



2021-22 School Year Board Meeting #7 Minutes

Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2021-22 School Year Board Meeting #7 at 6:30 PM on January 19, 2022.

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

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

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

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

Members present: Frederica Jeffries, Gertrudis Hernandez, Karon McFarlane, Andrew Barnes and Dr. Michelle Daniel-Robertson

Members absent: Linda Plummer

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 #6 [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 state of CPCS and the status of COVID-19 impact on learning.
 - Challenge has instituted the Test & Stay program for scholars.
 - Challenge has received free home rapid testing kits for all scholars and staff via NYC and DOE.
 - Challenge has hosted special testing & vaccination events for scholars.



- Challenge on January 29, 2022 will host a Community-wide Vaccination Event initiated by the NY Governor's office and sponsored by NY State Department of Health, Congressman Gregory Meeks, & Challenge will be held at 15-20 Central Avenue, Far Rockaway, NY 11691. Special efforts to get scholars ages 5-16, parents/guardians and community residents vaccinated.
- Challenge has received free home rapid testing kits for all scholars and staff via NYC and DOE.

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 December 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 January Personnel report [Attachment #12]. Gertrudis Hernandez moved approval of 2021-22 December Personnel Report with a second from Karon McFarlane. The motion carried unanimously.

15. The Chair called on Dr. Mullings and Dr. Estep to give an update on the formation of the Friends of Challenge, Inc. The IRS has indicated to our legal counsel that approval of the organization's not for profit status should arrive soon.

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 #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 and Gertrudis Hernandez

Members absent: Karon McFarlane, 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.
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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 #2



Senior Director of Teaching and Learning K-5
January 2022 Board Report
 (Covering December 8, 2021- January 13, 2022)
Kentia Coreus

Enrollment Compliance

Grade	Total Scholars	# of scholars w/IEPs	# of ENL scholars*
K	103	19	0
1	116	22	0
2	116	18	1
3	97	14	6
4	94	14	9
5	95	13	2
Totals	621	100	18

source: Student Enrollment Weekly Report sent on January 7, 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

Self-Assessment for School Improvement- UPDATE

The SDTL initiated an internal audit of the K-5 teaching and learning program on December 2, 2021 and completed the process mid-December. Preliminary findings have been documented and shared with Dr. Mullings and the elementary leadership team via a DRAFT report.

A formal report that includes findings and suggested next steps is being developed and will be reviewed with the elementary leadership team.

Teacher Certification Support

The SDTL met virtually with any K-5 staff member or teacher whose certification was expired or whose certification will expire by August 2022. The goal of the meetings was to ensure the team member understood their current certification status and are equipped with the information needed to pursue certification. Each team member received a memo after their meeting. The memo contains their certification evaluation findings (from the NYC Charter Center), suggested next steps, and requirements for informing CCS about their certification progress. Attached is a sample of the memo.

SAMPLE MEMO

Name/s redacted

Thank you for your time on Thursday, January 6, 2022 discussing your certification status. Below is a summary of the items we discussed and additional information to guide you towards full certification. **According to the NYS Teach database your current certification status is:**

Certificate Title	Issue / Effective Date	Expiration Date	Status
Bilingual Education Extension Transitional B Ext Annot	07/31/2018	01/31/2021	Expired
Childhood Education (Grades 1-6) Transitional B Certificate	09/05/2017	01/31/2021	Expired

As part of our membership with the NYC Charter Center, a certification analysis has been conducted for all educators. **Here are your next steps towards certification as identified by the NYC Charter Center:**

Trans B Child Ed 1-6 and Bilingual Ed Ext Annot certificates expired on 1/31/21

-If they are still enrolled in the master's program, they must IMMEDIATELY:

-Submit a letter to the SED from the Hunter College's certification officer verifying current enrollment in the Trans B program and include the estimated completion date in support of the pending time extension applications for the Trans B Child Ed 1-6 and Bilingual Ed Ext Annot certs

-If they completed the master's program, they must IMMEDIATELY and BEFORE 9/1/22, contact Hunter's certification officer for certification guidance re: exam requirements, application process for the Initial certs, Emergency COVID-19 cert(s), etc.

-If they did NOT complete the program or are no longer enrolled, they should complete the Personal Certification Consultation form, making sure to attach all required documentation before clicking submit.

-NOT currently eligible for the pending Emergency COVID-19 Child Ed 1-6 cert app because they have NOT applied, paid the fee, AND met ALL requirements (except certification exams) for the initial Child Ed 1-6 cert

Getting Support with the Process

If your next steps are complicated or you are unclear, we are able to contact the NYC Charter Center on your behalf. Please email HR@challengecharterschools.org (you MUST cc your supervisor and SDTL) to submit this request. If your case is particularly complicated, you may be eligible for personal certification counseling. See the below information from the NYC Charter Center:

Personal Certification Consultations for Teachers

Teachers with difficult or complicated situations are invited to request a [Teacher Personal Consultation](#). We have developed an on-line version of the evaluation to make it easier for most teachers to get the guidance they need without a trip to our office. Teachers must complete the form in its entirety and upload all documents requested. Missing information prevents the consultants from providing the best recommendation. Upon submission of the Personal Consultation form, teachers can expect the following:

1. They will receive an email confirmation to retain for their records.
2. Since our consultants are part-time, please allow about 3-4 weeks for an initial review. Expect a preliminary evaluation at the email address provided.
3. After reviewing the preliminary evaluation, the teacher can reply directly through the email if they need further clarification or an appointment to talk to one of the consultants. The consultants will set up a time to work with them online or by phone.

Complete Your Dignity for All Students Act (DASA) Workshop

Completion of a DASA workshop is required for NYS certification. Workshops are offered virtually and throughout the year. Here is one resource for workshops: <https://www.nassauboces.org/Page/7339>

Keep Us Updated

Please submit your certification plan of action to HR@challengecharterschools.org and cc your supervisor and SDTL by February 1, 2022 (after meeting with a certification consultant if needed). Include what you have accomplished since your certification meeting and your next steps moving forward (i.e Complete masters degree by June 20, already enrolled).



Attachment #3



Ms. Nicole Griffin

Challenge Preparatory Charter School- Elementary
Principal Report

January, 2022

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

Curriculum and Instruction

ELA Focus- The work continues as teachers unpack the standards to create Unit 3. The launch of the unit is January 20, 2022.

Organizing Center: Trail Blazers and Pioneers

Writing Focus: Informational and Opinion

Teachers continue to work on aligning the standards and objectives in reading, writing, speaking and listening. The curriculum writing team continues to develop Unit 3. Teachers will use the unit to create daily objectives. All grade teams will complete a pacing calendar for the Unit.

Feedback- Angela Labor from LCI (consultant) continues to provide PD and feedback on the unit plans.

I-Ready

MOY I-Ready testing will take place January 18- January 26, 2022.

Founats and Pinnel

MOY F& P testing window - January 6- January 23rd.

Staff Attendance

Staff attendance has been drastically affected by positive Covid cases. For the start of January, 11 staff members have been absent due to Covid. Our electives such as PE, ART and SEL have been affected by COVID. Scholars continue to be mass prepped until attendance improves.

Internal Audit

An audit was conducted by the Senior Director of Teaching and Learning. Based on the results, there were areas of proven excellence.

