



## **2022-23 School Year Board Meeting #3 Minutes**

Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2022-23 School Year Board Meeting #3 at 6:30 PM on September 14, 2022.

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, Linda Plummer, Dr. Michelle Daniel-Robertson, Karon McFarlane and Gertrudis Hernandez

Members absent: Andrew Barnes

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 2022-23 School Year Board Meeting #1 [Attachment #1]. The minutes were approved by common consent.
3. The Chair called on the CEO to present Ben Waxman founding CPCS Board Member to be considered for reelection for a three-year term (June 2025). Karon McFarlane moved to nominate Ben Waxman with a second from Gertrudis Hernandez. The Chair called for a vote on Ben Waxman to be elected for a three-year term. Motion carried unanimously.
4. The Chair called for the report of Dr. Les Mullings, CEO. Dr. Mullings shared that Alexyia McNeil is the new Director of Operations. Dr. Mullings expressed



appreciation to Dr. Estep for his coverage of the position since May 1, 2022. He indicated that Ms. McNeil is off to a great start. He also reported that Anwar Robinson had been named the Director of Performing Arts.

Dr. Mullings reported that enrollment is up, and it appears Challenge will have a record enrollment this year.

Dr. Mullings updated the Board on the transition in the Finance/HR department. CSBM who has been working with CPCS since 2010 will expand their services until a Director of Finance is hired. He reported that he had asked Dr. Estep to provide coverage for the position.

Following discussion, the report was received with appreciation.

5. 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.
6. The Chair called attention to the printed report of Nicole Griffin, K-5 Principal [Attachment #3]. The report was received with appreciation.
7. 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.
8. The Chair called attention to the printed report of Tameeka Richards, Director of Pupil Personnel Services [Attachment #5]. The report was received with appreciation.
9. The Chair called attention to the printed report of Kimberly Messer, Director of Communications [Attachment #6]. The report was received with appreciation.
10. The Chair called attention to the printed report of Natalie Zadok, Director of Special Education [Attachment #7]. The report was received with appreciation.
11. The Chair called attention to the printed report of Janis Vaughn, Director of Student Enrollment & Recruitment [Attachment #8]. The report was received with appreciation.
12. The Chair called attention to the printed report of Michael R. Estep, Director of Operations (Acting) [Attachment #8]. The report was received with appreciation.



13. The Chair called attention to the printed report of Dale Richardson, Director of Technology [Attachment #10]. The report was received with appreciation.
14. The Chair called for the August 2022 Financial Report [Attachment #11]. Following review and discussion, the report was received by common consent.
15. The Chair called for the presentation of the 2022-23 September Personnel report [Attachment #12]. A motion was made by Dr. Michelle Daniel-Robertson to approve the report with a second from Gertrudis Hernandez. Motion carried unanimously.
16. The report was received by common consent.

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 and is contained within a thin black rectangular border.

Karon McFarlane  
Secretary



Attachment #1  
See Prior  
Month  
Minutes for  
Minute  
Attachments



## **2022-23 School Year Board Meeting #2 Minutes**

Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2022-23 School Year Board Meeting #2 at 6:30 PM on August 23, 2022.

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

Gertrudis Hernandez, Secretary Pro Tem of the Board of Trustees called the roll of the board.

Members present: Frederica Jeffries, Linda Plummer, Dr. Michelle Daniel-Robertson and Gertrudis Hernandez

Members absent: Andrew Barnes, Karon McFarlane

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 2022-23 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 updated the Board on upcoming school year. He highlighted the Pre-Service week that was full of training and professional development.

Following discussion, the report was received with appreciation.



4. The Chair called for the July 2022 Financial Report [Attachment #2]. Following review, the report was received by common consent.
5. The Chair called for the presentation of the 2022-23 August Personnel report [Attachment #3]. The report was received by common consent.

The meeting adjourned by common consent.

Respectfully submitted:

A handwritten signature in black ink, appearing to read "Gertrudis Hernandez", is written over a light blue horizontal line.

Gertrudis Hernandez  
Secretary Pro Tem



# Attachment #2



**Senior Director of Teaching and Learning K-5**  
**September 2022 Board Report**  
**Kentia Coreus**

### Enrollment Compliance

Grade	Total Scholars	Target Enrollment	Difference
K	123	120	+3
1	119	125	-6
2	120	125	-5
3	120	125	-5
4	101	104	-3
5	101	104	-3
<b>Totals</b>	<b>684</b>	<b>703</b>	

**source:** Student Enrollment Weekly Report sent on August 26, 2022

*\* In-progress*

### 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 and scholars at each K-5 site , school culture, and academic operations
- Supervise the K-5 principal by conducting regular check-ins and weekly supervision meetings
- Coach and mentor staff when needed
- Listen and respond to staff and family grievances
- Planning for SY 2022-2023

### Ongoing COVID-19 Response

- 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
- Collaborate with COVID coordinator, human resources, and site principal to manage COVID-related issues



## 2022-23SY Elementary Teaching and Learning Initiatives and Priorities

### Our Why:

Our theme for the 2021-22 school year was *The Rebound: Accelerating learning through care, clarity, and collaboration*. There is ample evidence that we lived up to the charge of this year's theme and mantra. We accelerated learning by welcoming back and caring for our scholars, their families, and one another. We accelerated learning by gaining clarity on the Next Generation standards and collaborating to create engaging units of studies for our scholars. We accelerated learning by collaboratively resolving unexpected challenges caused by a myriad of obstacles we refused to keep us down as we rebounded in person after the pandemic.

Although we have rebounded, it is clear that we are not fully restored as the work continues to feel difficult and unpredictable, albeit rewarding. To ensure we can healthily sustain ourselves and each other while we service scholars, we must return to the practices that nurture both children and adults so that we may restore the nurturing impact of learning in a professional learning community. To that end, the theme for our elementary division for the upcoming school year is:

**The Year of Restoration: *Nurturing learning and growth for children and adults through practices that work***

### Our Priorities:

The above theme will be our guiding post as we tackle the following essential questions connected to the three priority areas for the school year.

#### **PRIORITY #1- The Instructional Core**

- How will we deeply engage scholars in learning?
- How will we ensure that all scholars have access to academically challenging content?
- How will we ensure that teachers are intellectually prepared to teach?

#### **PRIORITY #2- Supporting Scholars**

- How can we intervene early to support the whole child?
- How can effective systems support students, families, and staff?

#### **PRIORITY #3- Supporting Adults**

- How can we provide more targeted and effective professional learning opportunities?
- How can we effectively learn from one another?
- How can we improve and enhance our professional practices?

## Key Programs and Initiatives for Each Priority Area

### **Assessment Design Project- Priority #1**

As a follow-up to the curriculum design work with Angela Lalor, CPCS has contracted with Ms. Lalor for an assessment design project for the 2022-23SY. The goals of the program are to: examine the role of different assessment types and moments in the classroom, identify and use formative assessments to

adjust instruction, engage students in the formative assessment cycle, and design and implement a variety of assessments. Ms. Lalor will engage teachers in grade teams during Friday professional learning afternoons.

### **Dyslexia Screener- Priority #2**

CPCS has secured a small grant from the Heckscher foundation to partner up with EarlyBird. EarlyBird is an early literacy benchmark tool and early dyslexia screener that was developed and scientifically validated at Boston Children’s Hospital in partnership with faculty at the Florida Center for Reading Research. Additional information from EarlyBird:

- Aligned to the Science of Reading; supporting teachers at varying levels of familiarity with the research and its associated practices.
- EarlyBird Workshops are focused on student need and instruction; not product functionality.
- Game-based platform with automatic scoring allows for a broader group of educators to help with administration (i.e. don't need a specialist to administer, record, analyze, and translate results back to teachers. EarlyBird does all of that work)
- Gamified, doesn't require reading so can assess children earlier

### **RTI/MTSS Training and Implementation- Priority #2**

Our commitment to serving the whole child was put to the test during the pandemic but we responded. As we returned in-person, we were met with new and unfamiliar challenges from a variety of sources. These challenges negatively impacted us because we did not have a school-wide comprehensive approach to dealing with the volume of both academic and behavioral challenges we faced. To strengthen our ability to respond and intervene for all scholars, CPCS will strengthen its multi-tiered systems of support over the next few school years. This work will be ongoing and will launch with professional learning by Jim Wright, an expert in this area. This work will begin with an assessment of where we are now and a collaborative plan for moving forward.

### **Leadership Training and Support- Priority #3**

“Tell me and I forget, teach me and I may remember, involve me and I learn.” — Benjamin Franklin

The above quote has been selected as the quote for the 2022-23SY because it speaks to scholar engagement. As we focus on nurturing both adults and children next year, the above quote will also be utilized to frame learning experiences for adults. Towards this goal, all instructional leaders will be supported by the senior director of teaching and learning (SDTL) who will lead the Network Elementary Instructional Leadership Team (NEILT). The NEILT will meet regularly to collaborate, learn, and problem-solve. The SDTL will also provide external opportunities for leadership development.

**Comprehensive Talent Assessment and Support- Priority #3**

In the upcoming school year, the SDTL aims to assess the talent of all staff to support federal HR compliance, staffing, and the certification process. Individual information will be collected electronically at the beginning of the school year. Processes for updating information will also be shared. A deeper understanding of our talent will help in developing personal and school-wide goals.

**Preparing to Launch the 2022-23 School Year**

To support the heavy organizational planning that needs to occur to properly launch a successful school year, the K-5 principal was provided with guidance and templates to complete the following key documents for the upcoming school year in collaboration with key staff.

ITEM
Staff Directory
CPCS Special Education Handbook
Pre-Service Overview
CPCS Scholar/Family Handbook
CPCS Chromebook Policies and Procedures
Instructional Vision Memo
School Improvement Plan
Master Bell schedule
Staff Handbook
Monthly internal calendar
Leadership Roles and Responsibilities
Teacher Development and Evaluation Process
2022-23 ENL Scholar Data
2022-23 SPED Scholar Data
2022-23 Professional Learning Calendar
2022-23 CCS Assessment Calendar
2022-23 SPED Compliance Checklist
2022-23 Student Discipline Compliance
SY 2022-23 Calendar (1-pager)
SY 2022-23 Instructional Calendar (FullYr)
2022-23 Staff Projection List

In addition to documents needed at the beginning of the school year, an outline of documents that will be collected and reviewed during the entire school year was also provided and reviewed with the principal.

