



2021-22 School Year Board Meeting #3 Minutes

Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2021-22 School Year Board Meeting #3 at 6:30 PM on September 15, 2021.

Frederica Jeffries, Chair requested verification from the members present of “The Notice of Meeting” sent to each of the members of the board via email. Each member noted the proper notification was received.

Pursuant to the NY State Public Meetings Law the public notice of meeting was provided in the following manner thus meeting the law’s requirement of media and public notice:

- The Wave via email
- Public Posting at CPCS Office
- CPCS Websites and Social Media Sites

Karon McFarlane, Secretary of the Board of Trustees called the roll of the board.

Members present: Frederica Jeffries, Karon McFarlane, Linda Plummer and Dr. Michelle Daniel-Robertson

Members absent: Andrew Barnes and Gertrudis Hernandez

Also, present: Michael R. Estep. He was given the rights of the floor to speak during the meeting by common consent.

The Chair offered opportunity for any questions from the public. No comments or questions were offered.

1. The agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2021-22 School Year Board Meeting #2 [Attachment #2]. The minutes were approved by common consent.
3. The Chair called for the report of Dr. Les Mullings, CEO. Dr. Mullings shared the 2021-22 School Year is off to a good start with in-person education. The mandate for all staff be vaccinated is being implemented and CPCS is following the NYC DOE process for the employee mandate. Any adjustments to the target date for all employees to be vaccinated because of any court orders will adjust the CPCS timeline for employees.



The development of the agreement for the CTE High School with the CUNY School of Labor and Urban Studies continues on a positive course. It is anticipated that a press conference will take place in October 2021 to announce the relationship.

Dr. Mullings also updated the Board on the development of the Challenge Parent Academy.

Following discussion, the report was received with appreciation.

4. The Chair called attention to the printed report of Kentia Coreus, Senior Director of Elementary Teaching & Learning [Attachment #2]. The report was received with appreciation.
5. The Chair called attention to the printed report of Nicole Griffin, K-5 Principal [Attachment #3]. The report was received with appreciation.
6. The Chair called attention to the printed report of Mavgar Mondesir, Senior Director of Secondary Teaching & Learning and 6-10 Principal [Attachment #4]. The report was received with appreciation.
7. The Chair called attention to the printed report of Tameeka Richards, Director of Pupil Personnel Services [Attachment #5]. The report was received with appreciation.
8. The Chair called attention to the printed report of Kimberly Messer, Director of Communications [Attachment #6]. The report was received with appreciation.
9. The Chair called attention to the printed report of Natalie Zadok, Director of Special Education [Attachment #7]. The report was received with appreciation.
10. The Chair called attention to the printed report of Janis Vaughn, Director of Enrollment & Recruitment [Attachment #8]. The report was received with appreciation.
11. The Chair called attention to the printed report of Venessa Lynch, Director of Operations [Attachment #9]. The report was received with appreciation.
12. The Chair called attention to the printed report of Dale Richardson, Director of Technology [Attachment #10]. The report was received with appreciation.



13. The Chair called for the August 2021 Financial Report [Attachment #11].
Following review, the report was received by common consent.

14. The Chair called for the presentation of the 2021-22 September Personnel report [Attachment #12]. Dr. Michelle Daniel-Robertson moved approval of 2021-22 August Personnel Report with a second from Karon McFarlane. The motion carried unanimously.

The meeting adjourned by common consent.

Respectfully submitted:

A handwritten signature in blue ink that reads "Karon K. McFarlane". The signature is written in a cursive style.

Karon McFarlane
Secretary



ATTACHMENT #1

CPCS

2021-22 School Year

Board Meeting #2

Minutes

See Prior Month

Minutes for Attachments



2021-22 School Year Board Meeting #2 Minutes

Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2021-22 School Year Board Meeting #2 at 6:30 PM on August 18, 2021.

Frederica Jeffries, Chair requested verification from the members present of “The Notice of Meeting” sent to each of the members of the board via email. Each member noted the proper notification was received.

Pursuant to the NY State Public Meetings Law the public notice of meeting was provided in the following manner thus meeting the law’s requirement of media and public notice:

- The Wave via email
- Public Posting at CPCS Office
- CPCS Websites and Social Media Sites

Karon McFarlane, Secretary of the Board of Trustees called the roll of the board.

Members present: Frederica Jeffries, Karon McFarlane, Linda Plummer and Dr. Michelle Daniel-Robertson

Members absent: Andrew Barnes and Gertrudis Hernandez

Also, present: Michael R. Estep. He was given the rights of the floor to speak during the meeting by common consent.

The Chair offered opportunity for any questions from the public. No comments or questions were offered.

1. The agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2021-22 School Year Board Meeting #1 [Attachment #1]. The minutes were approved by common consent.
3. The Chair called for the report of Dr. Les Mullings, CEO. Dr. Mullings shared that all systems are go on the start of the 2021-22 School Year for in-person education. All staff have been this week [August 16-20, 2021] engaged in Professional Development sessions in preparation for our scholars to have a safe and productive return to school beginning on Monday, August 23, 2021.



Dr. Mullings indicated that the 1520 Central Avenue CTE High School site has officially been turned over to Challenge and the buildings are being readied for opening on Monday, August 23, 2021.

Dr. Mullings gave an update on the CTE High School and the significant progress that has been made with the CUNY School of Labor and Urban Studies being our partner in multiple ways with dual credit course design, bringing other CUNY schools that they have partnership with to support our CTE pathways, and the collaboration agreement between SLU and Challenge.

Following discussion, the report was received with appreciation.

4. The Chair called for the July 2021 Financial Report [Attachment #2]. Following review, the report was received by common consent.
5. The Chair called for the presentation of the 2021-22 August Personnel report [Attachment #3]. Karon McFarlane moved approval of 2021-22 August Personnel Report with a second from Linda Plummer. The motion carried unanimously.
6. The Chair called for the presentation of the 2021-22 School Year Reopening Plan V1 [Attachment #4]. Dr. Mullings lead the Board through the plan highlighting the guidance from the CDC, NYSED and NYDOH. Following discussion, a motion was made by Frederica Jeffries with a second by Karon McFarlane to approve the 2021-22 School Year Reopening Plan V1. The motion carried unanimously. It was noted that as updated guidance from the CDC, NYSED, NYDOH and NYS Governors Office, etc sections effected in the plan by the new guidance would be edited to reflect the new guidance.
7. The Chair called on Dr. Mullings to update the Board on the American Rescue Plan Application [ESSA 3] [Attachment #5]. The final application will be reviewed by the Board Chair on behalf of the entire Board prior to its submission.

The meeting adjourned by common consent.

Respectfully submitted:

A handwritten signature in blue ink that reads "Karon K. McFarlane". The signature is written in a cursive style.

Karon McFarlane
Secretary



Attachment #2



Senior Director of Teaching and Learning K-5
September 2021 Board Report
 (Covering July 1, 2021-August 31, 2021)
Kentia Coreus

Enrollment Compliance

Grade	Total Scholars	# of scholars w/IEPs
K	106	16
1	117	23
2	113	15
3	96	13
4	96	14
5	96	14
Totals	624	95

source: Student Enrollment Weekly Report sent on September 10, 2021 linked [here](#)

Ongoing Teaching & Learning Tasks

- Manage personnel, curricula, and partnerships in support of the educational program
- Monitor the effectiveness of the educational program by reviewing data, observing instruction, school culture, and academic operations
- Supervise the K-5 principal by conducting daily check-ins and weekly 60 minute supervision meetings
- Listen and respond to staff and family grievances
- Maintain awareness of DOE, NYS, and DOH guidelines related to COVID-19 and implement new teaching and learning policies or protocols where needed in consultation with the CEO and director of pupil personnel services

Ongoing COVID-19 Response

- Attend bi-weekly webinars with the New York State Charter Association where information is provided by the Board of Regents and all three NYS charter authorizers. Share information with pertinent staff
- Maintain awareness of DOE, NYS, and DOH guidelines related to COVID-19
- Connect with external school leaders to share/collect ideas for supporting scholars and staff

Elementary and Secondary School Emergency Relief III (ESSER) and American Rescue Plan (ARP)

In an effort to support learning recovery for students across the nation, President Biden enacted the American Rescue Plan on March 11, 2021. The plan allows for schools to apply for significant funding via the ESSER III/ARP grant application. The SDTL developed a Google document, submission protocols, and timelines; for directors and JPS consultants to work collaboratively on CPCS' submission of the ESSER III/ARP application (due late August). Below is our plan rationale, guiding principles, and priorities.

Rationale

At Challenge Charter School, we are approaching our planning for the 2021-22 school year by thinking about learning recovery instead of the deficit-aligned narrative of learning loss like Almarode et al, authors of [*Reinvesting and Rebounding Where the Evidence Points for Accelerating Learning*](#). While we acknowledge that remote learning may not have been ideal for all scholars, we saw tangible evidence of scholars who learned and demonstrated *new* skills in the remote learning environment. Our scholars have become more technology savvy and have learned a variety of ways to demonstrate their learning (by utilizing tech tools such as FlipGrid, Padlet, Google breakout rooms, etc.). Thus, when we think about the next school year (and the ones after), we are thinking about, ***What does each scholar need in order to accelerate his/her learning?*** By thinking about learning recovery and accelerating learning, we ensure that we utilize the federal funds to adopt evidence-based programs, services, and strategies to move every child along their learning journey.

