



2021-22 School Year Board Meeting #4 Minutes

Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2021-22 School Year Board Meeting #4 at 6:30 PM on October 20, 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 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 2021-22 School Year Board Meeting #3 [Attachment #1]. The minutes were approved by common consent.
3. The Chair called for the report of Dr. Les Mullings, CEO. Dr. Mullings gave an update the start of the 2021-22 School Year.

Dr. Mullings announced that the MOU agreement with the CUNY School of Labor and Urban Studies has been finalized. The agreement calls for both the early college/dual credit for our CTE High School scholars and bringing college courses to CPCS parents/guardians and other adults in the Far Rockaway community.



A Far Rockaway Community Educational Leadership Team, which will include our Board Chair as a member, is being named to provide advise the CUNY School of Labor and Urban Studies (SLU) leadership as they develop and market the college courses being offered to adults in the community. Courses will be taught by SLU faculty beginning in the spring of 2022 at our Challenge Charter High School site.

A special event to launch and showcase the initiative will be held at the Challenge High on Friday, October 22, 2021 from 3:00 to 5:00 p.m. Guests attending will learn about SLU's educational programming including several advanced certifications, undergraduate and graduate courses of study, and GED completion. Special scholarship information will also be shared.

Dr. Mullings further shared that the SLU relationship will be a game changer for the Rockaways and for Challenge.

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 Dale Richardson, Director of Technology [Attachment #8]. The report was received with appreciation.



11. The Chair called for the September 2021 Financial Report [Attachment #10]. Following review, the report was received by common consent.
12. The Chair called for the presentation of the 2021-22 October Personnel report [Attachment #11]. Dr. Michelle Daniel-Robertson moved approval of 2021-22 October Personnel Report with a second from Linda Plummer. The motion carried unanimously.
13. Representatives from PKF O'Connor Davies, LLP: Gus Saliba and James Mercaldo and Charter School Business Management: Donna Webster and Raymond Alston joined the meeting at 7:00 p.m.
14. The Chair called upon Gus Saliba to present the 2020-21 CPCS Audit Report [Attachment #9]. Following discussion, a motion was made by Karon McFarlane with a second from Gertrudis Hernandez that the report be approved. The motion carried unanimously.

The meeting adjourned by common consent.

Respectfully submitted:

A handwritten signature in blue ink that reads "Karon K. McFarlane".

Karon McFarlane
Secretary



Attachment #1
See Prior
Month
Minutes for
Minute
Attachments



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 #2



Senior Director of Teaching and Learning K-5
October 2021 Board Report
 (Covering September 1, 2021-October 15, 2021)
Kentia Coreus

Enrollment Compliance

Grade	Total Scholars	# of scholars w/IEPs	# of ENL scholars
K	108	15	5
1	119	20	7
2	115	14	2
3	94	12	5
4	91	14	8
5	97	12	2
Totals	624	87	29

source: Student Enrollment Weekly Report sent on October 15, 2021

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

Focusing on Instruction

The elementary instructional leadership team conducted the first round of learning walks where all fully staffed classrooms were visited. The K-5 SDTL and executive coach Lilia Navarette participated in the learning walks where each visit was discussed and trends identified. The team debriefed their finds and worked on instructional next steps. Teachers received feedback as a group from the principal and were given time to ensure their classrooms met communicated expectations. Data from the learning walk will continue to inform the team's work with teacher teams and individuals.

Curriculum Design Process

CPCS' partnership with LCI (Learner Centered Initiatives) officially launched on Friday October 15, 2021. The elementary leadership team, grade-level leaders, and select teachers who demonstrate interest/passion in curriculum development will all participate in the following during this partnership:

- identifying and aligning curriculum to valued outcomes for learning
- honoring students' cultural and experiential backgrounds
- incorporating assessments that produce as well as measure learning
- designing active learning strategies that engage students in their learning
- examining student work to determine impact and make curriculum revisions
- including strategies to develop self-regulated independent learners

Grade-Level Leaders

1. Ms. Gray- K (Absent 10/15)
2. Mrs. Lloyd- 1
3. Ms. Sarfati- 2
4. Ms. Lang- 3
5. Mrs. Alexander- 4
6. Ms. Cruz- Interim Acting -5

CPCS' Curriculum Writing Team

1. Ms. Gray (Absent 10/15)
2. Mrs. Lloyd
3. Ms. Sarfati
4. Ms. Lang
5. Mrs. Alexander
6. Ms. Cruz
7. Mrs. Simone
8. Mr. Kurz
9. Mrs. Grant-Brown
10. Ms. Denker (Absent 10/15)
11. Ms. Baker
12. Mr. Scarfogliero (Absent 10/15)

COVID Visitor Policy

The senior directors of teaching and learning created a visitor policy to be distributed to consultants and related service providers. The content is aligned with the school reopening plan and is available at the end of this report.

HS Development

At the CEO's request, the CTE Internship coordinator role was divided into two separate roles to emphasize the external duties and responsibilities of a Industry Liaison. The job description for this role is available at the end of this report.

Change to Curriculum and Technology Integrationist Role

After evaluating the needs of the instructional staff, the senior director of teaching in learning, K-5 determined that a STEM instructional coach is needed to support teachers increasing their effectiveness in delivering math and science instruction. This role will also be responsible for providing the leadership team with data support. The job description for this role is available at the end of this report.

Working Together to Keep Each Other Safe **Challenge Preparatory Charter School's** **COVID-19 Protocols for Adults**

We are in this together

As a community school, CPCS recognizes that educating and caring for our scholars is a community effort that requires us to work with our guests, visitors, service providers, consultants, partners, etc. to obtain necessary resources for scholars and their educational program. The purpose of this document is to share with you what we are doing to each our community safe against the coronavirus and what we need from you to keep each other safe. Please reach out to your contact at CPCS should you have any questions OR email COVID@challengecharterschools.org.

Our Vaccination Policy

To prevent the infection and spread of COVID-19, and protect the health and safety of staff, students, family members, partners, visitors, guests, and volunteers to CPCS sites from COVID-19 infection, ***CPCS requires all staff, partners, and visitors to provide proof that they are fully vaccinated against the coronavirus by September 27, 2021.***

Our COVID-19 protocols

1. We have mandated that all staff be vaccinated by September 27, 2021
2. We stay home when we are sick. All employees must pass a daily health screen questionnaire prior to arrival. Families complete a daily health screen questionnaire
3. We ensure we are fever –free. All employees have their temperature scanned upon arrival. Temperature must be 100.3°F or less for entry
4. We all wear masks. All employees are mandated to wear a face-covering at all times. Masks are provided if needed
5. We provide hand-sanitizer upon entry and make it available throughout all of our sites
6. We clean and disinfect sites daily

What we ask of YOU

1. Submit proof of vaccination if you are a frequent or long-term partner (service providers, consultants)
2. Stay home if you do not feel well
3. Complete the visitor health screen questionnaire prior to your arrival
4. Have your temperature scanned upon arrival. Your temperature must be 100.3°F or less for entry
5. Wait to be escorted to the person/area you are visiting
6. Wear a mask or face covering at all times
7. Keep your hands clean by hand washing frequently and utilizing hand-sanitizer when needed

Visit our reopening page for the most updated information:

<https://challengecharterschools.org/reopening>

Industry Education and Partnership Liaison Job Description

Sites

Challenge Charter Network Office, 15-20 Central Avenue, Far Rockaway, NY 11691
Challenge Charter High School, 15-20 Central Avenue, Far Rockaway, NY 11691
Challenge Charter Middle School, 1279 Redfern Avenue, Far Rockaway, NY 11691

Who We Are

Since its founding in 2010, Challenge Preparatory Charter School (“Challenge Prep”) has provided students and families with a successful K-8 program in Far Rockaway, Queens. Opened in August 2020, Challenge Charter High School (“CCHS”) will offer a unique early college and career and technical education (“CCTE”) program to ensure that students graduate prepared to be successful in the college and/or career pathway of their choice. CCHS will provide an academically rigorous program that integrates content with real-world technical skills found in the following fields: Aviation, Culinary Arts, Health Sciences, and Hospitality. Through strategic collaborations with industry partners, students will have access to personalized academic and social-emotional learning sequences, authentic field experiences, career counseling, and college coursework.

Understanding the Role

The Industry Education and Partnership Liaison (“IEPL”) reports to the chief executive officer and secondary senior director of teaching and learning. The IEPL is responsible for the overall identification, development, and execution of industry partnerships in the following fields: Aviation, Culinary Arts, Health Sciences, and Hospitality. He/she is the lead point-of-contact and initiator for collaborative efforts involving the community (particularly in District 27), industry, school, and it’s college/university partners; and serves as the school’s work-based learning coordinator. The IEPL ensures that the school curriculum supports and reflects the engagement with industry partners.

