



## **2021-22 School Year Board Meeting #9 Minutes**

Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2021-22 School Year Board Meeting #9 at 6:30 PM on March 23, 2022.

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

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

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

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

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

Members absent: Andrew Barnes

Also, present: Michael R. Estep. He was given the rights of the floor to speak during the meeting by common consent.

The Chair offered opportunity for any questions from the public. No comments or questions were offered.

1. The agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2021-22 School Year Board Meeting #8 [Attachment #1]. The minutes were approved by common consent.
3. The Chair called for the report of Dr. Les Mullings, CEO. Dr. Mullings shared with the Board the plans for the end of the school year Challenge Field Day 2022 scheduled for June 23, 2022 at Bayswater Park, Far Rockaway, NY 11691. The event will be a grand celebration of the hopeful end of the isolation our scholars and their families have experienced over the last two plus years of dealing with COVID-19. The expectation will be that the attendance will be 2000 plus.



Additionally, Dr. Mullings shared with the Board the upcoming NYS testing scheduled for the last week of March 2022 for our testing grades. This year's tests will focus on ELA and Math.

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 February 2022 Financial Report [Attachment #11].

Following review, the report was received by common consent.



14. The Chair called for the presentation of the 2021-22 March 2022 Personnel report [Attachment #12]. The report was received by common consent in that there were no new employees hired since the last meeting.
15. The Chair called on Dr. Mullings to present information about the Friends of Challenge Prep, Inc. and the progress related to the establishment of the organization with its objectives.

Following discussion, Michelle Daniel-Robertson made a motion with a second from Frederica Jeffries to approve the following resolutions involving 15-20 Central Avenue Real Estate, the motion carried unanimously.

## **RESOLUTIONS OF THE BOARD OF TRUSTEES**

### **15-20 CENTRAL AVENUE REAL ESTATE**

“The Board of Trustees (the “**Board**”) of Challenge Preparatory Charter School (the “**School**”) at a duly constituted meeting of the Board held on March 23, 2022, does hereby (i) approve and adopt the following resolutions and (ii) direct that these resolutions be recorded among the minutes of the proceedings of the School.

**WHEREAS**, the School is presently the subtenant pursuant to that certain Agreement of Sublease dated as of July 24, 2019 (the “**Original Sublease**”), which was amended by that certain First Amendment to Sublease dated April 16, 2020 (the “**April 2020 Amendment**”), that certain additional First Amendment to Sublease dated on or about January 4, 2021 (the “**First Amendment**”), and that certain Second Amendment to Sublease dated as of October 7, 2021 (the “**Second Amendment**”; along with the Original Sublease, the April 2020 Amendment, the First Amendment and the Second Amendment- the “**Sublease**”) by and between E Squared I LLC (“**Sublandlord**”), as sublandlord, and the School, as subtenant, pursuant to which Sublandlord leases to the School certain premises (as more particularly described in the Sublease, the “**Premises**”) located at 15-20 Central Avenue, Queens, NY 11691; and

**WHEREAS**, under the Sublease the School is responsible for many operational expenses related to the Premises; namely, the real property tax (the “**Property Tax**”) which as of the date hereof is projected to be approximately \$150,000.00 per year; and

**WHEREAS**, in conjunction with Friends of Challenge Prep, Inc. (“**Friends**”), and in order to meet the School’s long-term real estate needs, for strategic purposes and to enjoy the benefits of exemption from the Property Tax, for which



the School and Friends are eligible, the Board has determined it is in the best interest of the School to assign the Sublease to Friends pursuant to an assignment and assumption agreement (the “**Assignment**”) whereby Friends will assume the School’s obligations under the Sublease and sublease the Premises back to the School; and

**WHEREAS**, the School desires to sublease the Premises from Friends pursuant to a sub-sublease (the “**Sub-Sublease**”) as more fully set forth in the Sub-Sublease; and

**WHEREAS**, under the terms of the Assignment, as a material inducement to Sublandlord to approve the Assignment and Sub-Sublease, the School is required to guaranty the payment of rent and other expenses set forth in the Sublease, pursuant to a guaranty of lease (the “**Guaranty**”), and the School desires to issue the Guaranty to satisfy the Sublandlord’s requirements; and

**WHEREAS**, with Friends assuming the position as direct subtenant under the Sublease with the Sublandlord, a leasehold condominium structure (the “**Leasehold Condominium**”) becomes possible whereby the Premises are converted into condominium units (the “**Units**”) which are thereafter sublet to the School pursuant to the Sub-Sublease, and the Units are eligible for exemption from Property Tax, thereby saving the School the expense of the Property Tax; and

**WHEREAS**, Friends and Sublandlord desire to enter into, the Sublease whereby Friends is substituted as subtenant for the purposes of creating the Leasehold Condominium (which Sublandlord has approved), the School is designated as the sub-subtenant and an application will be filed with the New York State Attorney General’s Office for a “no action” letter to effectuate the creation of the Leasehold Condominium and thereafter an application will be filed with the New York City Department of Finance for an exemption from Property Tax; and

**WHEREAS**, subject to additional minor additions and changes (the “**Minor Modifications**”) to be made to the Assignment, Guaranty and Sub-Sublease through negotiations between the Sublandlord and Sublandlord’s legal counsel and the School’s Proper Representatives (defined herein) and the School’s and Friends’ legal counsel, as applicable, the School wishes to enter into the Assignment, the Sub-Sublease and the Guaranty for the Premises so that Friends can enter into the Sublease for the Premises.

**NOW THEREFORE, BE IT RESOLVED**, that the Board hereby approves the Assignment, the Sub-Sublease and the Guaranty, and authorizes the School’s



Proper Representatives to work with the School's and Friends' legal counsel to finalize the Assignment, the Sub-Sublease and the Guaranty with Minor Modifications;

**BE IT FURTHER RESOLVED**, that the School is hereby authorized and directed to execute and deliver the Assignment, the Sub-Sublease, the Guaranty and such further agreements, assignments, pledges, instruments, consents and any other documents ancillary to the Assignment, the Sub-Sublease or Guaranty necessary, proper and/or advisable in the determination of any Proper Representative (as defined below) and the payments related thereto as set forth above;

**BE IT FURTHER RESOLVED**, that any Trustee or officer of the School or the Board's designee or the School's Executive Director (each, a "**Proper Representative**"), be and hereby is authorized and directed, jointly and severally, to execute and deliver the Assignment, the Sub-Sublease, the Guaranty, and any other documents consistent with the transactions described above and such further agreements, assignments, pledges, instruments, consents and documents ancillary to the Assignment, the Sub-Sublease, the Guaranty or necessary in the determination of any Proper Representative, in the name of and on behalf of the School, and to pay all such expenses and taxes as in their judgment shall be necessary, proper and advisable in order to fully carry out the intent and accomplish the purposes of the foregoing resolutions; and

**BE IT FURTHER RESOLVED**, that all actions heretofore taken by any Proper Representative, for and on behalf of the School in connection with the Assignment, the Sub-Sublease and the Guaranty, including, but not limited to, the execution of the Assignment, the Sub-Sublease and the Guaranty shall be and hereby are ratified and approved, and that the authority given hereunder shall be retroactive and any and all acts hereunder performed prior to the passage of these resolutions are hereby ratified and approved."

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 #8 Minutes**

Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2021-22 School Year Board Meeting #8 at 6:30 PM on February 28, 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, Linda Plummer and Dr. Michelle Daniel-Robertson

Members absent: Andrew Barnes

Also, present: Michael R. Estep. He was given the rights of the floor to speak during the meeting by common consent.

The Chair offered opportunity for any questions from the public. No comments or questions were offered.

1. The agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2021-22 School Year Board Meeting #7 [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 accidental death of Davina Afokoba, 5<sup>th</sup> Grade Scholar and the School Memorial Service being planned. Members of the Board expressed their sympathy for the family, her 5<sup>th</sup> grade class and the entire staff and scholars.

Dr. Mullings reported on the NYSED Charter School Expansion \$1.2 million dollar grant that has been awarded to Challenge covering July 1, 2022 to June 30, 2024. The grant will provide funding for the high school and the CTE pathways.





Dr. Mullings noted the pending announcement by Mayor Erick Adams of changes in COVID-19 protocols including the optional usage of masks at all NYC schools.

Following discussion, the report was received with appreciation.