Guiding Principles

The following principles help us think, prioritize, and make decisions when planning for the upcoming school year:

- The goal is student learning and wellbeing; the rest of schooling responds to and supports that mission
- Social and emotional well-being is central to learning
- We must assess the impact of our decisions on student learning and pivot quickly when needed
- All stakeholders have the ability to impact student learning

Our Six Identified Priorities

1. Health and Safety
2. Teaching and Learning
3. Social-Emotional Well-Being
4. Technology and Digital Equity
5. Professional Learning
6. Family Engagement and Communications

ESSER III/ARP applications required evidence of stakeholder engagement. The SDTL presented information to families during a town hall held on June 1, 2021. An overview of our plan was shared with staff on June 18, 2021.

Teaching and Learning Partnerships

The SDTL conducted research and consulted with external school leaders to identify potential partners to support the initiatives outlined in our ESSER III/ARP draft. Below is a summary of partners supporting teaching and learning.

Organization	Contact Name	Description of Partnership Work
Performance Matters (from PowerSchool)	Ms. Amy True	Assessment design training will allow us to develop authentic assessments aligned to our curriculum. Early warning system is also available in the platform
Educators for Student Success Association (ESSA)	Mr. Gerry Galderisi	Retired elementary principal will provide executive coaching and mentoring to leadership team
Lavinia Group	Ms. Jackie Taslim	Close Reading strategy training and implementation support. Includes curriculum access.
Learner-Centered Initiatives (LCI)	Dr. Giselle Martin-Kneip	ELA curriculum design and writing training will be provided for 30 staff members
Practice Makes Perfect (PMP)	Mr. Pedro Rubiano	PMP will provide high-impact tutoring for identified scholars based on iReady data and teacher input
The New Teacher Project (TNTP)	Mr. Kit Tollerson	TNTP will provide leadership training and coaching for seven school/district leaders to support scholar achievement
The Eisenberg Leadership Academy (TELA) (formerly WOO Inc.)	Mr. Hal Eisenberg	Personalize and develop templates and all supporting materials for Individual Achievement Plans (IAP) for all elementary scholars

2021-22 Instructional Theme: *The Rebound*

The senior directors of teaching and learning collaborated to develop this year's themes. Below are the rationale and guiding mantras shared with all instructional staff during preservice week.

Rationale

To say that the prior school year was filled with uncertainty and challenge would be a gross understatement. However, despite the health and social challenges we faced individually and as a school community, we maintained our commitment to *boldly challenging obstacles to scholar success*. We did so by maintaining high expectations, ensuring every scholar had access to a learning device, partnering with families, pushing our learning as adults, and responding to scholar needs: one scholar at a time. Our work was simultaneously difficult and rewarding as we watched our scholars and staff engage in distance learning for the entire 2020-21 school year. *So where do we go from here? We rebound!*

The term *rebound* is offered by Fisher et. al in *Rebound* (Corwin, 2021) as an approach to schooling that acknowledges our traumatic experiences during the pandemic while recognizing that we have an **unprecedented opportunity to improve teaching and learning** by reflecting on what worked and what did not work before and during the pandemic. In this context, rebound means coming back stronger and better!

In our K-5 educational program our rebound will be framed in the following pillars: **Care** (social-emotional learning and wellness for staff, scholars, and families), **Clarity** (clear and data-informed learning goals), and **Collaboration** (between professional learning teams, school-family, and school-community). These three pillars will allow us to reject the learning loss narrative that threatens to make educators lower expectations and only offer remediation. We embrace the 2021-22 school year as the year of:

The Rebound: Accelerating Learning through Care, Clarity, and Collaboration

Guiding Mantras

The following mantras will support our vision and will be referenced as we plan, problem-solve, and make decisions in the upcoming school year in support of our educational program.

1. Our work is people work.
2. We work together.
3. Acceleration, not remediation.
4. Reliable data brings clarity.

“Let’s not simply go back but rather return to school stronger and better” – Fisher et al. (Corwin, 2021)

K-5: *The Rebound: Accelerating Learning through Care, Clarity, and Collaboration*
6-10: *The Rebound: Managing Change through Adaptability and Experiential Learning*

Preservice Week (August 16-20)

CPCS welcomed back nearly one hundred fifty staff members for preservice week. In preparation, the senior directors of teaching and learning worked with directors to plan a comprehensive and cohesive week of learning for all staff. The schedule is attached to the end of this document.

School Reopening

Challenge Preparatory Charter School reopened its doors on Wednesday August 25, 2021 (instead of August 23 as planned, due to flooding). The air of excitement, anticipation, and a bit of anxiety was palpable. 710 Hartman welcomed scholars in grades K-3 while our grade 4-5 scholars headed over to 1526 Central, our new intermediate site. School teams will prioritize building relationships with scholars and families as we welcome back over 600 scholars.



Challenge Charter School

2021-22 Pre-Service Professional Development Calendar

August 16-August 20 (8:00am-4:30pm)

As of August 10, 2021

Network-wide - All staff required
School Site-Specific (K-5, 6-10) (Details will be shared by principals.)
Instructional Staff K-10
Education Technology Focus K-10
SEL Focus K-10
HR Focus K-10

Pre Service Staff Guidelines and Expectations

IMPORTANT PREREQUISITE INFORMATION AND TASKS!

MONDAY - August 16	TUESDAY - August 17	WEDNESDAY - August 18	THURSDAY - August 19	FRIDAY - August 20
<u>8:00 - 8:30</u> Breakfast	<u>8:00 - 8:30</u> Breakfast	<u>8:00 - 8:30</u> Breakfast	<u>8:00 - 9:30</u> Breakfast Individual Administrative Period	<u>8:00 - 8:30</u> Breakfast: Coffee and Donuts
<u>8:35 - 8:55</u> Welcome Address <i>Rev. Dr. L. Mullings</i> Presentation of New Staff <i>E. Armstrong</i>	<u>8:30 - 9:10</u> SEL Overview, Part I <i>T. Richards</i>	<u>8:30 - 9:15</u> Mental Health and the Pandemic <i>Dr. Charles Gewirtz</i> <i>Psychologist, NYC Health and Hospitals</i>	<u>9:35 - 10:00</u> SEL Overview, Part II New! Watch clips from EdTech Video 1 Video 2 <i>T. Richards</i>	<u>8:30-9:00</u> Individual work period <i>On your own</i>
<u>9:00 - 9:10</u> Transition to Break Out Rooms	<u>9:10 - 9:20</u> Break			<u>9:00 - 9:45</u> OPTIONAL! Presentation: Equitable <i>Rochelle Forster</i> Zoom Link
<u>9:10 - 10:00</u> Presentation: COVID-19 and School <i>Dr. Galiatsatos</i> Link: Join Zoom Meeting	<u>9:20 - 10:00</u> Technology Overview Presentation Slides <i>D. Richardson</i>	<u>9:30-10:00</u> SEL activity/ team building <i>T. Richards and N. Zadok</i>	<u>10:00 - 11:15</u> Communications Policies and Best Practices <i>K. Messer</i>	<u>9:45 - 10:00</u> Break Professional Photos 9am- 1pm
<u>10:00 - 10:10</u> Transition to Cafeteria	<u>10:00 - 10:15</u> Icebreaker Activity <i>E. Armstrong</i>	<u>10:00 - 10:45</u> Special Education Overview <i>N. Zadok</i> <i>The presentation is here</i>	Employee Policies and Expectations <i>E. Armstrong</i> Projects for Challenge Contest Overview <i>E. Armstrong</i>	<u>10:00 - 10:30</u> OPTIONAL! Learn about AFLAC <i>Jill Rappaport</i> Zoom Link



Challenge Charter School

2021-22 Pre-Service Professional Development Calendar

August 16-August 20 (8:00am-4:30pm)

As of August 9, 2021

Network-wide - All staff required
School Site-Specific (K-5, 6-10) (Details will be shared by principals.)
Instructional Staff K-10
Education Technology Focus K-10
SEL Focus K-10
HR Focus K-10

MONDAY - August 16	TUESDAY - August 17	WEDNESDAY - August 18	THURSDAY - August 19	FRIDAY - August 20	
<p><u>10:10 - 10:50</u> Health and Safety Expectations and Protocols <i>T. Richards, D. Russell, V. Lynch</i></p>	<p><u>10:15 - 11:35</u> Takeaways from the Pandemic <i>C. Quatrano and M. Spataro</i></p> <p>New! Find your group assignment HERE. Make note of your group number and classroom assignment.</p> <p>New! Read the instructions for the breakout activity HERE Presentation Slides</p>			<p><u>10:30 - 11:30</u> CCMS/HS Team Transition Gearing Up for The REBOUND! at your site- See your director supervisor if you have any questions</p> <p>Professional Photos 9am- 1pm</p>	
<p><u>10:50 - 11:00</u> Break Grades 6-10 transition to 15-20 Central</p>		<p><u>10:45 - 11:00</u> Break</p>			
<p><u>11:00 - 12:00</u> Rebounding: CCS 2021-22 Instructional Vision K-5 Presentation Slides <i>K. Coreus</i></p>		<p><u>11:00 - 11:45</u> YOU are Brand Ambassadors & Storytellers <i>K. Messer</i></p>			
<p><u>11:10 - 12:00</u> Rebounding: CCS 2021-22 Instructional Vision <i>Principal M. Gordon</i></p>	<p><u>11:45 - 12:00</u> Projects for Challenge Contest Overview Passion Project Entry Form <i>E. Armstrong</i></p>	<p><u>11:45 - 12:00</u> Enrollment - It Affects Us All <i>K. Messer</i></p>			<p><u>11:15 - 12:00</u> Professional Photos <i>E. Armstrong</i></p>
<p><u>12:00 - 1:00</u> Lunch</p>	<p><u>12:00 - 1:00</u> Lunch</p>	<p><u>12:00 - 1:00</u> Lunch</p>			<p><u>12:00 - 1:00</u> Lunch</p>

