



## **2021-22 School Year Board Meeting #5 Minutes**

Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2021-22 School Year Board Meeting #5 at 6:30 PM on November 17, 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. and Gertrudis Hernandez

Members absent: Andrew Barnes and Michelle Daniel-Robertson

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 #4 [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 for the 2021-22 School Year COVID-19 preventative measures and a “Pop-Up” scholar vaccination event for ages 5-11 at the 710 Hartman Lane site is scheduled for November 19, 2021.

Dr. Mullings updated the Board on the progress of launching the CUNY School of Labor and Urban Studies site in January 2022.



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 Student Enrollment & Recruitment [Attachment #8]. The report was received with appreciation.
11. The Chair noted that the Director of Operations is on maturity leave. [Attachment #9].
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 September 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 November Personnel report [Attachment #12]. Karon McFarlane moved approval of 2021-22 November Personnel Report with a second from Gertrudis Hernandez. The motion carried unanimously.



The meeting adjourned by common consent.

Respectfully submitted:

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

Karon McFarlane  
Secretary



# **ATTACHMENT #1**

**CPCS**

**2021-22 School Year**

**Board Meeting #5**

**Minutes**

**See Prior Month**

**Minutes for Attachments**



## **ATTACHMENT #2**

## **ATTACHMENT #3**



# **ATTACHMENT #4**



# **ATTACHMENT #5**



# **ATTACHMENT #6**





# **ATTACHMENT #7**



# **ATTACHMENT #8**



# **ATTACHMENT #9**



# **ATTACHMENT #10**



# **ATTACHMENT #11**



# **ATTACHMENT #12**





Attachment #1  
See Prior  
Month  
Minutes for  
Minute  
Attachments





## **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.
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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 #2



**Senior Director of Teaching and Learning K-5**  
**November 2021 Board Report**  
 (Covering October 18, 2021-November 12, 2021)  
**Kentia Coreus**

### Enrollment Compliance

Grade	Total Scholars	# of scholars w/IEPs	# of ENL scholars*
K	102	15	0
1	115	20	0
2	115	16	1
3	91	13	6
4	89	13	9
5	96	13	2
<b>Totals</b>	<b>608</b>	<b>90</b>	<b>18</b>

**source:** Student Enrollment Weekly Report sent on November 12, 2021

\* *In-progress*

### Ongoing Teaching & Learning Tasks

- Manage personnel, curricula, and partnerships in support of the educational program
- Monitor the effectiveness of the educational program by reviewing data, observing instruction, school culture, and academic operations
- Supervise the K-5 principal by conducting regular check-ins and weekly 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

## COVID-19 and Staffing

The coronavirus pandemic has had a profound impact on our educational program. At the beginning of the school year the most difficult challenge was staff absences due to the implementation of our COVID-19 protocols. Agencies who provided substitutes in the past could not provide substitutes thus staff covered for one another. This resulted in consistency for scholars and meant that the school had to wait to roll out planned educational initiatives.

Another area in which we are seeing an impact on staffing is with staff vacancies. As we approach the first third of the school year, the school continues to have key vacancies. Vacancies exist in subject areas where they did not exist in years past (elementary- general education) and have been numerous with hard to fill subjects like special education.

## Innovations to Staffing

In an effort to obtain needed staff, CPCS has decided to utilize the fifteen certification exemptions allowed by NYS charter law. The K-5 senior director of teaching and learning completed a certification analysis and proposed ways the exemptions may be used to support staffing school-wide. Ensuring that all staff are actively working on their certification status is critical as we maneuver through this pandemic and teacher shortage. To that end, both senior directors of teaching and learning will be meeting with non-certified staff to discuss their certification pathway after they receive a certification notice. A draft of the notice is made available at the end of this report. The content will be provided by the NYC Charter Center as we have partnered with them for certification support.

Below are additional ways CPCS is considering meeting the anticipated staffing challenge for the 2022-23 school year:

- Recruiting international teachers
- Partnering with colleges and universities for the following:
  - ❖ Student teachers
  - ❖ New classroom teachers
  - ❖ Tuition-supported teacher preparation programs
- Revamping the recruitment process to include:
  - ❖ Teaching demonstrations
  - ❖ Video initial interviews

## Staffing Updates

Our elementary site has the following vacancies: two teachers, two teacher assistants, and two instructional coaches. The SDTL actively participates in the recruitment of the instructional coaches as they will be pivotal to supporting teacher practice.

The chief executive officer has approved the hiring of a Dean of Students position for K-5.

## 2021-22 Certification Notice

**Date:**

**Dear Challenge Charter Team Member,**

New York State teachers, administrators, and pupil personnel service providers (e.g., school counselors, social workers) are required to hold a New York State certificate for employment in the State's public schools. As a NYCDOE Chancellor-authorized charter school, Challenge Charter School is required to adhere to NYS certification requirements and can make use of exemptions offered by amendments made to the NYS Charter Act of 1998. While we are committed to supporting our team members with securing certification, ***obtaining and maintaining your required certification is your responsibility as a professional educator.*** Comprehensive information about the requirements can be found on NYSED's Office of Teaching Initiatives [site](#).

**According to our records, you are currently certified/not certified by definition** (notwithstanding your current teaching assignment). Based on your assignment, **you are also considered certified/not certified by assignment.** If you believe there is an error in the above information, send an email to [HR@challengecharterschools.org](mailto:HR@challengecharterschools.org) (copy your supervisor) immediately. Clearly state what you believe is the erroneous information and provide the correct information. Submit screenshots, attachments, etc. where applicable.

Moving forward, all employees are required to provide Challenge Charter with a certification status update **within 90 days of your certificate expiring.** You may do this by completing the Certification/Credential Status Update form. If you need to schedule a time with HR to discuss your certification status, please do so by emailing [HR@challengecharterschools.org](mailto:HR@challengecharterschools.org) to schedule an appointment. You will be referred to experts at the New York City Charter Center should you have an intricate situation. You may also utilize the Certification/Credential Status Update form to inform us when you have earned a new credential (e.g. master's degree, advanced certificate).

We thank you in advance for your attention to this important matter as we strive to accomplish our mission.

*The CPCS mission is to prepare students from the greater Far Rockaway community to excel academically, to demonstrate mastery of the NYS and Common Core Learning Standards and to achieve their career aspirations. To accomplish its mission, Challenge offers a rigorous instructional program in a safe, supportive, technology-infused and data-enriched school environment.*



# Attachment #3





**Ms. Nicole Griffin**

Challenge Preparatory Charter School- Elementary  
Principal Report  
**November, 2021**

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

### Enrollment as of 11/12/21

Site	Grade	2021-22 SY Charter Goal	Current Scholars Enrolled 11/12/21
Elementary	K*	120	102
	1*	120	115
	2	120	115
	3	96	91
	4	96	89
	5	96	96
		<b>Total</b>	<b>608</b>

### Curriculum and Instruction

Administrative staff continue to conduct mini observations and provide teachers with immediate feedback (within 24 hours). A common thread we see is the misalignment between objectives and standards when writing reading and writing plans.

Actions Steps:

- The principal will conduct grade teams professional development sessions unpacking the standards. The deadline for the completion is December 10, 2021

- LCI will continue to support teachers in the curriculum and design process
- Charter Collaborative will work with staff to provide professional development

## Math

In efforts to increase student achievement in mathematics, we have implemented Math Tuesday Challenges. MTC is used as a formative assessment. Scholars are given one math problem. They must show their thinking by using one or two math strategies to solve the problem. In addition, they must use math vocabulary to write a sentence about how they solved the problem.

## Professional Development

LCI- (October 10th and October 29th)

- Participants engaged in a curriculum writing process to complete the Reading writing UNIT 2- Global Citizenship
- Examining student work to determine impact and make curriculum revisions

AP's Weekly Grade Team Meetings focused on the continuation of unit planning and engaging students in learning

## Communication

I have implemented the "Week at a Glance" which is a memo that goes out to staff weekly on Sunday to outline the week. It includes asynchronous professional development for teachers to complete and implement in the classroom.

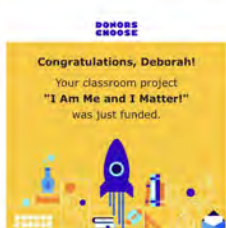
You may access a copy [attached to this report](#).