**Immediately by Occurrence**

1. Incident reports
2. Complaints/grievances
3. Suspension notices
4. Staff reprimands

**Weekly**

5. Scholar attendance report
6. Ongoing: Respond to grievances from internal and external stakeholders

**Monthly**

7. Board report (include enrollment data)
8. Staff attendance report
9. CST [i.e. student support team] meeting notes

**August**

1. Pre-service schedule and all presentation materials.
2. Staff evaluation plan and calendar
3. Personal and professional goals
4. School year calendar

**September**

1. [Instructional] Staff Handbook
2. Curriculum maps and syllabi. *Led by assistant principals*
3. Unit/course pre and post assessments. *Led by assistant principals*
4. IEP spreadsheet
5. ENL spreadsheet
6. **New!** Culture and climate walkthrough evaluation. *Will initially be modeled by SDTL*
7. **New!** RTI/MTSS Self-Evaluation

**October**

1. BOY iReady and F&P scholar data. *Led by assistant principals.*

**November**

1. Internal academic audit documents
2. Student academic data
3. Student behavior and discipline data
4. Teacher scholarship reports. *Led by assistant principals*

**December**

1. **New!** Staff and student survey data. *Will be initially modeled by SDTL*

**January**

1. Annual Comprehensive Report (ACR) data
2. Spring curriculum maps and syllabi. *Led by assistant principals*
3. Spring unit/course pre and post assessments. *Led by assistant principals*

**February**

1. MOY iReady action plans
2. Fall teacher and staff evaluations. *Led by assistant principals*
3. PID action plans

**March**

1. Proposed staffing list for upcoming school year
2. Family participation rates in Parent-Teacher conferences

**April**

1. Academic purchasing needs
2. **New!** Spring staff and scholar survey data. *Will be initially modeled by SDTL*
3. Staff preferences
4. Spring teacher scholarship reports

**May**

1. Professional Learning calendar for the upcoming school year. *Led by assistant principals.*
2. Quarter 3 scholar data. *Led by assistant principals.*

**June**

1. Spring teacher and staff evaluations

2. School-wide theme and instructional vision for upcoming school year
3. Elementary walkthrough checklists
4. Scholar/Family Handbook
5. Technology Handbook
6. Master bell schedule for upcoming school year
7. Articulation meetings notes

**Staffing K-5**

The K-5 special projects coordinator managed the recruitment process for instructional and leadership positions at the elementary level. The process is detailed and “hands-on” allowing for a high level of engagement with candidates from initial interview to contract signing. We hired Ms. Elizabeth Ofori, approved by CEO, the K-5 Data, Information and Assessment Systems Specialist role as a leadership role. This role will mirror the data specialist role at middle and high school. We currently have seven remaining vacancies: one grade 2 and one grade 3 general education teacher; one art teacher, one music teacher, one school counselor, one special education liaison; and dean of scholars.



# Attachment #3



**Nicole Griffin**

**Elementary School Principal**

**September 2022 Report**

**School Year Theme: The Year of Restoration:** *Nurturing learning and growth for children and adults through practices that work.*

### **ENROLLMENT**

As of August 26, 2022- our enrollment totaled 684 scholars. We are in the process of updating our rosters. As we continue to enroll new scholars, we have seen an increase in our ELL population and SWD's. This is due to the huge push of increasing our ELL enrollment.

### **INSTRUCTIONAL GOALS and PLAN of ACTION**

Challenge Preparatory Charter school believes in high levels of student engagement across all content areas. As an instructional priority, we want to ensure that all scholars are questioning and having time for discussion, are working on rigorous tailored assignments and understand the criteria in order to master assignments. Therefore, we have chosen the following school wide goals when implementing instructional strategies:

- **Questioning and Discussion Techniques-** Focus on high levels of discussion in all content areas (3B)
- **Engaging Students in Learning-** Grouping of Students; Activities and assignments (3C)
- **Assessments in Instruction-** Assessment Criteria; Monitoring Student Learning (3D)

### **Intellectual Rigor:**

Teachers will devise lessons that promote critical thinking for all students. Teachers will provide the necessary scaffolds to support student learning at the highest level.

#### **Rigor in the classrooms looks like:**

- Students engaged vs. compliant
- Students are involved through inquiry, response and peer discussion
- Use of technology is evident throughout all content and instruction
- Students are brought together in a small group based on their level of development, needs, or interests

<p><b>Reading:</b> By June of 2023, at least 75% of ALL students in grades K-5 will read on or above grade level.</p> <ul style="list-style-type: none"> <li>50% of the class will move from level 1 and level 2</li> <li>Tier 3 scholars will move at least one grade level by the end of the school year evident of F&amp;P</li> </ul> <p><b>Teachers will:</b></p> <ul style="list-style-type: none"> <li>Implement the Next Generation Learning Standards</li> <li>Implement a Balanced Literacy Approach</li> <li>Implement the Workshop Model for reading and writing</li> <li>Implement close reading strategies</li> <li>Build students' knowledge through complex literary and informational texts</li> <li>Engage students in daily <u>guided reading</u> and documented reading conferences</li> <li>Provide individual support in reading development utilizing a small group structure for both Tier I and Tier II interventions.</li> <li>Ensure that each student has access to the i-Ready on-line Reading Intervention Program for 45 minutes per week.</li> </ul>	<p><b>Writing:</b> By June of 2023, at least 75% of ALL students in grades K-5 will write on or above grade level.</p> <ul style="list-style-type: none"> <li>50% of the class will move from level 1 and level 2</li> <li>Tier 3 scholars will move at least one grade level by the end of the school year evident unit post assessments</li> </ul> <p><b>Teachers will:</b></p> <ul style="list-style-type: none"> <li>Use data to inform their planning and instruction. (Where is the student in their writing development per genre)</li> <li>Teach each stage of the writing process in a systematic manner.</li> <li>Reinforce the use of grade level academic vocabulary in students' writing</li> <li>Conference with students and provide feedback</li> </ul>
<p><b>Mathematics:</b> MATH 75% of students will score levels 3 and 4 on curriculum mid/unit tests and/or school-created grade level math standard based assessments this school year, 2022-2023.</p> <ul style="list-style-type: none"> <li>50% of the class will move from level 1 and level 2</li> <li>Tier 3 scholars will move at least one grade level by the end of the school year as evident from the EOY i-Ready data.</li> </ul> <p><b>Teachers will:</b></p> <ul style="list-style-type: none"> <li>Implement the Next Generation Learning Standards</li> <li>Implement the Math Workshop Model</li> <li>Implement the Math journal</li> <li>Use the CUBES strategy when answering math word problems</li> <li>Use appropriate tools strategically</li> </ul>	<p><b>Professional Development:</b> <i>Develop and Sustain a Professional Learning Community, in which collaboration is embedded into every aspect of our school culture. A "School-Based Staff Development Committee" will ensure that all members of the staff receive adequate professional support in the following areas:</i></p> <ul style="list-style-type: none"> <li>Assessments in Instruction- Creating rubrics, assessments, monitoring students and providing feedback</li> <li>Stages of the Writing Process/Development</li> <li>Writing Conferences</li> <li>i-Ready</li> <li>Danielson Frameworks for Teaching</li> </ul> <p><b>New Teacher Induction -</b></p> <ul style="list-style-type: none"> <li>Differentiated Training on interpreting the Danielson Framework throughout the school year</li> <li>Opportunities throughout the school year for intervisitations</li> <li>Real-Time Coaching paired with co-teaching will take place periodically.</li> </ul>

*Learning Walks will take place with members of the Instructional Team 4 times for the school year as evidence of the instructional program.*

## **SOCIAL-EMOTIONAL GOALS**

Smart Goal # 1- By June of 2023, 100% of students will demonstrate different levels of awareness of compassion and kindness.

### **Action Plan:**

- Social Worker and Guidance Counselor will continue to teach the Second Step curriculum in its entirety.
- All staff members will use colored CHEETAH BUCKS to reinforce kind/compassionate behavior in the school.
- Students will give each other CHEETAH BUCKS to reinforce kind/compassionate behavior in the school.
- Morning meetings will occur in every classroom daily to build and reinforce positive relationships between students and staff members.
- All students will be directly taught multiple methods for asking for help when they need it.

**As part of the Enrichment Model, all scholars will partake in a school- wide community service project.**

**Smart Goal # 2- By June 2023, 100% of grade levels will participate in a community facing service project tied to the units of study by May, 2023.**



- Scholars will decide on a problem they would like to solve in bringing awareness of kindness, compassion and citizenship
- Work in partnership with families and community members to complete service project(s)
- Possible Suggestions: Recycle, Read Alouds to the Nursing Homes, food bank, canned food drive.
- Highlight and celebrate examples of students providing service.

**READING AND WRITING PROGRAM**

- Teachers will implement the teacher created units with fidelity
- Balanced Literacy Approach to learning will be implemented; books for scholars to read is needed and has been ordered
- Professional Development for teachers will take place around Assessments in Instruction
- We made adjustments to the teachers schedule when teaching the reading, writing and math workshop in efforts to streamline learning

**READING**

**We have increased the reading level expectations this year in efforts to meet our reading goals.**

This year we will monitor student goals closely. 75% Scholars are expected to read on or above grade level by the end of the school year. Level 1 and level 2 will move. This breaks down to 24 students (75%) is 18; 18 scholars on or above grade level. That leaves 6 students who are Tier 2/Tier 3- RTI .

**CPCS INDEPENDENT READING GOALS BY ROUND:**

Round	Kindergarten	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5
1	N/A	D/E	J/K	M/N	P/Q	S/T
2	B	F	K	N	Q	T
3	C	H	L	O	R	U
4	D	J/K	M/N	P/Q	S/T	V/W

**Topics We Explored August 16- Present**

- What does INSTRUCTION LOOK LIKE:
  - Writing- What is the Writers Workshop? What are Mentor Texts? The First 20 Days
  - Math- Unpacking the Math Next Generation Standards
  - ELA- Units of Study
- School Discipline Policy
  - Student Code of Conduct
  - Teacher Code of Conduct
- RTI/ SPED
  - RTI Plan
  - Special Education- What does collaborative team teaching look like at CPCS?
- NYS Teaching Standards

### **EVENTS**

- Curriculum night will be held for parents/guardians on September 14, 2022. Two sessions will be offered for families who have multiple children within the organization.
- I-Ready Diagnostics will begin on September 14, 2022 and end on September 23, 2022
- F&P assessments have commenced. This diagnostic will inform scholars' instructional reading levels.
- 9/28/22- Progress Reports distributed to parents
- 9/30/22- Character Assembly w/ Steve Pennignton



# Attachment #4





#8	Gr. 6										
CCMS Average											
CCHS Average											
6-11 Average											

**ATTENDANCE:**

- Attendance data is not yet available at the time of this report. This is due to inaccuracies they may have been caused by the student information systems. Based on anecdotal records one can deduce that classrooms are filled hence causing a shortage of furniture.