AFTERNOONS AT RESPECTIVE SITES



Challenge Charter School

2021-22 Pre-Service Professional Development Calendar

August 16-August 20 (8:00am-4:30pm)

As of August 9, 2021

Network-wide - All staff required
School Site-Specific (K-5, 6-10) (Details will be shared by principals.)
Instructional Staff K-10
Education Technology Focus K-10
SEL Focus K-10
HR Focus K-10

MONDAY - August 16	TUESDAY - August 17	WEDNESDAY - August 18	THURSDAY - August 19	FRIDAY - August 20
<p><u>1:15 - 3:00</u></p> <p>K-5 - CPCS: Launching The School Year Faculty Meeting Instructional Focus and Plans Handbook Calendar and Schedules Non-Negotiables <i>Principal N. Griffin, AP C. Thomas, AP J. Ward-Brew</i></p> <p>6-10 - CCMS/CCHS: Launching The School Year Instructional Focus and Plans Handbook Calendar and Schedules Non-Negotiables <i>Principal M. Gordon, AP Dr. S. Lyle, AP M. Sonnichsen</i></p>	<p><u>1:15 - 2:00</u></p> <p>K-5 - CPCS: Site-specific tech initiatives Technology Handbook <i>Curr. Integration Spec. E. Ofori, Tech Team</i></p> <p>6-10 - CCMS/CCHS: PLC Group Meetings Grade level Department level <i>AP Dr. S. Lyle</i></p> <p><u>2:10 - 3:30</u></p> <p>K-5 - CPCS: Grade Specific Groups <i>Principal N. Griffin, AP C. Thomas, AP J. Ward-Brew</i></p> <p>6-10 - CCMS/CCHS: Site-specific tech initiatives Technology Handbook <i>Tech Team</i></p>	<p><u>1:15 - 3:00</u></p> <p>K-5 - CPCS: Unit Plans Assessments <i>Principal N. Griffin, AP C. Thomas, AP J. Ward-Brew</i></p> <p>6-10 - CCMS/CCHS: Pacing and Accountability School Year and Assessment Calendars Digital Citizenship <i>Principal M. Gordon, Data/Systems Spec. A Samuels</i></p>	<p><u>1:15 - 3:00</u></p> <p>K-5 - CPCS: Scholar Onboarding The First 20 Days Balanced Literacy- Read Alouds and Shared Reading Safety and Discipline <i>Principal N. Griffin, AP C. Thomas, AP J. Ward-Brew</i></p> <p>6-10 - CCMS/CCHS: Scholar Onboarding Culture Handbook House System Acculturation Week <i>AP M. Sonnichsen</i></p>	<p><u>2:00 - 3:00</u></p> <p>K-5 - CPCS: Grade Team Planning PLC Meeting Norms CST Process Committee Signups <i>Principal N. Griffin, Counselor H. Anglin, Social Worker M. Harris</i></p> <p>6-10 - CCMS/CCHS: PLC Planning PLC Norms CST Process Committee Signups <i>Principal M. Gordon, AP Dr. S. Lyle Counselor K. Armstrong Social Worker D. Colon</i></p>
<p><u>3:15 - 4:30</u></p> <p>K-5 - CPCS: Site-specific health and safety protocols <i>Operations Team</i></p> <p>6-10 - CCMS/CCHS: Site-specific health and safety protocols <i>Operations Team</i></p>	<p><u>3:30 - 4:30</u></p> <p>K-5 - CPCS: Classroom Setup</p> <p>6-10 - CCMS/CCHS: Classroom Setup</p>	<p><u>3:00 - 4:30</u></p> <p>K-5 - CPCS: Classroom Setup</p> <p>6-10 - CCMS/CCHS: Classroom Setup</p>	<p><u>3:00 - 4:30</u></p> <p>K-5 - CPCS: Classroom Setup</p> <p>6-10 - CCMS/CCHS: Stitching the SEM <i>Principal M. Gordon, AP Dr. S. Lyle</i></p>	<p><u>3:00 - 4:30</u></p> <p>K-5 - CPCS: Classroom Setup</p> <p>6-10 - CCMS/CCHS: Classroom Setup</p>



Attachment #3



Ms. Nicole Griffin
Challenge Preparatory Charter School- Elementary
Principal Report
September 2021

The Rebound - "Accelerating learning through care, clarity and collaboration."

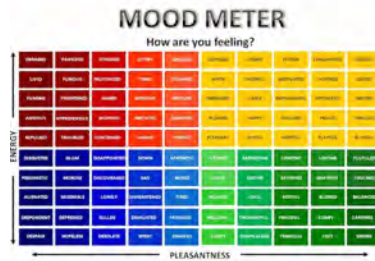
Enrollment as of 9/10/21

Grade	Total # of Scholars	# ELLs	#IEPs
K	104	2	16
1	117	2	23
2	115	2	15
3	95	7	13
4	94		14
5	97		14
	622		95

Focus Areas for the First 30 Days of School

1. Social-Emotional Well-Being of Students

- Each day we start with a morning meeting. During that time, all teachers use the mood meter to launch the day. Teachers display the mood meter on a slide and scholars respond with an emotion or word.



-
- Scholars who exhibit or state words that are red flags are immediately directed to the guidance counselor or social worker.
- Scholars who are at risk receive an immediate check-in.
- At this time, Mrs. Anglin will provide SEL(as her schedule allows) while Mrs. Harris is on maternity leave.
- The SEL team created a pacing calendar infused with the character trait of the month.
- The calendar will also align with our ELA Units.

2. Social-Emotional Well-Being of Adults

- Just as the scholars use the MOOD METER, the adults use the mood meter as well during daily team meetings.
- Teachers will utilize the MINDFUL journal provided during preservice to also help with the adjustment of this school year
- Once a month- a Principals TREAT will be provided to staff to help uplift staff and to show appreciation.

3. Attendance

- Staff attendance declined the first two weeks of school. Three teachers had to quarantine and one TA.
- Scholar attendance in Powerschool begins September 14, 2021.

4. First Three Weeks of School

- Scholars were eager and ready
- Staff welcomed scholars with masks and open arms
- Kindergarten and first grade scholars had a rough start. However, scholars has now adjusted
- Teachers are teaching routines and procedures, following the Reading and Writing Workshop lesson plans
- Due to the effects of the storm, the assessment calendar has been adjusted
- Doors open at 7:55am
- Instruction begins at 8:30am
- Dismissal is at 3:30pm for 710 and 3:40 for 15-26
- Busing will commence on 9/20/21
- Parent Orientation- Conducted on 9/9/21- Grades K-3; 9/14/21- Grades 4-5

MEET THE TEACHER NIGHT	
September 9, 2021	
CLASS	ATTENDEES
K11	3
K12	6
K13	7
K14	8
K15	6
101	6
102	8
103	11
104	8
105	6
201	5
202	12
203	5
204	7
205	5
301	4
302	4
303	6
304	5

5. Digital Access and Equity

- Chromebooks- Scholars in grades K-3 are all equipped with a device. Devices will not go home. All Chromebooks are assigned to each scholar with a specific model number.
- Grades 4-5 will receive their Chromebooks by 9/17/21

6. Launching the Educational Program

- Math and Science curriculum began on 9/ 9/21
- ELA- Reading and Writing begins on 9/20/21
- Social Studies- begins on 9/20/21
- Teachers follow the Reading and Writing Workshop- The First 20 Days until 9/30/21

7. Professional Learning Opportunities

- Staff PD Topics covered during PRE-SERVICE [HERE](#)
- August/September Topics:
 - How will I Be Evaluated as a Professional at CPCS?
 - Launching the Reading and Writing Unit 1
 - F& P Refresher
 - Balanced Literacy
- Upcoming- LCI is prepared to work with all staff as well half selected staff to begin the process of curriculum writing. The areas of focus will include:
 - Alignment of Project Character to the ELA Units of Study
 - Develop performance based assessments
 - Inclusion of core, active learning strategies



Attachment #4



CHALLENGE CHARTER SCHOOL

2021-2022 Principal's Monthly Board Report

Mavgar Mondesir-Gordon, Principal (Grades 6-10)

School Year 2021-2022 Report Sep 14, 2021

Current CCHS Enrollment:

Cohort Group	Grade Level	Enrollment as of Sep. 14, 2021
#3	G. 10	53
#4	G. 9	83
TOTAL		136

Current CCMS Enrollment:

Cohort Group	Grade Level	Enrollment as of Sep. 14, 2021
#5	Gr. 8	81
#6	Gr. 7	68
#7	Gr. 6	92
TOTAL		241

CCMS Attendance Statistics:

C o h o u r p t	G L r e a v e l	Attendance Rates
		Aug 25, '21 - Sep 14, '21
#3	Gr. 10	*Rosters for the first 3 weeks of school were highly skewed, so attendance will be provided next month.
#4	Gr. 9	
#5	Gr. 8	
#6	Gr. 7	
#7	Gr. 6	
CCMS Average		
CCHS Average		
6-10 Average		



STAFFING:

- CCMS is currently seeking the following:
 - Grade 7 Math Teacher
 - Grade 7 Science Teacher
 - Grade 8 Social Studies teacher
 - Grade 7 ICT Teacher
 - Grade 6 ELA TA
 - Grade 6 SS TA
 - Family Engagement Coordinator (6-10)

- CCHS is currently seeking the following:
 - Living Environment/Chemistry Teacher
 - Earth Science Teacher
 - High School Math TA
 - SETSS Teacher

SOCIAL EMOTIONAL LEARNING (SEL)

- Covered in the homeroom (8:00 a.m.-8:25 a.m.)
 - Grades 6-10 have begun the Second Step SEL lessons
- The importance of the social-emotional lessons is to provide a foundation for safe and positive learning to provide scholars with the strategies necessary to succeed in school, careers, and life. We will focus on all 5 of the SEL Competencies throughout the school year. The Inner You course continues in the grades 9-10

CURRICULUM AND INSTRUCTION

- Teachers have completed curriculum maps and unit plans for their first unit
- Teachers have completed syllabi for the months of September and October.
- Teachers are waiting until the completion of Performance Matters training to administer pre-unit tests in Science, Social Studies, and SEL Surveys
- iReady BOY assessments will be administered after adjustment to add Grades 9 and 10 licenses
- Following the completion of BOY assessments, there will be the Data Disaggregation and Curriculum Compacting PD for teachers
- Scholars are able to maneuver the technology components required for coursework.