Ongoing Specific Responsibilities

All staff of Challenge Charter High School is committed to teaching students the values of scholarship, respect, honesty, courage and balance in a collaborative technology infused, inclusive family-like environment. Additional and specific duties of the IELP include:

- Lead the development of a career and technical education advisory council to provide internships, mentors, and workplace learning experiences for all students
- Work with partners and the school’s CTE staff to coordinate workplace learning experiences, mentors, and internships
- Supervise and support the Internship/CTE Field Coordinator
- Maintain effective and proactive communication between all project/program participants to ensure that all expectations are understood and managed appropriately
- Recruit and train professional industry mentors and volunteers as needed
- Coordinate on-site workplace learning experiences at industry facilities
- Develop curriculum with school leadership to facilitate meaningful conversations between students and mentors that support workplace learning goals
- Provide industry speakers for classroom projects and school-wide events as needed

- Work with school administrators and industry professionals to implement an industry-validated assessment tool for workplace competencies and technical skills
- Identify relevant, substantive, and credit-bearing projects for students working with school and college faculty and industry partners
- Collaborate with the school's administration to inform/create project-based learning opportunities and workplace experiences that address workplace competencies and technical skills
- Evaluate the effectiveness of work-based learning opportunities on student career readiness skills
- Create professional development opportunities for CTE teachers and staff
- Develop metrics to monitor, and appropriately adjust, program management and overall strategy

Who We Seek

- Challenge Charter High School will consider candidates who can demonstrate:
- Commitment to and alignment with CCHS mission, vision, program goals and curriculum
- Effective leadership skills that inspire teamwork and dedication
- Strategic problem-solving skills
- Strong communication skills to be employed with industry partners, government officials, community members, students, families, and staff
- Exceptional management and organizational skills
- Positive experience in taking the initiative, assuming accountability and being productive in attaining measurable goals and accomplishments
- Ability to plan strategically and effectively, as well as adapting to unforeseen situations

Qualifications

- Master's degree or Bachelor's degree *and* extensive experience in one or more of the school's industry pathways
- New York State Work-Based Learning certification (or ability to qualify within 3 months of employment)
- Minimum of 3-5 years in a business and/or education position
- Superior relationship engagement and management capability
- Demonstrated success managing multiple/competing priorities
- Fundraising and/or grant-writing experience is a plus
- Highly motivated to work with students from underserved areas; devoted to closing the achievement gap
- Ability to provide own transportation from school to industry partner sites
- Strong teamwork ethic

Work Year

This is a full-time position, 12 months position.



Attachment #3



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

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

Instructional Focus:

Learning Walk # 1- Members of the Leadership Team and Lilia N. (outside consultant) conducted our first instructional walk on September 15th, 22nd and 23rd. We recognize that we have had difficulties launching the school year and continue to face day-to-day unforeseen items. The amazing things we had planned will continue to be adjusted to meet the needs of our scholars. The SENSE OF URGENCY around creating a conducive environment and designing coherent instruction are at the forefront of our day.

Based on our findings, we implemented several things.

Next Steps that was implemented:

- Word Walls were updated
- Print-rich student friendly charts was created to reflect student voice
- Vocabulary- a section has been added to the lesson plan template
- A model classroom is in the making for every grade. Grade Team Leaders classroom will be turned into a model classroom.
- Professional Development was launched by LCI beginning on October 8, 2021. Curriculum writers and Grade Team Leaders participated in the Curriculum and Design Process. The team will create and write reading and writing unit plans.
- Four projects have been funded by Donors Choose this school year. All instructors are working on a project to submit to Donors Choose. Ms. Lang is our Donors Choose Liaison.
- Grade Team Meetings are held from 4:00-4:25pm to lead and support pedagogy. APS supports and guides the planning and preparation of reading, writing and math lessons.
- Instructional staff plan lessons explicitly with the following questions in mind: What are you teaching? Why are you teaching it? What is the outcome? How will you differentiate?

Mini Observations

A minimum of six mini-observations will be conducted this school year. Documented observations commenced on October 13, 2021.

BOY Data

- The elementary school continues to complete the BOY i-Ready data. The ending date is October 27, 2021.
- Fountas and Pinnel running records BOY assessments end on October 24, 2021.

Social-Emotional Learning

- We continue to partner with interns for this school year. Ms. Cox works alongside with Mrs. Anglin, our guidance counselor. Both counselors provide at-risk counseling and SEL lessons daily. We continue to follow SECOND-STEP curriculum as a guide.

Attendance

- Over the past month, we had a total of 9 staff who had to be quarantined.
- A total of 88 students had to quarantine over the past month. Remote instruction with a combination of a work packet is provided to the scholars.

Digital Access and Equity

- All scholars have 1:1 access to Chromebooks

Family Engagement

- PA meeting was conducted on September 24, 2021
- 46 families were in attendance
- Nominees were shared for the 2021-2022 school year

Professional Development

- Staff continues to need PD around unpacking of the Next Generation Standards. This will help with understanding- What am I teaching? Why am I teaching it?
- Performance Matters- Staff participated in PD around building assessments. Teachers will be able to utilize this component to build authentic assessments in order to improve student achievement.
- Planning and Preparation - Designing Coherent Instruction



Attachment #4



CHALLENGE CHARTER SCHOOL

2021-2022 Principal's Monthly Board Report

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

School Year 2021-2022 Report Oct 15, 2021

Current CCHS Enrollment:

Cohort Group	Grade Level	Enrollment as of Sep. 14, 2021	Enrollment as of Oct. 15, 2021
#3	G. 10	53	44
#4	G. 9	83	71
TOTAL		136	115

Current CCMS Enrollment:

Cohort Group	Grade Level	Enrollment as of Sep. 14, 2021	Enrollment as of Oct. 15, 2021
#5	Gr. 8	81	76
#6	Gr. 7	68	70
#7	Gr. 6	92	93
TOTAL		241	239

CCMS Attendance Statistics:

C G o r h o u r p r t	G L r e a v e l	Attendance Rates	Attendance Rates
		Aug 25, '21 - Sep 14, '21	Seo 14, '21 - Oct 15, '21
#3	Gr. 10	*Rosters for the first 3 weeks of school were highly skewed, so attendance will be provided next month.	93%
#4	Gr. 9		95%
#5	Gr. 8		89%
#6	Gr. 7		92%
#7	Gr. 6		83%
CCMS Average			88%
CCHS Average			94%
6-10 Average			90%



STAFFING:

- CCMS is currently seeking the following:
 - Grade 7 Science Teacher
 - Grade 6 SWD Teacher
 - Grade 7 SWD Teacher
 - Grade 6 ELA TA
 - Grade 6 SS TA
 - Spanish Teacher
 - Family Engagement Coordinator (6-10)

- CCHS is currently seeking the following:
 - Spanish Teacher
 - Earth Science Teacher
 - Global History TA
 - ELA TA Grade 9
 - ELA TA Grade 10
 - Earth Science 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

- Meet-the-Teacher Night took place on October 7, from 5:00 PM to 6:30 PM.
- 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
 - Close Reading - Lavinia Reading Group Consultants on site.
- VERTICAL DEPARTMENT PLANNING
 - i-Ready beginning-of-year diagnostic testing began on September 21, 2021. BOY diagnostics are still being completed for the newest scholars added to the rosters this week.

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. TeachBoost is being used for this task, with a target of 2 long observations and 5 short observations across the board for the school year.



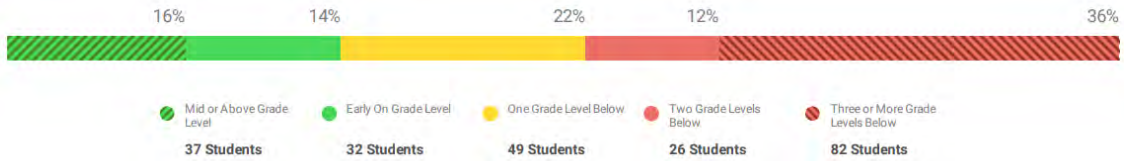
Diagnostic Results



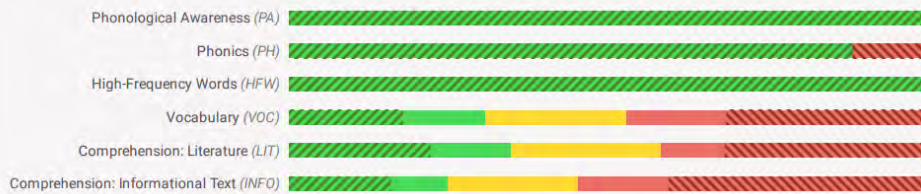
School: CHALLENGE PREP MIDDLE SCHOOL
 Subject: Reading
 Academic Year: 2021 - 2022
 Diagnostic Window: Window 1
 Prior Diagnostic: None

Overall Placement

Students Assessed/Total: 226/239



Placement by Domain



Switch Table View

Show Results By

Placement Summary

Grade

Showing 3 of 3

Grade	Overall Grade-Level Placement	Mid or Above Grade Level	Early On Grade Level	One Grade Level Below	Two Grade Levels Below	Three or More Grade Levels Below	Students Assessed/Total
Grade 6		19%	9%	23%	11%	38%	90/93
Grade 7		12%	17%	15%	15%	40%	65/70
Grade 8		17%	18%	25%	8%	31%	71/76



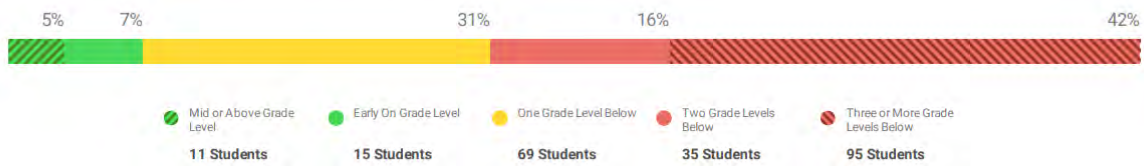
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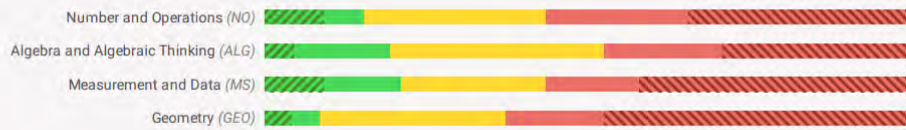
School: CHALLENGE PREP MIDDLE SCHOOL
 Subject: Math
 Academic Year: 2021 - 2022
 Diagnostic Window: Window 1
 Prior Diagnostic: None

Overall Placement

Students Assessed/Total: 225/239



Placement by Domain



Switch Table View

Show Results By

Placement Summary

Grade

Showing 3 of 3

Grade	Overall Grade-Level Placement	Mid or Above Grade Level	Early On Grade Level	One Grade Level Below	Two Grade Levels Below	Three or More Grade Levels Below	Students Assessed/Total
Grade 6		2%	10%	37%	12%	38%	89/93
Grade 7		5%	5%	23%	22%	46%	65/70
Grade 8		8%	4%	30%	14%	44%	71/76



