



## **2019-20 School Year Board Meeting #12 Minutes**

Frederica Jefferies, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2019-20 School Year Board Meeting #12 & the 11<sup>th</sup> Annual Meeting at 6:30 PM on June 17, 2020.

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

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

Members present: Frederica Jefferies, Karon McFarlane, Andrew Barnes, Michelle Daniel-Robertson [pending NYC DOE approval], Linda Plummer [pending NYC DOE approval] and Gertrudis Hernandez

Members absent: NONE

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 2019-20 School Year Board Meeting #11 [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 school and the continuation of the virtual learning model for K-8. as a result of the novel coronavirus (COVID-19). Challenge is continuing to update the COVID-19 Educational Continuity Plans. The Senior Leadership Team is continuing to work on the plans for the 2020-21 school year opening. The initial plan is to have staggered schedules for all grades to accommodate the limitation



on the number of scholars that will be approved to be in the buildings at any one time plus continuation of the virtual learning model for all grades. Dr. Mullings noted that the Kindergarten Moving Up Ceremony, the 5<sup>th</sup> Grade Graduation and the 8<sup>th</sup> Grade Graduation will be done virtually this year. Dr. Mullings shared an update on the startup of the High School. Following discussion, the report was received with appreciation.

4. Dr. Mullings noted the printed report of Kentia Coreus, the Senior Director of Teaching & Learning [Attachment #2]. The report was received with appreciation.
5. Dr. Mullings noted the printed report of Nicole Griffin, the K-5 Principal [Attachment #3]. The report was received with appreciation.
6. Dr. Mullings noted the printed report of Mavgar Mondesir-Gordon, the 6-8 Principal [Attachment #4]. The report was received with appreciation.
7. Dr. Mullings noted the printed report of Kimberly Messer, Director of Communications [Attachment #5]. The report was received with appreciation.
8. Dr. Mullings noted the printed report of Venessa Lynch, Director of Operations [Attachment #6]. The report was received with appreciation.
9. Dr. Mullings called on Eunice Armstrong, Director of Finance for her report. She highlighted the 2020-21 Budget preparation process. Additionally, she reported that the revenues from the NYSED would be level or less than the 2019-20 per pupil allocations. The report was received with appreciation.
10. The Chair called for the May 2020 Financial Report [Attachment #7]. Following review, the report was received.
11. The Chair called for the presentation of the 2020-21 Personnel report [Attachment #8]. Gertrudis Hernandez moved approval of 2020-21 contracts for all listed on the report with a second from Karon McFarlane. It was noted that the vacancies listed on the report would be presented to the Board as the positions are filled. The motion carried unanimously.
12. The Chair called for the presentation of the 2020-21 vendor contracts.
13. A motion was made by Gertrudis Hernandez and second by Karon McFarlane for approval of the 2020-21 Charter School Business Management contract. The motion carried unanimously.



14. A motion was made by Gertrudis Hernandez and second by Karon McFarlane for approval of the 2020-21 PKF O'Connor Davies, LLP contract. The motion carried unanimously.
15. A motion was made by Gertrudis Hernandez and second by Karon McFarlane for approval of the 2020-23 HCWC, Inc. contract. It was noted that a Request for Proposal [RFP] was issued by Challenge for bids for the services to be carried out by the contract and that the RFP was posted on the Procurement page on the Challenge main website. The motion carried unanimously.
16. The Chair called for the presentation of the 2020-21 Draft Operational Budget [Attachment #9]. Following discussion, a motion was made by Gertrudis Hernandez and second by Karon McFarlane for approval of the 2020-21 Draft Operational Budget. The motion carried unanimously. It was noted that the final 2020-21 Operational Budget would be presented to the Board during the July 2020 Board Meeting following the closing of the 2019-20 Financial Books.
17. The Chair called for the presentation of the 2020-21 Financial Policies and Procedures Manual [Attachment #10]. Following discussion, a motion was made by Gertrudis Hernandez and second by Karon McFarlane for approval of the 2020-21 Financial Policies and Procedures Manual. The motion carried unanimously.
18. The Chair called for an updated Personnel Report for the 2019-20 School year. It was noted that there were no resignations or hiring of new employees.
19. The Chair called for the report on the Annual Board Elections [Attachment #11].
20. Gertrudis Hernandez made a motion to elect Frederica Jeffries to the Board for a three year term ending on June 30, 2023 with a second by Karon McFarlane. The motion carried unanimously.
21. Frederica Jeffries made a motion to elect Karon McFarlane to the Board for for a three year term ending on June 30, 2023 with a second by Gertrudis Hernandez. The motion carried unanimously.
22. Gertrudis Hernandez made a motion to elect Andrew Barnes to the Board for a one year term ending on June 30, 2021 with a second by Karon McFarlane. The motion carried unanimously.



23. Gertrudis Hernandez made a motion with a second by Karon McFarlane to elect the following officers for the 2020-21 school year:

- Chair – Frederica Jeffries
- Vice-Chair – Andrew Barnes
- Secretary – Karon McFarlane
- Treasurer – Linda Plummer [pending NYC DOE approval]

The motion carried unanimously.

24. The Chair called for a presentation of the 2020-21 Board of Trustees Calendar [Attachment #12]. The calendar was approved by common consent.

The meeting adjourned by common consent at 7:40 PM.

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**

**CPCS**

**2019-20 School Year**

**Board Meeting #11**

**Minutes**



## **2019-20 School Year Board Meeting #11 Minutes**

Frederica Jefferies, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2019-20 School Year Board Meeting #11 at 6:30 PM on May 20, 2020.

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

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

Members present: Frederica Jefferies, Karon McFarlane 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 upon the CEO Dr. Les Mullings to acknowledge the passing of our Board Treasurer - Dr. Jeremiah Gaffney. Dr. Gaffney served the CPCS Board with distinction since becoming a member of the Board in August 2014. Dr. Gaffney was a strong community member supporting a wide variety of not for profit organizations. He was especially committed to the success of Challenge and supported the establishment of the school long before it’s approval in February 2010. The Board took a moment to reflect on the life and service of Dr. Gaffney.
3. The Chair called for a review of the minutes of the 2019-20 School Year Board Meeting #10 [Attachment #1]. The minutes were approved by common consent.



4. The Chair called for the report of Dr. Les Mullings, CEO. Dr. Mullings gave an update on the school and the continuation of the virtual learning model for K-9. as a result of the novel coronavirus (COVID-19). Challenge is continuing to update the COVID-19 Educational Continuity Plans. The Senior Leadership Team is continuing to work on the plans for the 2020-21 school year opening. Dr. Mullings noted that HSBC had approved the CARES Loan for Challenge. Following discussion, the report was received with appreciation.
5. The Chair called for the April 2020 Financial Report [Attachment #2]. Following review, the report was received.
6. The Chair called for an updated Personnel Report for the 2019-20 School year. It was noted that there were no resignations or hiring of new employees.
7. The Chair called on Dr. Mullings for a special presentation concerning new members of Board of Trustees to replace Dr. Jeremiah Gaffney and Ben Waxman.
8. Dr. Mullings presented Linda S. Plummer as a potential member of the Board [See Attachment #3]. On motion by Karon McFarlane and second by Gertrudis Hernandez nominated Linda S. Plummer to complete the term of Dr. Jeremiah Gaffney as a member of the Board pending NYC DOE approval. Motion carried.
9. Dr. Mullings presented Dr. Michelle Daniel-Robertson as a potential member of the Board [See Attachment #4]. On motion by Karon McFarlane and second by Gertrudis Hernandez nominated Dr. Michelle Daniel-Robertson to complete the term of Ben Waxman as a member of the Board pending NYC DOE approval. Motion carried.

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

Respectfully submitted:

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

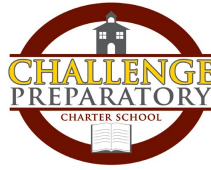
Karon McFarlane  
Secretary



## **ATTACHMENT #2**

# **Senior Director of Teaching & Learning Report**





**Senior Director of Teaching and Learning  
2019-20 Annual Board Report  
Kentia Coreus**

**July 2019-August 2019: Preparing to Launch a New School Year**

The founding Senior Director of Teaching and Learning (SDTL) launched this role by engaging in the following key activities:

- Establishing relationships and supervision meetings with principals.
- Meeting with key personnel to learn about organizational roles and their functions.
- Reviewing key school documents.
- Reviewing and approving curricula and instructional resources and student materials requests.
- Reviewing and approving requests for professional learning opportunities.
- Establishing professional learning memberships with key organizations to support teaching and learning.
- Conducting final interviews of teacher candidates.
- Coordinating with principals and other key personnel to finalize staff pre-service agenda.
- Attending DOE-provided special education training with key personnel.
- Visiting schools during the opening weeks to meet staff, students, and families.

**September 2019: Reviewing Key Student Enrollment and Achievement Data**

**Subgroup Enrollment Data**

	ELL	ELL-Difference from CSD	SWD	SWD-Difference from CSD	ED (Economically Disadvantaged)	ED-Difference from CSD
2017-18	4%	-10%	17%	-3%	85%	5%

**Spring 2019 State Exam Data Analysis**

**Compliance Level Analysis**

ELA	Challenge Proficiency %	CSD 27	Variance to CSD 27	NYS	Variance to NYS
ALL students	53	46	7	45	8
ELL students	0	11	-11	9	9
SWD students	25	17	8	14	11
ED students	52	47	5	36	16

MATH	Challenge Proficiency %	CSD 27	Variance to CSD 27	NYS	Variance to NYS
ALL students	50	43	7	47	3
ELL students	44	22	22	17	27
SWD students	31	20	11	16	15
ED students	47	47	0	37	10

**School/Grade-Level Analysis**

Grade	ELA Spring 2019 % Proficient	Change from Spring 2018 ELA	MATH Spring 2019 % Proficient	Change from Spring 2018 MATH
3	67%	18	62%	24
4	43%	-10	49%	-9
5	38%	-5	48%	-9
6	57%	8	56%	26
7	60%	28	44%	20
8	52%	6	39%	21
3-8	53%	8	50%	14

**October 2019: Providing Supports for the Instructional Program****Literacy Workshop at Success Academy**

Principal Gordon and seven members of her school team participated in Success Academy's Middle School Literacy workshop on October 3-4 at the Robertson Center. In addition to learning about their literacy curriculum, we were able to observe a few classrooms. SA's curriculum emphasizes rigorous and engaging student literature and careful attention to teacher intellectual prep. ES will have the opportunity to sign-up for this training in January 2020.

**Math Curriculum Support**

We contracted with CUNY's New York City Math Project to have consultant Lindsay Caparco work with teachers (20 days) at Hartman to support the teaching and learning of math.

**November-December 2019: Planning for the Launch of Challenge Charter High School (CCHS)****Core High School Design Team and Calendar**

A team was established to participate in key activities for the planning of the high school. A calendar highlighting monthly goals was established.

**Special Education**

The Special Education team (NYCDOE) visited both school sites on October 17, 2019 to review our special education program. Their feedback requires that we review our co-teaching models and create a systemic approach to providing specially designed instruction to all students with an IEP.

Corey Green from The Collaborative for Inclusive Education visited both sites on Friday November 1, 2019. She provided recommendations on how to make shifts to our structure to ensure the delivery of SDI for all students with an IEP. Specially Designed Instruction will be a K-8 focus for the 2018-19 school year.

Key Policy Change: The DOE now requires charter schools to design a program that will meet the needs of all students with IEPs. Schools now have to send a description of their special education program to the CSE to ensure that the CSE only makes IEP recommendations that are available at the school. Schools have the option of requesting approval of an innovative model which would require that the model be included in the charter and approved by the CSE.

## January 2020-February 2020: CCHS Planning

### Challenge Charter High School Planning

The high school design process continues with the following structures/activities:

#### Official Onboarding of Consultants

Cheryl Quatrano (retired DOE Principal) and Melinda Spataro (retired DOE SPED educator) officially started supporting the high school design process on January 10, 2020. Ms. Spataro will also be supporting our special education program. Both in-house and off-site consultation dates were established.

#### High School Informational Sessions

Challenge held its first informational session for the high school on November 19, 2019. The middle school team and members of OPS supported planning and facilitation.

#### Visits to Veritas Academy (Founded by Cheryl Quatrano and Melinda Spataro)

The SDTL visited Veritas Academy on December 5, 2019 and December 19, 2019 to see the school's implementation of the Renzulli framework. Challenge Charter High School will adopt the Renzulli model as it focuses on: project-based learning, curriculum compacting, the teaching of real-world and relevant elective courses; all essential components of CTE programming.

#### Collaborating with JPS Solutions

Weekly meetings with JPS Solutions, the SDTL, and Principal Gordon have been established to ensure high school planning is aligned to our 6-8 program and to our charter.

#### Hiring

The senior leadership team identified ideal traits of the Founding High School leader role. The hiring process was also developed as a four-phases process. The SDTL and CCHS planning consultants developed job descriptions for all high school positions.

## March 2020: Initial Response to COVID-19 School Closure

The SDTL established a remote learning planning checklist to guide the planning of remote learning. The already established 1:1 program at CCMS supported a smooth transition to synchronous remote learning. Hartman launched remote learning with learning packets and asynchronous opportunities for students to engage with teachers and each other.