4. The Chair called attention to the printed report of Kentia Coreus, Senior Director of Elementary Teaching & Learning [Attachment #2]. The report was received with appreciation.
5. The Chair called attention to the printed report of Nicole Griffin, K-5 Principal [Attachment #3]. The report was received with appreciation.
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10. The Chair called attention to the printed report of 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 January 2022 Financial Report [Attachment #11].

Following review, the report was received by common consent.

14. The Chair called for the presentation of the 2021-22 February 2022 Personnel report [Attachment #12]. Gertrudis Hernandez moved approval of 2021-22





February 2022 Personnel Report with a second from Karon McFarlane. The motion carried unanimously.

The meeting adjourned by common consent.

Respectfully submitted:

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

Karon McFarlane  
Secretary



# Attachment #2



**Senior Director of Teaching and Learning K-5**  
**March 2022 Board Report**  
 (Covering February 15, 2022- March 15, 2022)  
**Kentia Coreus**

**Enrollment Compliance**

Grade	Total Scholars	# of scholars w/IEPs	# of ENL scholars*
K	106	14	0
1	115	21	3
2	118	20	3
3	98	15	4
4	94	14	8
5	97	13	2
<b>Totals</b>	<b>628</b>	<b>97</b>	<b>20</b>

**source:** Student Enrollment Weekly Report sent on March 4, 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

## **Responding to the passing of Davina Afokoba**

The tragic and unexpected loss of Davina Afokoba (Class 503) was a devastating blow to our school community. The K-5 SDTL led several crisis response meetings to manage the internal response to Davina's passing. In collaboration with the CEO, Principal Griffin, and SDTL Gordon, the following activities were accomplished:

- Established protocol for communicating loss to scholars, staff, and the community
- Assisted FEC in managing communications between the family and the school
- Offered in-person and virtual counseling sessions were made available to scholars, staff, and families. Counselors and social workers from CCMS and CCHS made themselves available to K-5 scholars if/where needed
- Facilitated school-to-family supports during the funeral services
- Drafted a plan for a tentative memorial service

## **Removal Procedures**

On March 3, 2022 CPCS was notified by our charter authorizer that our current student removal process does not follow due process as a hearing was not held. The K-5 SDTL drafted a hearing protocol and is awaiting feedback/approval from the CEO. The below protocol was drafted after researching the policies of local districts and reviewing the two samples sent to CCS by the NYCDOE.

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### **CCS Disciplinary Hearing Protocol**

#### **Opening and Facilitating the Hearing**

- The Hearing Officer calls the meeting to order and notes the date/time for the record
- The Hearing Officer introduces the parties (and representation where applicable) and advises that the meeting is being recorded
- The charges are introduced into the record by the School Site designee (Principal, AP, Dean, School Counselor, Social Worker)
- The School site presents its case by presenting evidence and witnesses (where applicable)
- The Hearing Officer has the right to accept hearsay and other evidence if he or she deems that the evidence is relevant or material
- The Scholar will be asked to present his/case by presenting evidence or witnesses
- The School Site may question any witnesses presented by the Scholar

**Communicating Next Steps** - *The Hearing Officer informs both parties of the following:*

- The Hearing Officer will determine if the Scholar is guilty of the charges
- If the Hearing Officer determines the charges are true, they will make a recommendation for disciplinary action to the CEO
- The Hearing Officer will review the Scholar's past academic and behavioral record before making a disciplinary action recommendation to the CEO. Both positive and negative factors will be considered
- The CEO will make the final decision about the disciplinary action. Every attempt will be made to do so within 24-48 hours
- The Hearing Officer will notify the School Site Building Leader of the CEO's final decision in writing
- The School Site Building Leader or his/her designee, will notify the Scholar's parent/guardian of the final decision by phone and in writing. The notice will state the reasons on which the decision is based and the disciplinary actions to be imposed. Said decision shall be based on the evidence presented at the hearing.
- A parent can appeal the CEO's decision to the Board of Trustees within ten days by writing to [info@challengecharterschools.org](mailto:info@challengecharterschools.org)
- If the parent is not satisfied with the decision of the Board of Trustees, they can contact the NYCDOE's Charter Office

**Preparing to close the 2021-22 school year**

With the end of the school year quickly approaching, it is imperative that CCS begin planning for the upcoming school year. The K-5 SDTL met with the Director of Finance to draft tentative EOY planning dates. Below are key EOY activities to ensure a successful launch to the 2022-23 SY:

**EOY Planning Dates:**

- March 18, 2022- Update K-10 teacher certification list
- April 8, 2022- Submit 22-23 SY Staff Projection list
- May 13, 2022- Submit 22-23 SY Instructional Purchase Requests list
- May 20, 2022- Principals inform staff of non-renewals
- May 23, 2022- Instructional contracts are distributed
- June 1, 2022- Non-instructional contracts are distributed



# Attachment #3



**Ms. Nicole Griffin**  
Challenge Preparatory Charter School- Elementary  
Principal Report  
**March, 2022**

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

### **Enrollment**

**At this time, enrollment has ceased due to the ELA test taking place March 29th- March 31st.**

### **Attendance**

<b>February Attendance Tracker</b>			
<b>Instructional Days 14</b>			
<b>Present</b>	<b>7,724</b>	<b>Present %</b>	<b>88%</b>
<b>Absent</b>	<b>1,029</b>	<b>Absent %</b>	<b>12%</b>

### **Preparing for Grade 5 to Exit**

Grade 5 teachers and counselors have begun the process of having conversations regarding scholars exiting the Elementary School and moving on to Middle School. Articulation days are slated for May 27th and June 10th.

Below is the data of scholars who are expected to return to CCMS.



Homeroom	501	502	503	504	Total
Total Number of Scholars Attending CCMS	19	19	15	13	<b>66</b>
Not Returning	1	1	1	2	<b>5</b>

## Curriculum and Instruction

### ELA Focus- Organizing Center:

- **POETRY Grades K-2 ( Launching March 21, 2022)**  
The goal of this unit is to show how poetry can be used to promote social and emotional learning, build community, and establish relationships as well as strengthen speaking, listening, and writing skills.
- **Test Sophistication - Grades 3-5 ( In Progress)**

### DataResults from the Mock Assessment in ELA Scholars completed BOOK 1 of the 2020 ELA exam.

#### Based on the data collected:

Scholars in grades 3-5 struggle on the short response questions. Teachers will continue to work using the strategy R.A.C.E. during journal time and to answer questions based on the reading passage.

#### Staff Attendance

Staff attendance has improved with 0% having to be out due to COVID. The elementary school has experienced 5 teachers having to be absent due to medical conditions.

#### Professional Development

- NYS testing - analyzing the data
- Preparing and administering the Mock Assessments
- Continued PD unpacking the standards- Specifically the reading, speaking and listening and writing standards
- Building assessments into instruction
- Creating formative and summative assessments

- Grade Team Leaders meet twice a week with grade teams to work on lesson planning with a focus on the standards and objectives

### **Special Education - CONTINUED Collaboration**

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:

- Sped related professional development for our ICT staff
- Action plans for at risk-scholars

### **Remote Instruction**

Currently, we have three scholars on our roster who receive remote instruction. 2 are for medical reasons, the other is because of a suspension.

### **Upcoming Events**

- **NYS ELA exam- March 29-March 31**
- **Grades 3-5 Pep Rally**
- **PTC - March 24th and March 25th**



# Attachment #4



# CHALLENGE CHARTER SCHOOL

## 2021-2022 Principal's Monthly Board Report

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

### The school Year 2021-2022 Report Mar 22, 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	Enrollment as of Feb. 16, 2022	Enrollment as of Mar. 22, 2022
#3	G. 10	44	46	45	45	45	45
#4	G. 9	71	73	73	73	71	71
<b>TOTAL</b>		<b>115</b>	<b>119</b>	<b>118</b>	<b>118</b>	<b>116</b>	<b>116</b>

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	Enrollment as of Feb. 16, 2022	Enrollment as of Mar. 22, 2022
#5	Gr. 8	76	76	73	72	72	72
#6	Gr. 7	70	69	64	63	60	64
#7	Gr. 6	93	92	92	91	85	89
<b>TOTAL</b>		<b>239</b>	<b>237</b>	<b>229</b>	<b>226</b>	<b>217</b>	<b>225</b>

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	Jan, 17, '21 - Feb. 16, '22	Feb, 17, '21 - Mar. 21, '22
#3	Gr. 10	93%	91%	84%	76%	83%	86%
#4	Gr. 9	95%	94%	90%	77%	89%	85%
#5	Gr. 8	89%	90%	89%	78%	88%	93%
#6	Gr. 7	92%	89%	88%	82%	91%	94%
#7	Gr. 6	83%	84%	83%	84%	88%	93%
<b>CCMS Average</b>		<b>88%</b>	<b>88%</b>	<b>86%</b>	<b>81%</b>	<b>89%</b>	<b>91%</b>



CCHS Average	94%	93%	88%	76%	87%	90%
6-10 Average	90%	90%	87%	79%	89%	90%

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

**ATTENDANCE:**

- Staff and scholar attendance rates have seen a 10% uptick given stabilizing reports of COVID-19 cases.