SPECIAL EDUCATION SERVICES

- ICT CLASSROOMS
 - At Grades 6-8, the -01 homerooms have been designated as the ICT homerooms
- ENL services are provided on a consistent schedule by Mr. Sebastian Salazar since the first day of school.



DIGITAL PLATFORMS

- Grades 6-10 scholars are using only digital notebooks for all courses with the exception of Math classes, in which they write notes in a notebook.

PARENT AND SCHOLAR OUTREACH and ACCESSIBILITY

- Virtual new Scholar Orientations took place on August 18 and 19 respectively, from 5:00 PM to 6:30 PM.
- Meet-the-Teacher Night will be rescheduled to the week of September 20, and will take place virtually with the safety of all stakeholders in mind.
- 6-10th Grade Town Hall Meetings have been taking place frequently in efforts to address issues of digital citizenship and COVID-19 safety.
- Efforts continue with respect to getting Parents to register in ParentSquare

PROFESSIONAL DEVELOPMENT

- **GRADE TEAM PLANNING AND ONGOING PROFESSIONAL DEVELOPMENT**
 - Professional development takes place daily:
 - Mon-Thu 11:10 PM to 12:00 PM for Grade 6
 - Mon-Thu 12:50 PM to 1:40 PM for Grades 6-10 core instructors
 - Fridays from 1:30 PM to 4:00 PM
- **VERTICAL DEPARTMENT PLANNING**
 - The June 2021 preparation of “Great Expectations for Grade Level Expectations” helped us begin the 2021-2022 school year with a clear idea of our scholars’ data and beginning-of-year needs. This document names the standards that scholars must master at the end of each grade level alongside the checklist of academic skills that support that standard. This will work in tandem with the iReady Standards Mastery feature to ensure that as a PLC we are referring to scholar performance by naming the standards that scholars have mastered or have not mastered yet. i-Ready beginning-of-year diagnostic testing begins on September 21, 2021

INSTRUCTIONAL OBSERVATIONS

- The CCMS-CCHS Admin Team members have been regularly supporting instructional periods throughout the day to ensure that instruction is taking place and that outreach is performed as needed. Informal observations have begun in the form of Check-ins. By the first week of October, we will continue to use TeachBoost for this task, with a target of 2 long observations and 5 short observations across the board for the school year.



Attachment #5



Director of Pupil Personnel Services

July- September 2021 Board Report

Covid-19

Here are the current vaccination numbers for our staff:

90 Fully vaccinated

42 Partially vaccinated

7 exemptions

11 employees in process of filing exemptions

- Presented a school-wide re-entry plan presentation that included all of our health and safety protocols.
- Collaborated with data coordinator and communication director to ensure families and staff were signed up for ParentSquare to access the daily health questionnaire.
- Supported the COVID-19 coordinator with guidance on creating parent and staff notices if and when an individual experiences symptoms within the school building.
- Created a school notice in preparation of a COVID-19 case within the school community for non-exposure and close contacts.
- Attend weekly Sector-Wide Q&A Calls with the NYC DOE & DOHMH to stay informed of all updated COVID-19 protocols, and inform all leaders about the updates
- CIC Health will be partnering with our school to provide in-school testing. CIC Health offers comprehensive COVID-19 testing services that are accessible, fast, and easy. I completed the In-School COVID-19 testing survey from CIC Health to begin the bi-weekly testing this month.
- Met with the data coordinator to create a system of randomization to select 10% of scholars for testing based on scholars in grades 1-10 with parental consent.
- Provide next steps for staff and scholars when they present COVID-19 symptoms or have a positive result.
- Call in positive COVID cases to the local health department

Pupil Personnel Director

1. Presented two school-wide presentations on "What is at the heart of SEL?"

2. Interviewed two social work interns from the Silberman School of Social Work at Hunter College to provide support to our at-risk scholars. They will begin their internship in September.
3. SecondStep implementation training was provided to the MS SEL team. The SecondStep implementation presentation is on September 10th. The staff will be introduced to the SecondStep program as a whole, and understand the process to teaching the SEL skills to our scholars by incorporating these skills into different portions of the day.
4. I've scheduled to meet with the principals this month to discuss several topics in relation to supporting student support services.
5. Provided recommendation services to provide support to at-risk scholars within our school community

Family Engagement Coordinators

1. The Family Engagement Coordinator will follow-up with families to sign-up for ParentSquare, with the spreadsheet that displays families that have signed up and those that have not
2. Will begin to meet with the FEC, once a month with the family engagement coordinator regarding innovative ways to engage families



Attachment #6



Challenge Charter School

Communications Report - September 2021

Kim Messer, Director of Communications

Reopening 2021-22

- Through the summer, I supported the work on Reopening plan changes and helped our Leadership Team edit the document for the new school year.
- Final plans have been posted in English.
- Awaiting Spanish translation for posting.

ParentSquare

I helped in the first phase of implementing this communication tool with staff. This new app was chosen over the summer to serve a variety of school needs:

- Daily Health Questionnaire for both staff and scholars is filled out from here
- One stop place for communication with family members who primarily use mobile devices to get school information
- Ease of use and secure document options (such as report cards) were key selling points
- Use of StudentSquare to communicate in the future with our older scholars

Website Updates

As previously planned, our websites have been collapsed into one site - **Challenge Charter Schools** - challengecharterschools.org

This necessitated a variety of work over the summer that continues on this fall:

- Rebuilding of a new calendar
- Back to School pages for Elementary, Middle and High school
- Updates to site-specific pages continues

<small>VISITS</small> 7.8K <small>+137% yr/yr</small>	<small>BOUNCE RATE</small> 42.79% <small>-34% yr/yr</small>	<small>UNIQUE VISITORS</small> 4.4K <small>+110% yr/yr</small>	<small>PAGEVIEWS</small> 20K <small>+237% yr/yr</small>
--	--	---	--

Traffic from August 1-September 13 is represented above

Recruitment/Application Season Marketing

- With more empty seats than expected as we ended the school year in June, I worked with our new Enrollment & Recruitment team on targeted print ads, targeted print pieces for outreach, and special social media posts.
- Despite challenges over printing issues and finance approval delays, we provided updated printed applications and school flyers to a number of preschools to help fill Kindergarten seats.
- We gained at least one applicant from the print efforts and many more from our marketing and outreach efforts.
- I'm now turning my attention to the fall recruitment pieces needed as we begin recruiting for SY 2022-23.

Social Media



Both Facebook and Instagram pages have grown as the new school year began. The goal for engagement is always 3x the amount of Likes/Follows. Currently we are close to 2x.

Other Marketing Updates

- I am working with the Enrollment/Recruitment Team on new ways of advertising our school.
 - We had a video team on the first day of school shoot footage for a school commercial.
 - We are looking into bus stop advertising in close to the school sites.
- We have been waiting for some "Apply Now" banners for the buildings for street traffic.
- General merchandise is needed for Challenge Charter School - something we have never had before.
- High School Press Conference/Ribbon Cutting was tabled during the pandemic. I'm hopeful that we will host something soon to garner support and attention.

Fall to Spring Communications Plans

- Continue work on the Crisis Communications Plan. This will be a collaborative effort between multiple staff members.
- Begin the Branding Guide and training of staff from administration down. We need to return to issues that were tabled during the pandemic such as defining our essence, defining brand identity distinctions, redesign of logos, and letterhead issues.



Attachment #7



September 13, 2021

Ms. Natalie Zadok: Director of Special Education Grades K-10

I) Develop a Vision

- Developing a streamlined vision for the Special Education Department that exemplifies integrity, equity, collaboration and empowerment for all scholars and their families to be exhibit best academic and social emotional achievements.
- Meeting with Administration and School building leaders to assess the current Special Education Program in order to incorporate specific tools to strengthen the management of Scholars with IEP’s across all Grades K-10.

