



2021-22 School Year Board Meeting #10 Minutes

Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2021-22 School Year Board Meeting #10 at 6:30 PM on April 27, 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 Andrew Barnes

Members absent: 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 #9 [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 that the NYS Testing for Math and ELA continues for our scholars. We continue to monitor COVID-19 with our staff and scholars. Challenge is applying for the Summer Boost NYC grant that focuses on providing a 24-day academic program for scholars that suffered significantly from learning loss during the last two school years. The focus is on ELA & Math. We are applying for 282 scholars to be in the program that would begin on July 5 and end



on August 5, 2022. We are preparing for year-end activities and preparing for the 2022-23 school year budget.

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 March 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 April 2022 Personnel report [Attachment #12]. The report was received by common consent in that there were no new employess hired since the last meeting.

The meeting adjourned by common consent.

Respectfully submitted:

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

Karon McFarlane
Secretary



Attachment #1
See Prior
Month
Minutes for
Minute
Attachments



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.
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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 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 #2



Senior Director of Teaching and Learning K-5
April 2022 Board Report
 (Covering March 16, 2022-April 8, 2022)
Kentia Coreus

Enrollment Compliance

Grade	Total Scholars	# of scholars w/IEPs	# of ENL scholars*
K	104	13	0
1	116	21	3
2	118	19	3
3	97	15	4
4	94	15	8
5	95	13	2
Totals	624	96	20

source: Student Enrollment Weekly Report sent on April 1, 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
- Coach and mentor staff when needed
- 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

ELA and Mathematics State Exams

ELA examinations were completed at the end of March. Scholars then participated in internal mock math exams in order to be exposed to the math exam's framework and to have practice in persisting through challenging problems. Staff took notes during this time to employ effective care and testing strategies during the exam. Math exams will take place during the last week of April.

Working with Learner-Centered Initiatives (LCI)

Curriculum writers, grade-level leads, and assistant principals are approaching the development of the final unit for this school year. Assessments (and their role in learning) will be explored by LCI during this unit. The SDTL recommends that CPCS works with LCI again next year to specifically focus on assessments. The school aims to develop pre and post assessments for all units, establish formative assessments, and begin exploring the use of performance assessments.

MOY Principal Effectiveness

Instructional staff at CPCS evaluated the school principal using the Vanderbilt Assessment of Leadership in Education (VAL-ED) in February 2022. The VAL-ED is a learning-centered and evidence-based tool that assesses principals' behaviors known to directly influence teachers' performance, and in turn students' learning. Leadership behaviors are informed by a leader's knowledge, skills, personal characteristics, values and beliefs. Results were immediately shared with the principal and briefly discussed.

On April 6, 2022, the SDTL conducted a MOY Principal Effectiveness Reflection meeting with the principal. The reflection meeting covered the following topics:

1. Opening- Reflect on process, understanding the VAL-ED tool
2. Meeting Goal: Stamping the learning so it can be transferred and replicated.
3. Identifying new knowledge, skills, dispositions of the school principal
4. Understanding Culture of Learning and Professional Behavior
5. Paying attention to misaligned results
6. Performance Management [Where are we? Where are we going? Staff? Scholars?]

Preparing to launch the 2022-23 school year

The human resources (HR) team has procured a new recruitment software called Lever. The SDTLs have finalized the 2022-23 instructional staff hiring process to reflect this new tool, bring back in-person demo lessons, and to streamline the process. CCS anticipated vacancies are posted on LinkedIn and are still in the process of being available on Indeed. The recruitment process is made available below. In addition, we have developed a framework for launching the new school year.

Instructional Staff Recruitment Process- SY 2022-23

Step	Person(s) Responsible	Details/Notes
1. Principals submit vacancy proposals to the Senior Directors of Teaching and Learning (SDTL) for approval.	Principals	Via email or designated spreadsheet. Email must include position title, subject, and grade level (where applicable).
2. Finance approves vacancy and adds the requisition to Lever.	Finance	HR department provides a job description if needed.
3. SDTL's review job descriptions [include our recruitment process].	SDTL	Authorized access to Lever is given to those directly involved with those hiring for their specific sites.
4. HR posts the job description.	Talent Recruitment Manager (TRM)	
5. HR reviews teacher applications including: resumes, cover letters, application 3 questions and looks up certification on NYSLookUp site.	Talent Recruitment Manager	Use the recruitment criteria checklist
6. Conduct initial telephone interview	Talent and Recruitment Manager	Use the initial telephone screening template .
7. Conduct virtual candidate interview	Site specific Administrative Teams	School teams will enter notes in Lever.
8. Candidate delivers a demonstration lesson at the school site. Demo Invite template is here . Principals are responsible for making site specific updates.	Site specific Admin Teams and SDTL.	School teams will enter notes in Lever.
9. Virtual Final Interview with SDTLs	Special Projects Coordinator T & L	Notes will be entered in Lever.
10. Contact candidate references. Inform SDTL of candidates as well as ones with any red flags.	Talent and Recruitment Manager	Verify 3-4 years' worth of employment history using the reference check questions provided. attaches the completed references to the candidate's record on Lever.
11. SDTL's make final hiring recommendations to the CEO and Finance.	SDTLs	The recommendation is sent by the SDTL to the Director of Finance within Lever.
12. Generate and send the candidate a contract and Welcome email.	Director of Finance	Copy SDTL's, TRM and SPC T&L



Attachment #3



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

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

Enrollment

At this time, enrollment has ceased due to the MATH test taking place April 26-April 28.

Attendance

Attendance			
March 2022 Attendance Tracker			
Instructional Days 23			
Present	13,078	Present %	91%
Absent	1,284	Absent %	9%

Curriculum and Instruction

ELA Focus- Organizing Center:

- POETRY Grades K-2 (End of unit April 29th)
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.