**STAFFING:**

- CCMS has made no gains in staffing and has two more vacancies added. To date, the following vacancies stand.
- Grade 7 Science Teacher
  - Grade 7 SS Teacher
  - Spanish Teacher
  - Grade 6 Math Teacher - Covered by Mr. Vil (Math Coach)
  - Grade 6 Math TA
  - Grade 6 Science Teacher - Covered by AP Sonnichsen
  - 6-8 - 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)
  - Grade 8 Math TA
- CCHS has made no gains in staffing. To date, the following vacancies stand:
  - English 9 Teacher - Candidate declined the offer due to family issues.
  - 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.
  - Algebra I teacher - Classes are being covered by Ms. Reid and Mr. Merrell.
  - CCHS Spanish Teacher - Class is covered by Mr. Medina

**NB: CCHS anticipates the exit of the PE/Health Teacher. To date, the Principal has reached out to Ms. Luton who has urgently begun the search and is actively searching for the ELA, Math, and Health/PE teachers and staff to fill the vacancies for the 2022-2023 school year.**

**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 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**

- Test Prep has begun at CCMS, for ELA and Math. Scholars practice on bubble sheets generated in PerformanceMatters and standards progress is tracked in the same program.
- The Lavinia 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. The last visit for the CCMS Lavinia Group consultant is on March 3, 2022. The CCHS Lavinia Group consultant will be on the premises on February 28, 2022. He will be helping to produce Regents Prep mock exams for all Regents courses.
- 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. We were also fortunate to get Ms. Grimes a SPED Teacher from Alternative Tutoring to support Grade 6.
  - Ms. Jasmine Hunter has taken on the additional role of SPED Liaison for Grades 6-10 while maintaining services to Grade 6 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 are continuously sent out to parents via ParentSquare and hard US Mail at CCMS and CCHS. An Expectations reminder letter was sent to High School families via ParentSquare prior to the Mid-Winter Break with information about requirements for uniform and work quality.
- 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.
- Parent-Teacher Conferences for Q2 were completed on March 10 and 11, with 91 CCMS scholars represented (40%) and 29 CCHS scholars represented (25%).

#### **PROFESSIONAL DEVELOPMENT**

- **GRADE TEAM PLANNING AND ONGOING PROFESSIONAL DEVELOPMENT**
  - Professional development take 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**

### **March 2022 Board Report**

#### **Covid-19 Coordinator**

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

169 Fully vaccinated

1 exemption

##### **Scholars Tested Weekly**

175

##### **February's Positive Test Results**

10

- 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 Monday's.
- The School Health Liaison is now fully 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
- 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
- Lead weekly COVID-19 meetings with Site COVID-19 coordinators and Health Liaison
- Oversee next steps for staff and scholars when they have a positive COVID-19 test result
- The Test & Stay program is now implemented successfully school wide
- Supervise the internal data collection for all vaccinated scholars K-10.
- Communicated new face covering policy updates and quarantine and isolation updates to the school community

#### **Pupil Personnel Director**

##### **Elementary**

- Met with the elementary school principal about the RULER adult SEL rollout process for the K-3 and 4-5 sites
- Reviewed Second Step lesson pacing data, to ensure all classes are on track with the SEL lesson schedule

- Collaborated with the Student Support team to celebrate SEL Day on March 11<sup>th</sup>. Scholars participated in many activities such as yoga, mindful coloring stations, etc.
- Attended the Social Work Intern check-in meetings to provide guidance on ways to support our scholars
- Attended CST meetings for scholars in grades K-5
- Supervised continued grief and bereavement counseling for the school community
- Provided the principal with the Crisis response protocol to support the school through the loss of Davina Afkoba
- Updated the Second Step Pacing chart to ensure all classes are on the correct weekly lesson
- Followed up on the transition activities for our rising 5<sup>th</sup> graders to prepare them for the middle school experience
- Provided an Elementary School Counselor round table training supported by a grant from the Bill & Melinda Gates Foundation
- Concluded the final part of the Mindfulness Matters workshop for the elementary school location

### **Middle and High School**

- Conducted the monthly SEL meeting with the Middle and High School SEL team to prepare for the implementation of the RULER Adult SEL process.
- Supervised the pacing of the Second Step lessons to ensure all classes are on the same lesson each week.
- Followed up on the transition activities for our rising 8<sup>th</sup> graders to prepare them for the high school experience
- Provided materials including free asynchronous learning modules for the high school student support team for Career Exploration Month. This is a city-wide effort to help students identify career interests and gain an understanding of the postsecondary pathways that will help them achieve academic and professional success.

### **All sites**

- Re-established the bi-weekly meetings with the Student Support Teams
- Planning to meet with all site RULER implementation teams about the rollout for Adult SEL opportunities
- Began the planning sessions for our school-wide comprehensive counseling planning program

### **Family Engagement Coordinators**

1. Supported the NYC School Survey for families and staff
2. Met with the creator of the Family Resiliency training program, to begin promoting this program
3. We have a newly hired Parent Academy Coordinator that will start on March 16<sup>th</sup>



# Attachment #6



## Challenge Charter School

### Communications Report - March 2022

Kim Messer, Director of Communications

#### Communications:

##### Internal/External

- The remainder of Women's History Month will feature some of our own influential women in a series of short articles on SM and the website.
- Work with a team on the annual NYC School Survey has been going on for the past few weeks with image and graphic support as well as regular notices from Communications via ParentSquare.

VISIT NYC SCHOOLS SURVEY.ORG

**CHEETAH FAMILIES, LET'S DO THIS!**  
SCHOLARS HAVE RETURNED 83%

100% > < Goal!



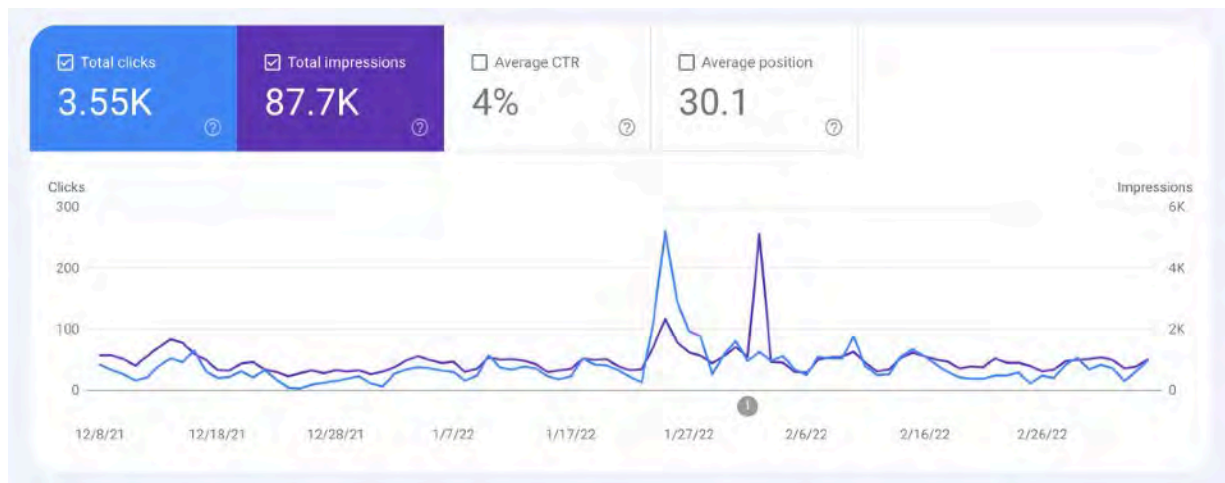
**52%**

As of 3/18/2022

CHALLENGE

##### Website

- While we are ranking okay in Google searches, we are in need of SEO optimization which I proposed in my Communications plan for this year. This should be considered in the budget for 2022-23.
- Overall stats for the past three months can be seen in the graphic below. With our current CTR of 4%, we rank between #7 & #8 of a top 10 search.