## Attendance

- Staff attendance has improved for the month of October. 95% of staff was present daily.
- 3 classes were on quarantine during the past 30 days
- Yellow bus service routes was out of order for 10 days due to one scholar who tested positive for Covid-19

## Highlights

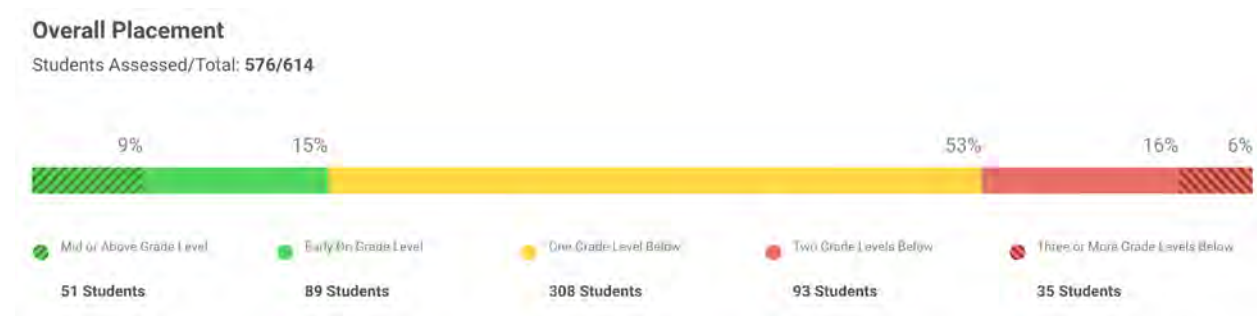
- Red Ribbon Week was celebrated - Scholars created posters to help support NO VIOLENCE or BULLYING in schools. Class 203 won a class celebration!
- 3 teachers received DONORS CHOOSE funded projects



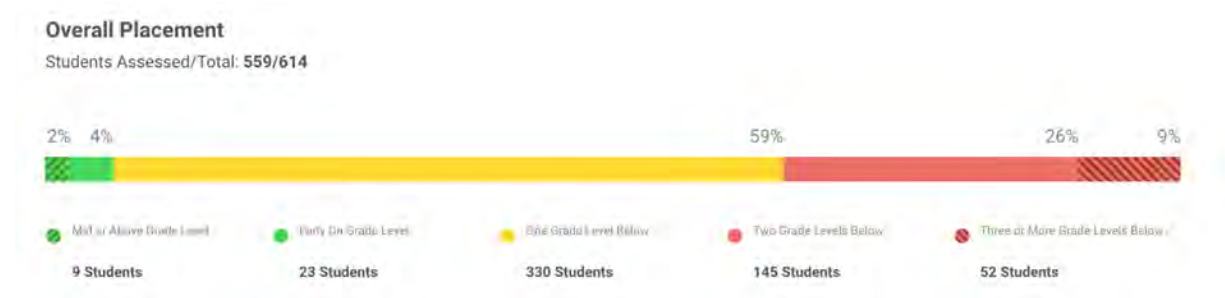
## Data

The results of our i-Ready is the following:

### Reading:



### Math :



### Action Steps:

- Scholars in grades 4 and 5 have been offered tutoring if they fall in the RED area. These scholars will focus on phonics and phonemic instruction until December 17, 2021
- Scholars in grades 1 and 3 receive additional literacy instruction
- TA's will be responsible for i-Ready groupings and instruction
- Math Tuesday Challenge was implemented
- Professional Development- alignment of standards and objectives
- News ELA passages will be provided 3 times a week for scholars in grades 2-5 based on their reading level.

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# CPCS Elementary School

WEEK AT A GLANCE - 11/15-11/19/21

## QUOTE OF THE WEEK



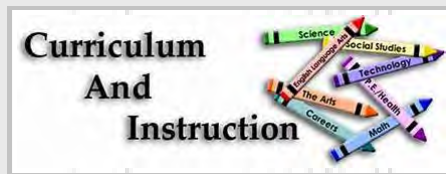
## LEARNING WALK OBSERVATION FOCUS



This week, we will conduct our 2nd Learning Walk of the entire K-5 staff. Grade Team Leaders, and the Parent Engagement Coordinator will join the Learning Walk. We will focus on components the following:

- DOMAIN 1- Planning and Preparation
- DOMAIN 2- Classroom Environment
- DOMAIN 3- Instruction
- Domain 4 - Professionalism

Please LOOK AT THE FORM [HERE](#) which outlines the focus areas. Anything highlighted in BLUE are areas we will focus on.



## WHAT IS STATION ROTATION?

One of the most popular blended learning models is the Station Rotation model. It transfers a traditional theory-based classroom into a virtually enriched, hands-on workshop. Unlike other blended learning models, the Station Rotation model takes place within the physical classroom or training room.

During the classroom, students rotate on a fixed schedule among various modalities, which usually include 3 learning stations: 1) online learning; 2) face-to-face instruction; 3) group projects. For example, a learner may complete an assignment online, then participate in a

Accessibility  
High Con.rast Mode  
Aa Aa Aa

Nicole Griffin  
Nicole is using Smore newsletters to spread the word online.  
Get email updates from Nicole:  
Follow Nicole Griffin  
Contact Nicole Griffin

## STATION ROTATION

PLEASE WATCH THIS VIDEO- STATION ROTATION- HOW DOES IT LOOK!



STATION ROTATION BEST PRACTICES video.search.yahoo.com



How To Plan A Station Rotation www.teachervision.com

## CPCS STATION ROTATION LEADERS

Mrs. Grant Brown and Ms. Devallon  
 Mrs. Lloyd and Ms. E. Kelly  
 Mr. Scargilino  
 Mrs. Alexander and Ms. Brady  
 Ms. Denker and Mrs. Catalano  
 Mrs. Choily and Ms. Rose  
 Ms. Sarfati and Ms. Flores  
 Mrs. Harry and Mr. Wess

Please schedule a time with your colleagues to observe STATION ROTATION in action!

Your stations MUST consist of the following:

- Technology- USING i-READY ( each scholar must practice at least 45 minutes per subject, each week, Prodigy and/or EPIC/News-ELA
- Spiral Review Activity
- Teacher Led Group

\*\* All other groups are at the discretion of the teacher and can be flexed.

## ASSESSMENTS

- Math Tuesday Challenge will take place on 11/16/21. All Scholars should have a MATH Journal and complete at least ONE Math Journal question per day. Math Journal prompts are located in your GO MATH teacher guides! This week we will meet as a team from 4:00-4:25 to grade the MTC. Please DO NOT grade the challenges on your own.



## MEETINGS/ PROFESSIONAL DEVELOPMENT

- Parent Teachers Conferences takes place Monday, November 15, 2021 from 5:30pm-7:30pm ( FROM YOUR HOME VIRTUALLY)
- Grade Team Meetings will take place Tuesday and Wednesday 11/16/21 and 11/17/21 from 4:00-4:25pm.
- Friday, November 19, 2021 - i-Ready for NEW and ALL STAFF will take place. 9:00am-10:30am for NEW STAFF; 2:00-3:30pm for ALL STAFF

## WELCOME NEW HIRES

- Ms. Whitaker who will be working with Ms. Kelly

Thanks everyone for your referrals and also for helping one another out!



## HEALTH AND SAFETY

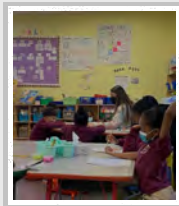
- Please remember to wear your MASK daily
- Please remember to exit through the main entrance each day.
- You must complete and show a copy of your HEALTH QUESTIONNAIRE before entering any CPCS building.

## ADDITIONAL INFO

- Lesson plans are to be printed and readily available for your class each day (All classroom staff including SPECIALS).
- Bus Coaches- Please make sure to take attendance when picking up your scholars from the classroom and also before they get on the bus. Please sign your name AFTER your scholars have left the primacies.
- Please make sure you sweep your classroom throughout the day. The classroom environment should always be conducive for learning.
- Attendance must be taken in POWERSCHOOL daily.
- Wellness- Please make sure you have an outlet such as working out, cooking, crafting, etc during this time.
- SEL will be taught by Mrs. Harris, Mrs. Anglin and Ms. Cocks
- This week is ACTS OF KINDNESS WEEK

## WHAT'S COMING UP?

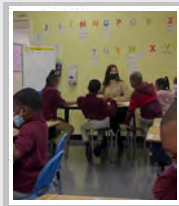
- November 24th- Staff Dismissal @ 1:30pm
- November 25h and 26th- SCHOOL CLOSED



TEACHER LED GROUP



TECHNOLOGY STATION



TEACHER LED GROUP

Connect with Nicole Griffin

Nicole is using Smore newsletters to spread the word online.

