



2020-21 School Year Board Meeting #10 Minutes

Frederica Jefferies, CPCS Board Chair called the meeting to order and welcomed everyone to the CPCS 2020-21 School Year Board Meeting #10 at 6:30 PM on April 27, 2021.

Frederica Jefferies, 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

The Chair called on Karon McFarlane Board Secretary to do the roll call of the board.

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

Members absent: Andrew Barnes

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

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

1. The agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2020-21 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 gave a report on the preparation of our facilities for the August in person opening plus the summer programs. The expectation is that 90% of our scholars will return for in person learning. There will be a virtual option for parents/guardians that opt out of in person. The high school facility should be ready around the end of June 2021.



Following discuss the report was received with appreciation.

4. The Chair called attention to the printed report of Kentia Coreus, Senior Director of 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-Gordon, 6-9 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 Venessa Lynch, Director of Operations [Attachment #7]. The report was received with appreciation.
10. The Chair called for the March 2021 Financial Report [Attachment #8].
Following discussion and review, the report was received by common consent.
11. The Chair called for the presentation of the 2020-21 April Personnel Report [Attachment #9]. Following discussion, the report was received by common consent.

The meeting adjourned by common consent at 7:25 PM.

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



2020-21 School Year Board Meeting #9 Minutes

Frederica Jefferies, CPCS Board Chair called the meeting to order and welcomed everyone to the CPCS 2020-21 School Year Board Meeting #9 at 6:30 PM on March 17, 2021.

Frederica Jefferies, 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

The Chair called on Karon McFarlane Board Secretary to do the roll call of the board.

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

Members absent: Andrew Barnes

Also, present: Michael R. Estep and Eunice Armstrong. They were 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 2020-21 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 gave an update on the continued remote learning efforts of Challenge. He shared information on the efforts to provide COVID-19 testing and vaccination clinics for the Far Rockaway community along with our scholars and staff. He updated the Board on the status of the 15-20 Central Avenue facility.

Following discuss the report was received with appreciation.



4. The Chair called attention to the printed report of Kentia Coreus, Senior Director of 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-Gordon, 6-9 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 Venessa Lynch, Director of Operations [Attachment #7]. The report was received with appreciation.
10. The Chair called for the February 2021 Financial Report [Attachment #8]. Following discussion and review, the report was received by common consent.
11. The Chair called for the presentation of the 2020-21 March Personnel Report [Attachment #9]. Following discussion, the report was received by common consent.

The meeting adjourned by common consent at 7:35 PM.

Respectfully submitted:

A handwritten signature in blue ink that reads "Karon K. McFarlane".

Karon McFarlane
Secretary



Attachment #2



Senior Director of Teaching and Learning
April 2021 Board Report
 (Covering March 15-April 16)
Kentia Coreus

Enrollment Compliance

Authorized Enrollment	1032
Current Enrollment	906 (as of April 16, 2021)

Note

- We are currently at 88% of our authorized enrollment which meets NYCDOE’s requirement that we be within 85% of our authorized enrollment. Two seat offers were recently made in Grade 6 and one seat offer was made in Grade 7

Scholar Registration Updates

- In response to the pandemic and our need to efficiently collect and safely store scholar/family documents, Challenge will now conduct the registration process via Schoolmint, which we already utilize to run our enrollment lottery
- During year-round registration, families will now have 5 business days (instead of 3) to submit registration documents
- Scholars remaining at Challenge for the upcoming school year will now “re-enroll” via Schoolmint. This will allow updated contact information to be automatically updated into our new Student Information System (SIS), PowerSchool

Working Towards ELL Enrollment Compliance

The following strategies have been implemented in an effort to increase our percentage of ELL scholars (we are currently -7% from the district):

- Ms. Megan Stanton, ELL Teacher and Coordinator at Hartman, called families (during spring break) who might be eligible for the ELL enrollment preference to describe our program and its benefits. She also informally interviewed families to confirm their eligibility for the preference
- Families will be required to view an ELL video describing our program prior to completing the mandated Home Language Survey. The video is currently being created by a collaborative group which includes Ms. Megan Stanton and middle school staff

COVID-19 Response

- Attend bi-weekly webinars with the New York State Charter Association where information is provided by the Board of Regents and all three NYS charter authorizers. Share information with pertinent staff
- Connect with external school leaders to share/collect ideas for supporting scholars and staff

Ongoing Tasks

- Address and respond to formal staff and family complaints related to teaching and learning matters
- Conduct weekly 1:1 supervision meetings with site principals
- Conduct check-in meetings with staff where needed
- Respond to staff and family grievances
- Observe classroom lessons and staff development sessions

Preparing for the 2021-22 School Year

Principals and the SDTL are actively planning for the upcoming school year. Below are a few highlights:

Focusing on Reading

- Grade K-5: A focus on Guided Reading will continue.
- Grades 6-10: The focus will be on Close Reading. Professional development for teachers and instructional leaders will come from the Lavinia Group.

Next Generation Learning Standards (NGLS) Training

In the past week, NYS has delayed the NGLS until the beginning of the 2022 school year. Challenge will continue to prepare for this shift

- Grades K-5: Initial training was provided to teachers by a professional developer from J Rocke Consulting
- Grades 6-10: Training will be provided internally

Tutoring for All Grades

We will be working with *Practice Makes Perfect* to offer afterschool and/or weekend tutoring services to all grade levels. Practice Makes Perfect:

- Has a proven track record of providing high quality tutoring services
- Will hire scholars we recommend as tutors

Positive Behavioral Interventions and Supports (PBIS)

Challenge will utilize Kickboard to support SEL programming. We will be able to select components to support the following:

- Behavioral interventions
- Attendance issues
- Social-Emotional Learning

Staffing

The SDTL conducted nine final interviews for teacher/TA positions across all sites. A few important and exciting updates:

- Ms. Ward-Brew will be the Assistant Principal of Instruction (K-5)
- Mr. Gasner Vil will become the Math Coach for middle school
- A Special Projects Coordinator role was approved to work with the SDTL. The position will provide administrative assistance and will lead projects to support the instructional programming needed at all sites



Attachment #3



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



Enrollment

Kindergarten- 102
1st grade- 120
2nd grade- 100
3rd grade- 97
4th grade- 98
5th grade- 102

Elementary Total: 619

The Social Worker and Family Engagement Coordinator continues to work with families who are experiencing child care issues, lack of technical support and or daily support of logging their scholars into class throughout the day.

Kindergarten and Grade 5

Both grades completed moving up/graduation photos. The photos were taken outside of the school building. Activities for the month of May are slated to take place for both grades as they move onto the next grade.

Technology Support

Families continue to have the opportunity to swap broken laptops at the school building. Tuesdays are trouble shooting days for our families. The tech department continues to support staff and families with technology concerns.