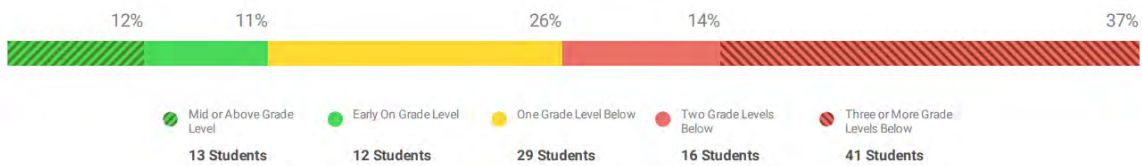
Diagnostic Results



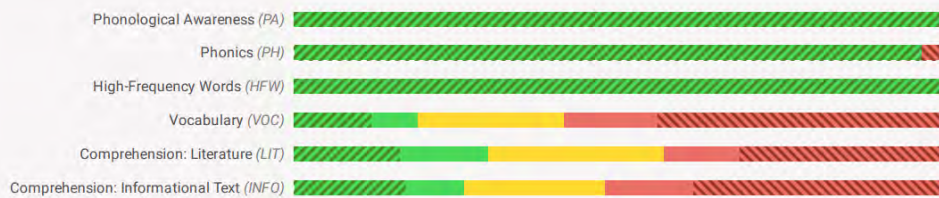
School: CHALLENGE PREP CHARTER HIGH SCHOOL
 Subject: Reading
 Academic Year: 2021 - 2022
 Diagnostic Window: 1
 Prior Diagnostic: None

Overall Placement

Students Assessed/Total: 111/115



Placement by Domain



Switch Table View

Show Results By

Placement Summary

Grade

Showing 2 of 2

Grade	Overall Grade-Level Placement	Mid or Above Grade Level	Early On Grade Level	One Grade Level Below	Two Grade Levels Below	Three or More Grade Levels Below	Students Assessed/Total
Grade 9		13%	10%	31%	12%	34%	68/72
Grade 10		9%	12%	19%	19%	42%	43/43



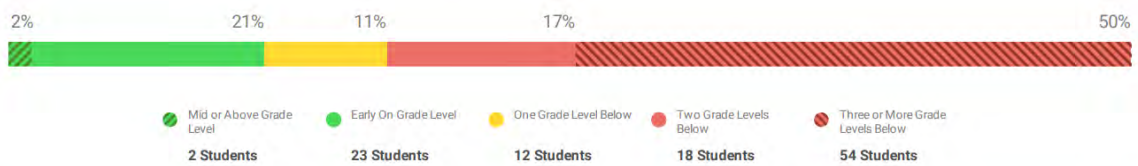
Diagnostic Results



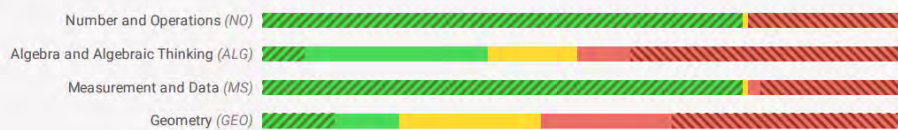
School: CHALLENGE PREP CHARTER HIGH SCHOOL
 Subject: Math
 Academic Year: 2021 - 2022
 Diagnostic: Window 1
 Prior Diagnostic: None

Overall Placement

Students Assessed/Total: 109/115



Placement by Domain



Switch Table View

Show Results By

Placement Summary

Grade

Showing 2 of 2

Grade	Overall Grade-Level Placement	Mid or Above Grade Level	Early On Grade Level	One Grade Level Below	Two Grade Levels Below	Three or More Grade Levels Below	Students Assessed/Total
Grade 9		3%	21%	11%	14%	52%	66/72
Grade 10		0%	21%	12%	21%	47%	43/43



Attachment #5



Director of Pupil Personnel Services

October Board Report

Covid-19

Here are the current vaccination numbers for our staff:

126 Fully vaccinated

21 Partially vaccinated

2 exemptions

- Presented COVID-19 protocols to the elementary, middle, and high school staff
- CIC Health is now a partner 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
- Supported COVID-19 Site Coordinators with creating a system for the start of COVID-19 testing for our scholars
- Collaborated with data coordinator to create an attendance system for scholars that have COVID-19 testing
- Consistently update the COVID-19 tracker with updates on any individual that tests positive or presents symptoms
- Support the school community with answers to COVID-19 questions, and meet bi-weekly with leaders to discuss COVID-19 protocols
- Follow-up with families with any concerns during their scholars quarantine or isolation period
- 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
- 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
- Provided a facilities walkthrough of the middle and high school to ensure the readiness of facilities for in-person learning and instruction

- Created a list of items needed to be purchased based on the facilities walkthrough
- Hired a School Health Liaison to support the health and safety of our school community

Pupil Personnel Director

- One of the social work interns from the Silberman School of Social Work at Hunter College started her in-person internship at the elementary school location. The second intern will begin in two weeks virtually.
- Conducted the monthly SEL meeting with the Middle and High School SEL team where we reviewed the bullying and harassment protocols of the school and how to respond as a staff to harassment and bullying when it occurs
- The SEL program Second Step training for bullying and harassment will take place this month for Bullying Prevention Month
- Informal visits to classrooms during Second Step lesson time will begin this month
- On October 22nd the Elementary school staff will receive the Bullying and Harassment protocols presentation to learn:
 1. What is bullying?-
 2. Why is bullying and harassment important to address?
 3. What you should do if a student comes to you with a bullying or harassment report?
 4. How to respond to bullying and harassment in a supportive and affirmative way; and how to help students feel safe.
- Meet with the elementary school principal bi-weekly to communicate SEL next steps
- Review Second Step lesson pacing data, to ensure all classes are on track with the SEL lesson schedule
- Create a google form to identify at-risk scholars
- Provided professional development opportunities for the student support teams in the following areas:
 1. Trauma informed practices

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 starting with the Attendance Works initiative.



Attachment #6



Challenge Charter School

Communications Report - October 2021

Kim Messer, Director of Communications

Family Communications & Updates

As always, engagement with our current and potential families is a major focus of Communications.

- Our website now features a place for K-5, Middle and High School updates to flow from each site.
- The Fall Family Photo Challenge is taking place now and appearing on social media. This annual challenge features great fall photos of our scholars and family members.
- #AddDad Campaign brought a few new followers to our social media pages.
- DASA information updated on our website in coordination with Mrs. Richards.
- ARP/ESSER plans were published on the website in coordination with Dr. Estep.

Recruitment/Application Season Marketing

- We officially launched our new season on 10/1 to recruit for SY 2022-23.
 - Website information has been updated; waiting for Open House dates as of 10/18
 - New marketing avenues are being explored:
 - Social Media - *still pending Finance registration as of 10/18*
 - Bus stops - Ads will begin in 5 spots near our schools on November 1
 - Video "Commercial" - in process; deadline December 1
 - General merchandise needed for "Challenge Charter School" to promote school in the community and at E/R events; awaiting deadline from E/R team
 - "Apply Now" Banners for buildings
 - Design done in June; still in process as of 9/20 per Operations; *no update from Operations as of 10/18*

SLU Educational Hub Partnership

- *Supported efforts of our launch event for 10/22*



- *Coordination with in-house staff and Chief of Communications for SLU*
- *Extensive Press Release development and editing*
- *Email campaign created via MailChimp*
- *Press notifications and invitations to key leaders to go out this week*



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 attain best academic and social emotional achievements.
- Meeting with Administration and School building leaders to assess the current Special Education Program in order to incorporate 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's Grades (K-10) OSIS# in SESSIS to identify scholars with IEPs in order to align them with the correct services and providers needed.

III). Scholars with IEP's Streamlined Update

Kindergarten (15) Total IEP's (4) Misaligned IEP's that are pending CSE to amend 12.1.1 to ICT (Integrated Co-Team Teaching) accommodation.

Grade 1 (20) Total IEP's (1) Misaligned IEP Pending CSE to amend 12.1.1 to ICT Accommodation.

Grade 2 (14) Total Scholar's IEP's

Grade 3 (12) Total IEP's (1) Misaligned IEP Pending CSE to amend 12.1.1 to ICT Accommodation.

Grade 4 (14) Total IEP's (1) scholar will receive an RSA **(an authorized letter given to Parents that allows them to obtain the services of a non-DOE provider Specific related services at DOE expense). It is issues to a parent when the DOE Has not identified a related service provider in a timely manner).**

Grade 5 (12) Total Scholar's with IEP's

Grade 6	(17) Scholars with IEP's (1) Misaligned IEP pending CSE to amend 12.1.1 to ICT Accommodations. (5) Scholars are misaligned pending CSE to amend SETT Services to ICT accommodations.
Grade 7	(8) Total scholars with IEP's. (5) Pending CSE to amend SETTS to ICT.
Grade 8	(12) Total Scholar's with IEP's. (8) Pending CSE to amend SETTS to ICT.
Grade 9	(10) Scholar's with IEP's.
Grade 10	(6) Scholar's with IEP's

Current Total Number of Scholar's with IEP's Grades K-10 = 170

IV). Staffing

- Seeking replacement for Grades K-5 Special Education Liaison as former
- Seeking an ESL Provider due to former Provider resigning.
Liaison is pending returning due to non-compliance with the vaccination mandate.
- Grades 6-10 Special Education Liaison Ms. Crystal Gould has been hired and scheduled to Start on October 18, 2021.
- Currently 2 vacancies for Special Education Certified instructors needed for ICT on the K-5
- Currently 2 vacancies for Special Education certified instructors needed for ICT on 6-8 level.
- Currently 1 vacancy for a 10th grade SETTS provider

(V). Current Action Items

- **Fulfilling 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 a projected an 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 shortage of employee barriers due to non-compliance of the vaccine mandate.
- Fulfilling the Special Education Liaison and Support Staff- By creating timelines, goals and interventions for scholars at risk via the RTI (Response To Intervention) Model as well as Scholars with current IEP's.
- 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 4-10 ELL Provider Mr. Salazar 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.

