DISSOLUTION ESCROW & RESERVES / CONTIGENCY	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES	**214,949**	**248,321**	**299,947**	**286,582**	**324,454**	**296,197**	**281,332**	**278,793**	**297,986**	**335,415**	**280,582**	**435,960**	3,580,519
NET INCOME	**369,191**	**278,580**	**(212,656)**	**225,731**	**(237,162)**	**197,036**	**(194,041)**	**214,440**	**(198,152)**	**157,818**	**(193,291)**	**(307,109)**	**100,386**
CASH FLOW ADJUSTMENTS													
OPERATING ACTIVITIES													
Example - Add Back Depreciation	-	-	15,326	-	-	15,326	-	-	15,326	-	-	15,326	61,303
Deferred rent liabilities	11,179	11,179	11,179	11,179	11,179	11,179	11,179	11,179	11,179	11,179	11,179	11,179	134,148
Total Operating Activities	11,179	11,179	26,505	11,179	11,179	26,505	11,179	11,179	26,505	11,179	11,179	26,505	195,451
INVESTMENT ACTIVITIES													
Example - Subtract Property and Equipment Expenditures	(114,480)	(57,240)	-	(19,080)	-	-	-	-	-	-	-	-	(190,800)
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Investment Activities	(114,480)	(57,240)	-	(19,080)	-	-	-	-	-	-	-	-	(190,800)
FINANCING ACTIVITIES													
Example - Add Expected Proceeds from a Loan or Line of Credit	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	0	0
Total Financing Activities	-	-	-	-	-	-	-	-	-	-	-	0	0
Total Cash Flow Adjustments	**(103,301)**	**(46,061)**	**26,505**	**(7,901)**	**11,179**	**26,505**	**11,179**	**11,179**	**26,505**	**11,179**	**11,179**	**26,505**	**4,651**
NET INCOME	**265,890**	**232,519**	**(186,151)**	**217,830**	**(225,983)**	**223,541**	**(182,862)**	**225,619**	**(171,647)**	**168,997**	**(182,112)**	**(280,604)**	**105,037**
Beginning Cash Balance	**0**	**265,890**	**498,409**	**312,258**	**530,088**	**304,105**	**527,645**	**344,783**	**570,402**	**398,755**	**567,753**	**385,641**	**0**
ENDING CASH BALANCE	**265,890**	**498,409**	**312,258**	**530,088**	**304,105**	**527,645**	**344,783**	**570,402**	**398,755**	**567,753**	**385,641**	**105,037**	**105,037**

5 YEAR BUDGET AND CASH FLOW ADJUSTMENTS		FAMILY LIFE ACADEMY CHARTER SCHOOL PROJECTED BUDGET / OPERATING PLAN FOR INITIAL CHARTER PERIOD 2020-21 THROUGH 2024-25					DESCRIPTION OF ASSUMPTIONS
*NOTE: Projected Five Year Budget on this tab should be for the first five years of actual operations.							*NOTE: State assumptions that are being made in the section provided below.
Total Revenue		**3,680,905**	**5,053,307**	**9,448,734**	**13,059,408**	**16,508,957**	
Total Expenses		**3,580,519**	**4,796,116**	**9,947,457**	**12,459,267**	**14,379,294**	
Net Income (Before Cash Flow Adjustments)		**100,386**	**257,191**	**(498,723)**	**600,141**	**2,129,663**	
Budgeted Student Enrollment		**156**	**234**	**390**	**546**	**702**	
		Year 1 2020-21	**Year 2 2021-22**	**Year 3 2022-23**	**Year 4 2023-24**	**Year 5 2024-25**	
REVENUE		**Per Pupil Revenue Percentage Increase**					
REVENUES FROM STATE SOURCES		**2.0%**	**2.0%**	**2.0%**	**2.0%**	**2.0%**	
Per Pupil Revenue	Basic Tuition (2018-19)						
PRIMARY School District: NYC CHANCELLOR'S OFFICE	15,307	2,435,650	3,726,544	6,335,125	9,046,559	11,863,916	
Other District 1:	-	-	-	-	-	-	
Other District 2:	-	-	-	-	-	-	
Other District 3:	-	-	-	-	-	-	
Other District 4:	-	-	-	-	-	-	
Other District 5:	-	-	-	-	-	-	
Other District 6:	-	-	-	-	-	-	
Other District 7:	-	-	-	-	-	-	
Other District 8:	-	-	-	-	-	-	
Other District 9:	-	-	-	-	-	-	
Other District 10:	-	-	-	-	-	-	
Other District 11:	-	-	-	-	-	-	
Other District 12:	-	-	-	-	-	-	
Other District 13:	-	-	-	-	-	-	
Other District 14:	-	-	-	-	-	-	
Other School Districts' Revenue: (Weighted Avg.)	-	-	-	-	-	-	
TOTAL Per Pupil Revenue (Weighted Avg.)	15,307	2,435,650	3,726,544	6,335,125	9,046,559	11,863,916	
Special Education Revenue		51,950	72,730	114,290	155,850	197,410	
Grants							
Stimulus		-	-	-	-	-	
DYCD (Department of Youth and Community Developmt.)		-	-	-	-	-	
Other		699,082	600,045	1,938,548	2,768,247	3,059,636	rental assistance
Other		41,560	62,378	104,028	145,730	187,486	senate aid
TOTAL REVENUE FROM STATE SOURCES		3,228,242	4,461,697	8,491,991	12,116,386	15,308,448	
REVENUE FROM FEDERAL FUNDING							
IDEA Special Needs		-	22,767	37,945	53,123	68,301	
Title I		111,381	167,071	278,452	389,833	501,214	
Title Funding - Other		22,938	30,407	45,345	60,283	75,221	
School Food Service (Free Lunch)		101,408	152,111	253,519	354,927	456,334	
Grants							
Charter School Program (CSP) Planning & Implementation		190,800	150,000	259,200	-	-	CSP
Other		-	-	-	-	-	
Other		-	-	-	-	-	
TOTAL REVENUE FROM FEDERAL SOURCES		426,527	522,357	874,461	858,166	1,101,071	
LOCAL and OTHER REVENUE							
Contributions and Donations		10,000	10,000	10,000	10,000	10,000	
Fundraising		-	-	-	-	-	
Erate Reimbursement		-	36,618	36,618	25,907	26,944	
Earnings on Investments		-	-	-	-	-	
Interest Income		3,593	3,633	3,676	3,719	3,760	
Food Service (Income from meals)		-	-	-	-	-	
Text Book		12,543	19,002	31,987	45,230	58,735	
OTHER		-	-	-	-	-	
TOTAL REVENUE FROM LOCAL and OTHER SOURCES		26,136	69,253	82,281	84,856	99,439	
TOTAL REVENUE		**3,680,905**	**5,053,307**	**9,448,734**	**13,059,408**	**16,508,957**	

5 YEAR BUDGET AND CASH FLOW ADJUSTMENTS		FAMILY LIFE ACADEMY CHARTER SCHOOL PROJECTED BUDGET / OPERATING PLAN FOR INITIAL CHARTER PERIOD 2020-21 THROUGH 2024-25					DESCRIPTION OF ASSUMPTIONS
*NOTE: Projected Five Year Budget on this tab should be for the first five years of actual operations.							*NOTE: State assumptions that are being made in the section provided below.
Total Revenue		**3,680,905**	**5,053,307**	**9,448,734**	**13,059,408**	**16,508,957**	
Total Expenses		**3,580,519**	**4,796,116**	**9,947,457**	**12,459,267**	**14,379,294**	
Net Income (Before Cash Flow Adjustments)		**100,386**	**257,191**	**(498,723)**	**600,141**	**2,129,663**	
Budgeted Student Enrollment		**156**	**234**	**390**	**546**	**702**	
		Year 1 2020-21	**Year 2 2021-22**	**Year 3 2022-23**	**Year 4 2023-24**	**Year 5 2024-25**	
EXPENSES							
ADMINISTRATIVE STAFF PERSONNEL COSTS	Year 1 No. of Positions						*NOTE: For all 5-Years of FTE/Staffing detail please see the 'Staffing' tab of this file.*
Executive Management	0.18	36,115	51,755	80,007	104,793	122,828	
Instructional Management	2.00	254,616	259,708	264,902	397,509	405,459	
Deans, Directors & Coordinators	0.65	72,202	229,784	296,565	578,951	626,950	
CFO / Director of Finance	0.09	13,383	19,599	30,400	39,781	46,674	
Operation / Business Manager	-	-	-	-	-	-	
Administrative Staff	6.57	395,511	510,504	692,434	917,228	1,085,866	
TOTAL ADMINISTRATIVE STAFF	9.49	771,827	1,071,350	1,364,309	2,038,262	2,287,777	
INSTRUCTIONAL PERSONNEL COSTS							
Teachers - Regular	6.00	408,000	620,160	1,040,563	1,469,374	1,906,762	
Teachers - SPED	1.00	68,000	69,360	70,747	140,162	210,965	
Substitute Teachers	-	-	-	-	-	-	
Teaching Assistants	6.00	190,962	290,262	391,548	494,860	504,758	
Specialty Teachers	3.00	204,000	344,080	486,962	700,701	850,715	
Aides	-	-	-	-	-	-	
Therapists & Counselors	1.00	68,000	69,360	138,747	141,522	212,353	
Other	-	-	-	-	-	-	
TOTAL INSTRUCTIONAL	17.00	938,962	1,393,222	2,128,568	2,946,620	3,685,552	
NON-INSTRUCTIONAL PERSONNEL COSTS							
Nurse	1.00	-	-	-	-	-	
Librarian	-	-	-	-	-	-	
Custodian	1.00	31,200	63,024	157,884	192,242	196,087	
Security	1.00	31,200	63,024	95,484	128,594	131,166	
Other	-	-	-	-	-	-	
TOTAL NON-INSTRUCTIONAL	3.00	62,400	126,048	253,369	320,836	327,253	
SUBTOTAL PERSONNEL SERVICE COSTS	29.49	1,773,189	2,590,620	3,746,246	5,305,719	6,300,582	
PAYROLL TAXES AND BENEFITS							
Payroll Taxes		135,649	198,182	286,588	405,887	481,995	
Fringe / Employee Benefits		245,244	401,882	666,621	1,031,994	1,375,780	
Retirement / Pension		40,349	60,119	90,201	134,603	170,986	
TOTAL PAYROLL TAXES AND BENEFITS		421,242	660,183	1,043,409	1,572,484	2,028,761	
TOTAL PERSONNEL SERVICE COSTS	29.49	2,194,431	3,250,803	4,789,655	6,878,202	8,329,343	
CONTRACTED SERVICES							
Accounting / Audit		4,994	7,269	11,480	15,477	18,625	
Legal		3,026	4,404	6,956	9,377	11,285	
Management Company Fee		-	-	-	-	-	
Nurse Services		-	-	-	-	-	
Food Service / School Lunch		148,527	229,473	393,928	568,044	752,253	
Payroll Services		7,000	9,724	11,990	14,218	16,037	
Special Ed Services		-	-	-	-	-	
Titlement Services (i.e. Title I)		-	-	-	-	-	
Other Purchased / Professional / Consulting		5,000	10,525	45,807	17,826	19,531	
TOTAL CONTRACTED SERVICES		168,547	261,395	470,160	624,943	817,732	

5 YEAR BUDGET AND CASH FLOW ADJUSTMENTS	FAMILY LIFE ACADEMY CHARTER SCHOOL PROJECTED BUDGET / OPERATING PLAN FOR INITIAL CHARTER PERIOD 2020-21 THROUGH 2024-25					DESCRIPTION OF ASSUMPTIONS
***NOTE:** Projected Five Year Budget on this tab should be for the first five years of actual operations.*						***NOTE:** State assumptions that are being made in the section provided below.*
Total Revenue	**3,680,905**	**5,053,307**	**9,448,734**	**13,059,408**	**16,508,957**	
Total Expenses	**3,580,519**	**4,796,116**	**9,947,457**	**12,459,267**	**14,379,294**	
Net Income (Before Cash Flow Adjustments)	**100,386**	**257,191**	**(498,723)**	**600,141**	**2,129,663**	
Budgeted Student Enrollment	**156**	**234**	**390**	**546**	**702**	
	Year 1 2020-21	**Year 2 2021-22**	**Year 3 2022-23**	**Year 4 2023-24**	**Year 5 2024-25**	
SCHOOL OPERATIONS						
Board Expenses	355	517	817	1,090	1,300	
Classroom / Teaching Supplies & Materials	34,478	53,268	91,444	131,862	174,623	
Special Ed Supplies & Materials	-	-	-	-	-	
Textbooks / Workbooks	53,814	82,766	141,449	203,073	267,764	
Supplies & Materials other	-	-	-	-	-	
Equipment / Furniture	2,286	3,514	5,990	8,593	11,301	
Telephone	338	38,543	40,123	41,763	43,459	
Technology	26,484	32,417	53,674	71,611	88,735	
Student Testing & Assessment	20,600	34,227	58,756	84,726	112,202	
Field Trips	3,090	4,774	8,195	11,818	15,650	
Transportation (student)	-	-	-	-	-	
Student Services - other	5,856	9,047	15,530	22,395	29,658	
Office Expense	25,000	43,138	70,388	98,685	127,246	
Staff Development	15,000	40,614	65,580	88,703	109,409	
Staff Recruitment	1,958	2,851	4,502	5,836	6,753	
Student Recruitment / Marketing	30,000	33,563	35,628	37,295	38,441	
School Meals / Lunch	-	-	-	-	-	
Travel (Staff)	3,000	5,254	8,829	12,525	16,228	
Fundraising	245	356	563	729	844	
Other	-	-	-	-	-	
TOTAL SCHOOL OPERATIONS	222,504	384,849	601,466	820,705	1,043,612	
FACILITY OPERATION & MAINTENANCE						
Insurance	26,133	30,192	35,035	40,590	46,970	
Janitorial	38,418	39,571	75,758	78,788	81,940	
Building and Land Rent / Lease / Facility Finance Interest	833,232	694,359	3,581,797	3,586,197	3,590,774	
Repairs & Maintenance	2,726	2,340	20,000	20,600	21,218	
Equipment / Furniture	-	-	-	-	-	
Security	-	-	-	-	-	
Utilities	33,225	28,518	106,090	110,334	114,747	
TOTAL FACILITY OPERATION & MAINTENANCE	933,734	794,981	3,818,680	3,836,509	3,855,649	
DEPRECIATION & AMORTIZATION	61,303	104,088	267,495	298,907	332,958	
DISSOLUTION ESCROW & RESERVES / CONTIGENCY	-	-	-	-	-	
TOTAL EXPENSES	**3,580,519**	**4,796,116**	**9,947,457**	**12,459,267**	**14,379,294**	
NET INCOME	**100,386**	**257,191**	**(498,723)**	**600,141**	**2,129,663**	

5 YEAR BUDGET AND CASH FLOW ADJUSTMENTS *NOTE: Projected Five Year Budget on this tab should be for the first five years of actual operations.*	FAMILY LIFE ACADEMY CHARTER SCHOOL PROJECTED BUDGET / OPERATING PLAN FOR INITIAL CHARTER PERIOD 2020-21 THROUGH 2024-25					DESCRIPTION OF ASSUMPTIONS *NOTE: State assumptions that are being made in the section provided below.*
Total Revenue	**3,680,905**	**5,053,307**	**9,448,734**	**13,059,408**	**16,508,957**	
Total Expenses	**3,580,519**	**4,796,116**	**9,947,457**	**12,459,267**	**14,379,294**	
Net Income (Before Cash Flow Adjustments)	**100,386**	**257,191**	**(498,723)**	**600,141**	**2,129,663**	
Budgeted Student Enrollment	**156**	**234**	**390**	**546**	**702**	
	Year 1 2020-21	**Year 2 2021-22**	**Year 3 2022-23**	**Year 4 2023-24**	**Year 5 2024-25**	
ENROLLMENT - *School Districts Are Linked To Above Entries*						
PRIMARY School District: NYC CHANCELLOR'S OFFICE	156	234	390	546	702	
Other District 1:	-	-	-	-	-	
Other District 2:	-	-	-	-	-	
Other District 3:	-	-	-	-	-	
Other District 4:	-	-	-	-	-	
Other District 5:	-	-	-	-	-	
Other District 6:	-	-	-	-	-	
Other District 7:	-	-	-	-	-	
Other District 8:	-	-	-	-	-	
Other District 9:	-	-	-	-	-	
Other District 10:	-	-	-	-	-	
Other District 11:	-	-	-	-	-	
Other District 12:	-	-	-	-	-	
Other District 13:	-	-	-	-	-	
Other District 14:	-	-	-	-	-	
All Other School Districts	-	-	-	-	-	
TOTAL ENROLLMENT	**156**	**234**	**390**	**546**	**702**	
REVENUE PER PUPIL	**23,596**	**21,595**	**24,228**	**23,918**	**23,517**	
EXPENSES PER PUPIL	**22,952**	**20,496**	**25,506**	**22,819**	**20,483**	
CASH FLOW ADJUSTMENTS						
OPERATING ACTIVITIES						
Example - Add Back Depreciation	61,303	104,088	267,495	298,907	332,958	
Deferred rent liabilities	134,148	94,314	587,797	501,277	412,162	
Total Operating Activities	195,451	198,402	855,292	800,184	745,120	
INVESTMENT ACTIVITIES						
Example - Subtract Property and Equipment Expenditures	(190,800)	(156,660)	(594,260)	(249,060)	(236,260)	
Other	-	-	-	-	-	
Total Investment Activities	(190,800)	(156,660)	(594,260)	(249,060)	(236,260)	
FINANCING ACTIVITIES						
Example - Add Expected Proceeds from a Loan or Line of Credit	-	-	-	-	-	
Other	0	-	-	-	-	
Total Financing Activities	0	-	-	-	-	
Total Cash Flow Adjustments	**4,651**	**41,742**	**261,032**	**551,124**	**508,860**	
NET INCOME	**105,037**	**298,934**	**(237,691)**	**1,151,266**	**2,638,523**	
Beginning Cash Balance	0	105,037	403,971	166,280	1,317,545	
ENDING CASH BALANCE	**105,037**	**403,971**	**166,280**	**1,317,545**	**3,956,069**	

5-YEAR FISCAL IMPACT REPORT

Largest Enrollment District: NYC CHANCELLOR'S OFFICE							
A	B	C	D (B X C)	E	F (D + E)	G	H (F ÷ G)
Operational Year	Enrollment (Number of Students)	Per Pupil Rate	Per Pupil Aid	Other District Revenue (SPED Funding, Food Service, Grants, Etc.)	Total Funding to Charter School From District	* Total General Fund Operating Budget for NYC CHANCELLOR'S OFFICE School District	Projected Impact (% of District's Total Budget)
Year 1 (2020-21)	156	15,613	2,435,650	155,918	2,591,568	25,000,000,000	0.010%
Year 2 (2021-22)	234	15,925	3,726,544	228,719	3,955,263	25,000,000,000	0.016%
Year 3 (2022-23)	390	16,244	6,335,125	374,337	6,709,462	25,000,000,000	0.027%
Year 4 (2023-24)	546	16,569	9,046,559	520,007	9,566,566	25,000,000,000	0.038%
Year 5 (2024-25)	702	16,900	11,863,916	774,730	12,638,646	25,000,000,000	0.051%

DESCRIPTION OF SOURCE FOR PRIMARY DISTRICT'S OPERATING BUDGET:	https://en.wikipedia.org/wiki/New_York_City_Department_of_Education#Budget
OTHER NOTES:	

Second Largest Enrollment District: N/A							
A	B	C	D (B X C)	E	F (D + E)	G	H (F ÷ G)
Operational Year	Enrollment (Number of Students)	Per Pupil Rate	Per Pupil Aid	Other District Revenue (SPED Funding, Food Service, Grants, Etc.)	Total Funding to Charter School From District	* Total General Fund Operating Budget for Select from drop-down list → School District	Projected Impact (% of District's Total Budget)
Year 1 (2020-21)	-	-	-	-	-	-	#DIV/0!
Year 2 (2021-22)	-	-	-	-	-	-	#DIV/0!
Year 3 (2022-23)	-	-	-	-	-	-	#DIV/0!
Year 4 (2023-24)	-	-	-	-	-	-	#DIV/0!
Year 5 (2024-25)	-	-	-	-	-	-	#DIV/0!

DESCRIPTION OF SOURCE FOR PRIMARY DISTRICT'S OPERATING BUDGET:	
OTHER NOTES:	

SUNY Charter Schools Institute
The State University of New York

GENERAL INSTRUCTIONS FOR 2019 NEW SCHOOL PROPOSAL BUDGETS AND CASH FLOWS

TAB COLORS

1- GRAY tabs contain the Instructions and the Funding by Districts Table.

Instructions	- Provides description of tabs and input requirements.
Funding by District	- Reference table with Per Pupil Revenue for current year.

2- BLUE tabs require input of information.

1) School Information	- Enter school name, contact information and planned dates for proposed budgets.
2) Enrollment Chart	- Enter enrollment information on this tab to be automatically populated throughout workbook.
3) Staffing Plan	- Enter staffing plan information on this tab to be automatically populated throughout workbook.
4) Pre-Opening Period Budget	- Enter "description of assumptions" for the Pre-Opening Budget on this tab only; the numbers are automatically populated using input from tab 5 or tab 6.
5) Pre-OP Cash Flow 6-Month	- Enter Pre-Opening Cash Flow information on this tab only if opening in the year following the application submission with a 6-month preopening period.
6) Pre-OP Cash Flow 1-Year	- Enter Pre-Opening Cash Flow information on this tab only if opening in the second year following the application submission with a 1-year preopening period.
7) Year 1 Budget & Assumptions	- Enter Year-1 Budget information that includes Program and Support Services detail.
8) Year 1 Cash Flow	- Enter Year-1 Budget information that includes monthly cashflow detail.
9) 5 YR Budget & Cash Flow Adj	- Enter Budget information for Years 2-5 including Per Pupil Rate increase percentages and Revenue and Expense projections.
10) Fiscal Impact	- "Fiscal Impact" report showing effect on primary school district from which the majority of students are enrolled.

CELL COLORS & GUIDANCE COMMENTS

= Enter information into the light BLUE shaded cells.

= Cells labeled in ORANGE containe guidance regarding the input of information.