Follow Nicole Griffin

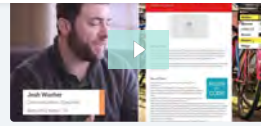
Contact Nicole Griffin

**Communicate quickly and effectively with interactive newsletters.**

Smore empowers educators to connect with their community, streamline school communications, and increase engagement.

Create a newsletter

← *It's awesome and free!*





# Attachment #4





# CHALLENGE CHARTER SCHOOL

## 2021-2022 Principal's Monthly Board Report

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

### School Year 2021-2022 Report Nov 12, 2021

Current CCHS Enrollment:

Cohort Group	Grade Level	Enrollment as of Oct. 15, 2021	Enrollment as of Nov. 12, 2021
#3	G. 10	44	46
#4	G. 9	71	73
<b>TOTAL</b>		<b>115</b>	<b>119</b>

Current CCMS Enrollment:

Cohort Group	Grade Level	Enrollment as of Oct. 15, 2021	Enrollment as of Nov. 12, 2021
#5	Gr. 8	76	76
#6	Gr. 7	70	69
#7	Gr. 6	93	92
<b>TOTAL</b>		<b>239</b>	<b>237</b>

CCMS Attendance Statistics:

C G o r h o u r p 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	Oct 18, '21 - Nov 12, '21
#3	Gr. 10	*Rosters for the first 3 weeks of school were highly skewed, so attendance will be provided next month.	93%	91%
#4	Gr. 9		95%	94%
#5	Gr. 8		89%	90%
#6	Gr. 7		92%	89%
#7	Gr. 6		83%	84%
<b>CCMS Average</b>			<b>88%</b>	<b>88%</b>
<b>CCHS Average</b>			<b>94%</b>	<b>93%</b>
<b>6-10 Average</b>			<b>90%</b>	<b>90%</b>



### **STAFFING:**

- CCMS is currently seeking the following:
  - Grade 7 Science Teacher
  - Grade 6 SWD Teacher - In the meantime teachers are scheduled to provide SETTS Services to scholars.
  - Grade 7 SWD Teacher - In the meantime teachers are scheduled to provide SETTS Services to scholars.
  - Grade 7 SS Teacher
  - Grade 8 SS Teacher - Contract accepted. Teacher to begin 11/29/2021
  - Grade 8 Science TA - Contract accepted. Teacher to begin 11/29/2021
  - Spanish Teacher
  - Family Engagement Coordinator (6-10)
  
- CCHS is currently seeking the following:
  - Spanish Teacher - Scholars will use Rosetta Stone Software to gain credit due to the difficulty in filling this vacancy.
  - Global History TA
  - Math TA Grade 10
  - ELA TA Grade 9
  - Living Environment/Chemistry TA
  - SETSS Teacher - In the meantime teachers are scheduled to provide SETTS Services to scholars.

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

- Covered in the homeroom (8:00 a.m.-8:25 a.m.) Grades 6-10 continue with the Second Step SEL lessons focusing on Bullying and Harassment. Teachers have been provided with the PD for this Unit.
- 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.

### **CURRICULUM AND INSTRUCTION**

- The Lavania Group has begun the Close Reading work with grades 6-10. Consultants coach and observe lessons in the classroom on demand alongside leadership and provide teachers with feedback on the teaching of Close Reading.
  
- The access to HMH is finally resolved after 54 days of purging the system. Teachers and scholars can now use the resources to support the work in the classrooms.



### **SPECIAL EDUCATION SERVICES**

- Grades 6-8 CLASSROOMS
  - At Grades 6-8, teachers have been recruited to provide SETSS tutoring during their prep times.
  - Ms. Jasmine Hunter has taken on the additional role of SPED Liaison for Grades 6-10 while maintaining services to Grade 8 IEP scholars.
- ENL services are provided on a consistent schedule by Ms. Ana Gomez.

### **DIGITAL PLATFORMS**

- Grades 6-10 scholars are using a combination of digital notebooks and hard cover notebooks for all courses at this time to build writing and engagement stamina.

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

- Parent-Teacher Conferences will be held on Thursday, November 18 from 5:00 PM to 7:00 PM and Friday, November 19 from 1:30 PM to 4:30 PM. Appointment choices will be going out via ParentSquare.
- 6-10th Grade Town Hall Meetings have been taking place in efforts to address issues of bullying and harassment.
- 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.
    - Universal Design for Learning, Specially Designed Instruction PD and Progress Monitoring PD were completed and implemented into lesson plans.
- VERTICAL DEPARTMENT PLANNING
  - Department Teams continue to meet to discuss instructional planning across disciplines.



### **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.



# Attachment #5



## **Director of Pupil Personnel Services**

### **November 2021 Board Report**

#### **Covid-19**

##### **Here are the current vaccination numbers for our staff:**

139 Fully vaccinated

15 Partially vaccinated

1 exemption

- 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. COVID testing occurs weekly on Tuesday and Wednesday. If a positive test comes back positive I'm emailed directly.
- I am in the process of training the newly hired School Health Liaison in all COVID-19 protocols
- 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

#### **Pupil Personnel Director**

##### **Elementary**

- Meet with the elementary school principal and the elementary school student support team 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

- The elementary school locations will begin using the behavioral referral form to identify the scholars that are at-risk
- The Attendance works flyers that promote good attendance in kindergarten scholars will be distributed to families during Parent Teacher Conferences
- The elementary school location received a taped version of the bullying and harassment training. Staff members will learn how to report a bullying incident and how bullying affects the school community. They will also learn how the student support team will supports targets of bullying and those that victimize others.

### **Middle and High School**

- Collaborated with the Cohen Children’s Medical Center to provide an informative workshop to our 9<sup>th</sup> and 10<sup>th</sup> grade scholars. We will continue to collaborate to service scholars in various areas of need.
- Held an introductory meeting with the newly hired social worker to provide guidance on servicing the at-risk population and teaching the SEL program Inner You
- Conducted the monthly SEL meeting with the Middle and High School SEL team where we reviewed the Second Step strategies that best suit the scholars needs, SEL data collection, and a potential family SEL workshop in January
- The SEL program Second Step training for bullying and harassment will take place on November 12<sup>th</sup> for the middle and high school staff.
- Informal visits to classrooms during Second Step lesson time will begin this month

### **All sites**

- Provided professional development opportunities for the student support teams in the following areas:
  1. Trauma informed practices
  2. Modeling SEL practices to students

### **Family Engagement Coordinators**

1. Met with the FEC, to discuss family needs and to ensure all communication is being streamlined to families, and other ways to engage families throughout the Pandemic.



# Attachment #6





## Challenge Charter School

### Communications Report - November 2021

Kim Messer, Director of Communications

#### Family Communications & Updates

- We are seeing continued growth in engagement on our social media pages.
- Website analytics in October reveal more searches for our Middle and High School.

#### Recruitment/Application Season Marketing

- We officially launched our new season on 10/1 to recruit for SY 2022-23.
- Final brochure is designed, and ready for print in both English and Spanish. Paper application is also updated and ready in both languages.
- I've been working with Mrs. Vaughn and Ms. Rosario to help their efforts in organizing Vanguard mailings and other outreach information.
  - New marketing avenues to increase our applications
    - Social Media - *still pending Finance registration as of 10/18; no update as of 11/12*
    - Bus shelter ads will begin in 5 spots near our school sites on November 15
    - 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; *no update from Operations despite repeated requests; E/R team is planning to take over this process to push it forward.*

#### SLU Educational Hub Partnership

- After our launch event on 10/22, we hosted an information session on 11/9 regarding Program, Application and Registration details led by the admissions staff at CUNY SLU.
- We are responsible for promotion in our area per the agreement with CUNY SLU.
- To advertise the event:
  - I created a new flyer for this event and coordinated marketing efforts with CUNY staff.



- Had an email blast to 8200 people go out via The Wave
- Advertised to our families via ParentSquare and by meeting with Mrs. Wiggins for grassroots efforts around town
- I built a new page on our website with important information about the program
  - This site also has links to the news coverage we have received so far
- Dr. Mullings also reached out to his contacts for promotion
- We had approximately 60+ online and in-person for the info meeting, and questions are coming in from our community who could not attend.



