



2021-22 School Year Board Meeting #6 Minutes

Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2021-22 School Year Board Meeting #6 at 6:30 PM on December 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, Linda Plummer, Karon McFarlane and Gertrudis Hernandez

Members absent: Andrew Barnes and Dr. 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 #5 [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 on the decision to move to a virtual learning model for Challenge Charter Middle School [effective December 14, 2021] and Challenge Charter High School [effective December 16, 2021] as a pre-caution due to recent trends in scholar and staff being tested positive for COVID-19. Both sights will reopen for in-person learning on January 3, 2022.



Dr. Mullings updated the Board on the progress of launching the CUNY School of Labor and Urban Studies site for the Spring Semester 2022.

Dr. Mullings and Dr. Estep gave an update on the establishment of the Friends of Challenge, Inc. In the January 2022 Board meeting documents and resolutions will be presented to the Board the lease at 15-20 Central Avenue, Far Rockaway, NY 11691.

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 November 2021 Financial Report [Attachment #11].



It was noted that the PPP Loan has been forgiven by the Federal Government and has been processed by our bank – HSBC.

Following review, the report was received by common consent.

14. The Chair called for the presentation of the 2021-22 December Personnel report [Attachment #12]. Gertrudis Hernandez moved approval of 2021-22 December Personnel Report with a second from Linda Plummer. 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 #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 October 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 #2



Senior Director of Teaching and Learning K-5
December 2021 Board Report
 (Covering November 15, 2021-December 7, 2021)
Kentia Coreus

Enrollment Compliance

| Grade | Total Scholars | # of scholars w/IEPs | # of ENL scholars* |
|---------------|----------------|----------------------|--------------------|
| K | 101 | 15 | 0 |
| 1 | 114 | 20 | 0 |
| 2 | 115 | 16 | 1 |
| 3 | 93 | 13 | 6 |
| 4 | 90 | 13 | 9 |
| 5 | 95 | 13 | 2 |
| Totals | 608 | 90 | 18 |

source: Student Enrollment Weekly Report sent on December 3, 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

Ongoing COVID-19 Response

- Attend monthly 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 where needed
- 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

Increasing Teacher Effectiveness

CPCS continues to implement strategies to improve teacher effectiveness as it has a major impact on student learning.

Learning Walk #2

The K-5 instructional leadership and grade level leads conducted a second round of learning walks. Grade level leaders commented on how beneficial it was to be able to watch teacher practice and discuss pedagogy with experienced educators. Evidence from the learning walk demonstrated that teachers continued to struggle with developing student learning targets and activities that are aligned with NGLS. The senior director of teaching and learning intervened by meeting with the curriculum consultant, executive coach, and principal to tweak the training strategy to meet this teacher learning need.

Unpacking the Next Generation Standards

Learner Centered Initiatives continues to provide training on the curriculum design process. Last week, teachers revisited how to “unpack” the Next Generation standards to ensure clarity when developing student learning targets. The feedback from last week’s session was quite positive and demonstrated that teacher knowledge is increasing in this area, evidenced by drafted lesson objectives. The principal and senior director of teaching and learning are engaged in a professional learning series hosted by The Collaborative that reinforces the curriculum design process (Leveling Up Instruction).

Observation Feedback

Instructional leadership team members continue to conduct mini-observations and provide teachers with actionable feedback to improve their practice. Walkthroughs of all integrated co-teaching classrooms were also conducted. Feedback was shared with the principal for follow-up.

Self-Assessment for School Improvement

The SDTL initiated an internal audit of the K-5 teaching and learning program on December 2, 2021. The purpose of this internal audit is to:

- Self-evaluate where we are with meeting NYCDOE Chancellor-authorized requirements as outlined in the [Accountability Handbook](#)
- Prepare for the 2021-22 submission of the Annual Comprehensive Review report (due to NYCDOE by January 31, 2022)

The process includes three phases:

- Document Submission (by school personnel)
- Document Review (SDTL)
- Staff Interviews (SDTL)

Listed below are the documents requested and sample interview questions.

CPCS Fall 2021 Internal Academic Audit

Assessment (2020-21 and 2021-22)

- Explanation of internal assessments
- Sample teacher-created assessments

Attendance and Interventions (2020-21 and 2021-22)

Curriculum Maps/Pacing Guides (2020-21 and 2021-22)

- ELA and Math

Discipline Policy

ELL Program Information

Lesson Plans (2020-21 and 2021-22)

- Grades K-5 (ELA and Math)

Master Class Schedule

Parent/Family Communications

Remote Learning Guidelines and Expectations (2020-21 and 2021-22)

Special Education- DUE by tomorrow, December 2

- Action planning for at-risk scholars
- Class Observations (DI, SDI, Modifications)
- Curricula and Instructional Support
- ICT Expectations
- Program Information for Special Needs Students
- Progress Monitoring
- SPED related professional learning
- SPED related staff meeting minutes
- Student Progress Reports

Staff Evaluations (2020-21 and 2021-22)

Staff Handbook

Student performance Data (2019-20, 2020-21, 2021-22)

Sample Internal Audit Onsite Interview Questions

- 1) How do teachers assess students' mastery of skills and content during lessons?
- 2) How do teachers support students who are struggling to learn?
- 3) Describe the school's approach to professional development.
- 4) What is the school doing to improve student achievement?



Attachment #3



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

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

| Grade | Total # of Scholars | Change in Enrollment | # ELLs | #IEPs |
|---------------|---------------------|----------------------|--------|-------|
| K | 101 | -1 | 0 | 15 |
| 1 | 114 | -1 | 0 | 20 |
| 2 | 115 | 0 | 1 | 16 |
| 3 | 93 | 2 | 6 | 13 |
| 4 | 90 | 1 | 9 | 13 |
| 5 | 95 | -1 | 2 | 13 |
| TOTALS | 608 | 0 | 18 | 90 |

Curriculum and Instruction

ELA Focus

Teachers are working on aligning the standards and objectives. The area of focus are standards R 1-R3 in grades K-5. As teachers continue to unpack the Next Generation standards, they are also developing questions using the depth of knowledge in foster discussion within the classroom.