### Remote Learning Planning Checklist

- Instructional platform being utilized (online, paper packages, combination, etc.). Specify content and standards being covered for every grade level
- Instructor Responsibilities
- Student Responsibilities
- Parent Responsibilities
- Differentiation strategies for SWD
- Differentiation strategies for ELL students
- Interventions for below benchmark students
- Interventions for promotion in doubt students
- How mandated counseling will be provided

- How related services could be provided
- Plan for conducting IEP meetings
- Ways we are supporting at-risk families
- Procedure for taking student "attendance"
- Procedure for taking staff attendance
- Ways students can connect with each other to collaborate
- Extracurricular activity ideas for families

## **April 2020: Continued Response to COVID-19 School Closure and CCHS Planning**

### **New SDTL activities in response to COVID-19 school closure:**

- Read and disseminate guidance from NYSED and NYCDOE Charter Office.
- Establish criteria for Continuity of Learning plans.
- Gather and disseminate remote learning resources.
- Communicate weekly priorities to principals.
- Connect with external school leaders to share/collect ideas for supporting students and staff.
- Provide guidelines for designing remote learning during abbreviated spring break.
- Attend weekly webinars with the New York State Charter Association. Information is provided by the Board of Regents and all three NYS charter authorizers.
- Secured a new cleaning company to service our buildings at Central and Redfern Avenue.

### **Challenge Charter High School**

Planning continues with the following activities:

#### Student Outreach and Enrollment

The SDTL created a virtual high school informational session and it was posted to our website on March 31, 2020. Our lottery was held virtually on April 2, 2020 with over 200 attendees.

#### Partnership Development

SDTL participated in a Zoom conference with Queensborough Community college. Two programs were identified as avenues for partnership building.

#### Phase III Hiring Committee

This committee was developed to conduct panel interviews of high school principal candidates. Members include: Ms. Coreus, Mrs. Richards, Mrs. Griffin, Mrs. Gordon, Mrs. Vaughn, Ms. Ward-Brew, Ms. Cameron (CCMS PA President), Totulope Agosu (CCMS student), and Jaenique Bryant (CCMS student). All committee members were provided an orientation package and all attended orientation facilitated by the SDTL. The committee conducted two candidate interviews on April 22, 2020 and two interviews on April 23, 2020 via Zoom. The application package and interview video of the leading candidate were shared with Dr. Mullings on April 24, 2020.

#### High School Principal Selection

Principal Mondesir-Gordon will be appointed principal of grades 6-9 for the 2020-21 school year. Considering sixty percent of incoming 9th grade students are currently attending CCMS, we believe this will ensure continuity and normalcy for our students and families during this time of uncertainty.

Vetting a Student Information System (SIS)

A committee has been established to vet a SIS which will be required to track credit accumulation and other data pertinent at the high school level. A determination will need to be made regarding the use of this SIS in grades K-8. Mrs. Samuels is leading this committee.

### May 2020: Continued Response to COVID-19 School Closure

#### 2020-21 Projected Scholar Enrollment

Current Enrollment	945 scholars (as of May 15, 2020)	
Grade	Number of scholars	Notes (where applicable)
K	120	120 offers made. All accepted.
1	121	Includes one holdover.
2	98	
3	94	
4	94	
5	97	
6	67	Includes 49 CPCS scholars. 18 seat offers made. 17 accepted.
7	75	
8	74	
9	84	Includes 63 CCMS scholars. 153 seat offers made. 21 accepted.
<b>TOTAL</b>	<b>924</b>	

#### Remote Learning Update

The CCMS staff continues to provide live instruction by capitalizing on its established blended learning model and 1:1 scholar and Chromebook program. Staff have been trained to provide robust and dynamic live lessons. CPCS is in the beginning stages of establishing live instruction. Stage one is providing devices to all scholars in grades 4 and 5. Teachers will then be trained to provide live instruction which is expected to begin on June 1, 2020. The senior leadership team has started gathering resources to begin planning for re-entry. Planning meetings will be initially launched and designed by a consultant from JPS Solutions.

### June 2020: Planning for Re-entry

The SDTL is supporting re-entry planning by developing a Teaching and Learning Planning Guide. Highlights of the guide include:

#### Guiding Principles

1. **Quality:** Our scholars deserve high quality and robust learning opportunities.
2. **Equity and Access:** We must meet the needs of all students by differentiating, providing support, and by providing needed resources and services.
3. **Structure:** Providing explicit expectations and supports will help staff, scholars, and families be successful regardless of the learning environment.

4. **Simplicity:** Having clear and simple priorities will increase our effectiveness.
5. **Connection:** We must be intentional about ensuring continued opportunities to function as a community.
6. **Continuous Improvement:** We are committed to striving for excellence by reading, researching, reflecting, asking for help, and collaborating.

(Adapted from Bellwether Education partners)

### Re-entry Planning Guidance

1. Access re-entry planning questions [here](#) to help guide your planning. These questions were adapted from a tool created by [Bellwether Education partners](#).
2. You will be expected to have a re-entry plan for the following three scenarios in the fall: in-person learning, remote learning, and a hybrid of in-person and remote learning.
3. The Board of Regents will be reviewing guidance from Regional School Reopening Task Force meetings on **July 13, 2020**.
4. We anticipate final re-entry plans will be due to NYSED on **July 1st**.

### Resources

- [A Blueprint for Back to School](#)
- [Maryland's Recovery Plan for Education](#)
- [A Plan to Safely Reopen America's Schools and Communities](#) (pages 7-11 are specific to schools)
- Presentation [slides](#) from Nate Levenson's keynote at The Collaborative annual conference
- All materials from The Collaborative's 2020 Annual Conference can be accessed [HERE](#).

### Fall 2020 Re-Entry Plan Checklist

The components listed below must be addressed in all three re-entry scenarios. Please note this list is not exhaustive. Please include any and all components required for successful student and staff outcomes.

- |                                                                                        |                                                                                                        |
|----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|
| <input type="checkbox"/> Priority Learning Standards (by grade and by content area)    | <input type="checkbox"/> Description of special education program                                      |
| <input type="checkbox"/> Instructional platform being utilized (device, paper, hybrid) | <input type="checkbox"/> Description of RTI program                                                    |
| <input type="checkbox"/> School calendar (designating in-person/virtual events)        | <input type="checkbox"/> Differentiation strategies for SWD                                            |
| <input type="checkbox"/> Master Schedule                                               | <input type="checkbox"/> Differentiation strategies for ELL students                                   |
| <input type="checkbox"/> August Staff Professional Development                         | <input type="checkbox"/> Interventions for below benchmark students                                    |
| <input type="checkbox"/> Yearlong Professional Development plan                        | <input type="checkbox"/> Interventions for promotion in doubt students                                 |
| <input type="checkbox"/> Student orientation                                           | <input type="checkbox"/> How mandated counseling will be provided                                      |
| <input type="checkbox"/> Family orientation                                            | <input type="checkbox"/> How related services could be provided                                        |
| <input type="checkbox"/> Curriculum (also see Priority Standards)                      | <input type="checkbox"/> Plan for conducting IEP meetings                                              |
| <input type="checkbox"/> Grading Policy                                                | <input type="checkbox"/> Ways we are supporting at-risk families                                       |
| <input type="checkbox"/> Student Attendance Policy and Procedures                      | <input type="checkbox"/> Ways students can connect with each other to collaborate                      |
| <input type="checkbox"/> Staff Attendance Policy and Procedures                        | <input type="checkbox"/> Extracurricular activity ideas for families                                   |
| <input type="checkbox"/> Instructor Responsibilities                                   | <input type="checkbox"/> Student/Family Outreach (especially for students who are not present/engaged) |
| <input type="checkbox"/> Student Responsibilities                                      | <input type="checkbox"/> Teacher support and evaluation                                                |
| <input type="checkbox"/> Parent Responsibilities                                       |                                                                                                        |
| <input type="checkbox"/> Remote learning training for families                         |                                                                                                        |



# **ATTACHMENT #3**

## **K-5 Principal Report**







## Professional Learning - A Culture of Collaboration to Improve Student Learning

August	School Culture- Systems, Routines and Procedures / Classroom Environment First 25 Days of School Specially Design Instruction/RTI Reading Wonders New Teacher Orientation i-Ready Growing & Developing Professionally
September	TLAC Instructional Techniques
October	Lesson Plan Alignment New York City Math Projects (NYCMP) Gathering Data on Student Mastery and Acting on Data and the Culture of Error
November	Teachback Protocol NYCMP - Planning & Preparation
December	NYCMP - Planning & Preparation - Structuring of new math block & identification of resources for workstations - Grade 5
January	NYCMP - Planning & Preparation - New math block support - Grade 5 - 2019 NYS Math Test Release Questions - Math Calendar Revisions - Go Math! Assessments
February	Examining Student Work Gradual Release of Responsibility- Modeling NYCMP - Planning & Preparation Protocol Manual
March	NYCMP - Planning & Preparation
April	Self-guided: - Assigning lessons in i-Ready - Fluent with the Writing City program - Fluent with the Think Central program
May	Reading Wonders Digital Support - Using digital components to support scholar learning
June	i-Ready - Review Personalized Instruction by Lesson Report - Using data to plan for Teacher Assigned Lessons - Teacher Toolbox, supporting learning through additional resources

CPCS ELEMENTARY SCHOOL- HIGHLIGHTS OF 2019-2020 School Year

Special Education

Month	Key Activities	Staff/Partners	Outcomes/Status
August	Professional Development to Staff about RTI Instruction and Special Education and Related referral policy and Procedures	Distribution of IEPs to staff	CSE PD on Specially Designed Instruction
September	Collaborating with CSE for 2019 caseload and initial Referral AND re-evaluation Meeting Schedule	Goal Tracking with ICT Staff	Setting up 504 Accommodations
October	Collaborating with CST to go over CSE implementing ongoing appropriated goals for scholars at risk	Check ins with students that have IEPs	
November	Creating Community relationships with New Orleans, Louisiana, Shreveport, and Amis agencies to mobilize community resources for family members of all students		
December	Collaborating with CSE to update Testing Accommodations for students with IEPs in order for smooth transition to anticipated state testing	Check in with scholars with IEP	
January	Working with Other Health Impairment Office to best support Sch. plans		
February	Check in with parents and staff about IEP Remote learning plans were instituted (Lesson Plan templates, at-staff training on how to use templates, training of expectations of completing templates, etc.)		
March	Remote Learning transitioning from IEP and CST goals remotely	Check in with scholars with IEPs to assess what resources they may need during Covid-19 crisis	
April	Remote Learning transitioning IEP and monitoring IEP and CST goals remotely	Check in with parents and scholars with IEPs to assess what resources they may need during the Covid-19 crisis	
May	Closing up IEP cases for the 2019-2020 school year/preparing for summer to CSE closing out CST cases/ Preparing list for 5th grade scholars preparing to CMS with IEPs.	Networking with provider agencies to update all IEP caseloads	
June			





# **ATTACHMENT #4**

## **6-8 Principal Report**



# CHALLENGE CHARTER MIDDLE SCHOOL

## 2019-2020 Principal's Monthly Board Report

*Mavgar Mondesir-Gordon, Principal (Grades 6-8)*

### School Year 2019-2020 Report

June 12, 2020

Current CCMS Enrollment:

Cohort Group	Grade Level	March 10, 2020 Enrollment	Enrollment As of Jun 11, 2020	Change in enrollment
#3	Grade 8	86	86	0.00%
#4	Grade 7	74	74	0.00%
#5	Grade 6	75	75	0.00%
<b>TOTAL</b>		<b>235</b>	<b>235</b>	<b>0.00%</b>

CCMS Attendance Statistics:

*\*NOTE: There is no ATS access as of March 11, 2020; attendance is based on Remote Learning period attendance.*

Cohort	Grade Level	Attendance Rates										
		Aug 26, '19 - Sep 4, '19	Sep 5, '19 - Sep 26, '19	Oct 2, '19 - Oct 31, '19	Nov 1, '19 - Nov 27, '19	Dec 2, '19 - Dec 20, '19	Jan 2, '20 - Jan 31, '20	Feb 3, '20 - Feb 28, '20	Mar 2, '20 - Mar 10, '20	* Mar 23, '20 - Apr 8, '20	* Apr 20, '20 - May 8, '20	May 11 '20 - Jun 11, '20
#3	Gr. 8	93.3%	94.0%	93.9%	92.2%	91.3%	92.7%	92.2%	92.1%	89.7%	92.9%	98.0%
#4	Gr. 7	88.4%	95.6%	94.3%	94.7%	92.6%	94.1%	90.1%	92.6%	89.6%	93.4%	100.0%
#5	Gr. 6	89.8%	96.8%	95.1%	93.7%	93.9%	94.5%	94.3%	93.5%	84.2%	90.9%	97.0%
<b>TOTALS</b>		<b>90.5%</b>	<b>95.5%</b>	<b>94.4%</b>	<b>93.5%</b>	<b>92.5%</b>	<b>93.8%</b>	<b>92.2%</b>	<b>92.7%</b>	<b>87.8%</b>	<b>95.0%</b>	<b>98.0%</b>

Proficiency Statistics of Currently Enrolled Scholars:

Cohort Group	Grade Level	Spring 2019 <u>ELA</u> Proficiency Levels				Spring 2019 <u>Math</u> Proficiency Levels			
		ELA L1	ELA L2	ELA L3	ELA L4	Math L1	Math L2	Math L3	Math L4
#3	G 8	10%	31%	37%	19%	16%	40%	23%	17%
#4	Gr 7	28%	20%	16%	34%	26%	23%	31%	15%
#5	Gr 6	33%	31%	21%	5%	29%	31%	16%	15%
<b>Grades 6 - 8</b>		<b>23%</b>	<b>28%</b>	<b>26%</b>	<b>19%</b>	<b>24%</b>	<b>31%</b>	<b>23%</b>	<b>16%</b>



## SCHOOL YEAR DATA OVERVIEW

- ELA GROWTH

- In lieu of cut score information from ELA state exams, CCMS used i-Ready Reading EOY data to measure scholars' growth from the beginning of year (BOY) to end of year (EOY). Overall, we saw a 20% increase in proficient scholars in Reading in Grades 6 through 8.
- 