These include:

- Common planning time is evident
- Child Study team, professional learning is evident
- High Expectations for scholars and staff is evident
- The culture of the building is positive
- Staff demonstrates understanding of professional learning and student achievement.

Areas of Improvement include:

- Develop a comprehensive Special Education program plan
- Attendance and outreach
- Professional development for staff to include assessments (formative and summative)

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 (Continue)
- Grade Team Leaders meet twice a week with grade teams to work on lesson planning with a focus on the standards and objectives
- I-Ready PD- Grouping of scholars

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:

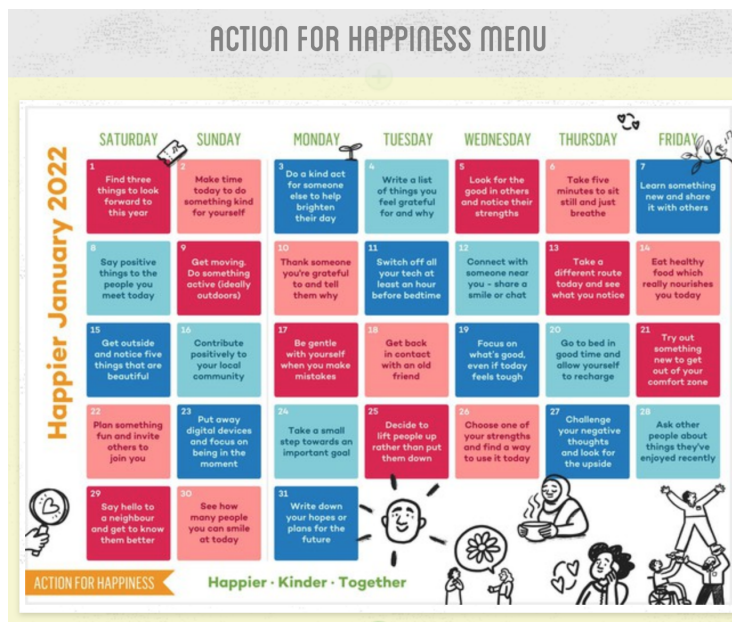
- Progress Monitoring systems in place
- Sped related professional development for our ICT staff
- Clear ICT expectations as our ICT classrooms have grown over this past school year.
- Action plans for at risk-scholars

Wellness and Self-Care

This month we focus on EDU C. A.R. E. - (Compassion, articles, resources and articles)

We will explore some of these dimensions in this newsletter with the goal of providing our staff with information and resources to continually pursue wellness in their personal and professional life.

In efforts to continue WELLNESS, a HAPPINESS MENU was created for staff.





Attachment #4



CHALLENGE CHARTER SCHOOL

2021-2022 Principal's Monthly Board Report

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

School Year 2021-2022 Report Jan 14, 2022

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	Enrollment as of Jan. 14, 2022
#3	G. 10	44	46	45	45
#4	G. 9	71	73	73	73
TOTAL		115	119	118	118

Current CCMS Enrollment:

Cohort Group	Grade Level	Enrollment as of Oct. 1., 2021	Enrollment as of Nov. 12, 2021	Enrollment as of Dec. 10, 2021	Enrollment as of Jan. 14, 2022
#5	Gr. 8	76	76	73	72
#6	Gr. 7	70	69	64	63
#7	Gr. 6	93	92	92	91
TOTAL		239	237	229	226

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	Attendance Rates		
		Seo 14. '21 - Oct 15. '21	Oct 18. '21 - Nov 12. '21	Nov. 15. '21 - Dec. 10. '21	Dec. 13, '21 - Jan. 14, '22
#3	Gr. 10	93%	91%	84%	76%
#4	Gr. 9	95%	94%	90%	77%
#5	Gr. 8	89%	90%	89%	78%
#6	Gr. 7	92%	89%	88%	82%
#7	Gr. 6	83%	84%	83%	84%
CCMS Average		88%	88%	86%	81%
CCHS Average		94%	93%	88%	76%
6-10 Average		90%	90%	87%	79%



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

ATTENDANCE:

- Staff and scholar attendance rates have been negatively affected by the recent uptick in reported COVID-19 cases.
- Remote Learning was the only instructional option offered from Dec 16 - January 7, 2022. There was no missed instructional time with the switch to remote learning, as our systems in place keeps us ready to use either instructional mode at any time.
- Scholars and staff have been vocal about their preference for in-person learning, but the teams did all that was possible to ensure that instruction, attendance, and engagement did not suffer too badly.

STAFFING:

- CCMS has made gains in staffing. To date only the following vacancies still 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 made gains in staffing. To date only the following vacancies stand:
 - English 9 Teacher - Candidate is scheduled to begin on February 1, 2022.
 - English 10 Teacher - Principal Gordon is covering this class until a teacher is hired.
 - 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 is 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, INSTRUCTION, AND ASSESSMENT

- i-Ready MOY Assessments began on January 13, 2022. 25% of our scholars in both CCMS and CCHS have not begun these assessments yet due to attendance. Following best practices, we are not administering the i-Ready assessments to students who are not in a controlled test environment on the premises where they can be monitored. This will ensure that our data is as valid as possible.
- 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 19, 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 clusters were also arranged using the Renzulli Survey data, however, due to COVID Safety precautions, in-school enrichment clusters have been grouped by homeroom and mixed interest. At CCHS scholars have the choice of two clusters, which are being adjusted to incorporate as little contact as possible. 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. A recent shift was implemented to curtail the use of chromebooks to just 9% of the instructional time in an effort to maximize engagement.

PARENT AND SCHOLAR OUTREACH and ACCESSIBILITY

- Attendance letters and nudge letters were sent out to parents via ParentSquare and hard US Mail at CCMS and CCHS.
- The CCHS Social Scientist Team has been working with scholars to bring about a clearer



understanding of their academic standing with respect to credits earned toward graduation.

- 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.
- Mid-Year Evaluations have begun, with a goal to complete these meetings by January 26, 2022.



Attachment #5



Director of Pupil Personnel Services

January 2022 Board Report

Covid-19

Here are the current vaccination numbers for our staff:

169 Fully vaccinated

1 exemption

- Collaborated with St. Johns to provide a vaccination event. There were 92 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's.
- The newly hired School Health Liaison is continuing to be trained in all COVID-19 protocols.
- Oversee all COVID-19 protocols and provide supervision to the School Health Liaison
- Support the school community with answers to COVID-19 questions
- Follow-up with families with any concerns during their scholars 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
- Oversee next steps for staff and scholars when they have a positive COVID-19 test result
- Coordinated the newly implemented Test & Stay program school-wide

Pupil Personnel Director

Elementary

- Met with the elementary school principal about next steps for the Attendance team to improve attendance for all grades
- 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.

- Collaborated with Cohen’s Children Medical Center to provide workshops to the students about Mindfulness practices
- Supported the Social Worker at this site to create behavior support plans for scholars experiencing impulse control difficulties
- Attended CST meetings for scholars in grades K-5.

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 to prepare for the Second Step Mid-Year Check-in, and reflect on the impact the material is having on the scholars social and emotional well being
- Trained the Student Support Team on evaluating Second Step lessons
- Begin to administer the SEL survey for the scholars to determine where our students are socially and emotionally

All sites

- Provided professional development opportunities for the Student Support Teams in the following areas:
 1. Principal Restorative Practices
 2. R.U.L.E.R. Yale Center for Emotional Intelligence
- Provide Social Workers with tools to support our families in the shelter system

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.
2. Will collaborate with the FEC on attendance interventions to promote the importance of daily attendance and being on time.