**Now Seeking Adult Learners**

## College Comes to the Rockaways

**Join us!**




**Information Session**  
Tuesday, November 9th

**6:30 PM - 7:30PM**

**Challenge Charter High School**  
15-20 Central Avenue  
Far Rockaway, NY



**Find out more**

- What Programs are Available
- How to Apply & Register
- Financial Information
- How to Receive 1-on-1 Guidance

**Scholarships Available!**  
Registration begins January 24th  
Classes begin February 7th

**Attend in person or register for a Zoom link**  
<https://tinyurl.com/ttxesewm>

More info: [admissions@slu.cuny.edu](mailto:admissions@slu.cuny.edu) [www.challengecharterschools.org/cunyslu](http://www.challengecharterschools.org/cunyslu)  
Proof of vaccination required to attend. COVID-19 protocols will be in place.



# Attachment #7



November 8, 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. 4 out of the 15 were successfully transmitted from RSA ( Related Service Authorizations) back to CSE's Primary agency RCM. Counseling Total of (4) Scholars. Setts Total (4) . Physical Therapy Total (7) 7 out of 7 scholars are pending RSA services. Testing Accommodations Total (1). Occupational Therapy Total (11) all currently being serviced with an assigned Provider.

**Grade 1** (20) Total IEP's (1) Misaligned IEP Pending CSE to amend 12.1.1 to ICT Accommodation. Speech Total (17) 3 out of the 17 were successfully transmitted from RSA ( RelatedService Authorization) back to CSE's Primary Agency RCM. Counseling Total (5) 1 out of the 5 have graduated out of the service due to data highlighting progress towards all goals achieved. Setts Total (1). Occupational Therapy Total ( 9). Testing Accomodations Total (4).

**Grade 2** (15) Total Scholar's IEP's . Speech Total (11) 4 out of 11 have been

successfully transmitted back to primary agency RCM from initial status of RSA. ICT Total (11). Counseling Total (6). Setts Total (2) Occupational Therapy Total ( 4) . Testing Accomodation Total (7).

- Grade 3** (13) Total IEP's (1) Misaligned IEP Pending CSE to amend 12.1.1 to ICT Accommodation. Speech Total (6) 1 out of the 6 was successfully transmitted to the primary agency from the initial status of RSA. ICT Total (11). Counseling Total (4) . SETTS Total ( 3) . Occupational Therapy (2) Testing Accommodation Total ( 11).
- Grade 4** (3) Total IEP's. Speech Total (9) all 9 cases have been successfully transmitted back to primary agency RCM from the initial status of RSA. ICT Total (9). Counseling Total ( 4). Setts Total (3). Occupational Therapy Total (2) 2 out of 2 are pending RSA's.
- Grade 5** (13) Total Scholar's with IEP's. Speech Total (3) 3 out of 3 have been successfully transmitted to primary agency RCM from initial status of RSA. ICT Total (9). Counseling Total (5). Setts Total ( 3) 2 out of 3 have graduated out of SETTS due to data exemplifying meeting all intended goals and benchmarks.
- Grade 6** (19) Scholars with IEP's (1) Misaligned IEP pending CSE to amend 12.1.1 to ICT Accommodations. (12) Scholars are misaligned pending CSE to amend SETT Services to ICT accommodations as CCMS has opted to change the Sped Program to reflect SETTS to replace ICT due to staff shortages as well as Setts determining to be a better accommodation for CCMS scholars goals . Occupational Therapy Total ( 2) 2 out of 2 are pending RSA's. Testing Accommodations Total (17). Counseling Total (7).
- Grade 7** (7) Total scholars with IEP's. Speech Total (4) 4 out of 4 have been successfully transmitted back to primary agency RCM from the initial status of RSA. ICT Total (1) 1 out 1 needs currently misaligned pending changing to SETTS via CSE. Counseling Total (2). Testing Accommodations Total (6). Setts Total (4).
- Grade 8** (14) Total Scholar's with IEP's. Speech Total (9) 9out of the 14 cases have been successfully transmitted back to primary agency RCM from the initial status of RSA. ICT Total (3) pending misaligned status that will be changed to Setts via the CSE. Testing Accomodation Total (8). Setts Total (6).
- Grade 9** (11) Scholar's with IEP's. Speech Total (3) 3 out of 3 pending RSA's. Counseling Total ( 1). Setts Total (1). Testing Accommodation ( 8).
- Grade 10** (7) Total Scholar's with IEP's Speech Total (2) 2 pending RSA's. Counseling Total (5) . Testing Accomodation Total (9).

**Current Total Number of Scholars with IEP's Grades K-10 = 151**

**Grades K-5 Total 91**

**Grades 6-8 Total 42**

**Grades 9-10 Total 18**

**IV). Staffing**

- K-5 Special Education Ms. Novello has returned 10/12/2021.
- Mr. Salazar resumed the role of K-5 ELL Provider to fill the vacancy for former ELL provider Ms. Stanton resigned due to non-compliance with the Covid-19 vaccine mandate.
- Grades 6-10 Special Education Liaison has been assigned to Ms. Jasmine Hunter
- Currently 1 vacancy for Special Education Certified instructors needed for ICT on the K-5
- Currently 1 vacancy for Special Education certified instructors needed for ICT on 6-8 level.
- Ms. White and Ms. Berkowitz has assumed the roles of Setts providers for 9th & 10th providers.

**(V). Current Action Items**

- **Supporting the needs of K-5 as well as 6-10 Special Education Liaison with (CSE#4) Policies and Procedures** to ensure that all IEP cases are assigned 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.
- Supporting the ELL provider's to send home 200 Home language Surveys for Grades K-2 as the data was missing hence not allowing for the Ell provider to administer the Nysitell Exams .
- Assessing the Space in each facility in order to secure a private area for CSE Psychologists and Social Workers to interview parents as well as assess and test scholars. Collaborating with Admin to ensure that there are ample conditions for SETTS providers to efficiently pull scholars for individual and small Group interventions.
- Collaborating with Grades K-5 Provider Mr. Salazar to ensure all ELL scholars are re-assessed as well as initially assessed to gain clear benchmarks of scholar's ELL plans.
- Collaborating with ELL External Consultants to implement academic plans that will fully encourage our ELL scholar's overall success and achievements according to their individualized needs and goals.
- Aligning ELL Charter goals and policy to the Ell Program Grades K-10

**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.
- Collaborating with Liaisons and Parent Coordinator to secure appointment slots to assist parents to secure a Speech and OT provider via the RSA process.

**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





**Student Enrollment and Recruitment Monthly Report**  
 Janisa Vaughn, Director of Student Enrollment and Recruitment  
 November 12, 2021

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CCS STUDENT ENROLLMENT

**TOTAL ENROLLED 969**

Site	Grade	2021-22 SY Charter Goal	Current Scholars Enrolled 11/12/21
Elementary	K*	120	102
	1*	120	115
	2	120	115
	3	96	91
	4	96	89
	5	96	96
		<b>Total</b>	<b>608</b>

Middle	6	96	93
	7	72	69
	8	72	76
		<b>Total</b>	<b>238</b>

High	9	72	72
	10*	96	51
		<b>Total</b>	<b>123</b>

- Grades 5, 8, and 9 are the **only** grades that are fully enrolled, due to the overwhelming number of student discharges.
- The waitlist is completely exhausted for grades kindergarten, 1, and 10.



## LOTTERY APPLICATION 2021-2022

2022-2023 SY Lottery Applications	
Grade	# of Applications Received as of 11/12/21
K	51
1	5
2	4
3	3
4	10
5	12
6	29
7	6
8	5
9	34
10	5
11	2
<b>Total</b>	<b>166</b>

## STUDENT RECRUITMENT

- 22 Scholars were recruited from **10/1/21-11/12/21** for 2021-2022 school year.
- The Shelter Bus Advertisements are scheduled to start on Monday, November 15, 2021. The first ad will run for 8 weeks. The advertisements will be placed in 5 locations throughout the Rockaway peninsula and expected to attract over 450,00 viewers.
- Recruitment packages will be delivered to the Daycare Centers and UPK sites located in Rockaway, Queens.



# Attachment #9



Director of Operations

On Maturity Leave



# Attachment #10



## **Director of Technology Report**

Nov. 2021 - Dale Richardson

—

### **I: Current Work**

A: Computer Lab at 1520 Central Ave

- Apple desktops have been ordered via RESO A Grant Funding.
- Interactive boards have been ordered via RESO A Grant Funding.
- Printers have been ordered via RESO A Grant Funding.
- We are currently awaiting the delivery of the ordered equipment.