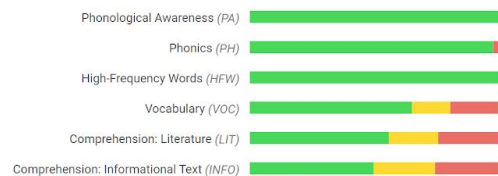
CCMS Growth in % of Scholars at or Above Grade-Level Proficiency From BOY to EOY Reading				
Grades	Grade 6	Grade 7	Grade 8	Grades 6-8
BOY	24%	40%	49%	38%
EOY	44%	56%	71%	58%
Growth	+20%	+14%	+22%	+20%

### i-Ready Grades 6-8 EOY (Spring 2020) Reading:

Overall Placement

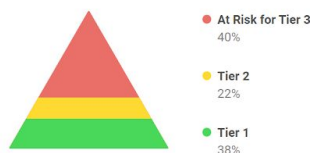


Placement By Domain

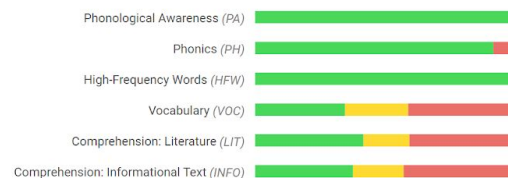


### i-Ready Grades 6-8 BOY (Fall 2019) Reading:

Overall Placement



Placement By Domain



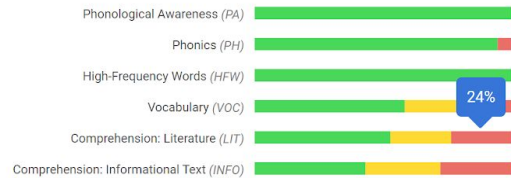


**i-Ready Grade 6 EOY (Spring 2020) Reading:**

Overall Placement

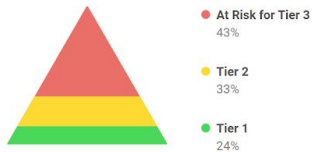


Placement By Domain

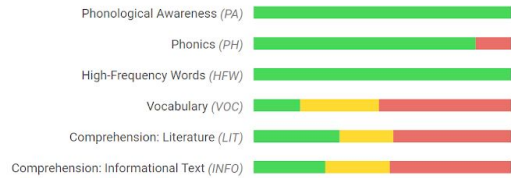


**i-Ready Grade 6 BOY (Fall 2019) Reading:**

Overall Placement

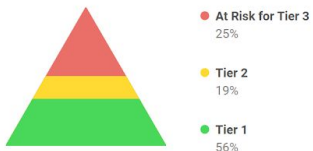


Placement By Domain

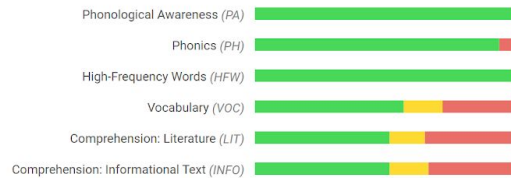


**i-Ready Grade 7 EOY (Spring 2020) Reading:**

Overall Placement

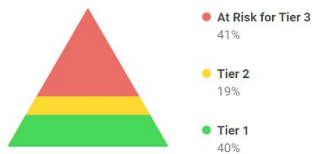


Placement By Domain

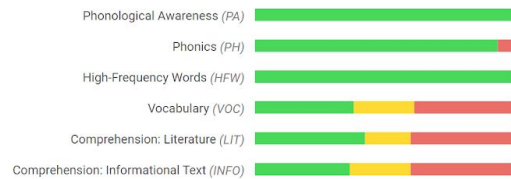


**i-Ready Grade 7 BOY (Fall 2019) Reading:**

Overall Placement



Placement By Domain

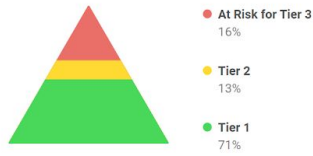




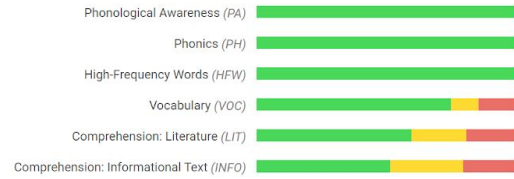


**i-Ready Grade 8 EOY (Spring 2020) Reading:**

Overall Placement

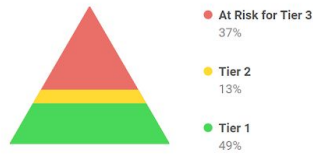


Placement By Domain

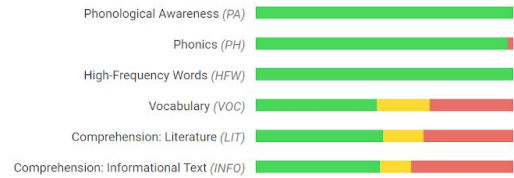


**i-Ready Grade 8 BOY (Fall 2019) Reading:**

Overall Placement



Placement By Domain



● **MATH GROWTH**

- In lieu of cut score information from ELA state exams, CCMS used i-Ready Math EOY data to measure scholars' growth from the beginning of year (BOY) to end of year (EOY). Overall, we saw a 23% increase in proficient scholars in Math in Grades 6 through 8.

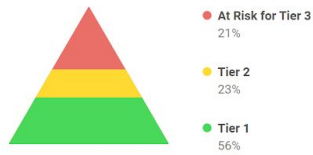
○

CCMS Growth in % of Scholars at or Above Grade-Level Proficiency From BOY to EOY Math				
Grades	Grade 6	Grade 7	Grade 8	Grades 6-8
BOY	27%	41%	41%	36%
EOY	49%	55%	64%	56%
Growth	+22%	+14%	+23%	+23%



### i-Ready Grades 6-8 EOY (Spring 2020) Math:

Overall Placement

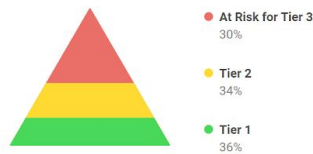


Placement By Domain



### i-Ready Grades 6-8 EOY (Fall 2019) Math:

Overall Placement



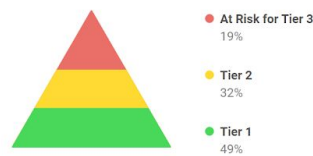
Placement By Domain




---

### i-Ready Grade 6 EOY (Spring 2020) Math:

Overall Placement

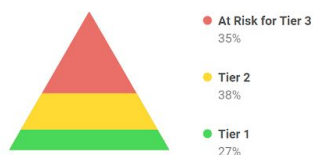


Placement By Domain

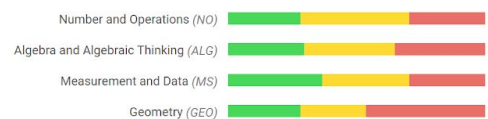


### i-Ready Grade 6 BOY (Fall 2019) Math:

Overall Placement



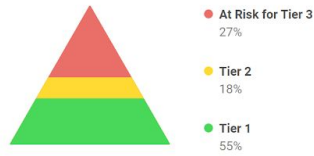
Placement By Domain



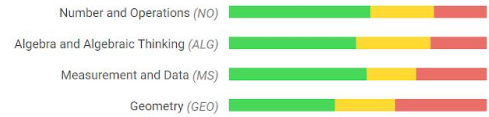


**i-Ready Grade 7 EOY (Spring 2020) Math:**

Overall Placement

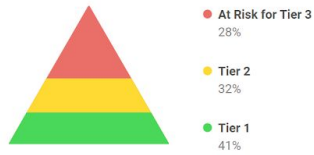


Placement By Domain

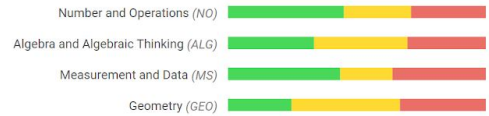


**i-Ready Grade 7 BOY (Fall 2019) Math:**

Overall Placement

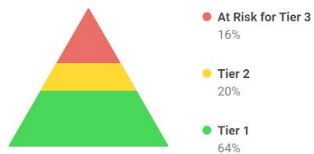


Placement By Domain

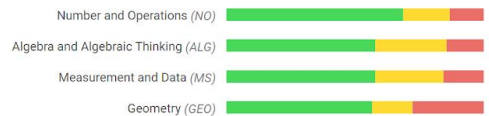


**i-Ready Grade 8 EOY (Spring 2020) Math:**

Overall Placement

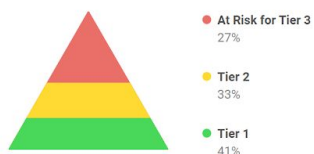


Placement By Domain



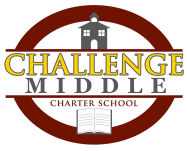
**i-Ready Grade 8 BOY (Fall 2019) Math:**

Overall Placement



Placement By Domain



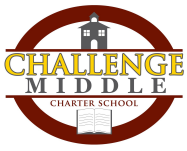


## SCHOOL LOGISTICS OVERVIEW

- PHYSICAL SCHOOL SPACES - 12-79 REDFERN AVENUE & 15-26 CENTRAL AVENUE
  - CCMS launched the school year by hosting core classes at the 12-70 Redfern Avenue building, with the cafeteria and gymnasium at the 15-26 Central Avenue building reserved for lunchtime and PE activities.
  - A transition in October to host the lunch period at the 12-79 Redfern Avenue building allowed for less hectic lunch and Specials schedules for the scholars and less time spent transitioning between the buildings on school buses.
  - Challenges in the physical space at the Redfern building include repeated incidents of flooding after heavy rainfall and high humidity at the basement level. Equipment is secured above ground level at all times, and commercial-grade humidifiers are kept on overnight and on the weekends to combat these issues.
- REMOTE LEARNING
  - The CCMS transition to remote learning in March 2020 through the end of the school year has been extremely successful. Scholars have been logging in with an average daily attendance rate of 94%. Periods are 50 minutes long, allowing each core subject to see scholars for 250 minutes per week
- TECHNOLOGY ACCESS
  - The provision of Chromebooks as loaners to scholars who did not have computer devices at home allowed for a smooth transition to remote learning.
  - As the school year comes to a close soon, a plan has been put in place to retrieve devices from graduating seniors who will not be enrolling in Challenge Charter High School for the 2020-2021 school year. All other scholars will keep their assigned devices over the summer break and return with them in the new school year.

## Mastery Prep

- Mastery Prep (nee Test Prep) was launched and was held weekly since its successful launch on Monday, January 6, 2020. For nine weeks scholars reported to their assigned rooms. Grouped in proficiency boundaries based on performance data--iReady December Window Assessment and the Spring 2019 Item analysis, they received 2 periods of ELA Mastery Prep and 2 periods of Math Mastery Prep. Teachers met to complete intellectual preparation of all Mastery Prep Lessons on Mondays, and scholars went to their Mastery Prep groups from Tuesdays through Fridays. Weekly administration of standards-based assessments using IO Assessments made it easy to track the students' mastery level in real-time, and automatically updated IO Classroom



grade books for them and their parents/guardians to immediately keep up with weekly results. This process was interrupted when we closed school because a COVID-19 was declared a pandemic.

### **Child Study Team Outreach:**

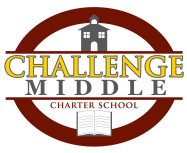
- **OUTREACH**
  - Efforts by the CCMS administrative team to keep parents informed of expectations for scholar progress were consistent throughout the year, and increased after the implementation of remote learning. Parent partnership was essential to keeping scholars consistently attending classes. This increased outreach also highlighted the importance of ensuring parents are actively using PupilPath to exchange information about their children.
  - The CCMS school counselor, social worker, and SPED team continues to reach out to scholars to deliver at-risk and mandated counseling during these school closures. These counseling sessions and IEP meetings are being held via Google Meet.

### **Academic Interventions**

- **EXTRA HELP**
  - During remote learning, interventions took the form of extra help classes offered 3 days per week. Although the frequency is less than in-person intervention during the year, the extra help classes are able to reach more scholars due to the convenience of it taking place without the inconvenience of travel time, etc. During some remote learning sessions, scholars are able to get one-on-one help with some instructors, which is particularly helpful to our below-benchmark scholars. Classes with scholars who have IEPs and are Below benchmark are split into two to three cohorts daily to allow for small group sessions in ELA, Math, Science, and social studies.
- **DIGITAL INTERVENTIONS**
  - Scholars consistently used Read180, Sound Reading, and i-Ready throughout the year to help below-benchmark scholars make traction in their learning.

### **Professional Development**

- **COACHING**
  - This year, we partnered with the SPED Collaborative and had invaluable access to the learning opportunities on UDL - Universal Design for Learning--with a focus on Specially Designed Instruction and Explicit Teaching. This helped to shape the evolution of a sound SPED team and services for SWD. At CCMS, we also hosted a SPED Collaborative walkthrough in October 2019 and we are in



receipt of the report sent to us in June 2020. The feedback from the report will be used in the coming year. Teachers benefited from coaching and feedback from daily professional development offered in PLC meetings in the building, and online--once we moved to the remote learning model. Such topics included: UDL, SDI, Explicit Teaching, Responsive Classroom and SEL, Rigor and Relevance, and recently Curriculum Tiering. Next week, we will sit in for the PD on Curriculum Compacting.

- **GRADE TEAM PLANNING**

- The incorporation of SDI as mandated by the DOE highlighted the need for more teacher collaboration by grade level to provide consistent learning environments for our high-needs scholars. These meetings also highlighted the importance of focusing on getting to know our scholars very well so that we can provide consistent tiered instruction.

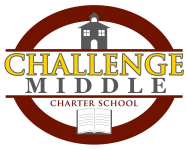
- **VERTICAL DEPARTMENT PLANNING**

- The shift to remote learning meant a shift in focus to lesson revision over new content. In order to hit the ground running with respect to our BOY lessons in the coming school year, teachers have begun to meet in department teams to highlight planning lessons that incorporate those power standards that provide 'the best bang for our buck' with respect to standards mastery. At CCMS, we have also pledged and have begun work on a document dubbed, "Great Expectations for Grade Level Expectations". This document will name the standards that scholars must master at the end of each grade level alongside the checklist of academic skills that support that standard. This will work in tandem with the iReady Standards Mastery feature to ensure that as a PLC we are referring to scholar performance by naming the standards that scholars have mastered or have not mastered yet.