**STAFFING:**

This year, CCMS/CCHS began the year 2022-2023 with teaching staff shortage yet again due to the gap of time between candidates referred for hiring and the offering of contracts. Eligible, licensed candidates moved on to other schools that offered them contracts at a much nimbler rate. To date, here are the vacancies:

- CCMS:
  - Music Teacher 6-8 - Covered by Social Worker
  - FACS Teacher 6-8 - Covered by various staff members
  - Math Teacher G8 - Covered by AP Vil
  - PE/Health 6-8 - Covered by Dean Russell
- CCMS/CCHS: ENL Teacher
- CCHS:
  - Global II - Covered by AP Canzoneri
  - English 10 - Covered by SDTL/Principal Gordon
  - English 11 - Covered by Dean Kevaun Thomas
  - Culinary Arts - Covered by Operations Manager
  - PE/Health (2) - Covered by Marquis Smith -Principal's Admin. Assistant.
  - Spanish II Teacher - Covered by Ms. Gomez ENL Teacher and Mr. Medina

**CURRICULUM, INSTRUCTION, AND ASSESSMENT**

All curriculum, Instruction, and Assessment work will be supported by the Next Generation Standards and the NYS Scope and Sequence.

- Spring 2022 ELA and Math Assessments are [linked here in an overview](#).
- This year, the first period of the day begins with core instruction across CCMS. This is to ensure that punctuality is a priority for scholars.
- CCMS has adopted the Lavinia Humanities Insight as a non-material change. The rationale for such change is the strong SEL work that humanities bring while raising the bar in reading and writing. We also see the need to close the gap in reading due to the COVID-19 pandemic's effects on our scholars' learning.



- For Math, CCMS will continue to use the HMH curriculum alongside Lavinia Math Stories.
- Science will follow Amplify curriculum, and HMH
- iReady will be used as our main assessment tool for B.O.Y, M.O.Y E.O.Y. Out of iReady will also come the Adaptive Learning Lab, which focuses on scholars' dedication to path and teacher assigned lessons.
- CCMS has also added a Math Intensive Class which is focused on building the fluency and basic prerequisites needed to navigate the math curriculum on all grade levels.
  
- This year, the first period of the day begins with core instructions across CCHS. This is to ensure that punctuality is a priority for scholars.
  
- CCHS will continue to use the HMH curriculum in all areas of the curriculum except for English, where the Engage NY continues to be used.
- CCHS has launched the CTE Experience offering Health I and Culinary Arts.
- At CCHS, APEX will also be used in the Adaptive Learning Lab, which focuses on scholars' dedication to recover their credits and placing them on a path to graduation.

### **SOCIAL-EMOTIONAL LEARNING (SEL)**

- At this time, CCMS/CCHS teachers are engaged in growing their knowledge in the RULER - MTSS for adults. Teachers are given portions to work on every week, and then this is discussed at the beginning of our Friday PDs.
- CCMS will work with the Second Step Curriculum, and CCHS will work with the Overcoming Obstacles Curriculum.
- CCMS and CCHS will also partner with Northwell Children's Hospital and Cohen's Children Hospital to provide support as part of our SEL work. In these sessions, the scholars will continue to be guided on topics that have reared their unwanted presence in this pandemic era—impeding the socialization process for our scholars.

### **SPECIAL EDUCATION SERVICES**

- Dr. Lyle will lead the SPED work on all grade levels 6-11. She is the AP with responsibilities for SPED.
- Ms. Ana Gomez will provide ENL services but will need support as we search for another ENL teacher due to the increase in the ENL population at our school.
- RTI will also continue this year coupled with MTSS for scholars who need the intervention as per the IDEA and IDEiA Law.

### **DIGITAL PLATFORMS**

- Grades 6-11 scholars will continue using a combination of digital notebooks and hardcover notebooks for all courses to build writing and engagement stamina. We will curtail the use of Chromebooks to just 9% of the instructional time in an effort to maximize engagement.



### **PARENT AND SCHOLAR OUTREACH and ACCESSIBILITY**

- Efforts continue with respect to getting Parents to register in ParentSquare at 100% with a deadline date of September 28, 2022.
- CCMS hosted Orientation on September 8, 2022, and CCHS will host theirs on September 15, 2022.

### **PROFESSIONAL DEVELOPMENT**

- CCMS and CCHS have begun their second cohort at Saint Francis College in an effort to continue to minimize the gap of unlicensed teachers. This will go a long way in closing the certification gap and providing teachers for our scholars in the face of teacher shortage.
- We have also begun our work with the Collaborative at the Charter School Center - joining sub cohorts such as the SPED and MLL/ELL Bootcamps, Principal Cohort, and the SPED Pipeline Programs.
- GRADE TEAM PLANNING AND ONGOING PROFESSIONAL DEVELOPMENT
  - Professional development take place daily:
- VERTICAL DEPARTMENT PLANNING
  - Department Teams continue to meet to discuss instructional planning across disciplines.

### **INSTRUCTIONAL OBSERVATIONS**

- The CCMS-CCHS Admin Team members have begun supporting instructional periods throughout the day to ensure that instruction is taking place and that outreach is performed as needed. Informal observations and coaching have begun in the form of check-ins and 1:1 Instructional Supervision. TeachBoost will continue to be used 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**

### **September 2022 Board Report**

#### **Pupil Personnel Director**

##### **All sites**

- Developing a structured practice for school-wide Social and Emotional learning that involves all stakeholders to increase positive school climate for all
- Leading the creation of the school-wide comprehensive counseling program, and aligning the services to the ASCA standards
- Conducted the RULER planning session with all RULER implementation teams to prepare for PD week presentation
- Presented the RULER Approach to all sites for the adult Social and Emotional component of the program
- Planned and presented the Social and Emotional layout to the Student Support Teams of for all sites
- Met with principals about the year-long RULER Adult SEL timeline for the current school year
- Created a support schedule for the Student Support team to ensure for accountability and reflection of our social and emotional practices
- Met with the elementary and secondary leadership to collaborate on creating a crisis intervention protocol for high risk behavior
- Scheduled 2 site employees to be trained in CPI Nonviolent de-escalation methods
- There is a new SEL curriculum H.E.A.L. that all sites will be implementing. We are in the beginning implementation stages

##### **Elementary Site**

- Finalized the Catholic Charities Satellite location at the 710 Hartman Lane location

#### **Parent Academy Coordinator/ Family Engagement Coordinators**

- The Parent Academy Open house will kick off the week of September 21<sup>st</sup>
- The Parent Academy calendar will have at least two workshops per month
- The Parent Association will be developed for the Middle school location
- Parent Ambassadors will also be selected to help promote the Parent Academy and the initiatives
- There will be a parent survey that will be distributed to families to help tailor the workshops and resources to their needs

### **Health Initiatives Information**

- There will be a series of health initiatives to support the wellness of our scholars. Here is a list of the health initiatives:
  1. Eye on education
  2. Smile NY
  3. Healthy eating & Food Shopping a partnership with St. John's Episcopal Hospital
  4. Nutrition Month school-wide activities
- The vaccination tracker will continue to be updated this school-year
- Our partnership with Cohen Children's Hospital will continue

### **COVID Updates**

- The COVID protocols Family notice has been sent to all families via Parent Square
- Scholars will be receiving 4 at home COVID test kits every month as a preventative measure
- Visitors will be allowed in the school buildings with at least one vaccination dose
- Health screening and temperature checks will no longer be required upon entry to campus sites
- Air purifiers are present in classroom spaces void of windows
- Weekly in-school COVID testing will be discontinued for the 2022-23 school year
- PCR testing are no longer requires upon return post isolation



# Attachment #6



# Challenge Charter School Communications Report - Sept 2022

Kim Messer, Director of Communications

### Website

We reached almost 2000 clicks through Google Search in 28 days. Our home page had almost 1000 visits with our Middle School and High School pages the next 2 highest pages.

### Social Media

Engagement has been up the past few weeks. See the graphic below for our insights for August 2022:

### Your August performance on Google Search



<https://challengecharterschools.org/>



1.99K  
Clicks (web)



33.8K  
Impressions (web)



16  
Pages with first impressions (estimated)

### Insights

#### Trends

Aug 3 - Aug 30, 2022

**29.1K** ↑2.33K%    **5,444** ↑474.9%

Facebook Page Reach    Instagram Reach

See Trends

#### Audience

Lifetime

**895**                      **576**

Facebook Page Follo...    Instagram Followers



First Day of School - our families sent over 30 images of scholars on their first day of school which were used in a social media campaign over several days.

## Internal/External

- **A NEW School-wide Newsletter** has been launched. This joint effort came about when I was approached about it back in June by Mrs. Wiggins and Mrs. Sanford. This benefits our families in multiple ways with calendar updates, featured stories, and a combined effort across our school sites to tell our amazing story. We have a great team of people working on the newsletter. Click the link above to see the full edition.
- **ParentSquare rollover** was not without bumps, but we were better prepared going into this school year. Middle & High are working on contacting families directly who have not registered their accounts. Unregistered users cannot use the application to its full extent. Mrs. Samuels and I would like to develop a SOP for our data/record procedures for end of school into a new school year by next spring.



## Recruitment/Application Promotion:

- Begins October 1; will work with Mrs. Vaughn to coordinate our plans and efforts specific to marketing
- Our school flyer will be completely redesigned this year to reflect more data with an updated look

## Summer Projects Completed

- **Handbooks** - K-5, Middle, and High - all 3 were published by the first day of school!
- **Back to School** section and pages were redesigned to better aid our families
- **SEO** work began and will continue in the fall with a goal to increase web traffic by 10% or more. See the website insights above.
- **Brand Guidelines** - Have been completed. Pending approval of Dr. Mullings, this will be rolled out with training. Some guidelines have been communicated over the summer as we retire old letterhead, mascots, and formats
- **Crisis/Emergency Response Plan** - final is due at the end of September



# Attachment #7



September 14, 2022

Ms. Natalie Zadok: Director of Special Education Grades K-11

### **1. 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 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.
- Gaining staff buy-in by means of empowering them to maximize scholar's with IEPs goals as well as academic achievements as well as social emotional milestones.

### **2. Special Education Scheduling and Planning: Maintaining the Special Education IEP Spreadsheet and Caseloads**

Requires entering every scholar's Grades (K-10) OSIS# in SESIS to identify scholars with IEPs in order to align them with the correct services and providers needed

### **3. Deciphering IEP Mandates & Service Totals Grades K-11**

### **4. Staffing**

- Continuing to seek Special Education Certified Instructors to fill vacancies.
- Grades 6-8 Admin has stated is seeking Certified Setts Teachers
- Grades 9-10 Admin has stated seeking Certified Setts Teachers

Related Services have begun as of 9/9/22

- Continue to participant as a panelist for new staff recruitment all Grades

### **5. Current Action Items**

- Supporting the needs of K-5 as well as 6-10 Special Education Liaison with (CSE#4) Policies and Procedures to ensure that all IEP cases are assigned annual, tri-annual, re-evaluation, initial and misaligned IEP meeting dates. Gathering all data such as Teacher Reports, IREADY, F&P, Behavioral Anecdotal logs from designated staff in order to submit to the CSE. Coordinating, sitting in on as well as leading all CSE meetings Grades K-10 until the new hire in Grades 6-10 is trained as well as a new liaison to be hired in Grades K-5.
- 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, and Para) services begin in a timely manner to avoid any lapse in services provided to scholars.
- Collaborating with CSE to assign related service providers, as they are resolving a shortage of employee barriers due to non-compliance of the vaccine mandate.