= Cells containing RED triangles in the upper right corner contain "guidance comments" on that particular line item. Please "mouse-over" the triangle to reveal each comment.

Ver. 181107

Charter Funding Alphabetical By NYS School District
* (Sum of Charter School Basic Tuition and Supplemental Basic Tuition)

District Code	School District Name	Final 2017-18 Basic Tuition*	Final 2018-19 Basic Tuition*
570101	ADDISON CSD	12,263	12,480
410401	ADIRONDACK CSD	12,671	13,038
80101	AFTON CSD	14,800	15,288
142101	AKRON CSD	11,134	11,395
10100	ALBANY CITY SD	15,072	15,541
450101	ALBION CSD	11,580	11,734
140101	ALDEN CSD	10,862	11,106
180202	ALEXANDER CSD	12,335	13,021
220202	ALEXANDRIA CSD	13,100	13,268
20101	ALFRED-ALMOND CSD	11,628	12,119
40302	ALLEGANY-LIMESTONE CSD	11,362	11,350
460102	ALTMAR-PARISH-WILLIAMSTOWN CSD	12,463	12,735
580303	AMAGANSETT UFSD	58,648	61,891
140201	AMHERST CSD	11,721	12,003
580106	AMITYVILLE UFSD	18,777	19,104
270100	AMSTERDAM CITY SD	10,443	10,694
120102	ANDES CSD	22,107	22,538
20601	ANDOVER CSD	13,353	13,481
660405	ARDSLEY UFSD	21,471	22,360
640101	ARGYLE CSD	12,402	12,490
571901	ARKPORT CSD	10,680	11,022
131601	ARLINGTON CSD	12,469	12,797
670201	ATTICA CSD	10,552	10,914
50100	AUBURN CITY SD	11,495	11,759
90201	AUSABLE VALLEY CSD	14,185	14,483
491302	AVERILL PARK CSD	11,036	11,310
570201	AVOCA CSD	14,203	14,628
240101	AVON CSD	11,465	11,904
580101	BABYLON UFSD	17,928	18,331
80201	BAINBRIDGE-GUILFORD CSD	12,434	12,489
280210	BALDWIN UFSD	16,658	16,736
420901	BALDWINSVILLE CSD	11,722	12,223
521301	BALLSTON SPA CSD	12,797	13,219
401301	BARKER CSD	13,895	13,739
180300	BATAVIA CITY SD	13,293	13,534
570302	BATH CSD	10,780	10,916
580501	BAY SHORE UFSD	16,357	16,730
580505	BAYPORT-BLUE POINT UFSD	18,566	18,993
130200	BEACON CITY SD	12,093	12,392
231301	BEAVER RIVER CSD	10,873	11,422
660102	BEDFORD CSD	21,556	22,246
90301	BEEKMANTOWN CSD	12,708	12,962
20801	BELFAST CSD	12,619	12,754
220909	BELLEVILLE HENDERSON CSD	11,030	11,580
280207	BELLMORE UFSD	20,638	21,284
280253	BELLMORE-MERRICK CENTRAL HS DISTRICT	14,764	15,136
61001	BEMUS POINT CSD	12,810	13,198
490101	BERLIN CSD	13,890	14,158
10201	BERNE-KNOX-WESTERLO CSD	14,371	14,870
10306	BETHLEHEM CSD	13,513	13,713
280521	BETHPAGE UFSD	18,350	18,888
30200	BINGHAMTON CITY SD	11,220	11,413
661905	BLIND BROOK-RYE UFSD	21,318	21,651
22902	BOLIVAR-RICHBURG CSD	11,885	12,383
630101	BOLTON CSD	21,535	22,004
570401	BRADFORD CSD	14,266	14,560
510101	BRASHER FALLS CSD	11,172	11,580

Charter Funding Alphabetical By NYS School District
* (Sum of Charter School Basic Tuition and Supplemental Basic Tuition)

District Code	School District Name	Final 2017-18 Basic Tuition*	Final 2018-19 Basic Tuition*
580512	BRENTWOOD UFSD	14,483	15,007
480601	BREWSTER CSD	17,808	18,243
661402	BRIARCLIFF MANOR UFSD	23,861	24,030
580909	BRIDGEHAMPTON UFSD	54,045	57,471
260101	BRIGHTON CSD	13,448	13,931
171102	BROADALBIN-PERTH CSD	9,636	9,939
261801	BROCKPORT CSD	11,745	12,214
62301	BROCTON CSD	13,437	13,907
660303	BRONXVILLE UFSD	22,606	22,891
250109	BROOKFIELD CSD	12,171	12,473
580203	BROOKHAVEN-COMSEWOGUE UFSD	14,498	15,068
490202	BRUNSWICK CSD (BRITTONKILL)	11,501	11,918
161601	BRUSHTON-MOIRA CSD	12,409	12,693
140600	BUFFALO CITY SD	13,005	13,350
520101	BURNT HILLS-BALLSTON LAKE CSD	11,168	11,713
661201	BYRAM HILLS CSD	21,054	21,631
180701	BYRON-BERGEN CSD	12,347	12,615
190301	CAIRO-DURHAM CSD	11,345	11,398
240201	CALEDONIA-MUMFORD CSD	11,218	11,624
641610	CAMBRIDGE CSD	13,350	13,616
410601	CAMDEN CSD	11,655	12,110
570603	CAMPBELL-SAVONA CSD	11,531	11,923
270301	CANAJOHARIE CSD	11,845	12,286
430300	CANANDAIGUA CITY SD	11,828	12,275
21102	CANASERAGA CSD	13,329	13,617
250901	CANASTOTA CSD	10,837	11,440
600301	CANDOR CSD	12,287	12,704
571502	CANISTEO-GREENWOOD CSD	14,797	15,692
510201	CANTON CSD	12,252	12,648
280411	CARLE PLACE UFSD	21,187	21,462
480102	CARMEL CSD	16,409	16,783
222201	CARTHAGE CSD	8,972	8,572
60401	CASSADAGA VALLEY CSD	12,359	12,297
50401	CATO-MERIDIAN CSD	11,653	11,887
190401	CATSKILL CSD	15,130	15,386
42302	CATTARAUGUS-LITTLE VALLEY CSD	12,368	12,361
250201	CAZENOVIA CSD	11,613	11,755
580233	CENTER MORICHES UFSD	15,847	16,175
580513	CENTRAL ISLIP UFSD	20,614	21,888
460801	CENTRAL SQUARE CSD	10,571	10,872
212101	CENTRAL VALLEY CSD AT ILION-MOHAWK	10,253	10,294
661004	CHAPPAQUA CSD	20,041	20,336
120401	CHARLOTTE VALLEY CSD	11,907	12,319
160801	CHATEAUGAY CSD	11,879	12,254
101001	CHATHAM CSD	13,977	14,247
60503	CHAUTAUQUA LAKE CSD	15,457	15,820
90601	CHAZY UFSD	12,716	12,972
140701	CHEEKTOWAGA CSD	11,235	11,526
140702	CHEEKTOWAGA-MARYVALE UFSD	11,433	11,713
140709	CHEEKTOWAGA-SLOAN UFSD	12,946	12,952
30101	CHENANGO FORKS CSD	11,503	12,030
30701	CHENANGO VALLEY CSD	11,670	11,926
472202	CHERRY VALLEY-SPRINGFIELD CSD	13,674	13,993
440201	CHESTER UFSD	14,170	14,578
251601	CHITTENANGO CSD	11,983	12,159
261501	CHURCHVILLE-CHILI CSD	11,122	11,420
110101	CINCINNATUS CSD	13,691	14,051

Charter Funding Alphabetical By NYS School District
* (Sum of Charter School Basic Tuition and Supplemental Basic Tuition)

District Code	School District Name	Final 2017-18 Basic Tuition*	Final 2018-19 Basic Tuition*
140801	CLARENCE CSD	10,001	10,278
500101	CLARKSTOWN CSD	14,310	14,573
140703	CLEVELAND HILL UFSD	11,428	11,674
510401	CLIFTON-FINE CSD	18,107	18,337
411101	CLINTON CSD	12,529	12,623
650301	CLYDE-SAVANNAH CSD	14,326	14,886
60701	CLYMER CSD	15,425	15,883
541102	COBLESKILL-RICHMONDVILLE CSD	11,802	12,187
10500	COHOES CITY SD	12,791	13,170
580402	COLD SPRING HARBOR CSD	21,586	22,091
510501	COLTON-PIERREPONT CSD	19,381	19,804
580410	COMMACK UFSD	16,506	16,846
580507	CONNETQUOT CSD	16,947	17,428
471701	COOPERSTOWN CSD	12,917	13,214
230201	COPENHAGEN CSD	10,935	11,153
580105	COPIAGUE UFSD	15,861	16,229
520401	CORINTH CSD	11,919	12,024
571000	CORNING CITY SD	11,637	12,225
440301	CORNWALL CSD	12,262	12,686
110200	CORTLAND CITY SD	11,142	11,358
190501	COXSACKIE-ATHENS CSD	12,888	13,208
660202	CROTON-HARMON UFSD	16,733	17,089
150203	CROWN POINT CSD	16,175	16,816
22302	CUBA-RUSHFORD CSD	13,488	13,493
241101	DALTON-NUNDA CSD (KESHEQUA)	14,107	13,895
241001	DANSVILLE CSD	11,313	11,586
580107	DEER PARK UFSD	16,685	17,186
120501	DELAWARE ACADEMY CSD AT DELHI	14,930	15,384
140707	DEPEW UFSD	11,409	11,571
31301	DEPOSIT CSD	15,304	15,566
250301	DERUYTER CSD	14,069	14,253
660403	DOBBS FERRY UFSD	19,927	20,363
211003	DOLGEVILLE CSD	11,527	11,844
130502	DOVER UFSD	12,245	12,634
120301	DOWNSVILLE CSD	18,143	18,308
610301	DRYDEN CSD	12,012	12,682
530101	DUANESBURG CSD	10,234	10,068
680801	DUNDEE CSD	10,998	11,641
60800	DUNKIRK CITY SD	13,985	14,270
140301	EAST AURORA UFSD	11,205	11,660
430501	EAST BLOOMFIELD CSD	12,117	12,351
490301	EAST GREENBUSH CSD	12,659	12,974
580301	EAST HAMPTON UFSD	24,729	24,917
260801	EAST IRONDEQUOIT CSD	12,557	12,929
580503	EAST ISLIP UFSD	15,659	15,866
280203	EAST MEADOW UFSD	16,722	16,973
580234	EAST MORICHES UFSD	18,372	18,563
580917	EAST QUOGUE UFSD	23,116	23,527
500402	EAST RAMAPO CSD (SPRING VALLEY)	17,055	17,266
261313	EAST ROCHESTER UFSD	13,585	14,088
280219	EAST ROCKAWAY UFSD	19,383	19,583
420401	EAST SYRACUSE-MINOA CSD	14,674	14,871
280402	EAST WILLISTON UFSD	21,784	22,187
660301	EASTCHESTER UFSD	18,832	19,259
580912	EASTPORT-SOUTH MANOR CSD	14,276	14,629
141201	EDEN CSD	10,674	10,900
660406	EDGEMONT UFSD	18,814	19,250

Charter Funding Alphabetical By NYS School District
* (Sum of Charter School Basic Tuition and Supplemental Basic Tuition)

District Code	School District Name	Final 2017-18 Basic Tuition*	Final 2018-19 Basic Tuition*
520601	EDINBURG COMMON SD	21,896	22,487
470501	EDMESTON CSD	12,243	12,603
513102	EDWARDS-KNOX CSD	11,536	11,827
180901	ELBA CSD	12,423	12,736
590801	ELDRED CSD	14,570	15,023
150301	ELIZABETHTOWN-LEWIS CSD	14,358	14,605
622002	ELLENVILLE CSD	16,150	16,473
40901	ELLICOTTVILLE CSD	12,491	12,710
70600	ELMIRA CITY SD	12,012	12,238
70902	ELMIRA HEIGHTS CSD	11,136	11,295
280216	ELMONT UFSD	15,397	15,713
660409	ELMSFORD UFSD	23,211	23,794
580401	ELWOOD UFSD	15,773	16,118
141401	EVANS-BRANT CSD (LAKE SHORE)	12,618	12,810
420601	FABIUS-POMPEY CSD	13,479	13,720
261301	FAIRPORT CSD	11,647	12,033
61101	FALCONER CSD	10,522	10,777
590501	FALLSBURG CSD	20,402	21,059
280522	FARMINGDALE UFSD	17,831	18,311
421001	FAYETTEVILLE-MANLIUS CSD	11,653	12,111
22001	FILLMORE CSD	10,156	10,293
580514	FIRE ISLAND UFSD	108,303	112,278
581004	FISHERS ISLAND UFSD	43,471	41,950
280222	FLORAL PARK-BELLEROSE UFSD	15,937	16,272
442115	FLORIDA UFSD	15,007	15,340
270601	FONDA-FULTONVILLE CSD	12,108	12,106
61503	FORESTVILLE CSD	11,484	11,575
640502	FORT ANN CSD	14,847	14,835
640601	FORT EDWARD UFSD	12,493	12,900
270701	FORT PLAIN CSD	13,841	14,162
210402	FRANKFORT-SCHUYLER CSD	10,210	10,249
120701	FRANKLIN CSD	14,106	13,934
280217	FRANKLIN SQUARE UFSD	14,412	14,748
41101	FRANKLINVILLE CSD	12,351	12,328
62201	FREDONIA CSD	13,007	13,285
280209	FREEPORT UFSD	16,703	17,151
60301	FREWSBURG CSD	11,206	11,618
21601	FRIENDSHIP CSD	13,385	13,932
141604	FRONTIER CSD	9,759	10,208
460500	FULTON CITY SD	12,616	13,021
520701	GALWAY CSD	11,157	11,353
650902	GANANDA CSD	10,757	10,999
280218	GARDEN CITY UFSD	18,620	18,909
480404	GARRISON UFSD	22,713	23,138
260401	GATES-CHILI CSD	13,359	13,837
220401	GENERAL BROWN CSD	9,580	9,818
20702	GENESEE VALLEY CSD	12,013	12,355
240401	GENESEO CSD	13,257	13,726
430700	GENEVA CITY SD	13,688	14,179
81401	GEORGETOWN-SOUTH OTSELIC CSD	13,871	14,254
100902	GERMANTOWN CSD	15,614	16,004
470202	GILBERTSVILLE-MOUNT UPTON CSD	12,319	12,576
540801	GILBOA-CONESVILLE CSD	16,707	16,943
280100	GLEN COVE CITY SD	19,185	19,632
630300	GLENS FALLS CITY SD	12,469	12,753
630918	GLENS FALLS COMN SD	13,000	13,590
170500	GLOVERSVILLE CITY SD	10,865	11,063

Charter Funding Alphabetical By NYS School District
* (Sum of Charter School Basic Tuition and Supplemental Basic Tuition)

District Code	School District Name	Final 2017-18 Basic Tuition*	Final 2018-19 Basic Tuition*
430901	GORHAM-MIDDLESEX CSD (MARCUS WHITMAN	12,872	13,288
440601	GOSHEN CSD	13,773	14,252
511101	GOUVERNEUR CSD	11,255	11,480
42801	GOWANDA CSD	12,326	12,820
141501	GRAND ISLAND CSD	10,915	11,164
640701	GRANVILLE CSD	11,360	11,569
280407	GREAT NECK UFSD	23,468	23,954
260501	GREECE CSD	11,979	12,252
10701	GREEN ISLAND UFSD	13,662	13,773
660407	GREENBURGH CSD	23,343	23,686
80601	GREENE CSD	11,565	11,757
581010	GREENPORT UFSD	17,700	18,697
190701	GREENVILLE CSD	14,454	14,655
640801	GREENWICH CSD	13,131	13,310
442111	GREENWOOD LAKE UFSD	19,311	19,713
610501	GROTON CSD	11,406	11,317
10802	GUILDERLAND CSD	12,354	12,628
630801	HADLEY-LUZERNE CSD	14,745	15,207
480401	HALDANE CSD	17,487	16,786
580405	HALF HOLLOW HILLS CSD	15,896	16,249
141601	HAMBURG CSD	10,716	10,997
250701	HAMILTON CSD	13,897	14,154
511201	HAMMOND CSD	13,727	14,120
572901	HAMMONDSPORT CSD	15,766	16,037
580905	HAMPTON BAYS UFSD	17,093	17,666
120906	HANCOCK CSD	15,267	15,275
460701	HANNIBAL CSD	11,178	11,362
580406	HARBORFIELDS CSD	14,773	15,222
30501	HARPURSVILLE CSD	10,887	11,186
660501	HARRISON CSD	24,457	24,770
230301	HARRISVILLE CSD	13,372	13,899
641001	HARTFORD CSD	13,205	13,433
660404	HASTINGS-ON-HUDSON UFSD	20,404	20,896
580506	HAUPPAUGE UFSD	17,435	18,000
500201	HAVERSTRAW-STONY POINT CSD (NORTH RO	18,121	18,221
280201	HEMPSTEAD UFSD	18,702	19,452
660203	HENDRICK HUDSON CSD	19,174	19,498
210601	HERKIMER CSD	10,525	10,764
511301	HERMON-DEKALB CSD	13,646	13,858
280409	HERRICKS UFSD	18,029	18,431
512404	HEUVELTON CSD	11,704	12,132
280214	HEWLETT-WOODMERE UFSD	23,408	23,839
280517	HICKSVILLE UFSD	15,942	16,312
620803	HIGHLAND CSD	13,457	13,676
440901	HIGHLAND FALLS CSD	15,583	15,865
261101	HILTON CSD	11,200	11,568
41401	HINSDALE CSD	10,952	11,246
141701	HOLLAND CSD	12,032	12,083
412201	HOLLAND PATENT CSD	11,388	11,651
450704	HOLLEY CSD	11,275	11,314
110701	HOMER CSD	12,092	12,477
431401	HONEOYE CSD	13,141	13,400
260901	HONEOYE FALLS-LIMA CSD	11,435	11,808
491401	HOOSIC VALLEY CSD	11,338	11,477
490501	HOOSICK FALLS CSD	12,782	13,223
571800	HORNELL CITY SD	10,858	11,112
70901	HORSEHEADS CSD	11,188	11,726

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101300	HUDSON CITY SD	14,222	14,774
641301	HUDSON FALLS CSD	11,021	11,239
190901	HUNTER-TANNERSVILLE CSD	17,482	17,655
580403	HUNTINGTON UFSD	18,512	18,951
130801	HYDE PARK CSD	13,055	13,191
200401	INDIAN LAKE CSD	25,054	25,084
220301	INDIAN RIVER CSD	7,996	8,463
200501	INLET COMN SD	27,047	28,264
141301	IROQUOIS CSD	10,751	11,124
660402	IRVINGTON UFSD	21,150	21,911
280231	ISLAND PARK UFSD	28,985	29,263
280226	ISLAND TREES UFSD	16,505	16,784
580502	ISLIP UFSD	15,288	15,586
610600	ITHACA CITY SD	13,670	14,143
61700	JAMESTOWN CITY SD	11,164	11,412
420411	JAMESVILLE-DEWITT CSD	11,944	12,261
572702	JASPER-TROUPSBURG CSD	11,590	11,729
540901	JEFFERSON CSD	13,445	14,018
280515	JERICHO UFSD	24,911	25,088
630601	JOHNSBURG CSD	19,365	19,681
31502	JOHNSON CITY CSD	13,066	13,564
170600	JOHNSTOWN CITY SD	11,408	11,689
420501	JORDAN-ELBRIDGE CSD	12,623	12,825
660101	KATONAH-LEWISBORO UFSD	21,507	21,522
150601	KEENE CSD	20,661	21,054
450607	KENDALL CSD	13,590	13,556
142601	KENMORE-TONAWANDA UFSD	10,477	10,607
101401	KINDERHOOK CSD	12,239	12,771
580805	KINGS PARK CSD	14,928	15,124
620600	KINGSTON CITY SD	15,461	15,861
441202	KIRYAS JOEL VILLAGE UFSD	37,430	38,560
221401	LA FARGEVILLE CSD	10,458	10,814
141800	LACKAWANNA CITY SD	12,969	13,274
420807	LAFAYETTE CSD	16,766	17,309
630701	LAKE GEORGE CSD	13,521	13,823
151102	LAKE PLACID CSD	15,942	16,414
200601	LAKE PLEASANT CSD	26,331	26,763
662401	LAKELAND CSD	16,009	15,966
141901	LANCASTER CSD	9,442	9,789
610801	LANSING CSD	11,855	12,198
490601	LANSINGBURGH CSD	10,352	10,719
470801	LAURENS CSD	11,634	12,014
280215	LAWRENCE UFSD	23,502	23,528
181001	LE ROY CSD	11,790	12,335
670401	LETCHWORTH CSD	12,337	12,369
280205	LEVITTOWN UFSD	18,280	18,558
400301	LEWISTON-PORTER CSD	12,729	12,912
590901	LIBERTY CSD	17,977	18,477
580104	LINDENHURST UFSD	15,253	15,518
511602	LISBON CSD	13,322	13,924
210800	LITTLE FALLS CITY SD	12,471	12,792
421501	LIVERPOOL CSD	13,529	13,950
591302	LIVINGSTON MANOR CSD	17,085	17,604
240801	LIVONIA CSD	12,356	12,771
400400	LOCKPORT CITY SD	10,915	11,175
280503	LOCUST VALLEY CSD	23,507	23,996
280300	LONG BEACH CITY SD	23,348	23,654