Attachment #6



Challenge Charter School Communications Report - January 2022

Kim Messer, Director of Communications

This Mid-Year report was prepared for our staff and will go out the week of 1/17.

CCS COMMUNICATIONS MID-YEAR REVIEW 2021-22

As we begin 2022, let's take a moment to reflect on all the positive moments and highlights from the first few months of the 2021-22 school year. YOU have been instrumental in sharing our amazing story, and I thank you. Thank you for your submissions and post ideas, for your "likes, comments, and shares", and for your support so far this year. You are helping our families and the greater community see into the daily life of our school at a time when we have to limit visitors in our buildings.

You are doing great things. Our scholars are doing great things. My hope is that this Mid-Year Review reminds you of how important it is to our community to share the good that takes place in our halls and classrooms. As we talked about in August during Professional Development Week, we all have a responsibility in recruiting and promoting because enrollment affects each and every one of us. Your engagement can help us reach full enrollment for 2022-23.

I look forward to seeing all the new stories to come in 2022 featuring our Challenge Charter School Cheetahs.

Happy New Year,
Kim Messer

December
FOLLOWERS 1198

July 2021
1055

August 1 to December 31
535 STORIES
431 POSTS
On Facebook and Instagram

Do you believe in the power of positive male influence? Then, help us **#AddDad** to our accounts. **75-80% of our followers are women.** Invite dads to follow us!

TOP 5 POSTS

Based on People Reached

#1 BACK TO SCHOOL

One week ago today, the long wait was over. Our Founder and CEO Dr. Mallegre and Council Member Schmitt's. 800+ scholars watched as the first 5th and 10th graders walked into Challenge Charter High School.

This CTE and Early College school is designed to build on our K-8 program and provide tangible career and educational options for our scholars. We Thank you parents, teachers and staff, and the Fairfax Rockaway community for your support for over a decade to help bring us to this moment.

#ChallengeForce #ChallengesStrong #TheRebound

#2 K-5 CAREER DAY

Moooooeee #Career! photos just for you. We love seeing our scholars dream about their futures. And check out what new career Mrs. James is trying on.

#CheetahForce

#3 SIBLING PREFERENCE APPLY NOW!

Did you know? Siblings have preference in our lottery. So, if you have a scholar enrolled at Challenge, and you want their sibling to come to Challenge too, now is the time to apply for 2022-23.

www.challengecharterschools.org/apply

Now Accepting Applications for the 2022-23 School Year

Be sure to indicate the name of the currently enrolled sibling on your application.

QUESTIONS OR COMMENTS? Reach out to our Admissions team at admissions@challengecharterschools.org

www.challengecharterschools.org/apply

#4 DANCE VIDEO

challengecharter We are THIS excited for school to start tomorrow! Tropical Storm Henri couldn't hold us back for long.

Thanks to Mr. Russell, Ms. Cholly, and Mr. Manniello for their moves that express perfectly that we are happy to be back!

View Insights

352 views

#5 FIRST DAY OF SCHOOL PHOTOS FROM FAMILIES

challengecharter At Challenge Charter School, we definitely have the best scholars. These #FirstDayofSchool photos show off a few more of them. Nice! In

#CheetahForce #TheRebound

18w

scarletkai 18w 1 like Reply

wife_mommyof4 18w 1 like Reply

View Insights

Liked by kingmail_06 and 44 others



Please keep sending your stories to photos@challengecharterschools.org.

Recruitment/Application Mid-year Review:

Expenses related to promotions between July 2021 and the first week of January 2022 total approximately \$20,000 for various print ads, printing brochures, bus shelter ads, and a special summer Vanguard mailing.

381 applications for 2021-22 (post-lottery) and 363 applications so far for 2022-23 have been received for our marketing efforts. **Of note:**

- Between 12/11-1/10, 24 applications were received AND 24 registered. Also, 135 applications were received for 2022-23.
- This does not include the Vanguard mailing as it had not gone out.
- Bus shelter ads that ran late November to end of December gained 29 applications. It was our only advertising out there at the time.
- We received 6 applications after a special ad that ran the last two weeks of December for families interested in making a mid-year school change.
- Outreach to 11 preschool and other school sites was done in December.
- Because I am doing almost all of the design in-house, we are saving thousands of dollars and streamlining our marketing efforts.

We hosted our first Virtual Open House of the season to promote our High School on Thursday, January 13. Over 20 were in attendance plus staff and teachers.

Open Houses continue through March.

We invite you to attend!

Now Accepting Applications for the 2022-23 School Year



RSVP via QR Code or website

Join us for a Virtual Open House

Thursdays at 5:30P or Saturdays at 10:00A

challengecharterschools.org/apply

Elementary

- Thursday, January 27
- Thursday, February 17
- Thursday, March 10

Middle School

- Thursday, January 20
- Thursday, February 10
- Thursday, March 17

High School

- Thursday, January 13
- Thursday, February 3
- Thursday, March 3

Grades K-11

- Saturday, January 22
- Saturday, February 12
- Saturday, March 12

Questions?
 Contact Enrollment
 Call 347-990-1875 ext 5193
 Or visit 1520 Central Avenue, Far Rockaway

BE SURE TO MENTION THIS AD!

Rev. Dr. Les Mullings,
 Founder/CEO



Attachment #7



January 11, 2022

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

1. Develop a Vision

- Developing a streamlined vision for the Special Education Department that exemplifies integrity, equity, collaboration and empowerment for all scholars and their families to be exhibit best academic and social emotional achievements.
- Meeting with Administration and School building leaders to assess the current Special Education Program in order to incorporate specific tools to strengthen the management of Scholars with IEP's across all Grades K-10.
- Gaining staff buy-in by means of empowering them to maximize scholar's with IEPs goals as well as academic achievements as well as social emotional milestones.

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

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

3. IEP Mandates & Service Totals Grades K-10

Site	Grade	Total # Of IEPs	Related Services				
			ICT	SETTS	Speech	Counseling	OT
Elementary	K	20	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
Middle	6	18		6	7	4	None
	7	7	1	5	6	3	None
	8	14	1 Pending a CSE Switch	7	8	8	None
High	9	11	None	10	4	3	None
	10	7		7	3	4	None
Totals		152	62	43	90	46	41

4. Staffing

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

5. 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
- Continuous support to both Special Education Liaisons at K-5 as well as 9-10