IV). Mobilizing Community Resources to support families with scholars with IEP's 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 of 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.

VII). 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 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

VIII). 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.



Attachment #8



Director of Technology Report

Oct. 2021 - Dale Richardson

—

I: Current Work

A: New Building

- Refinement of our new building at 1526 Central Avenue continues.

B: Further preparation for the possibility of returning to remote learning.

- All scholars have been pre-assigned Chromebooks. The rapid distribution of devices during September's emergencies was successful.
- Thirty-six hotspots are currently available for scholars who may be affected by limited or no internet service at home.

II: Future Work

A: Information gathering for Independent Cybersecurity Auditing.

- An independent cyber security assessment should be completed by June 2022, in order to satisfy various insurance and state requirements. Ex: https://www.dfs.ny.gov/industry_guidance/cybersecurity
- We are currently in the process of sourcing a credible organization that is experienced in assisting companies with meeting the mentioned requirements.

B: WiFi Upgrades.

- We are awaiting the delivery of our new wireless access points (ETA December). These devices are the next step in the WiFi upgrades at 710 Hartman and 1526 Central.
-



III: Risk Factors or Challenges

A: Chromebook shortage

- Scholars are transferring without returning their assigned Chromebook, which is leaving older devices to be assigned to some newly enrolled scholars.
- Advisors of our tech department have stated, "Most years, a 10-15% loss\damage rate can be expected; however, in a year like COVID, it is prudent to plan for a much higher rate. Some schools have planned as if no devices would be returned."
- As a response to this, 100 new devices have been ordered from CDW.



Attachment #9

Challenge Preparatory Charter School

Financial Statements

June 30, 2021 and 2020



Independent Auditors' Report

**Board of Trustees
Challenge Preparatory Charter School**

Report on the Financial Statements

We have audited the accompanying financial statements of Challenge Preparatory Charter School (the "School"), which comprise the statements of financial position as of June 30, 2021 and 2020, and the related statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the School as of June 30, 2021 and 2020, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated – _____, 2021, on our consideration of the School's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the School's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the School's internal control over financial reporting and compliance.

Harrison, New York
_____, 2021

Challenge Preparatory Charter School

Statements of Financial Position

	June 30,	
	2021	2020
ASSETS		
Current Assets		
Cash	\$ 6,635,874	\$ 4,810,225
Grants and contracts receivable	365,449	452,240
Prepaid expenses and other current assets	542,925	374,481
Total Current Assets	7,544,248	5,636,946
Property and equipment, net	1,366,039	893,394
Restricted cash	70,000	70,000
Security deposits	925,999	932,999
	\$ 9,906,286	\$ 7,533,339
LIABILITIES AND NET ASSETS		
Current Liabilities		
Accounts payable and accrued expenses	\$ 363,585	\$ 220,880
Accrued payroll and payroll taxes	1,152,059	1,027,251
Refundable advances	315,546	-
Deferred rent, current portion	103,919	172,454
Total Current Liabilities	1,935,109	1,420,585
Paycheck Protection Program loan payable	1,792,512	1,792,512
Deferred rent	2,556,245	2,315,256
Total Liabilities	6,283,866	5,528,353
Net assets, without donor restrictions	3,622,420	2,004,986
	\$ 9,906,286	\$ 7,533,339

See notes to financial statements

Challenge Preparatory Charter School

Statements of Activities

	Year Ended June 30,	
	2021	2020
REVENUE AND SUPPORT		
State and local per pupil operating revenue	\$ 15,854,084	\$ 14,318,940
State and local per pupil facilities funding	1,064,272	1,415,761
Federal grants	582,156	380,354
State grants	59,460	54,291
Contributions, grants and other income	8,345	640
Rental income	9,408	126,096
Total Revenue and Support	17,577,725	16,296,082
EXPENSES		
Program Services		
Regular education	11,200,358	10,655,297
Supporting services	2,714,491	2,741,774
Total Program Services	13,914,849	13,397,071
Supporting Services		
Management and general	2,011,517	1,626,830
Fundraising	33,925	72,912
Total Expenses	15,960,291	15,096,813
Change in Net Assets	1,617,434	1,199,269
NET ASSETS		
Beginning of year	2,004,986	805,717
End of year	\$ 3,622,420	\$ 2,004,986

See notes to financial statements

CHALLENGE PREPARATORY CHARTER SCHOOL

Statement of Functional Expenses
Year Ended June 30, 2021

	No. of Positions	Program Services			Management and General		Fundraising and Special Events		Total
		Regular Education	Special Education	Total	General	Special Events			
Personnel Services Costs									
Administrative staff personnel	19	\$ 539,589	\$ 152,812	\$ 692,401	\$ 754,734	\$ 16,597	\$ 1,463,732		
Instructional personnel	86	3,887,783	1,051,861	4,939,644	-	-	4,939,644		
Non-instructional personnel	33	1,701,855	330,236	2,032,091	320,791	-	2,352,882		
Total Salaries and Staff	138	6,129,227	1,534,909	7,664,136	1,075,525	16,597	8,756,258		
Fringe benefits and payroll taxes		1,205,472	304,583	1,510,055	216,080	3,334	1,729,469		
Retirement		123,461	31,194	154,655	22,130	342	177,127		
Legal services		-	-	-	10,086	-	10,086		
Accounting and auditing services		657,665	142,120	799,785	29,000	-	29,000		
Other professional and consulting services		1,918,336	484,701	2,403,037	164,042	1,195	965,022		
Building and land rent		59,481	15,029	74,510	343,860	5,306	2,752,203		
Repairs and maintenance		87,099	22,007	109,106	10,662	165	85,337		
Insurance		190,207	48,059	238,266	15,612	241	124,959		
Utilities		269,712	45,685	315,397	34,094	526	272,886		
Supplies and materials		8,374	1,550	9,924	11,275	300	326,972		
Equipment and furnishings		56,374	8,239	64,613	549	5,085	15,558		
Staff development		78,770	11,512	90,282	18,473	-	83,086		
Marketing and recruiting		67,889	14,079	81,968	-	-	90,282		
Technology		34,884	5,096	39,982	10,261	723	92,952		
Student service		106,943	19,918	126,861	-	111	39,982		
Office expense		206,464	25,808	232,272	7,216	-	134,188		
Depreciation and amortization		-	-	-	25,808	-	258,080		
Other		-	-	-	16,844	-	16,844		
Total Expenses		\$ 11,200,358	\$ 2,714,491	\$ 13,914,849	\$ 2,011,517	\$ 33,925	\$ 15,960,291		

CHALLENGE PREPARATORY CHARTER SCHOOL

Statement of Functional Expenses
Year Ended June 30, 2020

	No. of Positions	Program Services			Management and General	Fundraising and Special Events	Total
		Regular Education	Special Education	Total			
Personnel Services Costs							
Administrative staff personnel	17	\$ 526,473	\$ 147,153	\$ 673,626	\$ 713,100	\$ 13,241	\$ 1,399,967
Instructional personnel	78	3,547,305	1,009,674	4,556,979	-	-	4,556,979
Non-Instructional personnel	32	1,535,938	303,181	1,839,119	296,467	-	2,135,586
Total Salaries and Staff	127	5,609,716	1,460,008	7,069,724	1,009,567	13,241	8,092,532
Fringe benefits and payroll taxes		1,095,068	308,470	1,403,538	123,387	15,424	1,542,349
Retirement		118,669	33,428	152,097	13,371	1,671	167,139
Legal services		-	-	-	5,019	-	5,019
Accounting and auditing services		577,993	140,372	718,365	26,250	-	744,615
Other professional and consulting services		1,970,339	555,025	2,525,364	115,628	5,715	2,646,708
Building and land rent		55,146	15,534	70,680	222,010	27,751	2,775,125
Repairs and maintenance		75,029	21,135	96,164	8,454	777	105,675
Insurance		189,782	45,365	235,147	20,729	3,237	259,113
Utilities		386,442	69,765	456,207	11,078	1,521	468,806
Supplies and materials		23,376	4,071	27,447	630	58	28,135
Equipment and furnishings		162,590	24,613	187,203	31,214	-	218,417
Staff development		115,449	17,477	132,926	-	-	132,926
Marketing and recruiting		36,072	10,158	46,230	6,409	21	52,660
Technology		810	123	933	-	-	933
Food service		53,093	8,037	61,130	-	-	61,130
Student service		48,634	11,057	59,691	8,083	2,439	70,213
Office expense		137,089	17,136	154,225	17,136	-	171,361
Depreciation and amortization		-	-	-	1,651	-	1,651
Other		-	-	-	-	-	-
Total Expenses		\$ 10,655,297	\$ 2,741,774	\$ 13,397,071	\$ 1,626,830	\$ 72,912	\$ 15,096,813

Challenge Preparatory Charter School

Statements of Cash Flows

	Year Ended June 30,	
	2021	2020
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in net assets	\$ 1,617,434	\$ 1,199,269
Adjustments to reconcile change in net assets to net cash from operating activities		
Depreciation and amortization	258,080	171,361
Deferred rent	172,454	238,992
Changes in operating assets and liabilities		
Grants and contracts receivable	86,791	95,388
Prepaid expenses and other current assets	(168,444)	(178,720)
Security deposits	7,000	(599,423)
Accounts payable and accrued expenses	142,705	(52,051)
Accrued payroll and payroll taxes	124,808	40,787
Refundable advances	315,546	-
Net Cash from Operating Activities	2,556,374	915,603
CASH FLOWS FROM INVESTING ACTIVITY		
Purchases of property and equipment	(730,725)	(230,154)
CASH FLOWS FROM FINANCING ACTIVITY		
Proceeds from Paycheck Protection Program loan	-	1,792,512
Net Change in Cash and Restricted Cash	1,825,649	2,477,961
CASH AND RESTRICTED CASH		
Beginning of year	4,880,225	2,402,264
End of year	\$ 6,705,874	\$ 4,880,225