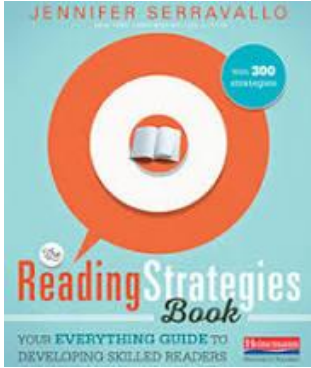
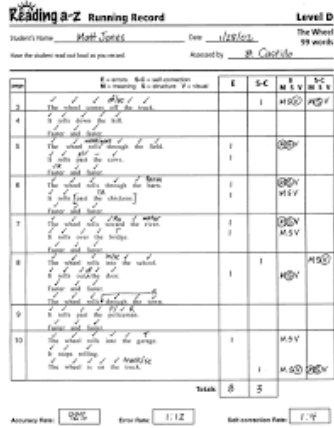
Professional Development focus for the month of April:


- Domain 1- Planning and Preparation- teachers are taking a more in depth look at the Next Generation Standards. The focus is unpacking the standards as they plan and prepare lessons.
- Jonelle Rocke, provided the last professional development session around Domain 3- Instruction with a focus on Assessment in Instruction.
- The Collaborative will provide professional development for staff focusing on Unpacking the standards (Domain 1) and Differentiation in Instruction (Domain 3)

- The administrative team, instructional team and Lilia Navarrete continues to work together to revise professional development for the remainder of the school year and planning for the 2021-2022 school year.

Curriculum Adjustments

Based on data, we have adjusted the end of year curriculum calendar to focus on developing a standard base unit of study. We continue to put a heavy emphasis on guided reading in efforts to bring all students to reading on grade level.

WHO?	ACTION	Timeline
<p>Students who are one or two levels below in grades K-5.</p>	<p>Teachers will use the book: Reading Strategies to focus on the strategies needed to be successful readers.</p>  <p>Teachers will track student progress every three weeks by completing a running record provided by Raz-Kids.</p>  <p>Teachers will meet with scholars three times per week during the GR block.</p>	<p>April 26th- June 25th</p>

		
<p>Students who are on or above grade level in grades K-2.</p>	<p>Teachers will meet with scholars once a week during the GR block.</p> <p>Teachers will use the book: Reading Strategies to focus on the strategies needed to be successful readers.</p> <p>Teacher will assign one- two weekly lessons in i-Ready based on the skill of the week. (Asynchronous)</p>	<p>April 26th- June 25th</p> <p>10:15-11:15am</p>
<p>Students who are two grade levels below in grades 3-5.</p>	<p>Teachers will use the book: Reading Strategies to focus on the strategies needed to be successful readers.</p> <p>Teachers will track student progress every three weeks by completing a running record.</p> <p>Teachers will meet with scholars two times per week during the GR block.</p>	<p>April 26th- June 25th</p> <p>1:50-2:30</p>
<p>Students who are one grade level below</p>	<p>Teachers will use the book: Reading Strategies to focus on the strategies needed to be successful readers.</p> <p>Teachers will use READWORK passages one grade level below to informally assess students progress toward the skill of the week.</p> <p>Teacher will assign one weekly lesson based on the skill of the week. (Asynchronous)</p> <p>Teacher will meet with scholars once a week during the GR block.</p>	<p>April 26th- June 25th</p> <p>1:50-2:30</p>
<p>Students who are on grade level</p>	<p>Teacher will assign one- two weekly lessons in i-Ready based on the skill of the week. (Asynchronous)</p> <p>Teachers will use on grade level READWORK passages to informally assess students progress toward the skill of the week.</p>	<p>April 26th- June 25th</p> <p>1:50-2:30</p>

	Teacher will meet with scholars once a week during the GR block.	

Administrative Instructional Action Plan (Building Capacity)

Who?	Action?	Timeline
Principal	Share the plan with the admin team	4/20/21
Principal	Share the plan with the instructional team	4/21/21
Mrs. Shepherd and Mrs. Simone	Create a skill of the week for grades K-2 to use during the GR block using the mentor text.	4/22/21
Mrs. Shepherd and Mrs. Simone	Conduct PD on the topic: Reading Skills and Strategies	5/7 and 5/14
Ms. Thomas and Ms. Ofori	Create a skill of the week for grades 3-5 to use during the GR block for students who are one grade level below, on grade level or above grade level.	4/22
Ms. Ward-Brew and Ms. Novello	Create a skill of the week for grades 3-5 to use during the GR block for students who are two grade levels below using the mentor text.	4/22
Ms. Thomas and Ms. Ofori	Conduct PD on the Skill of the week by breaking down the elements of the first three skills outlined in your plan. What are the criterias for success in each skill?	5/7 and 5/14
Ms. Ward-Brew and Ms. Novello	Conduct PD on the topic: Reading Skills and Strategies for grades 3-5	Week of 5/10 25 minute sessions
Mrs. Zadok	Create a list of strategies teachers can use to assist with student diagnosis. These students are identified as SWD. Refer to the students who are in Group 2 and 3.	4/22
Principal	Cabinet Team Meeting	4/23

We will continue to make adjustments as needed based on student and teacher feedback.



Attachment #4



CHALLENGE CHARTER SCHOOL

2020-2021 Principal's Monthly Board Report

Mavgar Mondesir-Gordon, Principal (Grades 6-9)

School Year 2020-2021 Report

April 16, 2021

Current CCHS Enrollment:

Cohort Group	Grade Level	Enrollment as of Sep. 11, 2020	Enrollment as of Oct. 16, 2020	Enrollment as of Nov. 16, 2020	Enrollment as of Dec. 11, 2020	Enrollment as of Jan. 15, 2021	Enrollment as of Feb. 22, 2021	Enrollment as of Mar 15, 2021	Enrollment as of Apr 16, 2021
#3	G. 9	54	54	54	53	53	53	53	53

Current CCMS Enrollment:

Cohort Group	Grade Level	Enrollment as of Sep. 11, 2020	Enrollment as of Oct. 16, 2020	Enrollment as of Nov. 16, 2020	Enrollment as of Dec. 11, 2020	Enrollment as of Jan. 15, 2021	Enrollment as of Feb. 22, 2021	Enrollment as of Mar 15, 2021	Enrollment as of Apr 16, 2021
#4	Gr. 8	77	77	78	79	79	79	79	79
#5	Gr. 7	81	80	81	80	82	82	81	81
#6	Gr. 6	72	71	72	72	72	71	75	73
TOTAL		230	228	231	231	233	232	235	233

CCMS Attendance Statistics:

Cohort Group	Grade Level	Attendance Rates							
		Aug 24, '20 - Sep 11, '20	Sep 12, '20 - Oct 16, '20	Oct 19, '20 - Nov 13, '20	Nov 16, '20 - Dec 11, '20	Dec 14, '20 - Jan 15, '21	Jan 19, '21 - Feb 22, '21	Feb 23, '21 - Mar 12, '21	Mar 13, '21 - Apr 16, '21
#3	Gr. 9	79%	92%	93%	93%	91%	94%	98%	95%
#4	Gr. 8	90%	86%	95%	92%	89%	89%	97%	95%
#5	Gr. 7	85%	96%	95%	95%	91%	95%	96%	97%
#6	Gr. 6	90%	91%	94%	95%	89%	95%	94%	96%
CCMS Average		88%	91%	95%	94%	90%	93%	96%	96%



6-9 Average	90.5%	91.1%	94%	94%	90%	93%	96%	96%
-------------	-------	-------	-----	-----	-----	-----	-----	-----

STAFFING and SPECIAL EDUCATION SERVICES:

- SETSS provision has shifted to mainly push-in to ensure that all SETSS mandates on file are met. The Grade 6-9 AP has stepped in to ensure the supervision of all SETSS providers and has assumed all duties of the SPED Director after the former SPED Director resigned on Sunday, March 4. The CCMS/CCHS Admin Team was able to quickly mobilize to ensure that schedules, services, and teacher reports were aligned and submitted to the CSE without service interruption to our scholars. Mandated services like Speech therapy and counseling continue on a strict schedule via Google Meet.
- CCMS/CCHS onboarded a SETSS tutor from Alternative Tutors on Monday, Apr 12 for our Grades 6 and 7 SWD population. The Grade 9 SETSS tutor continues to service the Grade 8 SWD population, while Grade 9 SWD receives Push-in as well. Candidates from Alternative Tutoring continue to be interviewed and monitored in their role in providing SETSS tutoring. Once candidates are okayed by the principal, their positions will be considered temporary with the possibility of hire.
- Special Education staff continue to participate in SPED Collaborative events, sharing techniques, and strategies that are rooted in SDI.
- The Grade 6-9 principal, AP, and Dean of School Culture continue to fill gaps in 7th and 8th grade ELA classes. The Grade 7 ELA Teacher and Grade 8 ELA Teacher positions will remain unfilled for the duration of the school year.
- Social Worker intern Mr. Luis Robles continues his shadowing of our on-staff social worker Ms. Colon. Mr. Robles has an excellent and easy rapport with the Grades 6-9 scholars.