6. Current Action Items

- Supporting the needs of K-5 as well as 6-10 Special Education Liaison with (CSE#4) Policies and Procedures to ensure that all IEP cases are assigned annual, tri-annual, re-evaluation , initial and misaligned IEP meeting dates. Gathering all data such as Teacher Reports, IREADY, F&P, Behavioral Anecdotal logs from designated staff in order to submit to the CSE. Coordinating, sitting in on as well as leading all CSE meetings Grades K-10 until the new hire in Grades 6-10 is trained as well as a new liaison to be hired in Grades K-5.
- Ensuring the partnership with CSE District #4
- Ensuring that related service agencies are appointed to CPCS in order to ensure related service (Speech, OT, PT, and Para) services begin in a timely manner to avoid any lapse in services provided to scholars.
- Collaborating with CSE to assign related service providers, as they are resolving a shortage of employee barriers due to non-compliance of the vaccine mandate.
- Supporting the ELL provider to send home 200 Home language surveys for Grades K-2 as the data was missing, hence not allowing the ELL provider to administer the Nysitell Exams.
- Continuing to tally the returned parents' surveys.
- Assessing the space in each facility in order to secure a private area for CSE Psychologists and Social Workers to interview parents as well as assess and test scholars. Collaborating with Admin to ensure that there are ample conditions for SETTS providers to efficiently pull scholars for individual and small Group interventions.
- Collaborating with Grades K-5 Provider, Mr. Salazar as well as CCMS ELL provider Ms.Gomez to ensure all ELL scholars are re-assessed as well as initially assessed to gain clear benchmarks of scholar's ELL plans.
- Collaborating with ELL External Consultants to implement academic plans that will fully encourage our ELL scholar's overall success and achievements according to their individualized needs and goals.
- Aligning ELL Charter goals and policy to the ELL Program Grades K-10.
- Weekly check-ins to manage current caseload with District Psychologist to ensure alignment and discuss particular issues that arise within each case.
- Attending and supporting IEP meetings Grades K-10 to ensure compliance and continuity of suggested programs remain intact.
- Attending CST meetings to support Social Emotional, Behavioral as well as Academic Supports Grades K-10
- Assisting newly hired employees to attain SESIS access by collaborating with the Director of Operations to enter them into the Galaxy system.

7. Mobilizing Community Resources to support families with scholars with IEPs to secure the necessary external resources needed for scholars to maintain best academic as well as social emotional benchmarks

this 2021-20220 school year.

- Partnering with New Horizons and Sheltering Arms Agencies in Far Rockaway to ensure that families receive the services needed upon initiating the need for community support.
- Providing families with access to their parental rights under the IDEA Law that serves as a guide for parents with scholar's IEP compliance as well as parent empowerment support guidelines.
- Conducted one on one Parent meetings via Google Meet and Telephone conference to address specific needs that arise prior to the first day of school for scholars with IEP's services that include Initiating, Maintaining as well as Re-Evaluating scholar's IEP cases.
- Providing support staff with Suicide Prevention resources for scholars.
- Collaborating with Liaisons and the Parent Coordinator to secure appointment slots to assist parents to secure a Speech and OT provider via the RSA process.
- Seeking Community and CSE support for scholars experiencing trauma-related incidents such as accidents and or inability to attend in-person school due to comorbidity conditions that promote greater risk with COVID-19 risks.
- Supporting parents of scholars with IEPs to attain door-to-door as well as closest curb pick up and drop off services.
- Supporting families with scholars that have IEP's attain necessary resources needed as a direct result of COVID-19.
- Aligning with Community Physicians and Health Care Clinics that can support families with IEPs, immediate health and social emotional well-being as well as assessments for initial IEPs.

8. Sites (K-10) External Providers COVID-19 Preparation

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

9. Professional Development Resources

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



Attachment #8



Student Enrollment and Recruitment Monthly Report
 Janisa Vaughn, Director of Student Enrollment and Recruitment
 January 14, 2022

CCS STUDENT ENROLLMENT

TOTAL ENROLLED	963
Approved Charter Enrollment	1056

Site	Grade	2021-22 SY Charter Goal	Scholars Currently Enrolled 1/14/22
Elementary	K*	120	103
	1*	120	115
	2*	120	116
	3	96	96
	4*	96	94
	5	96	95
		Total	619
Middle	6	96	91
	7*	72	63
	8	72	72
		Total	226
High	9	72	73
	10	96	45
		Total	118

2022-2023 SY Lottery Applications	
Grade	# of Applications Received as of 1/14/22
K	105
1	14
2	13
3	10
4	24
5	27
6	75
7	17
8	20
9	65
10	11
11	8
Total	389

* The waitlist is currently exhausted.

As of January 3, 2022, enrollment is beginning to increase due to active recruitment and marketing/advertising. Student enrollment was steadily declining for the first half of the school year. The waitlist is exhausted for grades K,1,2,4, and 7. There are two 10th graders on the waitlist. They will enroll at the end of the month to avoid losing full credit for the semester at their current school. Student retention is still an area of concern at the elementary site.

STUDENT RECRUITMENT

- 24 scholars were recruited from **12/11/21-1/10/22** for the 2021-2022 school year. **24 scholars** were newly enrolled at the elementary site.
- The Shelter Bus advertisements will continue to be posted until the end of March 2022. The advertisements are placed in 5 locations throughout the Rockaway peninsula and are expected to attract over 450,00 viewers. We received 135 additional lottery applications.
- Vanguard Mailings was sent to families in District 27 for Kindergarten-Grade 11 enrollment.
- Virtual Open Houses will run every Thursday from 5:30 pm-6:30 pm and one Saturday each month from 10:00 am-11:00 am via Zoom. Please see the schedule below. The Director of Student Enrollment and Recruitment will work collaboratively with the Director of Communications, Director of Technology, Student Enrollment and Recruitment Coordinator, and Site Leaders to host the events. The first open house was held on Thursday, January 13, 2022. There were 49 registered attendees. 25 of them actively viewed the presentation. We received 10 additional applications from the event.



Student Enrollment and Recruitment Winter Open Houses 2022



Location	Virtually via Zoom			
Day of the Week	Thursday's			Saturday's (K-11)
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
	February 17, 2022	February 10, 2022	February 3, 2022	February 12, 2022
	March 10, 2022	March 17, 2022	March 3, 2022	March 12, 2022
*Updated 12/6/21				



Attachment #9



Director of Operations

On Maternity Leave



Attachment #10



Director of Technology Report

Jan. 2022 - Dale Richardson

—

I: Current Work

A: eRate information gathering

- Information is currently being gathered to submit our annual eRate application, as we are still eligible for Category 1 funding (internet service).
- The FCC's E-Rate program makes telecommunications and information services more affordable for schools and libraries. With funding from the Universal Service Fund (fcc.gov/general/universal-service-fund), E-Rate provides discounts for telecommunications, Internet access, and internal connections to eligible schools and libraries.
- Discounts range from 20 to 90 percent and are based on the poverty level of the schools. Rural schools and libraries may also receive a higher discount. Recipients must pay some portion of the service costs.
- See the list of eligible services at usac.org/e-rate/applicant-process/before-you-begin/eligible-services-list/.

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

- The DOE created a new website in December, which has streamlined the process and made the collection of data much simpler for our families: <https://nysdigitalequity.osdcp.org/>
 - Notifications were sent to families via Parent Square on 12/22/21.
 - 287 responses have been entered into the NYCDOE-hosted Digital Equity Family Questionnaire system, as of 1/10/22.
 - 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.
- Challenge's Director of Operations and Parent Engagement Coordinator have assisted thus far.

C: Remote distribution of Chromebooks and HotSpots.

- Our 1:1 assignment of grades k - 10 Chromebooks was completed in September of 2021.
- As stated in September's report: Scholar's at 1520 Central and 12-79 Redfern have all been assigned individual Chromebooks, which are taken to and from school.
- As stated in September's report: Scholar's at 710 Hartman and 1526 Central are assigned Chromebooks which are housed in the classrooms.
- Hotspots are distributed as a need arises.
- I suggest the creation of a vetting system, as to mitigate against individuals who seek to take advantage of the HotSpot initiative.