- As a culminating activity, Grade 2 scholars will put on a poetry slam inviting scholars in grades K and 1
- Poem in a pocket day will be held on Friday, April, 29, 2022

MATH FOCUS

Based on the data, scholars struggle in the area of geometry and measurement. For the remainder of the year, each grade will focus on this standard providing additional support during the intervention blocks on Fridays.

- Grades 1 and 2 will also focus on adding and subtracting base ten numbers. Regrouping when adding and subtracting.
- Grade 3 will also focus on expressions
- Grades 4 and 5 will continue to provide additional instruction in the area of fractions and decimals

TESTING Information

- Test Sophistication - Grades 3-5 (Ends on April 29 for grades 3-5)
- Grade 4 Science hands on preparation will begin on May 3, 2022
- NYSESLAT Testing (April 11- April 29th)

Staff Attendance

Staff attendance has improved with 3% having to be out due to COVID. The elementary school has experienced 2 teachers having to be absent due to medical conditions. Two teachers are on maternity leave.

Professional Development

- NYS testing - analyzing the data
- Preparing and administering the FINAL Mock Assessments
- Continued PD unpacking the standards- Specifically the reading, speaking and listening and writing standards
- Building assessments into instruction
- Designing Unit 4 and 5 of ELA and Writing
- Grade Team Leaders continues to 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 two 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

Currently, the Special Education Liaison meets with the CTT teams to facilitate planning of modified instruction, professional development and or IEP goal setting.

Current total of scholars who receive SPED related services	114
Number of PENDING INITIAL IEP MEETINGS	49

As our SPED population increases, the amount of CCT classrooms and SPED certified teachers will also increase. For the 2022-2023, each grade will need TWO ICT sections to ensure our scholars are receiving their correct services. This will also expand the need for continued professional development, specifically for our SPED certified teachers.

Scholars who are in TIER 3- will also use a program specifically to meet their needs. At this tier, a student will receive intensive support for specific skill deficits. Interventions will be more frequent, explicit, intensive, and individualized for longer periods of time. **Based on our data 106 scholars fall into this category.**

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. The two scholars who are out for medical reasons will return on April 26, 2022.

Staffing NEEDS for the 2022-2023 school year includes the following:

- Grade 3 SPED certified and Gen ED certified teacher (We will add on another GRADE 3 section)
- Guidance Counselor- Due to the increase of social emotional needed in addition to mandated scholars who receive counseling services
- Music Teacher
- Art Teacher
- Math/ ELA Instructional Coach - Support and development of staff
- Dean of Culture- Create a restorative approach to learning

Upcoming Events

- NYS MATH exam- April 26-April 28
- May 3, 2022- May 6, 2022- Teacher Appreciation Week
- May 11, 2022 - May 12, 2022- Instructional Learning Walk



Attachment #4



CHALLENGE CHARTER SCHOOL

2021-2022 Principal's Monthly Board Report

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

School Year 2021-2022 Report Apr 14, 2022

Current CCHS Enrollment:

Cohort Group	Grade Level	Enrollment as of...						
		Oct. 15, 2021	Nov. 12, 2021	Dec. 10, 2021	Jan. 14, 2022	Feb. 16, 2022	Mar. 22, 2022	Apr. 14, 2022
#3	G. 10	44	46	45	45	45	45	45
#4	G. 9	71	73	73	73	71	71	70
TOTAL		115	119	118	118	116	116	115

Current CCMS Enrollment:

Cohort Group	Grade Level	Enrollment as of...						
		Oct. 15, 2021	Nov. 12, 2021	Dec. 10, 2021	Jan. 14, 2022	Feb. 16, 2022	Mar. 22, 2022	Apr. 14, 2022
#5	Gr. 8	76	76	73	72	72	72	72
#6	Gr. 7	70	69	64	63	60	64	64
#7	Gr. 6	93	92	92	91	85	89	86
TOTAL		239	237	229	226	217	225	222

CCMS Attendance Statistics:

Cohort Group	Grade Level	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, '22 - Feb. 16, '22	Feb, 17, '22 - Mar. 21, '22	Mar, 21, '22 - Apr. 14, '22
#3	Gr. 10	93%	91%	84%	76%	83%	86%	86%
#4	Gr. 9	95%	94%	90%	77%	89%	85%	92%
#5	Gr. 8	89%	90%	89%	78%	88%	93%	91%
#6	Gr. 7	92%	89%	88%	82%	91%	94%	93%
#7	Gr. 6	83%	84%	83%	84%	88%	93%	93%
CCMS Average		88%	88%	86%	81%	89%	91%	92%
CCHS Average		94%	93%	88%	76%	87%	90%	89%



6-10 Average	90%	90%	87%	79%	89%	90%	91%
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Please note that these numbers are due to 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.
 - 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
 - SPED LIASON/SETTS Teacher Grade 8 - To be covered by Dr. Lyle
- CCHS has made no gains in staffing. To date, the following vacancies stand:
 - English 9 Teacher - The 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.
 - Ms. Reid and Mr. Merrell are covering Algebra I teacher - Classes.
 - 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 and we encourage them to speak about their feelings and 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 was on March 3, 2022. The CCHS Lavinia Group consultant was on the premises on April 11, 2022. He was able to help grade some ELA Regents mock exams. He will aid in the production of strategic instructional work for CCHS scholars.
- 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
 - In 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 who had taken on the additional role of SPED Liaison for Grades 6-10 while maintaining services to Grade 6 IEP scholars has handed in her resignation as of Friday, April 15, 2022. She has also offered us a candidate from Alternative Tutoring—the Director of SPED Ms. Zadok and Ms. Luton are working to get the candidate so that support services can continue for our scholars in grade 8 urgently. In the interim, Dr. Lyle will support the work.
- Ms. Ana Gomez provides ENL services on a consistent schedule.