- Supporting the ELL provider to send home 200 Home language surveys for Grades K-2 as the data was missing, hence not allowing the ELL provider to administer the Nysitell Exams.
- Continuing to tally the returned parents' surveys.
- Assessing the space in each facility in order to secure a private area for CSE Psychologists and Social Workers to interview parents as well as assess and test scholars. Collaborating with Admin to ensure that there are ample conditions for SETTS providers to efficiently pull scholars for individual and small Group interventions.
- Collaborating with Grades K-5 Provider, Mr. Salazar as well as CCMS ELL provider Ms.Gomez to ensure all ELL scholars are re-assessed as well as initially assessed to gain clear benchmarks of scholar's ELL plans.
- Collaborating with ELL External Consultants to implement academic plans that will fully encourage our ELL scholar's overall success and achievements according to their individualized needs and goals.
- Aligning ELL Charter goals and policy to the ELL Program Grades K-10.
- Weekly check-Ins to manage current caseload with District Psychologist to ensure alignment and discuss particular issues that arise within each case.
- Attending and supporting IEP meetings Grades K-10 to ensure compliance and continuity of suggested programs remain intact.
- Attending CST meetings to support Social Emotional, Behavioral as well as Academic Supports Grades K-10
- Assisting newly hired employees to attain SESIS access by collaborating with the Director of Operations to enter them into the Galaxy system.
- Panelist on the Open-House Events Grades K-10
- TNTP Leadership Training
- gathering information for justification to purchase a reading program called S.P.I.R.E that assist with struggling readers as well as those that struggle with Dyslexia
- Delivering Professional Development to newly hired staff in the ICT classroom that are Gen Ed Certified
- Creating a calendar for ongoing PD's for remainder of the school year
- Gaining ATS access to access scantrons to test ELL scholars
- NCI Crisis Intervention Training Certification
- Supporting ELL Team with Nyseslat Administration and test distribution
- Creating Behavior intervention plans in collaboration with the 9-10 support team
- Aligned with Parent Academy Coordinator to create ways to deliver IEP empowerment and information to families
- Closing out the 2021-2022school year
- Deliver IEP sign out Sheets to all staff that serves students with IEP's direct
- Evaluate projected number of scholars that will be receiving related services for the 2022-2023 school year
- Reviewing resources for purchase to support scholars with IEP's reading and academic fluency
- Align with external agencies to deliver EOY reports to families of scholar's with IEPs

**6. 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 2021-20220 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 for community support.
- 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 as well as Re-Evaluating scholar's IEP cases.
- Providing support staff with Suicide Prevention resources for scholars.
- Collaborating with Liaisons and Parent Coordinator to secure appointment slots to assist parents to secure a Speech and OT provider via the RSA process.
- Seeking Community and CSE support for scholars experiencing trauma-related incidents such as accidents and or inability to attend in-person school due to comorbidity conditions that promote greater risk with COVID-19 risks.
- Supporting parents of scholars with IEPs to attain door-to-door as well as closest curb pick up and drop off services.
- Supporting families with scholars that have IEP's attain necessary resources needed as a direct result of COVID-19.
- Aligning with Community Physicians and Health Care Clinics that can support families with IEPs, immediate health and social emotional well-being as well as assessments for initial IEPs.

## **7. Sites (K-11) External Providers COVID-19 Preparation**

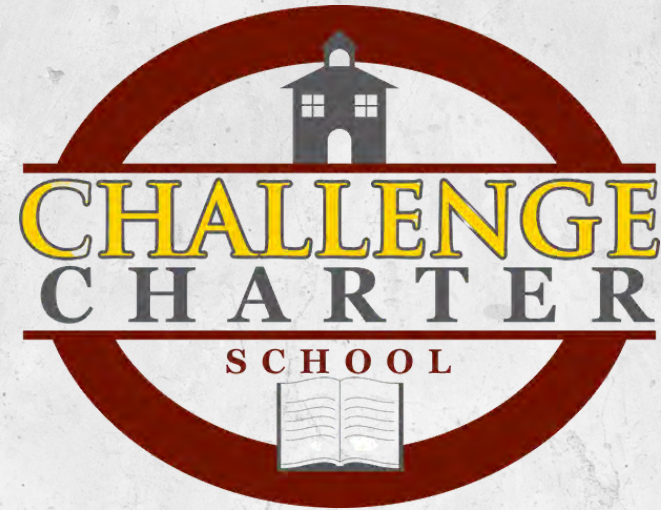
- Delivering CPCS COVID-19 Guidelines and Safety Protocol to all Related Service agencies providers that will be conducting in-person sessions with Scholars at all sites.
- Related Service agencies have received a copy of the CPCS COVID-19 safety policy and have agreed to have their providers adhere to the CPCS COVID-19 Safety measures.
- Collaborating with CSE to conduct misaligned Scholar IEP meetings to ensure compliance
- Weekly Check-Ins with providers to ensure session compliance
- Aligned with the CSE Chairperson of Related Services to ensure SESIS Encounter Attendance for providers to conduct.
- Aligning with Related Service Agencies to request transmittal from the CSE for new admits that have an IEP.
- Managing provider's time sheets and attendance to ensure efficiency of session service.

## **8. Professional Development Resources**

- Meeting with the Special Education Collaborative to review a package that will suit the needs of CPCS staff Grades K-5 for Special Education Workshops that include (Co-Team Teaching Strategies, Specially Designed Instruction, creating Behavior Intervention Plans as well as Functional Behavior Analysis plans etc.).
- Meeting with ELL External Consultants to create plans to enrich the ELL Department via identifying, testing and aligning ATS data to ensure that scholars' home language is precise in order to administer the NYSITELL Exam.
- Creation of In-house Professional Development Presentations that highlight Special Education tools, resources and guidelines to staff.
- Mentoring Special Education Liaisons Grades K-5 & 6-10 on proper dialogue to conduct discussions with families on sensitive issues.
- Creating individual plans for scholars with IEP's that have missed extensive days due to medical conditions that can be complicated should they contract COVID-19 Plans include Teacher check-in's as well as distribution of instructional items on a bi-weekly basis , parent training on how to access instructional supports on scholars chrome books as well as social emotional check-ins and support .
- On-going alignment with Director of Pupil Personnel Services to collaborate on Restorative practices for next school year



# Attachment #8



# **STUDENT ENROLLMENT AND RECRUITMENT BOARD REPORT #1**

**DATE: SEPTEMBER 9, 2022  
PREPARED BY: JANISA VAUGHN,  
DIRECTOR OF STUDENT ENROLLMENT AND RECRUITMENT**

# Table Of Content

- **Enrollment Goals 2022-23 SY**
- **Scholar Recruitment Lottery 2023-24**
- **Looking Ahead| Lottery 2023-24**

# Enrollment Goals 2022-23 SY



<b>Projected Enrollment</b>	<b>1207</b>
<b>Approved Charter Enrollment</b>	<b>1176</b>

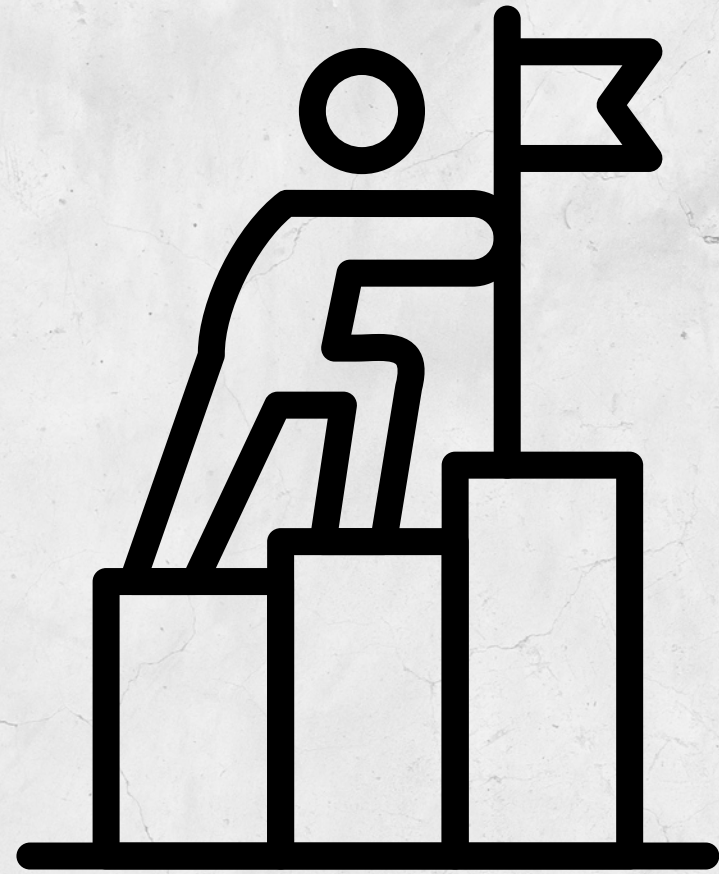
Site	Grade	2022-23 Enrollment Goal
<b>Elementary</b>	K	120
	1	125
	2	125
	3	125
	4	104
	5	104
	<b>Total</b>	<b>703</b>

<b>Middle</b>	6	104
	7	104
	8	78
	<b>Total</b>	<b>286</b>

<b>High</b>	9	90
	10	75
	11	53
	<b>Total</b>	<b>218</b>

# Enrollment Goals

## 2022-23 SY



### **99% Enrollment**

Achieve at least 99% of CCS-approved charter enrollment.



### **English Language Learners (ELL)**

Increase the number of enrolled ELL scholars by at least 3%.



### **Scholar Retention**

Maintain at least 75% of our scholars at each grade level.

# Scholar Recruitment Lottery 2023-2024

Theme:  
**Begin A Lifetime Of Learning**



### **School Wide Recruitment Initiative**

The staff, scholars, and parents will have opportunities throughout the school year to participate in scholar recruitment.