- **INSTRUCTIONAL PREPARATION**

- CCMS Instructors have grown over the course of the school year in terms of intellectual preparation. Teachers have access to WeTeachNYC, Webb's DOK wheels, and are frequently assigned required reading in Teach Like a Champion 2.0. In PD sessions at the end of the school year, there has been a granular focus on lesson plan preparation that includes a strong rigor component.
- Plans are in the works to incorporate the preparation of more challenging work for "lead learners" in small groups. The incorporation of Renzulli learning will further the work in this area.
- The shift to remote learning highlighted the need for instructors to improve their proficiency in blended learning tools. All staff will be required to complete more courses in OTIS for Educators to ensure this.

## Summer Instructional Plans



- BRIDGE PROGRAM FOR 9TH-GRADERS
  - Rising 9th-graders to CCHS will participate in a 2-week remote learning bridge program from July 20th to July 31st.
  - Rising 6th-graders to CCMS will participate in a 3-week remote learning bridge program (Summer Academy) from July 6th to July 31st.
  - Daily hours for each bridge program will be 8:30 AM to 12:30 PM, 4 days per week.
  - Rising 7th and 8th-graders will hold engagement via assigned i-Ready assignments, reading assignments, and GoMath assignments that they will complete asynchronously.
  - Due to consistently high engagement, CCMS has no scholars that will be recommended for summer school.

### **Staffing Projections for the 2020-2021 school year:**

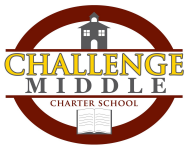
- All CCMS staff members have returned their preference sheet responses, with all expressing their intention to return in the 2020-2021 school year. Decisions of staff position shifts have been approved and we are awaiting contracts by the CEO and Board.

### **NYIT Cohort Success Stories**

- The NYIT collaboration continues to be a great success for CCMS, as it has allowed us to promote TAs to teaching positions, thus maintaining our staff culture and teaching standards. Since their enrollment in the NYIT program, several of our staff members have earned their certificates. We celebrate our staff successes and hope this program will continue for future cohorts to participate. This month Mr. Vil will graduate with his Masters in Mathematics Education.

### **Instructional Observation**

- The CCMS Admin Team members continue weekly Instructional walkthroughs in all remote learning classes. CCMS continues to use TeachBoost for all instructional supervision feedback and tracking. Feedback is used to strengthen instructional practices. Teachers have 10 short observations and 2 long observations for the school year using TeachBoost.
- One-to-one Instructional Supervision meetings were consistent throughout the year, with a schoolwide focus on improving time management, Intellectual preparation, communication, and advanced unit plan preparation for the 2020-2021 school year.



## **End-of-Year Events**

- 8TH-GRADE EVENTS

- A handful of seniors are being featured on the CCMS Facebook site daily, posing in their graduation gowns and with a quote about their future aspirations.
- CCMS will air a pre-recorded virtual graduation on Wednesday, June 24, at 10:00 AM. Pre-recorded speeches by staff and esteemed guests will be inserted into the final video, as well as a song selection by one of the seniors.
- The final attendance day for seniors will be Friday, June 19. During their final week, scholars will be permitted to attend in dress-down clothes and engage in relaxed activities and class discussions with their teachers.





**ATTACHMENT #5**

**Director of Communications**

**Report**



## Challenge Charter School

### Annual Communications Report - June 2020

fr: Kim Messer, Director of Communications

#### **General Communication**

During the changes we faced over COVID-19, I worked closely with Dr. Mullings on regular parent/family and staff updates. I also launched a special new page on our website to offer Family Resources and COVID-19 updates.

Family letter dates: June 8, May 6, April 2, March 15, March 13

Staff letter dates: April 27, April 2, March 25, March 15, March 13

#### **Websites Updates/Plans**

**Challenge Charter Schools** - [challengecharterschools.org](http://challengecharterschools.org) - 10K page views; 5.2K visits; 3.9K unique visitors (range Aug 12, 2019-June 9, 2020)

DOE recommended a central one-stop address which has been implemented this school year.

#### Build Out Update

- We now have a Homepage that is more dynamic
- All "Network" staff on this page along with Board Members - PARTIALLY COMPLETE
- Apply pages live here to streamline process in both English and Spanish - DONE
- NEW Careers page lives here - DONE
- Links available to site specific sites from this page (K-5, 6-8 DONE; 9-14 WHEN UP)
- News transfers from the past year from K-5 and 6-8 sites; all news for K-14 will live here - PARTIALLY COMPLETE
- Amidst the COVID-19 crisis, a Family Resources page was created for ongoing communication, family updates, grade and site specific details as well as general health, government links and available student and family services. <https://challengecharterschools.org/family-resources>

Can we move to one central "district" calendar? Or should calendars be site specific?

Site Analytics (range Aug 12, 2019-June 9, 2020)

**challengeprep.org** - 29.3K page views (-11.8%), 10.4K visits (-12.8%), 11K unique visitors (-7.8%)

**challengechartermiddleschool.org** 18K page views (-17.2%), 6.2K visits (-19.8%), 5K unique visitors (-17%)

## Challenge Charter High School website

- Basic build out is done
- Awaiting curriculum design/language from Kentia Coreus and team to finalize and make public

## Marketing

- Application Ads/Open House ads ran from January through early March; ads were adapted once school closed to advertise the high school seats and career openings. Schneps Media ads online and across 3 English and Spanish papers continue.
- “Challenge Strong” campaign ran at same time as application season featuring 5th and 8th Graders. 8th Grader Delisa Cameron had record number of engagement - 1216 people reached and 225 engaged - 10 shares is how our school gets grassroots, non paid attention.
- Worked with K. Coreus on job advertisements in May. I am also updating Indeed and LinkedIn profiles as requested.

## Social Media Updates/Plans

**Facebook:** Current following K-5 - 512 Likes; 6-8 - 248 Likes - MET and EXCEEDED goal of 700 Likes overall; 25.5% growth on Middle School page; 19.0% growth on K-5

**Instagram:** Create and populate a Challenge Charter School page based on many of the same points above. - DONE MARCH 2020; as of this reporting we have 112 followers

**Vimeo Channel:** one central account to house our videos to create more dynamic content especially as the high school is established over the next 2-3 years.

DONE MAY 2020 - Vimeo account has been created, and recently we have used it for the special ChampCasts and other Remote Learning videos for our community. <https://vimeo.com/user72533369>

## FUTURE THOUGHTS

How can we give our high schoolers hands-on experience by allowing them to assist with our social media and website content? High school: consider online citizens club: <https://www.icanhelpdeletenegativity.org/clubs>

## Summer Communications Plans

Develop a comprehensive Crisis Communications Plan; analyzing possible merge of Facebook pages, and tackling branding issues such as letterhead and possible redesign of logos.



**ATTACHMENT #6**  
**Director of Operations**  
**Report**

**Rev. Dr. Les  
Mullings,  
Founder/CEO**

June 15, 2020

Re: June 15, 2020 Operations Report

By: Venessa Foster, Director of Operations

### **20-21 School Year Preparation**

Beginning July 1, the summer execution plan will be rolled out to Operation staff members and changes will be made according to State and DOE guidelines

Quotes for furniture and curriculum, and all other necessities for 20-21 schools are being obtained. Upon the new fiscal window opening orders will be submitted and processes.

#### **Facilities**

Each building was evaluated under the building report card rubric. List of all fixtures and areas of improvement have been compiled to be rectified over the summer.

A plan of action with the custodial team is being fleshed out to ensure all needs of each building is met. Additionally, creating systems to adhere to the new social distance laws, following the guidelines of the State , CDC , and all other deciding factors .

#### **School Foods**

Finalized all details regarding CCHS food program with DOE school foods . Submitted letter of request.

#### **Other Projects**

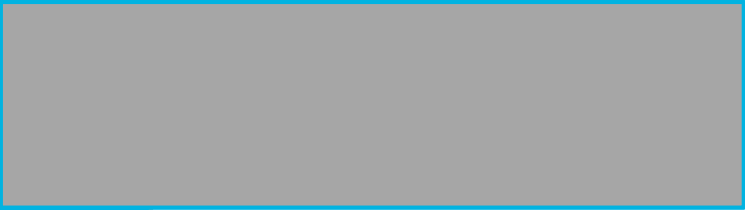
CareMonkey Implementation

LinkedIn Recruitment



# **ATTACHMENT #7**

## **May 2020 Financial Report**



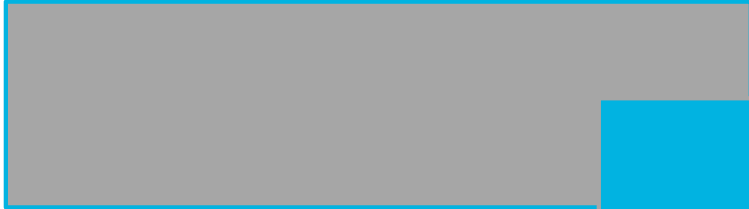
*Helping you to focus on what's important:*  
**STUDENT ACHIEVEMENT**



*experience. expertise. execution.*

# Challenge Prep Charter School

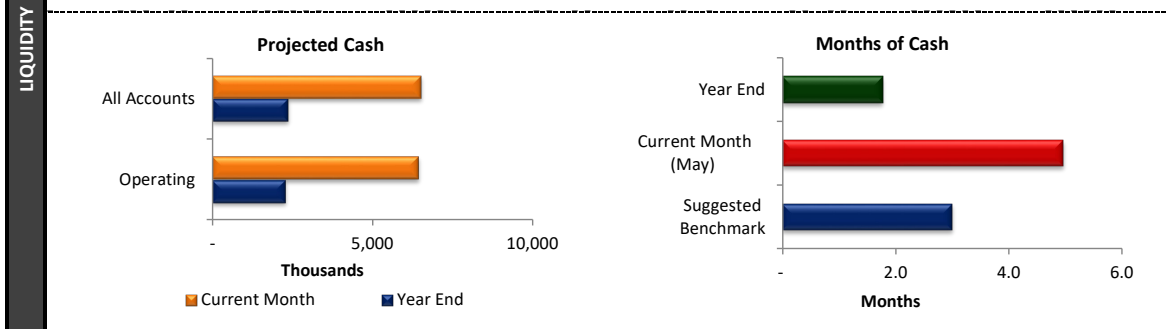
Monthly Financial Report  
May 2020



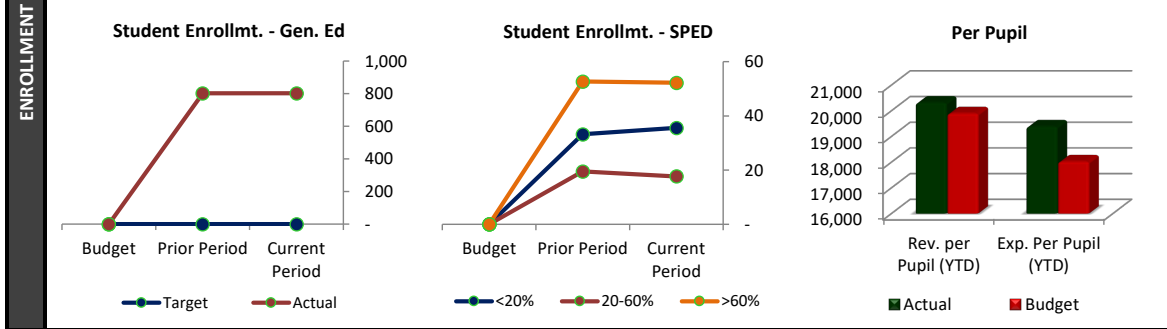
# Challenge Prep Charter School

## Financial Summary For Period Ended April 30, 2020

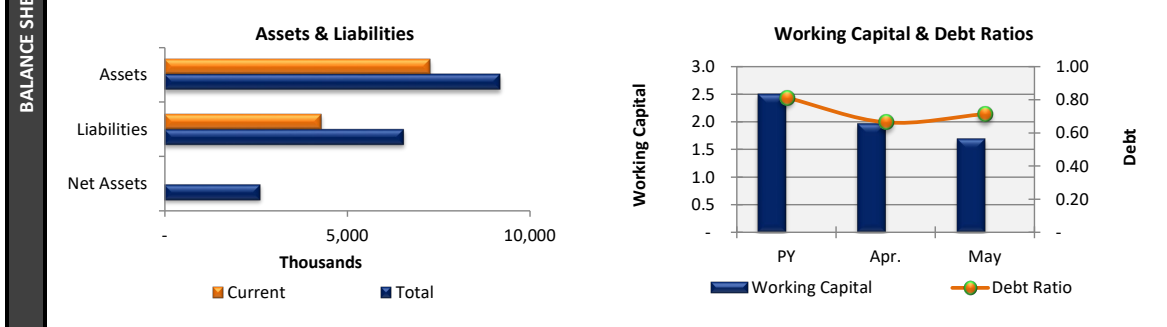
LIQUIDITY	Cash in Bank <i>(Operating Account(s) Only: as of April 30, 2020)</i>	\$ 6,430,167
	<b>Projected months of cash on hand</b>	<b>5.0</b>
	Cash in Bank <i>(Total - All Accounts as of April 30, 2020)</i>	\$ 6,509,723
	FY Ending Cash Available to Carryover to FY19-20 <i>(Operating Account(s) Only)</i>	\$ 2,283,018
	<i>*Cash balance available once all FY19-20 obligations &amp; receivables have been settled</i>	
	<b>Projected months of cash on hand</b>	<b>1.8</b>
FY Ending Cash Available to Carryover to FY19-20 <i>(Total - All Accounts)</i>	\$ 2,362,574	