DIGITAL PLATFORMS



- Grades 6-10 scholars are using a combination of digital notebooks and hardcover notebooks for all courses now 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 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

April 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

3

- 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
- 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, and scholars will be receiving at-home test kits for the upcoming Spring Break.
- Supervise the internal data collection for all vaccinated scholars K-10.
- Oversee the process of providing all scholars at-home testing kits for the upcoming Spring Break
- Followed up on dental services for all of our scholars K-10 to receive a dental check-up and cleaning at all sites

Pupil Personnel Director

Elementary

- Reviewed Second Step lesson pacing data, to ensure all classes are on track with the SEL lesson schedule

- 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
- Updated the Second Step Pacing chart to ensure all classes are on the correct weekly lesson
- Lead the bi-weekly meeting with the student support team to begin the process of aligning the counseling program school-wide
- Followed up on the transition activities for the rising 6th graders, that will be occurring in the beginning of May

Middle and High School

- Observed the Work based learning course and identified a curriculum for the course entitled Overcoming Obstacles. This curriculum merges SEL components and teaching skills to prepare our scholars for the world of work.
- 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 8th graders to prepare them for the high school experience

All sites

- Re-established the bi-weekly meetings with the Student Support Teams
- Began the planning sessions for our school-wide comprehensive counseling planning program
- Met with principals about the year-long RULER Adult SEL timeline for next school year
- Aligned the Career and Developing Occupational Studies curriculum for K-5 and intermediate levels to provide to our Student Support teams for implementation
- Started the process of creating an advisory program for our scholars in grades 7-11
- Collaborated with the Special Education Coordinator on creating a crisis intervention protocol for high risk behavior

Family Engagement Coordinators

1. Supported the NYC School Survey for families and staff
2. The Parent Academy Coordinator started, and has established the first workshop for parents that begins on April 29th
3. Meet weekly with the Parent Academy Coordinator on current and future initiatives
4. Established monthly meetings for the Parent Academy Coordinator and the Family Engagement Coordinator for collaboration purposes



Attachment #6



Challenge Charter School Communications Report - April 2022

Kim Messer, Director of Communications

Communications:

Internal/External

- Women's History Month featured some of our own influential women in a series of short articles on SM and the website. The stories had great engagement on our social media channels. See all of their stories at: www.challengecharterschools.org/news
- NYC School Survey notices have been sent out 1-2 times a week via ParentSquare with new graphics and input from our survey team.



Budget

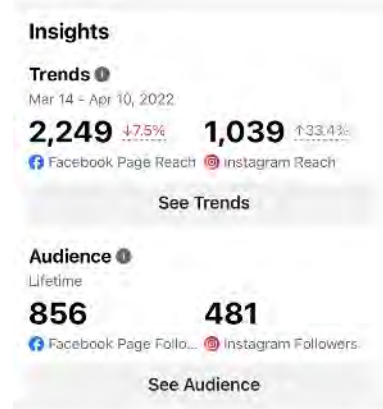
- I proposed a social media management company to partner in my Communications plan for this school year. Dr. Mullings had approved the expense, but due to finance delays, we lost the contract. As our school and my workload grows, I am spending a lot of time on social media and graphic development.
- As the only director without support staff, support is needed in Communications, and this should be considered in the budget for 2022-23. A couple of possible solutions:
 - Outsource some of the social media management via a 9-month contract
 - Outsource main graphic designs - our school flyer, recruitment ads, and application materials
 - Hire a part-time Communications assistant with experience in social media marketing and graphic design
- Other budget considerations are needed Professional Development as I have not attended an event to increase my knowledge and skills since the fall before COVID.

Social Media

- One of my goals for the year was more video content on our channels. We have achieved that through simple reels, longer promotional videos in partnership with E/R team, and in repurposing video content from teachers and staff.
- As I begin to look back at our data from the beginning of the year until now, we have seen growth in followers and engagement. See the side-by-side graphics below:



September 2021



April 2022

Recruitment/Application Promotion:

- I worked with our E/R team and prepared our presentation for Lottery Night. Every year the goal is to make our brand shine and improve the look we are presenting to new families.
- Still awaiting word on decisions from Dr. Mullings and E/R team on advertising proposals for continued promotion after the Lottery to help fill any remaining seats.
- Short spring and summer campaigns are run to help build our waitlist and fill remaining seats as families transition through the summer.
- The website has been updated now that the Lottery is over.

Bigger Projects

- Development of a Communications Guidebook that gives an overall view of our process and work in communications continues. 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



April 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	10	11	2	17	3	13
	1	21	14	0	18	3	10
	2	20	17	0	14	8	5
	3	14	10	4	8	5	1
	4	15	10	6	11	6	2
	5	12	12	5	4	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
Totals		149	82	59	99	55	35

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
- Physical Therapist appointed directly from the DOE start date 4/12/2022 at K-5 Site

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
- Attended Sped Billing Webinar along with K-5 & 6-10 Liaisons

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
- 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
- Supporting ELL Team with Nyseslat Administration and test distribution
- Creating Behavior intervention plans in collaboration with the 9-10 support team
- Aligned with Parent Academy Coordinator to create ways to deliver IEP empowerment and information to families

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 .
- On-going alignment with Director of Pupil Personnel Services to collaborate on Restorative practices for next school year



Attachment #8



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

CCS STUDENT ENROLLMENT



Student Enrollment and Recruitment Weekly Report

TOTAL ENROLLED	961
Approved Charter Enrollment	1056

Site	Grade	2021-22 SY Charter Goal	Scholars Currently Enrolled 4/14/22
Elementary	K*	120	102
	1*	120	116
	2*	120	118
	3	96	97
	4*	96	96
	5	96	95
Total			624

Middle	6	96	86
	7*	72	64
	8	72	72
Total			222

High	9	72	70
	10*	96	45
Total			115

* The waitlist is currently exhausted.