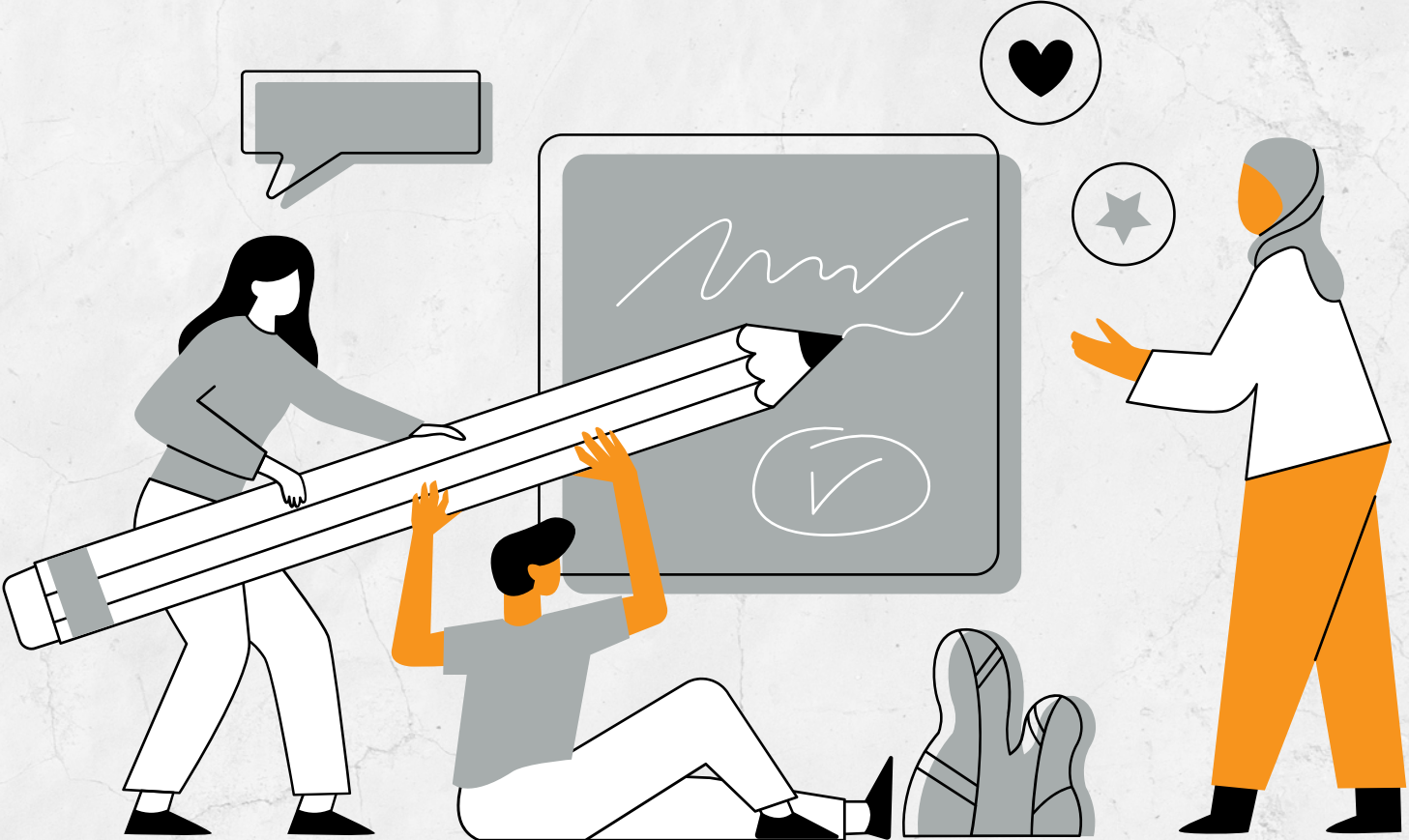
### **Community Outreach**

Continue to partner with feeder schools in the Rockaways to recruit new families.

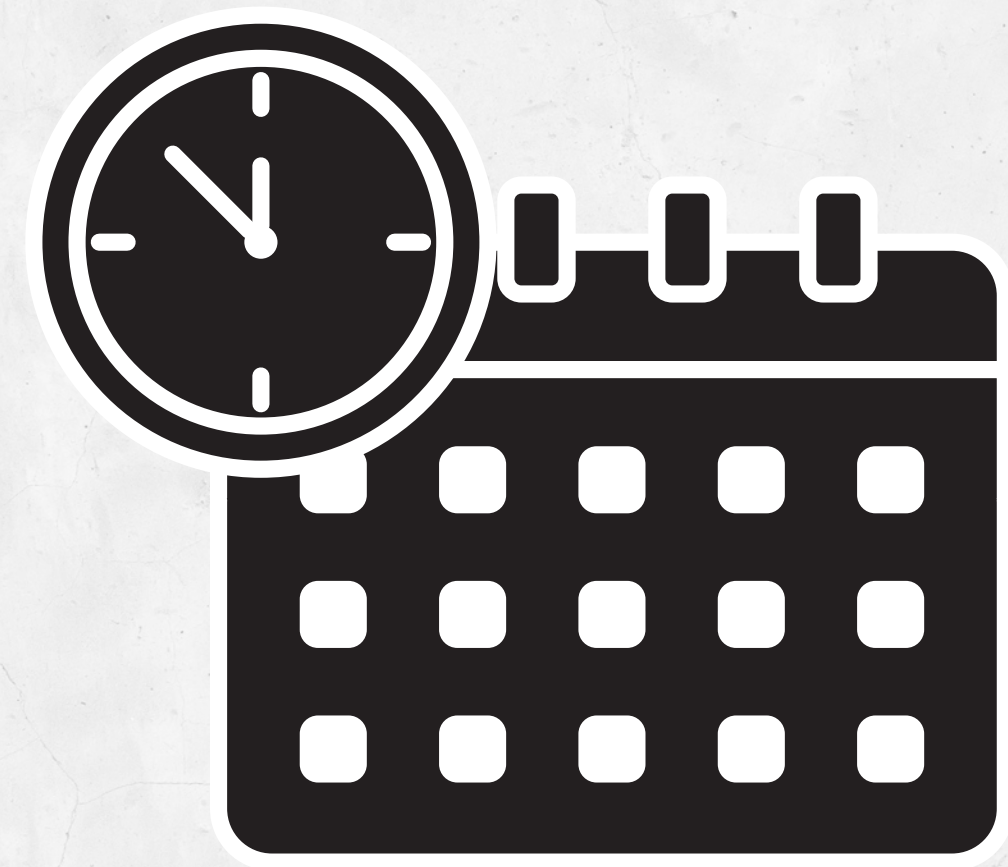


### **Host Recruitment Events**

Partner with the school community to host open houses and retention events.



# Looking Ahead Lottery 2023-2024



## Lottery Application

The 2023-2024  
Lottery Application will  
launch October 2022.

## Recruitment Events

Open houses will begin  
in the winter through  
early spring.

## Retention

We will actively monitor  
scholar discharges to  
make improvements in  
our school community.





# Attachment #9



**Director of Operations (Acting)  
September 2022 Board Report  
September 14, 2022**

I am happy to bring you this final report as Director of Operations (Acting).

Since my last report our Operations team spent the summer preparing for the new school year. Deep cleans and updated painting of our four sites took place. Our Operations Managers took the time to prepare for a smooth opening of the new school year. Curriculum and the necessary supplies were ordered with some difficulties due to the supply chain issues as a result of COVID-19.

I have enjoyed working with the Operations team since I assumed my role on May 1, 2022.

I am happy to report that Dr. Mullings has chosen a new full time Director of Operations that began her duties on Monday, September 12, 2022.

Alexyia McNeal has been selected as the new Director of Operations.

Ms. McNeal was serving at the NYC Department of Education as a Teacher Mentor. She has served in various positions at the NYC Department of Education since September 2014.

She holds a Master's Degree in Educational Leadership from CUNY Hunter College. She also holds certifications in School Building Leadership and School District Leadership. She also holds a Master's Degree in Childhood Education from NYIT.

I know you will welcome Ms. McNeal and will support her as she transitions to her new role at Challenge.

Dr. Mullings has asked me to assist her in her orientation to all things Challenge.

Respectfully submitted,

A handwritten signature in black ink that reads "Michael R. Estep". The signature is written in a cursive style with a large, prominent "M" and "E".

Michael R. Estep  
Director of Operations (Acting)



# Attachment #10



**Director of Technology Report 2022/2023 Plans**  
**- pending budget approval -**  
Sep. 2022 - Dale Richardson

—  
*Work that should be prioritized*  
—

**I: Firewall @ 12-79 Redfern Ave (Top Priority - Mission Critical).**

1. Firewall at 12-79 Redfern will expire in January of 2023.
  - a. Quote received: \$11,180.70

**II: Security Upgrade at 15-20 Central Ave.**

1. Bullet proof glass for security (awaiting quote approval).
  - a. Quote received: \$9,300 - Bullet resistance level 1.
  - b. Quote received: \$11,650 - Bullet resistance level 3.
2. Upgrades to security monitoring station
  - a. Quote received: \$3,209.24 - Two TV 55" TVs, mount cables, & installation.

**III: Independent Cyber Security Audit.**

1. An independent cyber security assessment should be completed, in order to satisfy various insurance and state requirements. Ex:  
[https://www.dfs.ny.gov/industry\\_guidance/cybersecurity](https://www.dfs.ny.gov/industry_guidance/cybersecurity)
  - a. Quote received: \$42,327.00.

**IV: Upgrades to Challenge's phone systems.**

1. A single phone number to reach our entire organization?
  2. The phone systems at 710 Hartman Lane & 1526 Central Ave should be upgraded as soon as possible.
-



- a. One of our current vendors is offering us free phones, in exchange for a 3 year contract.
- b. Due to a volume discount, our total bill will be reduced from \$3,426.29 to \$2,990.20 per month.

**V: Security Camera Installs at 710 Hartman Ln & 1526 Central Ave.**

1. Security Cameras for 710 Hartman Lane.
  - a. Quote pending.
2. Security Cameras for 1526 Central Avenue.
  - a. Quote pending.

—  
*Risk Factors*  
—

**1. Reso- A**

- a. Challenge Prep Charter School was allocated \$250K in Fiscal Year 2022 (FY22) for a Reso A Technology project by the Council Member.
- b. We were requested to complete paperwork, notarize, and send in order to ensure a timely delivery. This was completed in January.
- c. On 3.15.2022 we were told by the Reso A vendor, "We have not yet received the FY22 Tech/procurement certificate to proceed from the office of management and budget, but do anticipate it coming shortly. Once we do, the principal can expect outreach from DOE's DIIT."
- d. We should be thinking of other funding sources to outfit our high school location @ 1520 Central Ave, as these funds may not be



distributed anytime soon, and our school will be expanding in the 2022/2023 school year.

**2. Computer Lab at 1520 Central Ave (with Reso A)**

- a. Apple desktops have been ordered via RESO A Grant Funding.
- b. Interactive boards have been ordered via RESO A Grant Funding.
- c. Printers have been ordered via RESO A Grant Funding.
- d. We have been updated on 3.15.2022 that Apple Desktops have been discontinued.
- e. It was updated on 3.15.2022 that Interactive boards are backordered, with a current cue of 12 - 18 months.
- f. We have been updated on 3.15.2022 that the vendor is unsure of delivery time, as equipment will take "some time" to arrive at their warehouse and will take "some time" after that to arrive at Challenge.

**3. Power upgrades for 1520 Central Ave Parent Academy & Computer Lab .**

- a. Running power lines for 14 new quads receptacles.
- b. Installing 28 new receptacles.
- c. Installing power strips to 14 computer tables.
- d. Installing wire protectors on the floor.
- e. Quote received: \$11,000.