	Actual	Budget	Variance	Actual	Budget	Variance
<b>General Ed</b>	802.51	811.00	(8.49)	\$ 12,960,553	\$ 12,414,788	\$ 545,765
<b>SPED</b>						
0 - 20%	35.59	49.00	(13.41)	-	-	\$ -
20 - 59%	17.68	9.00	8.68	183,726	93,510	\$ 90,216
60% - Over	52.24	54.00	(1.76)	995,196	1,028,646	\$ (33,450)
<b>Total SPED</b>	<b>105.51</b>	<b>112.00</b>	<b>(6.49)</b>	<b>1,178,922</b>	<b>1,122,156</b>	<b>\$ 56,766</b>



<b>Total Current Assets:</b>	\$ 7,272,964
<b>Total Current Liabilities:</b>	\$ 4,301,402
<b>Working Capital (Current) Ratio</b>	<b>1.69</b>
<b>Total Assets:</b>	\$ 9,180,029
<b>Total Liabilities:</b>	\$ 6,550,120
<b>Debt Ratio</b>	<b>0.71</b>
<b>Total Net Assets:</b>	\$ 2,629,909



	Actual	Budget	Variance
Total Revenue YTD:	\$ 14,818,237	\$ 14,663,688	\$ 154,549
Total Expenses YTD:	(12,994,033)	(12,760,842)	(233,191)
<b>Net Operating Surplus(Deficit):</b>	<b>\$ 1,824,204</b>	<b>\$ 1,902,845</b>	<b>\$ (78,642)</b>



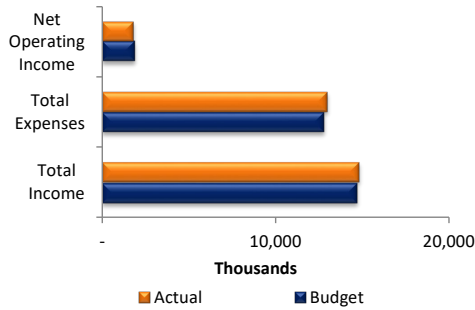
# Challenge Prep Charter School

## Financial Summary For Period Ended April 30, 2020

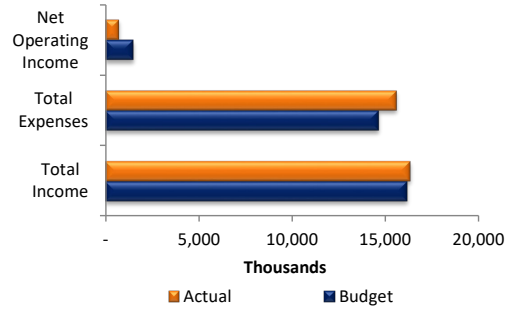
	<u>Projected</u>	<u>Budget</u>	<u>Variance</u>
Annual Projected Revenue:	\$ 16,303,850	\$ 16,139,600	\$ 164,250
Annual Projected Expenses (before depreciation):	(15,559,448)	(14,619,846)	(939,602)
<b>Projected Net Operating Surplus(Deficit) before Depreciation:</b>	<b>\$ 744,401</b>	<b>\$ 1,519,754</b>	<b>\$ (775,353)</b>
Annual Projected Depreciation:	-	-	-
<b>Projected Net Operating Surplus(Deficit) after Depreciation:</b>	<b>\$ 744,401</b>	<b>\$ 1,519,754</b>	<b>\$ (775,353)</b>
<b>Capital Expenditure Requirements</b>	<b>\$ (707,627)</b>	<b>\$ -</b>	<b>\$ (707,627)</b>
<b>Total Cash Expenditures</b> <i>(expenses excluding depreciation plus capital expenditures)</i>	<b>\$ (14,851,822)</b>	<b>\$ (14,619,846)</b>	<b>\$ (231,976)</b>
<b>Revenue per Pupil (YTD)</b>	<b>\$ 20,316</b>	<b>\$ 19,901</b>	<b>\$ 415</b>
<b>Expenditure per Pupil (YTD)</b>	<b>\$ 19,388</b>	<b>\$ 18,027</b>	<b>\$ 1,362</b>

BUDGETING / REVENUE & EXPENSES

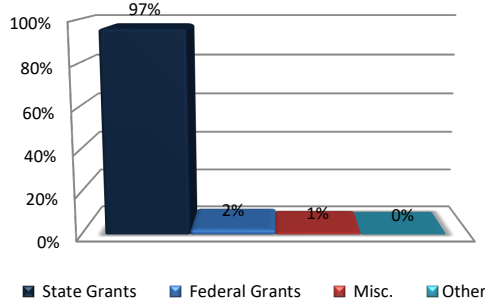
**Year-To-Date (YTD)**



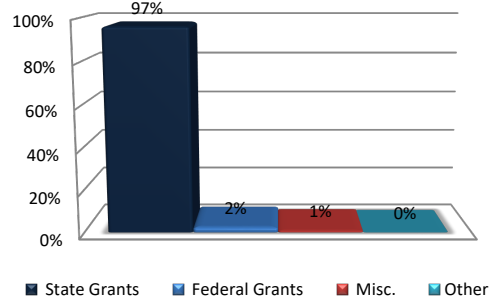
**Year End (YE) Projection**



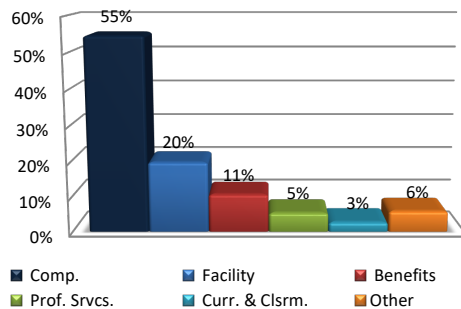
**Revenue Breakdown YTD**



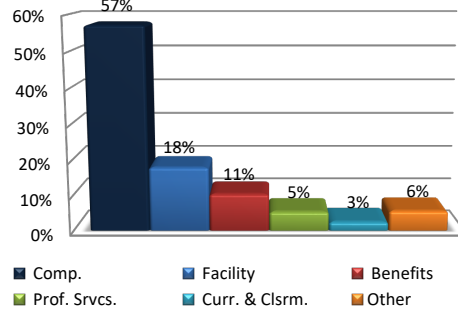
**Revenue Breakdown YE**



**Expense Breakdown YTD**



**Expense Breakdown YE**



# Challenge Prep Charter School

## Financial Variance Summary

Fiscal Year Ending 6/30/2020		Comments
<b>Net Budget Surplus after Depreciation</b>	<b>\$ 1,519,754</b>	
Increase in State Grants	183,831	Budget done based on 54 over 60%; 9 20-59% FTE per invoice, Projection done based on 52.244 over 60%; 17.683 20-59% FTE per May invoice
Increase in Federal Grants	13,285	
Decrease in Contributions	(46,078)	
Increase in Miscellaneous Income	<u>13,212</u>	
<b>Increase in Projected Annual Revenue</b>	<b>164,250</b>	
Increase in Compensation	753,431	Salary projections based on budget
Increase in Benefits	85,727	
Decrease in Administrative Expenses	(32,258)	
Increase in Professional Services	142,678	Projection based on current trends and reallocation of expenses
Increase in Professional Development	51,728	
Increase in Marketing and Staff/Student Rec	56,535	
Decrease in Fundraising Expenses	(22,960)	
Decrease in Curriculum & Classroom Expenses	(54,615)	
Decrease in Facility	(66,741)	Adjusted based on remote learning and school being closed
Increase in Technology/Communication Expens	25,989	
Increase in Miscellaneous Expenses	88	
Decrease in Depreciation Expense	<u>-</u>	
<b>Increase in Projected Annual Expenses</b>	<b>939,602</b>	
<b>Net Projected Deficit Variance after Depreciation</b>	<b><u><u>\$ 744,401</u></u></b>	

# Challenge Prep Charter School Budget vs. Actuals Fiscal Year Ending June 30, 2020

	April 30, 2020			YTD Through April 30, 2020			Projected FYE June 30, 2020					
	Actual	Budget	Variance	Actual	Budget	Variance	Current Month	Previous Month				
							Actuals - July 2019 - March 2020 + Projections thru June 30, 2020	Actuals July 200 - April 201 + Projections May 201 - June 201	Variance between April & May	Annual Budget	Variance	
<b>Income</b>												
4100 State Grants	1,244,554	1,280,336	(35,782)	14,340,499	14,145,360	195,139	1,425,551	15,766,050	15,857,506	(91,457)	15,582,219	183,831
4200 Federal Grants	22,436	24,794	(2,358)	348,905	361,476	(12,571)	50,650	399,555	399,555	-	386,270	13,285
4300 Contributions	-	4,851	(4,851)	12,137	53,364	(41,226)	(0)	12,137	12,137	-	58,215	(46,078)
4400 Miscellaneous Income	22,609	9,408	13,201	116,695	103,488	13,207	9,413	126,108	112,908	13,200	112,896	13,212
<b>Total Income</b>	<b>1,289,599</b>	<b>1,319,389</b>	<b>(29,791)</b>	<b>14,818,237</b>	<b>14,663,688</b>	<b>154,549</b>	<b>1,485,613</b>	<b>16,303,850</b>	<b>16,382,106</b>	<b>(78,257)</b>	<b>16,139,600</b>	<b>164,250</b>
<b>Expenses</b>												
<b>Compensation</b>												
5100 Instructional Staff	703,774	485,075	218,698	4,814,078	4,739,041	75,037	1,437,966	6,252,045	4,243,638	2,008,406	5,820,901	431,144
5200 Non-Instructional Staff	196,949	122,936	74,013	1,499,759	1,352,294	147,465	196,949	1,696,708	1,321,510	312,199	1,475,230	221,478
5300 Pupil Support	117,408	79,499	37,909	821,716	810,429	11,287	169,022	990,738	747,451	243,287	889,929	100,809
<b>5000 Compensation</b>	<b>1,018,131</b>	<b>687,510</b>	<b>330,621</b>	<b>7,135,554</b>	<b>6,901,764</b>	<b>233,789</b>	<b>1,803,937</b>	<b>8,939,491</b>	<b>6,312,599</b>	<b>2,563,892</b>	<b>8,186,060</b>	<b>753,431</b>
5400 Benefits	96,809	128,288	(31,479)	1,410,066	1,411,166	(1,100)	237,115	1,647,181	1,364,654	282,528	1,561,454	85,727
6100 Administrative Expenses	20,830	31,946	(11,116)	291,643	351,409	(59,766)	59,453	351,097	341,876	9,221	383,355	(32,258)
6200 Professional Services	55,162	59,106	(3,944)	712,206	621,736	90,470	141,613	853,819	811,042	42,777	711,141	142,678
6300 Professional Development	4,679	13,545	(8,866)	183,347	135,455	47,893	17,981	201,328	203,636	(2,308)	149,600	51,728
6400 Marketing and Staff/Student Rec	16,093	7,520	8,574	129,815	82,715	47,101	16,953	146,768	113,768	33,000	90,233	56,535
6500 Fundraising Expenses	-	-	-	2,040	25,000	(22,960)	-	2,040	2,040	-	25,000	(22,960)
7100 Curriculum & Classroom Expenses	3,922	28,167	(24,245)	356,453	422,134	(65,681)	37,338	393,792	404,809	(11,017)	448,406	(54,615)
8100 Facility	209,367	242,655	(33,288)	2,605,502	2,661,206	(55,703)	230,618	2,836,120	2,827,926	8,194	2,902,861	(66,741)
8200 Technology/Communication Expenses	5,036	13,470	(8,434)	1,67,249	148,169	19,080	20,379	187,628	187,628	-	161,639	25,989
8800 Miscellaneous Expenses	-	8	(8)	158	89	69	28	185	185	-	97	88
8900 Depreciation Expense	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses</b>	<b>1,430,029</b>	<b>1,212,216</b>	<b>217,814</b>	<b>12,994,033</b>	<b>12,760,842</b>	<b>233,191</b>	<b>2,565,415</b>	<b>15,559,448</b>	<b>12,570,162</b>	<b>2,926,287</b>	<b>14,619,846</b>	<b>939,602</b>
<b>Net Income</b>	<b>(140,430)</b>	<b>107,174</b>	<b>(247,604)</b>	<b>1,824,204</b>	<b>1,902,845</b>	<b>(78,642)</b>	<b>(1,079,802)</b>	<b>744,401</b>	<b>3,811,944</b>	<b>(3,004,544)</b>	<b>1,519,754</b>	<b>(775,353)</b>
<b>Capital Expenditures</b>												
Furniture, Fixtures & Equipment	-	-	-	142,181	-	142,181	15,445	157,627	151,929	5,698	-	157,627
Facility and Construction	(518,375)	-	(518,375)	104,333	-	104,333	745,667	550,000	550,000	-	-	550,000
Website	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Expenditures</b>	<b>(518,375)</b>	<b>-</b>	<b>(518,375)</b>	<b>246,514</b>	<b>-</b>	<b>246,514</b>	<b>761,112</b>	<b>707,627</b>	<b>701,929</b>	<b>5,698</b>	<b>-</b>	<b>707,627</b>

Budget done based on 54 over 60%; 9 20-59% FTE per invoice.  
Projection done based on 52,244 over 60%; 17,683 20-59% FTE per May invoice

Budget done based on 54 over 60%; 9 20-59% FTE per invoice.  
Projection done based on 52,244 over 60%; 17,683 20-59% FTE per May invoice