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.

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: eRate information gathering

- *Please note: In March of 2021, Challenge exhausted all Category 2 funding (Hardware and MIBS - Managed Internet Broadband Services, including our network administrators) for the next five years, while bringing 1520 Central online, as well as upgrading hardware throughout our sites at 710 Hartman and 1520 Central.



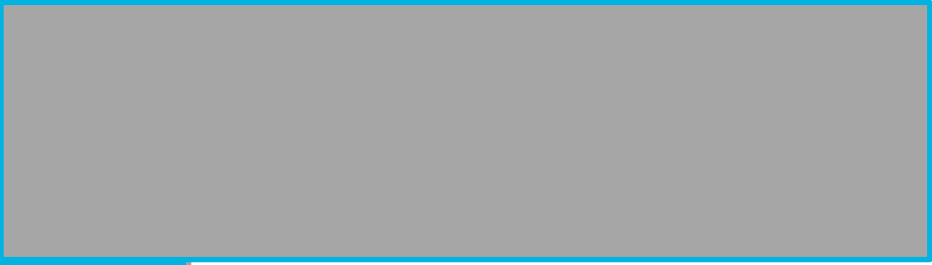
- As a result, for Category 2 our E-Rate budget is exhausted until the 2026/2027 funding year, or until our student count increases beyond 999 scholars.
- Challenge may be able to acquire further eRate funding once enrollment reaches over 999 scholars during an application period. 2023 - 2024 looks to be our next window of opportunity for eRate funding.

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 Chromebooks. This system should be implemented across all sites.



Attachment #11



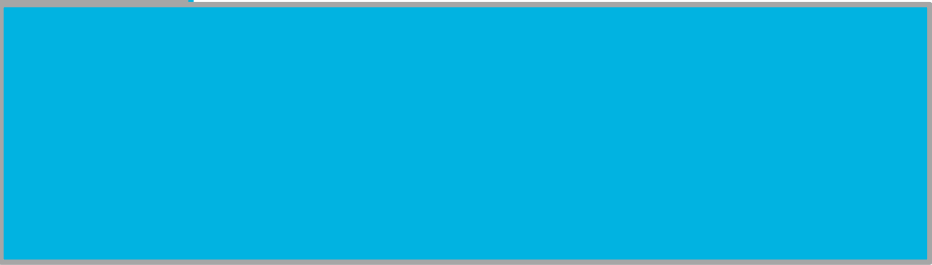
Helping you to focus on what's important:
STUDENT ACHIEVEMENT



experience. expertise. execution.