II) Special Education Scheduling and Planning

- Creating the Special Education IEP Spreadsheet and caseloads requires entering every scholar grades K-10 OSIS# in SESSIS to identify scholars with IEPs, this is in order to align them with the correct services and providers needed. *Below is the current IEP Report for all three locations*

Site	Grade	Scholars with IEPs			Related Services							Total Services
		Student Population	2021-2022 Active IEPs	% Of Students with IEPs	Speech	Counseling	SETTS	PT	OT	Testing Accommodations	CTT	
Elementary	K	648	96	15%	82	25	14	8	32	40	72	273
	1											
	2											
	3											
	4											
5												
Elementary Total					30%	9%	5%	3%	12%	15%	26%	
Middle	6	252	37	15%	20	16	24	0	4	44	15	123
	7											
	8											
Middle Total					16%	13%	20%	0%	3%	36%	12%	
High	9	128	14	11%	5	6	13	0	0	14	1	39
	10											
High Total					13%	15%	33%	0%	0%	36%	3%	
Total All Grades		1028	147	14%	107	47	51	8	36	98	88	435

Observations:

- ✚ 14% of all 3 sites are on IEPs
- ✚ 15% of Elementary and Middle School students are on IEPs, while 11% of High Schoolers have IEPs
- ✚ Elementary scholars have more than double the number IEPs vs. Middle and High Schools. This is a normal distribution considering: More investment early has a positive effect as the Students get into High School
- ✚ Speech Services is most prevalent with Elementary Scholars at 30% vs. High school students, 13% only need speech Service.
- ✚ Testing Accommodations Services is consistently needed in all three schools as they are over the average

- **Conducting Interviews for the open position of Grades K-10 Special Education Liaison as well as Grades 9-10 SETTS Provider.**
- **Coordinate and Support K-5 Special Education Liaison with CSE4 Policies and Procedures-** Familiarizing Special Education Liaison Grades K-5 with CSE regulation, key points of contact to maintain and initiate IEP services in support of our scholars and families' needs.
- **Ensuring the partnership with CSE District #4**
Ensuring that related service agencies are appointed to CPCS in order to ensure related service (Speech, OT, PT, Para) services begin in a timely manner to avoid any lapse in services rendered to scholars.
- Supporting Special Education Liaison and Support Staff- By creating timelines, goals and interventions for scholars at risk via the RTI Model as well as Scholars with current IEP's.

III) Mobilizing Community Resources to support families with scholars with IEPs to secure the necessary external resources needed for scholars to maintain best academic as well as social emotional benchmarks this 2021-2022 school year.

- Partnering with New Horizons and Sheltering Arms Agencies in Far Rockaway to ensure that families receive the services needed upon initiating the need of community supports.
- Providing families with access to their parental rights under the IDEA Law that serves as a guide for parents with scholar's IEP compliance as well as parent-empowerment support guidelines.
- Conducted one-on-one Parent meetings via Google Meet and Telephone conference to address specific needs that arise prior to the first day of school for scholars with IEP's services that include initiating, maintaining and re-evaluating scholars' IEP cases.

IV) Sites K-10 External Providers COVID-19 Preparation

- Delivering CPCS COVID Guidelines and Safety Protocol to all Related Service agencies providers that will be conducting in-person sessions at all sites.
- Related Service Agencies have received a copy of the CPCS COVID-19 safety policy and have agreed to have their providers adhere to the CPCS COVID-19 Safety measures.

V) Professional Development Resources

- Met with the Special Education Collaborative to review a package that will suit the needs of CPCS staff Grades K-5 for Special Education Workshops
- Action Plans Developed: Co-Team Teaching Strategies, Specially Designed Instruction, Behavior Intervention Plans and Functional Behavior Analysis plans as well.



Attachment #8



Student Enrollment and Recruitment Weekly Report August 2021



Site	Grade	2021-22 SY Charter Goal	Projected Enrollment for 2021-2022 SY <i>(Based on the data from June 2021)</i>	Current Scholars Enrolled Into ATS	Current Scholar Registration In Progress via SchoolMint	Total Projected Enrollment for 9/3/2021
Elementary	K*	120	110	106	1	107
	1*	120	120	117	2	119
	2	120	120	113	1	114
	3	96	100	96	0	96
	4	96	99	96	0	96
	5	96	99	96	0	96
Middle	6	96	96	94	0	94
	7	72	74	66	4	70
	8	72	82	87	2	89
High	9	72	72	59	2	61
	10*	96	56	48	0	48
TOTAL		1056	1028	978	12	990

* The waitlist is currently exhausted.



Attachment #9



Rev. Dr. Les Mullings, Founder/CEO

September 14, 2021

Re: September 14, 2021 Operations Report

By: Venessa Lynch, Director of Operations

I. Facilities

- Buildings deep cleaned , sanitized , and disinfected prior to return of staff
- COVID signage placed throughout building
- Building updates for preventive measures for COVID (touchless bathroom faucets and toilet flushers, touchless hand dryers, paper towel dispenser, hand sanitizing stations)
- Renewal of CFO for FDNY
- System flush for all buildings
- Implementation of facilities ticketing system called Upkeep
- Hourly cleaning schedule implemented to ensure high touch areas are sanitized and disinfected often

II. Health

- Nurse have been approved for all sites. Currently waiting for permanent placement for the HS nurse.
- Health exam form are being collected and entered into ATS as provided by families
- Daily COVID screening and touchless temperature checks for both staff and scholars
- Isolation room set up in each site

III. Transportation

- Busing will begin on September 20, 2021. Families have received their contracts for route selections. Metro cards have been received for all sites.

IV. School Foods

- All sites have a full breakfast and lunch program. All kitchen staff are vaccinated except for 1 individual partially vaccinated.
- Working with school food managers to ensure staff members are using best practices to prevent the spread of COVID.

Challenge Preparatory Charter School, K-5

Nicole Griffin, K-5 Principal

710 Hartman Lane, Far Rocka Way, NY 11691

Phone: 718-327-1352

Email: ngriffin@challengecharterschools.org

www.challengecharterschools.org

Challenge Charter Schools

Rev. Dr. Les Mullings, Founder/CEO

710 Hartman Lane, Far Rockaway, NY 11691

Phone: 718-327-1352

Email: lsmullings@challengecharterschools.org

www.challengecharterschools.org

Challenge Charter Middle School, 6-10

**Mavgar Mondesir-Gordon, 6-10
Principal**

1526 Central Avenue, Far Rockaway, NY 11691

Phone: 718-327-4040

Email: mmondesir@challengecharterschools.org

www.challengecharterschools.org



Attachment #10



Director of Technology Report

Sep. 2021 - Dale Richardson

—

I: Current Work

A: Information Gathering

- Meetings with principals and directors, in an effort to plan student and state driven technology initiatives.

B: Process improvements.

- Transition to a Ticketing System - Facilitates assignable tech support for staff and scholars. Can also be used to generate metrics for end of year reporting.
- New identity management system - Facilitates a single sign-on portal for accessing multiple web applications, including Google, Microsoft, and various educational programs for scholars.

C: Completion of our 1:1 Device Distribution.

- Scholar's at 1520 Central and 12-79 Redfern have all been assigned individual Chromebooks, which are taken to and from school.
- Scholar's at 710 Hartman and 1526 Central are assigned Chromebooks which are housed in their classrooms.
- With the exception of staff who have chosen to utilize their own device, all teachers have been assigned a laptop.

II: Future Work

A: Prepare for the possibility of returning to remote learning, due to the rising Delta Variant.

- Chromebook Pre-Assignment - Will allow for quick distribution of devices at each site.
- Pre-ordering HotSpots - A few hotspots should be ordered, in preparation for scholar's without high-speed internet access at home, as supplies are scarce during this season. A survey of new families may be needed.

B: WiFi Upgrades.



- Work has begun at 1526 Central and 710 Hartman, to facilitate WiFi upgrades, which will double our speed and the amount of devices that can be accommodated on our network.

III: Risk Factors or Challenges

A: Preparing for the possibility of returning to remote learning during the ongoing pandemic of 2021-2022.

- While our staff and families are more prepared after the 20/21 year, experience tells us that this transition will be a heavy lift.
- Cross functional planning and coordination will be required to facilitate a seamless transition.



ATTACHMENT #11

August 2021 Financials



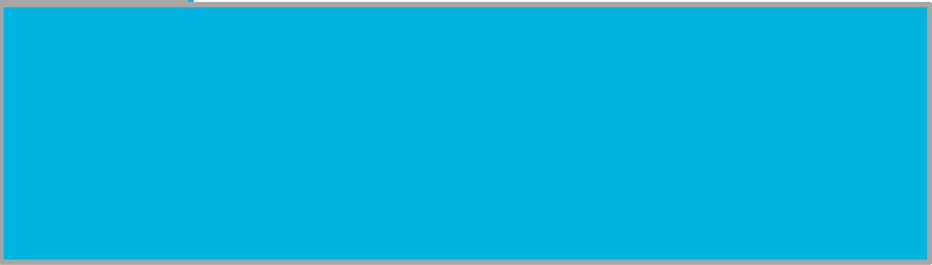
Helping you to focus on what's important
STUDENT ACHIEVEMENT

CSBM
CHARTER SCHOOL
BUSINESS MANAGEMENT

experience. expertise. execution.