Salary projections based on budget

Projection based on current trends and reallocation of expenses

Adjusted based on remote learning and school being closed

# Challenge Prep Charter School

## Cash Flow Projection as of May 31, 2020

	Annual Budget FY19-20	Projected April 20 - June 20	June	July + Subsequent FY19-20 Items
<b>Beginning Cash Balance (Operating)</b>	-	6,430,167	6,430,167	3,007,094
Projected Cash Receipts from Operations (below)	16,139,600	386,072	188,714	197,358
Projected Cash Disbursements from Operations (below)	(14,619,846)	(2,528,647)	(1,607,213)	(921,434)
<b>Net Cash from Operations</b>	<b>1,519,754</b>	<b>(2,142,574)</b>	<b>(1,418,499)</b>	<b>(724,076)</b>
Cash Receipts from Accounts & Misc Receivables (not included in revenue below)	-	-	-	-
Cash Disbursements for Accounts Payable & Accrued Expenses	-	-	(1,243,461)	-
Capital Expenditures (below)	(0)	(761,112)	(761,112)	-
Accounts Receivable	-	-	-	-
Other	-	-	-	-
Other	-	-	-	-
<b>Ending Cash Balance (Operating Account)</b>	<b>1,519,754</b>	<b>5,048,705</b>	<b>3,007,094</b>	<b>2,283,018</b>
Other Cash Accounts (Net of Transfers)	-	-	79,556	79,556
<b>Total Cash (All Accounts)</b>	<b>1,519,754</b>	<b>5,048,705</b>	<b>3,086,651</b>	<b>2,362,574</b>

**Challenge Prep Charter School**  
**Balance Sheet**  
**YTD as of May 31, 2020**

	<b>Total</b>	<b>Comments</b>
<b>ASSETS</b>		
<b>Current Assets</b>	-	
<b>Bank Accounts</b>		
<b>1000 Cash</b>		
1001 HSBC Checking - 0844	5,160,875	
1002 HSBC Checking - 0852	5,178	
1003 HSBC Checking - 0879	1,269,292	
1004 HSBC Checking - 0887	506	
1005 HSBC Money Market - 5972	3,501	
1006 Chase Escrow - 3060	70,000	
1007 Petty Cash	372	
<b>Total 1000 Cash</b>	<b>\$ 6,509,723</b>	
<b>Total Bank Accounts</b>	<b>\$ 6,509,723</b>	
<b>Accounts Receivable</b>		
1100 Accounts Receivable	237,331	
1200 Other Receivables - Salary Advance	13	
<b>Total Accounts Receivable</b>	<b>\$ 237,344</b>	
<b>Other current assets</b>		
1300 Prepaid Expenses	306,670	
1301 Prepaid Insurance	7,986	
1310 Prepaid Rent	211,241	
<b>Total Other current assets</b>	<b>\$ 525,897</b>	
<b>Total Current Assets</b>	<b>\$ 7,272,964</b>	
<b>Fixed Assets</b>		
<b>1500 Furniture, Fixtures &amp; Equipment</b>		
1510 Office & Admin Computers & Equipment	243,066	
1511 Classroom Computers & Equipment	306,040	
1512 Classroom Furniture	354,541	
1513 Office Furniture	56,983	
<b>Total 1513 Office Furniture</b>	<b>\$ 56,983</b>	
1514 Musical Instruments	16,390	
1515 Computer Software	49,217	
<b>Total 1516 Curriculum</b>	<b>\$ -</b>	
<b>Total 1500 Furniture, Fixtures &amp; Equipment</b>	<b>1,026,237</b>	
<b>1519 Facility and Construction</b>	127,589	
1520 Architect Fees	115,620	
1525 Fire Alarm System	7,500	
<b>Total 1525 Fire Alarm System</b>	<b>\$ 7,500</b>	
1530 Kitchen/Cafeteria	162,079	
1535 Construction In Progress	300,000	
1540 Leasehold Improvements	311,199	
<b>Total 1519 Facility and Construction</b>	<b>1,023,986</b>	
1610 Website	11,000	
<b>Total 1610 Website</b>	<b>\$ 11,000</b>	
<b>1700 Accumulated Depreciation &amp; Amortization</b>		

**Challenge Prep Charter School**  
**Balance Sheet**  
**YTD as of May 31, 2020**

	<b>Total</b>	<b>Comments</b>
1710 Accumulated Depreciation	(974,365)	
1750 Accumulated Amortization	(5,744)	
<b>Total 1700 Accumulated Depreciation &amp; Amortization</b>	<b>\$ (980,109)</b>	
<b>Total Fixed Assets</b>	<b>\$ 1,081,114</b>	
<b>Other Assets</b>		
1800 Security Deposits	825,951	
2500 Sales Tax Receivable	-	
<b>Total Other Assets</b>	<b>\$ 825,951</b>	
<b>TOTAL ASSETS</b>	<b>\$ 9,180,029</b>	
<b>LIABILITIES AND EQUITY</b>		
<b>Liabilities</b>		
<b>Current Liabilities</b>		
<b>Accounts Payable</b>		
2000 Accounts Payable	1,162,122	
<b>Total Accounts Payable</b>	<b>\$ 1,162,122</b>	
<b>Credit Cards</b>		
2200 HSBC Credit Card	-	
<b>Total Credit Cards</b>	<b>\$ -</b>	
<b>Other Current Liabilities</b>		
2100 HSBC Loan Payable	1,792,512	
2300 Accrued Salaries/Taxes	-	
2301 Accrued Expenses	81,340	
2400 Unearned/Deferred Revenue	1,265,428	
<b>Total Other Current Liabilities</b>	<b>\$ 3,139,280</b>	
<b>Total Current Liabilities</b>	<b>\$ 4,301,402</b>	
<b>Long-Term Liabilities</b>		
2700 Deferred Rent Liability	2,248,718	
<b>Total Long-Term Liabilities</b>	<b>\$ 2,248,718</b>	
<b>Total Liabilities</b>	<b>\$ 6,550,120</b>	
<b>Equity</b>		
3000 Opening Balance Equity	-	
3100 Retained Earnings	805,706	
Net Income	1,824,204	
<b>Total Equity</b>	<b>\$ 2,629,909</b>	
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ 9,180,029</b>	

**Challenge Prep Charter School**  
**Statement of Cash Flows**  
**YTD as of May 31, 2020**

	<u>Total</u>	<u>Comments</u>
<b>OPERATING ACTIVITIES</b>		
Net Income	1,824,204	
Adjustments to reconcile Net Income to Net Cash provided by operations:		
1100 Accounts Receivable	311,345	
1200 Accounts Receivable:Other Receivables - Salary Advance	1,362	
1300 Prepaid Expenses	(294,540)	
1301 Prepaid Insurance	(7,986)	
1310 Prepaid Rent	(28,986)	
2301 Accrued Expenses	(98,711)	
<b>INVESTING ACTIVITIES</b>		
1513 Furniture, Fixtures & Equipment:Office Furniture	(5,698)	
1515 Furniture, Fixtures & Equipment:Computer Software	(31,929)	
1800 Security Deposits	(492,375)	
Net cash provided by investing activities	\$ -	
Net cash increase for period	4,107,460	
Cash at beginning of period	2,402,263	
Cash at end of period	6,509,723	
Monday, Jun 15, 2020 10:00:33 AM GMT-7		
Furniture, Fixtures & Equipment:Curriculum:Original Cost	-	
1800 Security Deposits	26,000	
2500 Sales Tax Receivable	-	
Net cash provided by investing activities	\$ 8,315,278	
<b>FINANCING ACTIVITIES</b>		
2700 Deferred Rent Liability	-	
3000 Opening Balance Equity	-	
3100 Retained Earnings	-	
Net cash provided by financing activities	\$ -	
Net cash increase for period	\$ 8,315,278	
Cash at beginning of period	\$ 2,402,263	
Total Cash at beginning of period	\$ 2,402,263	
Cash at end of period	\$ 10,717,541	



**ATTACHMENT #8**  
**2020-21 Personnel Renewal**  
**Contracts Report**



Description	Employee	FY20 Current Salary	FY21 Projected Salary	FY21 Elementary School	FY21 Middle School	FY21 High School	FY21 Network Operations	Total
CEO	Mullings, Leslie							
Senior Director of Teaching & Learning	Coreus, Kentia							
<b>5101 Administrative Leadership</b>	<b>2</b>							
Principal	Griffin, Nicole							
Assistant Principal	Thomas, Carolyn							
Assistant Principal	Shepherd, Jasmine							
Principal	Mondesir-Gordon, Mavgar							
Assistant Principal	Lyle, Sheila							
Director of Curriculum and Instruction	Bryson, Carol							
<b>5102 Instructional Leadership</b>	<b>5</b>							
Classroom Teacher	Harry, Cornetta							
Classroom Teacher	Gray, Nickeisha							
Classroom Teacher	Choily, Dawn							
Classroom Teacher	Perino, Jessica							
Classroom Teacher	Carlock, Kaitlyn							
Classroom Teacher	Kelly, Erin							
Classroom Teacher	Rodriguez-Salazar, Naika							
Classroom Teacher	Sciacca, Marissa							
Classroom Teacher	Grant, Syvine							
Classroom Teacher	Francis, India							
Classroom Teacher	Sarfati, Melissa							
Classroom Teacher	Ortiz, Christine							
Classroom Teacher	Droblas, Zachary							
Classroom Teacher	Scaraglino, Taylor							
Classroom Teacher	Pearson, Shaewon							
Classroom Teacher	Ward-Brew, Jacqueline							
Classroom Teacher	Lang, Deborah							
Classroom Teacher	Patrizio, Kaitlyn							
Classroom Teacher	Alexander, Catherine							

Description	Employee	FY20 Current Salary	FY21 Projected Salary	FY21 Elementary School	FY21 Middle School	FY21 High School	FY21 Network Operations	Total
Classroom Teacher	Kelly, Kimberly							
Classroom Teacher	Baker, Marilyn							
Classroom Teacher	Salazar, Sebastian							
Classroom Teacher	Cruz, Laura							
Classroom Teacher	Berkowitz, Seth							
Classroom Teacher	Woods, Latonia							
Classroom Teacher	Mclean, Lonzil							
Classroom Teacher	Ferrara, Dawn							
Classroom Teacher	Simone, Samantha							
Classroom Teacher	Ofori, Elizabeth							
Teacher Assistant	Sylvester, Cornelia							
Classroom Teacher	McDonald, Kimberly							
Classroom Teacher	Spencer, Cordelia							
Classroom Teacher	Moorer, Tanya							
Classroom Teacher	Laing, Shanice							
Classroom Teacher	Vil, Gasner							
Classroom Teacher	Wade Gabb, Gloria							
Classroom Teacher	Rosario, Siara							
Classroom Teacher	Edwards, Anita							
Classroom Teacher	Charles-Cummings, Denise							
Classroom Teacher	Blair-Bancroft, Keneisha							
Classroom Teacher	Manniello, Peter							
Classroom Teacher	Washington, Corine							
Classroom Teacher	TBH	-						
Classroom Teacher	TBH	-						
Classroom Teacher	TBH	-						
Classroom Teacher	TBH	-						
<b>5103 Classroom Teachers</b>	<b>46</b>							
Teacher Assistant	Rose, Sharon							

Description	Employee	FY20 Current Salary	FY21 Projected Salary	FY21 Elementary School	FY21 Middle School	FY21 High School	FY21 Network Operations	Total
Teacher Assistant	Williams, Undra							
Teacher Assistant	Russell, Ericka							
Teacher Assistant	Proverbs, Khristie							
Teacher Assistant	Franklin, Janel							
Teacher Assistant	Harris, Tylicia							
Teacher Assistant	Smith, Shataya							
Teacher Assistant	Alfonso Carrasco, Shainy							
Teacher Assistant	Ranger, Tavian							
Teacher Assistant	Smith, Bria							
Teacher Assistant	Turner-Murray, Roszella							
Teacher Assistant	Hargrove, Adrian							
Teacher Assistant	Chapman, Terrell							
Teacher Assistant	Aikens Wilson, Daniela							
Teacher Assistant	Rivera, Mildred							
Teacher Assistant	Reid, Maya							
Teacher Assistant	Tramell, Shaquira							
Teacher Assistant	Vilus, Savin							
Teacher Assistant	Thomas, Kevaun							
<b>5104 Teacher Assistants</b>	<b>19</b>							
Special Education Teacher	Wess, Michael							
Special Education Teacher	Lloyd, Evelyn							
Special Education Teacher	Naqvi, Sadaf							
Special Education Teacher	Narine, Tina							
Special Education Teacher	Brady, Corrina							
SETTS	Novello, Nicole							
SETTS	Meyers, De'Anna							
SETTS	Magennis, Patrick							
Special Education Teacher	Moore, Lageshia	-						
<b>5105 Special Education Teachers</b>	<b>9</b>							

Description	Employee	FY20 Current Salary	FY21 Projected Salary	FY21 Elementary School	FY21 Middle School	FY21 High School	FY21 Network Operations	Total
ELL Teacher	Stanton, Megan							
<b>5106 ELL Teachers</b>	<b>1</b>							
Music Teacher	Johnson, Brenton							
Music Teacher	TBH	-						
<b>5107 Music Teacher</b>	<b>2</b>							
Art Teacher	Gautier, Traci							
<b>5108 Art Teacher</b>	<b>1</b>							
Physical Education Teacher	Hassel, Ryan							
Physical Education Teacher	Reilly, Stephen							
Physical Education Teacher	TBH							
Physical Education Teacher	Combs, Lawrence							
<b>5109 Physical Education Teacher</b>	<b>4</b>							
Spanish Teacher	Ortiz, Martha							
Spanish Teacher	TBH	-						
Career and Financial Management Teacher	TBH	-						
<b>5110 Specialty Teachers</b>	<b>3</b>							
Director of Finance	Armstrong, Eunice							
Staff Accountant	Bruce, Kareen							
<b>5201 Director of Finance</b>	<b>2</b>							
Director of Communications	Messer, Kimberly							
Community Program Manager	Rosario, Vicky							
Enrollment Coordinator	Morgan, Stephanie							
Director of Operations	Lynch, Venessa							
Operations Manager	Whittingham-Henry, Damisa							
Operations Manager	Lecoin, Nadine							
Data & Systems Specialist	Samuels, Annella							
Technology Coordinator	Megie, Nicholson							
Technology Coordinator	Richardson, Dale							
Technology Specialist	Mullings, Johnathon							