Challenge Prep Charter School

Monthly Financial Report
December 2021

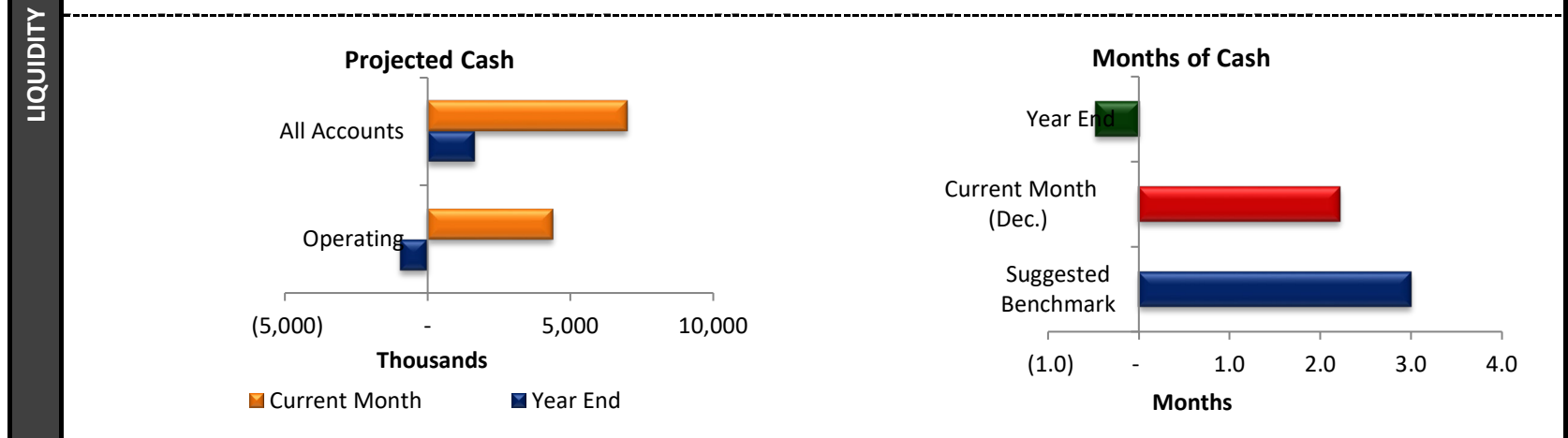


Challenge Prep Charter School

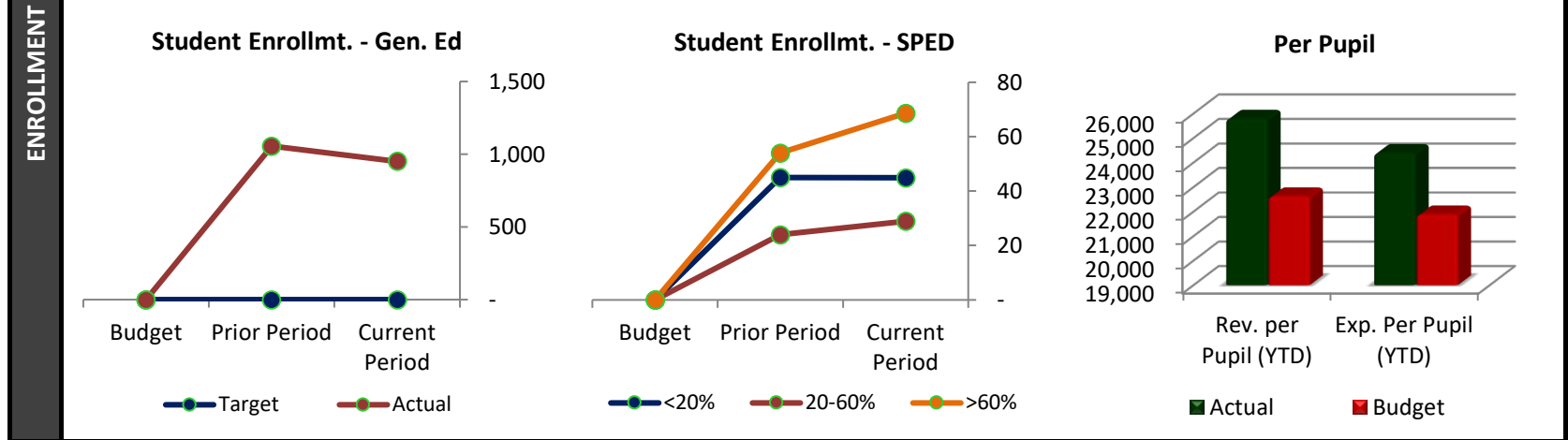
Financial Summary

For Period Ended December 31, 2021

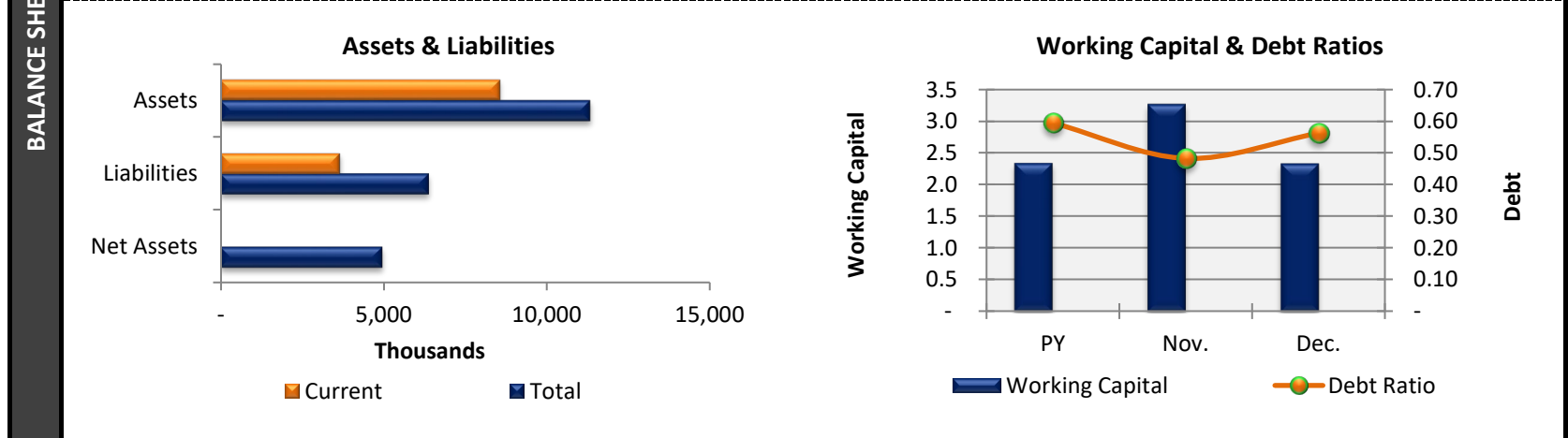
LIQUIDITY	Cash in Bank (Operating Account(s) Only: as of December 31, 2021)	\$ 4,378,444
	Projected months of cash on hand	2.2
	Cash in Bank (Total - All Accounts as of December 31, 2021)	\$ 6,969,950
	FY Ending Cash Available to Carryover to FY21-22 (Operating Account(s) Only)	\$ (937,958)
	<i>*Cash 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 (Total - All Accounts)	\$ 1,653,547	



	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%	45.02	41.00	4.02	-	-	\$ -
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	137.97	119.00	18.97	1,537,414	1,269,347	\$ 268,067



Total Current Assets:	\$ 8,549,892
Total Current Liabilities:	\$ 3,662,828
Working Capital (Current) Ratio	2.33
Total Assets:	\$ 11,330,513
Total Liabilities:	\$ 6,374,952
Debt Ratio	0.56
Total Net Assets:	\$ 4,955,560



	Actual	Budget	Variance
Total Revenue YTD:	\$ 12,083,514	\$ 11,529,430	\$ 554,084
Total Expenses YTD:	(10,750,362)	(10,350,093)	(400,269)
Net Operating Surplus(Deficit):	\$ 1,333,152	\$ 1,179,337	\$ 153,815

Challenge Prep Charter School

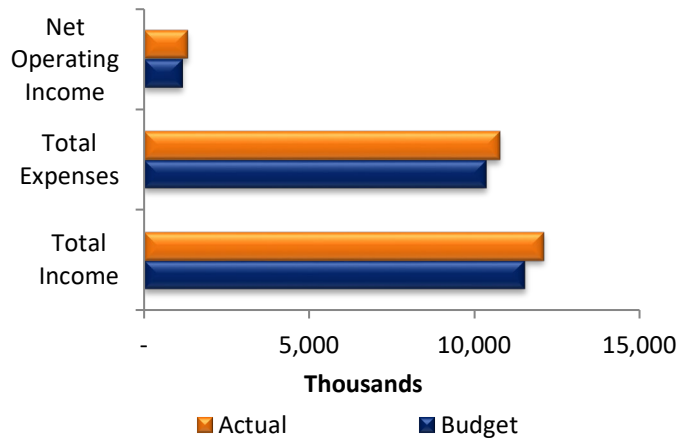
Financial Summary

For Period Ended December 31, 2021

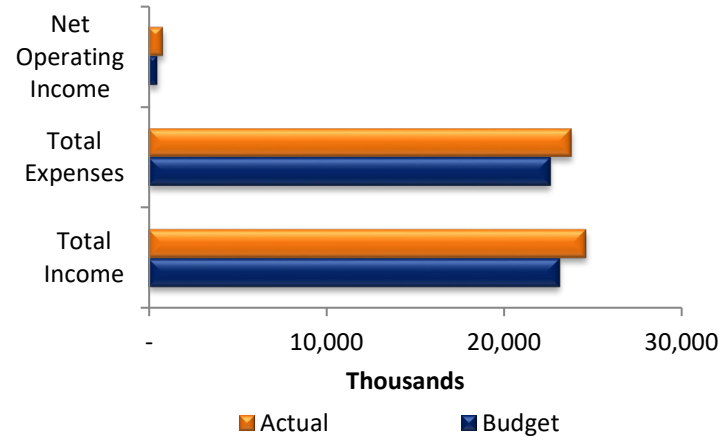
	<u>Projected</u>	<u>Budget</u>	<u>Variance</u>
Annual Projected Revenue:	\$ 24,613,724	\$ 23,097,145	\$ 1,516,579
Annual Projected Expenses (before depreciation):	(23,279,519)	(22,343,952)	(935,567)
Projected Net Operating Surplus(Deficit) before Depreciation:	\$ 1,334,205	\$ 753,193	\$ 581,012
Annual Projected Depreciation:	(500,995)	(230,840)	(270,155)
Projected Net Operating Surplus(Deficit) after Depreciation:	\$ 833,210	\$ 522,353	\$ 310,857
Capital Expenditure Requirements	\$ (900,000)	\$ -	\$ (900,000)
Total Cash Expenditures	\$ (21,878,524)	\$ (22,113,112)	\$ 234,588
Revenue per Pupil (YTD)	\$ 25,790	\$ 22,622	\$ 3,168
Expenditure per Pupil (YTD)	\$ 24,392	\$ 21,884	\$ 2,508

BUDGETING / REVENUE & EXPENSES

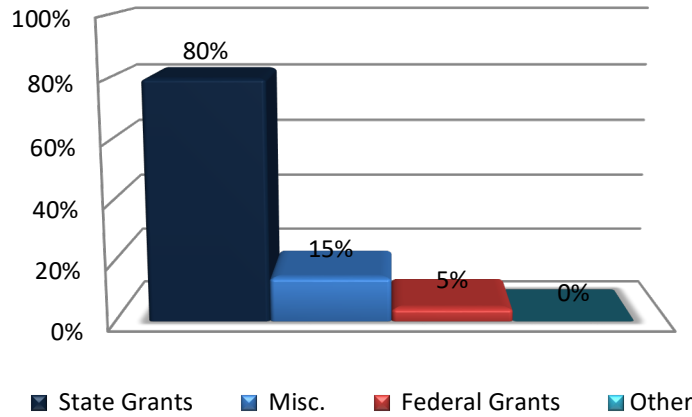
Year-To-Date (YTD)