Challenge Prep Charter School

Monthly Financial Report
August 2021

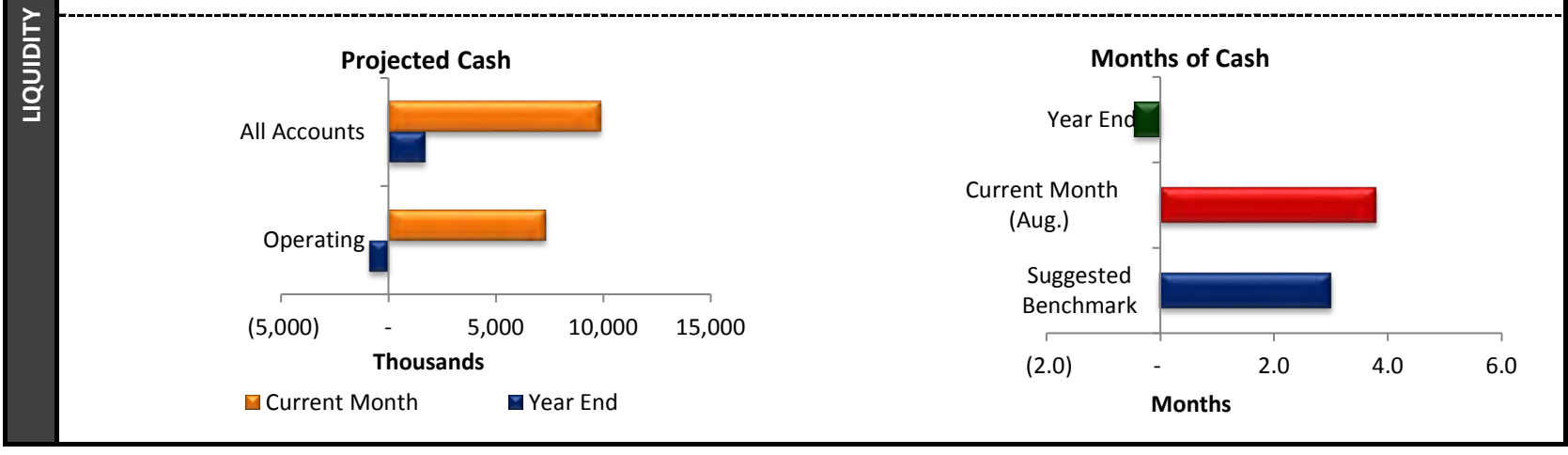


Challenge Prep Charter School

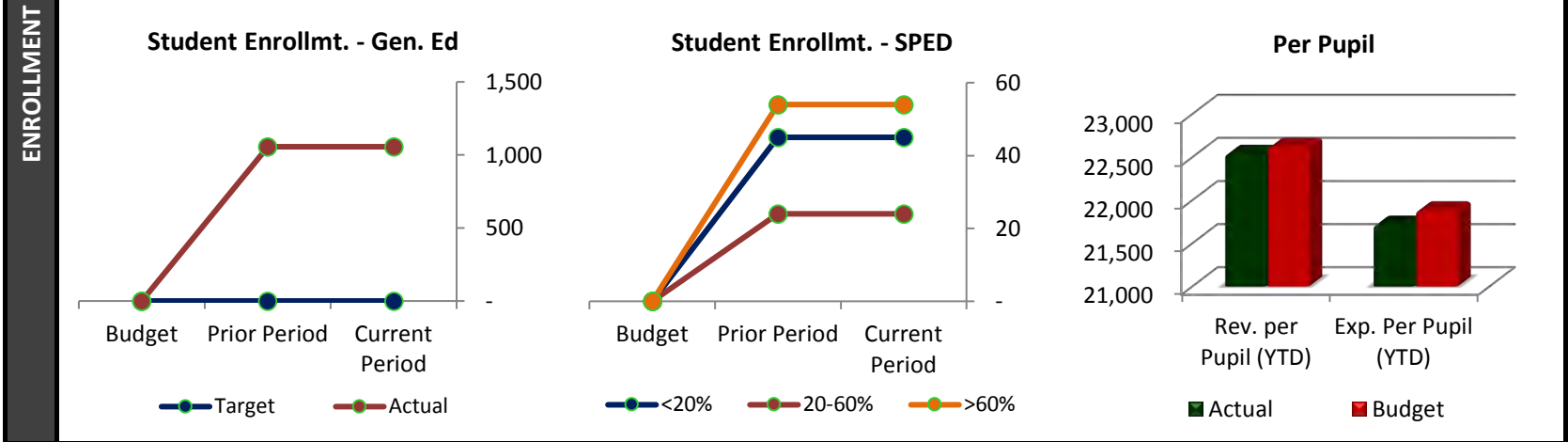
Financial Summary

For Period Ended August 31, 2021

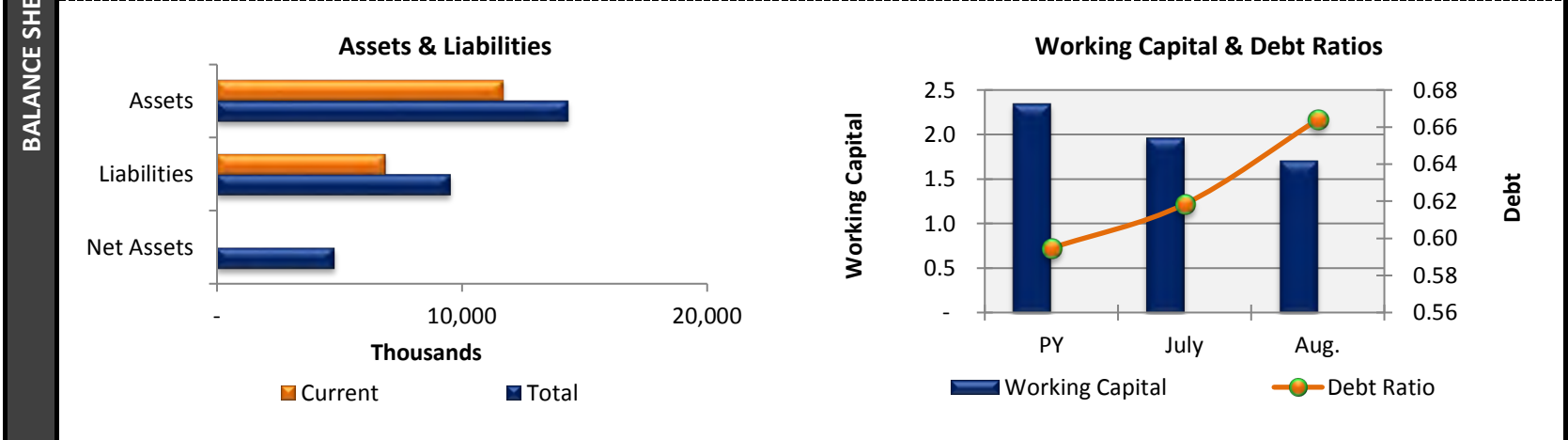
LIQUIDITY	Cash in Bank (Operating Account(s) Only: as of July 31, 2021)	\$ 7,318,771
	Projected months of cash on hand	3.8
	Cash in Bank (Total - All Accounts as of July 31, 2021)	\$ 9,891,318
	FY Ending Cash Available to Carryover to FY21-22 (Operating Account(s) Only)	\$ (879,098)
	Projected months of cash on hand	(0.5)
	FY Ending Cash Available to Carryover to FY20-21 (Total - All Accounts)	\$ 1,693,449



	Actual	Budget	Variance	Actual	Budget	Variance
General Ed	1,056.00	1,021.00	35.00	\$ 17,054,400	\$ 15,629,468	\$ 1,424,932
SPED						
0 - 20%	45.00	41.00	4.00	-	-	\$ -
20 - 59%	24.00	25.00	(1.00)	249,360	259,750	\$ (10,390)
60% - Over	54.00	53.00	1.00	1,028,646	1,009,597	\$ 19,049
Total SPED	123.00	119.00	4.00	1,278,006	1,269,347	\$ 8,659



Total Current Assets:	\$ 11,672,368
Total Current Liabilities:	\$ 6,858,390
Working Capital (Current) Ratio	1.70
Total Assets:	\$ 14,334,330
Total Liabilities:	\$ 9,518,555
Debt Ratio	0.66
Total Net Assets:	\$ 4,815,775



	Actual	Budget	Variance
Total Revenue YTD:	\$ 3,270,338	\$ 3,771,300	\$ (500,962)
Total Expenses YTD:	(2,520,790)	(2,793,300)	272,510
Net Operating Surplus(Deficit):	\$ 749,548	\$ 978,001	\$ (228,452)