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

- Continued PD unpacking the standards- Specifically the reading, speaking and listening and writing standards
- Staff will partake in PD around the areas of assessment cards and questioning and discussion techniques
- Grade Team Leaders meet twice a week with grade teams to work on lesson planning with a focus on the standards and objectives

December Action Plan

DECEMBER ACTION PLAN

| Dates | Area for Action | Action to be taken | Person Responsible |
|--|--|--|---|
| Week of 12-6-21 | Lesson Plan | Expectations of each component of the lesson plan process with relevant feedback | <ul style="list-style-type: none"> • Review of Expectations and feedback: AP • Carrying out of Expectations: Teachers |
| Start week of 12-6-21 until appropriate level of mastery is obtained | Domain 1 | Review of Domain 1 and its elements by referencing the following PDs Domain 1 Session 1: Scenarios Domain 1 Session 2: Scenarios | <ul style="list-style-type: none"> • Each GTL will spearhead this review with their respective grades. • Support: AP |
| Week of 12-13-21 | Next Generation Learning Standards ELA | Unpacking of Standards <ol style="list-style-type: none"> 1. Reading 2. Writing 3. Speaking & Listening | <ul style="list-style-type: none"> • Teachers • Support: AP |
| Week of 12-20-21 (tentative) | Learning Objectives | Ensuring that the learning objectives are aligned with the Next Gen Standards | <ul style="list-style-type: none"> • Teachers • Support: AP |

Special Education

For the next three months, collaboration with the Director of Special Education and the Special Education Liason will take place to ensure we have the following in place:

- Progress Monitoring systems in place
- Sped related professional development for our ICT staff
- Clear ICT expectations as our ICT classrooms have grown over this past school year.

- Action plans for at risk-scholars

Communication

Parent Communication was sent out to address activities
 You may access a copy [HERE](#). We had over 397 views!

Attendance

- 3 classes were on quarantine during the past 30 days
- Yellow bus service routes were not interrupted during this time

Calendar of Events- In efforts to keep the momentum going and staff spirits high, the Spirit Committee created a holiday activity of events

DECEMBER 2021 HOLIDAY ACTIVITY CALENDAR FOR STAFF

| | SUN | MONDAY | TUESDAY | WEDNESDAY | THURSDAY | FRIDAY | SAT |
|---------|---|---|--|---|--|--|-----|
| WEEK 17 | 12 | 13 | 14 | 15 | 16 | 17 | 18 |
| |  | Silly Soft Socks Competition- Wear your silliest socks and let the scholars judge the winners!  | Cozying up to a wonderful winter break- Wear your favorite scarf, winter hat, sweater, etc  | Dress up like your favorite song  | Wear Your Flannel and snag a flair pen  | DISMISSAL @ 12:30PM Staff Holiday Luncheon 1:15pm @ 710 Wear Something Red or Green  | |
| WEEK 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 |
| | | Cookies, tea, coffee & hot chocolate  | Find the Hidden Ice Cycles Let's light up the sky- Wear something blue and white!  | Ugly Can be Pretty Wear your ugliest festive sweater and jeans for a super fun competition!  | DISMISSAL @ 12:30PM K-5 Secret Santa Reveal TWIN DAY- Dress up in your favorite pajamas, holiday dress, pants or outfit with your twin! |  | |
| | 26 | 27 | 28 | 29 | 30 | 31 | |
| |  |  |  |  |  |  | |

Assessments

12/14/ and 12/15- i-Ready Growth Monitoring for ALL scholars will take place.

The **PURPOSE** of this assessment:

- To indicate which specific students may need additional support to accelerate growth and gauge the effectiveness of support programs
- To evaluate and report on projected student growth
- Results will be provided on the January's Principal Report

CPCS Elementary School NEWSLETTER

Principal Griffin Edition - December 2021

What's Happening at CPCS?

Welcome all families and scholars!

Our scholars have been doing an amazing job this year! I wanted to share with you some GREAT news about what's happening here at CPCS. In addition, the video also contains important reminders and COVID-19 information.

Please take a moment to watch the video.

CPCS ELEMENTARY SCHOOL PRINCIPAL COMMUNITY NEWS



 Accessibility

High Contrast Mode

Aa

Aa

Aa



12/14 and 12/15- i-Ready Progress Monitoring Assessment; Math Tuesday Challenge
12/16- Holiday Decorating Cards
12/17- Stem Project- Gingerbread House
12/20-12/21- Grades 3-5 State Practice Assessment; Math Tuesday Challenge
12/22- Ugly Sweater Day and Jeans
12/23- Wear Something Red, Green or Blue

- Scholars must be in the building by 8:30am daily to begin their academic instruction
- Scholars must be picked up no later than 4:00pm DAILY
- Scholars are to wear ALL BLACK footwear. THIS IS A NON-NEGOTIABLE
- Dismissal on 12/23/21 is 12:30pm
- Winter Break begins on 12/24/21. Scholars return 1/3/22

Happy Holidays!



Attachment #4



CHALLENGE CHARTER SCHOOL

2021-2022 Principal's Monthly Board Report

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

School Year 2021-2022 Report Dec 10, 2021

Current CCHS Enrollment:

| Cohort Group | Grade Level | Enrollment as of Oct. 15, 2021 | Enrollment as of Nov. 12, 2021 | Enrollment as of Dec. 10, 2021 |
|--------------|-------------|--------------------------------|--------------------------------|--------------------------------|
| #3 | G. 10 | 44 | 46 | 45 |
| #4 | G. 9 | 71 | 73 | 73 |
| TOTAL | | 115 | 119 | 118 |

Current CCMS Enrollment:

| Cohort Group | Grade Level | Enrollment as of Oct. 15, 2021 | Enrollment as of Nov. 12, 2021 | Enrollment as of Dec. 10, 2021 |
|--------------|-------------|--------------------------------|--------------------------------|--------------------------------|
| #5 | Gr. 8 | 76 | 76 | 73 |
| #6 | Gr. 7 | 70 | 69 | 64 |
| #7 | Gr. 6 | 93 | 92 | 92 |
| TOTAL | | 239 | 237 | 229 |

CCMS Attendance Statistics:

| C o h o r t g r o u p | G r a d e l e v e l | Attendance Rates | | |
|---|--|---------------------------|---------------------------|-----------------------------|
| | | Seo 14, '21 - Oct 15, '21 | Oct 18, '21 - Nov 12, '21 | Nov. 15, '21 - Dec, 10, '21 |
| #3 | Gr. 10 | 93% | 91% | 84% |
| #4 | Gr. 9 | 95% | 94% | 90% |
| #5 | Gr. 8 | 89% | 90% | 89% |
| #6 | Gr. 7 | 92% | 89% | 88% |
| #7 | Gr. 6 | 83% | 84% | 83% |
| CCMS Average | | 88% | 88% | 86% |
| CCHS Average | | 94% | 93% | 88% |
| 6-10 Average | | 90% | 90% | 87% |



*** Please note that these numbers are due to the errors in the enrollment and registration.**

STAFFING:

- CCM has made significant gains in staffing. To date only the following vacancies stand:
 - Grade 7 Science Teacher
 - Grade 7 SS Teacher
 - Spanish 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.
 - Family Engagement Coordinator (6-10)

- CCHS has also made significant gains in staffing. To date only the following vacancies stand:
 - Global History 9 TA
 - English 10 Teacher
 - Grade 10 SETSS Teacher - In the meantime, a teacher is scheduled to provide SETTS Services to scholars.

NB: CCHS anticipates the exit of the PE/Health Teacher and the Grade 9 Math Teacher. TO date The PRincipal has reached out to Ms. Luton who has urgently begun the search and thus far we have successfully interviewed a Grade 9 Math Teacher and are actively searching for the ELA and Health/PE teachers.