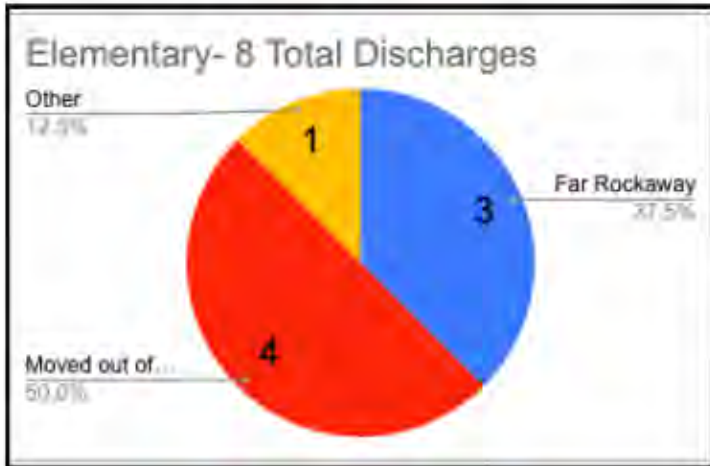
2022-2023 SY Enrollment		
Grade	Available Seats	Currently in Registration (4/14/22)
K	120	104
1	18	11
2	4	2
3	2	2
4	-	-
5	1	1
6	-	-
7	10	5
8	8	3
9	-	-
10	2	-
11	5	-
Total	170	128

Available seats for 2022-23 SY are determined by current enrollment vacancies.

CCS Discharge Summary Report

March 1, 2022-April 14, 2022

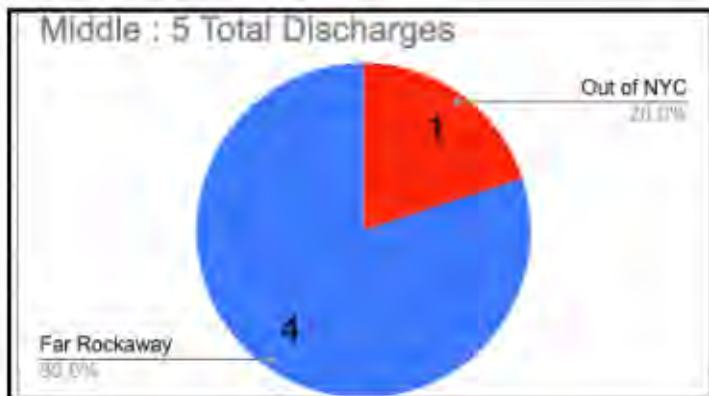
Total Discharges: 14 scholars



Total: 8

Notes:

- 4 scholars moved out of NYC
- 3 transferred to another school in Rockaway D27
- 1 scholar moved due parental custody.



Total: 5

Notes:

- 4 scholars transferred to another school due to disciplinary issues.
- 1 scholars moved out of NYC.



Total: 1

Notes:

The scholars moved out of NYC.



STUDENT RECRUITMENT

CCS Lottery Night Highlights:

- 325 guests were in attendance.
- We received **1,103** lottery applications from October 1, 2021- to April 1, 2022.
- 144 Seats were offered to grades Kindergarten through Grade 3.
- 80 families accepted their seats by the following morning and began registration.

Rising 6th and 9th Grade Update:

Grade	Yes, continuing with CCS for 2022-23 SY.	No, attending another school.	Undecided
Rising 6	85	6	4
Rising 9	61	5	6

Parent outreach will continue to speak with families who have not decided.



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: Supporting during state testing

- <https://www.schools.nyc.gov/learning/testing/testing-calendar>

B: 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.

C: Auditing Staff and Student Technology devices.

- In order to prepare replenishment devices for the 2023 - 2024 school year, techs are auditing the following (1) Mobile Hot-Spots (2) Chromebooks (3) Lenovo Laptops.

II: Future Work (High ticket items are currently on hold. However, the following three projects should be held as a priority).

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
 - 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 (Fortunately, no major risks or challenges have risen, since our last report. However, the following should be considered high-priority as we will need to acquire alternate funding for equipment).

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



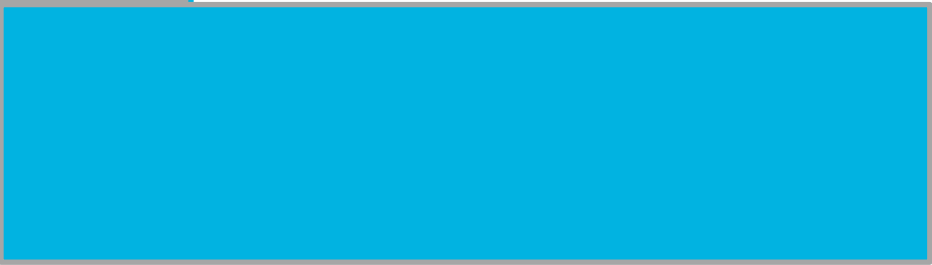
Helping you to focus on what's important
STUDENT ACHIEVEMENT



experience. expertise. execution.