Description	Employee	FY20 Current Salary	FY21 Projected Salary	FY21 Elementary School	FY21 Middle School	FY21 High School	FY21 Network Operations	Total
<b>5202 Administration &amp; Operations</b>	<b>10</b>							
Administrative Assistant	Marquez-James, Carlene							
Administrative Assistant	Johnson, Renee							
Front Office Associate	TBH	-						
Executive Assistant	TBH	-						
<b>5204 Administrative Assistant</b>	<b>4</b>							
Custodian	Bailey, Raheim							
Custodian	Clarke, Evrol							
Custodian	Robinson, Christopher							
Custodian	Morris, Lascelles							
Custodian	Retana Garcia, Hugo							
Custodian	TBH							
<b>5205 Custodian</b>	<b>6</b>							
Security Guard	TBH							
Security Guard	Brown, Jason							
Security Guard	Ogbu, Chikezie							
Security Guard	Samerson, Kevin							
Security Guard	Webber, Derrick							
Security Guard	Anderson, Ewan							
Security Guard	Scott Lobell, Donna							
Security Guard	Tranquille, Jhonny							
Security Guard	TBH							
Security Guard	TBH							
<b>5206 Security Guard</b>	<b>10</b>							
Dean of Culture	Sonnichsen, Michael							
Social Worker	Nedd, Melissa							
Social Worker	Colón, Dannielle							
Family Engagement Coordinator	Daure-Wiggins, Cherry							
Family Engagement Coordinator	Rose, Janisa							

Description	Employee	FY20 Current Salary	FY21 Projected Salary	FY21 Elementary School	FY21 Middle School	FY21 High School	FY21 Network Operations	Total
Intervention & SpEd Liasion	Zadok, Natalie							
Intervention & SpEd Liasion	Litos, Maria							
Guidance Counselor	Harper Anglin, Hollyann							
Guidance Counselor	Armstrong, Kareen							
<b>5301 Pupil Support Services</b>	<b>9</b>							
School Aide	Anderson, Dorveeda							
School Aide	Hernandez, Pearlina							
School Aide	Young, Michelle							
Academic Assistant	Brown, Devaney							
Academic Assistant	Russell, Jason							
School Aide	Pilgrim, Candacy							
<b>5302 School Aides</b>	<b>6</b>							

<b>Totals</b>								
---------------	--	--	--	--	--	--	--	--

**FY21 Staff Count 139.00**



**ATTACHMENT #10**  
**2020-21 Financial Policies**  
**and Procedures Manual**

# **Financial Policies and Procedures**

## **Manual**

### **2020 - 21**

#### **INTRODUCTION**

##### **Purpose of Manual**

Challenge Charter School (CCS) is committed to developing and maintaining financial policies and procedures that ensure sound internal controls, fiscal responsibility, transparency and accountability in accordance with the generally accepted accounting principles (GAAP) practice in the United States, and the rules and regulations established by the Financial Accounting Standards Board (FASB). CCS will follow all the relevant laws and regulations that govern the Charter Schools within the City and State of New York. As a nonprofit organization, CCS is entrusted with funds granted by the Federal, State and City government agencies, Corporate, Philanthropic Foundations and individual contributors. Defined financial policies and procedures will enable the school to meet its financial needs and obligations, ensure long-term financial stability and viability, safeguard its tangible assets, human capital, be in good standings with the community and funding sources and comply with its mission statement.

##### **Financial Leadership and Management**

The financial management team of CCS consists of:

- Board of Trustees & Finance Committee
- Chairperson of the Board of Trustees
- Treasurer of the Board of Trustees
- Chief Executive Officer (CEO)
- Director of Finance
- Staff Accountant
- Director of Operations
- Operations Manager
- Operations Coordinator
- Financial Consultants - CSBM



The Financial Management Team outlined above is accountable for the day-to-day fiscal responsibilities of CCS. The Board of Trustees primary obligation is to serve as the School's oversight and policy-making body. The Board of Trustees will meet monthly to ensure that its fiduciary duty is maintained. The Board of Trustees establishes a Finance Committee annually at the Annual meeting of the Board. This committee is responsible for selecting an audit firm on an annual basis, reviewing the Financial Policies and Procedures manual on an annual basis, and working with the school's finance team to review the monthly financial statements.

The Finance Committee of the Board of Trustees shall be responsible for the primary Board-level oversight of the school's financial matters as defined by the Board's established bylaws. The CEO and the Director of Finance of CCS will have the primary responsibility of executing all financial matters. The Fiscal Management Team will collectively work to make certain that all financial matters of the organization are properly addressed with care, integrity, and accuracy in the best interest of CCS. The Director of Finance is accountable for administering the school's adopted policies and ensuring compliance with procedures that have been approved by the Board of Trustees.

## **Changes to the Financial Policies and Procedures Manual**

This document establishes the policies and procedures for the fiscal and administrative functions conducted by CCS. It is the responsibility of CCS Management to periodically review and revise the Financial Policies and Procedures manual as needed. The Board of Trustees must approve the manual on an annual basis as well any amendments as needed. Any violation of these policies and procedures is considered to be cause for termination or removal and, depending upon the nature of the infraction, civil and/or criminal prosecution.

## **Financial Policies**

1. CCS shall comply with the laws, rules, and regulations applicable to it in regard to financial matters and with the terms of the contract by which it is bound.
2. Control procedures shall be in place to ensure the security and proper management of the organization's tangible and intangible assets.
3. Timely and accurate financial information shall be compiled to fulfill all reporting and management requirements.

## **Fiscal Year**

The fiscal year of CCS is from July 1<sup>st</sup> to June 30<sup>th</sup>.

## **INTERNAL CONTROL STRUCTURE**

### **Background**

This manual establishes and describes the fiscal policies and procedures of CCS that have been established to achieve CCS's objectives. The control structure represents policies and procedures that affect CCS's ability to process, record, summarize and report financial information. This structure is established and maintained to reduce the potential unauthorized use of CCS's assets or misstatement of account balances. The contents of this chapter will demonstrate the internal controls that will be implemented to provide reasonable assurance regarding the achievement of objectives in the following categories; (1) Effectiveness and efficiency of operations; (2) Reliability of financial reporting; and (3) Compliance with applicable laws and regulations

The following four essential elements make up the internal control structure.

### **1. Internal Control Environment**

By implementing internal controls CCS establishes the importance of enforcing and maintaining accountability, transparency and accuracy in their day-to-day financial transactions. Factors that impact the internal control environment can include management and Board philosophy;

organizational structure; ways of assigning authority and responsibility; methods of management and control; personnel policies and practices; and external influences such as significant donor expectations.

## **2. Accounting System**

CCS has implemented an accounting system consisting of processes and documentation used to identify, compile, classify, record and report accounting transactions. These processes were established to: (1) identify and record all of the organization's fiscal transactions; (2) describe the transactions adequately in order to allow proper classification for financial reporting, and (3) specify the time period in which transactions occurred in order to record them in the proper accounting period.

## **3. Internal Control Procedures**

CCS has adopted a number of internal financial controls. These procedures are set up to strengthen CCS's internal control structure in order to safeguard the organization's assets. The internal financial controls consist of the following:

***Segregation of Duties:*** A hierarchical structure of authority and responsibility has been developed at CCS. Tasks are divided and allocated to guard against one individual having the ability to make an accounting error (either knowingly or unknowingly). This protects the school from any potential fraud or misappropriation of funds. In situations where there are an insufficient number of employees to achieve this because of budget constraints, a compensating control has been created at the school.

***Restricted Access:*** Physical access to valuable and moveable assets is restricted to authorized personnel.

***Document Control:*** In order to ensure that all documents are captured by the accounting system, all documents must be initialed and dated when recorded and then filed appropriately.

***Records Retention:*** Records will be maintained for the periods sufficient to satisfy IRS regulations, federal grant requirements, OMB A133 audit requirements, if applicable, and other legal needs as may be determined. Record retention requirements are reviewed annually with legal counsel and independent auditors to determine any necessary changes.

***Processing Controls:*** These are designed to identify any errors *before* they are posted to the general ledger. Common processing controls are the following: (1) Source document matching;

(2) Clerical accuracy of documents; and (3) General ledger account code checking.

**Reconciliation Controls:** These are designed to identify any errors *after* transactions have been posted and the general ledger has been run. The process involves reconciling selected general ledger control accounts to subsidiary ledgers. Reconciliation is completed by the Financial Consultant and approved by the CEO.

**Annual Independent Audit:** CCS's financial statements are audited annually by an independent audit firm selected by the Board of Trustees on the recommendation of the Finance Committee.

**Security of Financial Data:** The school's accounting software is accessible only to the CEO, Director of Finance, Staff Accountant, and Financial Consultants. Individual usernames and passwords will be issued for every user and their access will be limited according to their functionality and role within the school. All other hard copies of financial data, when not in use, will be secured in a designated area at the school.

**Risk Assessment:** This is designed to identify, analyze, and manage risk relevant to the preparation of accurate financial statements. It includes mitigating risks involving internal and/or external factors that might adversely affect the school's ability to properly record, process, summarize and report financial data.

#### **4. Accounting Cycle**

The accounting cycle is designed to accurately process, record, summarize, and report transactions of CCS. CCS will maintain their accounting records and related financial reports on the accrual basis of accounting. Under the accrual basis of accounting, revenues are recognized when earned and expenses are recognized when obligations are incurred (goods transferred or services rendered).

The component bookkeeping cycles fall into one of five primary functions:

##### **1. Revenue, Accounts Receivable and Cash Receipts**

Key tasks in this area include:

- Processing cash receipts
- Making deposits
- Recording cash receipts in the general ledger and subsidiary records
- Performing month-end reconciliation procedures
- Processing general ledger integration for private donations/revenue
- Processing wire transfers into school accounts

## 2. **Purchases, Accounts Payable and Cash Disbursements**

Key tasks in this area include:

- Authorizing the procurement of goods and/or services
- Processing purchases (credit/debit cards, check, reimbursement)
- Processing invoices
- Issuing checks
- Recording checks in the general ledger and in cash disbursement journals
- Performing month-end reconciliation procedures
- Year-end reporting: Preparing 1099 forms
- Processing wire transfers out of school accounts

## 3. **Payroll**

ADP TotalSource, an outside service provider, will perform the payroll process. Their responsibilities include calculating appropriate amounts for employee and employer deductions related to taxes remitted to the Federal, State and City government agencies and voluntary and/or statutory deductions that may or may not require remittance to retirement plan trustees and garnishees, etc.

Key tasks in this area include:

- Obtaining and gathering payroll information
- Submitting information to ADP for processing
- Preparing payroll checks and depositing payroll taxes
- Performing quarterly and year end reconciliations
- Preparing quarterly payroll tax returns
- Preparing W-2s, 1095s, and other annual payroll tax returns

## 4. **General Ledger and Financial Statements**

Key tasks in this area include:

- Preparing monthly journal entries
- Reconciling bank accounts and other general ledger accounts
- Reviewing general ledger activity and posting adjusted journal entries
- Producing the financial statements
- Producing the annual budget

The general ledger process consists of posting the period's transactions to QuickBooks (the accounting software), which produces the financial statements. The CSBM Financial Consultants will reconcile the bank accounts, review the general ledger, prepare for the annual audit in conjunction with the CCS team, and prepare monthly financial statements which will be presented to the Board's Finance Committee. The statements to be included are

discussed in detail in Section 5 below.

## **5. Budgets and Financial Reporting**

The CEO, CSBM Financial Consultants, Director of Finance and the Senior Advisor are responsible for creating and updating 5-year budget projections for the school as well as the school's annual operating budget of income and expenses. The operating budget is reviewed and approved annually, first by the CEO, then by the Finance Committee and finally by the school's Board of Trustees and modified as necessary, with approval by the last day of the closing fiscal year. The 5-year projection is completed, reviewed and approved upon request.

***Budgets*** The budgets are created and updated per program annually based on actual expenditures and programmatic changes that occur during the fiscal year. Creation of the annual operating budget is an iterative process led by the CEO, Senior Advisor, and Director of Finance with input from the CSBM Senior Financial Consultant. This input is necessary to ensure enrollment is accurately represented per the charter agreement, and to make certain the staff can properly support the proposed number of enrolled students. Critical school program expenses should be represented in the budget to ensure reality is properly reflected. Historical information is used when available and applicable. The iterative process is repeated until the overall budget fairly represents the educational programs revenues and expenses for the operating budget.

Once complete, the CEO, Director of Finance and the Senior Advisor presents the overall budget to the Finance Committee for review. The Committee will review and present the budget to the entire Board for approval. The budget must be approved and passed by June 30<sup>th</sup> before the start of the new fiscal year. Once approved, the implementation of, and accountability for, the budget is the responsibility of the CEO, and the Director of Finance.

After approval, the Director Finance uploads the budget into the accounting system. This budget is then used to run several monthly budget analysis reports. The following budget analysis reports are compiled by the CSBM Financial Consultants and submitted to the Director of Finance for the Board by the third Friday of each month; 1) Budget vs. Actual Report and, 2) Budget vs. Forecast Report on a monthly basis. Budget vs. Actual variances of \$5,000.00 or more are described in the notes section of the report. The Director of Finance is responsible for making sure that significant differences are thoroughly researched and ultimately identified as either permanent or temporary. In the event that the variance significantly impacts the budget; the Director of Finance will ensure that a contingency budget is prepared.

From a day-to-day operational standpoint, the CEO and Director of Finance may work with the Treasurer or the Chairperson of the Board of Trustees to resolve questions or issues related to the budget.