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 Mood Meter has also been incorporated as part of the classroom SEL support. As well as using the first seven minutes of classes at certain periods of the day to check in and establish scholars' moods. We believe that this support will help us improve our scholar's academic standing as well as we encourage them to speak about their feelings and as we validate their feelings as well—giving way to strategies to help them cope.
- 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 continue to focus on all 5 of the SEL Competencies throughout the school year.

CURRICULUM AND INSTRUCTION

- The Lavana Group continues 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. On January 6, 2022, a Close Reading diagnostic will be conducted to take stock of where our scholars are in preparation for Test Prep.



- Scholars have been grouped to make RTI a more structured instructional work in our school. The 2019 New York State Assessment data and the B.O.Y. Diagnostic data were used to guide this work.
- Enrichment clustered were also arranged using the Renzulli Survey data. At CCMS scholars are matched to a cluster based on their interest from the survey. At CCHS scholars have the choice of two clusters. These clusters occur at CCHS during the lunch period.

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 hardcover notebooks for all courses at this time to build writing and engagement stamina. We continue to utilize all our platforms with our eyes on maintaining remote learning strategies and the brick and mortar classroom.

PARENT AND SCHOLAR OUTREACH and ACCESSIBILITY

- Parent-Teacher Conferences were 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. For the parents who were unable to show up, we have opened up appointments for teachers to reach out to parents during their preps. Our Goal by December 23, 2021, is to reach 100% of our parents.
- 6-10th Grade Town Hall Meetings have been taking place in efforts to address issues of bullying and harassment and stress management.
- 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

December 2021 Board Report

Covid-19

Here are the current vaccination numbers for our staff:

154 Fully vaccinated

8 Partially vaccinated

1 exemption

- Hosted a Pop-up vaccination site from students aged 5-11. There were 22 families that took advantage of this opportunity.
- 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 about the RTI flow chart for behavioral support, supporting

the 1526 Central location, and transition programming for the 5th grade scholars to successfully prepare them for Challenge Charter Middle School.

- Review Second Step lesson pacing data, to ensure all classes are on track with the SEL lesson schedule
- The elementary school locations has begun using the behavioral referral form to identify the scholars that are at-risk. There are now more scholars identified to receive these one-on-one counseling sessions.
- I conducted site visits to observe scholars classroom environments, and collaborated with the elementary Senior Director on ways we can support identified scholars as a school community. There will be upcoming collaborative meetings to support the implementation of structures within classrooms to allow stable learning environments to reduce triggers with specific students.

Middle and High School

- There is a continued effort to provide scholars with programs from the Cohen Children's Medical Center to provide classes on Body Image and Social Media and Healthy Relationships. We will continue to collaborate to service scholars in various areas of need.
- 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
- Informal visits to classrooms during Second Step lesson time will continue this month

All sites

- Provided professional development opportunities for the student support teams in the following areas:
 1. Counselor Self-Care
 2. Principal Restorative Practices
 3. R.U.L.E.R. Yale Center for Emotional Intelligence

Family Engagement Coordinators

1. Met with the FEC, to collaborate with St. John's Episcopal Hospital to provide our school community with booster shots, vaccinations, flu shots. They provide all three brands of vaccinations.



Attachment #6



Challenge Charter School

Communications Report - December 2021

Kim Messer, Director of Communications

Thank you, Board Members for your service, guidance, and support. Happy Holidays to all of you!

CCS Communications & Updates

- Recently Dr. Mullings asked me to talk to our Leadership Team about Crisis Communications and following protocols for incident reporting. The full Crisis Communications plan was in draft before the pandemic closures, and I am working on it again this year.
- I led a PD session on 12/10 with middle and high school staff to help increase awareness of social engagement for those sites. Historically, we have not had a lot of photos and reports from MS/HS teachers & staff. I also reminded them about the importance of our Crisis Communications protocols.
- The past month, I have supported various staff members with event marketing such as our Vaccine Pop-ups and specific site events.

Recruitment/Application Season Marketing for SY 2022-23.

- Mrs. Vaughn and I are meeting regularly about our efforts. Updates:
 - Website now lists Open Houses, and I have made requested revisions on the main flier for printing
 - Social Media ads - *still pending Finance registration as of 10/18; no update as of 11/12 or 12/10*
 - Bus shelter ads are up! We will redesign slightly for January & February placements
 - Video "Commercial" - in process; waiting for E/R team next steps
 - General merchandise needed for "Challenge Charter School" to promote school in the community and at E/R events; *awaiting E/R team*
 - "Apply Now" Banners for buildings
 - Have sent estimates to E/R team & we are working together on design.

SLU Educational Hub Partnership

- *After launch event on 10/22, we hosted information sessions on 11/9 and 12/7 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.*

- *Dr. Mullings requested a general "Apply Now" flier and bus shelter ad used for our next marketing efforts.*
- *Various flyers and digital resources have been created with coordinated marketing efforts with CUNY staff.*
- *We have used print ads, email blasts to external and internal lists, and digital web ads (Rockaway Times, The Wave, Caribbean Life, QNS)*
- *Advertising has gone out to our families via ParentSquare and via Mrs. Wiggins for grassroots efforts around town*
- *Our Educational Hub page on the website has had about 190 visits so far*



Attachment #7



December 7, 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

- **Maintaining 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). IEP Mandates & Service Totals Grades K-10

| Grade | Total # of IEPs | ICT | SETSS | Speech | Counseling | OT |
|-------|-----------------|----------------------------------|-----------|--------|------------|------|
| K | 17 | 7 | 1 | 14 | 6 | 10 |
| 1 | 21 | 15 | 2 At-Risk | 17 | 4 | 15 |
| 2 | 17 | 10 | 2 | 7 | 4 | 11 |
| 3 | 11 | 10 | 1 | 7 | 3 | 2 |
| 4 | 14 | 8 | 1 | 13 | 3 | 2 |
| 5 | 12 | 10 | 1 | 4 | 4 | 1 |
| 6 | 17 | 11 pending a CSE switch to Setts | 6 | 7 | 4 | |
| 7 | 7 | 1 pending a CSE switch to Setts | 5 | 6 | 3 | None |
| 8 | 14 | 1 pending a CSE | 7 | 8 | 8 | None |

| | | | | | | |
|--------------|------------|--------------------|-----------|-----------|-----------|----------|
| | | switch to Setts | | | | |
| 9 | 11 | None | 10 | 4 | 3 | None |
| 10 | 7 | | 7 | 3 | 4 | None |
| Total | 148 | 71 | 33 | 90 | 46 | 5 |

IV). Staffing

- All Special Education Certified Instructors have filled vacancies.
- Grades 6-8 Admin has stated is seeking Certified Setts Teachers
- Grades 9-10 Admin has stated seeking Certified Setts Teachers

(V). Billing

- Collaborating with finance to ensure that all date is aligned for Vendor Portal
- Supporting Special Education Liaisons to deliver accurate data for Sped Billing
- Requested a Billing timeline for the remainder of the year so that Sped staff can be aware of pertinent billing deadlines to ensure seamless transmission to the billing department.
- Suggested an In-House excel sheet be circulated at all sites with a list of recent discharges as well as new admits to ensure Sesis data is compliance with In-House changes in order to assist with billing discrepancies

(VI). 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 . Continuing to tally the surveys that get sent back by families.