Challenge Prep Charter School

Monthly Financial Report
March 2022

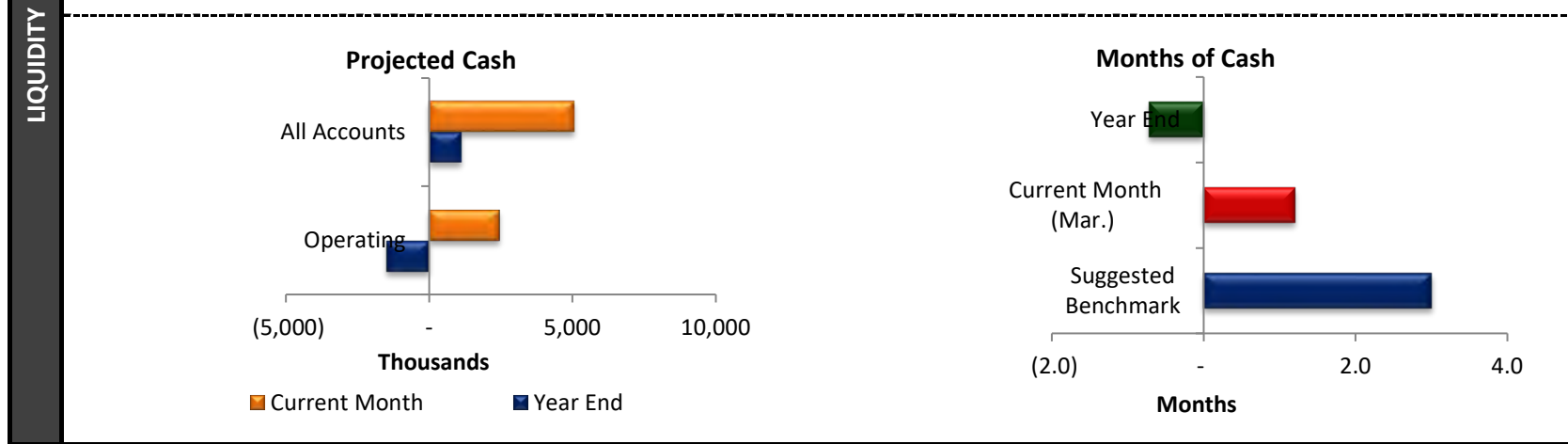


Challenge Prep Charter School

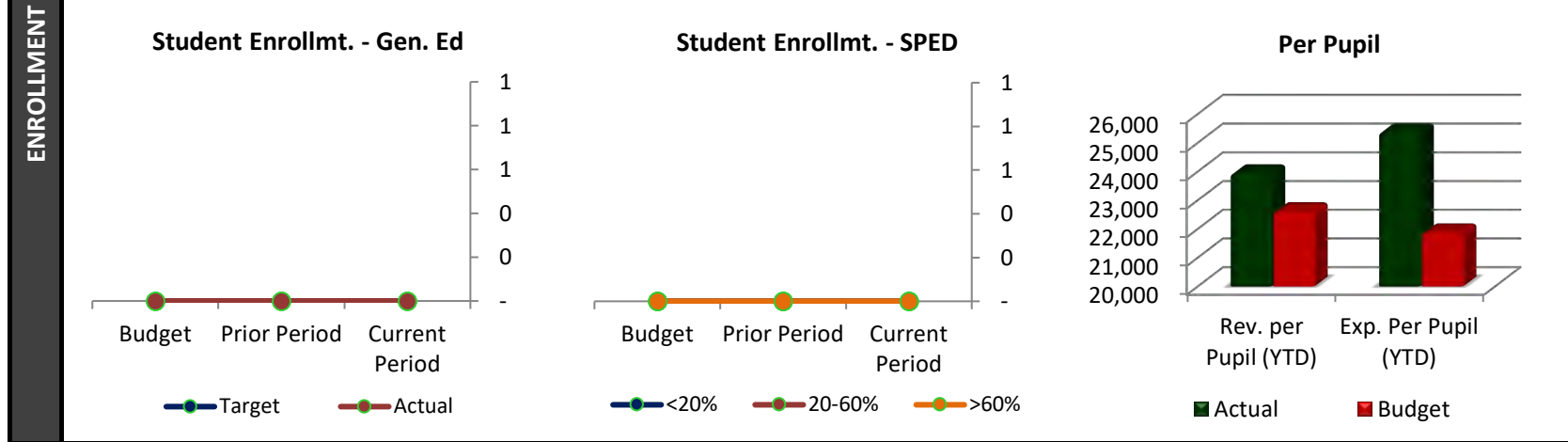
Financial Summary

For Period Ended March 31, 2022

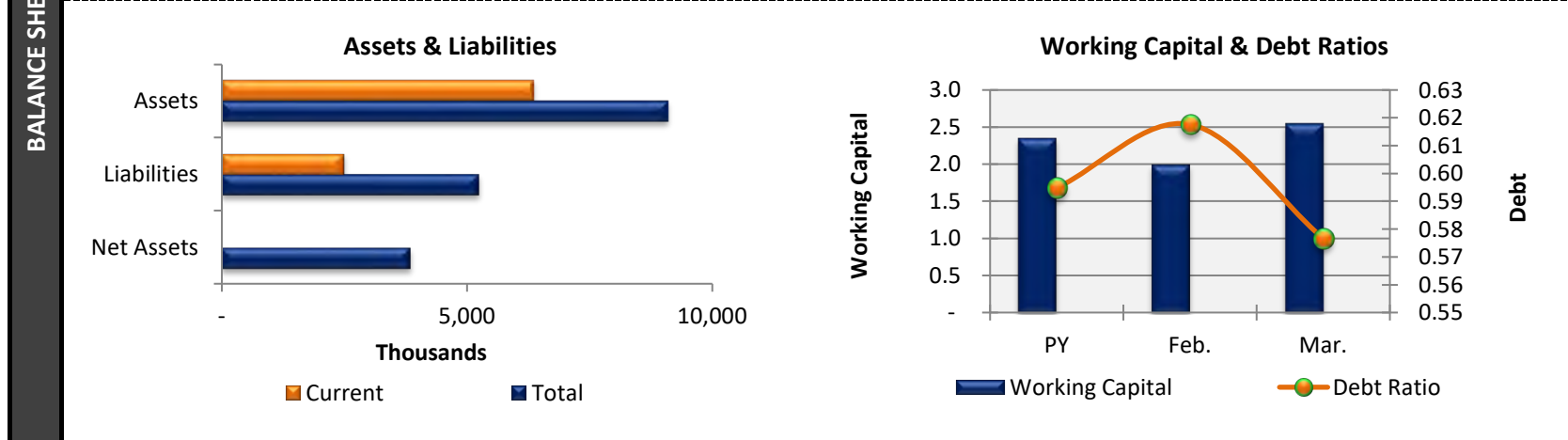
LIQUIDITY	Cash in Bank (Operating Account(s) Only: as of March 31, 2022)	\$ 2,465,037
	Projected months of cash on hand	1.2
	Cash in Bank (Total - All Accounts as of March 31, 2022)	\$ 5,052,057
	FY Ending Cash Available to Carryover to FY21-22 (Operating Account(s) Only)	\$ (1,480,849)
	<i>*Cash balance available once all FY21-22 obligations & receivables have been settled</i>	
	Projected months of cash on hand	(0.7)
	FY Ending Cash Available to Carryover to FY22-23 (Total - All Accounts)	\$ 1,106,171