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200701	LONG LAKE CSD	43,198	43,695
580212	LONGWOOD CSD	15,380	15,811
230901	LOWVILLE ACADEMY & CSD	10,603	10,968
221301	LYME CSD	14,021	14,055
280220	LYNBROOK UFSD	18,680	19,009
421504	LYNCOURT UFSD	16,499	16,860
451001	LYNDONVILLE CSD	11,519	11,935
650501	LYONS CSD	11,690	11,999
251101	MADISON CSD	11,738	12,199
511901	MADRID-WADDINGTON CSD	11,491	11,969
480101	MAHOPAC CSD	14,925	15,218
31101	MAINE-ENDWELL CSD	11,197	11,618
161501	MALONE CSD	11,520	11,693
280212	MALVERNE UFSD	20,705	21,730
660701	MAMARONECK UFSD	19,416	19,618
431101	MANCHESTER-SHORTSVILLE CSD (RED JACK	11,420	11,724
280406	MANHASSET UFSD	21,735	22,207
110901	MARATHON CSD	12,911	13,639
421101	MARCELLUS CSD	10,775	11,174
121401	MARGARETVILLE CSD	14,376	14,646
650701	MARION CSD	12,418	12,609
621001	MARLBORO CSD	16,512	16,865
280523	MASSAPEQUA UFSD	17,052	17,142
512001	MASSENA CSD	11,197	11,625
581012	MATTITUCK-CUTCHOGUE UFSD	16,967	17,342
170801	MAYFIELD CSD	11,094	11,187
110304	MCGRAW CSD	12,248	12,604
521200	MECHANICVILLE CITY SD	10,780	11,035
450801	MEDINA CSD	11,827	12,242
10615	MENANDS UFSD	16,870	17,548
280225	MERRICK UFSD	18,936	19,286
460901	MEXICO CSD	12,702	12,993
580211	MIDDLE COUNTRY CSD	14,119	14,389
541001	MIDDLEBURGH CSD	13,453	13,793
441000	MIDDLETOWN CITY SD	13,759	14,126
471101	MILFORD CSD	13,217	13,505
132201	MILLBROOK CSD	13,902	14,099
580208	MILLER PLACE UFSD	13,922	14,376
280410	MINEOLA UFSD	24,709	24,959
150801	MINERVA CSD	26,637	26,368
441101	MINISINK VALLEY CSD	11,552	12,057
441201	MONROE-WOODBURY CSD	14,089	14,584
580306	MONTAUK UFSD	32,259	33,111
591401	MONTICELLO CSD	15,106	15,580
51301	MORAVIA CSD	11,202	11,572
150901	MORIAH CSD	12,855	13,143
471201	MORRIS CSD	11,436	11,899
512101	MORRISTOWN CSD	14,680	14,783
250401	MORRISVILLE-EATON CSD	13,114	13,374
212001	MOUNT MARKHAM CSD	12,231	12,665
240901	MT MORRIS CSD	13,120	13,970
660801	MT PLEASANT CSD	19,590	20,199
580207	MT SINAI UFSD	15,841	16,166
660900	MT VERNON SCHOOL DISTRICT	17,794	18,548
500108	NANUET UFSD	19,531	19,117
431201	NAPLES CSD	14,135	14,597
411501	NEW HARTFORD CSD	12,431	12,953

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280405	NEW HYDE PARK-GARDEN CITY PARK UFSD	15,771	16,132
101601	NEW LEBANON CSD	16,792	16,688
621101	NEW PALTZ CSD	14,284	14,718
661100	NEW ROCHELLE CITY SD	17,138	17,668
581015	NEW SUFFOLK COMN SD	16,281	16,242
650101	NEWARK CSD	12,100	12,367
600402	NEWARK VALLEY CSD	11,287	11,621
441600	NEWBURGH CITY SD	15,796	16,159
151001	NEWCOMB CSD	44,080	45,001
400601	NEWFANE CSD	11,086	11,212
610901	NEWFIELD CSD	10,832	11,015
400800	NIAGARA FALLS CITY SD	11,925	12,164
400701	NIAGARA-WHEATFIELD CSD	11,443	11,561
530301	NISKAYUNA CSD	12,790	12,833
580103	NORTH BABYLON UFSD	15,290	15,799
280204	NORTH BELLMORE UFSD	18,493	18,926
142201	NORTH COLLINS CSD	14,023	14,594
10623	NORTH COLONIE CSD	11,708	11,957
490801	NORTH GREENBUSH COMN SD (WILLIAMS)	12,741	12,973
280229	NORTH MERRICK UFSD	18,825	19,378
651501	NORTH ROSE-WOLCOTT CSD	13,030	13,545
661301	NORTH SALEM CSD	21,280	21,659
280501	NORTH SHORE CSD	24,323	24,887
420303	NORTH SYRACUSE CSD	11,709	11,997
400900	NORTH TONAWANDA CITY SD	11,593	11,869
630202	NORTH WARREN CSD	16,475	16,292
131101	NORTHEAST CSD	16,342	16,460
90501	NORTHEASTERN CLINTON CSD	12,543	12,596
90901	NORTHERN ADIRONDACK CSD	13,594	13,725
580404	NORTHPORT-EAST NORTHPORT UFSD	19,008	19,284
170901	NORTHVILLE CSD	14,440	14,781
81200	NORWICH CITY SD	10,956	11,350
512201	NORWOOD-NORFOLK CSD	11,652	12,063
411504	NY MILLS UFSD	12,834	13,345
500304	NYACK UFSD	19,240	19,752
300000	NYC CHANCELLOR'S OFFICE	14,527	15,307
181101	OAKFIELD-ALABAMA CSD	10,994	11,324
280211	OCEANSIDE UFSD	17,067	17,195
550101	ODESSA-MONTOUR CSD	11,863	11,806
512300	OGDENSBURG CITY SD	14,953	15,475
42400	OLEAN CITY SD	11,976	12,152
251400	ONEIDA CITY SD	12,079	12,368
471400	ONEONTA CITY SD	12,790	13,160
421201	ONONDAGA CSD	13,132	13,652
621201	ONTEORA CSD	19,571	19,861
271201	OPPENHEIM-EPHRATAH-ST. JOHNSVILLE CSD	13,497	13,830
142301	ORCHARD PARK CSD	11,523	11,933
412901	ORISKANY CSD	11,992	12,496
661401	OSSINING UFSD	18,796	19,255
461300	OSWEGO CITY SD	13,270	13,258
471601	OTEGO-UNADILLA CSD	12,481	12,617
600601	OWEGO-APALACHIN CSD	12,524	12,961
81501	OXFORD ACADEMY & CSD	12,858	12,967
280506	OYSTER BAY-EAST NORWICH CSD	23,533	24,117
581002	OYSTERPONDS UFSD	33,931	32,944
650901	PALMYRA-MACEDON CSD	11,655	12,008
61601	PANAMA CSD	12,826	13,148

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512501	PARISHVILLE-HOPKINTON CSD	11,609	12,209
580224	PATCHOGUE-MEDFORD UFSD	13,814	14,350
181201	PAVILION CSD	11,682	11,971
131201	PAWLING CSD	16,571	16,675
500308	PEARL RIVER UFSD	15,858	16,275
661500	PEEKSKILL CITY SD	17,430	17,697
661601	PELHAM UFSD	17,187	17,651
181302	PEMBROKE CSD	12,828	13,543
261201	PENFIELD CSD	13,346	13,586
680601	PENN YAN CSD	12,554	12,593
671201	PERRY CSD	12,041	12,001
91101	PERU CSD	12,849	13,207
431301	PHELPS-CLIFTON SPRINGS CSD	12,376	12,673
462001	PHOENIX CSD	13,226	13,377
440401	PINE BUSH CSD	12,570	13,126
131301	PINE PLAINS CSD	15,565	16,116
60601	PINE VALLEY CSD (SOUTH DAYTON)	12,589	12,683
261401	PITTSFORD CSD	13,722	14,069
280518	PLAINEDGE UFSD	16,704	17,269
280504	PLAINVIEW-OLD BETHPAGE CSD	18,942	19,213
91200	PLATTSBURGH CITY SD	14,604	14,714
660809	PLEASANTVILLE UFSD	17,558	17,881
660802	POCANTICO HILLS CSD	47,333	48,663
211103	POLAND CSD	12,690	12,858
51101	PORT BYRON CSD	11,865	12,124
661904	PORT CHESTER-RYE UFSD	14,392	15,031
580206	PORT JEFFERSON UFSD	22,199	22,792
441800	PORT JERVIS CITY SD	12,904	13,237
280404	PORT WASHINGTON UFSD	21,028	21,583
42901	PORTVILLE CSD	11,058	11,453
512902	POTSDAM CSD	12,390	12,842
131500	POUGHKEEPSIE CITY SD	13,524	13,680
572301	PRATTSBURGH CSD	11,626	11,569
461801	PULASKI CSD	12,580	13,100
641401	PUTNAM CSD	24,966	26,554
480503	PUTNAM VALLEY CSD	17,888	18,253
630902	QUEENSBURY UFSD	10,538	10,812
580903	QUOGUE UFSD	47,923	47,885
500401	RAMAPO CSD (SUFFERN)	17,919	18,270
43001	RANDOLPH CSD	11,720	11,831
10402	RAVENA-COEYMANS-SELKIRK CSD	14,289	14,550
651503	RED CREEK CSD	11,916	12,381
131701	RED HOOK CSD	14,202	14,712
411701	REMSEN CSD	15,798	16,147
580901	REMSENBURG-SPEONK UFSD	37,414	38,521
491200	RENSSELAER CITY SD	9,884	10,489
131801	RHINEBECK CSD	17,681	18,333
472001	RICHFIELD SPRINGS CSD	11,916	12,222
62401	RIPLEY CSD	16,941	16,992
580602	RIVERHEAD CSD	17,076	17,974
261600	ROCHESTER CITY SD	13,090	13,684
280221	ROCKVILLE CENTRE UFSD	19,767	20,259
580209	ROCKY POINT UFSD	13,814	14,375
411800	ROME CITY SD	12,413	12,989
560603	ROMULUS CSD	15,567	16,067
620901	RONDOUT VALLEY CSD	18,589	18,723
280208	ROOSEVELT UFSD	17,425	17,883

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591301	ROSCOE CSD	18,826	19,165
280403	ROSLYN UFSD	21,898	22,134
530515	ROTTERDAM-MOHONASEN CSD	9,989	10,370
121502	ROXBURY CSD	17,963	18,507
401201	ROYALTON-HARTLAND CSD	11,207	11,503
261701	RUSH-HENRIETTA CSD	13,330	13,739
661800	RYE CITY SD	19,917	20,287
661901	RYE NECK UFSD	19,357	19,942
580205	SACHEM CSD	14,251	14,488
221001	SACKETS HARBOR CSD	11,104	11,490
580305	SAG HARBOR UFSD	25,725	27,212
580910	SAGAPONACK COMN SD	16,281	16,753
43200	SALAMANCA CITY SD	12,582	12,510
641501	SALEM CSD	14,082	14,199
161201	SALMON RIVER CSD	14,576	15,057
461901	SANDY CREEK CSD	13,911	14,146
91402	SARANAC CSD	12,333	12,688
161401	SARANAC LAKE CSD	14,999	14,951
521800	SARATOGA SPRINGS CITY SD	11,532	11,873
621601	SAUGERTIES CSD	12,822	13,325
411603	SAUQUOIT VALLEY CSD	11,956	12,446
580504	SAYVILLE UFSD	17,460	17,846
662001	SCARSDALE UFSD	23,148	23,530
530501	SCHALMONT CSD	14,862	15,517
530600	SCHENECTADY CITY SD	12,515	12,628
470901	SCHENEVUS CSD	13,566	14,227
491501	SCHODACK CSD	13,169	13,477
541201	SCHOHARIE CSD	13,147	13,532
151401	SCHROON LAKE CSD	16,368	16,887
521701	SCHUYLERVILLE CSD	12,472	12,731
22401	SCIO CSD	12,968	13,122
530202	SCOTIA-GLENVILLE CSD	12,013	12,223
280206	SEAFORD UFSD	16,660	17,070
560701	SENECA FALLS CSD	12,016	12,537
280252	SEWANHAKA CENTRAL HS DISTRICT	13,522	13,842
541401	SHARON SPRINGS CSD	15,154	15,184
580701	SHELTER ISLAND UFSD	29,013	29,556
520302	SHENENDEHOWA CSD	11,919	12,263
82001	SHERBURNE-EARLVILLE CSD	11,712	12,094
62601	SHERMAN CSD	11,196	11,278
412000	SHERRILL CITY SD	10,651	11,065
580601	SHOREHAM-WADING RIVER CSD	16,726	17,231
121601	SIDNEY CSD	12,637	13,134
61501	SILVER CREEK CSD	12,223	12,540
421601	SKANEATELES CSD	13,337	13,456
580801	SMITHTOWN CSD	14,969	15,255
651201	SODUS CSD	13,623	13,994
420702	SOLVAY UFSD	12,760	13,019
662101	SOMERS CSD	17,825	18,189
10601	SOUTH COLONIE CSD	13,137	13,272
580235	SOUTH COUNTRY CSD	16,951	17,426
521401	SOUTH GLENS FALLS CSD	11,667	11,847
580413	SOUTH HUNTINGTON UFSD	16,758	17,272
220101	SOUTH JEFFERSON CSD	10,183	10,516
121702	SOUTH KORTRIGHT CSD	14,381	14,715
231101	SOUTH LEWIS CSD	14,513	14,880
500301	SOUTH ORANGETOWN CSD	16,503	16,762

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560501	SOUTH SENECA CSD	14,574	14,960
580906	SOUTHAMPTON UFSD	24,414	25,076
50701	SOUTHERN CAYUGA CSD	14,419	14,879
581005	SOUTHOLD UFSD	18,400	18,772
60201	SOUTHWESTERN CSD AT JAMESTOWN	11,202	11,187
131602	SPACKENKILL UFSD	17,018	17,443
261001	SPENCERPORT CSD	11,533	11,970
600801	SPENCER-VAN ETTEN CSD	11,808	12,222
580304	SPRINGS UFSD	22,275	23,162
141101	SPRINGVILLE-GRIFFITH INST CSD	12,347	12,493
161801	ST REGIS FALLS CSD	14,886	15,422
121701	STAMFORD CSD	14,915	14,999
401001	STARPOINT CSD	10,789	11,141
522001	STILLWATER CSD	10,269	10,520
251501	STOCKBRIDGE VALLEY CSD	11,638	12,028
591502	SULLIVAN WEST CSD	16,008	16,203
30601	SUSQUEHANNA VALLEY CSD	13,156	13,473
140207	SWEET HOME CSD	12,954	13,335
280502	SYOSSET CSD	21,263	21,684
421800	SYRACUSE CITY SD	12,930	13,257
100501	TACONIC HILLS CSD	14,622	15,138
220701	THOUSAND ISLANDS CSD	13,027	13,387
580201	THREE VILLAGE CSD	16,887	17,345
151501	TICONDEROGA CSD	14,455	14,829
600903	TIOGA CSD	10,451	10,802
142500	TONAWANDA CITY SD	11,051	11,198
211901	TOWN OF WEBB UFSD	21,143	21,215
591201	TRI-VALLEY CSD	19,324	19,736
491700	TROY CITY SD	16,486	17,048
611001	TRUMANSBURG CSD	11,227	11,514
580913	TUCKAHOE COMN SD	29,200	30,114
660302	TUCKAHOE UFSD	21,009	21,257
421902	TULLY CSD	11,036	11,388
160101	TUPPER LAKE CSD	12,461	12,877
441903	TUXEDO UFSD	18,470	18,139
660401	UFSD-TARRYTOWNS	17,449	18,170
81003	UNADILLA VALLEY CSD	12,393	12,785
51901	UNION SPRINGS CSD	13,059	13,703
280202	UNIONDALE UFSD	20,864	21,461
31501	UNION-ENDICOTT CSD	12,048	12,454
412300	UTICA CITY SD	9,780	10,023
660805	VALHALLA UFSD	21,983	22,440
441301	VALLEY CSD (MONTGOMERY)	12,222	12,667
280213	VALLEY STREAM 13 UFSD	16,487	16,771
280224	VALLEY STREAM 24 UFSD	21,044	21,164
280230	VALLEY STREAM 30 UFSD	19,777	20,089
280251	VALLEY STREAM CENTRAL HS DISTRICT	15,858	16,053
211701	VAN HORNESVILLE-OWEN D YOUNG CSD	12,991	13,735
31601	VESTAL CSD	13,166	13,415
431701	VICTOR CSD	10,518	10,941
11003	VOORHEESVILLE CSD	13,742	14,189
580302	WAINSCOTT COMN SD	16,281	18,412
621801	WALLKILL CSD	11,997	12,287
121901	WALTON CSD	11,718	11,931
280223	WANTAGH UFSD	14,593	15,005
132101	WAPPINGERS CSD	11,887	12,269
631201	WARRENSBURG CSD	15,836	15,994

Charter Funding Alphabetical By NYS School District
* (Sum of Charter School Basic Tuition and Supplemental Basic Tuition)

District Code	School District Name	Final 2017-18 Basic Tuition*	Final 2018-19 Basic Tuition*
671501	WARSAW CSD	12,643	13,421
442101	WARWICK VALLEY CSD	13,198	13,509
440102	WASHINGTONVILLE CSD	12,931	13,156
522101	WATERFORD-HALFMOON UFSD	13,844	14,291
561006	WATERLOO CSD	11,263	11,593
222000	WATERTOWN CITY SD	9,985	10,360
411902	WATERVILLE CSD	11,900	12,149
11200	WATERVLIET CITY SD	10,404	10,529
550301	WATKINS GLEN CSD	11,489	11,561
600101	WAVERLY CSD	10,063	10,172
573002	WAYLAND-COHOCTON CSD	11,769	11,938
650801	WAYNE CSD	12,034	12,478
261901	WEBSTER CSD	11,872	12,379
50301	WEEDSPORT CSD	12,820	13,308
200901	WELLS CSD	22,823	23,341
22601	WELLSVILLE CSD	12,671	12,998
580102	WEST BABYLON UFSD	15,849	16,226
210302	WEST CANADA VALLEY CSD	12,723	13,252
420101	WEST GENESEE CSD	11,199	11,361
280227	WEST HEMPSTEAD UFSD	17,759	17,850
260803	WEST IRONDEQUOIT CSD	11,413	11,516
580509	WEST ISLIP UFSD	14,799	15,117
142801	WEST SENECA CSD	11,179	11,286
40204	WEST VALLEY CSD	14,623	14,800
280401	WESTBURY UFSD	19,287	20,226
62901	WESTFIELD CSD	12,891	13,055
580902	WESTHAMPTON BEACH UFSD	19,354	19,873
420701	WESTHILL CSD	11,635	11,727
412801	WESTMORELAND CSD	12,938	13,823
151601	WESTPORT CSD	14,591	14,820
262001	WHEATLAND-CHILI CSD	16,259	16,148
170301	WHEELERVILLE UFSD	19,435	19,870
662200	WHITE PLAINS CITY SD	20,443	20,840
641701	WHITEHALL CSD	13,236	13,529
412902	WHITESBORO CSD	10,886	11,417
22101	WHITESVILLE CSD	11,904	12,012
31401	WHITNEY POINT CSD	12,324	12,694
580232	WILLIAM FLOYD UFSD	15,169	15,645
651402	WILLIAMSON CSD	13,113	13,244
140203	WILLIAMSVILLE CSD	11,904	12,143
151701	WILLSBORO CSD	16,355	16,604
401501	WILSON CSD	11,386	11,692
191401	WINDHAM-ASHLAND-JEWETT CSD	19,838	20,191
31701	WINDSOR CSD	11,115	11,505
472506	WORCESTER CSD	13,352	13,790
580109	WYANDANCH UFSD	17,666	18,039
490804	WYNANTSKILL UFSD	12,243	12,967
671002	WYOMING CSD	16,376	16,286
662300	YONKERS CITY SD	15,023	15,607
241701	YORK CSD	11,694	11,968
43501	YORKSHIRE-PIONEER CSD	12,406	12,710
662402	YORKTOWN CSD	17,743	17,837



2019 New School Proposal
Budget(s) & Cash Flow(s) Template

Family Life Academy Charter School

Contact Name:	Scott S. Quintero
Contact Title:	CFO
Contact Email:	[redacted]
Contact Phone:	
First Academic Year:	2020-21
Pre-Opening Period:	July 1, 2019 - June 30, 2020

Note: For pre-opening period if the RFP submission date is:
a) less than 1 year from the "First Academic Year," select the January through June date range.
b) 1 year or more before the "First Academic Year," select the July through June date range.