See notes to financial statements

Challenge Preparatory Charter School

Notes to Financial Statements
June 30, 2021 and 2020

1. Organization and Tax Status

Challenge Preparatory Charter School (the "School") is a New York State, not-for-profit educational corporation that was incorporated on February 9, 2010 to operate a Charter School pursuant to Article 56 of the Education Law of the State of New York. The School was granted a provisional charter on February 9, 2010 valid for a term of five years and renewable upon expiration by the Board of Regents of the University of the State of New York. During 2019, the Board of Regents extended the School's charter through June 30, 2024. The School's educational philosophy promotes high levels of academic achievement and tailoring instruction to ensure that academic needs of all students are met. The School's founders believe that good instruction recognizes the interrelation of content knowledge and higher order thinking and that, accordingly, good instruction should reflect a balanced approach to learning. Classes commenced in Far Rockaway, New York in August 2011 and the School provided education to approximately 905 students in kindergarten through ninth grade during the 2020-2021 academic year. The most recent charter renewal allows the School to serve grades 9-12.

The New York City Department of Education provides free lunches and transportation directly to some of the School's students. Such costs are not included in these financial statements. The School covers a portion of the cost of lunches for children not entitled to the free lunches.

Except for taxes that may be due for unrelated business income, the School is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code and from state and local income taxes under comparable laws.

2. Summary of Significant Accounting Policies

Basis of Presentation and Use of Estimates

The accompanying financial statements have been prepared in accordance with accounting principles generally accepted in the United States of America ("U.S. GAAP"), which requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Accordingly, actual results could differ from those estimates.

Challenge Preparatory Charter School

Notes to Financial Statements
June 30, 2021 and 2020

2. Summary of Significant Accounting Policies (*continued*)

Net Asset Presentation

Resources for various purposes are classified for accounting and reporting purposes into net asset categories established according to nature and purpose as follows:

Net assets without donor restrictions - consist of resources available for the general support of the School's operations. Net assets without donor restrictions may be used at the discretion of the School's management and/or the Board of Trustees.

Net assets with donor restrictions – represents amounts restricted by donors for specific activities of the School or to be used at a future date. The School records contributions as net assets with donor restrictions if they are received with donor stipulations that limit their use either through purpose or time restrictions. When a donor restriction expires, that is, when a time restriction ends or a purpose restriction is fulfilled, net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statements of activities as net assets released from restrictions. The School had no net assets with donor restrictions as of June 30, 2021 and 2020.

Restricted Cash

Under the provisions of its charter, the School established an escrow account to pay for legal and audit expenses that would be associated with a dissolution, should it occur.

The following table provides a reconciliation of cash and restricted cash reported within the statements of financial position to the amounts presented in the statements of cash flows for the years ended June 30:

	<u>2021</u>	<u>2020</u>
Cash	\$ 6,635,874	\$ 4,810,225
Restricted Cash	<u>70,000</u>	<u>70,000</u>
	<u>\$ 6,705,874</u>	<u>\$ 4,880,225</u>

Challenge Preparatory Charter School

Notes to Financial Statements
June 30, 2021 and 2020

2. Summary of Significant Accounting Policies (*continued*)

Property and Equipment

The School follows the practice of capitalizing all expenditures for property and equipment with costs in excess of \$3,000 and a useful life in excess of one year. Leasehold improvements are amortized over the shorter of the term of the lease, inclusive of all renewal periods, which are reasonably assured, or the estimated useful life of the asset which is up to twenty years. Purchased property and equipment are recorded at cost at the date of acquisition. Maintenance and repairs are expensed as incurred. All property and equipment purchased with government funding is capitalized, unless the government agency retains legal title to such assets, in which case it is expensed as incurred.

Depreciation and amortization is recognized on the straight-line method over the estimated useful lives of such assets as follows:

Computers and equipment	3 to 5 years
Furniture and fixtures	5 years
Software	3 years
Standby generator	15 years
Website development	15 years

Property and equipment are reviewed for impairment if the use of the asset significantly changes or another indicator of possible impairment is identified. If the carrying amount for the asset is not recoverable, the asset is written down to its fair value. There were no asset impairments for the years ended June 30, 2021 and 2020.

Refundable Advances

The School records certain government operating revenue as refundable advances until related services are performed, at which time they are recognized as revenue.

The School is entitled to receive a rent subsidy, that is calculated at the lower of 30 percent of the state and city per pupil amount or actual lease costs as approved by the New York City Department of Education ("NYCDOE"). The school received funds from NYCDOE in excess of the amounts earned. A liability of \$315,546 has been established as of June 30, 2021 and is reflected in the accompanying statements of financial position.

Deferred Rent

The School records its rent in accordance with U.S. GAAP whereby all rental payments, including fixed rent increases, are recognized on a straight-line basis as an offset to rent expense. The difference between the straight-line rent expense and the required lease payments is reflected in deferred rent in the accompanying statements of financial position.

Challenge Preparatory Charter School

Notes to Financial Statements
June 30, 2021 and 2020

2. Summary of Significant Accounting Policies (*continued*)

Revenue and Support

Revenue from the state and local governments resulting from the School's charter status and based on the number of students enrolled is recorded when services are performed in accordance with the charter agreement. Federal and other state and local funds are recorded when expenditures are incurred and billable to the government agency.

Contributions are recognized when the donor makes a promise to give to the School that is, in substance, unconditional. Grants and other contributions of cash are reported as net assets with donor restrictions if they are received with donor stipulations. Restricted contributions and grants that are made to support the School's current year activities are recorded as net assets without donor restrictions. Contributions of assets other than cash are recorded at their estimated fair value at the date of donation.

Marketing and Recruitment

Marketing and recruitment costs are expenses as incurred. Marketing and recruitment costs for the years ended June 30, 2021 and 2020 amounted to \$90,282 and \$132,926.

Functional Expense Allocation

The majority of expenses can generally be directly identified with the program or supporting service to which they relate and are charged accordingly. Other expenses by function have been allocated among program and supporting services classifications on the basis of periodic time and expense studies and other basis as determined by management of the School to be appropriate.

Accounting for Uncertainty in Income Taxes

The School recognizes the effect of income tax positions only if those positions are more likely than not to be sustained. Management has determined that the School had no uncertain tax positions that would require financial statement recognition or disclosure. The School is no longer subject to examinations by the applicable taxing jurisdictions for years prior to June 30, 2018.

Reclassifications

Certain 2020 accounts have been reclassified to conform to the 2021 financial statement presentation.

Subsequent Events Evaluation by Management

Management has evaluated subsequent events for disclosure and/or recognition in the financial statements through the date that the financial statements were available to be issued, which date is _____, 2021.

Challenge Preparatory Charter School

Notes to Financial Statements
June 30, 2021 and 2020

3. Grants and Contracts Receivable

Grants and contracts receivable consist of federal, state, city entitlements and grants, and a private grant. The School expects to collect these receivables within one year and has not provided an allowance for doubtful accounts.

4. Property and Equipment

Property and equipment consisted of the following at June 30:

	<u>2021</u>	<u>2020</u>
Computers and equipment	\$ 1,110,086	\$ 554,136
Furniture and fixtures	448,755	411,524
Software and website development	55,217	55,217
Standby generator	127,589	127,589
Leasehold improvements	713,269	596,398
Construction in progress	320,673	300,000
	<u>2,775,589</u>	<u>2,044,864</u>
Accumulated depreciation and amortization	<u>(1,409,550)</u>	<u>(1,151,470)</u>
	<u>\$ 1,366,039</u>	<u>\$ 893,394</u>

Construction in progress at June 30, 2021 and 2020 consists of soft costs associated with the new facilities at 15-20 Central Avenue, Queens, New York (see Note 9).

5. Liquidity and Availability of Financial Assets

Financial assets available for general expenditure, that is, without donor or other restrictions limiting their use within one year of the statement of financial position date, are comprised of the following at June 30:

	<u>2021</u>	<u>2020</u>
Cash	\$ 6,635,874	\$ 4,810,225
Grants and contracts receivable	365,449	452,240
	<u>\$ 7,001,323</u>	<u>\$ 5,262,465</u>

As part of the School's liquidity management plan, the status of grants and contracts receivable is monitored regularly and any excess cash is held in liquid instruments until it is required for operational use. To help manage unanticipated liquidity needs, the School has a line of credit in the amount of \$50,000, which it could draw upon as further disclosed in Note 10.

6. Employee Benefit Plan

The School maintains a defined pension plan qualified under Internal Revenue Code 403(b), for the benefit of its eligible employees. Under the plan, the School provided matching contributions up to 3% of annual compensation. Employer match for the years ended June 30, 2021 and 2020 amounted to \$176,977 and \$167,140.

Challenge Preparatory Charter School

Notes to Financial Statements
June 30, 2021 and 2020

7. Concentration of Credit Risk

Financial instruments that potentially subject the School to concentrations of credit and market risk consist principally of cash on deposit with financial institutions, which from time to time may exceed the Federal Deposit Insurance Corporation ("FDIC") limit. The School does not believe that a significant risk of loss due to the failure of a financial institution presently exists. As of June 30, 2021 and 2020, approximately \$6,390,000 and \$4,560,000 of cash was maintained with an institution in excess of FDIC limits.