	Actual	Budget	Variance	Actual	Budget	Variance
General Ed	953.46	1,021.00	(67.54)	\$ 15,398,444	\$ 15,629,468	\$ (231,024)
SPED						
0 - 20%	49.44	41.00	8.44	-	-	\$ -
20 - 59%	27.05	25.00	2.05	281,050	259,750	\$ 21,300
60% - Over	71.00	53.00	18.00	1,352,403	1,009,597	\$ 342,806
Total SPED	147.48	119.00	28.48	1,633,452	1,269,347	\$ 364,105



Total Current Assets:	\$ 6,354,636
Total Current Liabilities:	\$ 2,503,626
Working Capital (Current) Ratio	2.54
Total Assets:	\$ 9,090,900
Total Liabilities:	\$ 5,241,730
Debt Ratio	0.58
Total Net Assets:	\$ 3,849,170



Challenge Prep Charter School

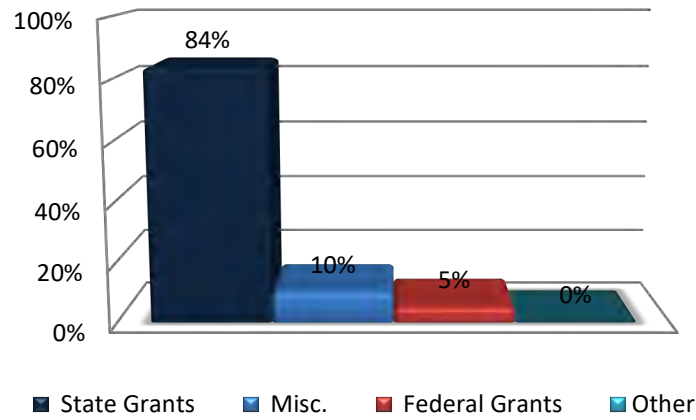
Financial Summary

For Period Ended March 31, 2022

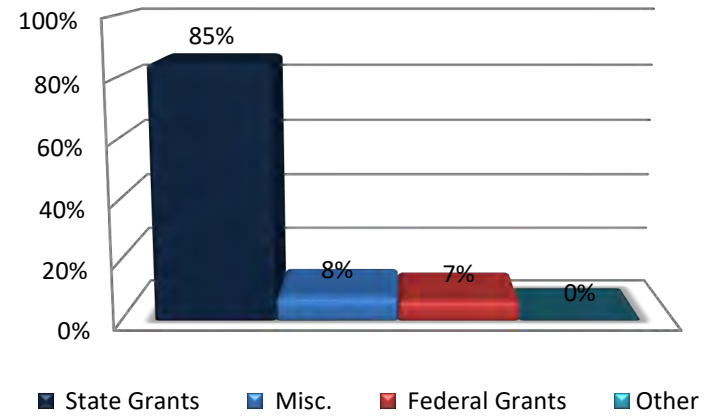
	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Total Revenue YTD:	\$ 17,370,379	\$ 17,332,795	\$ 37,584
Total Expenses YTD:	(17,143,618)	(16,031,347)	(1,112,271)
Net Operating Surplus(Deficit):	\$ 226,761	\$ 1,301,447	\$ (1,074,686)
	<u>Projected</u>	<u>Budget</u>	<u>Variance</u>
Annual Projected Revenue:	\$ 22,826,231	\$ 23,097,145	\$ (270,914)
Annual Projected Expenses (before depreciation):	(24,197,746)	(22,343,952)	(1,853,794)
Projected Net Operating Surplus(Deficit) before Depreciation:	\$ (1,371,515)	\$ 753,193	\$ (2,124,707)
Annual Projected Depreciation:	(500,995)	(230,840)	(270,155)
Projected Net Operating Surplus(Deficit) after Depreciation:	\$ (1,872,510)	\$ 522,353	\$ (2,394,862)
Capital Expenditure Requirements	\$ (895,008)	\$ -	\$ (895,008)
Total Cash Expenditures	\$ (22,801,743)	\$ (22,113,112)	\$ (688,631)
Revenue per Pupil (YTD)	\$ 23,940	\$ 22,622	\$ 1,318
Expenditure per Pupil (YTD)	\$ 25,379	\$ 21,884	\$ 3,494