### **II: Future Work**

B: NYSED/NYC DOE Digital Equity Questionnaire for ALL Scholars.

- The New York State Education Department (NYSED) requires all school districts, including charter schools, to collect information from families about student access to devices and the internet for the 2021-2022 school year.
- Collection is at an individual OSIS level and will be ongoing throughout the winter.
- The tech team is requesting the assistance of our principals, teachers, communications team, operations team, parent teacher coordinators, and any other staff member(s) willing to assist with contacting parents to encourage the completion of the survey.
- As to avoid the possibility of families filling out this form twice. We are currently awaiting instructions from the DOE.

B: Information gathering for Independent Cybersecurity Auditing continues.

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



- We are currently in the process of sourcing a credible organization that is experienced in meeting the requirements.

### III: Risk Factors or Challenges

#### A: WiFi Upgrades.

- E-rate funding is given based upon enrollment numbers. Due to our projected enrollment numbers from 2019 not matching our current enrollment numbers, E-rate has subtracted \$50,142 from our allocated budget.
- As a result, 66 wireless access points (equipment used to broadcast WiFi) have been removed from our allowance.
- In order to follow through on scheduled upgrades for 710 Hartman Lane and 1526 Central Ave, an additional \$50,142 in alternative funding is needed.
- For Category 2, our E-Rate budget is exhausted until the 2026/2027 funding year, or until our student count increases beyond 999 scholars.
- Once Challenge reaches above 999 scholars during a funding year, E-rate will contribute \$167 per student.
- As reported by Mrs. Vaughn on 11.12.21, 969 scholars are currently enrolled.

#### B: 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 #11





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

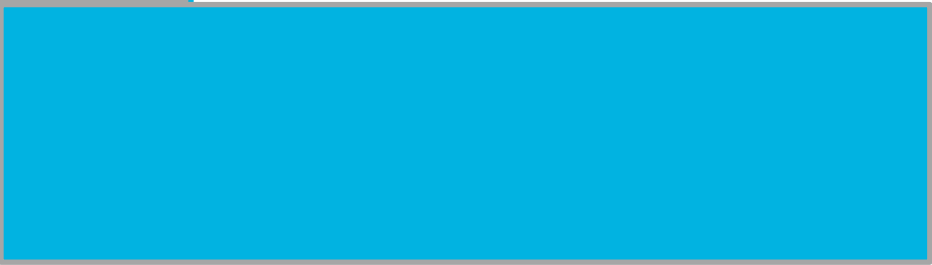
**CSBM**  
CHARTER SCHOOL  
BUSINESS MANAGEMENT

*experience. expertise. execution.*

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## **Challenge Prep Charter School**