8. Concentration of Revenue and Support

The School receives a substantial portion of its revenue and support from the New York City Department of Education. For the years ended June 30, 2021 and 2020, the School received approximately 96% and 97% of total revenue and support from the New York City Department of Education. If the charter school laws were modified, reducing or eliminating these revenues, the School's finances could be materially adversely affected.

9. Commitments

On December 10, 2010, the School entered into a non-cancelable operating lease for office and classroom space at 710 Hartman Lane, Far Rockaway, New York, expiring on May 31, 2032. The lease includes a yearly rent escalation of 3%, and requires the School to pay for utilities and other office costs. The School moved into this facility on April 16, 2012, and it currently houses grades K-5.

On December 5, 2014, the School entered into an agreement to lease additional property at 15-26 Central Avenue, Queens, New York, expiring on May 31, 2026. The lease commenced on September 19, 2015 and includes a yearly rent escalation of 3%, and requires the School to pay for utilities and other office costs. This location was the home of Challenge Preparatory Middle School from the 2015-2016 through the 2017-2018 academic years and is currently being used as office space.

On September 29, 2015, the School entered into an agreement to lease additional property at 15-20 Central Avenue, Queens, New York, expiring on August 31, 2042. The lease commenced in August 2021 and includes a yearly rent escalation of 3%, and requires the School to pay for utilities and other office costs. This location is being used to house grades 9-12.

On September 1, 2018, the School entered into an agreement to lease additional property at 12-79 Redfern Avenue, Queens, New York, expiring on August 31, 2034. The lease commenced on September 1, 2018 and includes a yearly rent escalation of 3%, and requires the School to pay for utilities and other office costs. This location became the home of Challenge Preparatory Middle School starting with the 2018-2019 academic year.

Challenge Preparatory Charter School

Notes to Financial Statements
June 30, 2021 and 2020

9. Commitments (continued)

The future minimum lease payments for the four facility leases are as follows for years ending June 30:

2022	\$ 4,253,731
2023	4,554,134
2024	4,690,759
2025	4,831,481
2026	4,412,067
Thereafter	<u>60,059,119</u>
	<u>\$ 82,801,291</u>

The School recognizes rent expense on a straight-line basis over the term of the leases. Rent expense in excess of payments is recorded as deferred rent in the accompanying statements of financial position. Occupancy expense under the leases for the years ended June 30, 2021 and 2020 amounted to \$2,752,203 and \$2,775,125.

10. Line of Credit

On December 6, 2010, the School established a \$50,000 line of credit with a local financial institution. The line of credit is payable on demand and bears interest at prime rate plus 2.75%. The line of credit is secured by substantially all assets of the School. There was no outstanding balance as of June 30, 2021 and 2020.

11. Paycheck Protection Act Loan Payable

On May 4, 2020, the School qualified for and received a loan pursuant to the Paycheck Protection Program ("PPP"), a program implemented by the U.S. Small Business Administration under the Coronavirus Aid, Relief, and Economic Security Act, from a qualified PPP lender, for an aggregate principal amount of \$1,792,512 (the "PPP Loan"). The PPP Loan bears interest at a fixed rate of 1.0% per annum, with the first six months of interest deferred, has a term of two years, and is unsecured and guaranteed by the U.S. Small Business Administration. The principal amount of the PPP Loan is subject to forgiveness under the PPP upon the School's request to the extent that the PPP Loan proceeds are used to pay expenses permitted by the PPP, including payroll costs, covered rent and mortgage obligations, and covered utility payments incurred by the School. The School intends to apply for forgiveness of the PPP Loan with respect to these covered expenses. The School believes that most, if not all, of the PPP Loan will meet the requirements for debt forgiveness. To the extent that all or part of the PPP Loan is not forgiven, the School will be required to pay interest on the PPP Loan through the date principal is repaid in full or maturity date.

Challenge Preparatory Charter School

Notes to Financial Statements
June 30, 2021 and 2020

12. Contingency

Certain grants and contracts may be subject to audit by the funding sources. Such audits might result in disallowances of costs submitted for reimbursement. Management is of the opinion that such cost disallowances, if any, will not have a material effect on the accompanying financial statements. Accordingly, no amounts have been provided in the accompanying financial statements for such potential claims.

13. Risks and Uncertainties

The School's operations and financial performance may be affected by the recent COVID-19 outbreak which has spread globally and is expected to adversely affect economic conditions throughout the world. If the outbreak continues and conditions worsen, the School may experience a disruption in operations as well as a decline in revenue activities. Economic uncertainty is related to the potential reduction and/or delays in state and local per pupil operating revenue, shortfalls and variations in enrollment, and operational and other changes that could increase expenses. The outbreak may adversely affect the School's activities, financial condition, results of operations, and cash flows. Management is closely monitoring the impact of COVID-19 and believes the School is taking appropriate actions to mitigate the negative impact. However, management is unable to estimate the financial impact, if any, related to this matter.



Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance With *Government Auditing Standards*

Independent Auditors' Report

**Board of Trustees
Challenge Preparatory Charter School**

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Challenge Preparatory Charter School (the "School"), which comprise the statement of financial position as of June 30, 2021, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated _____, 2021.

Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered the School's internal control over financial reporting (internal control) as a basis for designing the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the School's internal control. Accordingly, we do not express an opinion on the effectiveness of the School's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the School's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Harrison, New York
_____, 2021



Attachment #10



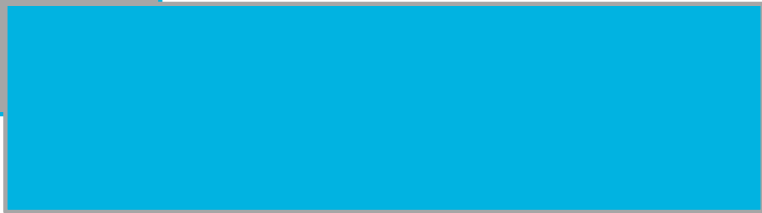
Helping you to focus on what's important:
STUDENT ACHIEVEMENT

CSBM
CHARTER SCHOOL
BUSINESS MANAGEMENT

experience. expertise. execution.

Challenge Prep Charter School

Monthly Financial Report
September 2021

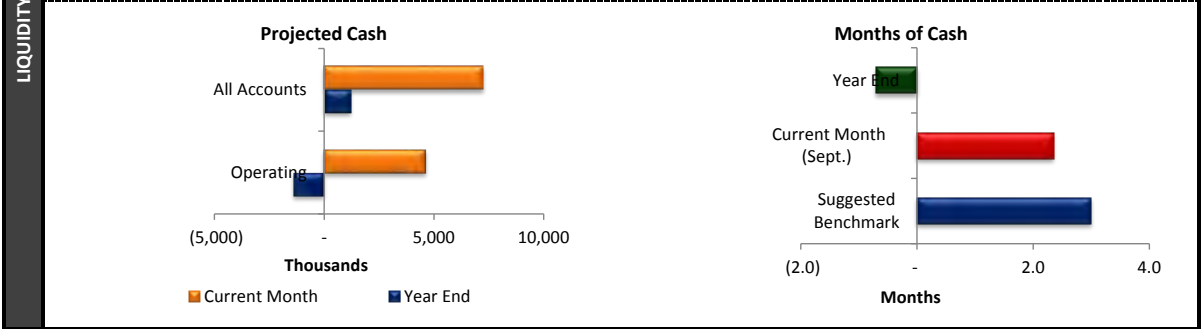


Challenge Prep Charter School

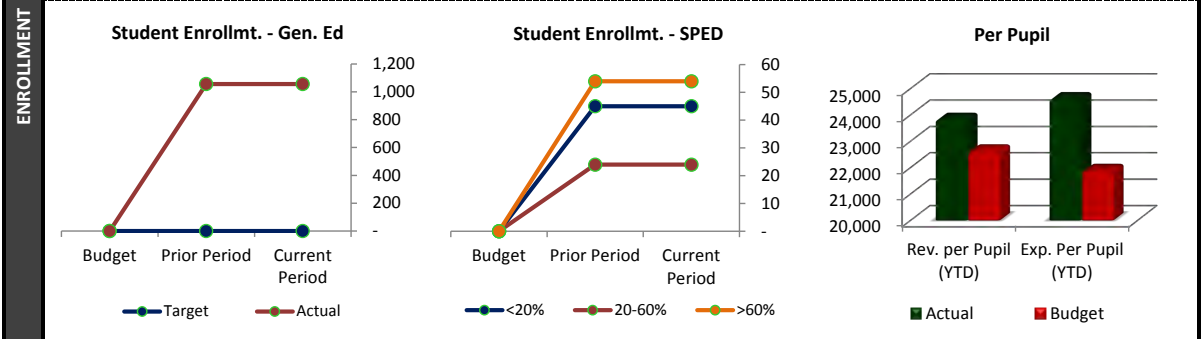
Financial Summary

For Period Ended September 30, 2021

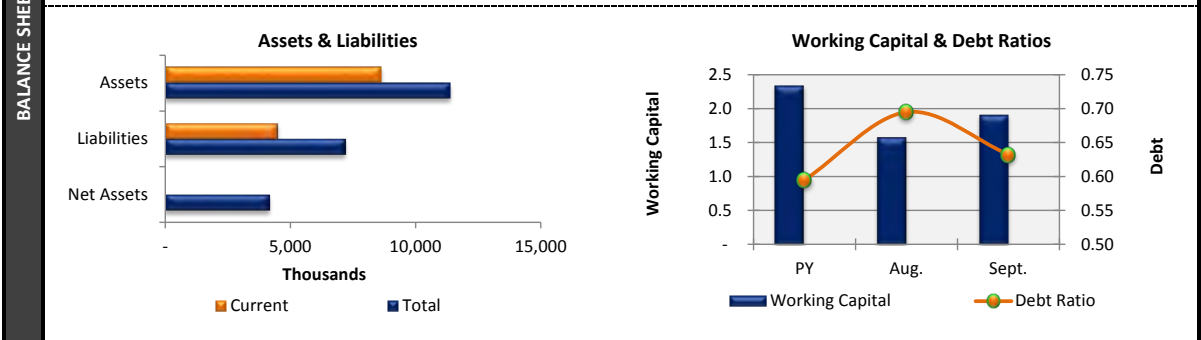
LIQUIDITY	Cash in Bank <i>(Operating Account(s) Only: as of September 30, 2021)</i>	\$ 4,628,801
	Projected months of cash on hand	2.3
	Cash in Bank <i>(Total - All Accounts as of September 30, 2021)</i>	\$ 7,218,055
	FY Ending Cash Available to Carryover to FY21-22 <i>(Operating Account(s) Only)</i>	\$ (1,383,685)
	<i>*Cash balance available once all FY21-22 obligations & receivables have been settled</i>	
	Projected months of cash on hand	(0.7)
	FY Ending Cash Available to Carryover to FY20-21 <i>(Total - All Accounts)</i>	\$ 1,205,570