FAMILY LIFE ACADEMY CHARTER SCHOOL
2020-21 through 2024-25

CHARTER ENROLLMENT BY GRADE							
GRADES	**LEVEL**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**2024-25**	**AGE RANGE**
Kindergarten	Elementary School	234	234	234	234	312	4-6
1st Grade	Elementary School	312	234	234	234	234	5-8
2nd Grade	Elementary School	234	312	234	234	234	6-9
3rd Grade	Elementary School	156	234	312	234	234	7-10
4th Grade	Elementary School	156	156	234	312	234	8-11
5th Grade	*Elementary School*	156	156	156	234	312	9-12
6th Grade	Middle School	156	156	234	234	312	10-13
7th Grade	Middle School	156	156	156	234	234	11-14
8th Grade	Middle School	130	156	156	156	234	12-15
9th Grade	High School						
10th Grade	High School						
11th Grade	High School						
12th Grade	High School						
Ungraded							
TOTAL		1,690	1,794	1,950	2,106	2,340	

NUMBER OF CLASSES BY GRADE						
GRADES	**LEVEL**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**2024-25**
Kindergarten	Elementary School	9	9	9	9	12
1st Grade	Elementary School	12	9	9	9	9
2nd Grade	Elementary School	9	12	9	9	9
3rd Grade	Elementary School	6	9	12	9	9
4th Grade	Elementary School	6	6	9	12	9
5th Grade	Elementary School	6	6	6	9	12
6th Grade	Middle School	6	6	9	9	12
7th Grade	Middle School	6	6	6	9	9
8th Grade	Middle School	5	6	6	6	9
9th Grade	High School					
10th Grade	High School					
11th Grade	High School					
12th Grade	High School					
Ungraded						
TOTAL		65	69	75	81	90

AVERAGE NUMBER OF STUDENTS PER CLASS BY GRADE						
GRADES	**LEVEL**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**2024-25**
Kindergarten	Elementary School	26	26	26	26	26
1st Grade	Elementary School	26	26	26	26	26
2nd Grade	Elementary School	26	26	26	26	26
3rd Grade	Elementary School	26	26	26	26	26
4th Grade	Elementary School	26	26	26	26	26
5th Grade	Elementary School	26	26	26	26	26
6th Grade	Middle School	26	26	26	26	26
7th Grade	Middle School	26	26	26	26	26
8th Grade	Middle School	26	26	26	26	26
9th Grade	High School	0	0	0	0	0
10th Grade	High School	0	0	0	0	0
11th Grade	High School	0	0	0	0	0
12th Grade	High School	0	0	0	0	0
Ungraded		0	0	0	0	0

SUMMARY AND OTHER INFORMATION					
Total Elementary Enrollment	1,248	1,326	1,404	1,482	1,560
Total Middle School Enrollment	442	468	546	624	780
Total High School Enrollment	-	-	-	-	-
Total Ungraded Enrollment	-	-	-	-	-
Total Enrollment	**1,690**	**1,794**	**1,950**	**2,106**	**2,340**
Change in Net Enrollment from Prior Year (Count)	1,690	104	156	156	234
Change in Net Enrollment from Prior Year (Percent)	100.0%	6.2%	8.7%	8.0%	11.1%
Anticipated rate of attrition (Percent)	0.0%	0.0%	0.0%	0.0%	0.0%

ADDITIONAL NOTES/COMMENTS



ESTIMATED ENROLLMENT BY DISTRICT					
ANNUAL ENROLLMENT BY DISTRICT TOTALS	1,690	1,794	1,950	2,106	2,340
Enrollment by Grade vs Enrollment by District (should = 0)	-	-	-	-	-

ENTER NUMBER OF SCHOOL DISTRICTS ANTICIPATED: -->	**1**

PRIMARY SENDING SCHOOL DISTRICT	NYC CHANCELLOR'S OFFICE	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**2024-25**
DISTRICT'S ANNUAL TOTAL OPERATING BUDGET		$ 25,000,000,000	$ 25,000,000,000	$ 25,000,000,000	$ 25,000,000,000	$ 25,000,000,000
ENROLLMENT (*Charter School*)		1,690	1,794	1,950	2,106	2,340
DESCRIPTION OF SOURCE FOR DISTRICT'S OPERATING BUDGET (Include web address if available)		https://en.wikipedia.org/wiki/New_York_City_Department_of_Education#Budget				

SECONDARY SENDING SCHOOL DISTRICT	*Select from drop-down list →*	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**2024-25**
DISTRICT'S ANNUAL TOTAL OPERATING BUDGET		$ -	$ -	$ -	$ -	$ -
ENROLLMENT (*Charter School*)						
DESCRIPTION OF SOURCE FOR DISTRICT'S OPERATING BUDGET (Include web address if available)						

FAMILY LIFE ACADEMY CHARTER SCHOOL

STAFFING PLAN FTE		Year 1	Year 2	Year 3	Year 4	Year 5
	Acad Years	2020-21	2021-22	2022-23	2023-24	2024-25
	Grades	K-8	K-8	K-8	K-8	K-8
	Enrollment	1690	1794	1950	2106	2340

***NOTE:** Enter the number of planned full-time equivalent ("FTE") positions in each category for each charter year in the section provided below.*

ADMINISTRATIVE PERSONNEL FTE	FTE				
Executive Management	2.0	2.0	2.0	2.0	2.0
Instructional Management	10.0	10.0	10.0	10.0	10.0
Deans, Directors & Coordinators	13.0	15.0	15.0	17.0	17.0
CFO / Director of Finance	1.0	1.0	1.0	1.0	1.0
Operation / Business Manager					
Administrative Staff	54.0	57.0	61.0	64.0	67.0
TOTAL ADMINISTRATIVE STAFF	80.0	85.0	89.0	94.0	97.0

INSTRUCTIONAL PERSONNEL FTE					
Teachers - Regular	65.0	69.0	75.0	81.0	90.0
Teachers - SPED	6.0	6.0	6.0	7.0	8.0
Substitute Teachers					
Teaching Assistants	42.0	45.0	48.0	51.0	51.0
Specialty Teachers	29.0	31.0	33.0	36.0	39.0
Aides					
Therapists & Counselors	6.0	6.0	7.0	7.0	8.0
Other					
TOTAL INSTRUCTIONAL	148.0	157.0	169.0	182.0	196.0

NON-INSTRUCTIONAL PERSONNEL FTE					
Nurse					
Librarian					
Custodian	20.0	21.0	24.0	25.0	25.0
Security	10.0	11.0	12.0	13.0	13.0
Other	6.0	6.0	6.0	6.0	6.0
TOTAL NON-INSTRUCTIONAL	36.0	38.0	42.0	44.0	44.0

TOTAL PERSONNEL SERVICE FTE	264.0	280.0	300.0	320.0	337.0

FAMILY LIFE ACADEMY CHARTER SCHOOL

STAFFING PLAN WAGES		Year 1	Year 2	Year 3	Year 4	Year 5
	Acad Years	2020-21	2021-22	2022-23	2023-24	2024-25
	Grades	K-8	K-8	K-8	K-8	K-8
	Enrollment	1690.00	1794.00	1950.00	2106.00	2340.00

***NOTE:** Enter the proposed average salary for each category and the anticipated yearly increase percentages in the section provided below.*

	WAGES					
ADMINISTRATIVE PERSONNEL WAGES	**Salary/Incr %**	3.00%	3.00%	3.00%	3.00%	3.00%
Executive Management	$ 195,625	$ 391,250	$ 402,987	$ 415,077	$ 427,529	$ 440,355
Instructional Management	$ 129,121	$ 1,291,210	$ 1,329,946	$ 1,369,845	$ 1,410,940	$ 1,453,268
Deans, Directors & Coordinators	$ 98,510	$ 1,280,630	$ 1,516,069	$ 1,561,551	$ 1,805,417	$ 1,859,580
CFO / Director of Finance	$ 148,701	$ 148,701	$ 153,162	$ 157,757	$ 162,490	$ 167,364
Operation / Business Manager	$ -	$ -	$ -	$ -	$ -	$ -
Administrative Staff	$ 54,446	$ 2,940,084	$ 3,191,625	$ 3,505,157	$ 3,773,650	$ 4,050,197
TOTAL ADMINISTRATIVE STAFF		$ 6,051,875	$ 6,593,789	$ 7,009,387	$ 7,580,026	$ 7,970,765
INSTRUCTIONAL PERSONNEL WAGES						
Teachers - Regular	$ 71,000	$ 4,615,000	$ 5,037,450	$ 5,614,574	$ 6,209,011	$ 7,034,281
Teachers - SPED	$ 71,000	$ 426,000	$ 438,780	$ 451,943	$ 536,502	$ 623,597
Substitute Teachers	$ -	$ -	$ -	$ -	$ -	$ -
Teaching Assistants	$ 32,000	$ 1,344,000	$ 1,480,320	$ 1,620,730	$ 1,765,351	$ 1,818,312
Specialty Teachers	$ 71,000	$ 2,059,000	$ 2,262,770	$ 2,472,653	$ 2,759,833	$ 3,055,628
Aides	$ -	$ -	$ -	$ -	$ -	$ -
Therapists & Counselors	$ 71,000	$ 426,000	$ 438,780	$ 522,943	$ 538,632	$ 625,791
Other		$ -	$ -	$ -	$ -	$ -
TOTAL INSTRUCTIONAL		$ 8,870,000	$ 9,658,100	$ 10,682,843	$ 11,809,328	$ 13,157,608
NON-INSTRUCTIONAL PERSONNEL WAGES						
Nurse	$ -	$ -	$ -	$ -	$ -	$ -
Librarian	$ -	$ -	$ -	$ -	$ -	$ -
Custodian	$ 31,827	$ 636,540	$ 687,463	$ 803,568	$ 859,502	$ 885,287
Security	$ 38,192	$ 381,924	$ 431,574	$ 482,714	$ 535,388	$ 551,449
Other	$ 84,147	$ 504,882	$ 520,028	$ 535,629	$ 551,698	$ 568,249
TOTAL NON-INSTRUCTIONAL		$ 1,523,346	$ 1,639,066	$ 1,821,911	$ 1,946,588	$ 2,004,986
TOTAL PERSONNEL SERVICE WAGES		$ 16,445,221	$ 17,890,955	$ 19,514,141	$ 21,335,942	$ 23,133,359

***NOTE:** State the assumptions that are being made for personnel FTE levels in the section provided below.*

Description of Assumptions
Network CEO COO
School Principal and Asst Principal
Directors i.e. Curriculum, HR, Development etc
NETWORK CFO
various admin staff

Classroom teachers
SPEC ED
teachers assistants
esl music etc
counselors

custodian
security
kichen staff

***NOTE:** Concisely state the assumptions that are being made for personnel wages in the section provided below.*

Description of Assumptions
3% increase yearly for individuals in the class
3% increase yearly for individuals in the class
3% increase yearly for individuals in the class
3% increase yearly for individuals in the class
3% increase yearly for individuals in the class
3% increase yearly for individuals in the class

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3% increase yearly for individuals in the class
3% increase yearly for individuals in the class

FAMILY LIFE ACADEMY CHARTER SCHOOL
PROJECTED BUDGET / OPERATING PLAN FOR PRE-OPENING P
July 1, 2019 - June 30, 2020

***NOTE:** Please enter financial data on either tab "5.) Pre-OP Cash Flow 6-Month" **OR** '*
The pre-opening budget will be for either a 6-Month Period OR a 1-Year Period as selected

Total Revenue	**75,355**
Total Expenses	**75,355**
Net Income	**-**

	START-UP PERIOD
REVENUE	
REVENUES FROM STATE SOURCES	
Grants	
Stimulus	-
DYCD (Department of Youth and Community Developmt.)	-
Other	-
Other	-
TOTAL REVENUE FROM STATE SOURCES	-
REVENUE FROM FEDERAL FUNDING	
Grants	
Charter School Program (CSP) Planning & Implementation	75,355
Other	-
Other	-
TOTAL REVENUE FROM FEDERAL SOURCES	**75,355**
LOCAL and OTHER REVENUE	
Contributions and Donations	-
Fundraising	-
Erate Reimbursement	-
Earnings on Investments	-
Interest Income	-
Food Service (Income from meals)	-
Text Book	-
OTHER	-
TOTAL REVENUE FROM LOCAL and OTHER SOURCES	**-**
TOTAL REVENUE	**75,355**

FAMILY LIFE ACADEMY CHARTER SCHOOL
PROJECTED BUDGET / OPERATING PLAN FOR PRE-OPENING P
July 1, 2019 - June 30, 2020

***NOTE:** Please enter financial data on either tab "5.) Pre-OP Cash Flow 6-Month" **OR** '*
The pre-opening budget will be for either a 6-Month Period OR a 1-Year Period as selecte

Total Revenue	**75,355**
Total Expenses	**75,355**
Net Income	**-**

	FTE No. of Positions	START-UP PERIOD
EXPENSES		
ADMINISTRATIVE STAFF PERSONNEL COSTS		
Executive Management	-	-
Instructional Management	1.00	70,000
Deans, Directors & Coordinators	-	-
CFO / Director of Finance	-	-
Operation / Business Manager	-	-
Administrative Staff	-	-
TOTAL ADMINISTRATIVE STAFF	**1.00**	70,000
INSTRUCTIONAL PERSONNEL COSTS		
Teachers - Regular	-	-
Teachers - SPED	-	-
Substitute Teachers	-	-
Teaching Assistants	-	-
Specialty Teachers	-	-
Aides	-	-
Therapists & Counselors	-	-
Other	-	-
TOTAL INSTRUCTIONAL	**-**	**-**
NON-INSTRUCTIONAL PERSONNEL COSTS		
Nurse	-	-
Librarian	-	-
Custodian	-	-
Security	-	-
Other	-	-
TOTAL NON-INSTRUCTIONAL	-	**-**
SUBTOTAL PERSONNEL SERVICE COSTS	**1.00**	**70,000**
PAYROLL TAXES AND BENEFITS		
Payroll Taxes		-
Fringe / Employee Benefits		5,355
Retirement / Pension		-
TOTAL PAYROLL TAXES AND BENEFITS		**5,355**
TOTAL PERSONNEL SERVICE COSTS	**1.00**	**75,355**
CONTRACTED SERVICES		
Accounting / Audit		-
Legal		-
Management Company Fee		-
Nurse Services		-
Food Service / School Lunch		-
Payroll Services		-
Special Ed Services		-
Titlement Services (i.e. Title I)		-
Other Purchased / Professional / Consulting		-
TOTAL CONTRACTED SERVICES		**-**

FAMILY LIFE ACADEMY CHARTER SCHOOL
PROJECTED BUDGET / OPERATING PLAN FOR PRE-OPENING P
July 1, 2019 - June 30, 2020

***NOTE:** Please enter financial data on either tab "5.) Pre-OP Cash Flow 6-Month" **OR** '*
The pre-opening budget will be for either a 6-Month Period OR a 1-Year Period as selected

Total Revenue	**75,355**
Total Expenses	**75,355**
Net Income	**-**

	START-UP PERIOD
SCHOOL OPERATIONS	
Board Expenses	-
Classroom / Teaching Supplies & Materials	-
Special Ed Supplies & Materials	-
Textbooks / Workbooks	-
Supplies & Materials other	-
Equipment / Furniture	-
Telephone	-
Technology	-
Student Testing & Assessment	-
Field Trips	-
Transportation (student)	-
Student Services - other	-
Office Expense	-
Staff Development	-
Staff Recruitment	-
Student Recruitment / Marketing	-
School Meals / Lunch	-
Travel (Staff)	-
Fundraising	-
Other	-
TOTAL SCHOOL OPERATIONS	**-**
FACILITY OPERATION & MAINTENANCE	
Insurance	-
Janitorial	-
Building and Land Rent / Lease / Facility Finance Interest	-
Repairs & Maintenance	-
Equipment / Furniture	-
Security	-
Utilities	-
TOTAL FACILITY OPERATION & MAINTENANCE	**-**
DEPRECIATION & AMORTIZATION	-
DISSOLUTION ESCROW & RESERVES / CONTIGENCY	-
TOTAL EXPENSES	**75,355**
NET INCOME	**-**

FAMILY LIFE ACADEMY CHAR
PROJECTED BUDGET / OPERATING PLAN PERIOD
July 1, 2019 - June 30,

***NOTE:** Please enter financial data on either tab "5.) Pre-OP Cash F'6) Pre-OP Cash Flow 1-Year."*
The pre-opening budget will be for either a 6-Month Period OR a 1-Yed on tab #1, School Information.

	DESCRIPTION OF ASSUMPTIONS
Total Revenue	Part of CSP grant, $550k
Total Expenses	
Net Income	
REVENUE	
REVENUES FROM STATE SOURCES	
Grants	
Stimulus	
DYCD (Department of Youth and Community Developmt.)	
Other	
Other	
TOTAL REVENUE FROM STATE SOURCES	
REVENUE FROM FEDERAL FUNDING	
Grants	
Charter School Program (CSP) Planning & Implementation	Part of CSP grant, $550k
Other	
Other	
TOTAL REVENUE FROM FEDERAL SOURCES	
LOCAL and OTHER REVENUE	
Contributions and Donations	
Fundraising	
Erate Reimbursement	
Earnings on Investments	
Interest Income	
Food Service (Income from meals)	
Text Book	
OTHER	
TOTAL REVENUE FROM LOCAL and OTHER SOURCES	
TOTAL REVENUE	

FAMILY LIFE ACADEMY CHAR
PROJECTED BUDGET / OPERATING PLAN PERIOD
July 1, 2019 - June 30,

***NOTE:** Please enter financial data on either tab "5.) Pre-OP Cash F'6) Pre-OP Cash Flow 1-Year."*
The pre-opening budget will be for either a 6-Month Period OR a 1-Yed on tab #1, School Information.

		DESCRIPTION OF ASSUMPTIONS
Total Revenue		Part of CSP grant, $550k
Total Expenses		
Net Income		

EXPENSES

	FTE No. of Positions	
ADMINISTRATIVE STAFF PERSONNEL COSTS		
Executive Management	-	
Instructional Management	1.00	Principal salary for 6 months
Deans, Directors & Coordinators	-	
CFO / Director of Finance	-	
Operation / Business Manager	-	
Administrative Staff	-	
TOTAL ADMINISTRATIVE STAFF	**1.00**	
INSTRUCTIONAL PERSONNEL COSTS		
Teachers - Regular	-	
Teachers - SPED	-	
Substitute Teachers	-	
Teaching Assistants	-	
Specialty Teachers	-	
Aides	-	
Therapists & Counselors	-	
Other	-	
TOTAL INSTRUCTIONAL	**-**	
NON-INSTRUCTIONAL PERSONNEL COSTS		
Nurse	-	
Librarian	-	
Custodian	-	
Security	-	
Other	-	
TOTAL NON-INSTRUCTIONAL	-	
SUBTOTAL PERSONNEL SERVICE COSTS	**1.00**	
PAYROLL TAXES AND BENEFITS		
Payroll Taxes		
Fringe / Employee Benefits		FICA of Personnel salary
Retirement / Pension		
TOTAL PAYROLL TAXES AND BENEFITS		
TOTAL PERSONNEL SERVICE COSTS	**1.00**	
CONTRACTED SERVICES		
Accounting / Audit		
Legal		
Management Company Fee		
Nurse Services		
Food Service / School Lunch		
Payroll Services		
Special Ed Services		
Titlement Services (i.e. Title I)		
Other Purchased / Professional / Consulting		
TOTAL CONTRACTED SERVICES		

FAMILY LIFE ACADEMY CHAR
PROJECTED BUDGET / OPERATING PLAN F€RIOD
July 1, 2019 - June 30,

***NOTE:** Please enter financial data on either tab "5.) Pre-OP Cash F'6) Pre-OP Cash Flow 1-Year."*
The pre-opening budget will be for either a 6-Month Period OR a 1-Yed on tab #1, School Information.

	DESCRIPTION OF ASSUMPTIONS
Total Revenue	Part of CSP grant, $550k
Total Expenses	
Net Income	

SCHOOL OPERATIONS	
Board Expenses	
Classroom / Teaching Supplies & Materials	
Special Ed Supplies & Materials	
Textbooks / Workbooks	
Supplies & Materials other	
Equipment / Furniture	
Telephone	
Technology	
Student Testing & Assessment	
Field Trips	
Transportation (student)	
Student Services - other	
Office Expense	
Staff Development	
Staff Recruitment	
Student Recruitment / Marketing	
School Meals / Lunch	
Travel (Staff)	
Fundraising	
Other	
TOTAL SCHOOL OPERATIONS	
FACILITY OPERATION & MAINTENANCE	
Insurance	
Janitorial	
Building and Land Rent / Lease / Facility Finance Interest	
Repairs & Maintenance	
Equipment / Furniture	
Security	
Utilities	
TOTAL FACILITY OPERATION & MAINTENANCE	
DEPRECIATION & AMORTIZATION	
DISSOLUTION ESCROW & RESERVES / CONTIGENCY	
TOTAL EXPENSES	
NET INCOME	

PRE-OPENING CASH FLOW 6-MONTH	FAMILY LIFE ACADEMY CHARTER SCHOOL						
***NOTE:** *Please enter "Description of Assumptions" on tab "4) Pre-Opening Period Budget."*	PROJECTED CASH FLOW FOR SCHOOLS PROPOSING TO OPEN IN THE YEAR FOLLOWING PROPOSAL SUBMISSION **Do NOT complete this section. Complete tab "6) Pre-OP Cash Flow 1-Yr."**						
Total Revenue	-	-	-	-	-	-	-
Total Expenses	-	-	-	-	-	-	-
Net Income	-	-	-	-	-	-	-
Cash Flow Adjustments	-	-	-	-	-	-	-
Beginning Cash Balance	-	-	-	-	-	-	-
Net Income	-	-	-	-	-	-	-

	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
REVENUE							
REVENUES FROM STATE SOURCES							
Grants							
Stimulus	-	-	-	-	-	-	-
DYCD (Department of Youth and Community Development)	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
TOTAL REVENUE FROM STATE SOURCES	-	-	-	-	-	-	-
REVENUE FROM FEDERAL FUNDING							
Grants							
Charter School Program (CSP) Planning & Implementation	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
TOTAL REVENUE FROM FEDERAL SOURCES	-	-	-	-	-	-	-
LOCAL and OTHER REVENUE							
Contributions and Donations	-	-	-	-	-	-	-
Fundraising	-	-	-	-	-	-	-
Erate Reimbursement	-	-	-	-	-	-	-
Earnings on Investments	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-
Food Service (Income from meals)	-	-	-	-	-	-	-
Text Book	-	-	-	-	-	-	-
OTHER	-	-	-	-	-	-	-
TOTAL REVENUE FROM LOCAL and OTHER SOURCES	-	-	-	-	-	-	-
TOTAL REVENUE	-	-	-	-	-	-	-

PRE-OPENING CASH FLOW 6-MONTH	FAMILY LIFE ACADEMY CHARTER SCHOOL						
***NOTE:** *Please enter "Description of Assumptions" on tab "4) Pre-Opening Period Budget."*	PROJECTED CASH FLOW FOR SCHOOLS PROPOSING TO OPEN IN THE YEAR FOLLOWING PROPOSAL SUBMISSION **Do NOT complete this section. Complete tab "6) Pre-OP Cash Flow 1-Yr."**						
Total Revenue	-	-	-	-	-	-	-
Total Expenses	-	-	-	-	-	-	-
Net Income	-	-	-	-	-	-	-
Cash Flow Adjustments	-	-	-	-	-	-	-
Beginning Cash Balance	-	-	-	-	-	-	-
Net Income	-	-	-	-	-	-	-

	FTE No. of Positions	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
EXPENSES								
ADMINISTRATIVE PERSONNEL COSTS								
Executive Management	-	-	-	-	-	-	-	-
Instructional Management	-	-	-	-	-	-	-	-
Deans, Directors & Coordinators	-	-	-	-	-	-	-	-
CFO / Director of Finance	-	-	-	-	-	-	-	-
Operation / Business Manager	-	-	-	-	-	-	-	-
Administrative Staff	-	-	-	-	-	-	-	-
TOTAL ADMINISTRATIVE STAFF	-	-	-	-	-	-	-	-
INSTRUCTIONAL PERSONNEL COSTS								
Teachers - Regular	-	-	-	-	-	-	-	-
Teachers - SPED	-	-	-	-	-	-	-	-
Substitute Teachers	-	-	-	-	-	-	-	-
Teaching Assistants	-	-	-	-	-	-	-	-
Specialty Teachers	-	-	-	-	-	-	-	-
Aides	-	-	-	-	-	-	-	-
Therapists & Counselors	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
TOTAL INSTRUCTIONAL	-	-	-	-	-	-	-	-
NON-INSTRUCTIONAL PERSONNEL COSTS								
Nurse	-	-	-	-	-	-	-	-
Librarian	-	-	-	-	-	-	-	-
Custodian	-	-	-	-	-	-	-	-
Security	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
TOTAL NON-INSTRUCTIONAL	-	-	-	-	-	-	-	-
SUBTOTAL PERSONNEL SERVICE COSTS	-	-	-	-	-	-	-	-
PAYROLL TAXES AND BENEFITS								
Payroll Taxes		-	-	-	-	-	-	-
Fringe / Employee Benefits		-	-	-	-	-	-	-
Retirement / Pension		-	-	-	-	-	-	-
TOTAL PAYROLL TAXES AND BENEFITS		-	-	-	-	-	-	-
TOTAL PERSONNEL SERVICE COSTS	-	-	-	-	-	-	-	-
CONTRACTED SERVICES								
Accounting / Audit		-	-	-	-	-	-	-
Legal		-	-	-	-	-	-	-
Management Company Fee		-	-	-	-	-	-	-
Nurse Services		-	-	-	-	-	-	-
Food Service / School Lunch		-	-	-	-	-	-	-
Payroll Services		-	-	-	-	-	-	-
Special Ed Services		-	-	-	-	-	-	-
Titlement Services (i.e. Title I)		-	-	-	-	-	-	-
Other Purchased / Professional / Consulting		-	-	-	-	-	-	-
TOTAL CONTRACTED SERVICES		-	-	-	-	-	-	-