<https://www.contentpowered.com/blog/good-ctr-search-console/>

### **Recruitment/Application Promotion:**

- Our paid advertising in local papers is done for now as we prepare for Lottery Night.
- Social media and website promotion continues.
- Advertising proposals have been given to Enrollment/Recruitment and Dr. Mullings for continued promotion after the Lottery to help fill any remaining seats.



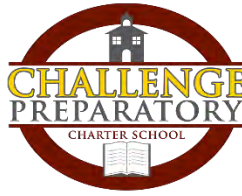
### **Bigger Projects**

- Development of a Communications Guidebook that gives an overall view of our process and work in communications is being developed. This document will include our Brand Guidelines, an annual calendar of campaigns across our school, and more.
- Mrs. Richards and I are partnering to work on the Emergency Response Plan for the school - this entails the Crisis Response Plan (grief response), Crisis Communications Plan (detailed strategic response), Safety Plan (operations) & possibly other documents. We will be reaching out to principals and other staff for a committee.



# Attachment #7





March 9, 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 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	14	14	2	13	3	9
	1	21	20	4	18	2	10
	2	20	17	2	14	9	05
	3	15	10	9	8	4	2
	4	14	10	4	11	5	2
	5	13	11	5	3	6	1
Middle	6	16	5	9	7	4	3
	7	7	1	6	5	5	None
	8	15	2	10	8	8	None
High	9	11	None	10	4	4	None
	10	8	None	7	3	3	None
<b>Totals</b>		<b>149</b>	<b>94</b>	<b>68</b>	<b>94</b>	<b>53</b>	<b>41</b>

#### 4. Staffing

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

#### 5. Billing

- Collaborating with finance to ensure that all data 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.
- Panelist on the Open-House Events Grades K-10
- Sped Coaching led by consultant Melinda Spataro
- TNTP Leadership Training

- gathering information for justification to purchase a reading program called S.P.I.R.E that assist with struggling readers as well as those that struggle with Dyslexia
- Delivering Professional Development to newly hired staff in the ICT classroom that are Gen Ed Certified
- Creating a calendar for ongoing PD's for remainder of the school year
- Gaining ATS access to access scantrons to test ELL scholars
- NCI Crisis Intervention Training Certification

**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 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  
 March 17, 2022

**CCS STUDENT ENROLLMENT**

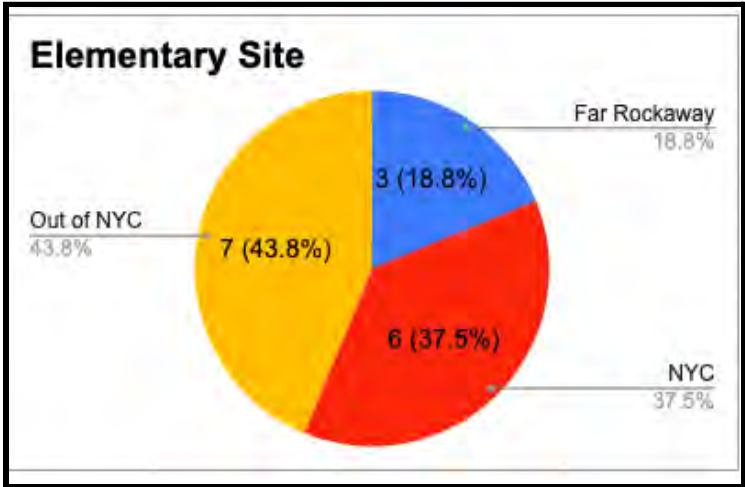
<b>TOTAL ENROLLED</b>	<b>967</b>
<b>Approved Charter Enrollment</b>	<b>1056</b>

Site	Grade	2021-22 SY Charter Goal	Scholars Currently Enrolled 3/17/22
Elementary	K*	120	106
	1*	120	116
	2*	120	118
	3	96	97
	4*	96	94
	5	96	95
<b>Total</b>			<b>626</b>
Middle	6	96	89
	7*	72	64
	8	72	72
<b>Total</b>			<b>225</b>
High	9	72	71
	10*	96	45
<b>Total</b>			<b>116</b>

\* The waitlist is currently exhausted.

2022-2023 SY Lottery Applications	
Grade	# of Applications Received as of 3/17/22
K	152
1	33
2	36
3	35
4	52
5	82
6	173
7	61
8	56
9	170
10	31
11	22
<b>Total</b>	<b>903</b>

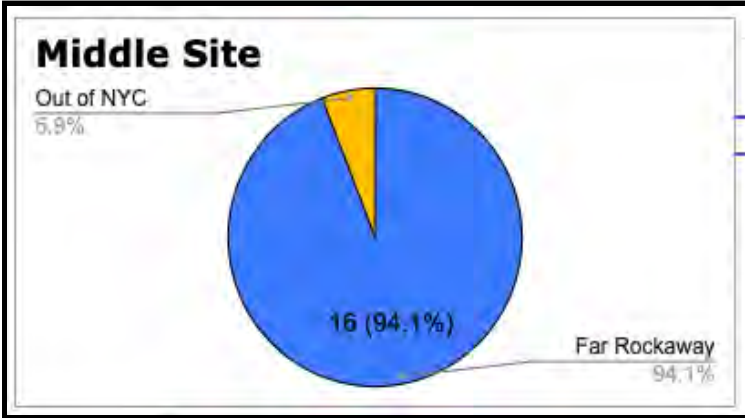
## CCS Discharge Summary Report December 2021-February 2022



Total: **16**

Notes:

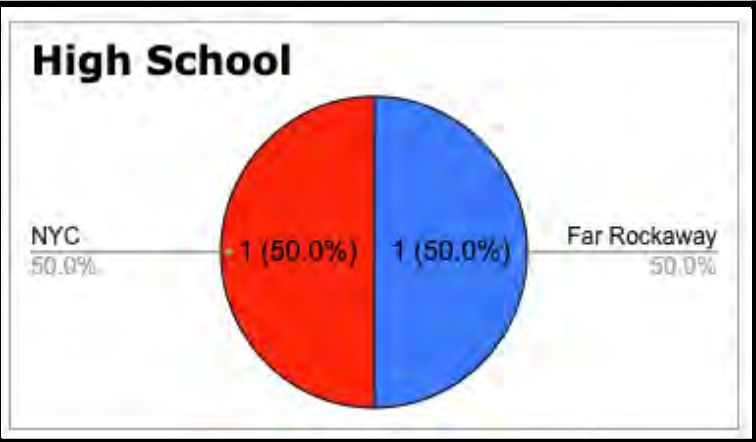
- **Transportation**-A family removed their children from the school due to the elementary site being located in two different buildings.
- **Moved**- Families moved to another location outside of Rockaway.



Total: **17**

Notes:

- Grade 6 scholars who were on the waitlist for Scholars Academy were offered a seat in February.
- Newly enrolled scholars who transferred from Village Academy were disrupting the school culture. Their parent placed them in another school.



Total: **2**

Notes:

The scholars moved.





STUDENT RECRUITMENT

- Lottery Night- Thursday, April 7, 2022, via Zoom. (*Invitation is located on the last page.*) Ms. Vaughn, Cortivo staff, the technology team, and the site operations managers will be having rehearsals on 3/17/22, 3/24/22, and 4/4/22 to prepare for the event. All staff was sent an invitation via ParentSquare. All applicants were sent an invitation via SchoolMint. **There are currently 67 families registered to attend.** Additional reminders will be sent before the event.
- February 1, 2022, The Intent to Return Surveys was sent to all grade 5 and 8 families to confirm their seats for the next school year. The deadline for families to submit their responses is March 1, 2022. The week of March 9th the school counselors and enrollment coordinator contacted the parents who did not complete the survey.

**Projected Seat Availability for the 2022-2023 SY**

K	1	2	3	4	5	6*	7	8	9*	10	11*
120	14	4	2	-	2	~ 30	6	6	~ 21	1	-

- 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.
- Challenge Charter School enrollment team was invited to speak to parents at one of our feeder schools, Blanche Community Progress. There were 30 parent attendees who are applying for a kindergarten seat. Ms. Vaughn and Ms. Wiggins attended the event and received great feedback from parents. Blanche Community Progress posted the link to apply to our school on their ParentSquare site. Additional paper applications will be delivered to their site.
- The scheduled open houses will conclude on Thursday, March 17, 2022. After lottery night the team will determine if additional open houses will be held in the spring.