	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>		<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
General Ed	951.52	1,021.00	(69.48)	\$	15,367,048	15,629,468	(262,420)
SPED							
0 - 20%	44.95	41.00	3.95		-	-	-
20 - 59%	28.93	25.00	3.93		300,541	259,750	40,791
60% - Over	68.66	53.00	15.66		1,307,847	1,009,597	298,250
Total SPED	142.53	119.00	23.53		1,608,388	1,269,347	\$ 339,041



Total Current Assets:	\$ 8,609,214
Total Current Liabilities:	\$ 4,501,687
Working Capital (Current) Ratio	1.91
Total Assets:	\$ 11,366,139
Total Liabilities:	\$ 7,187,831
Debt Ratio	0.63
Total Net Assets:	\$ 4,178,308



	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Total Revenue YTD:	\$ 5,099,468	\$ 5,692,751	\$ (593,282)

Challenge Prep Charter School

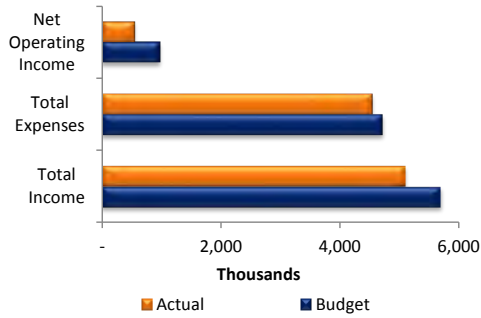
Financial Summary

For Period Ended September 30, 2021

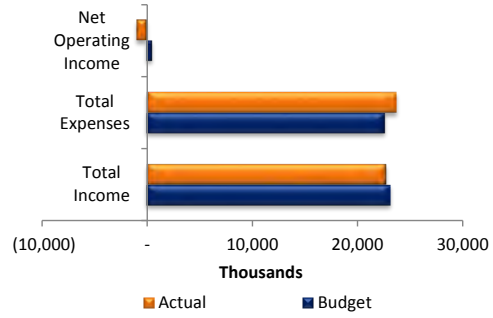
Total Expenses YTD:	(4,543,569)	(4,712,353)	168,784
Net Operating Surplus(Deficit):	\$ 555,899	\$ 980,397	\$ (424,498)
	<u>Projected</u>	<u>Budget</u>	<u>Variance</u>
Annual Projected Revenue:	\$ 22,666,652	\$ 23,097,145	\$ (430,493)
Annual Projected Expenses (before depreciation):	(23,413,779)	(22,343,952)	(1,069,827)
Projected Net Operating Surplus(Deficit) before Depreciation:	\$ (747,126)	\$ 753,193	\$ (1,500,319)
Annual Projected Depreciation:	(230,840)	(230,840)	-
Projected Net Operating Surplus(Deficit) after Depreciation:	\$ (977,966)	\$ 522,353	\$ (1,500,319)
Capital Expenditure Requirements	\$ (670,000)	\$ -	\$ (670,000)
Total Cash Expenditures <i>(expenses excluding depreciation plus capital expenditures)</i>	\$ (22,512,939)	\$ (22,113,112)	\$ (399,827)
Revenue per Pupil (YTD)	\$ 23,822	\$ 22,622	\$ 1,199
Expenditure per Pupil (YTD)	\$ 24,607	\$ 21,884	\$ 2,722

BUDGETING / REVENUE & EXPENSES

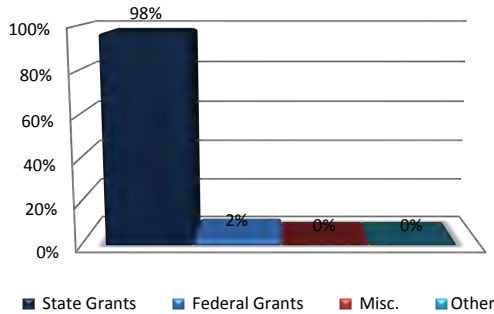
Year-To-Date (YTD)



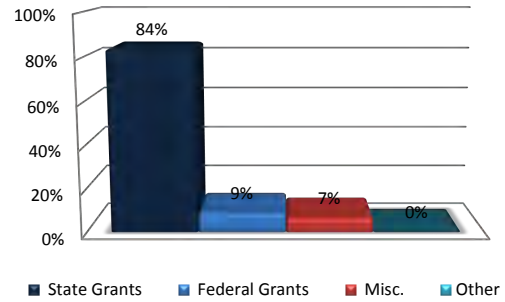
Year End (YE) Projection



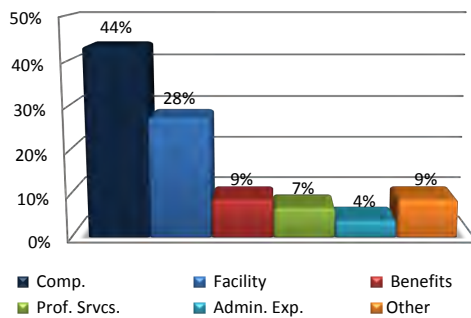
Revenue Breakdown YTD



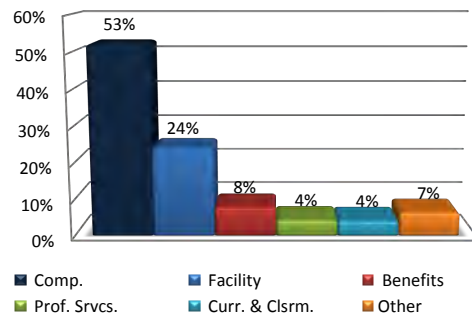
Revenue Breakdown YE



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	1,069,827
Net Projected Deficit Variance after Depreciation	<u>\$ (977,966)</u>

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

	September 30, 2021			YTD Through September 30, 2021			Projected FYE June 30, 2022 Current Month				Comments
	Actual	Budget	Variance	Actual	Budget	Variance	Actuals - August 2021 - September 30, 2021 + Projected - June 30, 2022	Projections thru June 30, 2022	Annual Budget	Variance	
Income											
4100 State Grants	1,794,943	1,631,484	163,460	4,972,488	4,894,451	78,038	14,140,629	19,113,117	19,616,816	(503,699)	GenEd based on 951.524 . SpEd budget based on 68.657 over 60%; 28.926 20-59%
4200 Federal Grants	27,106	164,967	(137,861)	126,384	423,300	(296,916)	1,923,575	2,049,959	1,980,329	69,630	
4300 Contributions	-	-	-	-	-	-	-	-	-	-	
4400 Miscellaneous Income	212	125,000	(124,788)	596	375,000	(374,404)	1,502,980	1,503,576	1,500,000	3,576	
Total Income	1,822,261	1,921,450	(99,189)	5,099,468	5,692,751	(593,282)	17,567,184	22,666,652	23,097,145	(430,493)	GenEd based on 951.524 . SpEd budget based on 68.657 over 60%; 28.926 20-59%; Adjustments made to Lease Assistance based on unearned revenue for FY21.
Expenses											
Compensation											
5100 Instructional Staff	639,793	721,155	(81,362)	1,162,228	1,289,761	(127,533)	7,505,509	8,667,736	8,653,862	13,874	Adjusted based on payroll with allowance for hiring
5200 Non-Instructional Staff	208,289	205,934	2,354	593,211	617,802	(24,591)	1,877,998	2,471,209	2,471,209	-	Based on budget
5300 Pupil Support	96,875	106,739	(9,864)	224,970	320,217	(95,246)	1,055,896	1,280,867	1,280,867	-	Based on budget
5000 Compensation	944,956	1,033,828	(88,872)	1,980,410	2,227,780	(247,370)	10,439,403	12,419,812	12,405,938	13,874	Salary projections based on budget
5400 Benefits	177,278	158,858	18,420	406,542	476,575	(70,033)	1,506,690	1,913,232	1,906,300	6,932	
6100 Administrative Expenses	42,594	49,802	(7,209)	177,041	145,274	31,767	378,587	555,628	566,494	(10,866)	Adjusted based on actuals
6200 Professional Services	92,952	73,500	19,452	315,711	208,500	107,211	707,414	1,023,125	921,500	101,625	Based on actuals
6300 Professional Development	2,200	14,424	(12,224)	25,275	32,182	(6,907)	151,725	177,000	162,000	15,000	Based on actuals
6400 Marketing and Staff/Student Rec	5,825	8,025	(2,200)	16,914	24,075	(7,161)	79,386	96,300	96,300	-	Based on budget
6500 Fundraising Expenses	-	4,458	(4,458)	-	13,375	(13,375)	53,500	53,500	53,500	-	Based on budget
7100 Curriculum & Classroom Expenses	23,140	30,130	(6,990)	115,803	61,933	53,871	850,976	966,779	372,120	594,659	Based on actuals
8100 Facility	519,513	472,131	47,382	1,257,259	1,416,394	(159,135)	4,516,735	5,773,994	5,665,575	108,419	Based on actuals
8200 Technology/Communication Expens	45,197	16,102	29,095	142,335	48,306	94,029	286,469	428,804	193,225	235,579	Based on actuals
8800 Miscellaneous Expenses	669	83	586	2,258	250	2,008	3,346	5,604	1,000	4,604	
8900 Depreciation Expense	104,022	57,710	46,312	104,022	57,710	46,312	126,818	230,840	230,840	-	
Total Expenses	1,958,348	1,919,053	39,294	4,543,569	4,712,353	(168,784)	19,101,050	23,644,619	22,574,792	1,069,827	
Net Income	(136,087)	2,397	(138,484)	555,899	980,397	(424,498)	(1,533,866)	(977,966)	522,353	(1,500,319)	
Capital Expenditures											
Furniture, Fixtures & Equipment	44,305	-	44,305	530,686	-	530,686	69,314	600,000	-	600,000	
Facility and Construction	-	-	-	38,223	-	38,223	31,778	70,000	-	70,000	
Website	-	-	-	-	-	-	-	-	-	-	
Total Capital Expenditures	44,305	-	44,305	568,909	-	568,909	101,091	670,000	-	670,000	