**4. Lenovo Laptop Inventory shortage**

- a. The Lenovos currently being used by teachers are beginning to age and fail.
- b. New laptops should be purchased via Reso A funding. However, Reso A funding has not been released yet.



# Attachment #11



*Helping you to focus on what's important:*  
**STUDENT ACHIEVEMENT**

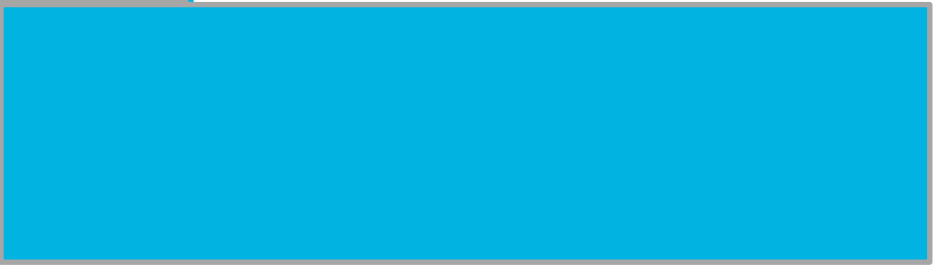
**CSBM**  
CHARTER SCHOOL  
BUSINESS MANAGEMENT

*experience. expertise. execution.*

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## **Challenge Prep Charter School**

Monthly Financial Report  
August 2022



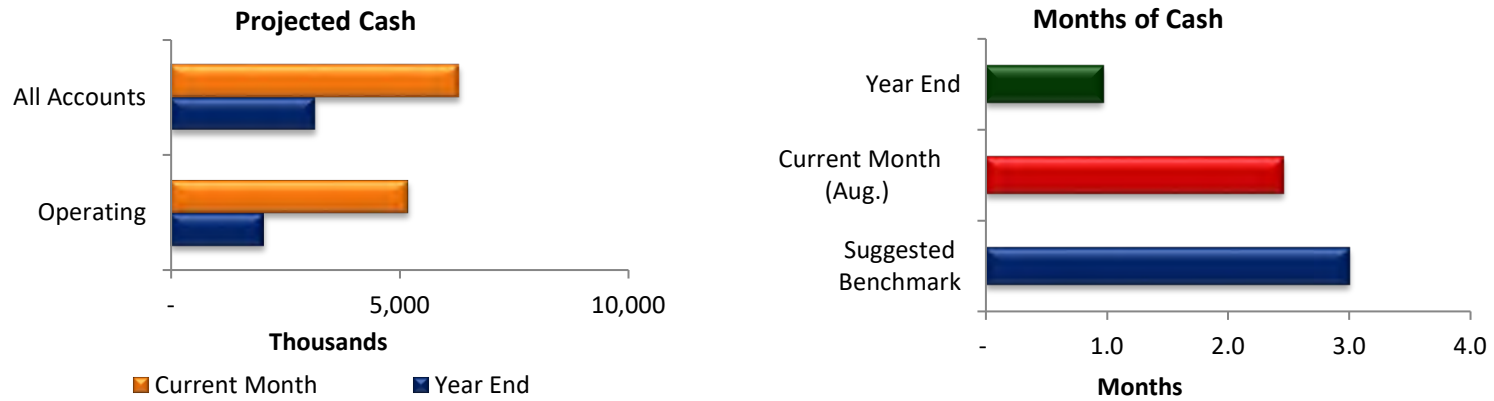


# Challenge Prep Charter School

## Financial Summary For Period Ended August 31, 2022

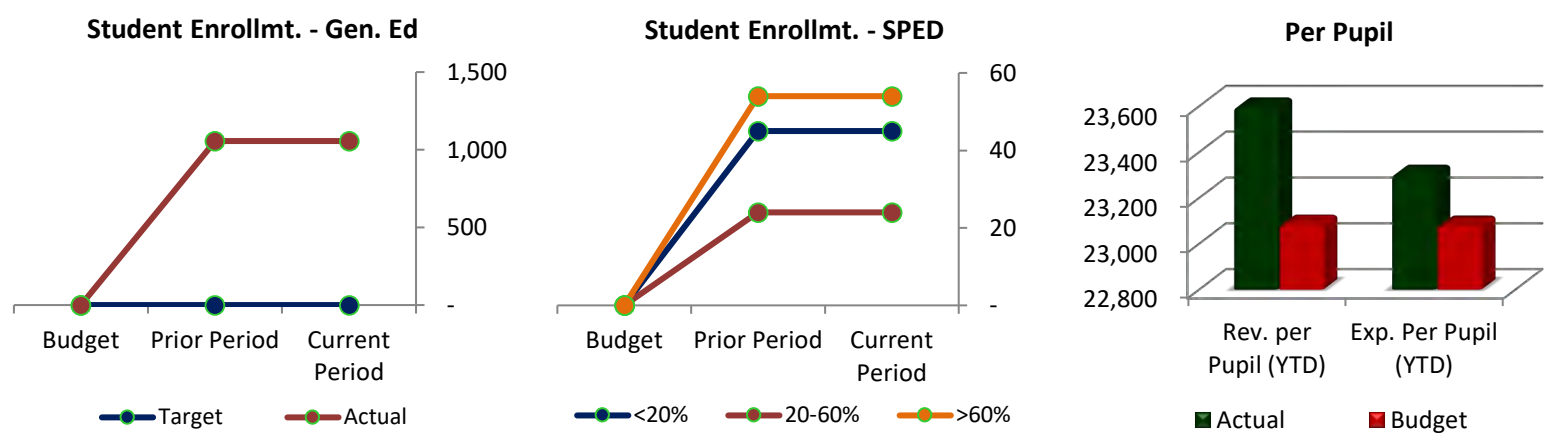
<b>Cash in Bank</b> (Operating Account(s) Only: as of August 31, 2022)	<b>\$ 5,178,295</b>
<b>Projected months of cash on hand</b>	<b>2.5</b>
<b>Cash in Bank</b> (Total - All Accounts: as of August 31, 2022)	<b>\$ 6,290,060</b>
<b>FY Ending Cash Available to Carryover to FY23-24</b> (Operating Account(s) Only)	<b>\$ 2,035,386</b>
<i>*Cash balance available once all FY22-23 obligations &amp; receivables have been settled</i>	
<b>Projected months of cash on hand</b>	<b>1.0</b>
<b>FY Ending Cash Available to Carryover to FY23-24</b> (Total - All Accounts)	<b>\$ 3,147,151</b>

LIQUIDITY



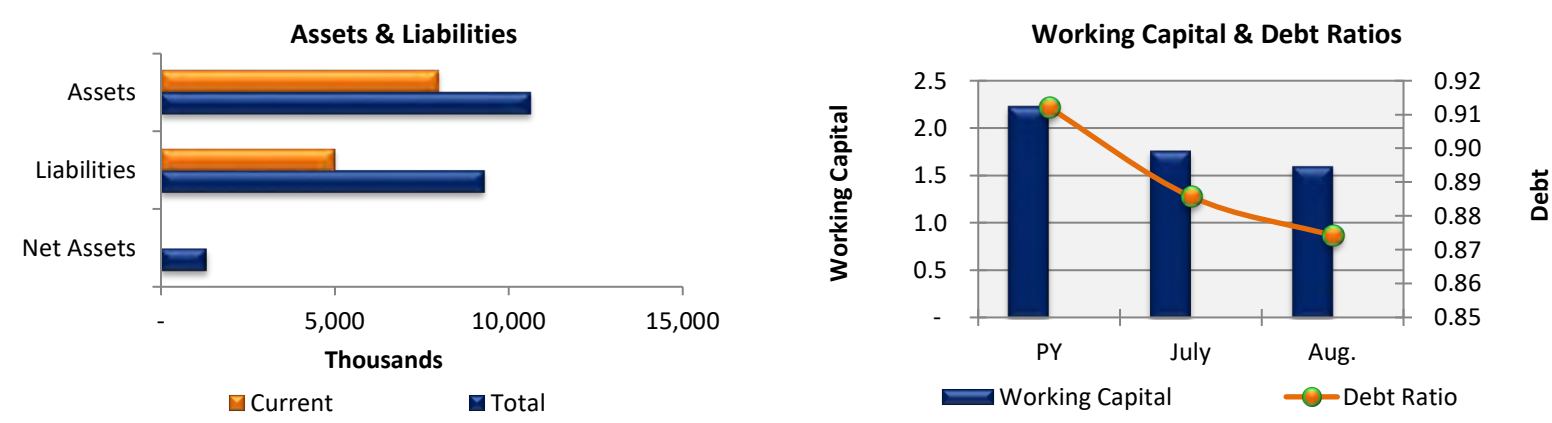
	Actual	Budget	Variance	Actual	Budget	Variance
<b>General Ed</b>	<b>1,086.00</b>	<b>1,086.00</b>	-	<b>\$ 17,538,900</b>	<b>\$ 16,624,488</b>	<b>\$ 914,412</b>
<b>SPED</b>						
0 - 20%	45.00	45.00	-	-	-	\$ -
20 - 59%	27.00	27.00	-	280,530	280,530	\$ -
60% - Over	66.00	66.00	-	1,257,234	1,257,234	\$ -
<b>Total SPED</b>	<b>138.00</b>	<b>138.00</b>	-	<b>1,537,764</b>	<b>1,537,764</b>	<b>\$ -</b>

ENROLLMENT



<b>Total Current Assets:</b>	<b>\$ 7,971,815</b>
<b>Total Current Liabilities:</b>	<b>\$ 4,991,555</b>
<b>Working Capital (Current) Ratio</b>	<b>1.60</b>
<b>Total Assets:</b>	<b>\$ 10,623,270</b>
<b>Total Liabilities:</b>	<b>\$ 9,287,267</b>
<b>Debt Ratio</b>	<b>0.87</b>
<b>Total Net Assets:</b>	<b>\$ 1,336,003</b>