Dear Cheetah Staff,

**Challenge Charter School's Annual Lottery Night** will be held via Zoom on Thursday, April 7, 2022, from 7:00 pm - 8:00 pm. All staff is encouraged to attend. Come witness this exciting time for our school community as we welcome our new families!

Pre-registration is required to attend the event. Please visit the link below to register

<https://challengecharterschools-org.zoom.us/j/81866251466>

We look forward to seeing you.

Best regards,

Janisa Vaughn

Director of Student Enrollment and Recruitment



YOU'RE INVITED TO

# Lottery Night

Thursday, April 7, 2022  
7:00p.m. via Zoom

Questions? Contact Mrs. Janisa Vaughn at  
[enrollment@challengecharterschools.org](mailto:enrollment@challengecharterschools.org)  
or call (347)-990-1875 ext 5193

[www.challengecharterschools.org](http://www.challengecharterschools.org)

 @CHALLENGECHARTER  @CHALLENGEPREPCHARTER



# Attachment #9



# **Attachment #9**

# **Director of Operations on Maturity/Family Leave**



# Attachment #10



## **Director of Technology Report**

Mar. 2022 - Dale Richardson

—

### **I: Current Work**

#### A: Printer Procurement

- Our lease on printers for 710 Hartman Lane, 1526 Central Avenue, and 1279 Redfern Avenue are expiring in June of 2022.
- We are currently working with vendors to source and secure machines.

#### B: Open House @ Challenge

- The tech team is working alongside the Director of Enrollment to ensure presentations are well supported and flaws are minimized.

#### C: Auditing equipment functionality

- Some of the high ticket equipment (smart boards, printers, etc.) at 1520 Central Avenue and 1526 Central Avenue are not functioning exactly as they should. I suspect this to be from the electricity.
- We should look into upgrading to 30 amp breakers, if our current breaker boxes can handle that capacity.
- We should also invest in power surge protectors for high ticket items.

### **II: Future Work**

#### A: Independent Cyber Security Audit.

- An independent cyber security assessment should be completed by June 2022, in order to satisfy various insurance and state requirements. Ex: [https://www.dfs.ny.gov/industry\\_guidance/cybersecurity](https://www.dfs.ny.gov/industry_guidance/cybersecurity)
  - We have sourced a credible vendor that is willing to access all sites for a total of \$42,327.00.
-



B: 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.

C: 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.

### **III: Risk Factors or Challenges**

A: Reso A funding



- Challenge Prep Charter School was allocated \$250K in Fiscal Year 2022 (FY22) for a Reso A Technology project by the Council Member.
- We were requested to complete paperwork, notarize, and send in order to ensure a timely delivery. This was completed in January.
- On 3.15.2022 we were told by the Reso A vendor, "We have not yet received the FY22 Tech/procurement certificate to proceed from the office of management and budget, but do anticipate it coming shortly. Once we do, the principal can expect outreach from DOE's DIIT."
- We should be thinking of other funding sources to outfit our high school location @ 1520 Central Ave, as these funds may not be distributed anytime soon, and our school will be expanding in the 2022/2023 school year.

#### B: Computer Lab at 1520 Central Ave (with Reso A)

- 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 have been updated on 3.15.2022 that Apple Desktops have been discontinued.
- We have been updated on 3.15.2022 that Interactive boards are on backorder, with a current cue of 12 - 18 months.
- We have been updated on 3.15.2022 that the vendor is unsure of delivery time, as equipment will take "some time" to arrive at their warehouse and will take "some time" after that to arrive at Challenge.

#### D: Inventory shortage

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





# Attachment #11



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

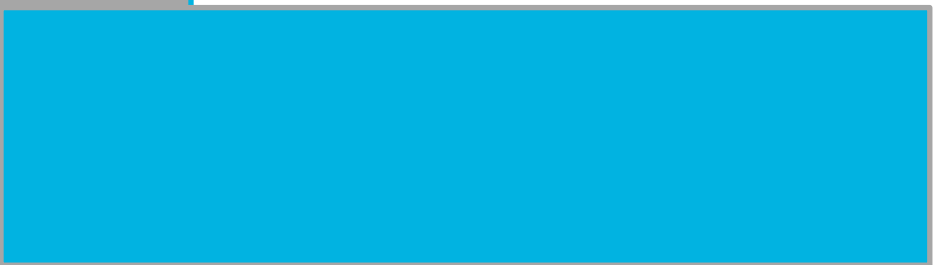
**CSBM**  
CHARTER SCHOOL  
BUSINESS MANAGEMENT

*experience. expertise. execution.*

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## **Challenge Prep Charter School**

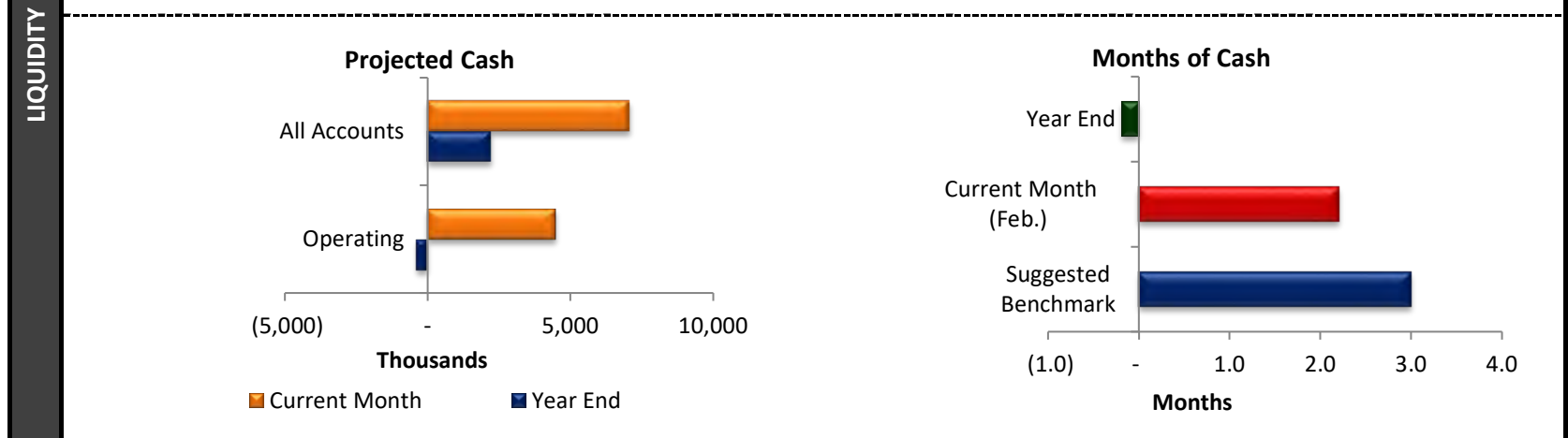
Monthly Financial Report  
February 2022