BUDGETING / REVENUE & EXPENSES

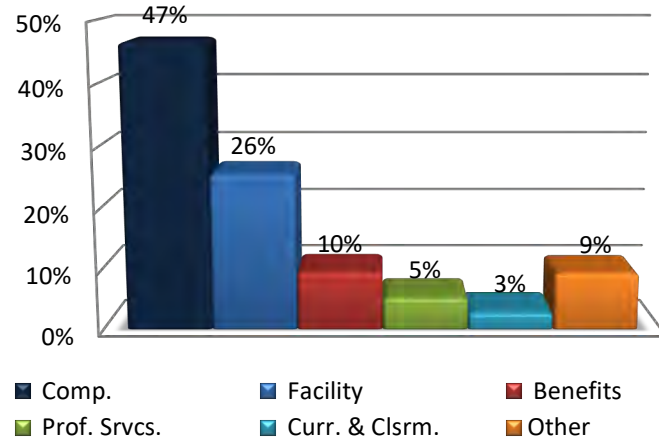
Revenue Breakdown YTD



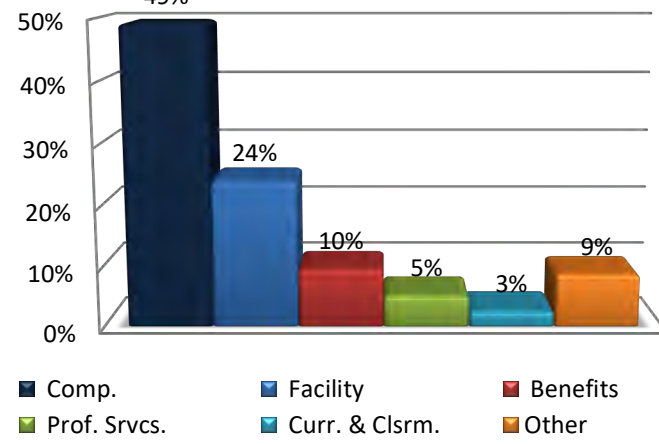
Revenue Breakdown YE



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	2,123,949
Net Projected Deficit Variance after Depreciation	<u>\$ (1,872,510)</u>

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

	March 31, 2022			YTD Through March 31, 2022			Projected FYE June 30, 2022				Comments
	Actual	Budget	Variance	Actual	Budget	Variance	Current Month Actuals - August 2021 - March 31, 2022 + Projected - June 30, 2022	Projections thru June 30, 2022	Annual Budget	Variance	
Income											
4100 State Grants	1,723,718	1,670,498	53,221	14,653,388	14,722,366	(68,977)	4,839,214	19,492,603	19,616,816	(124,213)	GenEd based on 953.464 SpEd budget based on 70.996 over 60%; 27.05 20-59%
4200 Federal Grants	161,131	164,967	(3,836)	897,135	1,485,429	(588,294)	616,062	1,513,197	1,980,329	(467,132)	
4300 Contributions	-	-	-	-	-	-	-	-	-	-	
4400 Miscellaneous Income	192	125,000	(124,808)	1,819,856	1,125,000	694,856	576	1,820,431	1,500,000	320,431	
Total Income	1,885,041	1,960,464	(75,423)	17,370,379	17,332,795	37,584	5,455,852	22,826,231	23,097,145	(270,914)	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.
Expenses											
Compensation											
5100 Instructional Staff	682,145	721,155	(39,010)	5,200,354	5,616,692	(416,338)	3,042,566	8,242,920	8,653,862	(410,942)	Salary projections based on payroll averages
5200 Non-Instructional Staff	224,196	205,934	18,262	1,922,429	1,853,407	69,022	722,588	2,645,017	2,471,209	173,808	Adjusted based on payroll
5300 Pupil Support	123,626	106,739	16,887	898,218	960,650	(62,432)	409,283	1,307,500	1,280,867	26,633	Based on budget
5000 Compensation	1,029,967	1,033,828	(3,861)	8,021,000	8,430,749	(409,748)	4,174,437	12,195,437	12,405,938	(210,501)	Salary projections based on payroll averages
5400 Benefits	203,014	158,858	44,156	1,657,261	1,429,725	227,536	743,377	2,400,638	1,906,300	494,338	
6100 Administrative Expenses	45,806	46,802	(997)	469,697	426,088	43,609	150,175	619,871	566,494	53,377	Adjusted based on actuals
6200 Professional Services	79,478	79,667	(189)	919,277	664,000	255,277	369,177	1,288,454	921,500	366,954	Based on actuals
6300 Professional Development	100,535	14,424	86,110	307,615	118,727	188,888	122,627	430,242	162,000	268,242	Based on actuals
6400 Marketing and Staff/Student Rec	2,164	8,025	(5,861)	94,372	72,225	22,147	39,512	133,884	96,300	37,584	Based on budget
6500 Fundraising Expenses	-	4,458	(4,458)	-	40,125	(40,125)	3,500	3,500	53,500	(50,000)	Based on budget
7100 Curriculum & Classroom Expenses	113,082	69,144	43,938	497,815	281,729	216,086	131,350	629,165	372,120	257,044	Based on actuals
8100 Facility	544,152	472,131	72,020	4,424,846	4,249,181	175,664	1,582,703	6,007,549	5,665,575	341,974	Based on actuals
8200 Technology/Communication Expens	42,962	16,102	26,860	363,049	144,919	218,131	121,817	484,866	193,225	291,642	Based on actuals
8800 Miscellaneous Expenses	234	83	151	3,941	750	3,191	198	4,140	1,000	3,140	
8900 Depreciation Expense	134,248	57,710	76,538	384,745	173,130	211,615	116,250	500,995	230,840	270,155	
Total Expenses	2,295,640	1,961,234	334,406	17,143,618	16,031,347	1,112,271	7,555,123	24,698,741	22,574,792	2,123,949	
Net Income	(410,599)	(770)	(409,829)	226,761	1,301,447	(1,074,686)	(2,099,271)	(1,872,510)	522,353	(2,394,862)	
Capital Expenditures											
Furniture, Fixtures & Equipment	20,859	-	20,859	767,245	-	767,245	45,461	812,706	-	812,706	
Facility and Construction	9,729	-	9,729	61,726	-	61,726	20,575	82,302	-	82,302	
Website	-	-	-	-	-	-	-	-	-	-	
Total Capital Expenditures	30,588	-	30,588	828,972	-	828,972	66,036	895,008	-	895,008	