Challenge Prep Charter School

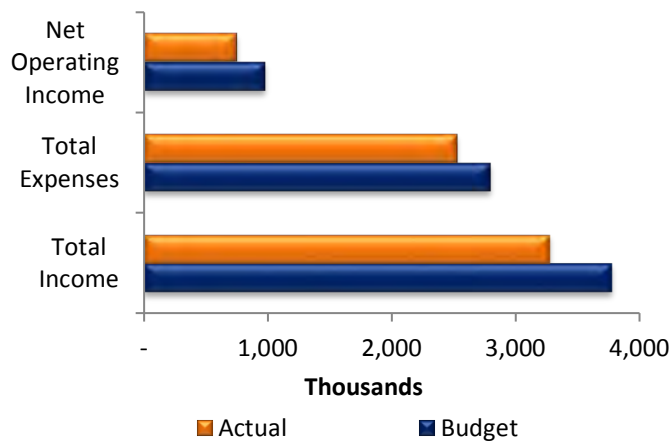
Financial Summary

For Period Ended August 31, 2021

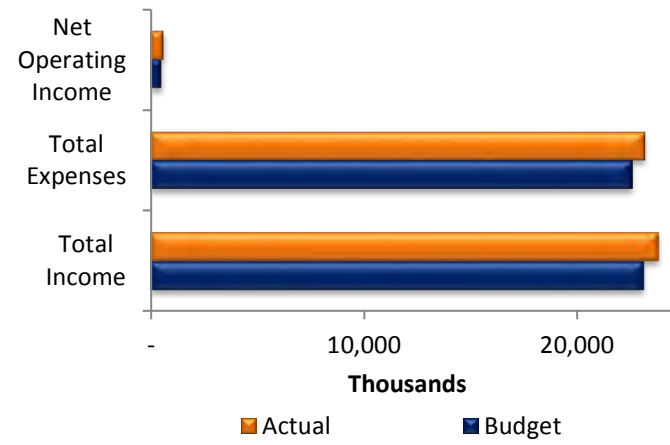
	<u>Projected</u>	<u>Budget</u>	<u>Variance</u>
Annual Projected Revenue:	\$ 23,802,376	\$ 23,097,145	\$ 705,230
Annual Projected Expenses (before depreciation):	(22,934,497)	(22,343,952)	(590,545)
Projected Net Operating Surplus(Deficit) before Depreciation:	\$ 867,878	\$ 753,193	\$ 114,685
Annual Projected Depreciation:	(230,840)	(230,840)	-
Projected Net Operating Surplus(Deficit) after Depreciation:	\$ 637,038	\$ 522,353	\$ 114,685
Capital Expenditure Requirements	\$ (400,000)	\$ -	\$ (400,000)
Total Cash Expenditures <i>(expenses excluding depreciation plus capital expenditures)</i>	\$ (22,303,657)	\$ (22,113,112)	\$ (190,545)
Revenue per Pupil (YTD)	\$ 22,540	\$ 22,622	\$ (82)
Expenditure per Pupil (YTD)	\$ 21,718	\$ 21,884	\$ (166)

BUDGETING / REVENUE & EXPENSES

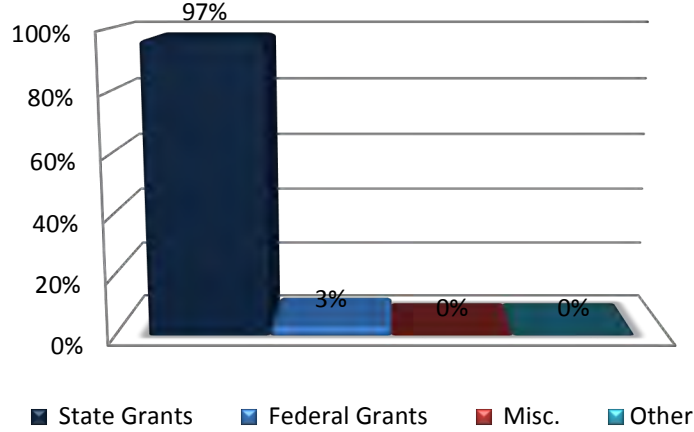
Year-To-Date (YTD)



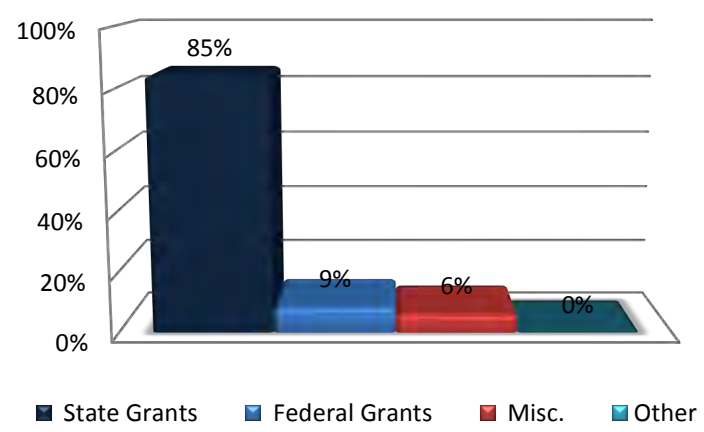
Year End (YE) Projection



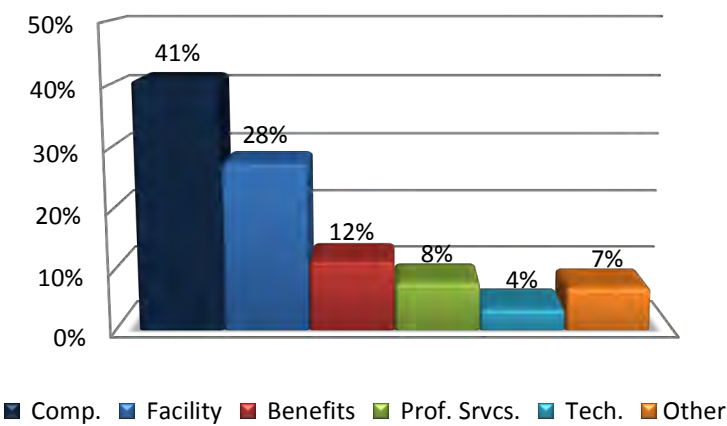
Revenue Breakdown YTD



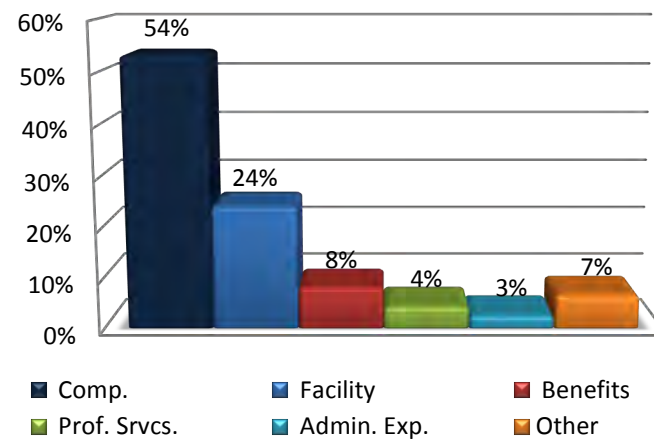
Revenue Breakdown YE



Expense Breakdown YTD



Expense Breakdown YE



Challenge Prep Charter School

Financial Variance Summary

Fiscal Year Ending 6/30/2022	Comments
Net Budget Surplus after Depreciation	\$ 522,353
Increase in Projected Annual Expenses	590,545
Net Projected Deficit Variance after Depreciation	<u>\$ 637,038</u>

**Challenge Prep Charter School
Budget vs. Actuals
Fiscal Year Ending June 30, 2022**

	August 31, 2021			YTD Through August 31, 2021			Projected FYE June 30, 2022					Comments	
	Actual	Budget	Variance	Actual	Budget	Variance	Current Month		Previous Month				
							Actuals - August 2021 - July 31, 2021 + Projected - June 30, 2022	Projections thru June 30, 2022	Actuals July 200 - July 200 + Projections Aug. 200 - June 201	Variance between July & Aug. Reporting	Annual Budget		Variance
Income													
4100 State Grants	1,588,773	1,631,484	(42,711)	3,177,545	3,262,967	(85,422)	17,042,200	20,219,745	-	20,219,745	19,616,816	602,929	GenEd based on 1,056 . SpEd budget based on 54 over 60%; 24 20-59%
4200 Federal Grants	13,662	129,167	(115,505)	92,410	258,333	(165,924)	1,987,919	2,080,329	-	2,080,329	1,980,329	100,000	
4300 Contributions	-	-	-	-	-	-	-	-	-	-	-	-	
4400 Miscellaneous Income	212	125,000	(124,788)	384	250,000	(249,616)	1,501,918	1,502,302	-	1,502,302	1,500,000	2,302	
Total Income	1,602,647	1,885,650	(283,003)	3,270,338	3,771,300	(500,962)	20,532,037	23,802,376	-	23,802,376	23,097,145	705,230	GenEd based on 1,056 . SpEd budget based on 54 over 60%; 24 20-59%
Expenses													
Compensation													
5100 Instructional Staff	394,777	429,920	(35,143)	522,435	568,605	(46,171)	8,131,427	8,653,862	-	8,653,862	8,653,862	-	Based on Budget
5200 Non-Instructional Staff	195,147	205,934	(10,787)	384,923	411,868	(26,945)	2,086,286	2,471,209	-	2,091,735	2,471,209	-	Based on budget
5300 Pupil Support	76,971	106,739	(29,768)	128,096	213,478	(85,382)	1,152,771	1,280,867	-	1,280,867	1,280,867	-	Based on budget
5000 Compensation	666,895	742,593	(75,698)	1,035,453	1,193,951	(158,498)	11,370,485	12,405,938	-	12,026,464	12,405,938	-	Salary projections based on budget
5400 Benefits	166,734	158,858	7,876	298,106	317,717	(19,610)	1,618,128	1,916,234	-	1,916,234	1,906,300	9,934	
6100 Administrative Expenses	48,431	48,872	(442)	77,324	95,472	(18,148)	515,053	592,377	-	592,377	566,494	25,883	Adjusted based on actuals
6200 Professional Services	79,316	67,500	11,816	207,307	135,000	72,307	815,818	1,023,125	-	1,023,125	921,500	101,625	Based on actuals
6300 Professional Development	17,046	13,424	3,622	22,940	17,758	5,182	154,060	177,000	-	177,000	162,000	15,000	Based on actuals
6400 Marketing and Staff/Student Rec	3,861	8,025	(4,164)	10,313	16,050	(5,737)	85,987	96,300	-	96,300	96,300	-	Based on budget
6500 Fundraising Expenses	-	4,458	(4,458)	-	8,917	(8,917)	53,500	53,500	-	53,500	53,500	-	Based on budget
7100 Curriculum & Classroom Expenses	41,665	15,901	25,763	74,433	31,802	42,630	500,496	574,928	-	574,928	372,120	202,808	Based on actuals
8100 Facility	414,946	472,131	(57,185)	699,998	944,262	(244,264)	4,968,275	5,668,273	-	5,668,273	5,665,575	2,698	Based on actuals
8200 Technology/Communication Expens	34,737	16,102	18,635	94,915	32,204	62,711	330,906	425,822	-	425,822	193,225	232,597	Based on actuals
8800 Miscellaneous Expenses	-	83	(83)	-	167	(167)	1,000	1,000	-	1,000	1,000	-	
8900 Depreciation Expense	-	-	-	-	-	-	230,840	230,840	-	230,840	230,840	-	
Total Expenses	1,473,630	1,547,949	(74,319)	2,520,790	2,793,300	(272,510)	20,644,547	23,165,337	-	22,785,863	22,574,792	590,545	
Net Income	129,017	337,701	(208,684)	749,548	978,001	(228,452)	(112,510)	637,038	-	1,016,512	522,353	114,685	
Capital Expenditures													
Furniture, Fixtures & Equipment	33,674	-	33,674	331,285	-	331,285	68,715	400,000	-	400,000	-	400,000	
Facility and Construction	-	-	-	-	-	-	-	-	-	-	-	-	
Website	-	-	-	-	-	-	-	-	-	-	-	-	
Total Capital Expenditures	33,674	-	33,674	331,285	-	331,285	68,715	400,000	-	400,000	-	400,000	