PRE-OPENING CASH FLOW 6-MONTH	FAMILY LIFE ACADEMY CHARTER SCHOOL						
***NOTE:** *Please enter "Description of Assumptions" on tab "4) Pre-Opening Period Budget."*	PROJECTED CASH FLOW FOR SCHOOLS PROPOSING TO OPEN IN THE YEAR FOLLOWING PROPOSAL SUBMISSION **Do NOT complete this section. Complete tab "6) Pre-OP Cash Flow 1-Yr."**						
Total Revenue	-	-	-	-	-	-	-
Total Expenses	-	-	-	-	-	-	-
Net Income	-	-	-	-	-	-	-
Cash Flow Adjustments	-	-	-	-	-	-	-
Beginning Cash Balance	-	-	-	-	-	-	-
Net Income	-	-	-	-	-	-	-

	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
SCHOOL OPERATIONS							
Board Expenses	-	-	-	-	-	-	-
Classroom / Teaching Supplies & Materials	-	-	-	-	-	-	-
Special Ed Supplies & Materials	-	-	-	-	-	-	-
Textbooks / Workbooks	-	-	-	-	-	-	-
Supplies & Materials other	-	-	-	-	-	-	-
Equipment / Furniture	-	-	-	-	-	-	-
Telephone	-	-	-	-	-	-	-
Technology	-	-	-	-	-	-	-
Student Testing & Assessment	-	-	-	-	-	-	-
Field Trips	-	-	-	-	-	-	-
Transportation (student)	-	-	-	-	-	-	-
Student Services - other	-	-	-	-	-	-	-
Office Expense	-	-	-	-	-	-	-
Staff Development	-	-	-	-	-	-	-
Staff Recruitment	-	-	-	-	-	-	-
Student Recruitment / Marketing	-	-	-	-	-	-	-
School Meals / Lunch	-	-	-	-	-	-	-
Travel (Staff)	-	-	-	-	-	-	-
Fundraising	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
TOTAL SCHOOL OPERATIONS	-	-	-	-	-	-	-
FACILITY OPERATION & MAINTENANCE							
Insurance	-	-	-	-	-	-	-
Janitorial	-	-	-	-	-	-	-
Building and Land Rent / Lease / Facility Finance Interest	-	-	-	-	-	-	-
Repairs & Maintenance	-	-	-	-	-	-	-
Equipment / Furniture	-	-	-	-	-	-	-
Security	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-
TOTAL FACILITY OPERATION & MAINTENANCE	-	-	-	-	-	-	-
DEPRECIATION & AMORTIZATION	-	-	-	-	-	-	-
DISSOLUTION ESCROW & RESERVES / CONTIGENCY	-	-	-	-	-	-	-
TOTAL EXPENSES	-	-	-	-	-	-	-
NET INCOME	-	-	-	-	-	-	-

PRE-OPENING CASH FLOW 6-MONTH	FAMILY LIFE ACADEMY CHARTER SCHOOL						
***NOTE:** *Please enter "Description of Assumptions" on tab "4) Pre-Opening Period Budget."*	PROJECTED CASH FLOW FOR SCHOOLS PROPOSING TO OPEN IN THE YEAR FOLLOWING PROPOSAL SUBMISSION Do NOT complete this section. Complete tab "6) Pre-OP Cash Flow 1-Yr."						
Total Revenue	-	-	-	-	-	-	-
Total Expenses	-	-	-	-	-	-	-
Net Income	-	-	-	-	-	-	-
Cash Flow Adjustments	-	-	-	-	-	-	-
Beginning Cash Balance	-	-	-	-	-	-	-
Net Income	-	-	-	-	-	-	-

	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
CASH FLOW ADJUSTMENTS							
OPERATING ACTIVITIES							
Description (e.g. Add Back Depreciation)	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Total Operating Activities	-	-	-	-	-	-	-
INVESTMENT ACTIVITIES							
Description (e.g. Subtract Property and Equipment Expenditures)	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Total Investment Activities	-	-	-	-	-	-	-
FINANCING ACTIVITIES							
Description (e.g. Add Expected Proceeds from a Loan)	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Total Financing Activities	-	-	-	-	-	-	-
Total Cash Flow Adjustments	-	-	-	-	-	-	-
NET INCOME	-	-	-	-	-	-	-
Beginning Cash Balance	-	-	-	-	-	-	-
ENDING CASH BALANCE	-	-	-	-	-	-	-

PRE-OPENING CASH FLOW 1-YEAR	FAMILY LIFE ACADEMY CHARTER SCHOOL												
***NOTE:** *Please enter "Description of Assumptions" on tab "4) Pre-Opening Period Budget."*	PROJECTED CASH FLOW FOR SCHOOLS PROPOSING TO OPEN IN THE SECOND YEAR FOLLOWING PROPOSAL SUBMISSION July 1, 2019 - June 30, 2020												
Total Revenue	-	-	-	-	-	-	**12,559**	**12,559**	**12,559**	**12,559**	**12,559**	**12,559**	**75,355**
Total Expenses	-	-	-	-	-	-	**12,559**	**12,559**	**12,559**	**12,559**	**12,559**	**12,559**	**75,355**
Net Income	-	-	-	-	-	-	-	-	-	-	-	-	-
Cash Flow Adjustments	-	-	-	-	-	-	-	-	-	-	-	-	-
Beginning Cash Balance	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Income	-	-	-	-	-	-	-	-	-	-	-	-	-

	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
REVENUE													
REVENUES FROM STATE SOURCES													
Grants													
Stimulus	-	-	-	-	-	-	-	-	-	-	-	-	-
DYCD (Department of Youth and Community Development)	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE FROM STATE SOURCES	-	-	-	-	-	-	-	-	-	-	-	-	-
REVENUE FROM FEDERAL FUNDING													
Grants													
Charter School Program (CSP) Planning & Implementation	-	-	-	-	-	-	12,559	12,559	12,559	12,559	12,559	12,559	75,355
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE FROM FEDERAL SOURCES	-	-	-	-	-	-	12,559	12,559	12,559	12,559	12,559	12,559	75,355
LOCAL and OTHER REVENUE													
Contributions and Donations	-	-	-	-	-	-	-	-	-	-	-	-	-
Fundraising	-	-	-	-	-	-	-	-	-	-	-	-	-
Erate Reimbursement	-	-	-	-	-	-	-	-	-	-	-	-	-
Earnings on Investments	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-	-	-	-	-	-	-
Food Service (Income from meals)	-	-	-	-	-	-	-	-	-	-	-	-	-
Text Book	-	-	-	-	-	-	-	-	-	-	-	-	-
OTHER	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE FROM LOCAL and OTHER SOURCES	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	**-**	**-**	**-**	**-**	**-**	**-**	**12,559**	**12,559**	**12,559**	**12,559**	**12,559**	**12,559**	**75,355**

PRE-OPENING CASH FLOW 1-YEAR	FAMILY LIFE ACADEMY CHARTER SCHOOL												
***NOTE:** *Please enter "Description of Assumptions" on tab "4) Pre-Opening Period Budget."*	PROJECTED CASH FLOW FOR SCHOOLS PROPOSING TO OPEN IN THE SECOND YEAR FOLLOWING PROPOSAL SUBMISSION July 1, 2019 - June 30, 2020												
Total Revenue	-	-	-	-	-	-	**12,559**	**12,559**	**12,559**	**12,559**	**12,559**	**12,559**	**75,355**
Total Expenses	-	-	-	-	-	-	**12,559**	**12,559**	**12,559**	**12,559**	**12,559**	**12,559**	**75,355**
Net Income	-	-	-	-	-	-	-	-	-	-	-	-	-
Cash Flow Adjustments	-	-	-	-	-	-	-	-	-	-	-	-	-
Beginning Cash Balance	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Income	-	-	-	-	-	-	-	-	-	-	-	-	-

		JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
EXPENSES														
ADMINISTRATIVE PERSONNEL COSTS	FTE No. of Positions													
Executive Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Instructional Management	1.00	-	-	-	-	-	-	11,667	11,667	11,667	11,667	11,667	11,667	70,000
Deans, Directors & Coordinators	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CFO / Director of Finance	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Operation / Business Manager	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Administrative Staff	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL ADMINISTRATIVE STAFF	1.00	-	-	-	-	-	-	11,667	11,667	11,667	11,667	11,667	11,667	70,000
INSTRUCTIONAL PERSONNEL COSTS														
Teachers - Regular	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Teachers - SPED	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Substitute Teachers	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Teaching Assistants	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Specialty Teachers	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Aides	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Therapists & Counselors	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL INSTRUCTIONAL	-	-	-	-	-	-	-	-	-	-	-	-	-	-
NON-INSTRUCTIONAL PERSONNEL COSTS														
Nurse	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Librarian	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Custodian	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Security	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL NON-INSTRUCTIONAL	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SUBTOTAL PERSONNEL SERVICE COSTS	1.00	-	-	-	-	-	-	11,667	11,667	11,667	11,667	11,667	11,667	70,000
PAYROLL TAXES AND BENEFITS														
Payroll Taxes		-	-	-	-	-	-	-	-	-	-	-	-	-
Fringe / Employee Benefits		-	-	-	-	-	-	893	893	893	893	893	893	5,355
Retirement / Pension		-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL PAYROLL TAXES AND BENEFITS		-	-	-	-	-	-	893	893	893	893	893	893	5,355
TOTAL PERSONNEL SERVICE COSTS	1.00	-	-	-	-	-	-	12,559	12,559	12,559	12,559	12,559	12,559	75,355
CONTRACTED SERVICES														
Accounting / Audit		-	-	-	-	-	-	-	-	-	-	-	-	-
Legal		-	-	-	-	-	-	-	-	-	-	-	-	-
Management Company Fee		-	-	-	-	-	-	-	-	-	-	-	-	-
Nurse Services		-	-	-	-	-	-	-	-	-	-	-	-	-
Food Service / School Lunch		-	-	-	-	-	-	-	-	-	-	-	-	-
Payroll Services		-	-	-	-	-	-	-	-	-	-	-	-	-
Special Ed Services		-	-	-	-	-	-	-	-	-	-	-	-	-
Titlement Services (i.e. Title I)		-	-	-	-	-	-	-	-	-	-	-	-	-
Other Purchased / Professional / Consulting		-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL CONTRACTED SERVICES		-	-	-	-	-	-	-	-	-	-	-	-	-

PRE-OPENING CASH FLOW 1-YEAR	FAMILY LIFE ACADEMY CHARTER SCHOOL												
***NOTE:** *Please enter "Description of Assumptions" on tab "4) Pre-Opening Period Budget."*	PROJECTED CASH FLOW FOR SCHOOLS PROPOSING TO OPEN IN THE SECOND YEAR FOLLOWING PROPOSAL SUBMISSION July 1, 2019 - June 30, 2020												
Total Revenue	-	-	-	-	-	-	12,559	12,559	12,559	12,559	12,559	12,559	75,355
Total Expenses	-	-	-	-	-	-	12,559	12,559	12,559	12,559	12,559	12,559	75,355
Net Income	-	-	-	-	-	-	-	-	-	-	-	-	-
Cash Flow Adjustments	-	-	-	-	-	-	-	-	-	-	-	-	-
Beginning Cash Balance	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Income	-	-	-	-	-	-	-	-	-	-	-	-	-

	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
SCHOOL OPERATIONS													
Board Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-
Classroom / Teaching Supplies & Materials	-	-	-	-	-	-	-	-	-	-	-	-	-
Special Ed Supplies & Materials	-	-	-	-	-	-	-	-	-	-	-	-	-
Textbooks / Workbooks	-	-	-	-	-	-	-	-	-	-	-	-	-
Supplies & Materials other	-	-	-	-	-	-	-	-	-	-	-	-	-
Equipment / Furniture	-	-	-	-	-	-	-	-	-	-	-	-	-
Telephone	-	-	-	-	-	-	-	-	-	-	-	-	-
Technology	-	-	-	-	-	-	-	-	-	-	-	-	-
Student Testing & Assessment	-	-	-	-	-	-	-	-	-	-	-	-	-
Field Trips	-	-	-	-	-	-	-	-	-	-	-	-	-
Transportation (student)	-	-	-	-	-	-	-	-	-	-	-	-	-
Student Services - other	-	-	-	-	-	-	-	-	-	-	-	-	-
Office Expense	-	-	-	-	-	-	-	-	-	-	-	-	-
Staff Development	-	-	-	-	-	-	-	-	-	-	-	-	-
Staff Recruitment	-	-	-	-	-	-	-	-	-	-	-	-	-
Student Recruitment / Marketing	-	-	-	-	-	-	-	-	-	-	-	-	-
School Meals / Lunch	-	-	-	-	-	-	-	-	-	-	-	-	-
Travel (Staff)	-	-	-	-	-	-	-	-	-	-	-	-	-
Fundraising	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL SCHOOL OPERATIONS	-	-	-	-	-	-	-	-	-	-	-	-	-
FACILITY OPERATION & MAINTENANCE													
Insurance	-	-	-	-	-	-	-	-	-	-	-		-
Janitorial	-	-	-	-	-	-	-	-	-	-	-	-	-
Building and Land Rent / Lease / Facility Finance Interest	-	-	-	-	-	-	-	-	-	-	-	-	-
Repairs & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-
Equipment / Furniture	-	-	-	-	-	-	-	-	-	-	-	-	-
Security	-	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL FACILITY OPERATION & MAINTENANCE	-	-	-	-	-	-	-	-	-	-	-	-	-
DEPRECIATION & AMORTIZATION	-	-	-	-	-	-	-	-	-	-	-	-	-
DISSOLUTION ESCROW & RESERVES / CONTIGENCY	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES	-	-	-	-	-	-	12,559	12,559	12,559	12,559	12,559	12,559	75,355
NET INCOME	-	-	-	-	-	-	-	-	-	-	-	-	-

PRE-OPENING CASH FLOW 1-YEAR	FAMILY LIFE ACADEMY CHARTER SCHOOL												
***NOTE:** *Please enter "Description of Assumptions" on tab "4) Pre-Opening Period Budget."*	PROJECTED CASH FLOW FOR SCHOOLS PROPOSING TO OPEN IN THE SECOND YEAR FOLLOWING PROPOSAL SUBMISSION July 1, 2019 - June 30, 2020												
Total Revenue	-	-	-	-	-	-	**12,559**	**12,559**	**12,559**	**12,559**	**12,559**	**12,559**	**75,355**
Total Expenses	-	-	-	-	-	-	**12,559**	**12,559**	**12,559**	**12,559**	**12,559**	**12,559**	**75,355**
Net Income	-	-	-	-	-	-	-	-	-	-	-	-	-
Cash Flow Adjustments	-	-	-	-	-	-	-	-	-	-	-	-	-
Beginning Cash Balance	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Income	-	-	-	-	-	-	-	-	-	-	-	-	-

	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
CASH FLOW ADJUSTMENTS													
OPERATING ACTIVITIES													
Description (e.g. Add Back Depreciation)	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Activities	-	-	-	-	-	-	-	-	-	-	-	-	-
INVESTMENT ACTIVITIES													
Description (e.g. Subtract Property and Equipment Expenditures)	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Investment Activities	-	-	-	-	-	-	-	-	-	-	-	-	-
FINANCING ACTIVITIES													
Description (e.g. Add Expected Proceeds from a Loan)	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash Flow Adjustments	-	-	-	-	-	-	-	-	-	-	-	-	-
NET INCOME	-	-	-	-	-	-	-	-	-	-	-	-	-
Beginning Cash Balance	-	-	-	-	-	-	-	-	-	-	-	-	-
ENDING CASH BALANCE	-	-	-	-	-	-	-	-	-	-	-	-	-

YEAR 1 BUDGET AND ASSUMPTION		FAMILY LIFE ACADEMY CHARTER SCHOOL PROJECTED BUDGET / OPERATING PLAN FOR YEAR ONE JULY 1, 2020 - JUNE 30, 2021						DESCRIPTION OF ASSUMPTIONS *NOTE: State assumptions that are being made for the 1-Year Budget in the section provided below.*
Total Revenue		**34,383,302**	**1,303,244**	**-**	**212,500**	**31,057**	**35,930,103**	
Total Expenses		**26,314,837**	**2,057,160**	**-**	**137,405**	**5,431,175**	**33,940,577**	
Net Income		**8,068,465**	**(753,916)**	**-**	**75,095**	**(5,400,118)**	**1,989,525**	
Budgeted Student Enrollment		**1,690**	**-**				**1,690**	
		PROGRAM SERVICES			**SUPPORT SERVICES**			
		REGULAR EDUCATION	**SPECIAL EDUCATION**	**OTHER**	**FUNDRAISING**	**MANAGEMENT & GENERAL**	**TOTAL**	
REVENUE								
REVENUES FROM STATE SOURCES								
Per Pupil Revenue	Basic Tuition (2018-19)							
PRIMARY School District: NYC CHANCELLOR'S OFFICE	15,307	26,386,207					26,386,207	
Other District 1:	-	-					-	
Other District 2:	-	-					-	
Other District 3:	-	-					-	
Other District 4:	-	-					-	
Other District 5:	-	-					-	
Other District 6:	-	-					-	
Other District 7:	-	-					-	
Other District 8:	-	-					-	
Other District 9:	-	-					-	
Other District 10:	-	-					-	
Other District 11:	-	-					-	
Other District 12:	-	-					-	
Other District 13:	-	-					-	
Other District 14:	-	-					-	
Other School Districts' Revenue: (Weighted Avg.)	-	-					-	
TOTAL Per Pupil Revenue (Weighted Avg.)	15,307	26,386,207					26,386,207	
Special Education Revenue			1,113,469				1,113,469	
Grants								
Stimulus		-	-	-	-	-	-	
DYCD (Department of Youth and Community Development)		-	-	-	-	-	-	
Other		4,722,917	-	-	-	-	4,722,917	Rental assistance at 30% of Per Pupil
Other		450,231	-	-	-	-	450,231	Senate Aid
TOTAL REVENUE FROM STATE SOURCES		31,559,355	1,113,469	-	-	-	32,672,824	
REVENUE FROM FEDERAL FUNDING								
IDEA Special Needs		-	100,685	-			100,685	IDEA
Title I		1,136,657	69,970	-			1,206,627	title 1
Title Funding - Other		182,590	11,240	-			193,830	Title II and Title III
School Food Service (Free Lunch)		1,098,583	-	-			1,098,583	student meal reimbursement
Grants								
Charter School Program (CSP) Planning & Implementation		190,800	-	-	-	-	190,800	2nd year of CSP grant to cover CAPEX
Other		-	-	-	-	-	-	
Other		-	-	-	-	-	-	
TOTAL REVENUE FROM FEDERAL SOURCES		2,608,630	181,895	-	-	-	2,790,525	
LOCAL and OTHER REVENUE								
Contributions and Donations		-	-	-	212,500	-	212,500	Donations and contributions
Fundraising		-	-	-	-	-	-	
Erate Reimbursement		87,315	-	-	-	-	87,315	ERATE
Earnings on Investments		-	-	-	-	-	-	
Interest Income		-	-	-	-	31,057	31,057	Interest income
Food Service (Income from meals)		-	-	-	-	-	-	
Text Book		128,002	7,880	-	-	-	135,882	NYSTL
OTHER		-	-	-	-	-	-	
TOTAL REVENUE FROM LOCAL and OTHER SOURCES		215,317	7,880	-	212,500	31,057	466,754	
TOTAL REVENUE		**34,383,302**	**1,303,244**	**-**	**212,500**	**31,057**	**35,930,103**	