SOCIAL EMOTIONAL LEARNING (SEL)

- Advisory SEL lessons during the thrice-weekly mentoring sessions have been working well, with scholars making entries in their SEL journals.
- With so many scholars reporting a loss of family due to the COVID-19 pandemic or otherwise, CCMS/CCHS have embarked on creating a space for scholars to talk about grief. These sessions began on Monday, January 11, 2021, and will continue on Mondays and Wednesdays. Teachers are also invited to share in that space. We hope to grow this portion with the addition of grief counselors for our school community. In the interim, these sessions are led by our Social Worker and Social Worker Intern.



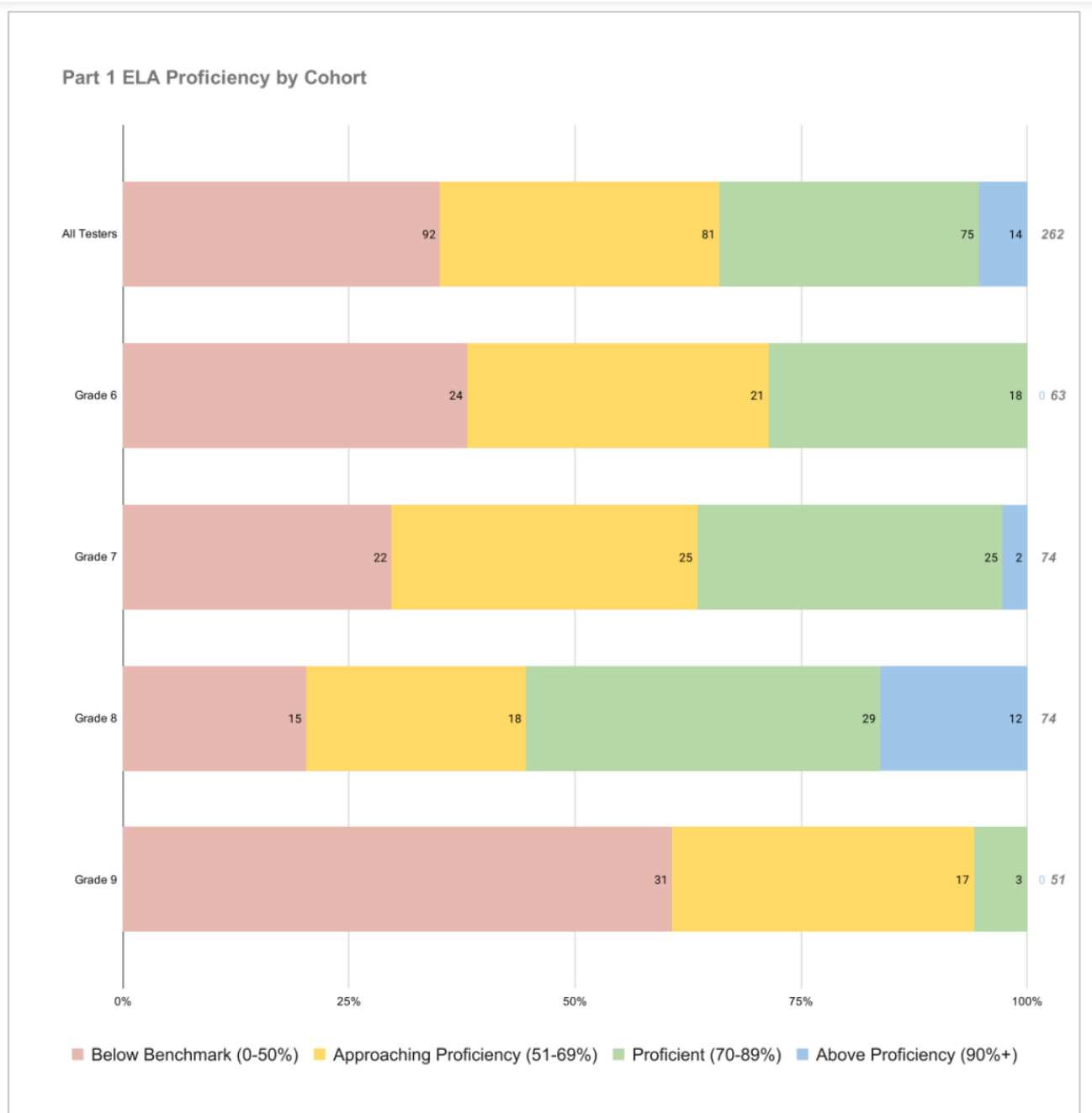
- Scholars continue to be engaged in Yoga sessions on Tuesday and Friday mornings during Period 1. These are led by the PE teachers and supported by the Homeroom instructors.
- In order to incorporate more movement and give scholars a burst of energy during the day, instructors are now incorporating a 5-minute body break during each instructional period. During these body breaks, scholars are following exercise routines pre-recorded by the PE teachers.
- CCMS/CCHS continues its Weekly check-in with various scholars who have shown and requested the extra support of the load of support services that are already being provided. These check-ins involve scholars, parents, the guidance counselor, social worker, AP, Dean, Data and Systems Specialist, and Principal.

CURRICULUM AND INSTRUCTION

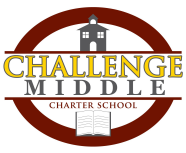
- End-of-year assessments modeled after the NYS assessments formats in all core subjects were concluded on March 25.
- Overall ELA results for Grades 6-9 scholars showed 34% meeting proficiency.
- Overall Math rates for Grades 6-9 scholars showed 53% meeting proficiency.
- Due to remote learning limitations and varying testing conditions in scholars' homes during these assessments, the data collected served to give teachers a general overview of standards that need to be addressed. Gradebook entries for these exams were not weighted, so did not affect report card grades for Q3.
-