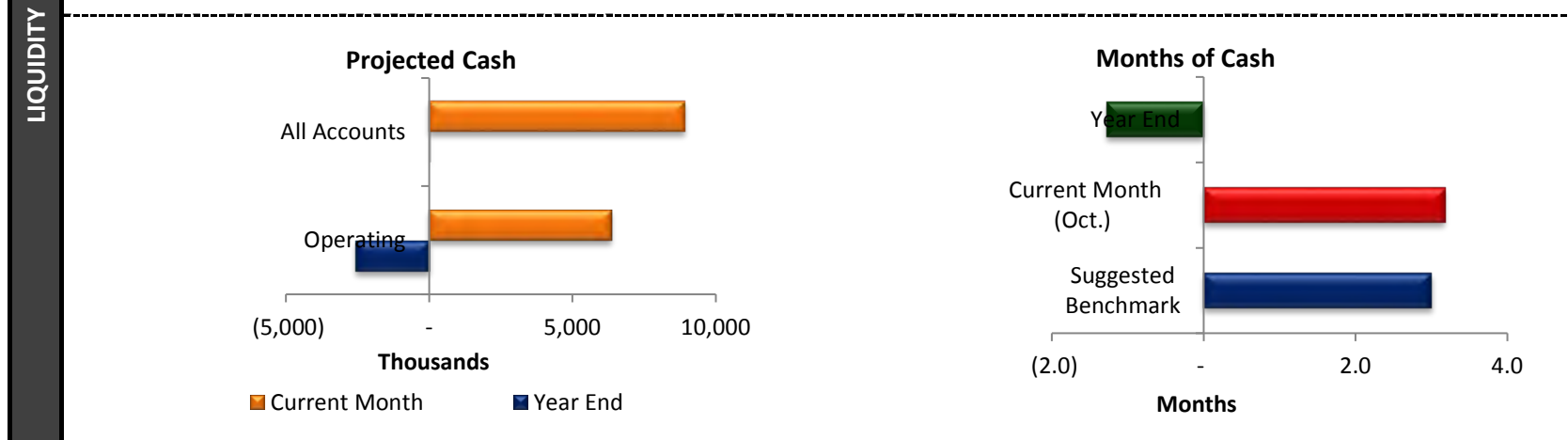
Monthly Financial Report  
October 2021



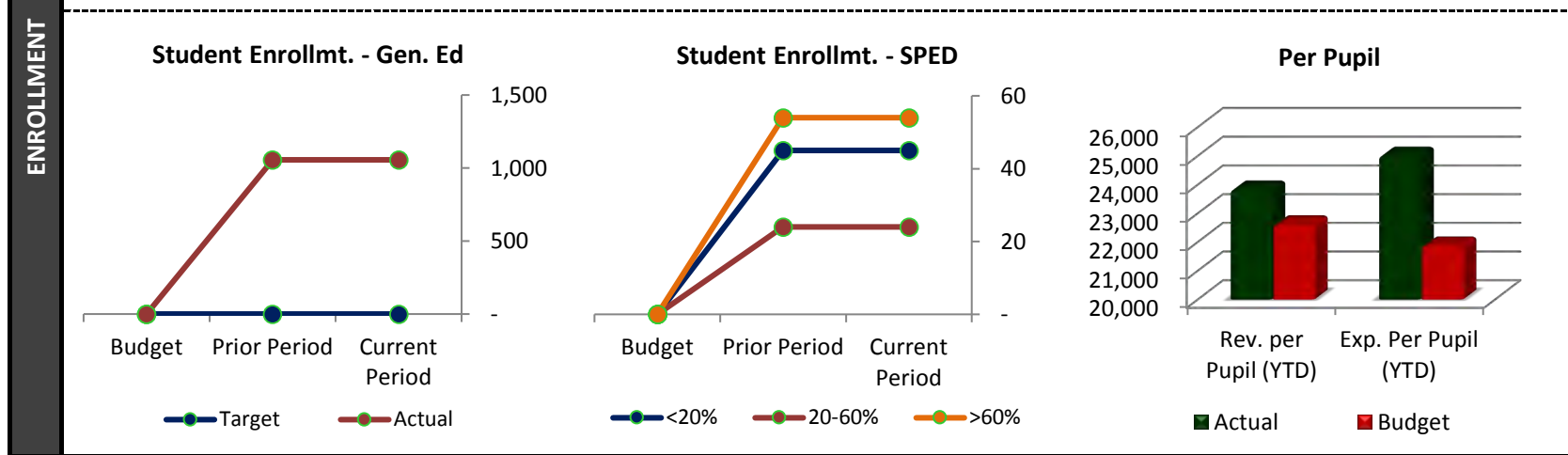
# Challenge Prep Charter School

## Financial Summary For Period Ended October 31, 2021

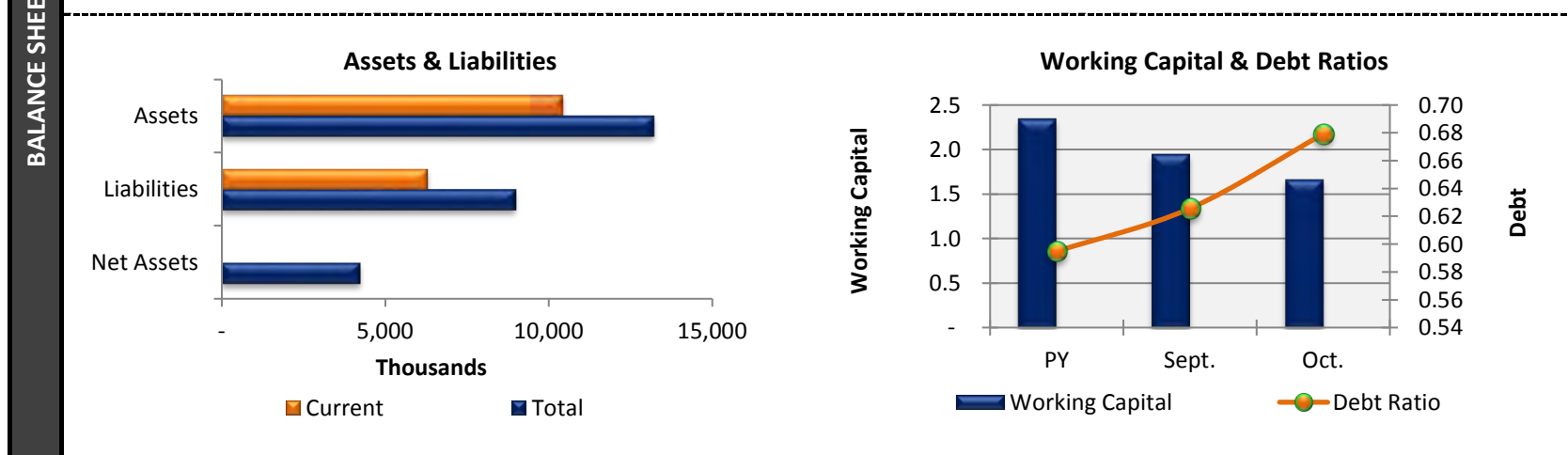
LIQUIDITY	<b>Cash in Bank</b> (Operating Account(s) Only: as of October 31, 2021)	\$ 6,352,767
	<b>Projected months of cash on hand</b>	3.2
	<b>Cash in Bank</b> (Total - All Accounts as of October 31, 2021)	\$ 8,929,614
	<b>FY Ending Cash Available to Carryover to FY21-22</b> (Operating Account(s) Only)	\$ (2,554,989)
	<b>Projected months of cash on hand</b>	(1.3)
	<b>FY Ending Cash Available to Carryover to FY20-21</b> (Total - All Accounts)	\$ 21,858



	Actual	Budget	Variance		Actual	Budget	Variance
<b>General Ed</b>	951.52	1,021.00	(69.48)	\$	15,367,048	15,629,468	(262,420)
<b>SPED</b>							
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
<b>Total SPED</b>	<b>142.53</b>	<b>119.00</b>	<b>23.53</b>		<b>1,608,388</b>	<b>1,269,347</b>	<b>339,041</b>



<b>Total Current Assets:</b>	\$ 10,413,339
<b>Total Current Liabilities:</b>	\$ 6,287,480
<b>Working Capital (Current) Ratio</b>	1.66
<b>Total Assets:</b>	\$ 13,212,936
<b>Total Liabilities:</b>	\$ 8,973,624
<b>Debt Ratio</b>	0.68
<b>Total Net Assets:</b>	\$ 4,239,312



	Actual	Budget	Variance
Total Revenue YTD:	\$ 7,092,294	\$ 7,614,201	\$ (521,906)
Total Expenses YTD:	(6,475,391)	(6,572,363)	96,972
<b>Net Operating Surplus(Deficit):</b>	<b>\$ 616,903</b>	<b>\$ 1,041,838</b>	<b>\$ (424,934)</b>

# Challenge Prep Charter School

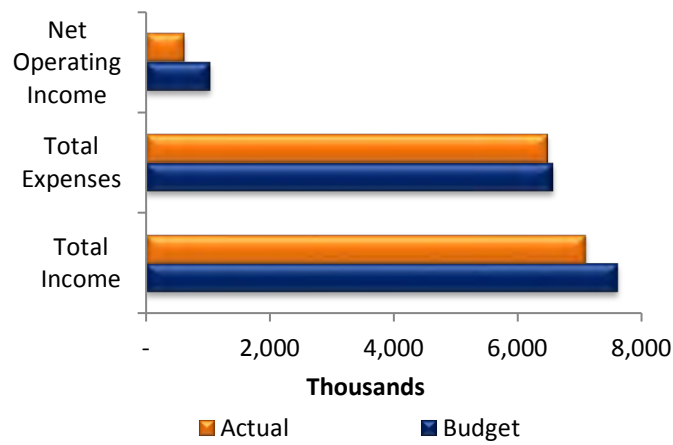
## Financial Summary

For Period Ended October 31, 2021

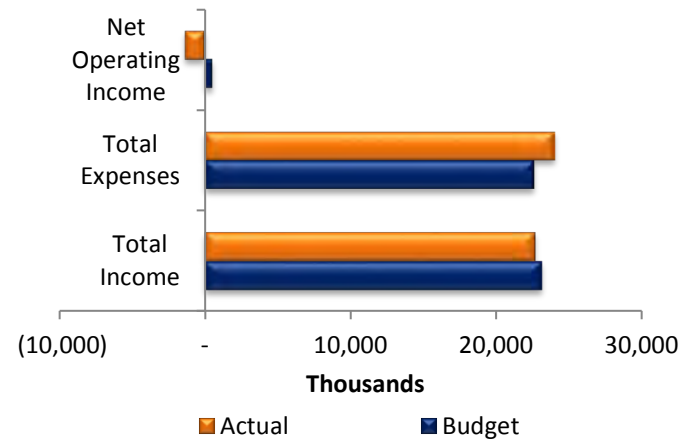
	<u>Projected</u>	<u>Budget</u>	<u>Variance</u>
Annual Projected Revenue:	\$ 22,677,264	\$ 23,097,145	\$ (419,881)
Annual Projected Expenses (before depreciation):	(23,798,987)	(22,343,952)	(1,455,035)
<b>Projected Net Operating Surplus(Deficit) before Depreciation:</b>	<b>\$ (1,121,723)</b>	<b>\$ 753,193</b>	<b>\$ (1,874,916)</b>
Annual Projected Depreciation:	(230,840)	(230,840)	-
<b>Projected Net Operating Surplus(Deficit) after Depreciation:</b>	<b>\$ (1,352,563)</b>	<b>\$ 522,353</b>	<b>\$ (1,874,916)</b>
<b>Capital Expenditure Requirements</b>	<b>\$ (700,000)</b>	<b>\$ -</b>	<b>\$ (700,000)</b>
<b>Total Cash Expenditures</b> <i>(expenses excluding depreciation plus capital expenditures)</i>	<b>\$ (22,868,147)</b>	<b>\$ (22,113,112)</b>	<b>\$ (755,035)</b>
<b>Revenue per Pupil (YTD)</b>	<b>\$ 23,833</b>	<b>\$ 22,622</b>	<b>\$ 1,211</b>
<b>Expenditure per Pupil (YTD)</b>	<b>\$ 25,012</b>	<b>\$ 21,884</b>	<b>\$ 3,127</b>