- 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
- Weekly check-In's to manage Current caseload with District Psychologist to ensure alignment and discuss particular issues that arise within each case.
- Attending and supporting IEP meetings Grades K-10 to ensure compliance and continuity of suggested programs remain intact.

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.
 - Providing support staff with Suicide Prevention resources for scholars.
- Collaborating with Liaisons and Parent Coordinator to secure appointment slots to assist parents to secure a Speech and OT provider via the RSA process.

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
- Weekly Check-In's with providers to ensure session compliance
- Aligned with CSE Chairperson of Related Services to ensure Sesis Encounter Attendance for providers to conduct.
- Aligning with Related Service Agencies to request transmittal from the CSE for new admits that have an IEP.
- Managing provider's time sheets and attendance to ensure efficacy of session service.

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
 December 10, 2021

CCS STUDENT ENROLLMENT

| | |
|------------------------------------|-------------|
| TOTAL ENROLLED | 954 |
| Approved Charter Enrollment | 1056 |

| Site | Grade | 2021-22 SY Charter Goal | Scholars Currently Enrolled 12/18/21 |
|--------------|-------|-------------------------|--------------------------------------|
| Elementary | K* | 120 | 102 |
| | 1* | 120 | 114 |
| | 2* | 120 | 115 |
| | 3 | 96 | 92 |
| | 4* | 96 | 89 |
| | 5 | 96 | 94 |
| Total | | | 606 |
| Middle | 6 | 96 | 92 |
| | 7 | 72 | 84 |
| | 8 | 72 | 73 |
| Total | | | 229 |
| High | 9 | 72 | 73 |
| | 10* | 96 | 46 |
| Total | | | 119 |

| 2022-2023 SY Lottery Applications | |
|-----------------------------------|---|
| Grade | # of Applications Received as of 12/10/21 |
| K | 60 |
| 1 | 8 |
| 2 | 7 |
| 3 | 6 |
| 4 | 18 |
| 5 | 22 |
| 6 | 44 |
| 7 | 11 |
| 8 | 12 |
| 9 | 53 |
| 10 | 8 |
| 11 | 3 |
| Total | 252 |

* The waitlist is currently exhausted.

The Director of Student Enrollment and Recruitment conducted a thorough review of the student enrollment rosters in ATS and Powerschool and concluded that there were 21 discrepancies. There were students on the roster who did not attend the school and students who attended the school who were not listed on the roster. Student enrollment decreased due to the discharge of 9 additional students who registered in the summer but did not attend the school. We currently have 6 students pending removal from the school roster.

STUDENT RECRUITMENT

- 22 scholars were recruited from **11/12/21-12/10/21** for 2021-2022 school year. 10 scholars were newly enrolled.
- The Shelter Bus advertisements started on Monday, November 15, 2021. The first ad will run for 8 weeks. The advertisements are placed in 5 locations throughout the Rockaway peninsula and expected to attract over 450,00 viewers. We received 81 additional lottery applications.
- Recruitment packages will be delivered the week of December 15, 2021 to the daycare centers and UPK sites for kindergarten enrollment. Middle schools located in 11691-11694 will receive packages for their 8th grade families for high school enrollment.
- Vanguard Mailings will be sent this month to families in District 27 for Kindergarten-Grade 11 enrollment.
- Virtual Open Houses will begin in January 2022. Please see the schedule below.



Student Enrollment and Recruitment Winter Open Houses 2022



| Location | Virtually via Zoom | | | |
|-----------------|--------------------|-------------------|------------------|-----------------------------|
| Day of the Week | Thursday's | | | Saturday's |
| Time | 5:30pm-6:30pm | | | 10:00am-11:00am* |
| Site | Elementary | Middle | High | (See notes below) |
| Date | January 27, 2022 | January 20, 2022 | January 13, 2022 | January 22, 2022 (middle) |
| | February 17, 2022 | February 10, 2022 | February 3, 2022 | February 12, 2022 (high) |
| | March 10, 2022 | March 17, 2022 | March 3, 2022 | March 12, 2022 (elementary) |

*Updated 12/6/21



Student Enrollment and Recruitment Winter Open Houses 2022



| Location | Virtually via Zoom | | | |
|------------------|--------------------|-------------------|------------------|-----------------------------|
| Day of the Week | Thursday's | | | Saturday's |
| Time | 5:30pm-6:30pm | | | 10:00am-11:00am* |
| Site | Elementary | Middle | High | (See notes below) |
| Date | January 27, 2022 | January 20, 2022 | January 13, 2022 | January 22, 2022 (middle) |
| | February 17, 2022 | February 10, 2022 | February 3, 2022 | February 12, 2022 (high) |
| | March 10, 2022 | March 17, 2022 | March 3, 2022 | March 12, 2022 (elementary) |
| *Updated 12/6/21 | | | | |



Attachment #9



Director of Operations

On Maternity Leave



Attachment #10



Director of Technology Report

Dec. 2021 - Dale Richardson

—

I: Current Work

A: Refinement of online security

- Working with vendors, in order to tailor security specific to Challenge's online environment for staff and scholars.

B: Interviews for Independent Cybersecurity Auditing have begun.

- 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
- We have interviewed one organization with experience in meeting the requirements for both our insurance and state.
- This organization was recommended by one of our Tech consultants.
- Upon initial assessment, the price will range from \$12,000 - \$18,000.
- We will seek at least one more company to review, as reviewing too many companies will reveal us to too many agents.
- A final decision will be made, once quotes are reviewed by myself and approved by finance.

II: Future Work

A: A single phone number to reach our entire organization?

- In an effort to increase customer experience. I have made an inquiry to revamp our phone system under a single unified number.
 - Once the user dials the new number, they will have the ability to choose the site they wish to contact.
-



- Having a single unified number will assist with advertising, by allowing flyers to be a little less cluttered.
- A single unified number will also be useful for our web presence. Ex: When one google's "Challenge Charter School," google currently presents the phone number for 710 Hartman Lane. Google should have a single number capable of reaching each site.
- A proposal will be provided by a vendor for consideration, with the goal of a summer implementation if approved.

B: Potential Security Cameras

- We are currently sourcing quotes for security video cameras, which are intended to be placed at 710 Hartman Lane and 1526 Central Avenue.
- These will be new systems and may incur the cost of additional servers and internet equipment, to manage the bandwidth.
- A proposal will be provided by a vendor(s) for consideration, with the goal of a summer implementation if approved.