BALANCE SHEET



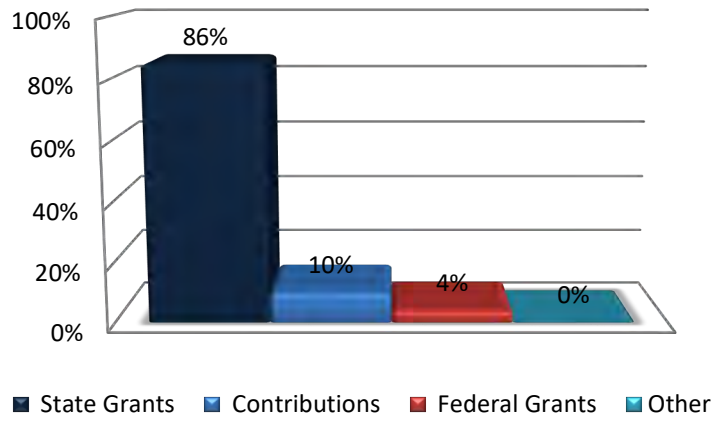
# Challenge Prep Charter School

## Financial Summary For Period Ended August 31, 2022

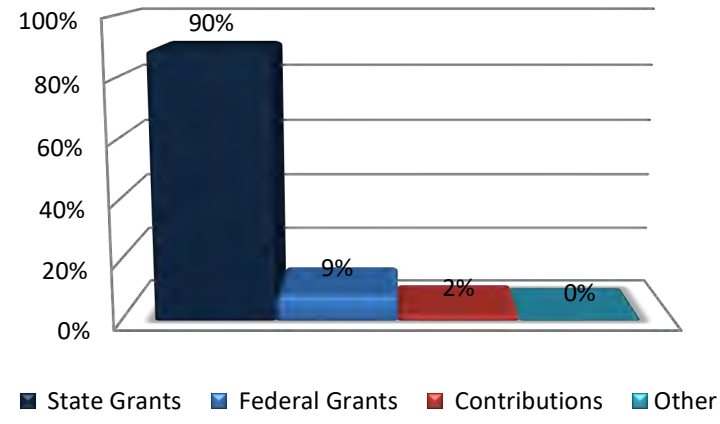
	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Total Revenue YTD:	\$ 4,178,275	\$ 4,105,212	\$ 73,063
Total Expenses YTD:	(3,439,618)	(3,182,565)	(257,053)
<b>Net Operating Surplus(Deficit):</b>	<b>\$ 738,657</b>	<b>\$ 922,647</b>	<b>\$ (183,990)</b>
	<u>Projected</u>	<u>Budget</u>	<u>Variance</u>
Annual Projected Revenue:	\$ 25,626,771	\$ 25,071,163	\$ 555,609
Annual Projected Expenses (before depreciation):	(25,308,111)	(25,066,857)	(241,253)
<b>Projected Net Operating Surplus(Deficit) before Depreciation:</b>	<b>\$ 318,661</b>	<b>\$ 4,305</b>	<b>\$ 314,355</b>
Annual Projected Depreciation:	-	-	-
<b>Projected Net Operating Surplus(Deficit) after Depreciation:</b>	<b>\$ 318,661</b>	<b>\$ 4,305</b>	<b>\$ 314,355</b>
<b>Capital Expenditure Requirements</b>	<b>\$ (195,000)</b>	<b>\$ -</b>	<b>\$ (195,000)</b>
<b>Total Cash Expenditures</b>	<b>\$ (25,113,111)</b>	<b>\$ (25,066,857)</b>	<b>\$ (46,253)</b>
<b>Revenue per Pupil (YTD)</b>	<b>\$ 23,597</b>	<b>\$ 23,086</b>	<b>\$ 512</b>
<b>Expenditure per Pupil (YTD)</b>	<b>\$ 23,304</b>	<b>\$ 23,082</b>	<b>\$ 222</b>

BUDGETING / REVENUE & EXPENSES

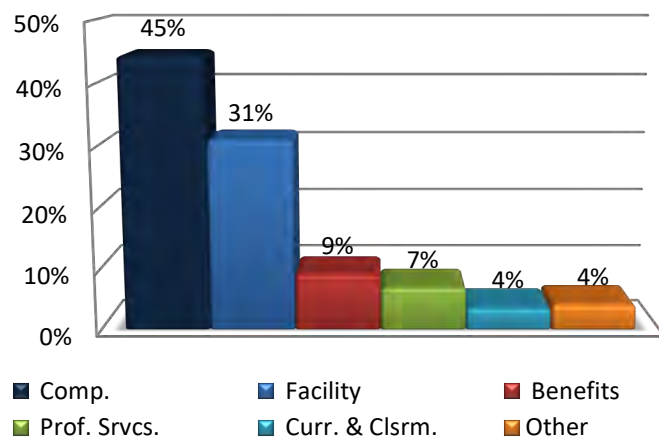
**Revenue Breakdown YTD**



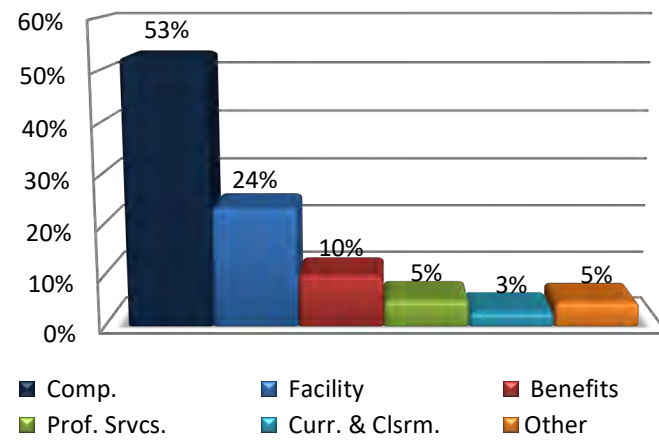
**Revenue Breakdown YE**



**Expense Breakdown YTD**



**Expense Breakdown YE**



# Challenge Prep Charter School

## Financial Variance Summary

Fiscal Year Ending 6/30/2023	Comments
Net Budget Surplus after Depreciation	\$ 4,305
Increase in Projected Annual Expenses	241,253
Net Projected Deficit Variance after Depreciation	<u>\$ 318,661</u>

**Challenge Prep Charter School  
Budget vs. Actuals  
Fiscal Year Ending June 30, 2023**

	August 31, 2022			YTD Through August 31, 2022			Projected FYE June 30, 2023				Comments
	Actual	Budget	Variance	Actual	Budget	Variance	Projected - August 31, 2022	Current Month Actuals - July 2022-August 31, 2022 + Projections thru June 30, 2023	Annual Budget	Variance	
<b>Income</b>											
4100 State Grants	1,786,787	1,909,626	(122,839)	3,573,574	3,819,251	(245,677)	19,417,130	22,990,704	22,990,704	-	Projected based on budget: Per Pupil GenEd based on 1,086 students, SpEd based on 27 (20-60); 66 (>60)
4200 Federal Grants	4,536	142,980	(138,444)	171,411	285,961	(114,550)	2,020,936	2,192,346	2,080,458	111,888	Title projection based on preliminary allocation per NYSED
4300 Contributions	131,493	-	131,493	431,205	-	431,205	-	431,205	-	431,205	
4400 Miscellaneous Income	886	-	886	2,086	-	2,086	10,430	12,516	-	12,516	
<b>Total Income</b>	<b>1,923,702</b>	<b>2,052,606</b>	<b>(128,904)</b>	<b>4,178,275</b>	<b>4,105,212</b>	<b>73,063</b>	<b>21,448,496</b>	<b>25,626,771</b>	<b>25,071,163</b>	<b>555,609</b>	Projected based on budget: Per Pupil GenEd based on 1,086 students, SpEd based on 27 (20-60); 66 (>60); Title projections based on preliminary allocation
<b>Expenses</b>											
<b>Compensation</b>											
5100 Instructional Staff	426,531	444,105	(17,574)	875,742	574,973	300,769	8,212,362	9,088,104	9,088,104	-	Projection based on budget
5200 Non-Instructional Staff	205,785	224,683	(18,898)	439,827	449,365	(9,538)	2,256,364	2,696,192	2,696,192	-	Projection based on budget
5300 Pupil Support	100,263	134,855	(34,592)	222,598	269,710	(47,111)	1,395,659	1,618,257	1,618,257	-	Projection based on budget
<b>5000 Compensation</b>	<b>732,579</b>	<b>803,642</b>	<b>(71,064)</b>	<b>1,538,168</b>	<b>1,294,048</b>	<b>244,120</b>	<b>11,864,385</b>	<b>13,402,553</b>	<b>13,402,553</b>	<b>-</b>	Projection based on budget
5400 Benefits	157,857	215,432	(57,576)	318,656	430,865	(112,209)	2,289,189	2,607,845	2,585,189	22,656	Projection updated to include Workers Compensation
6100 Administrative Expenses	25,783	48,808	(23,025)	52,759	92,161	(39,402)	499,006	551,765	549,565	2,200	Projection updated to include travel and student meals
6200 Professional Services	91,315	90,042	1,274	242,950	180,083	62,866	1,085,150	1,328,100	1,202,500	125,600	Projection updated to include temporary staffing (unbudgeted)
6300 Professional Development	2,541	10,795	(8,254)	17,423	17,045	378	132,577	150,000	130,000	20,000	Projection updated to increase non-instructional staff PD
6400 Marketing and Staff/Student Rec	1,725	8,292	(6,567)	3,801	16,583	(12,782)	95,699	99,500	99,500	-	
6500 Fundraising Expenses	-	-	-	-	-	-	-	-	-	-	
7100 Curriculum & Classroom Expenses	5,219	38,333	(33,114)	123,162	76,667	46,495	591,695	714,856	646,877	67,979	Projection updated to increase non-instructional enrichment
8100 Facility	543,735	501,890	41,845	1,073,218	1,003,779	69,439	4,950,456	6,023,674	6,022,674	1,000	
8200 Technology/Communication Expens	30,897	35,667	(4,770)	69,179	71,333	(2,154)	358,821	428,000	428,000	-	
8800 Miscellaneous Expenses	303	-	303	303	-	303	1,515	1,818	-	1,818	
8900 Depreciation Expense	-	-	-	-	-	-	-	-	-	-	
<b>Total Expenses</b>	<b>1,591,954</b>	<b>1,752,901</b>	<b>(160,947)</b>	<b>3,439,618</b>	<b>3,182,565</b>	<b>257,053</b>	<b>21,868,493</b>	<b>25,308,111</b>	<b>25,066,857</b>	<b>241,253</b>	
<b>Net Income</b>	<b>331,748</b>	<b>299,705</b>	<b>32,043</b>	<b>738,657</b>	<b>922,647</b>	<b>(183,990)</b>	<b>(419,997)</b>	<b>318,661</b>	<b>4,305</b>	<b>314,355</b>	
<b>Capital Expenditures</b>											
Furniture, Fixtures & Equipment	5,869	-	5,869	93,482	-	93,482	51,518	145,000	-	145,000	
Facility and Construction	-	-	-	-	-	-	50,000	50,000	-	50,000	
Website	-	-	-	-	-	-	-	-	-	-	
<b>Total Capital Expenditures</b>	<b>5,869</b>	<b>-</b>	<b>5,869</b>	<b>93,482</b>	<b>-</b>	<b>93,482</b>	<b>101,518</b>	<b>195,000</b>	<b>-</b>	<b>195,000</b>	Fixed Assets not included in board-approved budget