YEAR 1 BUDGET AND ASSUMPTION		FAMILY LIFE ACADEMY CHARTER SCHOOL PROJECTED BUDGET / OPERATING PLAN FOR YEAR ONE JULY 1, 2020 - JUNE 30, 2021						DESCRIPTION OF ASSUMPTIONS *NOTE: State assumptions that are being made for the 1-Year Budget in the section provided below.*
Total Revenue		**34,383,302**	**1,303,244**	**-**	**212,500**	**31,057**	**35,930,103**	
Total Expenses		**26,314,837**	**2,057,160**	**-**	**137,405**	**5,431,175**	**33,940,577**	
Net Income		**8,068,465**	**(753,916)**	**-**	**75,095**	**(5,400,118)**	**1,989,525**	
Budgeted Student Enrollment		**1,690**	**-**				**1,690**	
		PROGRAM SERVICES			**SUPPORT SERVICES**			
		REGULAR EDUCATION	**SPECIAL EDUCATION**	**OTHER**	**FUNDRAISING**	**MANAGEMENT & GENERAL**	**TOTAL**	
EXPENSES								
ADMINISTRATIVE STAFF PERSONNEL COSTS	FTE No. of Positions							
Executive Management	2.00	359,793	11,894	-	-	19,562	391,250	sharing Network staff
Instructional Management	10.00	1,187,397	39,253	-	-	64,561	1,291,210	
Deans, Directors & Coordinators	13.00	1,016,569	62,578	-	109,813	91,670	1,280,630	sharing Network staff
CFO / Director of Finance	1.00	-	-	-	-	148,701	148,701	sharing Network staff
Operation / Business Manager	-	-	-	-	-		-	
Administrative Staff	54.00	1,992,201	65,858	-	-	882,025	2,940,084	Includes portion of Network staff exp
TOTAL ADMINISTRATIVE STAFF	80.00	4,555,959	179,583	-	109,813	1,206,519	6,051,875	
INSTRUCTIONAL PERSONNEL COSTS								
Teachers - Regular	65.00	4,467,320	147,680	-	-	-	4,615,000	
Teachers - SPED	6.00	-	426,000	-	-	-	426,000	
Substitute Teachers	-	-	-	-	-	-	-	
Teaching Assistants	42.00	1,300,992	43,008	-	-	-	1,344,000	
Specialty Teachers	29.00	1,993,112	65,888	-	-	-	2,059,000	
Aides	-	-	-	-	-	-	-	
Therapists & Counselors	6.00	412,368	13,632	-	-	-	426,000	
Other	-	-	-	-	-	-	-	
TOTAL INSTRUCTIONAL	148.00	8,173,792	696,208	-	-	-	8,870,000	
NON-INSTRUCTIONAL PERSONNEL COSTS								
Nurse	-	-	-	-	-	-	-	
Librarian	-	-	-	-	-	-	-	
Custodian	20.00	-	-	-	-	636,540	636,540	
Security	10.00	-	-	-	-	381,924	381,924	
Other	6.00	488,726	16,156	-	-	-	504,882	kitchen staff
TOTAL NON-INSTRUCTIONAL	36.00	488,726	16,156	-	-	1,018,464	1,523,346	
SUBTOTAL PERSONNEL SERVICE COSTS	264.00	13,218,477.22	891,947	-	109,813	2,224,983	16,445,221	
PAYROLL TAXES AND BENEFITS								
Payroll Taxes		1,011,214	68,234	-	8,401	170,211	1,258,059	
Fringe / Employee Benefits		1,791,509	176,952		14,545	295,105	2,278,111	
Retirement / Pension		245,548	24,253		1,994	40,448	312,242	
TOTAL PAYROLL TAXES AND BENEFITS		3,048,270	269,439	-	24,939	505,764	3,848,412	
TOTAL PERSONNEL SERVICE COSTS	264.00	16,266,747	1,161,386	-	134,752	2,730,747	20,293,633	
CONTRACTED SERVICES								
Accounting / Audit						54,106	54,106	sharing Network cost
Legal						32,782	32,782	sharing Network cost
Management Company Fee						-	-	
Nurse Services		-	-				-	
Food Service / School Lunch		1,050,340	77,614				1,127,954	Student food
Payroll Services						91,234	91,234	payroll
Special Ed Services			-				-	
Titlement Services (i.e. Title I)		-	-				-	
Other Purchased / Professional / Consulting		-	-	-	-	173,199	173,199	
TOTAL CONTRACTED SERVICES		1,050,340	77,614	-	-	351,321	1,479,275	

YEAR 1 BUDGET AND ASSUMPTION	FAMILY LIFE ACADEMY CHARTER SCHOOL PROJECTED BUDGET / OPERATING PLAN FOR YEAR ONE JULY 1, 2020 - JUNE 30, 2021						DESCRIPTION OF ASSUMPTIONS *NOTE: State assumptions that are being made for the 1-Year Budget in the section provided below.*
Total Revenue	**34,383,302**	**1,303,244**	**-**	**212,500**	**31,057**	**35,930,103**	
Total Expenses	**26,314,837**	**2,057,160**	**-**	**137,405**	**5,431,175**	**33,940,577**	
Net Income	**8,068,465**	**(753,916)**	**-**	**75,095**	**(5,400,118)**	**1,989,525**	
Budgeted Student Enrollment	**1,690**	**-**				**1,690**	
	PROGRAM SERVICES			**SUPPORT SERVICES**			
	REGULAR EDUCATION	**SPECIAL EDUCATION**	**OTHER**	**FUNDRAISING**	**MANAGEMENT & GENERAL**	**TOTAL**	
SCHOOL OPERATIONS							
Board Expenses					3,849	3,849	sharing Network cost
Classroom / Teaching Supplies & Materials	351,850	21,659				373,509	
Special Ed Supplies & Materials	-	-				-	
Textbooks / Workbooks	549,179	33,806				582,985	
Supplies & Materials other	-	-				-	
Equipment / Furniture	23,334	1,436				24,770	
Telephone					162,509	162,509	
Technology					231,731	231,731	
Student Testing & Assessment	226,078	13,917				239,995	
Field Trips	15,466	952				16,418	
Transportation (student)	-	-				-	
Student Services - other	64,466	3,968				68,434	
Office Expense					330,215	330,215	
Staff Development					294,760	294,760	
Staff Recruitment					21,218	21,218	sharing Network cost
Student Recruitment / Marketing	53,245	3,278				56,523	
School Meals / Lunch	263,909	3,288				267,197	
Travel (Staff)					17,084	17,084	
Fundraising				2,653		2,653	sharing Network cost
Other					-	-	
TOTAL SCHOOL OPERATIONS	1,547,526	82,305	-	2,653	1,061,366	2,693,850	
FACILITY OPERATION & MAINTENANCE							
Insurance	235,920	23,280		-	40,800	300,000	all insurance
Janitorial	327,300	32,328		-	56,572	416,200	sharing space with FLACS 2 school
Building and Land Rent / Lease / Facility Finance Interest	5,322,338	525,701		-	919,928	6,767,967	sharing space with FLACS 2 school; includes def. rent liabilities
Repairs & Maintenance	274,232	27,087		-	47,399	348,718	sharing space with FLACS 2 school
Equipment / Furniture	-	-		-	-	-	
Security	-	-		-	-	-	
Utilities	344,176	33,995		-	59,488	437,660	sharing space with FLACS 2 school
TOTAL FACILITY OPERATION & MAINTENANCE	6,503,967	642,391	-	-	1,124,187	8,270,545	
DEPRECIATION & AMORTIZATION	946,256	93,464	-	-	163,554	1,203,274	annual depreciation exp of computers/equipment/furniture
DISSOLUTION ESCROW & RESERVES / CONTIGENCY	-	-	-	-	-	-	
TOTAL EXPENSES	**26,314,837**	**2,057,160**	**-**	**137,405**	**5,431,175**	**33,940,577**	
NET INCOME	**8,068,465**	**(753,916)**	**-**	**75,095**	**(5,400,118)**	**1,989,525**	

YEAR 1 BUDGET AND ASSUMPTION	FAMILY LIFE ACADEMY CHARTER SCHOOL PROJECTED BUDGET / OPERATING PLAN FOR YEAR ONE JULY 1, 2020 - JUNE 30, 2021						DESCRIPTION OF ASSUMPTIONS *NOTE: State assumptions that are being made for the 1-Year Budget in the section provided below.*
Total Revenue	**34,383,302**	**1,303,244**	**-**	**212,500**	**31,057**	**35,930,103**	
Total Expenses	**26,314,837**	**2,057,160**	**-**	**137,405**	**5,431,175**	**33,940,577**	
Net Income	**8,068,465**	**(753,916)**	**-**	**75,095**	**(5,400,118)**	**1,989,525**	
Budgeted Student Enrollment	**1,690**	**-**				**1,690**	
	PROGRAM SERVICES			**SUPPORT SERVICES**			
	REGULAR EDUCATION	**SPECIAL EDUCATION**	**OTHER**	**FUNDRAISING**	**MANAGEMENT & GENERAL**	**TOTAL**	
ENROLLMENT - *School Districts Are Linked To Above Entries*							
PRIMARY School District: NYC CHANCELLOR'S OFFICE	1,690					1,690	k-1 graders; 26 students/class, 6 classes
Other District 1:	-					-	
Other District 2:	-					-	
Other District 3:	-					-	
Other District 4:	-					-	
Other District 5:	-					-	
Other District 6:	-					-	
Other District 7:	-					-	
Other District 8:	-					-	
Other District 9:	-					-	
Other District 10:	-					-	
Other District 11:	-					-	
Other District 12:	-					-	
Other District 13:	-					-	
Other District 14:	-					-	
All Other School Districts	-					-	
TOTAL ENROLLMENT	**1,690**					**1,690**	
REVENUE PER PUPIL	**20,345**					**21,260**	
EXPENSES PER PUPIL	**15,571**					**20,083**	

YEAR 1 CASH FLOW
(FIRST YEAR OF CHARTER)

FAMILY LIFE ACADEMY CHARTER SCHOOL
PROJECTED CASH FLOW FOR YEAR ONE OF OPERATIONS
JULY 1, 2020 - JUNE 30, 2021

Total Revenue	**2,827,269**	**2,770,029**	**2,962,693**	**2,981,773**	**2,962,693**	**2,962,693**	**2,962,693**	**2,962,693**	**3,199,260**	**2,962,693**	**2,962,693**	**3,412,924**	**35,930,103**
Total Expenses	**1,982,417**	**2,403,795**	**2,962,483**	**2,587,124**	**2,990,330**	**2,888,793**	**2,590,557**	**2,558,849**	**2,905,764**	**3,010,707**	**2,575,819**	**4,483,937**	**33,940,577**
Net Income	**844,851**	**366,233**	**209**	**394,649**	**(27,638)**	**73,899**	**372,135**	**403,844**	**293,496**	**(48,015)**	**386,873**	**########**	**1,989,525**
Cash Flow Adjustments	**(197,751)**	**(88,569)**	**376,024**	**(33,977)**	**75,205**	**376,024**	**75,205**	**75,205**	**376,024**	**75,205**	**75,205**	**376,024**	**1,559,823**
Beginning Cash Balance	**-**	**647,100**	**924,765**	**1,300,998**	**1,661,669**	**1,709,236**	**2,159,159**	**2,606,500**	**3,085,549**	**3,755,069**	**3,782,259**	**4,244,338**	**-**
Ending Cash Balance	**647,100**	**924,765**	**1,300,998**	**1,661,669**	**1,709,236**	**2,159,159**	**2,606,500**	**3,085,549**	**3,755,069**	**3,782,259**	**4,244,338**	**3,549,348**	**3,549,348**

			JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
REVENUE															
REVENUES FROM STATE SOURCES															
Per Pupil Revenue		Basic Tuition (2018-19)													
PRIMARY School District:	NYC CHANCELLOR'S OFFICE	15,307	#########	#########	#########	#########	#########	#########	#########	#########	#########	#########	#########	#########	26,386,207
Other District 1:		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other District 2:		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other District 3:		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other District 4:		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other District 5:		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other District 6:		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other District 7:		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other District 8:		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other District 9:		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other District 10:		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other District 11:		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other District 12:		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other District 13:		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other District 14:		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other School Districts' Revenue:	(Weighted Avg.)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL Per Pupil Revenue	(Weighted Avg.)	15,307	2,198,851	2,198,851	2,198,851	2,198,851	2,198,851	2,198,851	2,198,851	2,198,851	2,198,851	2,198,851	2,198,851	2,198,851	26,386,207
Special Education Revenue			92,789	92,789	92,789	92,789	92,789	92,789	92,789	92,789	92,789	92,789	92,789	92,789	1,113,469
Grants															
Stimulus			-	-	-	-	-	-	-	-	-	-	-	-	-
DYCD (Department of Youth and Community Developmt.)			-	-	-	-	-	-	-	-	-	-	-	-	-
Other			393,576	393,576	393,576	393,576	393,576	393,576	393,576	393,576	393,576	393,576	393,576	393,576	4,722,917
Other			-	-	-	-	-	-	-	-	-	-	-	450,231	450,231
TOTAL REVENUE FROM STATE SOURCES			2,685,216	2,685,216	2,685,216	2,685,216	2,685,216	2,685,216	2,685,216	2,685,216	2,685,216	2,685,216	2,685,216	3,135,447	32,672,824
REVENUE FROM FEDERAL FUNDING															
IDEA Special Needs			-	-	-	-	-	-	-	-	100,685	-	-	-	100,685
Title I					120,663	120,663	120,663	120,663	120,663	120,663	120,663	120,663	120,663	120,663	1,206,627
Title Funding - Other					19,383	19,383	19,383	19,383	19,383	19,383	19,383	19,383	19,383	19,383	193,830
School Food Service (Free Lunch)					109,858	109,858	109,858	109,858	109,858	109,858	109,858	109,858	109,858	109,858	1,098,583
Grants															
Charter School Program (CSP) Planning & Implementation			114,480	57,240	-	19,080									190,800
Other			-	-	-	-	-	-	-	-	-	-	-	-	-
Other			-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE FROM FEDERAL SOURCES			114,480	57,240	249,904	268,984	249,904	249,904	249,904	249,904	350,589	249,904	249,904	249,904	2,790,525
LOCAL and OTHER REVENUE															
Contributions and Donations			17,708	17,708	17,708	17,708	17,708	17,708	17,708	17,708	17,708	17,708	17,708	17,708	212,500
Fundraising			-	-	-	-	-	-	-	-	-	-	-	-	-
Erate Reimbursement			7,276	7,276	7,276	7,276	7,276	7,276	7,276	7,276	7,276	7,276	7,276	7,276	87,315
Earnings on Investments			-	-	-	-	-	-	-	-	-	-	-	-	-
Interest Income			2,588	2,588	2,588	2,588	2,588	2,588	2,588	2,588	2,588	2,588	2,588	2,588	31,057
Food Service (Income from meals)			-	-	-	-	-	-	-	-	-	-	-	-	-
Text Book			-	-	-	-	-	-	-	-	135,882	-	-	-	135,882
OTHER			-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE FROM LOCAL and OTHER SOURCES			27,573	27,573	27,573	27,573	27,573	27,573	27,573	27,573	163,455	27,573	27,573	27,573	466,754
TOTAL REVENUE			**2,827,269**	**2,770,029**	**2,962,693**	**2,981,773**	**2,962,693**	**2,962,693**	**2,962,693**	**2,962,693**	**3,199,260**	**2,962,693**	**2,962,693**	**3,412,924**	**35,930,103**

*** Totals (Column U) for all lines above Cash Flow Adjustments should equal the Totals (Column N) on tab "7) Year 1 Budget & Assumptions."**

YEAR 1 CASH FLOW *(FIRST YEAR OF CHARTER)*		FAMILY LIFE ACADEMY CHARTER SCHOOL PROJECTED CASH FLOW FOR YEAR ONE OF OPERATIONS JULY 1, 2020 - JUNE 30, 2021												
Total Revenue		**2,827,269**	**2,770,029**	**2,962,693**	**2,981,773**	**2,962,693**	**2,962,693**	**2,962,693**	**2,962,693**	**3,199,260**	**2,962,693**	**2,962,693**	**3,412,924**	**35,930,103**
Total Expenses		**1,982,417**	**2,403,795**	**2,962,483**	**2,587,124**	**2,990,330**	**2,888,793**	**2,590,557**	**2,558,849**	**2,905,764**	**3,010,707**	**2,575,819**	**4,483,937**	**33,940,577**
Net Income		**844,851**	**366,233**	**209**	**394,649**	**(27,638)**	**73,899**	**372,135**	**403,844**	**293,496**	**(48,015)**	**386,873**	**########**	**1,989,525**
Cash Flow Adjustments		**(197,751)**	**(88,569)**	**376,024**	**(33,977)**	**75,205**	**376,024**	**75,205**	**75,205**	**376,024**	**75,205**	**75,205**	**376,024**	**1,559,823**
Beginning Cash Balance		**-**	**647,100**	**924,765**	**1,300,998**	**1,661,669**	**1,709,236**	**2,159,159**	**2,606,500**	**3,085,549**	**3,755,069**	**3,782,259**	**4,244,338**	**-**
Ending Cash Balance		**647,100**	**924,765**	**1,300,998**	**1,661,669**	**1,709,236**	**2,159,159**	**2,606,500**	**3,085,549**	**3,755,069**	**3,782,259**	**4,244,338**	**3,549,348**	**3,549,348**
		JUL	**AUG**	**SEP**	**OCT**	**NOV**	**DEC**	**JAN**	**FEB**	**MAR**	**APR**	**MAY**	**JUN**	**TOTAL**
EXPENSES														
ADMINISTRATIVE STAFF PERSONNEL COSTS	No. of Positions													
Executive Management	2.00	32,604	32,604	32,604	32,604	32,604	32,604	32,604	32,604	32,604	32,604	32,604	32,604	391,250
Instructional Management	10.00	107,601	107,601	107,601	107,601	107,601	107,601	107,601	107,601	107,601	107,601	107,601	107,601	1,291,210
Deans, Directors & Coordinators	13.00	106,719	106,719	106,719	106,719	106,719	106,719	106,719	106,719	106,719	106,719	106,719	106,719	1,280,630
CFO / Director of Finance	1.00	12,392	12,392	12,392	12,392	12,392	12,392	12,392	12,392	12,392	12,392	12,392	12,392	148,701
Operation / Business Manager	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Administrative Staff	54.00	245,007	245,007	245,007	245,007	245,007	245,007	245,007	245,007	245,007	245,007	245,007	245,007	2,940,084
TOTAL ADMINISTRATIVE STAFF	80.00	504,323	504,323	504,323	504,323	504,323	504,323	504,323	504,323	504,323	504,323	504,323	504,323	6,051,875
INSTRUCTIONAL PERSONNEL COSTS														
Teachers - Regular	65.00		177,500	355,000	355,000	532,500	355,000	355,000	355,000	355,000	532,500	355,000	887,500	4,615,000
Teachers - SPED	6.00		16,385	32,769	32,769	49,154	32,769	32,769	32,769	32,769	49,154	32,769	81,923	426,000
Substitute Teachers	-		-	-	-	-	-	-	-	-	-	-	-	-
Teaching Assistants	42.00		51,692	103,385	103,385	155,077	103,385	103,385	103,385	103,385	155,077	103,385	258,462	1,344,000
Specialty Teachers	29.00		79,192	158,385	158,385	237,577	158,385	158,385	158,385	158,385	237,577	158,385	395,962	2,059,000
Aides	-		-	-	-	-	-	-	-	-	-	-	-	-
Therapists & Counselors	6.00		16,385	32,769	32,769	49,154	32,769	32,769	32,769	32,769	49,154	32,769	81,923	426,000
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL INSTRUCTIONAL	148.00	-	341,154	682,308	682,308	1,023,462	682,308	682,308	682,308	682,308	1,023,462	682,308	1,705,769	8,870,000
NON-INSTRUCTIONAL PERSONNEL COSTS														
Nurse	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Librarian	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Custodian	20.00	53,045	53,045	53,045	53,045	53,045	53,045	53,045	53,045	53,045	53,045	53,045	53,045	636,540
Security	10.00	31,827	31,827	31,827	31,827	31,827	31,827	31,827	31,827	31,827	31,827	31,827	31,827	381,924
Other	6.00	42,074	42,074	42,074	42,074	42,074	42,074	42,074	42,074	42,074	42,074	42,074	42,074	504,882
TOTAL NON-INSTRUCTIONAL	36.00	126,946	126,946	126,946	126,946	126,946	126,946	126,946	126,946	126,946	126,946	126,946	126,946	1,523,346
SUBTOTAL PERSONNEL SERVICE COSTS	264.00	631,268	972,422	1,313,576	1,313,576	1,654,730	1,313,576	1,313,576	1,313,576	1,313,576	1,654,730	1,313,576	2,337,038	16,445,221
PAYROLL TAXES AND BENEFITS														
Payroll Taxes		48,292	74,390	100,489	100,489	126,587	100,489	100,489	100,489	100,489	126,587	100,489	178,783	1,258,059
Fringe / Employee Benefits		87,448	134,707	181,966	181,966	229,225	181,966	181,966	181,966	181,966	229,225	181,966	323,743	2,278,111
Retirement / Pension		-	-	-	-	-	-	-	-	-	-	-	312,242	312,242
TOTAL PAYROLL TAXES AND BENEFITS		135,740	209,097	282,455	282,455	355,812	282,455	282,455	282,455	282,455	355,812	282,455	814,769	3,848,412
TOTAL PERSONNEL SERVICE COSTS	264.00	767,008	1,181,519	1,596,031	1,596,031	2,010,542	1,596,031	1,596,031	1,596,031	1,596,031	2,010,542	1,596,031	3,151,806	20,293,633
CONTRACTED SERVICES														
Accounting / Audit		-	-	-	-	-	-	-	-	-	-	-	54,106	54,106
Legal		-	-	8,196	-	-	8,196	-	-	8,196	-	-	8,196	32,782
Management Company Fee		-	-	-	-	-	-	-	-	-	-	-	-	-
Nurse Services		-	-	-	-	-	-	-	-	-	-	-	-	-
Food Service / School Lunch				112,795	112,795	112,795	112,795	112,795	112,795	112,795	112,795	112,795	112,795	1,127,954
Payroll Services		7,603	7,603	7,603	7,603	7,603	7,603	7,603	7,603	7,603	7,603	7,603	7,603	91,234
Special Ed Services		-	-	-	-	-	-	-	-	-	-	-	-	-
Titlement Services (i.e. Title I)		-	-	-	-	-	-	-	-	-	-	-	-	-
Other Purchased / Professional / Consulting		14,433	14,433	14,433	14,433	14,433	14,433	14,433	14,433	14,433	14,433	14,433	14,433	173,199
TOTAL CONTRACTED SERVICES		22,036	22,036	143,027	134,831	134,831	143,027	134,831	134,831	143,027	134,831	134,831	197,133	1,479,275

YEAR 1 CASH FLOW *(FIRST YEAR OF CHARTER)*	FAMILY LIFE ACADEMY CHARTER SCHOOL PROJECTED CASH FLOW FOR YEAR ONE OF OPERATIONS JULY 1, 2020 - JUNE 30, 2021												
Total Revenue	**2,827,269**	**2,770,029**	**2,962,693**	**2,981,773**	**2,962,693**	**2,962,693**	**2,962,693**	**2,962,693**	**3,199,260**	**2,962,693**	**2,962,693**	**3,412,924**	**35,930,103**
Total Expenses	**1,982,417**	**2,403,795**	**2,962,483**	**2,587,124**	**2,990,330**	**2,888,793**	**2,590,557**	**2,558,849**	**2,905,764**	**3,010,707**	**2,575,819**	**4,483,937**	**33,940,577**
Net Income	**844,851**	**366,233**	**209**	**394,649**	**(27,638)**	**73,899**	**372,135**	**403,844**	**293,496**	**(48,015)**	**386,873**	**########**	**1,989,525**
Cash Flow Adjustments	**(197,751)**	**(88,569)**	**376,024**	**(33,977)**	**75,205**	**376,024**	**75,205**	**75,205**	**376,024**	**75,205**	**75,205**	**376,024**	**1,559,823**
Beginning Cash Balance	-	**647,100**	**924,765**	**1,300,998**	**1,661,669**	**1,709,236**	**2,159,159**	**2,606,500**	**3,085,549**	**3,755,069**	**3,782,259**	**4,244,338**	-
Ending Cash Balance	**647,100**	**924,765**	**1,300,998**	**1,661,669**	**1,709,236**	**2,159,159**	**2,606,500**	**3,085,549**	**3,755,069**	**3,782,259**	**4,244,338**	**3,549,348**	**3,549,348**