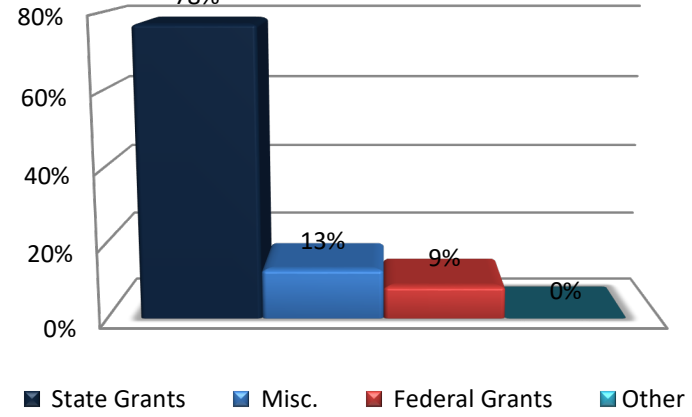
Year End (YE) Projection



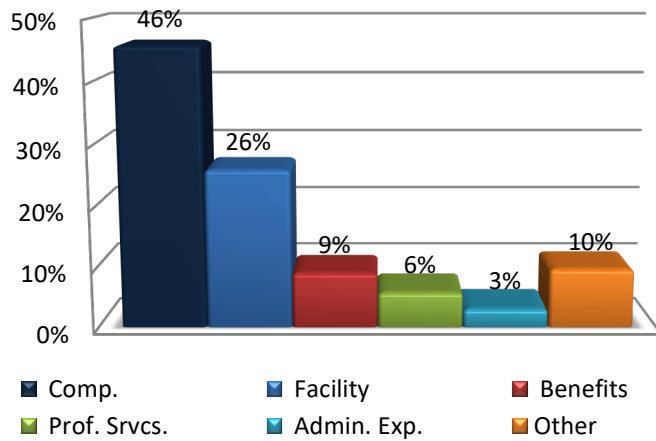
Revenue Breakdown YTD



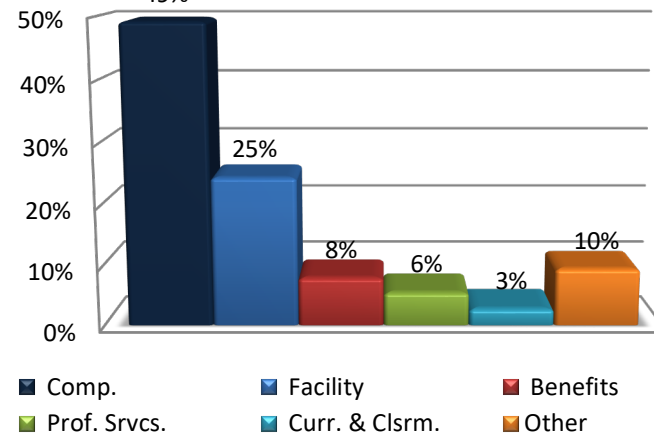
Revenue Breakdown YE



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	1,205,722
Net Projected Deficit Variance after Depreciation	<u>\$ 833,210</u>

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

	December 31, 2021			YTD Through December 31, 2021			Projected FYE June 30, 2022 Current Month				Comments
	Actual	Budget	Variance	Actual	Budget	Variance	Actuals - August 2021 - December 31, 2021 + Projected - June 30, 2022	Projections thru June 30, 2022	Annual Budget	Variance	
Income											
4100 State Grants	1,615,804	1,631,484	(15,680)	9,714,413	9,788,901	(74,488)	9,395,662	19,110,075	19,616,816	(506,741)	GenEd based on 954.394. SpEd budget based on 66.022 over 60%; 26.926 20-59%
4200 Federal Grants	222,524	237,296	(14,772)	554,862	990,529	(435,667)	1,633,315	2,188,177	1,980,329	207,848	
4300 Contributions	-	-	-	-	-	-	-	-	-	-	
4400 Miscellaneous Income	206	125,000	(124,794)	1,814,239	750,000	1,064,239	1,501,233	3,315,472	1,500,000	1,815,472	
Total Income	1,838,533	1,993,779	(155,246)	12,083,514	11,529,430	554,084	12,530,210	24,613,724	23,097,145	1,516,579	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	679,614	721,155	(41,541)	3,148,244	3,453,226	(304,982)	4,784,119	7,932,362	8,653,862	(721,500)	Adjusted based on payroll with allowance for hiring
5200 Non-Instructional Staff	221,913	205,934	15,979	1,250,341	1,235,604	14,736	1,256,122	2,506,463	2,471,209	35,254	Based on budget
5300 Pupil Support	117,937	106,739	11,198	541,918	640,433	(98,515)	768,023	1,309,941	1,280,867	29,075	Based on budget
5000 Compensation	1,019,464	1,033,828	(14,365)	4,940,503	5,329,264	(388,762)	6,808,264	11,748,767	12,405,938	(657,171)	Salary projections based on budget
5400 Benefits	191,715	158,858	32,857	983,740	953,150	30,590	932,461	1,916,201	1,906,300	9,901	
6100 Administrative Expenses	47,889	46,802	1,087	332,107	285,681	46,426	289,621	621,728	566,494	55,234	Adjusted based on actuals
6200 Professional Services	85,673	75,167	10,506	629,520	434,000	195,520	691,728	1,321,248	921,500	399,748	Based on actuals
6300 Professional Development	56,747	14,424	42,323	174,633	75,455	99,179	262,921	437,554	162,000	275,554	Based on actuals
6400 Marketing and Staff/Student Rec	40,970	8,025	32,945	73,649	48,150	25,499	80,651	154,300	96,300	58,000	Based on budget
6500 Fundraising Expenses	-	4,458	(4,458)	-	26,750	(26,750)	53,500	53,500	53,500	-	Based on budget
7100 Curriculum & Classroom Expenses	65,599	30,130	35,468	300,473	152,324	148,149	363,039	663,512	372,120	291,392	Based on actuals
8100 Facility	558,689	472,131	86,558	2,812,146	2,832,787	(20,641)	3,044,180	5,856,326	5,665,575	190,751	Based on actuals
8200 Technology/Communication Expens	35,836	16,102	19,734	249,748	96,612	153,135	252,289	502,036	193,225	308,811	Based on actuals
8800 Miscellaneous Expenses	-	83	(83)	3,347	500	2,847	1,000	4,347	1,000	3,347	
8900 Depreciation Expense	133,774	57,710	76,064	250,497	115,420	135,077	250,498	500,995	230,840	270,155	
Total Expenses	2,236,355	1,917,720	318,635	10,750,362	10,350,093	400,269	13,030,152	23,780,514	22,574,792	1,205,722	
Net Income	(397,822)	76,059	(473,881)	1,333,152	1,179,337	153,815	(499,941)	833,210	522,353	310,857	
Capital Expenditures											
Furniture, Fixtures & Equipment	104,767	-	104,767	693,858	-	693,858	136,142	830,000	-	830,000	
Facility and Construction	-	-	-	45,223	-	45,223	24,778	70,000	-	70,000	
Website	-	-	-	-	-	-	-	-	-	-	
Total Capital Expenditures	104,767	-	104,767	739,080	-	739,080	160,920	900,000	-	900,000	