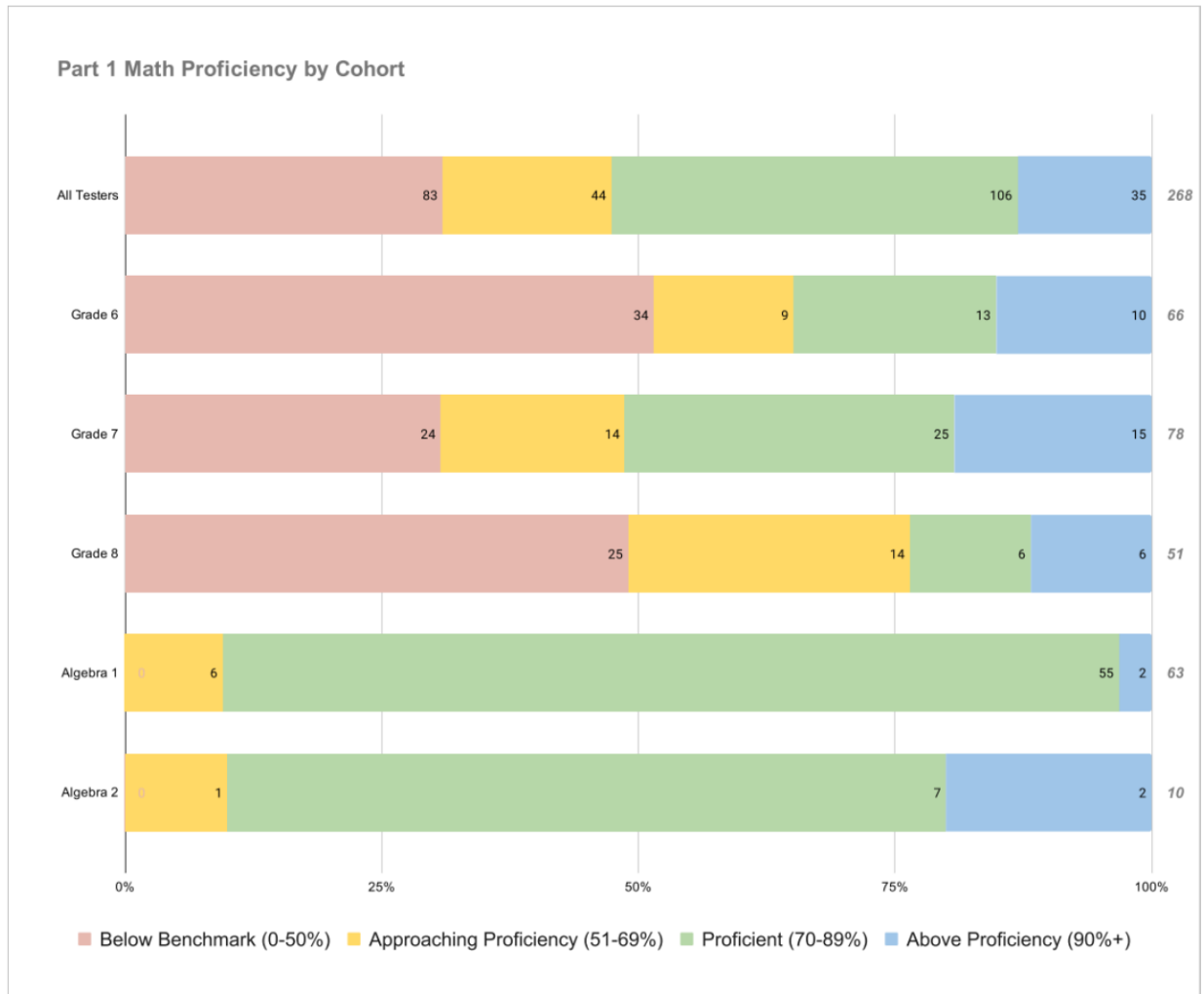
- [Part 1 ELA Item Analyses are linked here.](#)



●



- [Part 1 Math Item analyses are linked here.](#)



- Careers, FACS, Health, PE, Music, and Spanish assessments took the form of joint projects which teachers are in the process of grading.
- Planning and scheduling are underway for the Summer Bridge programs, Summer School, and Summer Enrichment Academies.
- CCMS/CCHS instructors continue their work on ensuring that lesson plans reflect levels of differentiation referred to as Tiering and Compacting. CCMS/CCHS will continue to monitor their small groups and shift strategies to ensure that our scholars meet the mastery level of the CCSS standards on their grade level. Grade-level professional development sessions are underway focusing on The Power of Close Reading school-wide and across the curriculum.



SPECIAL EDUCATION SERVICES

- **MANDATED SERVICES**
 - Mandated services like Speech therapy and counseling continue on a strict schedule via Google Meet. Scholars are also receiving their SETTS services and Extra help
- Special Education staff continue to participate in SPED Collaborative events, sharing techniques, and strategies that are rooted in SDI.
- Candidates from Alternative Tutoring continue to be interviewed and monitored in their role in providing SETSS tutoring. Once candidates are okayed by the principal, their positions will be considered temporary with the possibility of hire.
- Social Worker intern Mr. Luis Robles continues his shadowing of our on-staff social worker Ms. Colon. Mr. Robles has an excellent and easy rapport with the Grades 6-9 scholars.

PARENT AND SCHOLAR OUTREACH and ACCESSIBILITY

- Frequent parent meetings for scholars who are not meeting the academic expectations or for whose socio-emotional state brings us concern continue.
- Weekly Parent announcements continue.
- All instructors maintain office hours for conferencing with scholars and/families daily from 4:00 PM to 4:30 PM

PROFESSIONAL DEVELOPMENT

- **GRADE TEAM PLANNING AND ONGOING PROFESSIONAL DEVELOPMENT**
 - Professional development takes place daily
 - Mon-Thu 12:50 PM to 1:35 PM for Grades 6-8 core instructors. Then Data talks re the Comprehensive Assessments from 3:30 -4:30 p.m.
 - Mon-Thu 3:15 PM to 4:00 PM for Grade 9 core instructors
 - Fridays from 1:00 PM to 4:00 PM
- **VERTICAL DEPARTMENT PLANNING**
 - This work will continue with the Mentoring piece that we added to support scholars teachers will have to communicate daily and access data of each other's scholars. Thus this will make our Vertical work more successful.
 - Teachers' planning and document submission for the 2021-2022 school year will take place on afternoons beginning on May 10.



INSTRUCTIONAL OBSERVATIONS

- The CCMS-CCHS Admin Team members have been supporting during remote learning sessions regularly 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 currently being used for this task, with a target of 2 long observations and 5 short observations across the board for the school year.

EVENTS

- Planning the CCMS-CCHS Career Highlight Series is underway. Scholars will be treated to different speakers from careers in different fields on a weekly basis--the focus will be on persons from the four CTE Industries/Pathways so that scholars continue to be immersed in the value of a CTE Education. Launch date May 7, 2021.
- Planning for a celebration of those scholars who showed scholarship through consistency and improvement in their academics is also underway. Date April 29, 2021



Attachment #5



Director of Pupil Personnel Services

April 2021 Board Report

Covid-19 Coordinator

- Sending weekly updates of all school health and safety protocols and procedures
- Monitor daily health and safety report
- Meet with nurse liaison regarding weekly updates from the DOH/DOE COVID-19 Charter School meetings including information on vaccination appointments. There will be a presentation created by myself, COVID site coordinators and the nurse liaison to send to all leaders to ensure they are trained on the COVID-19 updates.
- Make reports to the local DOH on any positive COVID-19 tests within our school community
- The continuation of the Johns Hopkins COVID-19 curriculum is coming to a close as I coordinate the final two lessons with the elementary and Middle and High School sites.
- The follow-up to the health screener meeting reviewed the process of screening the daily questionnaires for scholars, staff and visitors. We will meet once more with all of the grade designee's to ensure there are no glitches with the Operoo system.
- The #RollupyourleveesforChallenge campaign to promote getting vaccinated has begun. This initiative is aimed to show our school community that we are taking the healthy precautions to make our school a safe place to learn and be. I have collaborated with the Director of Communication and the Grade 5-9 Nurse Liaison. This initiative will begin next month.