**Challenge Prep Charter School
Cash Flow Projection as of March 31, 2022**

	Annual Budget FY21-22	Projected July 21 - June 22	Projected Mar 22 - June 22	April	May	June	July + Subsequent FY21-22 Items
Beginning Cash Balance (Operating Account)	4,804,870	6,645,873	2,480,221	2,465,037	2,749,005	641,386	(1,465,232)
Projected Cash Receipts from Operations	23,097,145	5,455,852	4,279,424	3,180,738	192	192	1,098,303
(below)							
Projected Cash Disbursements from Operations (below)	(22,574,792)	(7,555,123)	(7,369,315)	(2,084,798)	(2,085,798)	(2,084,798)	(1,113,920)
Net Cash from Operations	522,353	(2,099,271)	(3,089,891)	1,095,939	(2,085,606)	(2,084,606)	(15,617)
Cash Receipts from Accounts & Misc Receivables (not included in revenue below)	-	-	-	-	-	-	-
Cash Disbursements for Accounts Payable & Accrued Expenses	-	-	(789,959)	(789,959)	-	-	-
Capital Expenditures (below)	-	(66,036)	(66,036)	(22,012)	(22,012)	(22,012)	-
Accounts Receivable	-	-	-	-	-	-	-
PPP Loan Payable	-	-	-	-	-	-	-
PPP Loan Interest Payable	-	-	-	-	-	-	-
Ending Cash Balance (Operating Account)	5,327,223	4,612,639	(1,465,666)	2,749,005	641,386	(1,465,232)	(1,480,849)
Other Cash Accounts (Net of Transfers)	75,354	-	2,587,020	2,587,020	2,587,020	2,587,020	2,587,020
Total Cash (All Accounts)	5,402,577	4,612,639	1,121,354	5,336,025	3,228,407	1,121,788	1,106,171

Challenge Prep Charter School
Balance Sheet
YTD as of March 31, 2022

	Total	Comments
ASSETS		
Current Assets	-	
Bank Accounts		
1000 Cash		
1001 HSBC Checking - 0844	2,240,208	
1002 HSBC Checking - 0852	15,184	
1003 HSBC Checking - 0879	224,829	
1005 HSBC Money Market - 5972	2,501,836	
1006 Chase Escrow - 3060	70,000	
Total 1000 Cash	\$ 5,052,057	
Total Bank Accounts	\$ 5,052,057	
Accounts Receivable		
1100 Accounts Receivable	515,344	
Total Accounts Receivable	\$ 515,344	
Other current assets		
1300 Prepaid Expenses	220,031	
1301 Prepaid Insurance	36,446	
1310 Prepaid Rent	530,756	
Total Other current assets	\$ 787,234	
Total Current Assets	\$ 6,354,636	
Fixed Assets		
1500 Furniture, Fixtures & Equipment		
1510 Office & Admin Computers & Equipment	256,303	
1511 Classroom Computers & Equipment	1,335,461	
1512 Classroom Furniture	523,884	
1513 Office Furniture	194,049	
Total 1513 Office Furniture	\$ 194,049	
1514 Musical Instruments	16,390	
1515 Computer Software	44,217	
Total 1500 Furniture, Fixtures & Equipment	2,370,304	
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	489,796	
Total 1519 Facility and Construction	1,223,256	

Challenge Prep Charter School
Balance Sheet
YTD as of March 31, 2022

	Total	Comments
1610 Website	11,000	
Total 1610 Website	\$ 11,000	
1700 Accumulated Depreciation & Amortization		
1710 Accumulated Depreciation	(1,785,801)	
1750 Accumulated Amortization	(8,494)	
Total 1700 Accumulated Depreciation & Amortization	\$ (1,794,295)	
Total Fixed Assets	\$ 1,810,265	
Other Assets		
1800 Security Deposits	925,999	
Total Other Assets	\$ 925,999	
TOTAL ASSETS	\$ 9,090,900	
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
2000 Accounts Payable	767,349	
Total Accounts Payable	\$ 767,349	
Other Current Liabilities		
2301 Accrued Expenses	22,610	
2400 Unearned/Deferred Revenue	1,712,167	
Total Other Current Liabilities	\$ 1,736,277	
Total Current Liabilities	\$ 2,503,626	
Long-Term Liabilities		
2700 Deferred Rent Liability	2,738,104	
Total Long-Term Liabilities	\$ 2,738,104	
Total Liabilities	\$ 5,241,730	
Equity		
3100 Retained Earnings	3,622,409	
Net Income	226,761	
Total Equity	\$ 3,849,170	
TOTAL LIABILITIES AND EQUITY	\$ 9,090,900	

Challenge Prep Charter School
Statement of Cash Flows
YTD as of March 31, 2022

	<u>Total</u>	<u>Comments</u>
OPERATING ACTIVITIES		
Net Income	226,761	
Adjustments to reconcile Net Income to Net Cash provided by operations:		
1100 Accounts Receivable	(149,896)	
1300 Prepaid Expenses	(11,282)	
1301 Prepaid Insurance	(36,446)	
1310 Prepaid Rent	(196,581)	
2000 Accounts Payable	84,962	
2100 HSBC Loan Payable	(1,792,512)	
2300 Accrued Salaries/Taxes	(725,253)	
2301 Accrued Expenses	(66,689)	
2303 Accrued Interest - PPP	(17,160)	
2400 Unearned/Deferred Revenue	1,396,622	
Total Adjustments to reconcile Net Income to Net Cash provided by operations:	(1,514,236)	
Net cash provided by operating activities	(1,287,474)	
INVESTING ACTIVITIES		
1510 Furniture, Fixtures & Equipment:Office & Admin Computers & Equip	(7,154)	
1511 Furniture, Fixtures & Equipment:Classroom Computers & Equipment	(490,913)	
1512 Furniture, Fixtures & Equipment:Classroom Furniture	(132,113)	
1513 Furniture, Fixtures & Equipment:Office Furniture	(137,065)	
1540 Facility and Construction:Leasehold Improvements	(61,726)	
1710 Accumulated Depreciation & Amortization:Accumula	384,195	
Net cash provided by financing activities	\$ -	
Net cash increase for period	(1,654,311)	
Cash at beginning of period	<u>\$ 6,705,874</u>	
Total Cash at beginning of period	<u>\$ 6,705,874</u>	
Cash at end of period	<u>\$ 5,051,562</u>	



Attachment #12

2021-22 CPCS Board Meeting #10

Current Employees	Vacancies
170	1

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

New Hires	Campus	Position
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