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

Annual Budget FY21-22	Projected July 21 - June 22	Projected Nov 21 - June 22	January	February	March	April	May	June	July + Subsequent FY21-22 Items
Beginning Cash Balance (Operating)	4,804,870	6,645,873	4,378,444	2,218,432	3,407,287	1,445,799	2,635,154	691,335	(1,252,485)
Projected Cash Receipts from Operations (below)	23,097,145	12,530,210	7,621,003	206	3,151,050	206	3,151,050	206	1,318,082
Projected Cash Disbursements from Operations (below)	(22,574,792)	(13,030,152)	(12,578,742)	(1,930,417)	(1,930,137)	(1,929,637)	(1,929,637)	(1,927,679)	(1,003,556)
Net Cash from Operations	522,353	(499,941)	(4,957,739)	(1,930,211)	1,220,913	(1,929,432)	1,221,413	(1,927,474)	314,526
Cash Receipts from Accounts & Misc Receivables (not included in revenue below)	-	-	-	-	-	-	-	-	-
Cash Disbursements for Accounts Payable & Accrued Expenses	-	-	-	(197,743)	-	-	-	-	-
Capital Expenditures (below)	-	(160,920)	(160,920)	(32,057)	(32,057)	(32,057)	(32,057)	(16,346)	(16,346)
Accounts Receivable	-	-	-	-	-	-	-	-	-
PPP Loan Payable	-	-	-	-	-	-	-	-	-
PPP Loan Interest Payable	-	-	-	-	-	-	-	-	-
Ending Cash Balance (Operating Account)	5,327,223	6,306,852	(418,375)	2,218,432	3,407,287	1,445,799	2,635,154	691,335	(1,252,485)
Other Cash Accounts (Net of Transfers)	75,354	-	-	2,591,506	2,591,506	2,591,506	2,591,506	2,591,506	2,591,506
Total Cash (All Accounts)	5,402,577	6,306,852	(418,375)	4,809,938	5,998,793	4,037,304	5,226,660	3,282,840	1,339,021

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

	Total	Comments
ASSETS		
Current Assets	-	
Bank Accounts		
1000 Cash		
1001 HSBC Checking - 0844	4,118,525	
1002 HSBC Checking - 0852	20,286	
1003 HSBC Checking - 0879	259,919	
1004 HSBC Checking - 0887	-	
1005 HSBC Money Market - 5972	2,501,219	
1006 Chase Escrow - 3060	70,000	
1007 Petty Cash	-	
Total 1000 Cash	\$ 6,969,950	
Total Bank Accounts	\$ 6,969,950	
Accounts Receivable		
1100 Accounts Receivable	538,718	
1200 Other Receivables - Salary Advance	-	
Total Accounts Receivable	\$ 538,718	
Other current assets		
1300 Prepaid Expenses	282,717	
1301 Prepaid Insurance	63,999	
1310 Prepaid Rent	694,509	
Total Other current assets	\$ 1,041,225	
Total Current Assets	\$ 8,549,892	
Fixed Assets		
1500 Furniture, Fixtures & Equipment		
1510 Office & Admin Computers & Equipment	256,303	
1511 Classroom Computers & Equipment	1,266,471	
1512 Classroom Furniture	523,884	
1513 Office Furniture	189,651	
Total 1513 Office Furniture	\$ 189,651	
1514 Musical Instruments	16,390	
1515 Computer Software	44,217	
Total 1500 Furniture, Fixtures & Equipment	2,296,916	
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	(1,651,736)	

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

	Total	Comments
1750 Accumulated Amortization	(8,311)	
Total 1700 Accumulated Depreciation & Amortization	\$ (1,660,047)	
Total Fixed Assets	\$ 1,854,621	
Other Assets		
1800 Security Deposits	925,999	
Total Other Assets	\$ 925,999	
TOTAL ASSETS	\$ 11,330,513	
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
2000 Accounts Payable	186,418	
Total Accounts Payable	\$ 186,418	
Other Current Liabilities		
2100 HSBC Loan Payable	-	
2300 Accrued Salaries/Taxes	-	
2301 Accrued Expenses	11,325	
2303 Accrued Interest - PPP	-	
2400 Unearned/Deferred Revenue	3,463,530	
Total Other Current Liabilities	\$ 3,476,410	
Total Current Liabilities	\$ 3,662,828	
Long-Term Liabilities		
2700 Deferred Rent Liability	2,712,124	
Total Long-Term Liabilities	\$ 2,712,124	
Total Liabilities	\$ 6,374,952	
Equity		
3100 Retained Earnings	3,622,409	
Net Income	1,333,152	
Total Equity	\$ 4,955,560	
TOTAL LIABILITIES AND EQUITY	\$ 11,330,513	

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

	Total	Comments
OPERATING ACTIVITIES		
Net Income	1,333,152	
Adjustments to reconcile Net Income to Net Cash provided by operations:		
1100 Accounts Receivable	(173,270)	
1200 Accounts Receivable:Other Receivables - Salary Advance	-	
1300 Prepaid Expenses	(73,968)	
1301 Prepaid Insurance	(63,999)	
1310 Prepaid Rent	(360,334)	
Inventory Asset	-	
2000 Accounts Payable	(495,969)	
2100 HSBC Loan Payable	(1,792,512)	
2300 Accrued Salaries/Taxes	(725,253)	
2301 Accrued Expenses	(77,974)	
2303 Accrued Interest - PPP	(17,160)	
2400 Unearned/Deferred Revenue	3,147,985	
Total Adjustments to reconcile Net Income to Net Cash provided by operations:	(632,453)	
Net cash provided by operating activities	700,699	
INVESTING ACTIVITIES		
1510 Furniture, Fixtures & Equipment:Office & Admin Computers & Equip	(7,154)	
1511 Furniture, Fixtures & Equipment:Classroom Computers & Equipment	(421,923)	
1512 Furniture, Fixtures & Equipment:Classroom Furniture	(132,113)	
1513 Furniture, Fixtures & Equipment:Office Furniture	(132,667)	
1515 Furniture, Fixtures & Equipment:Computer Software	-	
1540 Facility and Construction:Leasehold Improvements	(45,223)	
1800 Security Deposits	-	
1710 Accumulated Depreciation & Amortization:Accumula	250,497	
Net cash provided by investing activities	(488,583)	
FINANCING ACTIVITIES		
2700 Deferred Rent Liability	51,960	
3000 Opening Balance Equity	-	
Net cash provided by financing activities	\$ -	
Net cash increase for period	264,076	
Cash at beginning of period	\$ 6,705,874	
Total Cash at beginning of period	\$ 6,705,874	
Cash at end of period	\$ 6,969,950	



Attachment #12

07 FY22 Monthly Personnel Report #7

Current Employees	Vacancies
170	6

Campus	Current	Vacancies	New Hires
Elementary School	90	1	0
Middle School	40	2	0
High School	26	2	1
Network Operations	14	1	0

New Hires	Campus	Position
Smith, Marquis	High	Teaching Assistant