C: 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.



D: 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.

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.
- For Category 2, our E-Rate budget is exhausted until the 2026/2027 funding year, or until our student count increases beyond 999 scholars.
- 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.

B: Chromebook shortage

- Scholars are transferring without returning their assigned Chromebook, which is leaving older devices to be assigned to some newly enrolled scholars.
- Each Chromebook that is not returned is a loss of \$350 (pre - depreciation).
- The Operations Team at Middle School have begun tracking discharged scholars' and have retrieved eleven Chromebooks. Saving Challenge \$3,850 (pre - depreciation) this month.



Attachment #11



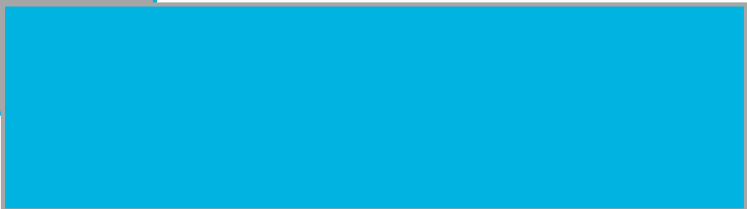
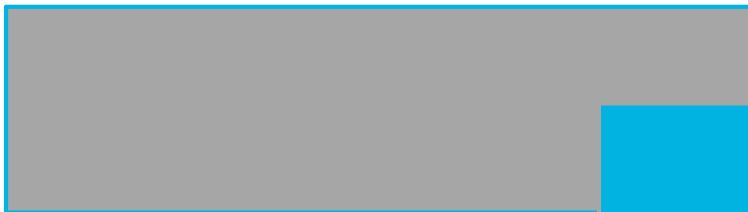
Helping you to focus on what's important:
STUDENT ACHIEVEMENT

CSBM
CHARTER SCHOOL
BUSINESS MANAGEMENT

experience. expertise. execution.

Challenge Prep Charter School

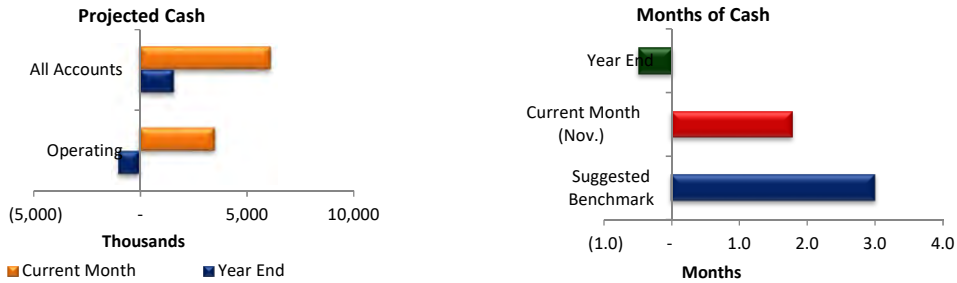
Monthly Financial Report
November 2021



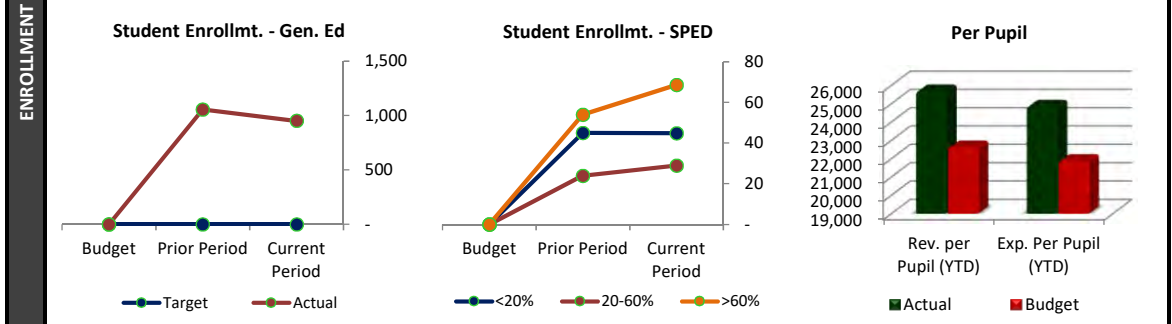
Challenge Prep Charter School

Financial Summary For Period Ended October 31, 2021

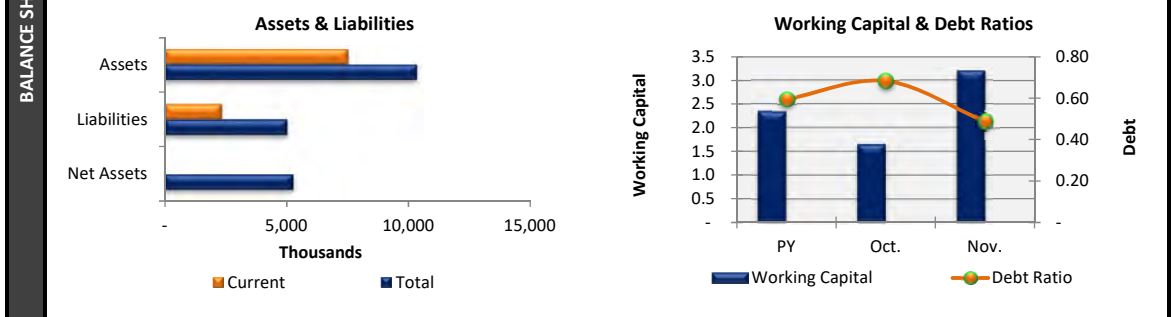
| | | |
|---|---|---------------------|
| LIQUIDITY | Cash in Bank <i>(Operating Account(s) Only: as of October 31, 2021)</i> | \$ 3,531,133 |
| | Projected months of cash on hand | 1.8 |
| | Cash in Bank <i>(Total - All Accounts as of October 31, 2021)</i> | \$ 6,118,844 |
| | FY Ending Cash Available to Carryover to FY21-22 <i>(Operating Account(s) Only)</i> | \$ (986,338) |
| | <i>*Cash balance available once all FY21-22 obligations & receivables have been settled</i> | |
| | Projected months of cash on hand | (0.5) |
| FY Ending Cash Available to Carryover to FY20-21 <i>(Total - All Accounts)</i> | \$ 1,601,374 | |



| | Actual | Budget | Variance | Actual | Budget | Variance |
|-------------------|---------------|---------------|--------------|------------------|------------------|-------------------|
| General Ed | 954.39 | 1,021.00 | (66.61) | \$ 15,413,463 | \$ 15,629,468 | \$ (216,005) |
| SPED | | | | | | |
| 0 - 20% | 44.95 | 41.00 | 3.95 | - | - | - |
| 20 - 59% | 26.93 | 25.00 | 1.93 | 279,761 | 259,750 | \$ 20,011 |
| 60% - Over | 66.02 | 53.00 | 13.02 | 1,257,653 | 1,009,597 | \$ 248,056 |
| Total SPED | 137.90 | 119.00 | 18.90 | 1,537,414 | 1,269,347 | \$ 268,067 |



| | |
|--|----------------------|
| Total Current Assets: | \$ 7,525,635 |
| Total Current Liabilities: | \$ 2,356,323 |
| Working Capital (Current) Ratio | 3.19 |
| Total Assets: | \$ 10,332,782 |
| Total Liabilities: | \$ 5,042,467 |
| Debt Ratio | 0.49 |
| Total Net Assets: | \$ 5,290,315 |