Pupil Personnel Director

1. The start of the monthly Growth Mindset lessons will begin this month for grades 3-7. The fun activities will support the scholars to think creatively, solve problems, and love learning. This tier 1 intervention is aimed to support the effects of student disengagement during the pandemic.
2. The start of the daily positive thinking for teens will begin this month. These short daily positive affirmations are aimed to give scholars in the 8th and 9th grades daily motivation to beat stress, inspire happiness, and achieve their goals. This tier 1 intervention is aimed to support the upper grade scholars to be more engaged in learning during the pandemic and for years to come.

3. Social Work Interns from Hunter College are immersed within the school culture and are supporting our scholars during Character Education lessons and with at-risk one-on-one interventions at both locations.
4. Both sites SST's had the monthly check-in to support building their comprehensive programs. This process begins with reviewing the data and we reviewed the course passing data for grades 4 and 5. The Middle and High School SST will also review their course passing data as well.
5. I continue to observe Inner You character lessons at the high school level and the Elementary character education lessons.
6. The school-wide wellness series focuses on the big 7 self-regulation strategies during uncertain times from the Yale Center for Emotional Intelligence. This month's focus is on "Managing Your Thoughts". Staff members will receive a taped information session entitled the Cheetah Corner lead by both SST's. Included in this panel discussion staff members will receive various ways of using positive self-talk, reappraisal, and being aware of our outlook on life.
7. The SST's continued to curriculum map the SEL lessons for the Spread the Word and Inner You curriculums. The teams will highlight the big Ideas for each lesson, aligned SEL strategy, and the behavior skill taught.
8. The SST will also receive resources on meeting the Commissioner Regulations on Core curriculum instruction provided by a certified school counselor in college/career, social/emotional and academic skills development based on multiple student competencies. This month a K-12 career development plan was submitted for approval for our scholars to begin using next school year.
9. This month I will be meeting with both principals on supporting them in the following areas:
 - K-5 Digital Citizenship- Implementing Common Sense curriculum to improve scholar's use of the internet.
 - Implementation of the Career development plan (K-12 Career Portfolio) This plan will travel with scholars from kindergarten through to twelfth grade.
 - Grades 6-12 annual academic plan that must be completed by the school counselor
 - Creation of the Advisory Board for the Counseling Comprehensive Program

Recruitment and Retention Plan Guidance

1. Family Engagement Coordinators, Enrollment Coordinator, Operations managers and I (Director of Pupil Personnel Services) meet weekly to discuss the retention and recruitment plans for this school year. As a result of these meetings our retention numbers for our rising 6th graders and 9th graders have shown tremendous growth. The rising 6th graders retention rate is currently at 91% and the rising 9th graders retention rate is at 82%.

Consistent efforts are made by the school community to increase these percentages.

2. This year's lottery occurred with a decrease in application numbers. The team will attend a PD on the decreasing enrollment numbers across the country and our possible next steps. The projected enrollment because of this decrease was submitted to the finance department.
3. The enrollment team is collaborating during our team meetings to align the promotion of our programs during PTC's, school assemblies, and graduations. These meetings are aimed to maintain this year's high retention percentages by making these systemic modifications.

Family Engagement Coordinators

1. The Family Engagement Coordinators are also working collaboratively with the Operations managers on a system to consistently update incorrect parent contact information.
2. The FEC's will proactively collaborate with the SST on attendance workshops for families. These workshops are aimed to inform families about the correlation between attendance and high school dropout rates. Families will also receive support services if they are in need.
3. The MS/HS will be holding a virtual PA election meeting.



Attachment #6



Challenge Charter School

Communications Report - April 2021

fr: Kim Messer, Director of Communications

One School Campaign/Application Season

- Helped our team with follow ups to all new families that received a seat on Lottery Night. Packages were to go out on Friday, April 16 but have been delayed due to Finance department and stamp machine issues.
- The team continues to meet weekly to work on developing a timeline for next year that is based on our combined efforts this year.
- Videos of our Open Houses are available on our Apply pages.

Special Events

- #SleevesUpChallenge campaign is beginning in conjunction with Mrs. Richards and nurse Ms. Russel.
- We will be educating and promoting Covid-19 vaccines to the teachers and staff.
- This will help set us up for reopening in the fall as we are seeing some initial guidelines for teaching and administrative staff come out for the new school year.
- We will meet with staff virtually during PD on Friday, April 30 to launch the campaign.
- Our hope is to have staff members (and board members!) who have gotten the vaccine to share a photo to encourage others to get the vaccine.



Social Media/Websites

- Engagement is in the positive numbers for both Facebook and Instagram.
- Updates are being made to the website for the above campaign and in preparation for graduation and end-of-year events.



Attachment #7



April 15, 2021

Re: April 15, 2021 Operations Report

By: Venessa Lynch, Director of Operations

I. Facilities / COVID 19 Preparation

- Ongoing completion of work and continuing maintenance throughout all buildings.
- COVID signage placed throughout buildings.
- Classrooms set up based on COVID guidelines.
- Working with property managers being completed on an ongoing basis

II. Health/ Compliance

- To date we are in compliance with immunization (99% completion), 3 pending with DOH a specific code needs to be provided to recalculate percentage in ATS
- Lunch forms 83% completion. 19% have not completed by families, operations team will continue outreach.

III. School Operations

- Formatting COVID survey with Director of Per Pupil Services and Data Specialist via Operoo
- Updating ATS as necessary based on changes received in real time. School Messenger List updated with most recent report from ATS.
- Updated Recruitee recruitment platform with jobs for 2021-2022 SY
- Facilitating SchoolMint rollout with Enrollment Coordinator and Data specialist as enrollment / lottery season has launched.
- Galaxy certified for this month
- SWAG for lottery recipients and rising students going to the 6th grade will be sent out this week.

Challenge Preparatory Charter School, K-5
Nicole Griffin, K-5 Principal
710 Hartman Lane, Far Rockaway, NY 11691
Phone: 718-327-1352
Email: ngriffin@challengecharterschools.org
www.challengeprepcharter.org

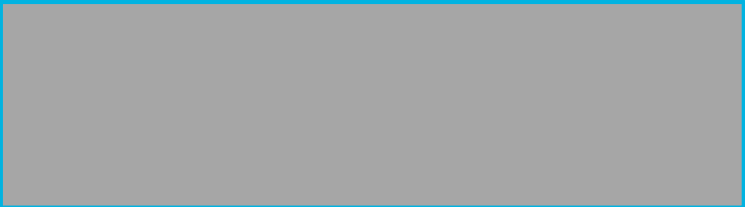
Challenge Charter Schools
Rev. Dr. Les Mullings, Founder/CEO
710 Hartman Lane, Far Rockaway, NY 11691
Phone: 718-327-1352
Email: lsmullings@challengecharterschools.org
www.challengecharterschools.org

Challenge Charter Middle School, 6-8
Mavgar Mondesir-Gordon, 6-8 Principal
1526 Central Avenue, Far Rockaway, NY 11691
Phone: 718-327-4040
Email: mmondesir@challengecharterschools.org
www.challengechartermiddle.org





Attachment #8



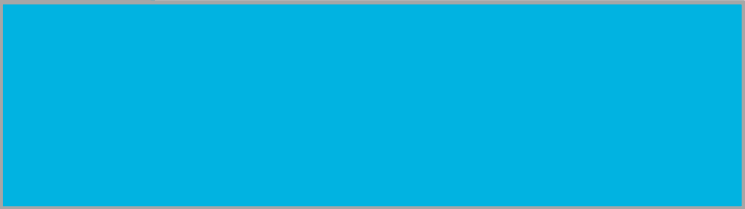
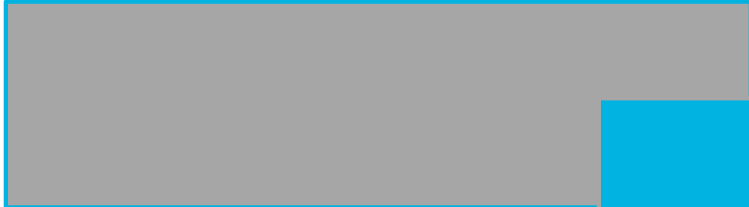
Helping you to focus on what's important:
STUDENT ACHIEVEMENT



experience. expertise. execution.