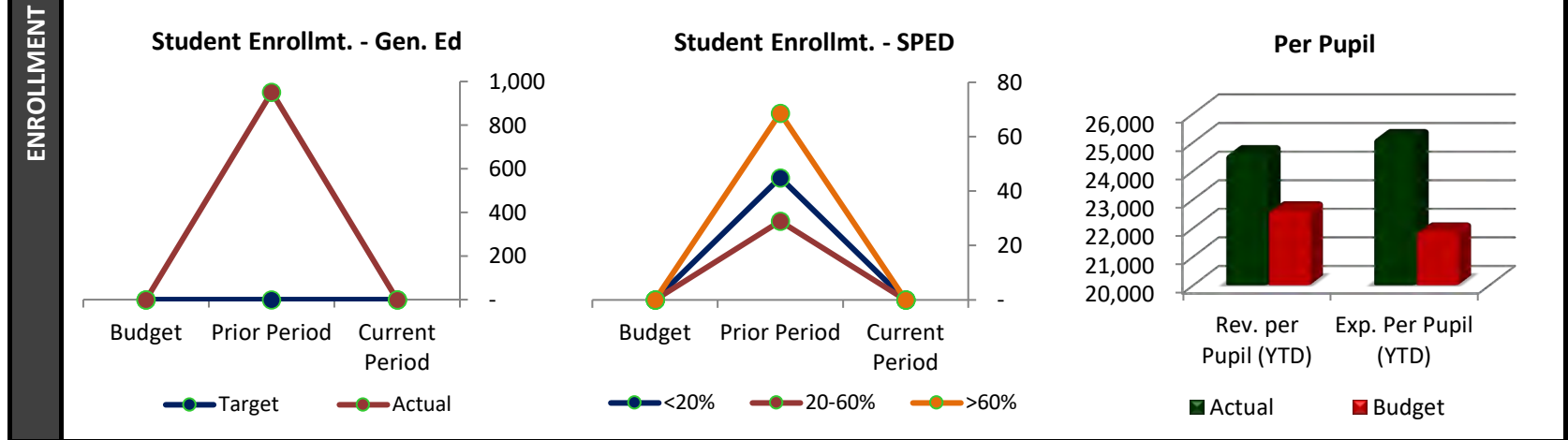
# Challenge Prep Charter School

## Financial Summary For Period Ended February 28, 2022

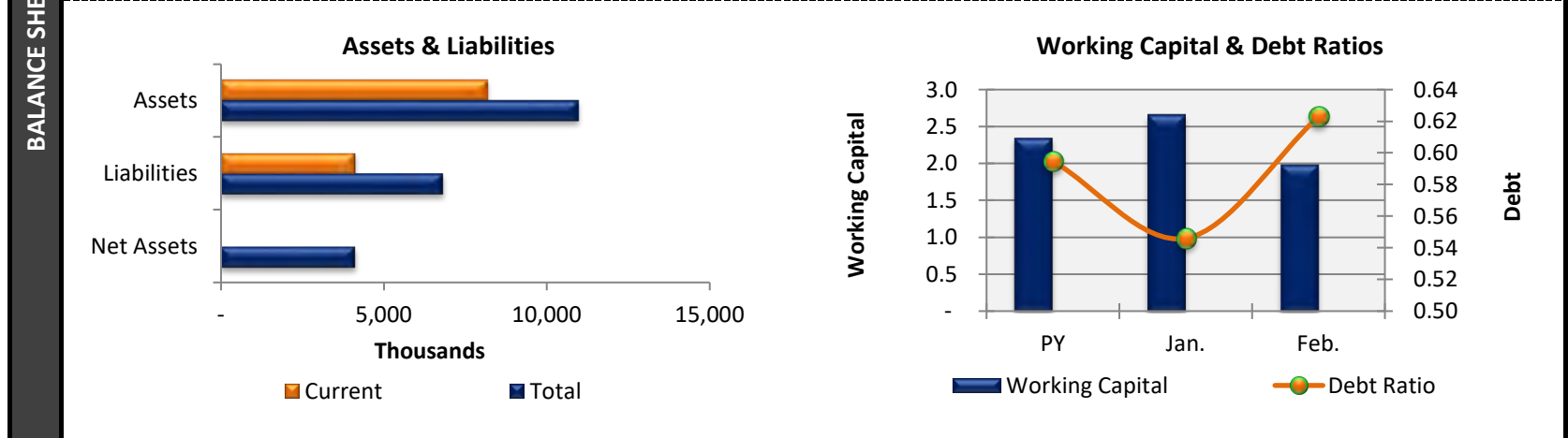
LIQUIDITY	<b>Cash in Bank</b> (Operating Account(s) Only: as of February 28, 2022)	<b>\$ 4,484,280</b>
	<b>Projected months of cash on hand</b>	<b>2.2</b>
	<b>Cash in Bank</b> (Total - All Accounts as of February 28, 2022)	<b>\$ 7,070,479</b>
	<b>FY Ending Cash Available to Carryover to FY21-22</b> (Operating Account(s) Only)	<b>\$ (373,691)</b>
	<i>*Cash balance available once all FY21-22 obligations &amp; receivables have been settled</i>	
	<b>Projected months of cash on hand</b>	<b>(0.2)</b>
	<b>FY Ending Cash Available to Carryover to FY20-21</b> (Total - All Accounts)	<b>\$ 2,197,953</b>



	Actual	Budget	Variance		Actual	Budget	Variance
<b>General Ed</b>	951.75	1,021.00	(69.25)	\$	15,370,811	15,629,468	(258,657)
<b>SPED</b>							
0 - 20%	50.12	41.00	9.12		-	-	-
20 - 59%	25.29	25.00	0.29		262,794	259,750	3,044
60% - Over	71.90	53.00	18.90		1,369,623	1,009,597	360,026
<b>Total SPED</b>	<b>147.31</b>	<b>119.00</b>	<b>28.31</b>		<b>1,632,417</b>	<b>1,269,347</b>	<b>363,070</b>



<b>Total Current Assets:</b>	<b>\$ 8,175,517</b>
<b>Total Current Liabilities:</b>	<b>\$ 4,123,088</b>
<b>Working Capital (Current) Ratio</b>	<b>1.98</b>
<b>Total Assets:</b>	<b>\$ 10,973,295</b>
<b>Total Liabilities:</b>	<b>\$ 6,835,212</b>
<b>Debt Ratio</b>	<b>0.62</b>
<b>Total Net Assets:</b>	<b>\$ 4,138,083</b>



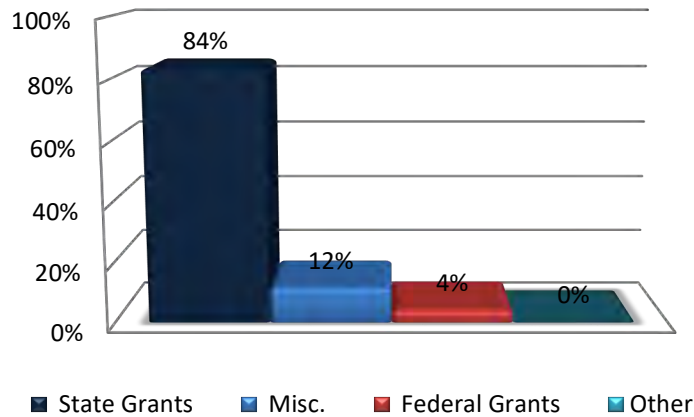
# Challenge Prep Charter School

## Financial Summary For Period Ended February 28, 2022

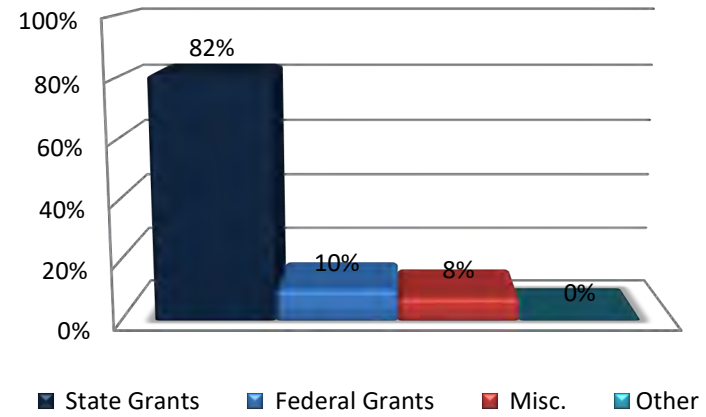
	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Total Revenue YTD:	\$ 15,387,992	\$ 15,372,330	\$ 15,662
Total Expenses YTD:	(14,872,317)	(14,070,113)	(802,204)
<b>Net Operating Surplus(Deficit):</b>	<b>\$ 515,675</b>	<b>\$ 1,302,217</b>	<b>\$ (786,543)</b>
	<u>Projected</u>	<u>Budget</u>	<u>Variance</u>
Annual Projected Revenue:	\$ 23,400,090	\$ 23,097,145	\$ 302,945
Annual Projected Expenses (before depreciation):	(23,936,007)	(22,343,952)	(1,592,055)
<b>Projected Net Operating Surplus(Deficit) before Depreciation:</b>	<b>\$ (535,917)</b>	<b>\$ 753,193</b>	<b>\$ (1,289,110)</b>
Annual Projected Depreciation:	(500,995)	(230,840)	(270,155)
<b>Projected Net Operating Surplus(Deficit) after Depreciation:</b>	<b>\$ (1,036,912)</b>	<b>\$ 522,353</b>	<b>\$ (1,559,265)</b>
<b>Capital Expenditure Requirements</b>	<b>\$ (836,238)</b>	<b>\$ -</b>	<b>\$ (836,238)</b>
<b>Total Cash Expenditures</b>	<b>\$ (22,598,774)</b>	<b>\$ (22,113,112)</b>	<b>\$ (485,662)</b>
<b>Revenue per Pupil (YTD)</b>	<b>\$ 24,586</b>	<b>\$ 22,622</b>	<b>\$ 1,964</b>
<b>Expenditure per Pupil (YTD)</b>	<b>\$ 25,149</b>	<b>\$ 21,884</b>	<b>\$ 3,265</b>