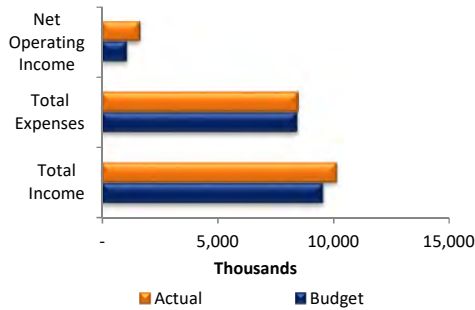
Challenge Prep Charter School

Financial Summary For Period Ended October 31, 2021

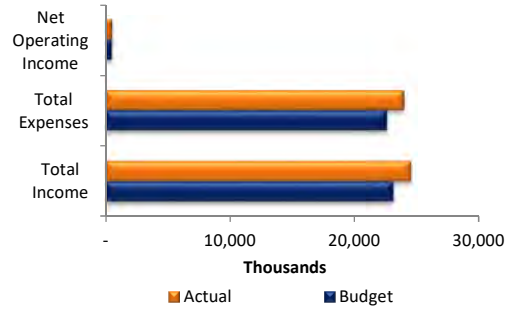
| | <u>Actual</u> | <u>Budget</u> | <u>Variance</u> |
|--|------------------------|------------------------|---------------------|
| Total Revenue YTD: | \$ 10,132,415 | \$ 9,535,651 | \$ 596,765 |
| Total Expenses YTD: | (8,464,509) | (8,432,373) | (32,135) |
| Net Operating Surplus(Deficit): | \$ 1,667,907 | \$ 1,103,278 | \$ 564,629 |
| | | | |
| | <u>Projected</u> | <u>Budget</u> | <u>Variance</u> |
| Annual Projected Revenue: | \$ 24,509,364 | \$ 23,097,145 | \$ 1,412,219 |
| Annual Projected Expenses (before depreciation): | (23,720,112) | (22,343,952) | (1,376,160) |
| Projected Net Operating Surplus(Deficit) before Depreciation: | \$ 789,252 | \$ 753,193 | \$ 36,059 |
| | | | |
| Annual Projected Depreciation: | (230,840) | (230,840) | - |
| Projected Net Operating Surplus(Deficit) after Depreciation: | \$ 558,412 | \$ 522,353 | \$ 36,059 |
| | | | |
| Capital Expenditure Requirements | \$ (700,000) | \$ - | \$ (700,000) |
| | | | |
| Total Cash Expenditures | \$ (22,789,272) | \$ (22,113,112) | \$ (676,160) |
| | | | |
| Revenue per Pupil (YTD) | \$ 25,681 | \$ 22,622 | \$ 3,058 |
| Expenditure per Pupil (YTD) | \$ 24,854 | \$ 21,884 | \$ 2,969 |

BUDGETING / REVENUE & EXPENSES

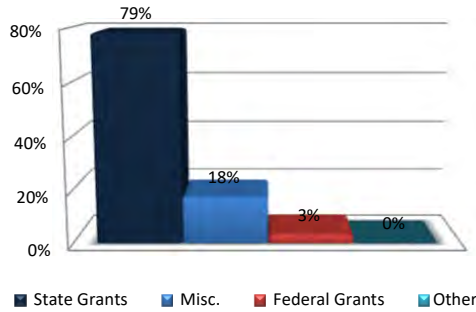
Year-To-Date (YTD)