	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
SCHOOL OPERATIONS													
Board Expenses	321	321	321	321	321	321	321	321	321	321	321	321	3,849
Classroom / Teaching Supplies & Materials	112,053	112,053	14,940	14,940	14,940	14,940	14,940	14,940	14,940	14,940	14,940	14,940	373,509
Special Ed Supplies & Materials	-	-	-	-	-	-	-	-	-	-	-	-	-
Textbooks / Workbooks	174,896	174,896	23,319	23,319	23,319	23,319	23,319	23,319	23,319	23,319	23,319	23,319	582,985
Supplies & Materials other	-	-	-	-	-	-	-	-	-	-	-	-	-
Equipment / Furniture			6,193			6,193			6,193			6,193	24,770
Telephone	13,542	13,542	13,542	13,542	13,542	13,542	13,542	13,542	13,542	13,542	13,542	13,542	162,509
Technology	19,311	19,311	19,311	19,311	19,311	19,311	19,311	19,311	19,311	19,311	19,311	19,311	231,731
Student Testing & Assessment			24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	239,995
Field Trips				3,284	3,284		3,284		3,284		3,284	-	16,418
Transportation (student)				-	-		-		-		-	-	-
Student Services - other				13,687	13,687		13,687		13,687		13,687	-	68,434
Office Expense	99,065	99,065	13,209	13,209	13,209	13,209	13,209	13,209	13,209	13,209	13,209	13,209	330,215
Staff Development	58,952	88,428	88,428			14,738	14,738		14,738	14,738		-	294,760
Staff Recruitment	1,768	1,768	1,768	1,768	1,768	1,768	1,768	1,768	1,768	1,768	1,768	1,768	21,218
Student Recruitment / Marketing	22,609			11,305						22,609		-	56,523
School Meals / Lunch	-	-	26,720	26,720	26,720	26,720	26,720	26,720	26,720	26,720	26,720	26,720	267,197
Travel (Staff)	1,424	1,424	1,424	1,424	1,424	1,424	1,424	1,424	1,424	1,424	1,424	1,424	17,084
Fundraising	221	221	221	221	221	221	221	221	221	221	221	221	2,653
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL SCHOOL OPERATIONS	504,161	511,028	233,395	167,050	155,745	159,705	170,483	138,775	176,675	176,122	155,745	144,967	2,693,850
FACILITY OPERATION & MAINTENANCE													
Insurance	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	300,000
Janitorial	34,683	34,683	34,683	34,683	34,683	34,683	34,683	34,683	34,683	34,683	34,683	34,683	416,200
Building and Land Rent / Lease / Facility Finance Interest	563,997	563,997	563,997	563,997	563,997	563,997	563,997	563,997	563,997	563,997	563,997	563,997	6,767,967
Repairs & Maintenance	29,060	29,060	29,060	29,060	29,060	29,060	29,060	29,060	29,060	29,060	29,060	29,060	348,718
Equipment / Furniture	-	-	-	-	-	-	-	-	-	-	-	-	-
Security	-	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	36,472	36,472	36,472	36,472	36,472	36,472	36,472	36,472	36,472	36,472	36,472	36,472	437,660
TOTAL FACILITY OPERATION & MAINTENANCE	689,212	689,212	689,212	689,212	689,212	689,212	689,212	689,212	689,212	689,212	689,212	689,212	8,270,545
DEPRECIATION & AMORTIZATION			300,819			300,819			300,819			300,819	1,203,274
DISSOLUTION ESCROW & RESERVES / CONTIGENCY	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES	**1,982,417**	**2,403,795**	**2,962,483**	**2,587,124**	**2,990,330**	**2,888,793**	**2,590,557**	**2,558,849**	**2,905,764**	**3,010,707**	**2,575,819**	**4,483,937**	33,940,577
NET INCOME	**844,851**	**366,233**	**209**	**394,649**	**(27,638)**	**73,899**	**372,135**	**403,844**	**293,496**	**(48,015)**	**386,873**	*********	**1,989,525**
CASH FLOW ADJUSTMENTS													
OPERATING ACTIVITIES													
Example - Add Back Depreciation	-	-	300,819	-	-	300,819	-	-	300,819	-	-	300,819	1,203,274
Deferred rent liabilities	75,205	75,205	75,205	75,205	75,205	75,205	75,205	75,205	75,205	75,205	75,205	75,205	902,462
Total Operating Activities	75,205	75,205	376,024	75,205	75,205	376,024	75,205	75,205	376,024	75,205	75,205	376,024	2,105,736
INVESTMENT ACTIVITIES													
Example - Subtract Property and Equipment Expenditures	(272,957)	(163,774)	-	(109,183)	-	-	-	-	-	-	-	-	(545,913)
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Investment Activities	(272,957)	(163,774)	-	(109,183)	-	-	-	-	-	-	-	-	(545,913)
FINANCING ACTIVITIES													
Example - Add Expected Proceeds from a Loan or Line of Credit	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	0	0
Total Financing Activities	-	-	-	-	-	-	-	-	-	-	-	0	0
Total Cash Flow Adjustments	**(197,751)**	**(88,569)**	**376,024**	**(33,977)**	**75,205**	**376,024**	**75,205**	**75,205**	**376,024**	**75,205**	**75,205**	**376,024**	**1,559,823**
NET INCOME	**647,100**	**277,665**	**376,233**	**360,671**	**47,567**	**449,923**	**447,341**	**479,049**	**669,520**	**27,191**	**462,079**	**(694,990)**	**3,549,348**
Beginning Cash Balance		**647,100**	**924,765**	**1,300,998**	**1,661,669**	**1,709,236**	**2,159,159**	**2,606,500**	**3,085,549**	**3,755,069**	**3,782,259**	**4,244,338**	-
ENDING CASH BALANCE	**647,100**	**924,765**	**1,300,998**	**1,661,669**	**1,709,236**	**2,159,159**	**2,606,500**	**3,085,549**	**3,755,069**	**3,782,259**	**4,244,338**	**3,549,348**	**3,549,348**

5 YEAR BUDGET AND CASH FLOW ADJUSTMENTS		FAMILY LIFE ACADEMY CHARTER SCHOOL PROJECTED BUDGET / OPERATING PLAN FOR INITIAL CHARTER PERIOD 2020-21 THROUGH 2024-25					DESCRIPTION OF ASSUMPTIONS
*NOTE: Projected Five Year Budget on this tab should be for the first five years of actual operations.							*NOTE: State assumptions that are being made in the section provided below.
Total Revenue		**35,930,103**	**38,498,004**	**43,627,468**	**47,849,413**	**53,632,002**	
Total Expenses		**33,940,577**	**36,852,517**	**42,931,968**	**46,118,289**	**49,647,706**	
Net Income (Before Cash Flow Adjustments)		**1,989,525**	**1,645,487**	**695,500**	**1,731,123**	**3,984,296**	
Budgeted Student Enrollment		**1,690**	**1,794**	**1,950**	**2,106**	**2,340**	
		Year 1 2020-21	**Year 2 2021-22**	**Year 3 2022-23**	**Year 4 2023-24**	**Year 5 2024-25**	
REVENUE		**Per Pupil Revenue Percentage Increase**					
REVENUES FROM STATE SOURCES		**2.0%**	**2.0%**	**2.0%**	**2.0%**	**2.0%**	
Per Pupil Revenue	Basic Tuition (2018-19)						
PRIMARY School District: NYC CHANCELLOR'S OFFICE	15,307	26,386,207	28,570,173	31,675,626	34,893,870	39,546,386	
Other District 1:	-	-	-	-	-	-	
Other District 2:	-	-	-	-	-	-	
Other District 3:	-	-	-	-	-	-	
Other District 4:	-	-	-	-	-	-	
Other District 5:	-	-	-	-	-	-	
Other District 6:	-	-	-	-	-	-	
Other District 7:	-	-	-	-	-	-	
Other District 8:	-	-	-	-	-	-	
Other District 9:	-	-	-	-	-	-	
Other District 10:	-	-	-	-	-	-	
Other District 11:	-	-	-	-	-	-	
Other District 12:	-	-	-	-	-	-	
Other District 13:	-	-	-	-	-	-	
Other District 14:	-	-	-	-	-	-	
Other School Districts' Revenue: (Weighted Avg.)	-	-	-	-	-	-	
TOTAL Per Pupil Revenue (Weighted Avg.)	15,307	26,386,207	28,570,173	31,675,626	34,893,870	39,546,386	
Special Education Revenue		1,113,469	1,144,639	1,186,199	1,227,759	1,319,538	
Grants							
Stimulus		-	-	-	-	-	
DYCD (Department of Youth and Community Developmt.)		-	-	-	-	-	
Other		4,722,917	5,062,586	6,609,612	7,522,857	8,114,542	rental assistance
Other		450,231	478,024	519,797	561,624	624,068	senate aid
TOTAL REVENUE FROM STATE SOURCES		32,672,824	35,255,422	39,991,234	44,206,110	49,604,533	
REVENUE FROM FEDERAL FUNDING							
IDEA Special Needs		100,685	125,221	140,399	155,577	176,064	IDEA
Title I		1,206,627	1,279,516	1,390,897	1,502,278	1,665,257	title 1
Title Funding - Other		193,830	203,763	218,701	233,639	255,970	Title II and Title III
School Food Service (Free Lunch)		1,098,583	1,169,611	1,275,772	1,381,980	1,535,093	student meal reimbursement
Grants							
Charter School Program (CSP) Planning & Implementation		190,800	150,000	259,200	-	-	CSP $675k
Other		-	-	-	-	-	
Other		-	-	-	-	-	
TOTAL REVENUE FROM FEDERAL SOURCES		2,790,525	2,928,111	3,284,969	3,273,474	3,632,384	
LOCAL and OTHER REVENUE							
Contributions and Donations		212,500	50,000	50,000	50,000	50,000	Donations and contributions
Fundraising		-					
Erate Reimbursement		87,315	88,132	111,071	115,514	120,135	ERATE
Earnings on Investments		-					
Interest Income		31,057	31,367	31,681	31,998	32,318	Interest income
Food Service (Income from meals)		-	-	-	-	-	
Text Book		135,882	144,972	158,513	172,317	192,632	NYSTL
OTHER		-	-	-	-	-	
TOTAL REVENUE FROM LOCAL and OTHER SOURCES		466,754	314,471	351,265	369,828	395,085	
TOTAL REVENUE		**35,930,103**	**38,498,004**	**43,627,468**	**47,849,413**	**53,632,002**	

5 YEAR BUDGET AND CASH FLOW ADJUSTMENTS		FAMILY LIFE ACADEMY CHARTER SCHOOL PROJECTED BUDGET / OPERATING PLAN FOR INITIAL CHARTER PERIOD 2020-21 THROUGH 2024-25					DESCRIPTION OF ASSUMPTIONS
*NOTE: Projected Five Year Budget on this tab should be for the first five years of actual operations.							*NOTE: State assumptions that are being made in the section provided below.
Total Revenue		**35,930,103**	**38,498,004**	**43,627,468**	**47,849,413**	**53,632,002**	
Total Expenses		**33,940,577**	**36,852,517**	**42,931,968**	**46,118,289**	**49,647,706**	
Net Income (Before Cash Flow Adjustments)		**1,989,525**	**1,645,487**	**695,500**	**1,731,123**	**3,984,296**	
Budgeted Student Enrollment		**1,690**	**1,794**	**1,950**	**2,106**	**2,340**	
		Year 1 2020-21	**Year 2 2021-22**	**Year 3 2022-23**	**Year 4 2023-24**	**Year 5 2024-25**	
EXPENSES							
ADMINISTRATIVE STAFF PERSONNEL COSTS	Year 1 No. of Positions						*NOTE: For all 5-Years of FTE/Staffing detail please see the 'Staffing' tab of this file.*
Executive Management	2.00	391,250	402,987	415,077	427,529	440,355	
Instructional Management	10.00	1,291,210	1,329,946	1,369,845	1,410,940	1,453,268	
Deans, Directors & Coordinators	13.00	1,280,630	1,516,069	1,561,551	1,805,417	1,859,580	
CFO / Director of Finance	1.00	148,701	153,162	157,757	162,490	167,364	
Operation / Business Manager	-	-	-	-	-	-	
Administrative Staff	54.00	2,940,084	3,191,625	3,505,157	3,773,650	4,050,197	
TOTAL ADMINISTRATIVE STAFF	80.00	6,051,875	6,593,789	7,009,387	7,580,026	7,970,765	
INSTRUCTIONAL PERSONNEL COSTS							
Teachers - Regular	65.00	4,615,000	5,037,450	5,614,574	6,209,011	7,034,281	
Teachers - SPED	6.00	426,000	438,780	451,943	536,502	623,597	
Substitute Teachers	-	-	-	-	-	-	
Teaching Assistants	42.00	1,344,000	1,480,320	1,620,730	1,765,351	1,818,312	
Specialty Teachers	29.00	2,059,000	2,262,770	2,472,653	2,759,833	3,055,628	
Aides	-	-	-	-	-	-	
Therapists & Counselors	6.00	426,000	438,780	522,943	538,632	625,791	
Other	-	-	-	-	-	-	
TOTAL INSTRUCTIONAL	148.00	8,870,000	9,658,100	10,682,843	11,809,328	13,157,608	
NON-INSTRUCTIONAL PERSONNEL COSTS							
Nurse	-	-	-	-	-	-	
Librarian	-	-	-	-	-	-	
Custodian	20.00	636,540	687,463	803,568	859,502	885,287	
Security	10.00	381,924	431,574	482,714	535,388	551,449	
Other	6.00	504,882	520,028	535,629	551,698	568,249	
TOTAL NON-INSTRUCTIONAL	36.00	1,523,346	1,639,066	1,821,911	1,946,588	2,004,986	
SUBTOTAL PERSONNEL SERVICE COSTS	264.00	16,445,221	17,890,955	19,514,141	21,335,942	23,133,359	
PAYROLL TAXES AND BENEFITS							
Payroll Taxes		1,258,059	1,368,658	1,492,832	1,632,200	1,769,702	
Fringe / Employee Benefits		2,278,111	2,738,523	3,323,237	4,040,749	4,860,064	
Retirement / Pension		312,242	344,577	379,977	442,519	505,982	
TOTAL PAYROLL TAXES AND BENEFITS		3,848,412	4,451,758	5,196,046	6,115,468	7,135,747	
TOTAL PERSONNEL SERVICE COSTS	264.00	20,293,633	22,342,713	24,710,187	27,451,410	30,269,106	
CONTRACTED SERVICES							
Accounting / Audit		54,106	55,729	57,401	59,697	62,085	
Legal		32,782	33,765	34,778	36,169	37,616	
Management Company Fee		-					
Nurse Services		-					
Food Service / School Lunch		1,127,954	1,259,974	1,455,345	1,661,304	1,949,420	except FLACS 1
Payroll Services		91,234	93,971	96,790	100,662	104,688	
Special Ed Services		-					
Titlement Services (i.e. Title I)		-					
Other Purchased / Professional / Consulting		173,199	178,395	217,147	194,633	202,418	
TOTAL CONTRACTED SERVICES		1,479,275	1,621,834	1,861,461	2,052,464	2,356,227	

5 YEAR BUDGET AND CASH FLOW ADJUSTMENTS	FAMILY LIFE ACADEMY CHARTER SCHOOL PROJECTED BUDGET / OPERATING PLAN FOR INITIAL CHARTER PERIOD 2020-21 THROUGH 2024-25					DESCRIPTION OF ASSUMPTIONS
***NOTE:** Projected Five Year Budget on this tab should be for the first five years of actual operations.*						***NOTE:** State assumptions that are being made in the section provided below.*
Total Revenue	**35,930,103**	**38,498,004**	**43,627,468**	**47,849,413**	**53,632,002**	
Total Expenses	**33,940,577**	**36,852,517**	**42,931,968**	**46,118,289**	**49,647,706**	
Net Income (Before Cash Flow Adjustments)	**1,989,525**	**1,645,487**	**695,500**	**1,731,123**	**3,984,296**	
Budgeted Student Enrollment	**1,690**	**1,794**	**1,950**	**2,106**	**2,340**	
	Year 1 2020-21	**Year 2 2021-22**	**Year 3 2022-23**	**Year 4 2023-24**	**Year 5 2024-25**	
SCHOOL OPERATIONS						
Board Expenses	3,849	3,964	4,083	4,206	4,332	
Classroom / Teaching Supplies & Materials	373,509	406,292	454,439	505,326	573,440	
Special Ed Supplies & Materials	-	-	-	-	-	
Textbooks / Workbooks	582,985	633,947	705,941	781,266	889,913	
Supplies & Materials other	-	-	-	-	-	
Equipment / Furniture	24,770	26,854	29,736	32,795	37,322	
Telephone	162,509	163,956	205,281	213,492	222,031	
Technology	231,731	237,778	261,733	280,656	303,115	
Student Testing & Assessment	239,995	262,891	294,281	327,317	376,128	
Field Trips	16,418	18,706	22,546	26,599	31,546	
Transportation (student)	-					
Student Services - other	68,434	74,887	83,196	91,943	106,177	
Office Expense	330,215	349,266	378,960	411,677	448,286	
Staff Development	294,760	308,683	327,872	343,258	366,260	
Staff Recruitment	21,218	21,855	22,510	22,510	22,510	
Student Recruitment / Marketing	56,523	57,318	58,138	58,138	58,138	
School Meals / Lunch	267,197	250,146	257,650	265,379	273,341	FLACS 1 only
Travel (Staff)	17,084	18,854	22,042	25,537	29,225	
Fundraising	2,653	2,732	2,814	2,814	2,814	
Other	-	-	-	-	-	
TOTAL SCHOOL OPERATIONS	2,693,850	2,838,129	3,131,220	3,392,912	3,744,577	
FACILITY OPERATION & MAINTENANCE						
Insurance	300,000	309,000	318,270	327,818	337,653	all insurance
Janitorial	416,200	429,731	473,481	484,899	513,716	
Building and Land Rent / Lease / Facility Finance Interest	6,767,967	7,469,114	10,556,939	10,570,946	10,585,513	
Repairs & Maintenance	348,718	356,233	397,142	405,771	414,877	
Equipment / Furniture	-					
Security	-					
Utilities	437,660	476,124	563,940	582,253	601,298	
TOTAL FACILITY OPERATION & MAINTENANCE	8,270,545	9,040,202	12,309,772	12,371,687	12,453,055	
DEPRECIATION & AMORTIZATION	1,203,274	1,009,639	919,328	849,816	824,741	
DISSOLUTION ESCROW & RESERVES / CONTIGENCY	-	-	-	-	-	
TOTAL EXPENSES	**33,940,577**	**36,852,517**	**42,931,968**	**46,118,289**	**49,647,706**	
NET INCOME	**1,989,525**	**1,645,487**	**695,500**	**1,731,123**	**3,984,296**	

5 YEAR BUDGET AND CASH FLOW ADJUSTMENTS *NOTE: Projected Five Year Budget on this tab should be for the first five years of actual operations.*	FAMILY LIFE ACADEMY CHARTER SCHOOL PROJECTED BUDGET / OPERATING PLAN FOR INITIAL CHARTER PERIOD 2020-21 THROUGH 2024-25					DESCRIPTION OF ASSUMPTIONS *NOTE: State assumptions that are being made in the section provided below.*
Total Revenue	**35,930,103**	**38,498,004**	**43,627,468**	**47,849,413**	**53,632,002**	
Total Expenses	**33,940,577**	**36,852,517**	**42,931,968**	**46,118,289**	**49,647,706**	
Net Income (Before Cash Flow Adjustments)	**1,989,525**	**1,645,487**	**695,500**	**1,731,123**	**3,984,296**	
Budgeted Student Enrollment	**1,690**	**1,794**	**1,950**	**2,106**	**2,340**	
	Year 1 2020-21	**Year 2 2021-22**	**Year 3 2022-23**	**Year 4 2023-24**	**Year 5 2024-25**	
ENROLLMENT - *School Districts Are Linked To Above Entries*						
PRIMARY School District: NYC CHANCELLOR'S OFFICE	1,690	1,794	1,950	2,106	2,340	
Other District 1:	-	-	-	-	-	
Other District 2:	-	-	-	-	-	
Other District 3:	-	-	-	-	-	
Other District 4:	-	-	-	-	-	
Other District 5:	-	-	-	-	-	
Other District 6:	-	-	-	-	-	
Other District 7:	-	-	-	-	-	
Other District 8:	-	-	-	-	-	
Other District 9:	-	-	-	-	-	
Other District 10:	-	-	-	-	-	
Other District 11:	-	-	-	-	-	
Other District 12:	-	-	-	-	-	
Other District 13:	-	-	-	-	-	
Other District 14:	-	-	-	-	-	
All Other School Districts	-	-	-	-	-	
TOTAL ENROLLMENT	**1,690**	**1,794**	**1,950**	**2,106**	**2,340**	
REVENUE PER PUPIL	**21,260**	**21,459**	**22,373**	**22,721**	**22,920**	
EXPENSES PER PUPIL	**20,083**	**20,542**	**22,016**	**21,899**	**21,217**	
CASH FLOW ADJUSTMENTS						
OPERATING ACTIVITIES						
Example - Add Back Depreciation	1,203,274	1,009,639	919,328	849,816	824,741	
Deferred rent liabilities	902,462	821,462	1,327,468	1,054,422	772,918	
Total Operating Activities	2,105,736	1,831,101	2,246,796	1,904,238	1,597,659	
INVESTMENT ACTIVITIES						
Example - Subtract Property and Equipment Expenditures	(545,913)	(371,620)	(206,360)	(581,720)	(280,760)	
Other	-	-	-	-	-	
Total Investment Activities	(545,913)	(371,620)	(206,360)	(581,720)	(280,760)	
FINANCING ACTIVITIES						
Example - Add Expected Proceeds from a Loan or Line of Credit	-	-	-	-	-	
Other	0	-	-	-	-	
Total Financing Activities	0	-	-	-	-	
Total Cash Flow Adjustments	**1,559,823**	**1,459,481**	**2,040,436**	**1,322,518**	**1,316,899**	
NET INCOME	**3,549,348**	**3,104,968**	**2,735,936**	**3,053,641**	**5,301,194**	
Beginning Cash Balance	-	3,549,348	6,654,316	9,390,253	12,443,894	
ENDING CASH BALANCE	**3,549,348**	**6,654,316**	**9,390,253**	**12,443,894**	**17,745,088**	

5-YEAR FISCAL IMPACT REPORT

Largest Enrollment District: NYC CHANCELLOR'S OFFICE							
A	B	C	D (B X C)	E	F (D + E)	G	H (F ÷ G)
Operational Year	Enrollment (Number of Students)	Per Pupil Rate	Per Pupil Aid	Other District Revenue (SPED Funding, Food Service, Grants, Etc.)	Total Funding to Charter School From District	* Total General Fund Operating Budget for NYC CHANCELLOR'S OFFICE School District	Projected Impact (% of District's Total Budget)
Year 1 (2020-21)	1,690	15,613	26,386,207	2,239,782	28,625,989	25,000,000,000	0.115%
Year 2 (2021-22)	1,794	15,925	28,570,173	2,343,774	30,913,947	25,000,000,000	0.124%
Year 3 (2022-23)	1,950	16,244	31,675,626	2,494,268	34,169,894	25,000,000,000	0.137%
Year 4 (2023-24)	2,106	16,569	34,893,870	2,644,863	37,538,733	25,000,000,000	0.150%
Year 5 (2024-25)	2,340	16,900	39,546,386	2,893,699	42,440,085	25,000,000,000	0.170%

DESCRIPTION OF SOURCE FOR PRIMARY DISTRICT'S OPERATING BUDGET:	https://en.wikipedia.org/wiki/New_York_City_Department_of_Education#Budget
OTHER NOTES:	

Second Largest Enrollment District: N/A							
A	B	C	D (B X C)	E	F (D + E)	G	H (F ÷ G)
Operational Year	Enrollment (Number of Students)	Per Pupil Rate	Per Pupil Aid	Other District Revenue (SPED Funding, Food Service, Grants, Etc.)	Total Funding to Charter School From District	* Total General Fund Operating Budget for Select from drop-down list → School District	Projected Impact (% of District's Total Budget)
Year 1 (2020-21)	-	-	-	-	-	-	#DIV/0!
Year 2 (2021-22)	-	-	-	-	-	-	#DIV/0!
Year 3 (2022-23)	-	-	-	-	-	-	#DIV/0!
Year 4 (2023-24)	-	-	-	-	-	-	#DIV/0!
Year 5 (2024-25)	-	-	-	-	-	-	#DIV/0!