BUDGETING / REVENUE & EXPENSES

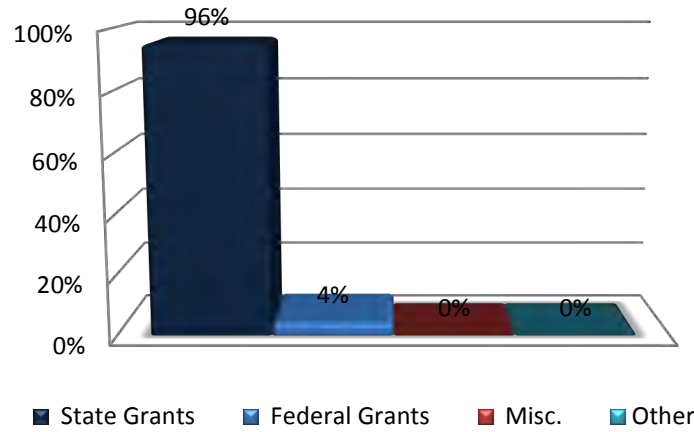
**Year-To-Date (YTD)**



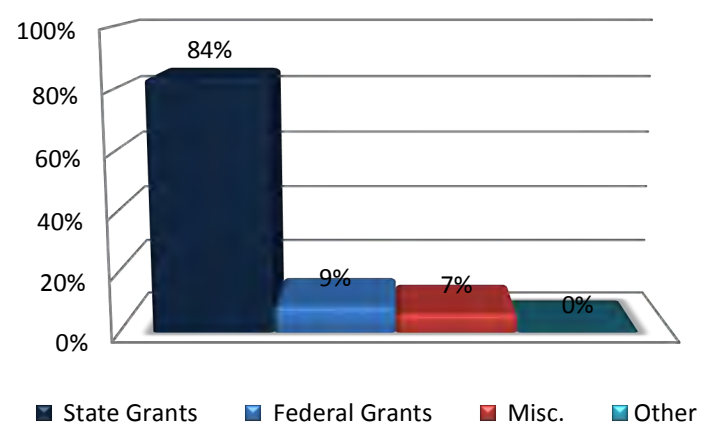
**Year End (YE) Projection**



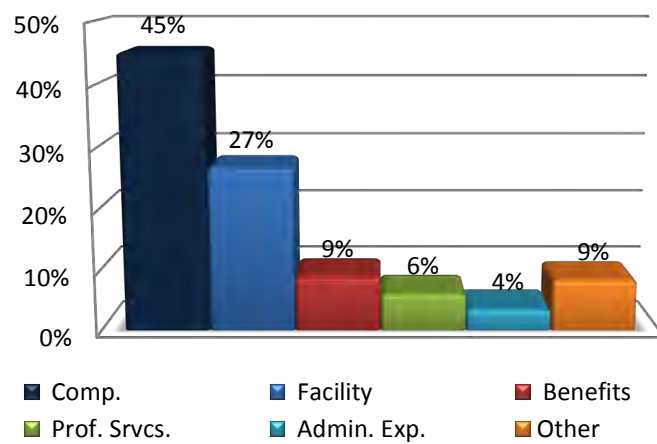
**Revenue Breakdown YTD**



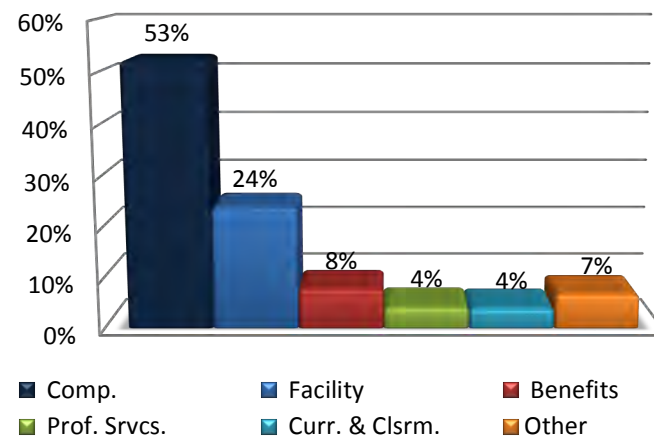
**Revenue Breakdown YE**



**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	1,455,035
Net Projected Deficit Variance after Depreciation	<u>\$ (1,352,563)</u>

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

	October 31, 2021			YTD Through October 31, 2021			Projected FYE June 30, 2022				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	
<b>Income</b>											
4100 State Grants	1,794,943	1,631,484	163,460	6,787,020	6,525,934	261,086	12,326,097	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	39,166	164,967	(125,801)	304,459	588,267	(283,808)	1,779,406	2,061,577	1,980,329	81,248	
4300 Contributions	-	-	-	-	-	-	-	-	-	-	-
4400 Miscellaneous Income	219	125,000	(124,781)	815	500,000	(499,185)	1,501,754	1,502,569	1,500,000	2,569	
<b>Total Income</b>	<b>1,834,328</b>	<b>1,921,450</b>	<b>(87,122)</b>	<b>7,092,294</b>	<b>7,614,201</b>	<b>(521,906)</b>	<b>15,607,257</b>	<b>22,677,264</b>	<b>23,097,145</b>	<b>(419,881)</b>	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.
<b>Expenses</b>											
<b>Compensation</b>											
5100 Instructional Staff	653,766	721,155	(67,389)	1,815,994	2,010,916	(194,922)	7,054,725	8,870,718	8,653,862	216,856	Adjusted based on payroll with allowance for hiring
5200 Non-Instructional Staff	215,963	205,934	10,029	809,174	823,736	(14,562)	1,662,035	2,471,209	2,471,209	-	Based on budget
5300 Pupil Support	90,509	106,739	(16,230)	315,479	426,956	(111,477)	965,388	1,280,867	1,280,867	-	Based on budget
<b>5000 Compensation</b>	<b>960,237</b>	<b>1,033,828</b>	<b>(73,591)</b>	<b>2,940,647</b>	<b>3,261,608</b>	<b>(320,961)</b>	<b>9,682,147</b>	<b>12,622,794</b>	<b>12,405,938</b>	<b>216,856</b>	Salary projections based on budget
5400 Benefits	176,089	158,858	17,230	591,304	635,433	(44,129)	1,333,298	1,924,602	1,906,300	18,302	
6100 Administrative Expenses	43,671	46,802	(3,131)	232,302	192,076	40,225	384,835	617,137	566,494	50,643	Adjusted based on actuals
6200 Professional Services	86,758	75,167	11,591	401,949	283,667	118,282	621,176	1,023,125	921,500	101,625	Based on actuals
6300 Professional Development	43,936	14,424	29,512	69,731	46,606	23,125	137,969	207,700	162,000	45,700	Based on actuals
6400 Marketing and Staff/Student Rec	2,428	8,025	(5,597)	19,342	32,100	(12,758)	76,958	96,300	96,300	-	Based on budget
6500 Fundraising Expenses	-	4,458	(4,458)	-	17,833	(17,833)	53,500	53,500	53,500	-	Based on budget
7100 Curriculum & Classroom Expenses	50,443	30,130	20,313	166,247	92,063	74,184	802,803	969,049	372,120	596,929	Based on actuals
8100 Facility	501,738	472,131	29,607	1,751,767	1,888,525	(136,758)	4,075,972	5,827,739	5,665,575	162,164	Based on actuals
8200 Technology/Communication Expens	35,717	16,102	19,615	179,055	64,408	114,647	271,795	450,850	193,225	257,625	Based on actuals
8800 Miscellaneous Expenses	586	83	503	2,844	333	2,511	3,346	6,190	1,000	5,190	
8900 Depreciation Expense	-	-	-	120,204	57,710	62,494	110,636	230,840	230,840	-	
<b>Total Expenses</b>	<b>1,901,605</b>	<b>1,860,010</b>	<b>41,595</b>	<b>6,475,391</b>	<b>6,572,363</b>	<b>(96,972)</b>	<b>17,554,436</b>	<b>24,029,827</b>	<b>22,574,792</b>	<b>1,455,035</b>	
<b>Net Income</b>	<b>(67,276)</b>	<b>61,440</b>	<b>(128,716)</b>	<b>616,903</b>	<b>1,041,838</b>	<b>(424,934)</b>	<b>(1,947,178)</b>	<b>(1,352,563)</b>	<b>522,353</b>	<b>(1,874,916)</b>	
<b>Capital Expenditures</b>											
Furniture, Fixtures & Equipment	51,854	-	51,854	582,540	-	582,540	47,460	630,000	-	630,000	
Facility and Construction	-	-	-	45,223	-	45,223	24,778	70,000	-	70,000	
Website	-	-	-	-	-	-	-	-	-	-	
<b>Total Capital Expenditures</b>	<b>51,854</b>	<b>-</b>	<b>51,854</b>	<b>627,763</b>	<b>-</b>	<b>627,763</b>	<b>72,237</b>	<b>700,000</b>	<b>-</b>	<b>700,000</b>	