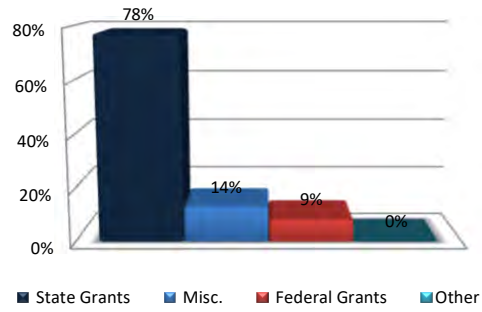
Year End (YE) Projection



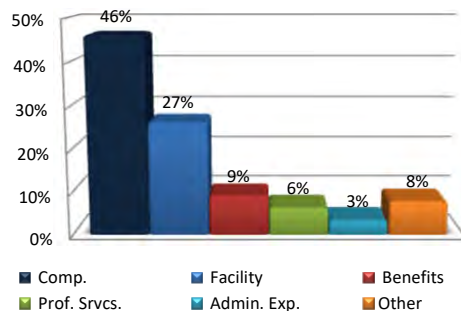
Revenue Breakdown YTD



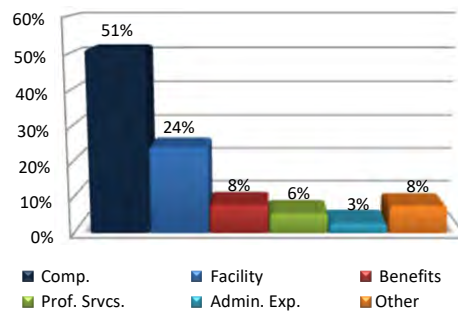
Revenue Breakdown YE



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 | 1,376,160 |
| Net Projected Deficit Variance after Depreciation | <u>\$ 558,412</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 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 | 1,199,355 | 1,631,484 | (432,129) | 7,986,375 | 8,157,418 | (171,042) | 11,123,700 | 19,110,075 | 19,616,816 | (506,741) | GenEd based on 951.524 . SpEd budget based on 68.657 over 60%; 28.926 20-59% | |
| 4200 Federal Grants | 27,548 | 164,967 | (137,419) | 332,007 | 753,233 | (421,226) | 1,751,858 | 2,083,865 | 1,980,329 | 103,536 | | |
| 4300 Contributions | - | - | - | - | - | - | - | - | - | - | - | |
| 4400 Miscellaneous Income | 1,813,218 | 125,000 | 1,688,218 | 1,814,033 | 625,000 | 1,189,033 | 1,501,391 | 3,315,424 | 1,500,000 | 1,815,424 | | |
| Total Income | 3,040,121 | 1,921,450 | 1,118,671 | 10,132,415 | 9,535,651 | 596,765 | 14,376,949 | 24,509,364 | 23,097,145 | 1,412,219 | GenEd based on 954.394 . SpEd budget based on 66.022 over 60%; 26.926 20-59%; Adjustments made to Lease Assistance based on unearned revenue for FY21. | |
| Expenses | | | | | | | | | | | | |
| Compensation | | | | | | | | | | | | |
| 5100 Instructional Staff | 658,231 | 721,155 | (62,924) | 2,474,225 | 2,732,071 | (257,846) | 5,987,378 | 8,461,603 | 8,653,862 | (192,259) | Adjusted based on payroll with allowance for hiring | |
| 5200 Non-Instructional Staff | 219,253 | 205,934 | 13,319 | 1,028,428 | 1,029,670 | (1,243) | 1,526,745 | 2,555,172 | 2,471,209 | 83,964 | Based on budget | |
| 5300 Pupil Support | 108,502 | 106,739 | 1,763 | 423,981 | 533,695 | (109,713) | 885,960 | 1,309,941 | 1,280,867 | 29,075 | Based on budget | |
| 5000 Compensation | 985,987 | 1,033,828 | (47,841) | 3,926,634 | 4,295,436 | (368,802) | 8,400,083 | 12,326,717 | 12,405,938 | (79,221) | Salary projections based on budget | |
| 5400 Benefits | 192,858 | 158,858 | 33,999 | 786,431 | 794,292 | (7,861) | 1,157,855 | 1,944,285 | 1,906,300 | 37,985 | | |
| 6100 Administrative Expenses | 38,261 | 46,802 | (8,542) | 282,019 | 238,879 | 43,141 | 348,582 | 630,602 | 566,494 | 64,107 | Adjusted based on actuals | |
| 6200 Professional Services | 130,512 | 75,167 | 55,345 | 544,717 | 358,833 | 185,884 | 800,130 | 1,344,847 | 921,500 | 423,347 | Based on actuals | |
| 6300 Professional Development | 3,918 | 14,424 | (10,506) | 98,549 | 61,030 | 37,518 | 232,611 | 331,160 | 162,000 | 169,160 | Based on actuals | |
| 6400 Marketing and Staff/Student Rec | 12,797 | 8,025 | 4,772 | 32,679 | 40,125 | (7,446) | 63,621 | 96,300 | 96,300 | - | Based on budget | |
| 6500 Fundraising Expenses | - | 4,458 | (4,458) | - | 22,292 | (22,292) | 53,500 | 53,500 | 53,500 | - | Based on budget | |
| 7100 Curriculum & Classroom Expenses | 21,382 | 30,130 | (8,748) | 207,052 | 122,194 | 84,858 | 415,277 | 622,329 | 372,120 | 250,208 | Based on actuals | |
| 8100 Facility | 490,536 | 472,131 | 18,405 | 2,249,496 | 2,360,656 | (111,160) | 3,604,498 | 5,853,994 | 5,665,575 | 188,419 | Based on actuals | |
| 8200 Technology/Communication Expns | 31,237 | 16,102 | 15,135 | 213,381 | 80,510 | 132,871 | 298,651 | 512,032 | 193,225 | 318,808 | Based on actuals | |
| 8800 Miscellaneous Expenses | 503 | 83 | 419 | 3,347 | 417 | 2,930 | 1,000 | 4,347 | 1,000 | 3,347 | | |
| 8900 Depreciation Expense | - | - | - | 120,204 | 57,710 | 62,494 | 110,636 | 230,840 | 230,840 | - | | |
| Total Expenses | 1,907,990 | 1,860,010 | 47,980 | 8,464,509 | 8,432,373 | 32,135 | 15,486,444 | 23,950,952 | 22,574,792 | 1,376,160 | | |
| Net Income | 1,132,131 | 61,440 | 1,070,691 | 1,667,907 | 1,103,278 | 564,629 | (1,109,495) | 558,412 | 522,353 | 36,059 | | |
| Capital Expenditures | | | | | | | | | | | | |
| Furniture, Fixtures & Equipment | - | - | - | 590,091 | - | 590,091 | 39,909 | 630,000 | - | 630,000 | | |
| Facility and Construction | - | - | - | 45,223 | - | 45,223 | 24,778 | 70,000 | - | 70,000 | | |
| Website | - | - | - | - | - | - | - | - | - | - | | |
| Total Capital Expenditures | - | - | - | 635,314 | - | 635,314 | 64,686 | 700,000 | - | 700,000 | | |

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

| Annual Budget FY21-22 | Projected | Projected | December | January | February | March | April | May | June | July + Subsequent FY21-22 Items |
|--|-------------------|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|---------------------------------|
| | July 21 - June 22 | Nov 21 - June 22 | | | | | | | | |
| Beginning Cash Balance (Operating) 4,804,870 | 6,645,873 | 3,531,133 | 3,531,133 | 4,479,590 | 2,465,798 | 3,614,666 | 1,601,373 | 2,756,557 | 749,581 | (1,257,396) |
| Projected Cash Receipts from Operations (below) | 14,376,949 | 10,949,204 | 3,234,688 | 199 | 3,162,359 | 199 | 3,162,359 | 199 | 199 | 1,389,003 |
| Projected Cash Disbursements from Operations (below) | (22,574,792) | (15,129,748) | (2,003,170) | (2,003,170) | (2,002,670) | (2,002,670) | (2,000,041) | (2,000,041) | (2,000,041) | (1,117,945) |
| Net Cash from Operations 522,353 | (1,109,495) | (4,180,544) | 1,231,518 | (2,002,971) | 1,159,689 | (2,002,471) | 1,162,318 | (1,999,842) | (1,999,842) | 271,058 |
| Cash Receipts from Accounts & Misc Receivables (not included in revenue below) | - | - | - | - | - | - | - | - | - | - |
| Cash Disbursements for Accounts Payable & Accrued Expenses | - | - | (272,240) | - | - | - | - | - | - | - |
| Capital Expenditures (below) | - | (64,686) | (64,686) | (10,821) | (10,821) | (10,821) | (7,134) | (7,134) | (7,134) | - |
| Accounts Receivable | - | - | - | - | - | - | - | - | - | - |
| PPP Loan Payable | - | - | - | - | - | - | - | - | - | - |
| PPP Loan Interest Payable | - | - | - | - | - | - | - | - | - | - |
| Ending Cash Balance (Operating Account) 5,327,223 | 5,601,065 | (584,725) | 4,479,590 | 2,465,798 | 3,614,666 | 1,601,373 | 2,756,557 | 749,581 | (1,257,396) | (986,338) |
| Other Cash Accounts (Net of Transfers) | 75,354 | - | 2,587,711 | 2,587,711 | 2,587,711 | 2,587,711 | 2,587,711 | 2,587,711 | 2,587,711 | 2,587,711 |
| Total Cash (All Accounts) 5,402,577 | 5,601,065 | (584,725) | 7,067,301 | 5,053,509 | 6,202,377 | 4,189,085 | 5,344,268 | 3,337,292 | 1,330,316 | 1,601,374 |