**Challenge Prep Charter School  
Cash Flow Projection as of August 31, 2022**

Annual Budget FYE June 30, 2023	Projected Aug 22 - June 23	Projected Aug 22 - June 23	September	October	November	December	January	February	March	April	May	June	July + Subsequent FY22-23 Items
<b>Beginning Cash Balance (Operating Account)</b> 4,804,870	6,645,873	5,217,974	5,178,295	2,194,236	3,989,350	1,998,415	3,902,160	1,848,363	3,643,476	1,589,680	4,493,919	3,549,248	2,247,242
Projected Cash Receipts from Operations (below) 25,071,163	21,448,496	17,321,032	5,166	3,854,076	68,028	3,962,707	5,166	3,854,076	5,166	3,854,076	5,166	756,956	950,448
Projected Cash Disbursements from Operations (below) (25,066,857)	(21,868,493)	(21,650,412)	(2,048,811)	(2,048,811)	(2,048,811)	(2,048,811)	(2,048,811)	(2,048,811)	(2,048,811)	(2,048,811)	(2,048,811)	(2,048,811)	(1,162,304)
<b>Net Cash from Operations</b> 4,305	(419,997)	(4,329,380)	(2,043,645)	1,805,265	(1,980,783)	1,913,896	(2,043,645)	1,805,265	(2,043,645)	1,805,265	(2,043,645)	(1,291,854)	(211,856)
Cash Receipts from Accounts & Misc Receivables (not included in revenue below) -	-	-	-	-	-	-	-	-	-	-	-	-	-
Cash Disbursements for Accounts Payable & Accrued Expenses -	-	-	(930,262)	-	-	-	-	-	-	-	-	-	-
Capital Expenditures (below) -	(101,518)	(101,518)	(10,152)	(10,152)	(10,152)	(10,152)	(10,152)	(10,152)	(10,152)	(10,152)	(10,152)	(10,152)	-
Accounts Receivable -	-	-	-	-	-	-	-	-	-	-	-	-	-
PPP Loan Payable -	-	-	-	-	-	-	-	-	-	-	-	-	-
PPP Loan Interest Payable -	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Ending Cash Balance (Operating Account)</b> 4,809,175	6,327,395	787,075	2,194,236	3,989,350	1,998,415	3,902,160	1,848,363	3,643,476	1,589,680	3,384,793	2,440,123	2,247,242	2,035,386
Other Cash Accounts (Net of Transfers) 75,354	-	1,111,765	1,111,765	1,111,765	1,111,765	1,111,765	1,111,765	1,111,765	1,111,765	1,111,765	1,111,765	1,111,765	1,111,765
<b>Total Cash (All Accounts)</b> 4,884,529	6,327,395	1,898,840	3,306,001	5,101,115	3,110,180	5,013,924	2,960,128	4,755,241	2,701,445	4,496,558	3,551,887	3,359,007	3,147,151

Challenge Prep Charter School  
Balance Sheet  
YTD as of August 31, 2022

	Total	Comments
<b>ASSETS</b>		
<b>Current Assets</b>	-	
<b>Bank Accounts</b>		
<b>1000 Cash</b>		
1001 HSBC Checking - 0844	4,069,169	
1002 HSBC Checking - 0852	39,679	
1003 HSBC Checking - 0879	1,109,126	
1005 HSBC Money Market - 5972	1,002,086	
1006 Chase Escrow - 3060	70,000	
<b>Total 1000 Cash</b>	<b>\$ 6,290,060</b>	
<b>Total Bank Accounts</b>	<b>\$ 6,290,060</b>	
<b>Accounts Receivable</b>		
1100 Accounts Receivable	787,767	
<b>Total Accounts Receivable</b>	<b>\$ 787,767</b>	
<b>Other current assets</b>		
1300 Prepaid Expenses	283,093	
1301 Prepaid Insurance	-	
1310 Prepaid Rent	596,895	
<b>Total Other current assets</b>	<b>\$ 893,988</b>	
<b>Total Current Assets</b>	<b>\$ 7,971,815</b>	
<b>Fixed Assets</b>		
<b>1500 Furniture, Fixtures &amp; Equipment</b>		
1510 Office & Admin Computers & Equipment	256,303	
1511 Classroom Computers & Equipment	1,374,450	
1512 Classroom Furniture	529,753	
1513 Office Furniture	203,196	
<b>Total 1513 Office Furniture</b>	<b>\$ 203,196</b>	
1514 Musical Instruments	16,390	
1515 Computer Software	44,217	
<b>Total 1500 Furniture, Fixtures &amp; Equipment</b>	<b>2,424,310</b>	
<b>1519 Facility and Construction</b>	127,589	
1520 Architect Fees	115,620	
1525 Fire Alarm System	7,500	
<b>Total 1525 Fire Alarm System</b>	<b>\$ 7,500</b>	
1530 Kitchen/Cafeteria	162,079	
1535 Construction In Progress	-	
1540 Leasehold Improvements	816,468	
<b>Total 1519 Facility and Construction</b>	<b>1,229,256</b>	

Challenge Prep Charter School  
Balance Sheet  
YTD as of August 31, 2022

	Total	Comments
1610 Website	11,000	
<b>Total 1610 Website</b>	<b>\$ 11,000</b>	
1700 Accumulated Depreciation & Amortization		
1710 Accumulated Depreciation	(1,930,432)	
1750 Accumulated Amortization	(8,678)	
<b>Total 1700 Accumulated Depreciation &amp; Amortization</b>	<b>\$ (1,939,110)</b>	
<b>Total Fixed Assets</b>	<b>\$ 1,725,456</b>	
<b>Other Assets</b>		
1800 Security Deposits	925,999	
<b>Total Other Assets</b>	<b>\$ 925,999</b>	
<b>TOTAL ASSETS</b>	<b>\$ 10,623,270</b>	
<b>LIABILITIES AND EQUITY</b>		
<b>Liabilities</b>		
<b>Current Liabilities</b>		
<b>Accounts Payable</b>		
2000 Accounts Payable	712,429	
<b>Total Accounts Payable</b>	<b>\$ 712,429</b>	
<b>Other Current Liabilities</b>		
2301 Accrued Expenses	217,833	
2302 Refunds Payable	2,256	
2400 Unearned/Deferred Revenue	4,055,312	
<b>Total Other Current Liabilities</b>	<b>\$ 4,279,126</b>	
<b>Total Current Liabilities</b>	<b>\$ 4,991,555</b>	
<b>Long-Term Liabilities</b>		
2700 Deferred Rent Liability	4,295,712	
<b>Total Long-Term Liabilities</b>	<b>\$ 4,295,712</b>	
<b>Total Liabilities</b>	<b>\$ 9,287,267</b>	
<b>Equity</b>		
3100 Retained Earnings	597,345	
Net Income	738,657	
<b>Total Equity</b>	<b>\$ 1,336,003</b>	
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ 10,623,270</b>	

**Challenge Prep Charter School**  
**Statement of Cash Flows**  
**YTD as of August 31, 2022**

OPERATING ACTIVITIES	<u>Total</u>	<u>Comments</u>
Net Income	738,657	
Adjustments to reconcile Net Income to Net Cash provided by operations:		
1100 Accounts Receivable	(260,521)	
1200 Accounts Receivable:Other Receivables - Salary Advance	-	
1300 Prepaid Expenses	(149,134)	
1301 Prepaid Insurance	-	
1310 Prepaid Rent	74,194	
1400 Due From Challenge Charter Network		
1401 Due From Friends of Challenge Prep, Inc.	(9,000)	
1710 Accumulated Depreciation & Amortization:Accumulated Depreciation	-	
2000 Accounts Payable	519,641	
2100 HSBC Loan Payable	-	
2300 Accrued Salaries/Taxes	(1,425,791)	
2301 Accrued Expenses	94,782	
2302 Refunds Payable	(11,767)	
2303 Accrued Interest - PPP	-	
2304 Due To Friends of Challenge Prep, Inc.	-	
2400 Unearned/Deferred Revenue	3,912,983	
Total Adjustments to reconcile Net Income to Net Cash provided by operations:	<u>2,745,387</u>	
Net cash provided by operating activities	<u>3,484,045</u>	
INVESTING ACTIVITIES		
1500 Furniture, Fixtures & Equipment		
1510 Furniture, Fixtures & Equipment:Office & Admin Computers & Equipment	-	
1511 Furniture, Fixtures & Equipment:Classroom Computers & Equipment	(83,440)	
1512 Furniture, Fixtures & Equipment:Classroom Furniture	(5,869)	
1513 Furniture, Fixtures & Equipment:Office Furniture	(4,172)	
1540 Facility and Construction:Leasehold Improvements	-	
1750 Accumulated Depreciation & Amortization:Accumulated Amortization	-	
Net cash provided by investing activities	<u>-93,482</u>	
FINANCING ACTIVITIES		
2700 Deferred Rent Liability	-	
Net cash provided by financing activities	<u>-</u>	
Net cash increase for period	<u>3,390,563</u>	
Cash at beginning of period	<u>2,899,496</u>	
Total Cash at beginning of period	<u>2,899,496</u>	
Cash at end of period	<u>6,290,060</u>	





# Attachment #12

NAME	POSITION ID	HIRE DATE	PRIMARY POSITION	HOME DEPARTMENT
Adamson, Tonisha	4IR000553	08/16/2022	Yes	005104-Assistant Teachers
Ajayi, Aderonke A	4IR000555	08/16/2022	Yes	005302-School Aides
Belifore, Kimberly	4IR000548	08/16/2022	Yes	005103-Classroom Teachers
Butler, Wenzler	4IR000561	08/16/2022	Yes	005103-Classroom Teachers
Dixon Clarke, Grace	4IR000563	08/16/2022	Yes	005103-Classroom Teachers
Greene, Joycelyn	4IR000552	08/16/2022	Yes	005103-Classroom Teachers
Grimes, Melica	4IR000560	08/16/2022	Yes	005103-Classroom Teachers
Lande, Judith	4IR000549	08/16/2022	Yes	005105-Special Education Teachers
Rebenstock, Amy	4IR000551	08/16/2022	Yes	005105-Special Education Teachers
Taylor, Daniel	4IR000550	08/16/2022	Yes	005103-Classroom Teachers
McKoy, Patrice	4IR000554	08/18/2022	Yes	005104-Assistant Teachers
Rodney, Athlone A	4IR000559	08/22/2022	Yes	005202-Administration and Operations
Diamond, Jayd	4IR000562	08/23/2022	Yes	005104-Assistant Teachers
Jones, Kimtrel	4IR000556	08/23/2022	Yes	005104-Assistant Teachers
Anderson, Javair A	4IR000558	08/24/2022	Yes	005104-Assistant Teachers
Ramkirath, Rabindra	4IR000557	08/25/2022	Yes	005103-Classroom Teachers
Burke, Shavonna	4IR000565	08/29/2022	Yes	005104-Assistant Teachers
Henry, Tequan	4IR000564	08/29/2022	Yes	005104-Assistant Teachers
Romero, Luis	4IR000566	08/29/2022	Yes	005103-Classroom Teachers
Zak, Michelle	4IR000567	08/29/2022	Yes	005105-Special Education Teachers
McNeil, Alexyia	4IR000568	09/12/2022	Yes	005101-Administrative Leadership
Count Of Employees In Report: 166				

**September 2022 Personnel Report**