**Challenge Prep Charter School
Cash Flow Projection as of September 30, 2021**

	Annual Budget FY21-22		Projected	Projected	October	November	December	January	February	March	April	May	June	July + Subsequent
	4,804,870	4,804,870	July 21 - June 22	Aug 21 - June 22										FY21-22 Items
Beginning Cash Balance (Operating)			6,645,873	4,628,801	4,628,801	5,768,900	3,843,186	5,144,854	3,178,407	4,410,182	2,441,672	3,675,520	1,713,582	(249,439)
Projected Cash Receipts from Operations (below)	23,097,145		17,567,184	14,709,697	3,196,117	41,064	3,268,446	331	3,196,117	331	3,196,117	331	331	1,810,513
Projected Cash Disbursements from Operations (below)	(22,574,792)		(19,101,050)	(18,720,581)	(1,955,934)	(1,954,192)	(1,954,192)	(1,954,192)	(1,954,192)	(1,958,692)	(1,952,119)	(1,952,119)	(1,952,119)	(1,132,828)
Net Cash from Operations	522,353		(1,533,866)	(4,010,884)	1,240,183	(1,913,128)	1,314,254	(1,953,861)	1,241,925	(1,958,361)	1,243,997	(1,951,788)	(1,951,788)	677,685
Cash Receipts from Accounts & Misc Receivables (not included in revenue below)	-		-	-	365,448	-	-	-	-	-	-	-	-	-
Cash Disbursements for Accounts Payable & Accrued Expenses	-		-	-	(452,945)	-	-	-	-	-	-	-	-	-
Capital Expenditures (below)	-		(101,091)	(101,091)	(12,586)	(12,586)	(12,586)	(12,586)	(10,149)	(10,149)	(10,149)	(10,149)	(11,232)	-
Accounts Receivable	-		-	-	-	-	-	-	-	-	-	-	-	-
PPP Loan Payable	-		-	(1,792,512)	-	-	-	-	-	-	-	-	-	(1,792,512)
PPP Loan Interest Payable	-		-	(19,419)	-	-	-	-	-	-	-	-	-	(19,419)
Ending Cash Balance (Operating Account)	5,327,223		5,213,099	2,530,939	5,768,900	3,843,186	5,144,854	3,178,407	4,410,182	2,441,672	3,675,520	1,713,582	(249,439)	(1,383,685)
Other Cash Accounts (Net of	75,354		-	-	2,589,255	2,589,255	2,589,255	2,589,255	2,589,255	2,589,255	2,589,255	2,589,255	2,589,255	2,589,255
Total Cash (All Accounts)	5,402,577		5,213,099	2,530,939	8,358,155	6,432,441	7,734,109	5,767,662	6,999,437	5,030,927	6,264,774	4,302,837	2,339,816	1,205,570

Challenge Prep Charter School
Balance Sheet
YTD as of September 30, 2021

	Total	Comments
ASSETS		
Current Assets	-	
Bank Accounts		
1000 Cash		
1001 HSBC Checking - 0844	4,551,561	
1002 HSBC Checking - 0852	18,659	
1003 HSBC Checking - 0879	77,239	
1004 HSBC Checking - 0887	-	
1005 HSBC Money Market - 5972	2,500,596	
1006 Chase Escrow - 3060	70,000	
1007 Petty Cash	-	
Total 1000 Cash	\$ 7,218,055	
Total Bank Accounts	\$ 7,218,055	
Accounts Receivable		
1100 Accounts Receivable	399,287	
1200 Other Receivables - Salary Advance	-	
Total Accounts Receivable	\$ 399,287	
Other current assets		
1300 Prepaid Expenses	375,088	
1301 Prepaid Insurance	112,012	
1310 Prepaid Rent	504,773	
Total Other current assets	\$ 991,872	
Total Current Assets	\$ 8,609,214	
Fixed Assets		
1500 Furniture, Fixtures & Equipment		
1510 Office & Admin Computers & Equipment	304,403	
1511 Classroom Computers & Equipment	1,153,867	
1512 Classroom Furniture	450,483	
1513 Office Furniture	164,386	
Total 1513 Office Furniture	\$ 164,386	
1514 Musical Instruments	16,390	
1515 Computer Software	44,217	
Total 1500 Furniture, Fixtures & Equipment	2,133,745	
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	466,292	
Total 1519 Facility and Construction	1,199,752	
1610 Website	11,000	
Total 1610 Website	\$ 11,000	
1700 Accumulated Depreciation & Amortization		
1710 Accumulated Depreciation	(1,505,444)	

Challenge Prep Charter School
Balance Sheet
YTD as of September 30, 2021

	Total	Comments
1750 Accumulated Amortization	(8,128)	
Total 1700 Accumulated Depreciation & Amortization	\$ (1,513,572)	
Total Fixed Assets	\$ 1,830,926	
Other Assets		
1800 Security Deposits	925,999	
Total Other Assets	\$ 925,999	
TOTAL ASSETS	\$ 11,366,139	
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
2000 Accounts Payable	403,074	
Total Accounts Payable	\$ 403,074	
Other Current Liabilities		
2100 HSBC Loan Payable	1,792,512	
2300 Accrued Salaries/Taxes	-	
2301 Accrued Expenses	49,871	
2303 Accrued Interest - PPP	19,419	
2400 Unearned/Deferred Revenue	2,235,256	
Total Other Current Liabilities	\$ 4,098,613	
Total Current Liabilities	\$ 4,501,687	
Long-Term Liabilities		
2700 Deferred Rent Liability	2,686,144	
Total Long-Term Liabilities	\$ 2,686,144	
Total Liabilities	\$ 7,187,831	
Equity		
3100 Retained Earnings	3,622,409	
Net Income	555,899	
Total Equity	\$ 4,178,308	
TOTAL LIABILITIES AND EQUITY	\$ 11,366,139	

Challenge Prep Charter School
Statement of Cash Flows
YTD as of September 30, 2021

	Total	Comments
OPERATING ACTIVITIES		
Net Income	555,899	
Adjustments to reconcile Net Income to Net Cash provided by operations:		
1100 Accounts Receivable	(33,839)	
1200 Accounts Receivable:Other Receivables - Salary Advance	-	
1300 Prepaid Expenses	(166,338)	
1301 Prepaid Insurance	(112,012)	
1310 Prepaid Rent	(170,597)	
Inventory Asset	-	
2301 Accrued Expenses	(39,428)	
INVESTING ACTIVITIES		
1510 Furniture, Fixtures & Equipment:Office & Admin Computers & Equip	(55,254)	
1511 Furniture, Fixtures & Equipment:Classroom Computers & Equipment	(309,319)	
1512 Furniture, Fixtures & Equipment:Classroom Furniture	(58,711)	
1513 Furniture, Fixtures & Equipment:Office Furniture	(107,402)	
1515 Furniture, Fixtures & Equipment:Computer Software	-	
1540 Facility and Construction:Leasehold Improvements	(38,223)	
1800 Security Deposits	-	
1710 Accumulated Depreciation & Amortization:Accumula	104,022	
Net cash provided by financing activities	\$ -	
Net cash increase for period	512,182	
Cash at beginning of period	<u>\$ 6,705,874</u>	
Total Cash at beginning of period	<u>\$ 6,705,874</u>	
Cash at end of period	<u>\$ 7,218,055</u>	



Attachment #11

Personnel Report - October 2021 Board Meeting #4

Current Employees	Vacancies
159	19

Campus	Current	Vacancies	New Hires
Elementary School	88	6	9
Middle School	38	8	6
High School	20	4	2
Network Operations	13	1	-

New Hires	Campus	Position
Alfonso Carrasco, Calina	Elementary	Teaching Assistant
Bennett, Gary	Elementary	Custodian
Duncan, Kimani	Elementary	Teaching Assistant
Jones, Simone	Elementary	Classroom Teacher
Martinez, Leslie	Elementary	Security
Reed, Elizabeth	Elementary	Teaching Assistant
Seville, Malik	Elementary	Custodian
Welcome, Maira	Elementary	Teaching Assistant
Wilson-Hernandez, Luis	Elementary	Technology Coordinator
Smith, Latoya	High	Security
Thompson, Suzette	High	School Aide
Curwen, Dwight	Middle	Classroom Teacher
Dolgos, Jordan	Middle	Classroom Teacher
Heywood, Dwight	Middle	Custodian
Kelly, Kurt	Middle	Classroom Teacher
Peck-Bailey, Jennifer	Middle	Classroom Teacher
Gomez, Ana	Middle	ENL Teacher