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

| | Total | Comments |
|---|-----------------------|----------|
| ASSETS | | |
| Current Assets | - | |
| Bank Accounts | | |
| 1000 Cash | | |
| 1001 HSBC Checking - 0844 | 2,872,721 | |
| 1002 HSBC Checking - 0852 | 16,697 | |
| 1003 HSBC Checking - 0879 | 658,412 | |
| 1004 HSBC Checking - 0887 | - | |
| 1005 HSBC Money Market - 5972 | 2,501,014 | |
| 1006 Chase Escrow - 3060 | 70,000 | |
| 1007 Petty Cash | - | |
| Total 1000 Cash | \$ 6,118,844 | |
| Total Bank Accounts | \$ 6,118,844 | |
| Accounts Receivable | | |
| 1100 Accounts Receivable | 565,837 | |
| 1200 Other Receivables - Salary Advance | - | |
| Total Accounts Receivable | \$ 565,837 | |
| Other current assets | | |
| 1300 Prepaid Expenses | 308,456 | |
| 1301 Prepaid Insurance | 74,665 | |
| 1310 Prepaid Rent | 457,832 | |
| Total Other current assets | \$ 840,954 | |
| Total Current Assets | \$ 7,525,635 | |
| Fixed Assets | | |
| 1500 Furniture, Fixtures & Equipment | | |
| 1510 Office & Admin Computers & Equipment | 304,403 | |
| 1511 Classroom Computers & Equipment | 1,179,379 | |
| 1512 Classroom Furniture | 469,059 | |
| 1513 Office Furniture | 179,702 | |
| Total 1513 Office Furniture | \$ 179,702 | |
| 1514 Musical Instruments | 16,390 | |
| 1515 Computer Software | 44,217 | |
| Total 1500 Furniture, Fixtures & Equipment | 2,193,150 | |
| 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 | 473,292 | |
| Total 1519 Facility and Construction | 1,206,752 | |
| 1610 Website | 11,000 | |
| Total 1610 Website | \$ 11,000 | |
| 1700 Accumulated Depreciation & Amortization | | |
| 1710 Accumulated Depreciation | (1,521,626) | |
| 1750 Accumulated Amortization | (8,128) | |
| Total 1700 Accumulated Depreciation & Amortization | \$ (1,529,754) | |
| Total Fixed Assets | \$ 1,881,148 | |

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

| | <u>Total</u> | <u>Comments</u> |
|--|----------------------|-----------------|
| Other Assets | | |
| 1800 Security Deposits | 925,999 | |
| Total Other Assets | <u>\$ 925,999</u> | |
| TOTAL ASSETS | <u>\$ 10,332,782</u> | |
| LIABILITIES AND EQUITY | | |
| Liabilities | | |
| Current Liabilities | | |
| Accounts Payable | | |
| 2000 Accounts Payable | 236,304 | |
| Total Accounts Payable | <u>\$ 236,304</u> | |
| Other Current Liabilities | | |
| 2100 HSBC Loan Payable | - | |
| 2300 Accrued Salaries/Taxes | - | |
| 2301 Accrued Expenses | 35,936 | |
| 2303 Accrued Interest - PPP | - | |
| 2400 Unearned/Deferred Revenue | 2,082,528 | |
| Total Other Current Liabilities | <u>\$ 2,120,019</u> | |
| Total Current Liabilities | <u>\$ 2,356,323</u> | |
| Long-Term Liabilities | | |
| 2700 Deferred Rent Liability | 2,686,144 | |
| Total Long-Term Liabilities | <u>\$ 2,686,144</u> | |
| Total Liabilities | <u>\$ 5,042,467</u> | |
| Equity | | |
| 3100 Retained Earnings | 3,622,409 | |
| Net Income | 1,667,907 | |
| Total Equity | <u>\$ 5,290,315</u> | |
| TOTAL LIABILITIES AND EQUITY | <u>\$ 10,332,782</u> | |

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

| | Total | Comments |
|--|---------------------|-----------------|
| OPERATING ACTIVITIES | | |
| Net Income | 1,667,907 | |
| Adjustments to reconcile Net Income to Net Cash provided by operations: | | |
| 1100 Accounts Receivable | (200,389) | |
| 1200 Accounts Receivable:Other Receivables - Salary Advance | - | |
| 1300 Prepaid Expenses | (99,707) | |
| 1301 Prepaid Insurance | (74,665) | |
| 1310 Prepaid Rent | (123,657) | |
| Inventory Asset | - | |
| 2000 Accounts Payable | (446,083) | |
| 2100 HSBC Loan Payable | (1,792,512) | |
| 2300 Accrued Salaries/Taxes | (725,253) | |
| 2301 Accrued Expenses | (70,524) | |
| 2303 Accrued Interest - PPP | (17,160) | |
| 2400 Unearned/Deferred Revenue | 1,766,983 | |
| Total Adjustments to reconcile Net Income to Net Cash provided by operations: | (1,782,968) | |
| Net cash provided by operating activities | (115,061) | |
| INVESTING ACTIVITIES | | |
| 1510 Furniture, Fixtures & Equipment:Office & Admin Computers & Equip | (55,254) | |
| 1511 Furniture, Fixtures & Equipment:Classroom Computers & Equipment | (334,832) | |
| 1512 Furniture, Fixtures & Equipment:Classroom Furniture | (77,287) | |
| 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 investing activities | (515,110) | |
| FINANCING ACTIVITIES | | |
| 2700 Deferred Rent Liability | 25,980 | |
| 3000 Opening Balance Equity | - | |
| Net cash provided by financing activities | \$ - | |
| Net cash increase for period | (604,191) | |
| Cash at beginning of period | \$ 6,705,874 | |
| Total Cash at beginning of period | \$ 6,705,874 | |
| Cash at end of period | \$ 6,101,683 | |



Attachment #12

| Current Employees | Vacancies |
|-------------------|-----------|
|-------------------|-----------|

171

4

| Campus | Current | Vacancies | New Hires |
|--------------------|---------|-----------|-----------|
| Elementary School | 91 | 0 | 4 |
| Middle School | 40 | 2 | 3 |
| High School | 26 | 1 | 5 |
| Network Operations | 14 | 1 | 0 |

| New Hires | Campus | Position |
|-----------------------|------------|---------------------------|
| Jansen, Lauren | Elementary | Classroom Teacher |
| Sobieski, Shawn | Elementary | Classroom Teacher |
| Welcome, Lekishia | Elementary | Teaching Assistant |
| Whittaker, Deanna Kae | Elementary | Teaching Assistant |
| Charles, Anya | High | Teaching Assistant |
| Dillion, Kamoyya | High | Teaching Assistant |
| Gilbert, Nicole | High | Teaching Assistant |
| Medina Paula, Nestor | High | Teaching Assistant |
| Robertson, Rochelle | High | School Guidance Counselor |
| Bettineschi, Tonya | Middle | Classroom Teacher |
| Henry, Jinoye | Middle | Teaching Assistant |
| Ramirez, Indira | Middle | Teaching Assistant |