Challenge Prep Charter School

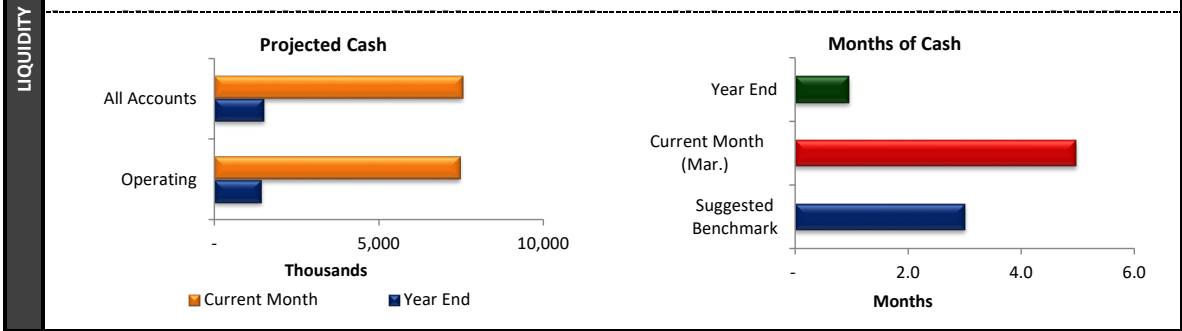
Monthly Financial Report
March 2021



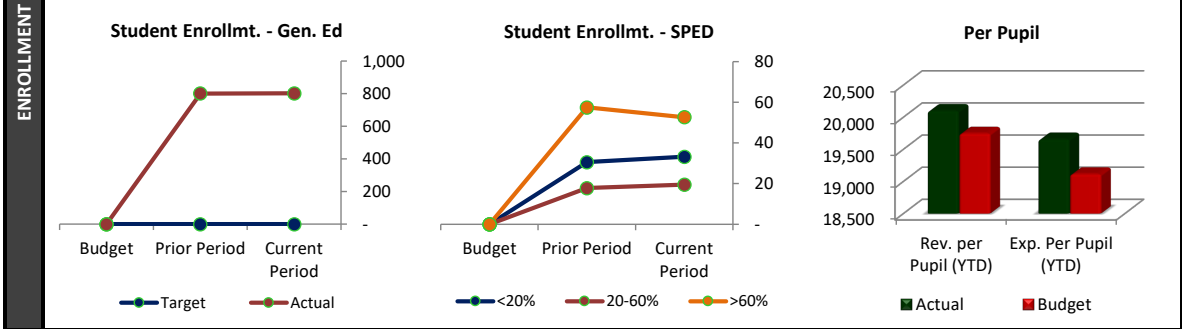
Challenge Prep Charter School

Financial Summary For Period Ended March 31, 2021

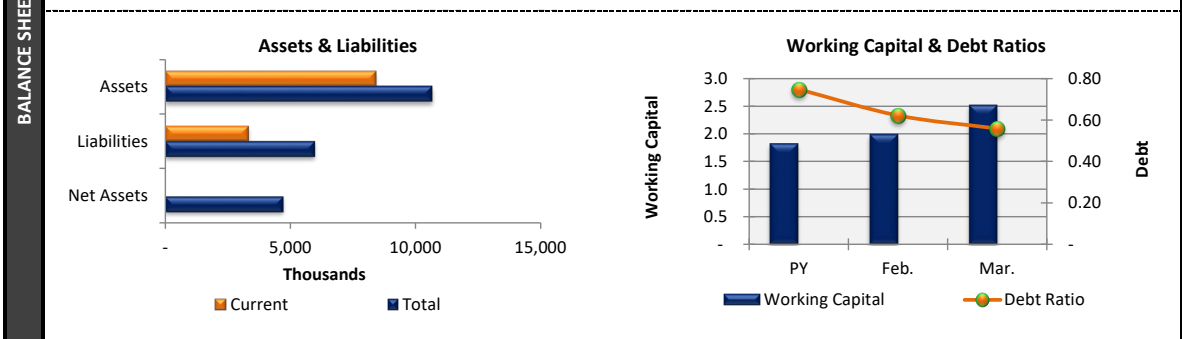
LIQUIDITY	Cash in Bank <i>(Operating Account(s) Only: as of March 31, 2021)</i>	\$ 7,468,704
	Projected months of cash on hand	5.0
	Cash in Bank <i>(Total - All Accounts: as of March 31, 2021)</i>	\$ 7,546,187
	FY Ending Cash Available to Carryover to FY21-22 <i>(Operating Account(s) Only)</i>	\$ 1,435,267
	<i>*Cash balance available once all FY20-21 obligations & receivables have been settled</i>	
	Projected months of cash on hand	1.0
FY Ending Cash Available to Carryover to FY21-22 <i>(Total - All Accounts)</i>	\$ 1,512,750	



	Actual	Budget	Variance	Actual	Budget	Variance
General Ed	905.30	920.00	(14.70)	\$ 14,620,563	\$ 14,083,360	\$ 537,203
SPED						
0 - 20%	39.46	41.00	(1.54)	-	-	-
20 - 59%	20.78	25.00	(4.22)	215,915	259,750	(43,835)
60% - Over	55.35	53.00	2.35	1,054,286	1,009,597	\$ 44,689
Total SPED	115.59	119.00	(3.41)	1,270,201	1,269,347	\$ 854



Total Current Assets:	\$ 8,399,051
Total Current Liabilities:	\$ 3,334,843
Working Capital (Current) Ratio	2.52
Total Assets:	\$ 10,649,749
Total Liabilities:	\$ 5,951,894
Debt Ratio	0.56
Total Net Assets:	\$ 4,697,855



	Actual	Budget	Variance
Total Revenue YTD:	\$ 13,678,424	\$ 13,222,907	\$ 455,517
Total Expenses YTD:	(10,985,545)	(12,300,296)	1,314,751
Net Operating Surplus(Deficit):	\$ 2,692,880	\$ 922,612	\$ 1,770,268