DESCRIPTION OF SOURCE FOR PRIMARY DISTRICT'S OPERATING BUDGET:	
OTHER NOTES:	

Response 21f - Letters of Commitment

Attached is the first page and schedule of fund dispersals of the grant award from the Charter School Growth Fund, which continues through 2020-21 and is included in the budget in the amount of $150,000. Also attached is the first page of the CSP grant, which includes the dispersal dates, which is included in the budgets for 2020-21 and 2021-22.

GRANT AWARD AGREEMENT

From:	CHARTER FUND, INC., a Delaware nonprofit non-stock corporation, doing business as Charter School Growth Fund ("Grantor")
To:	FAMILY LIFE ACADEMY CHARTER SCHOOL, a New York nonprofit corporation ("Grantee")
Grantee Tax I.D.#	13-4170389
Grantee Tax Status:	PC - Public Charity
Grant No.	FLA-F3-ECMO-NS-2018-2Q
Dated:	September 27, 2018
Grant Amount:	FIVE HUNDRED THOUSAND DOLLARS ($500,000.00)

This *Grant Award Agreement* ("Agreement"), upon execution on behalf of Grantee in the spaces provided for signature, will evidence Grantee's agreement with and commitment to Grantor as follows:

I. GRANTEE'S LEGAL STATUS:

This grant is specifically conditioned upon Grantee's status as an eligible grantee of Grantor in accordance with this paragraph. Grantee warrants and represents that it is a duly incorporated nonprofit corporation and a tax-exempt organization under Section 501(c)(3) of the Internal Revenue Code of 1986, as amended (the "Code"), and is not a private foundation as defined in Section 509(a) of the Code or an organization described in Section 170(c)(1) or Section 511(a)(2)(B) of the Code. Grantee has provided Grantor with a copy of IRS determination letter(s) evidencing its status as an eligible grantee and Grantee warrants and represents that such determination letter(s) are currently in full force and effect and has not been materially modified. Grantee will notify Grantor immediately of any actual or proposed change in federal and/or state tax status, including any substantial or material change in sources of support for any taxable year affected by this grant, within the meaning of Section 1.170A-9 of the Treasury Regulations. Grantee warrants and represents that this grant shall not change Grantee's status as described above under the Code.

II. PURPOSE OF AWARD:

The purpose of this grant is for the general support of Grantee in providing funding for Grantee's management organization that supports all of the charter schools operated by the Grantee in carrying out its charitable tax-exempt purposes (the "Project"). This Grant Award Agreement summarizes the terms and conditions pursuant to which the Grantor has awarded this grant to Grantee.

EXHIBIT A

Installment Schedule, Reporting Deadlines, and Contact Information

I. Installment schedule referenced in Section III

a. $200,000.00 payable on or around October 31, 2018 contingent upon receipt of this signed Agreement.
b. $150,000.00 payable on or around December 13, 2019 contingent upon successful completion of Grantor's annual review.
c. $150,000.00 payable on or around December 13, 2020 contingent upon successful completion of Grantor's annual review.

II. Reporting deadlines referenced in IV(F)

	Due By:
a. Audited Financial Statements	November 30
b. Preliminary Financial Budget	June 30
c. Annual Reports	October 1
d. Annual Officer's Certification	October 1
e. Board Communications	Upon distribution

III. Contact information referenced in Section IV(R)

a. Name: Marilyn Calo
b. Organization: Family Life Academy Charter Schools
c. Address: 14 West 170th Street
d. City, State, Zip Code: Bronx, New York 10452
e. Phone: [redacted]

U282M170049

US Department of Education
Washington, D.C. 20202

GRANT AWARD NOTIFICATION

1 RECIPIENT NAME

Family Life Academy Charter Schools, Inc.
14 West 170th Street
Bronx, NY 10452 - 3227

2 AWARD INFORMATION

PR/AWARD NUMBER	U282M170049
ACTION NUMBER	1
ACTION TYPE	New
AWARD TYPE	Discretionary (Research and Development)

3 PROJECT STAFF

RECIPIENT PROJECT DIRECTOR
Marilyn Calo [redacted]

EDUCATION PROGRAM CONTACT
Lourdes Rivery [redacted]

EDUCATION PAYMENT HOTLINE
G5 PAYEE
HELPDESK [redacted]

4 PROJECT TITLE

84.282M
FAMILY LIFE ACADEMY CHARTER SCHOOLS INC.
REPLICATION AND EXPANSION OF HIGH QUALITY CHARTER SCHOOLS COMPETITION

5 KEY PERSONNEL

NAME	TITLE	LEVEL OF EFFORT
Marilyn Calo	Project Director	5 %

6 AWARD PERIODS

BUDGET PERIOD	10/01/2017 - 09/30/2019
PERFORMANCE PERIOD	10/01/2017 - 09/30/2022

FUTURE BUDGET PERIODS

BUDGET PERIOD	DATE	AMOUNT
2	10/01/2019 - 09/30/2020	$79,320.00
3	10/01/2020 - 09/30/2021	$27,840.00
4	10/01/2021 - 09/30/2022	$53,580.00

7 AUTHORIZED FUNDING

THIS ACTION	$739,260.00
BUDGET PERIOD	$739,260.00
PERFORMANCE PERIOD	$739,260.00

8 ADMINISTRATIVE INFORMATION

DUNS/SSN	103276866
REGULATIONS	CFR PART X EDGAR AS APPLICABLE 2 CFR AS APPLICABLE
ATTACHMENTS	1 , 2 , 3 , 6 , 8 , 9 , 11 , 12 , 13 , 14 , E-3 , E1 , E2 , E4 , E5

9 LEGISLATIVE AND FISCAL DATA

AUTHORITY:	PL 107-110 IV ELEMENTARY AND SECONDARY EDUCATION ACT OF 1965 (ESEA), AS AMENDED BY THE EVERY STUDENT SUCCEEDS ACT OF 2015 (ESSA) (20 U.S.C. 7221-7221J)
PROGRAM TITLE:	CHARTER SCHOOLS

Page 1 of 45

Response 21g - Non-SUNY Financials

This request is not applicable to the Family Life Academy Charter School IV application.

Response 22 - Action Plan

Since the school is replicating many of the same structures that its sister schools already have, many items have been condensed as FLACS IV the structures and systems have already been established. This is especially true when it comes to financial and operational systems and the curriculum. Table 22-1 details the action plan that FLACS IV will use to ensure a smooth opening.

Table 22-1: Action Plan

Category	Key Step	Projected Start Date	Projected Completion Date	Person(s) Responsible
Board	Hold Board Meetings *(The FLACS board already exists; this is ongoing and part of the procedures of the organization already.)*	1/2018	Ongoing	FLACS Board
Student Recruitment and Enrollment	Review and revise student application	9/2019	10/2019	Network Support Staff
	Recruit students *(Visiting pre-K and Head start programs, using social media, creating and distributing flyers, advertising in local media outlets)*	11/2019	3/2020	FLACS I, II, and III Family Liaisons, Network Support Staff
	Conduct lottery *The lottery for all schools is conducted at the same time.*	4/2020	4/2020	FLACS I, II, and III Family Liaisons & Network Staff External Vendor
	Register new students	4/2020	9/2020	FLACS IV Pupil Accounting Secretary and ENL teacher; or Pupil Accounting Secretaries and ENL teachers at FLACS I, II, and III
Staff Recruitment and Hiring	Review and revise job posting for school principal	7/2019	8/2019	Network HR Staff
	Post job posting for school principal *(Internally and on various hiring sites, social media, and the FLACS website)*	8/2019	1/2020	Network HR Staff
	Interview candidates for principal, hire principal, and notify CSI with 5 days.	9/2019	1/2020	Founding Team, Current FLACS, Board
	Review and revise job postings for all instructional and non-instructional positions	9/2019	10/2019	Network HR Staff
	Post job postings for teachers and staff *(On various hiring sites, social media, and the FLACS website)*	11/2019	8/2020	Network HR Staff

Table 22-1: Action Plan				
Category	**Key Step**	**Projected Start Date**	**Projected Completion Date**	**Person(s) Responsible**
	Attend job fairs in the tristate area	3/2020	7/2020	Network HR Department FLACS IV Principal
	Interview staff, including conducting demo lessons in the existing schools	3/2020	8/2020	FLACS IV Principal
	Ensure staff has proper certification and fingerprinting	3/2020	9/2020	Network HR Staff
	Finalize staff directory for year 1	8/2020	8/2020	FLACS IV Principal
	Maintain teacher records *(Scanned copies of TEACH certification records, teaching certificates, resume and copy of college transcripts)*	8/2020	8/2020	HR Network Staff
Human Resources	Required state and federal employment laws are posted	7/2020	8/2020	HR Network Staff
	A copy of the school's complaint policy is on file in the school office and accessible to parents	7/2020	8/2020	HR Network Staff
	Personnel manual has been updated and distributed to staff	7/2020	8/2020	HR Network Staff
Facilities & Finance	Increase insurance coverage based new underwriting with new school	4/2020	4/2020	CFO
	Ensure exterior signage identifying the charter school by name and address is in place	7/2020	8/2020	Network Facilities Staff
	Ensure appropriate exit signage and/or fire evacuation maps are in place in each room	7/2020	8/2020	Network Facilities Staff
	Ensure security systems are in place such that entrance and egress from the school's space is adequately controlled	7/2020	8/2020	Network Facilities and IT Staff
	Ensure facility is accessible to all persons with disabilities or provide procedures for reasonable accommodation of such persons	9/2019	8/2020	Network Facilities Staff
	Determine location for the school in its second year of its charter and beyond	12/2018	9/2020	CEO, COO, and Board Facilities Team
	Make plans for the renovation and/or construction of this space.	12/2018	9/2020	CEO, COO, CFO, and Board Facilities Team
Student Records	Student records have been received or	7/2020	9/2020	FLACS IV Principal

Table 22-1: Action Plan				
Category	**Key Step**	**Projected Start Date**	**Projected Completion Date**	**Person(s) Responsible**
	requested, and are in locked storage.			
	Student health and immunization records are separated from academic records and are in locked storage in the office of the school nurse	7/2020	9/2020	FLACS IV Principal
	Establish a FERPA access log	7/2020	9/2020	FLACS IV Principal
	IEPs in locked storage or password protected electronic storage systems.	7/2020	9/2020	FLACS IV Principal
Development and Marketing	Create fact sheets, flyers and other promotional material to inform the general public, recruit staff, and recruit students	11/2019	9/2020	Network Communications DIrector
	Use social media accounts and website to advertise school.	11/2019	9/2020	Network Communications DIrector
	Update the website to include FLACS IV	11/2019	11/2019	Network Communications DIrector
Safety & Health	Create school safety plan, including fire drill, lock down drills and a SAVE plan	7/2020	8/2020	FLACS IV Principal
	Request and secure a school nurse from NYCDOE and ensure a policy for administration of medication is in place	7/2020	8/2020	FLACS IV Principal
	Set up a nurse's office with adequate space for record, locked storage for medication and appropriate provision for disposal of sharps	7/2020	8/2020	FLACS IV Principal
	Secure automated external defibrillators and create plan to train staff in their use	7/2020	8/2020	FLACS IV Principal
	Create a plan for first aid and CPR training for staff	7/2020	8/2020	FLACS IV Principal
	Ensure window stops or gates are operable if present	7/2020	8/2020	FLACS IV Principal
	Ensure all fire extinguishers on all floors occupied by the school have been purchased and inspected within the past year	7/2020	8/2020	FLACS IV Principal

Table 22-1: Action Plan				
Category	**Key Step**	**Projected Start Date**	**Projected Completion Date**	**Person(s) Responsible**
	Ensure all hazardous areas (I.e. electrical rooms, mechanical rooms, breaker or fuse boxes, janitorial closets)	7/2020	8/2020	FLACS IV Principal
Transportation	Appropriate provisions have been made for supplemental transportation of students	7/2020	8/2020	FLACS IV Principal
Materials & Supplies	Order NYSITELL exams	1/2020	7/2020	FLACS IV Principal
	Identify and purchase furniture and supplies for all classrooms, office, and other non-instructional space	7/2020	8/2020	FLACS IV Principal
	Purchase all instructional materials *(library books, curriculum materials)*	7/2020	8/2020	FLACS IV Principal
	Identify and purchase all office supplies.	7/2020	8/2020	FLACS IV Principal
	Identify and purchase all school technology needs *(Including computers, telephones, photocopiers)*	7/2020	8/2020	FLACS IV Principal and Network IT Staff
	Order an ATS printer	7/2020	8/2020	Network IT Staff
Food Service	Make arrangements for food service	7/2020	8/2020	FLACS IV Principal
	Ensure kitchen equipment *(Food/beverage coolers, heaters, etc.)*	7/2020	8/2020	FLACS IV Principal
Professional Development	Develop pre-service professional development for August	5/2020	7/2020	FLACS IV Principal Director of Professional Development
	Provide pre-service professional development to staff.	August 2020 10 days prior to opening	9/2020	FLACS IV Principal Network Curriculum and Instruction Staff
Curriculum and Instruction	Review and revise curriculum maps and assessments for all subject areas.	5/2020	8/2020	Network Curriculum and Instruction Staff
	Train the school leaders on use of curriculum, curriculum maps, and assessment systems	1/2020	8/2020	Network Curriculum and Instruction Staff, Network Data Staff
Parent Communication	Revise parent student handbook to reflect FLACS IV facility	5/2020	8/2020	Network Staff

Table 22-1: Action Plan				
Category	**Key Step**	**Projected Start Date**	**Projected Completion Date**	**Person(s) Responsible**
	Distribute the parent handbook to teachers within 10 days of school	9/2020	9/2020	FLACS IV Principal
Operational Resources	Review and revise/update accounting system to include new school	5/2020	8/2020	Network Finance Staff
	Review and revise/update payroll system to include new employees from FLACS IV	5/2020	8/2020	Network Finance Staff
	The school's Freedom of Information Law (FOIL) notice is posted in the school office or another location accessible to parents and staff.	8/2020	9/2020	FLACS IV Principal
Special Education	Form a 504 team.	7/2020	8/2020	FLACS IV Principal
	Create a roster of students with Special Education needs	7/2020	9/2020	FLACS IV Principal
	Contact the district CSE seeking records of each incoming student known to have a disability	7/2020	9/2020	FLACS IV Principal
	Contact the CSE within 10 days to have services provided to such students	8/2020	9/2020	FLACS IV Principal
Community Relations	Meet with local police precinct, fire department, schools, community organizations and businesses	5/2020	8/2020	FLACS IV Principal

Response 23a - Supplemental Narrative

One of the FLACS key design elements is "a focus on preparation for high school and beyond." In addition to preparing for the future with rigorous academics, beginning in sixth grade, FLACS students meet with high school articulation counselors to help identify areas of interest and ability, match their interests and abilities to high school programs, and prepare to apply to these programs.

There are three key aspects of the FLACS program that support preparation for high school and beyond. The first is a rigorous core curriculum that supports students with the skills they need to be academically successful. The second is support for students in navigating the high school application process to ensure that students will go to a high school that will support them in continuing their success after they graduate from high school. The third is continued support for students after they graduate from FLACS through alumni outreach.

A Rigorous Core Curriculum

Every element of the core curriculum is designed to prepare students for the experiences they will have in high school, college and beyond. The entire kindergarten through grade eight curriculum is designed with the end in mind, around ensuring students have the skills that they need by the time they graduate from FLACS to be successful in whatever high school program they enter. The curriculum is aligned with the New York State Next Generation Learning Standards and focuses on ensuring that students demonstrate independence; have strong content knowledge; adapt to the demands of varying audience, task, purpose and discipline; comprehend and critique texts; value evidence; use technology strategically and capably; and understand other teachers perspectives and cultures.

FLACS IV will offer students the opportunity to take Regents courses in grade eight. During this charter term, FLACS IV will offer the Living Environment Regents, US History Regents, and Algebra I Regents.

Navigating the High School Application Process

FLACS IV, like all FLACS schools, will support all students in navigating the high school application process to ensure each student is matched with a program that will promote their future success in high school, college, and career. This process will include guidance counselors, family liaisons, and high school articulation counselors. The high school articulation counselors will work to provide effective, ongoing guidance and support to all middle school students and their parents throughout all stages of the high school admissions process.

The high school articulation counselor will support students and their families in a variety of ways. Large format workshops will provide critical information to students and parents about options for high schools, the application process for public, charter, private and parochial high schools, applying for financial aid, and how to accept high school offers. Individual student conferences will focus on getting to know each student as an individual, completing personality and career interest inventories, selecting high schools, attending open house events and/or high school fairs, reviewing student transcripts, compiling portfolios or preparing auditions for arts programs, preparing for entrance exams, completing mock interviews, and/or applying for financial aid. In addition, any concerns or challenges to the application process will be discussed. These conferences will occur during lunch, after-school, and during parts of the day in which core instruction is not occurring. FLACS will facilitate field trips to visit an

independent school and/or catholic school so middle school students will have a better sense of the different options they have for high school. Throughout the year, NYCDOE, charter, private, and parochial schools have open houses and fairs. The high school articulation counselor will maintain an ongoing list of these events, will ensure that parents and students know when these events are occurring, and will facilitate trips to attend these events.

There are many external organizations in NYC that help support students after school, on Saturdays and the summer in getting ready high school and college. FLACS will help ensure that students have access to apply to these programs when eligible. The school arranges for site visits from representatives from these organizations and identifies and nominates students for these enrichment programs.

To assess the effectiveness of FLACS program in preparing students for high school, the following information will be tracked and analyzed at the end of each school year:

- A list of public schools that each student got into, whether they got in in the first round, and what number of preference this option was;
- A list of specialized high schools, charter schools, private schools, and parochial schools that each child got into;
- What school each child eventually went to;
- Parent and student satisfaction exit surveys administered in June of the 8th grade year; and:
- Parent and student satisfaction exit surveys administered in June of the 9th grade year.

College and Career Preparation Initiative: Continued Support for FLACS Alumni

While the day-to-day focus is on current students, FLACS is also committed to keeping in contact with and continuing to provide support to its alumni. Former students see FLACS as home, and many come back year after year to share their successes and challenges in high school, college, and beyond. The College and Career Preparation Initiative (CCPI) seeks to support alumni after they graduate. This program will be run centrally for all FLACS schools.

FLACS will keep in contact with students via email and social media (including Facebook, Twitter, Snapchat) to keep students informed of events and services for alumni and to give students an online platform to connect. Recent graduates (current high school students) will be invited to participate in monthly alumni meet ups to reconnect with their classmates and the school. Services and events for FLACS alumni will be offered. These will include field trips to college fairs; drop in hours for one-on-one support services, including information about the college selection/application process, financial planning/expectations, and intervention strategies for parents in addressing social/emotional challenges that their child may experience in transitioning to college; and parent college workshops.

FLACS has launched an alumni mentoring program that identifies volunteers (such as educators or professionals) to support alumni entering high school and/or college. Volunteers will be matched with alumni based on areas of student interest and need.

Each year, FLACS will identify alumni who are college undergraduates that can volunteer four hours a week or more during the school academic year in supporting the high school articulation counselor with the alumni program. FLACS has also fostered more informal opportunities for high school and college aged-alumni to volunteer, for example, by having alumni come in to answering questions from current eighth grade students about the high schools they are attending.

Response 23b - Supplemental Attachments

This request is not applicable.