BUDGETING / REVENUE & EXPENSES

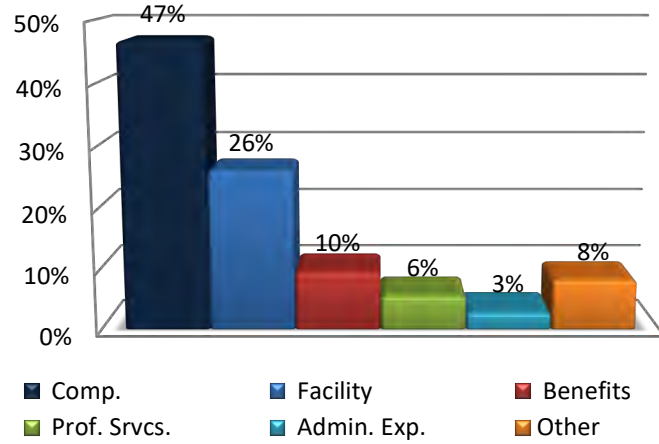
**Revenue Breakdown YTD**



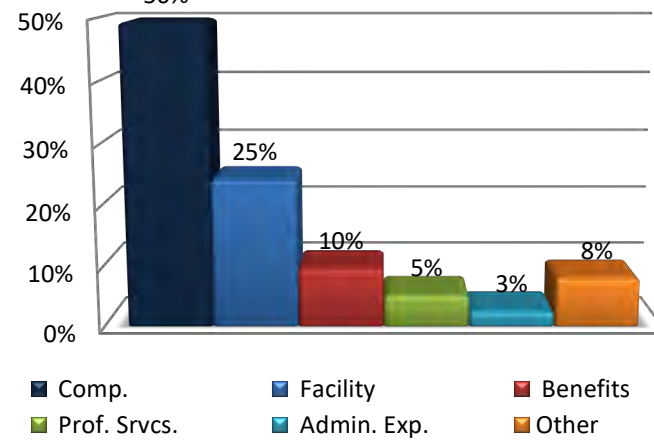
**Revenue Breakdown YE**



**Expense Breakdown YTD**



**Expense Breakdown YE**



# Challenge Prep Charter School

## Financial Variance Summary

Fiscal Year Ending 6/30/2022	Comments
Net Budget Surplus after Depreciation	\$ 522,353
Increase in Projected Annual Expenses	1,862,210
Net Projected Deficit Variance after Depreciation	<u>\$ (1,036,912)</u>

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

	February 28, 2022			YTD Through February 28, 2022			Projected FYE June 30, 2022 Current Month				Comments
	Actual	Budget	Variance	Actual	Budget	Variance	Actuals - August 2021 - February 28, 2022 + Projected - June 30, 2022	Projections thru June 30, 2022	Annual Budget	Variance	
<b>Income</b>											
4100 State Grants	1,637,065	1,631,484	5,582	12,929,670	13,051,868	(122,198)	6,212,894	19,142,564	19,616,816	(474,252)	GenEd based on 951.753 . SpEd budget based on 71.900 over 60%; 25.293 20-59%
4200 Federal Grants	56,248	164,967	(108,719)	638,658	1,320,462	(681,804)	1,798,382	2,437,040	1,980,329	456,711	
4300 Contributions	-	-	-	-	-	-	-	-	-	-	
4400 Miscellaneous Income	206	125,000	(124,794)	1,819,664	1,000,000	819,664	822	1,820,486	1,500,000	320,486	
<b>Total Income</b>	<b>1,693,519</b>	<b>1,921,450</b>	<b>(227,931)</b>	<b>15,387,992</b>	<b>15,372,330</b>	<b>15,662</b>	<b>8,012,098</b>	<b>23,400,090</b>	<b>23,097,145</b>	<b>302,945</b>	GenEd based on 951.753 . SpEd budget based on 71.900 over 60%; 25.293 20-59%; Adjustments made to Lease Assistance based on unearned revenue for FY21.
<b>Expenses</b>											
<b>Compensation</b>											
5100 Instructional Staff	674,764	721,155	(46,391)	4,518,208	4,895,537	(377,328)	3,684,117	8,202,326	8,653,862	(451,536)	Salary projections based on payroll averages
5200 Non-Instructional Staff	219,236	205,934	13,302	1,698,233	1,647,473	50,760	926,944	2,625,177	2,471,209	153,968	Adjusted based on payroll
5300 Pupil Support	120,289	106,739	13,550	774,592	853,911	(79,319)	518,618	1,293,210	1,280,867	12,343	Based on budget
<b>5000 Compensation</b>	<b>1,014,289</b>	<b>1,033,828</b>	<b>(19,539)</b>	<b>6,991,033</b>	<b>7,396,920</b>	<b>(405,887)</b>	<b>5,129,680</b>	<b>12,120,713</b>	<b>12,405,938</b>	<b>(285,225)</b>	Salary projections based on payroll averages
5400 Benefits	226,768	158,858	67,910	1,454,247	1,270,867	183,380	955,115	2,409,362	1,906,300	503,062	
6100 Administrative Expenses	41,371	46,802	(5,432)	429,365	379,285	50,080	191,420	620,785	566,494	54,291	Adjusted based on actuals
6200 Professional Services	127,278	75,167	52,111	844,792	584,333	260,458	444,643	1,289,435	921,500	367,935	Based on actuals
6300 Professional Development	6,505	14,424	(7,920)	207,081	104,303	102,778	94,334	301,415	162,000	139,415	Based on actuals
6400 Marketing and Staff/Student Rec	4,135	8,025	(3,890)	83,864	64,200	19,664	43,223	127,087	96,300	30,787	Based on budget
6500 Fundraising Expenses	-	4,458	(4,458)	-	35,667	(35,667)	3,500	3,500	53,500	(50,000)	Based on budget
7100 Curriculum & Classroom Expenses	25,296	30,130	(4,835)	384,733	212,585	172,148	212,253	596,986	372,120	224,866	Based on actuals
8100 Facility	512,985	472,131	40,853	3,909,026	3,777,050	131,976	2,084,340	5,993,366	5,665,575	327,791	Based on actuals
8200 Technology/Communication Expens	33,131	16,102	17,029	313,973	128,817	185,157	155,499	469,472	193,225	276,247	Based on actuals
8800 Miscellaneous Expenses	-	83	(83)	3,707	667	3,040	180	3,887	1,000	2,887	
8900 Depreciation Expense	-	-	-	250,497	115,420	135,077	250,498	500,995	230,840	270,155	
<b>Total Expenses</b>	<b>1,991,757</b>	<b>1,860,010</b>	<b>131,747</b>	<b>14,872,317</b>	<b>14,070,113</b>	<b>802,204</b>	<b>9,564,685</b>	<b>24,437,002</b>	<b>22,574,792</b>	<b>1,862,210</b>	
<b>Net Income</b>	<b>(298,238)</b>	<b>61,440</b>	<b>(359,678)</b>	<b>515,675</b>	<b>1,302,217</b>	<b>(786,543)</b>	<b>(1,552,587)</b>	<b>(1,036,912)</b>	<b>522,353</b>	<b>(1,559,265)</b>	
<b>Capital Expenditures</b>											
Furniture, Fixtures & Equipment	3,680	-	3,680	704,241	-	704,241	70,000	774,241	-	774,241	
Facility and Construction	-	-	-	51,997	-	51,997	10,000	61,997	-	61,997	
Website	-	-	-	-	-	-	-	-	-	-	
<b>Total Capital Expenditures</b>	<b>3,680</b>	<b>-</b>	<b>3,680</b>	<b>756,238</b>	<b>-</b>	<b>756,238</b>	<b>80,000</b>	<b>836,238</b>	<b>-</b>	<b>836,238</b>	