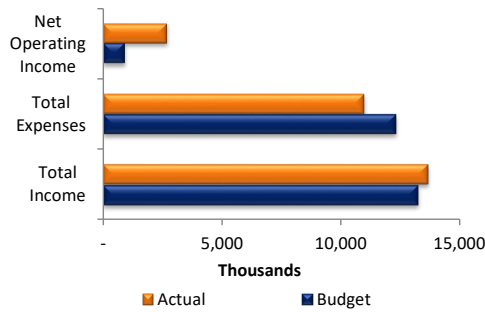
Challenge Prep Charter School

Financial Summary For Period Ended March 31, 2021

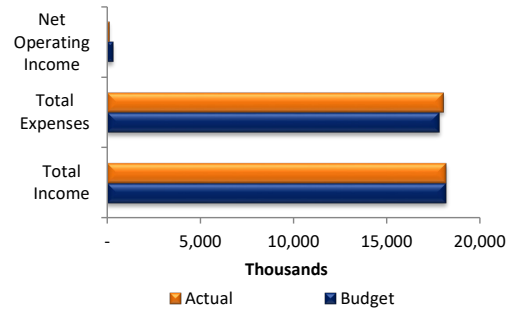
	<u>Projected</u>	<u>Budget</u>	<u>Variance</u>
Annual Projected Revenue:	\$ 18,198,324	\$ 18,169,622	\$ 28,702
Annual Projected Expenses (before depreciation):	(17,796,894)	(17,587,393)	(209,501)
Projected Net Operating Surplus(Deficit) before Depreciation:	\$ 401,431	\$ 582,229	\$ (180,798)
Annual Projected Depreciation:	(255,787)	(230,840)	(24,947)
Projected Net Operating Surplus(Deficit) after Depreciation:	\$ 145,643	\$ 351,389	\$ (205,746)
Capital Expenditure Requirements	\$ (959,868)	\$ -	\$ (959,868)
Total Cash Expenditures <i>(expenses excluding depreciation plus capital expenditures)</i>	\$ (16,581,239)	\$ (17,356,553)	\$ 775,314
Revenue per Pupil (YTD)	\$ 20,102	\$ 19,750	\$ 352
Expenditure per Pupil (YTD)	\$ 19,659	\$ 19,117	\$ 542

BUDGETING / REVENUE & EXPENSES

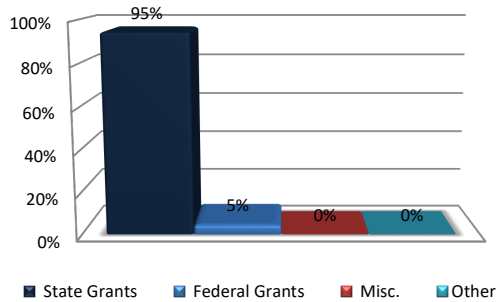
Year-To-Date (YTD)



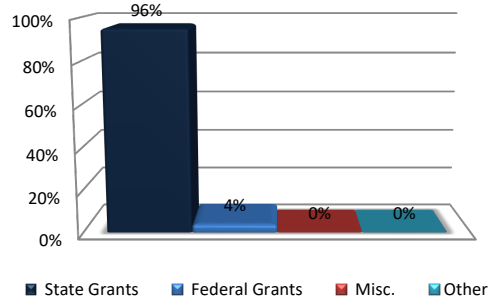
Year End (YE) Projection



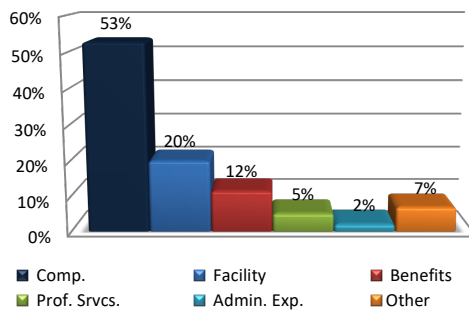
Revenue Breakdown YTD



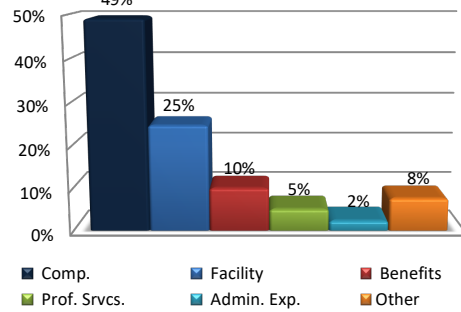
Revenue Breakdown YE



Expense Breakdown YTD



Expense Breakdown YE



Challenge Prep Charter School

Financial Variance Summary

Fiscal Year Ending 6/30/2021	Comments
Net Budget Surplus after Depreciation	\$ 351,389
Increase in Projected Annual Expenses	234,448
Net Projected Deficit Variance after Depreciation	<u>\$ 145,643</u>

Challenge Prep Charter School Budget vs. Actuals Fiscal Year Ending June 30, 2021

	March 31, 2021			YTD Through March 31, 2021			Projected FYE June 30, 2021			Comments	
	Actual		Variance	Actual		Variance	Current Month		Annual Budget		Variance
	Budget		Budget		Actuals - July 2020 - March 31, 2021 +	Projections thru June 30, 2021	June 30, 2021				
Income											
4100 State Grants	1,511,330	1,431,604	79,726	13,022,867	12,991,091	31,775	4,412,027	17,434,893	17,670,286	(235,393)	GenEd budget based on 920, projection based on 905,298 SpEd budget based on 53 over 60%; 25 20-59%; Projection based on 20,781 20-60 and 55,346 >60
4200 Federal Grants	26,478	19,288	7,189	637,806	231,816	405,990	-	717,447	499,336	218,111	
4300 Contributions	8,340	-	8,340	8,340	-	8,340	-	8,340	-	8,340	
4400 Miscellaneous Income	9,408	-	9,408	9,412	-	9,412	28,232	37,644	-	37,644	
Total Income	1,555,555	1,450,892	104,663	13,678,424	13,222,907	455,517	4,440,259	18,198,324	18,169,622	28,702	GenEd budget based on 920, projection based on 905,298 SpEd budget based on 53 over 60%; 25 20-59%; Projection based on 20,781 20-60 and 55,346 >60
Expenses											
5000 Compensation	733,359	752,469	(19,110)	5,845,656	6,149,157	(303,501)	3,056,596	8,902,252	8,943,168	(40,916)	Adjusted to reflect payroll trends
5400 Benefits	155,505	137,714	17,791	1,295,950	1,236,633	59,316	555,447	1,851,397	1,641,398	209,999	Adjusted to reflect payroll trends
6100 Administrative Expenses	23,388	30,886	(7,498)	236,225	383,838	(147,612)	196,238	432,463	626,494	(194,031)	Adjusted to reflect payroll trends
6200 Professional Services	72,272	63,897	8,375	582,645	571,308	11,337	356,510	939,155	930,475	8,680	Adjusted to reflect payroll trends
6300 Professional Development	1,500	11,478	(9,978)	58,850	107,567	(48,716)	111,250	170,100	170,100	-	Based on budget
6400 Marketing and Staff/Student Rec	7,791	8,475	(684)	72,314	70,876	1,438	36,994	109,308	80,115	29,193	Category adjusted based on current trends
6500 Fundraising Expenses	-	287	(287)	-	2,640	(2,640)	3,675	3,675	53,675	(50,000)	Adjusted based on spending
7100 Curriculum & Classroom Expenses	67,097	20,745	46,352	222,488	205,870	16,618	199,445	421,933	389,688	32,245	Adjusted based on spending
8100 Facility	273,262	354,632	(81,370)	2,244,028	3,235,358	(991,329)	2,279,082	4,523,110	4,383,055	140,055	Adjusted based on spending and recording of deferred rent
8200 Technology Expenses	21,167	18,352	2,815	220,730	163,169	57,561	203,915	424,645	368,225	56,420	Adjusted based on spending
8800 Miscellaneous Expenses	2,024	83	1,941	13,665	750	12,915	5,191	18,856	1,000	17,856	Adjusted based on spending
8900 Depreciation Expense	64,686	57,710	6,976	192,994	173,130	19,864	62,793	255,787	230,840	24,947	Adjusted based on spending
Total Expenses	1,422,052	1,456,728	(34,676)	10,985,545	12,300,296	(1,314,751)	7,067,136	18,052,681	17,818,233	234,448	
Net Income	133,504	(5,835)	139,339	2,692,880	922,612	1,770,268	(2,626,877)	145,643	351,389	(205,746)	
Capital Expenditures											
Furniture, Fixtures & Equipment	64,462	-	64,462	593,182	-	593,182	266,686	859,868	-	859,868	
Facility and Construction	-	-	-	31,118	-	31,118	118,883	100,000	-	100,000	
Website	-	-	-	-	-	-	-	-	-	-	
Total Capital Expenditures	64,462	-	64,462	624,299	-	624,299	385,569	959,868	-	959,868	