**Challenge Prep Charter School
Cash Flow Projection as of August 31, 2021**

	Annual Budget FY21-22 4,804,870	Projected July 21 - June 22 6,645,873	Projected Aug 21 - June 22 7,318,771	September	October	November	December	January	February	March	April	May	June	July + Subsequent FY21-22 Items
Beginning Cash Balance (Operating)				7,318,771	3,930,210	5,353,014	3,489,774	4,984,907	3,054,386	4,489,266	2,564,652	3,999,864	2,081,751	163,637
Projected Cash Receipts from Operations (below)	23,097,145	20,532,037	15,403,137	192	3,353,517	67,473	3,425,846	192	3,353,517	192	3,353,517	192	192	1,848,309
Projected Cash Disbursements from Operations (below)	(22,574,792)	(20,644,547)	(20,267,009)	(1,919,401)	(1,918,637)	(1,918,637)	(1,918,637)	(1,918,637)	(1,918,637)	(1,923,137)	(1,916,637)	(1,916,637)	(1,916,637)	(1,081,372)
Net Cash from Operations	522,353	(112,510)	(4,863,872)	(1,919,209)	1,434,879	(1,851,164)	1,507,208	(1,918,446)	1,434,879	(1,922,946)	1,436,879	(1,916,446)	(1,916,446)	766,937
Cash Receipts from Accounts & Misc Receivables (not included in revenue below)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cash Disbursements for Accounts Payable & Accrued Expenses	-	-	(0)	(1,457,277)	-	-	-	-	-	-	-	-	-	-
Capital Expenditures (below)	-	(68,715)	(68,715)	(12,075)	(12,075)	(12,075)	(12,075)	(12,075)	-	(1,668)	(1,668)	(1,668)	(1,668)	-
Accounts Receivable	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PPP Loan Payable	-	-	(1,792,512)	-	-	-	-	-	-	-	-	-	-	(1,792,512)
PPP Loan Interest Payable	-	-	(17,160)	-	-	-	-	-	-	-	-	-	-	(17,160)
Ending Cash Balance (Operating Account)	5,327,223	6,602,078	4,333,287	3,930,210	5,353,014	3,489,774	4,984,907	3,054,386	4,489,266	2,564,652	3,999,864	2,081,751	163,637	(879,098)
Other Cash Accounts (Net of Transfers)	75,354	-	-	2,572,547	2,572,547	2,572,547	2,572,547	2,572,547	2,572,547	2,572,547	2,572,547	2,572,547	2,572,547	2,572,547
Total Cash (All Accounts)	5,402,577	6,602,078	4,333,287	6,502,757	7,925,561	6,062,321	7,557,454	5,626,933	7,061,813	5,137,199	6,572,411	4,654,298	2,736,184	1,693,449

Challenge Prep Charter School
Balance Sheet
YTD as of August 31, 2020

	Total	Comments
ASSETS		
Current Assets	-	
Bank Accounts		
1000 Cash		
1001 HSBC Checking - 0844	6,591,561	
1002 HSBC Checking - 0852	2,163	
1003 HSBC Checking - 0879	727,210	
1004 HSBC Checking - 0887	-	
1005 HSBC Money Market - 5972	2,500,384	
1006 Chase Escrow - 3060	70,000	
1007 Petty Cash	-	
Total 1000 Cash	\$ 9,891,318	
Total Bank Accounts	\$ 9,891,318	
Accounts Receivable		
1100 Accounts Receivable	507,316	
1200 Other Receivables - Salary Advance	-	
Total Accounts Receivable	\$ 507,316	
Other current assets		
1300 Prepaid Expenses	721,531	
1301 Prepaid Insurance	-	
1310 Prepaid Rent	552,203	
Total Other current assets	\$ 1,273,734	
Total Current Assets	\$ 11,672,368	
Fixed Assets		
1500 Furniture, Fixtures & Equipment		
1510 Office & Admin Computers & Equipment	287,789	
1511 Classroom Computers & Equipment	1,142,509	
1512 Classroom Furniture	391,772	
1513 Office Furniture	90,307	
Total 1513 Office Furniture	\$ 90,307	
1514 Musical Instruments	16,390	
1515 Computer Software	44,217	
Total 1500 Furniture, Fixtures & Equipment	1,972,984	
1519 Facility and Construction	127,589	
1520 Architect Fees	115,620	
1525 Fire Alarm System	7,500	
Total 1525 Fire Alarm System	\$ 7,500	
1530 Kitchen/Cafeteria	162,079	
1535 Construction In Progress	320,673	
1540 Leasehold Improvements	428,070	
Total 1519 Facility and Construction	1,161,530	
1610 Website	11,000	
Total 1610 Website	\$ 11,000	
1700 Accumulated Depreciation & Amortization		
1710 Accumulated Depreciation	(1,401,606)	

Challenge Prep Charter School
Balance Sheet
YTD as of August 31, 2020

	Total	Comments
1750 Accumulated Amortization	(7,944)	
Total 1700 Accumulated Depreciation & Amortization	\$ (1,409,550)	
Total Fixed Assets	\$ 1,735,963	
Other Assets		
1800 Security Deposits	925,999	
Total Other Assets	\$ 925,999	
TOTAL ASSETS	\$ 14,334,330	
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
2000 Accounts Payable	1,368,305	
Total Accounts Payable	\$ 1,368,305	
Other Current Liabilities		
2100 HSBC Loan Payable	1,792,512	
2300 Accrued Salaries/Taxes	0	
2301 Accrued Expenses	88,972	
2303 Accrued Interest - PPP	17,160	
2400 Unearned/Deferred Revenue	3,589,886	
Total Other Current Liabilities	\$ 5,490,085	
Total Current Liabilities	\$ 6,858,390	
Long-Term Liabilities		
2700 Deferred Rent Liability	2,660,164	
Total Long-Term Liabilities	\$ 2,660,164	
Total Liabilities	\$ 9,518,555	
Equity		
3100 Retained Earnings	4,066,227	
Net Income	749,548	
Total Equity	\$ 4,815,775	
TOTAL LIABILITIES AND EQUITY	\$ 14,334,330	

Challenge Prep Charter School
Statement of Cash Flows
YTD as of August 31, 2020

	Total	Comments
OPERATING ACTIVITIES		
Net Income	749,548	
Adjustments to reconcile Net Income to Net Cash provided by operations:		
1100 Accounts Receivable	(13,594)	
1200 Accounts Receivable:Other Receivables - Salary Advance	-	
1300 Prepaid Expenses	(512,782)	
1301 Prepaid Insurance	-	
1310 Prepaid Rent	(218,028)	
2301 Accrued Expenses	(328)	
INVESTING ACTIVITIES		
1511 Furniture, Fixtures & Equipment:Classroom Computers & Equipment	(336,601)	
1512 Furniture, Fixtures & Equipment:Classroom Furniture	-	
1513 Furniture, Fixtures & Equipment:Office Furniture	(33,323)	
1515 Furniture, Fixtures & Equipment:Computer Software	-	
1540 Facility and Construction:Leasehold Improvements	-	
1800 Security Deposits	-	
Net cash provided by financing activities	\$ -	
Net cash increase for period	3,185,444	
Cash at beginning of period	\$ 6,705,874	
Total Cash at beginning of period	\$ 6,705,874	
Cash at end of period	\$ 9,891,318.25	



ATTACHMENT #12

August 2021 Personnel Report

CPCS September 2021 Personnel Report

Current Employees	Vacancies
152	23

Campus	Current	Vacancies	New Hires
Elementary School	82	8	2
Middle School	38	7	0
High School	19	7	0
Network Operations	13	1	-

New Hires	Campus	Position
Gordon, Marleen	Elementary	Teaching Assistant
Rizzo, Rick	Elementary	PE Teacher