**Challenge Prep Charter School  
Cash Flow Projection as of February 28, 2022**

	Annual Budget FY21-22	Projected July 21 - June 22	Projected Mar 22 - June 22	March	April	May	June	July + Subsequent FY21-22 Items
<b>Beginning Cash Balance (Operating)</b>	<b>4,804,870</b>	<b>6,645,873</b>	<b>4,498,835</b>	<b>4,498,835</b>	<b>1,708,140</b>	<b>2,798,354</b>	<b>763,483</b>	<b>(1,271,388)</b>
Projected Cash Receipts from Operations (below)	23,097,145	8,012,098	5,126,718	206	3,125,791	206	206	2,000,311
Projected Cash Disbursements from Operations (below)	(22,574,792)	(9,564,685)	(9,163,921)	(2,015,577)	(2,015,577)	(2,015,077)	(2,015,077)	(1,102,614)
<b>Net Cash from Operations</b>	<b>522,353</b>	<b>(1,552,587)</b>	<b>(4,037,202)</b>	<b>(2,015,371)</b>	<b>1,110,214</b>	<b>(2,014,871)</b>	<b>(2,014,871)</b>	<b>897,697</b>
Cash Receipts from Accounts & Misc Receivables (not included in revenue below)	-	-	-	-	-	-	-	-
Cash Disbursements for Accounts Payable & Accrued Expenses	-	-	(755,324)	(755,324)	-	-	-	-
Capital Expenditures (below)	-	(80,000)	(80,000)	(20,000)	(20,000)	(20,000)	(20,000)	-
Accounts Receivable	-	-	-	-	-	-	-	-
PPP Loan Payable	-	-	-	-	-	-	-	-
PPP Loan Interest Payable	-	-	-	-	-	-	-	-
<b>Ending Cash Balance (Operating Account)</b>	<b>5,327,223</b>	<b>5,173,286</b>	<b>(373,691)</b>	<b>1,708,140</b>	<b>2,798,354</b>	<b>763,483</b>	<b>(1,271,388)</b>	<b>(373,691)</b>
Other Cash Accounts (Net of Transfers)	75,354	-	2,571,644	2,571,644	2,571,644	2,571,644	2,571,644	2,571,644
<b>Total Cash (All Accounts)</b>	<b>5,402,577</b>	<b>5,173,286</b>	<b>2,197,953</b>	<b>4,279,785</b>	<b>5,369,998</b>	<b>3,335,127</b>	<b>1,300,256</b>	<b>2,197,953</b>

Challenge Prep Charter School  
Balance Sheet  
YTD as of February 28, 2022

	Total	Comments
<b>ASSETS</b>		
<b>Current Assets</b>	-	
<b>Bank Accounts</b>		
<b>1000 Cash</b>		
1001 HSBC Checking - 0844	4,260,442	
1002 HSBC Checking - 0852	14,556	
1003 HSBC Checking - 0879	223,837	
1004 HSBC Checking - 0887	-	
1005 HSBC Money Market - 5972	2,501,644	
1006 Chase Escrow - 3060	70,000	
1007 Petty Cash	-	
<b>Total 1000 Cash</b>	<b>\$ 7,070,479</b>	
<b>Total Bank Accounts</b>	<b>\$ 7,070,479</b>	
<b>Accounts Receivable</b>		
1100 Accounts Receivable	263,733	
1200 Other Receivables - Salary Advance	-	
<b>Total Accounts Receivable</b>	<b>\$ 263,733</b>	
<b>Other current assets</b>		
1300 Prepaid Expenses	257,144	
1301 Prepaid Insurance	48,595	
1310 Prepaid Rent	535,565	
<b>Total Other current assets</b>	<b>\$ 841,305</b>	
<b>Total Current Assets</b>	<b>\$ 8,175,517</b>	
<b>Fixed Assets</b>		
<b>1500 Furniture, Fixtures &amp; Equipment</b>		
1510 Office & Admin Computers & Equipment	259,983	
1511 Classroom Computers & Equipment	1,268,777	
1512 Classroom Furniture	523,884	
1513 Office Furniture	194,049	
<b>Total 1513 Office Furniture</b>	<b>\$ 194,049</b>	
1514 Musical Instruments	16,390	
1515 Computer Software	44,217	
<b>Total 1500 Furniture, Fixtures &amp; Equipment</b>	<b>2,307,300</b>	
<b>1519 Facility and Construction</b>	127,589	
1520 Architect Fees	115,620	
1525 Fire Alarm System	7,500	
<b>Total 1525 Fire Alarm System</b>	<b>\$ 7,500</b>	
1530 Kitchen/Cafeteria	162,079	
1535 Construction In Progress	320,673	
1540 Leasehold Improvements	480,067	
<b>Total 1519 Facility and Construction</b>	<b>1,213,527</b>	



Challenge Prep Charter School  
Balance Sheet  
YTD as of February 28, 2022

	Total	Comments
1610 Website	11,000	
<b>Total 1610 Website</b>	<b>\$ 11,000</b>	
1700 Accumulated Depreciation & Amortization		
1710 Accumulated Depreciation	(1,651,736)	
1750 Accumulated Amortization	(8,311)	
<b>Total 1700 Accumulated Depreciation &amp; Amortization</b>	<b>\$ (1,660,047)</b>	
<b>Total Fixed Assets</b>	<b>\$ 1,871,779</b>	
<b>Other Assets</b>		
1800 Security Deposits	925,999	
<b>Total Other Assets</b>	<b>\$ 925,999</b>	
<b>TOTAL ASSETS</b>	<b>\$ 10,973,295</b>	
<b>LIABILITIES AND EQUITY</b>		
<b>Liabilities</b>		
<b>Current Liabilities</b>		
<b>Accounts Payable</b>		
2000 Accounts Payable	735,697	
<b>Total Accounts Payable</b>	<b>\$ 735,697</b>	
<b>Other Current Liabilities</b>		
2100 HSBC Loan Payable	-	
2300 Accrued Salaries/Taxes	-	
2301 Accrued Expenses	19,627	
2303 Accrued Interest - PPP	-	
2400 Unearned/Deferred Revenue	3,366,264	
<b>Total Other Current Liabilities</b>	<b>\$ 3,387,391</b>	
<b>Total Current Liabilities</b>	<b>\$ 4,123,088</b>	
<b>Long-Term Liabilities</b>		
2700 Deferred Rent Liability	2,712,124	
<b>Total Long-Term Liabilities</b>	<b>\$ 2,712,124</b>	
<b>Total Liabilities</b>	<b>\$ 6,835,212</b>	
<b>Equity</b>		
3100 Retained Earnings	3,622,409	
Net Income	515,675	
<b>Total Equity</b>	<b>\$ 4,138,083</b>	
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ 10,973,295</b>	

**Challenge Prep Charter School**  
**Statement of Cash Flows**  
**YTD as of February 28, 2022**

	<b>Total</b>	<b>Comments</b>
<b>OPERATING ACTIVITIES</b>		
Net Income	515,675	
Adjustments to reconcile Net Income to Net Cash provided by operations:		
1100 Accounts Receivable	101,715	
1200 Accounts Receivable:Other Receivables - Salary Advance	-	
1300 Prepaid Expenses	(48,395)	
1301 Prepaid Insurance	(48,595)	
1310 Prepaid Rent	(201,390)	
Inventory Asset	-	
2000 Accounts Payable	53,309	
2100 HSBC Loan Payable	(1,792,512)	
2300 Accrued Salaries/Taxes	(725,253)	
2301 Accrued Expenses	(69,727)	
2303 Accrued Interest - PPP	(17,160)	
2400 Unearned/Deferred Revenue	3,050,719	
Total Adjustments to reconcile Net Income to Net Cash provided by operations:	302,712	
Net cash provided by operating activities	818,387	
<b>INVESTING ACTIVITIES</b>		
1510 Furniture, Fixtures & Equipment:Office & Admin Computers & Equip	(10,834)	
1511 Furniture, Fixtures & Equipment:Classroom Computers & Equipment	(424,229)	
1512 Furniture, Fixtures & Equipment:Classroom Furniture	(132,113)	
1513 Furniture, Fixtures & Equipment:Office Furniture	(137,065)	
1515 Furniture, Fixtures & Equipment:Computer Software	-	
1540 Facility and Construction:Leasehold Improvements	(51,997)	
1800 Security Deposits	-	
1710 Accumulated Depreciation & Amortization:Accumula	250,497	
Net cash provided by investing activities	(505,741)	
<b>FINANCING ACTIVITIES</b>		
2700 Deferred Rent Liability	51,960	
3000 Opening Balance Equity	-	
Net cash provided by financing activities	\$ -	
Net cash increase for period	364,606	
Cash at beginning of period	\$ 6,705,874	
Total Cash at beginning of period	\$ 6,705,874	
Cash at end of period	\$ 7,070,479	



# Attachment #12

## 2021-22 CPCS Board Meeting #9

Current Employees
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170
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Vacancies
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1
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Campus
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Current
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Vacancies
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New Hires
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Elementary School
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92
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0
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0
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Middle School
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38
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0
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0
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High School
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26
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0
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0
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Network Operations
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14
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1
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0
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New Hires
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Campus
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Position
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