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

	Annual Budget FY20-21	Projected July 20 - June 21	Projected Aug 20 - June 21	April	May	June	July + Subsequent FY20-21 Items
Beginning Cash Balance (Operating)	4,804,870	6,645,873	7,468,704	7,468,704	7,909,809	5,768,256	3,654,927
Projected Cash Receipts from Operations (below)	18,169,622	4,569,850	3,294,823	2,834,783	3	28,227	431,810
Projected Cash Disbursements from Operations (below)	(17,818,233)	(7,067,136)	(6,888,903)	(2,018,033)	(2,013,033)	(2,013,033)	(844,804)
Net Cash from Operations	351,389	(2,497,286)	(3,594,081)	816,750	(2,013,030)	(1,984,806)	(412,994)
Cash Receipts from Accounts & Misc Receivables (not included in revenue below)	-	-	-	-	-	-	-
Cash Disbursements for Accounts Payable & Accrued Expenses	-	(247,122)	(247,122)	(247,122)	-	-	-
Capital Expenditures (below)	-	(385,569)	(385,569)	(128,523)	(128,523)	(128,523)	-
Accounts Receivable	-	-	-	-	-	-	-
PPP Loan Payable	-	-	(1,792,512)	-	-	-	(1,792,512)
PPP Loan Interest Payable	-	-	(14,153)	-	-	-	(14,153)
Ending Cash Balance (Operating Account)	5,156,259	4,534,155	1,435,267	7,909,809	5,768,256	3,654,927	1,435,267
Other Cash Accounts (Net of Transfers)	75,354	-	77,483	77,483	77,483	77,483	77,483
Total Cash (All Accounts)	5,231,613	4,534,155	1,512,750	7,987,292	5,845,739	3,732,409	1,512,750

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

	Total	Comments
ASSETS		
Current Assets	-	
Bank Accounts		
1000 Cash		
1001 HSBC Checking - 0844	7,087,374	
1002 HSBC Checking - 0852	3,100	
1003 HSBC Checking - 0879	381,330	
1004 HSBC Checking - 0887	506	
1005 HSBC Money Market - 5972	3,505	
1006 Chase Escrow - 3060	70,000	
1007 Petty Cash	372	
Total 1000 Cash	\$ 7,546,187	
Total Bank Accounts	\$ 7,546,187	
Accounts Receivable		
1100 Accounts Receivable	287,275	
1200 Other Receivables - Salary Advance	-	
Total Accounts Receivable	\$ 287,275	
Other current assets		
1300 Prepaid Expenses	267,138	
1301 Prepaid Insurance	28,617	
1310 Prepaid Rent	269,835	
Total Other current assets	\$ 565,590	
Total Current Assets	\$ 8,399,051	
Fixed Assets		
1500 Furniture, Fixtures & Equipment	-	
1510 Office & Admin Computers & Equipment	249,149	
1511 Classroom Computers & Equipment	844,547	
1512 Classroom Furniture	391,772	
1513 Office Furniture	56,983	
Total 1513 Office Furniture	\$ 56,983	
1514 Musical Instruments	16,390	
1515 Computer Software	44,217	
Total 1500 Furniture, Fixtures & Equipment	1,603,059	
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	321,644	
Total 1519 Facility and Construction	1,055,104	
1610 Website	11,000	
Total 1610 Website	\$ 11,000	
1700 Accumulated Depreciation & Amortization		
1710 Accumulated Depreciation	(1,336,703)	

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

	Total	Comments
1750 Accumulated Amortization	(7,761)	
Total 1700 Accumulated Depreciation & Amortization	\$ (1,344,464)	
Total Fixed Assets	\$ 1,324,699	
Other Assets		
1800 Security Deposits	925,999	
Total Other Assets	\$ 925,999	
TOTAL ASSETS	\$ 10,649,749	
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
2000 Accounts Payable	247,122	
Total Accounts Payable	\$ 247,122	
Other Current Liabilities		
2100 HSBC Loan Payable	1,792,512	
2300 Accrued Salaries/Taxes	-	
2301 Accrued Expenses	-	
2303 Accrued Interest - PPP	14,153	
2400 Unearned/Deferred Revenue	1,281,056	
Total Other Current Liabilities	\$ 3,087,721	
Total Current Liabilities	\$ 3,334,843	
Long-Term Liabilities		
2700 Deferred Rent Liability	2,617,051	
Total Long-Term Liabilities	\$ 2,617,051	
Total Liabilities	\$ 5,951,894	
Equity		
3100 Retained Earnings	2,004,976	
Net Income	2,692,880	
Total Equity	\$ 4,697,855	
TOTAL LIABILITIES AND EQUITY	\$ 10,649,749	

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

	<u>Total</u>	<u>Comments</u>
OPERATING ACTIVITIES		
Net Income	2,692,880	
Adjustments to reconcile Net Income to Net Cash provided by operations:		
1100 Accounts Receivable	170,876	
1200 Accounts Receivable:Other Receivables - Salary Advance	(364)	
1300 Prepaid Expenses	(231,840)	
1301 Prepaid Insurance	(28,617)	
1310 Prepaid Rent	69,712	
1710 Accumulated Depreciation & Amortization	192,444	
2301 Accrued Expenses	(116,838)	
2303 Accrued Interest - PPP	12,659	
INVESTING ACTIVITIES		
1510 Furniture, Fixtures & Equipment:Office & Admin Computers & Equipment	(6,083)	
1511 Furniture, Fixtures & Equipment:Classroom Computers & Equipment	(549,868)	
1512 Furniture, Fixtures & Equipment:Classroom Furniture	(37,231)	
1750 Accumulated Depreciation & Amortization:Accumulated Amortization	550	
Net cash provided by financing activities	<u>\$ 129,340</u>	
Net cash increase for period	2,665,963	
Cash at beginning of period	<u>\$ 4,880,224</u>	
Total Cash at beginning of period	<u>\$ 4,880,224</u>	
Cash at end of period	<u>\$ 7,546,187</u>	



Attachment #9

March 2021

Current
Employees

Vacancies

130

5

Campus

Current

Vacancies

New Hires

Elementary School	74	0	-
Middle School	40	3	-
High School	6	2	-
Network Operations	10	0	-

New Hires

Position

Vacancies

MS Teacher - 7th Grade ELA

MS Teacher - 8th Grade ELA

MS Teacher - SETTS

HS Teacher - CTE

HS Teacher - Special Education