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

	Annual Budget FY21-22	Projected July 21 - June 22	Projected Nov 21 - June 22	November	December	January	February	March	April	May	June
<b>Beginning Cash Balance (Operating)</b>	<b>4,804,870</b>	<b>6,645,873</b>	<b>6,352,767</b>	<b>6,352,767</b>	<b>3,214,769</b>	<b>4,445,387</b>	<b>2,442,817</b>	<b>3,602,407</b>	<b>1,597,349</b>	<b>2,760,762</b>	<b>762,015</b>
Projected Cash Receipts from Operations (below)	23,097,145	15,607,257	11,267,641	36,727	3,234,708	219	3,162,379	219	3,162,379	219	219
Projected Cash Disbursements from Operations (below)	(22,574,792)	(17,554,436)	(17,118,707)	(1,992,753)	(1,994,054)	(1,992,753)	(1,992,753)	(1,997,253)	(1,990,943)	(1,990,943)	(1,990,943)
<b>Net Cash from Operations</b>	<b>522,353</b>	<b>(1,947,178)</b>	<b>(5,851,066)</b>	<b>(1,956,026)</b>	<b>1,240,654</b>	<b>(1,992,534)</b>	<b>1,169,626</b>	<b>(1,997,034)</b>	<b>1,171,436</b>	<b>(1,990,724)</b>	<b>(1,990,724)</b>
Cash Receipts from Accounts & Misc Receivables (not included in revenue below)	-	-	-	-	-	-	-	-	-	-	-
Cash Disbursements for Accounts Payable & Accrued Expenses	-	-	-	(1,171,936)	-	-	-	-	-	-	-
Capital Expenditures (below)	-	(72,237)	(72,237)	(10,036)	(10,036)	(10,036)	(10,036)	(8,023)	(8,023)	(8,023)	(8,023)
Accounts Receivable	-	-	-	-	-	-	-	-	-	-	-
PPP Loan Payable	-	-	(1,792,512)	-	-	-	-	-	-	-	-
PPP Loan Interest Payable	-	-	(20,005)	-	-	-	-	-	-	-	-
<b>Ending Cash Balance (Operating Account)</b>	<b>5,327,223</b>	<b>4,770,932</b>	<b>2,386,455</b>	<b>3,214,769</b>	<b>4,445,387</b>	<b>2,442,817</b>	<b>3,602,407</b>	<b>1,597,349</b>	<b>2,760,762</b>	<b>762,015</b>	<b>(1,236,733)</b>
Other Cash Accounts (Net of Transfers)	75,354	-	-	2,576,847	2,576,847	2,576,847	2,576,847	2,576,847	2,576,847	2,576,847	2,576,847
<b>Total Cash (All Accounts)</b>	<b>5,402,577</b>	<b>4,770,932</b>	<b>2,386,455</b>	<b>5,791,616</b>	<b>7,022,234</b>	<b>5,019,664</b>	<b>6,179,254</b>	<b>4,174,196</b>	<b>5,337,609</b>	<b>3,338,862</b>	<b>1,340,114</b>

**Challenge Prep Charter School**  
**Balance Sheet**  
**YTD as of October 31, 2021**

	<b>Total</b>	<b>Comments</b>
<b>ASSETS</b>		
<b>Current Assets</b>	-	
<b>Bank Accounts</b>		
<b>1000 Cash</b>		
1001 HSBC Checking - 0844	5,392,721	
1002 HSBC Checking - 0852	6,032	
1003 HSBC Checking - 0879	960,046	
1004 HSBC Checking - 0887	-	
1005 HSBC Money Market - 5972	2,500,815	
1006 Chase Escrow - 3060	70,000	
1007 Petty Cash	-	
<b>Total 1000 Cash</b>	<b>\$ 8,929,614</b>	
<b>Total Bank Accounts</b>	<b>\$ 8,929,614</b>	
<b>Accounts Receivable</b>		
1100 Accounts Receivable	564,743	
1200 Other Receivables - Salary Advance	-	
<b>Total Accounts Receivable</b>	<b>\$ 564,743</b>	
<b>Other current assets</b>		
1300 Prepaid Expenses	352,348	
1301 Prepaid Insurance	85,331	
1310 Prepaid Rent	481,303	
<b>Total Other current assets</b>	<b>\$ 918,982</b>	
<b>Total Current Assets</b>	<b>\$ 10,413,339</b>	
<b>Fixed Assets</b>		
<b>1500 Furniture, Fixtures &amp; Equipment</b>		
1510 Office & Admin Computers & Equipment	311,099	
1511 Classroom Computers & Equipment	1,168,437	
1512 Classroom Furniture	465,755	
1513 Office Furniture	179,702	
<b>Total 1513 Office Furniture</b>	<b>\$ 179,702</b>	
1514 Musical Instruments	16,390	
1515 Computer Software	44,217	
<b>Total 1500 Furniture, Fixtures &amp; Equipment</b>	<b>2,185,599</b>	
<b>1519 Facility and Construction</b>	127,589	
1520 Architect Fees	115,620	
1525 Fire Alarm System	7,500	
<b>Total 1525 Fire Alarm System</b>	<b>\$ 7,500</b>	
1530 Kitchen/Cafeteria	162,079	
1535 Construction In Progress	320,673	
1540 Leasehold Improvements	473,292	
<b>Total 1519 Facility and Construction</b>	<b>1,206,752</b>	
1610 Website	11,000	
<b>Total 1610 Website</b>	<b>\$ 11,000</b>	
<b>1700 Accumulated Depreciation &amp; Amortization</b>		
<b>1710 Accumulated Depreciation</b>	(1,521,626)	

**Challenge Prep Charter School**  
**Balance Sheet**  
**YTD as of October 31, 2021**

	<b>Total</b>	<b>Comments</b>
1750 Accumulated Amortization	(8,128)	
<b>Total 1700 Accumulated Depreciation &amp; Amortization</b>	<b>\$ (1,529,754)</b>	
<b>Total Fixed Assets</b>	<b>\$ 1,873,597</b>	
<b>Other Assets</b>		
1800 Security Deposits	925,999	
<b>Total Other Assets</b>	<b>\$ 925,999</b>	
<b>TOTAL ASSETS</b>	<b>\$ 13,212,936</b>	
<b>LIABILITIES AND EQUITY</b>		
<b>Liabilities</b>		
<b>Current Liabilities</b>		
<b>Accounts Payable</b>		
2000 Accounts Payable	1,076,111	
<b>Total Accounts Payable</b>	<b>\$ 1,076,111</b>	
<b>Other Current Liabilities</b>		
2100 HSBC Loan Payable	1,792,512	
2300 Accrued Salaries/Taxes	-	
2301 Accrued Expenses	95,825	
2303 Accrued Interest - PPP	20,005	
2400 Unearned/Deferred Revenue	3,301,472	
<b>Total Other Current Liabilities</b>	<b>\$ 5,211,369</b>	
<b>Total Current Liabilities</b>	<b>\$ 6,287,480</b>	
<b>Long-Term Liabilities</b>		
2700 Deferred Rent Liability	2,686,144	
<b>Total Long-Term Liabilities</b>	<b>\$ 2,686,144</b>	
<b>Total Liabilities</b>	<b>\$ 8,973,624</b>	
<b>Equity</b>		
3100 Retained Earnings	3,622,409	
Net Income	616,903	
<b>Total Equity</b>	<b>\$ 4,239,312</b>	
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ 13,212,936</b>	



**Challenge Prep Charter School**  
**Statement of Cash Flows**  
**YTD as of October 31, 2021**

	<b>Total</b>	<b>Comments</b>
<b>OPERATING ACTIVITIES</b>		
Net Income	616,903	
Adjustments to reconcile Net Income to Net Cash provided by operations:		
1100 Accounts Receivable	(199,295)	
1200 Accounts Receivable:Other Receivables - Salary Advance	-	
1300 Prepaid Expenses	(143,599)	
1301 Prepaid Insurance	(85,331)	
1310 Prepaid Rent	(147,127)	
Inventory Asset	-	
2301 Accrued Expenses	6,526	
<b>INVESTING ACTIVITIES</b>		
1510 Furniture, Fixtures & Equipment:Office & Admin Computers & Equip	(61,950)	
1511 Furniture, Fixtures & Equipment:Classroom Computers & Equipment	(323,889)	
1512 Furniture, Fixtures & Equipment:Classroom Furniture	(73,983)	
1513 Furniture, Fixtures & Equipment:Office Furniture	(122,718)	
1515 Furniture, Fixtures & Equipment:Computer Software	-	
1540 Facility and Construction:Leasehold Improvements	(45,223)	
1800 Security Deposits	-	
1710 Accumulated Depreciation & Amortization:Accumula	120,204	
Net cash provided by financing activities	\$ -	
Net cash increase for period	2,223,740	
Cash at beginning of period	\$ 6,705,874	
Total Cash at beginning of period	\$ 6,705,874	
Cash at end of period	\$ 8,929,614	



# Attachment #12

Current Employees	Vacancies
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163

6

Campus	Current	Vacancies	New Hires
Elementary School	89	2	3
Middle School	36	2	3
High School	24	2	2
Network Operations	14	0	1

New Hires	Campus	Position
Mullings Bailey, Mauline	Network	School Health Liasion
Thomas, Rayon	High	Classroom Teacher
Robles Jr., Luis	High	Social Worker
Williams, Imani	Middle	Teaching Assistant
Tait, Asia	Middle	Teaching Assistant
Gillis, Kwylifah	Middle	Teaching Assistant
Makinde, Blessing	Elementary	Teaching Assistant
Valdez, Maree	Elementary	Special Education Teacher
Gowins, Shanequa	Elementary	Technology Coordinator