***Financial Reporting*** One week before each Board meeting, the following will be sent to the Finance Committee for review: (1) the budget vs. actual report for the operating budget; (2) the budget vs. forecast report for the operating budget; (3) the budget vs. actual report for the capital budget; (4) the budget vs. forecast report for the capital budget (5) balance sheet; (6) federal grant reports, as needed. The CEO and Director of Finance present these reports to the entire Board at each meeting. The Senior Advisor and the Director of Finance, under the guidance of the CEO, will also interface with the Finance Committee of the Board. The Finance Committee may also request cash flow projections through the end of the fiscal year to identify the months that cash flow may run negative.

At the end of the year, the following key financial statements are produced:

1. Balance Sheet
2. Income Statement
3. Statement of Cash Flow
4. Statement of Functional Expenses

# **PROCESSING CASH RECEIPTS AND REVENUE**

## **Background**

CCS receives revenues from the following primary sources:

- Federal, State and City Government
- Corporations
- Foundations
- Individuals
- Fundraising

If total federal expenditures for the fiscal year should exceed \$750,000 (or current federal guidelines), an additional audit under the guidance of OMB Circular A-133<sup>1</sup> will be also conducted by the independent audit firm.

## **Processing and Recording Cash Receipts**

The Staff Accountant is responsible for recording cash receipts, EFT's and for generating checks in the accounting system and assigning them to the correct GL accounts. The Director of Finance will audit and review all transactions for accuracy and proper supporting documentation.

The Office Manager/Operations Manager/s sorts and delivers all the mail. Any mail addressed to a specific staff member is transferred, unopened, to the addressee. Any mail addressed generally to the school that is not a vendor statement, city/ state/federal agency, a credit/debit card statement or bank statement will be opened by the Operations Manager/s and reviewed in order to transfer it to the appropriate staff member or office. Magazines and catalogs addressed generally to the school should be transferred to the appropriate individual.

Once electronic bank statements are available, they are forwarded to the C S B M Finance Consultants for reconciling. Once the statement is reconciled, the reconciliation and the



statement will be left for the CEO to review and sign it.

Mail that appears to contain a check should be left **unopened** and stamped as received and dated by the Operations Manager/s. The envelope should then be transferred immediately to the Director of Finance/Staff Accountant or held in a locked, secure location. Once opened by the Director of Finance/Staff Accountant, all checks must be stamped immediately in the designated endorsement area with “For Deposit Only”, the appropriate bank account number and the name of the school. The Director of Finance/Staff Accountant will make a copy of the check, count any cash received and record it in the accounting system. Photocopies of all checks and correspondence will be made and the consultant will make the deposit the same day. If a deposit cannot be made, the checks and/or cash will be locked in the safe and deposited as soon as possible.

If the money received is not yet earned, it will be applied against the deferred revenues/unearned income general ledger account.

The Staff Accountant produces a Cash Receipts Journal to show the transaction as posted in the accounting system. This is scanned with the copy of the check, copy of deposit slip, deposit receipt with bank-endorsed proof of deposit, and any correspondence that arrived with the check. Together, these documents comprise the Cash Receipts Packet for the respective transaction. All cash receipts and authorized transfers between accounts will be maintained in each fiscal year’s Cash Receipts and Transfers electronic folder.

**Processing and Recording Revenue** Typically, grants received will be accompanied by specific agreements that explicitly or implicitly restrict their use and which impose unique reporting requirements – financial as well as performance. CCS’s accounting and documentation system must be such that it is capable of meeting the individual requirements imposed by such grant agreements. Job codes and/or class codes will be attached to applicable expenses and assets so that associated grant revenues may be earned on an accrual basis. Inasmuch as the quality of grant agreements impacts its financial strength, CCS is committed to absolute adherence to this requirement in its reporting system. See OMNI Addendum for additional policies related to Federal funding.

***Processing Wire Transfers into School Accounts*** Government contracts which execute payments via wire transfer remit a wire transfer advice indicating the date and amount of the funds to be deposited in CCS’s account. This wire transfer advice is processed in the same fashion as a deposit to the bank. All relevant documentation (wire transfer advice, wire transfer confirmation, etc.) should be retained and filed in the Cash Receipts and Transfers electronic

folder under the proper bank account, in date order.

***Processing and Recording Transfers within School Accounts*** In order to maximize interest income, cash will be maintained in the savings account and transferred to the operating account for vendor payment and or payroll account for employee compensation. Transfers between CCS bank accounts shall be made only when properly authorized. The CEO approves the bank transfers. The Director of Finance processes bank transfers under \$500,000.00. Transfers above \$500,000.00 will be submitted to the CEO and the Board Treasurer for approval. In the event the CEO or Treasurer of the Board is not available for a signature, the Chairperson of The Board of Trustees will be able to approve transfers in place of one of those individuals.

Additionally, in the event that one of these individuals is not available for an in-person signature, the signatory may send an email stating his or her name and granting permission to execute the transfer, with the promise to sign the Transfer Authorization form in person at the first opportunity. The transfer may then be executed. As soon as the signatory is back on site, the original Transfer Authorization form will be signed in person and attached to the email granting permission. Any and all such correspondence must be retained and filed with the corresponding transfer documents.

Once the transfer is authorized by the proper individual(s) and executed, the Transfer Authorization form and Transfer Confirmation Statements will be filed in the Cash Receipts and Transfers electronic folder in date order, under the bank account receiving funds by the Staff Accountant.

## **Federal Awards**

### **1. Certification of all reports and payment requests -**

*“By signing this report, I certify to the best of my knowledge and belief that the report is true, complete and accurate and the expenditures, disbursements and cash receipts are for the purposes and objectives set forth in the terms and conditions of the federal award. I am aware that any false, fictitious, or fraudulent information or the omission of any material fact, may subject me to criminal civil or administrative penalties for fraud, false statements, false claims, or otherwise.”*

### **2. Drawdown/advance requirements**

*Drawdowns/advances must be disbursed within specified time and maintained in an insured account. The funds must also be in interest bearing account, if:*

- *Aggregate federal awards are over \$120,000, and*

**3. Cost Requirements – we include a link to the site where this information can be found.**

*All Costs Must Be:*

- *Necessary, Reasonable and Allocable*
- *Conform with federal law and grant terms*
- *Consistent with state and local policies*
- *Consistently treated*
- *In accordance with GAAP*
- *Not included as match*
- *Net of applicable credits*
- *Adequately documented*

***Revenue Recognition for Grants***

In instances where grant funds are received in advance of CCS expending money applicable to the grant, the grant funds are recorded in the accounting system as deferred revenue or a liability until the applicable expenses have been incurred. If the grant funds are received after the school has already expended money on goods or services that are covered under the grant, the grant funds can be recorded as revenue at the time of receipt. If the school has expended part of the grant before receiving the actual funds, the only funds that may be recorded as revenues are those that have already been spent. A corresponding receivable must also be booked to reflect the grant funds owed the school for the corresponding amount of funds expended. Any remaining grant money must be recorded as deferred revenue or a liability until the time the funds are actually expended by the school.

***Pledges or Grants Receivable***

When revenues are earned yet the cash has not been received for all or a portion of the grant/pledge, a receivable is recorded in the accounting system. When CCS receives an unconditional pledge, it will be acknowledged in a contribution /acknowledgement letter drafted by the Senior Advisor, signed by the CEO, and sent to the donor. The CSBM Finance

Consultants will enter the amount of the pledge into the general ledger, discounting to their present value any pledges that go beyond a year. The school will only recognize the pledge as revenue when an unconditional promise is made in writing. The CEO, Senior Advisor and CSBM Financial Consultants will evaluate all pledges quarterly to verify that each item is still collectible and has been recorded properly in the accounting system.

### ***Revenue Recognition for Per-Pupil Funding***

Per-pupil funding is received by CCS on a bi-monthly basis, but recognized as revenues on a monthly basis.

### ***Government Cost-Reimbursement Contracts***

When an expense is incurred that is eligible for reimbursement through a government contract, the CSBM Finance Consultant, with input from the Director of Finance/attaches the appropriate Job/Class Code to the expense. The CSBM Financial Consultant compiles a monthly report of expenses with Job/Class Codes so that revenue can be recognized accordingly in that month.

### ***Donated Goods and Services***

Donated goods and services can include office space, professional services such as outside counsel's legal advice, food, clothing, furniture and equipment, or bargain purchases of materials at prices less than market value. In addition, volunteers can provide free services, including administrative services, participation in fundraising events, and program services that are not accounted for. The Director of Finance records donated services at fair value or avoided cost, as determined by the donor and documented in writing. General Ledger entries are recorded to recognize the in-kind revenues and in-kind expenses by the Staff Accountant and reviewed by the CSBM Financial Consultants.

***Donated Materials and Supplies*** Donated materials are recorded as contributions to inventory or expenses in the period received and are recorded at their fair market value at the date of receipt. If materials are donated for a specific use, they are considered to be temporarily restricted contributions. The Director of Finance records donated materials and supplies at fair value or avoided cost, as determined by the donor and documented in writing. General Ledger entries are recorded to recognize the in-kind revenues and in-kind expenses by the Staff Accountant and reviewed by the CSBM Financial Consultants.

***Donated Property and Equipment*** Property donations received without donor-imposed stipulations are recorded as unrestricted contributions, as determined by the donor and documented in writing. General Ledger entries are recorded to recognize the in-kind revenues and in-kind expenses by the Staff Accountant and reviewed by the CSBM Financial Consultants.

***Donated Stocks*** In the event that the school receives donated stocks from a donor, the CSBM Financial Consultant records the value of these stocks in the accounting system at the time of receipt. General Ledger entries are recorded to recognize transactions related to the donation of stocks. At the end of each quarter the Director of Finance will attain the current market value (CMV) of the stocks and advise the CSBM Financial Consultants who will book an entry to record the unrealized loss or gain of the stock. This entry will be reviewed monthly by the CSBM Financial Consultants.

***Contributions Acknowledgment Letter*** When a school receives a donation a contribution /acknowledgement letter stating the value of the donation is drafted by the Senior Advisor, signed by the CEO and sent to the donor. A copy of this letter is attached to the check once received and filed in the Cash Receipts or Transfers electronic folder under the proper bank account, in date order.

***Accounts Receivable Aging*** Accounts receivables outstanding are aged on a thirty, sixty, ninety, and over-ninety day basis. The Director of Finance should review the accounts receivable aging monthly, determine which invoices are collectible, and follow the necessary requirements based on the type of funding, in order to collect. For accounts receivable deemed uncollectible, the Director of Finance will confirm that the CEO is in agreement, then credit and debit the appropriate revenue and accounts receivable general ledger codes.

## PROCESSING PURCHASES AND ACCOUNTS PAYABLE

**Background** CCS procures only those items and services that are required to fulfill the mission and/or fill a bona fide need. Procurements are made using best value contracting, which entails assessing the best value considering quality, performance and price. This is achieved by the Director of Finance, who has the annual responsibility of reviewing the newly approved budget to uncover trends of orders and opportunities for clustering orders to achieve volume discounts.

**Required Signatures** The CEO, Director of Finance, and/or Director of Operations approves all purchase requests.

CCS adheres to the following objectives:

1. Procurements will be completely impartial based strictly on the merits of supplier and contractor proposals and applicable related considerations such as delivery, quantity, quality, etc.
2. The school will make all purchases in the best interests of the school and its funding sources and in accordance with any grant restrictions as applicable.
3. The school will obtain quality supplies/services needed for delivery at the time and place required.
4. The school will buy from reliable sources of supply.
5. The school will obtain maximum value for all expenditures.
6. The school will deal fairly and impartially with all vendors.
7. The School will not contract with vendors who have been suspended or debarred.
8. The school will be above suspicion of unethical behavior at all times; avoid any conflict of interest, related parties or even the appearance of a conflict of interest in CCS supplier relationships. The school's conflict of interest policies are described in its bylaws.

In all purchasing situations, CCS utilizes the following procurement guidelines:

- If the vendor has a contract with New York City and/or New York State then they are called "preferred vendors" and no bidding is required.
- If the vendor's price is lower than the New York City and/or New York State approved

vendor pricing for comparable products/services then no bidding is required.

- If the vendor is providing a unique service or product that is not offered by other vendors then they are called “sole vendors” and no bidding is required. However, it does require a letter describing the unique service.
- If the vendor is not a “preferred vendor” or a “sole vendor” then a competitive bidding procedure is put into effect. This only applies to purchase orders with a total exceeding \$20,000.00. A description of the competitive bidding procedure follows.
- Proposals for Financial, Audit, Academic and Specialized Management services will be invited periodically.

### ***Competitive Bidding Procedure***

• ***Contracts and/or purchases under \$20,000.00*** - The school uses sound business practices when procuring goods and services for amounts less than \$20,000.00.

• ***Contracts and/or purchases greater \$20,000.00*** - The school seeks price quotes from at least three vendors and awards the contract to the qualified vendor offering the supply or service needed for the lowest price. Challenge Charter Schools uses a Request for Proposals (RFP) to solicit proposals for specific services. CPCS may hold more than one round seeking proposals for each RFP. The selected proposal is based on a number of criteria, including the amount of qualified proposals submitted. CPCS aims to have at least 3 proposals submitted and commits to providing ample opportunity for such a request. However, in the event less than 3 proposals are submitted, CPCS chooses amongst the number of qualified proposals submitted. The Director of Operations is responsible for soliciting and documenting these quotes and the CEO must provide final approval. Awards may be made to a vendor other than the low bidder in circumstances where the higher bid demonstrates best value contracting procedures to the school. In such situations, the Director of Operations shall prepare a justification statement for such awards, furnishing a brief explanation of the factors leading to such a decision. The CEO must approve the final bid.

***Purchases Funded with Federal Awards*** Competitive quotes are required for goods and services over \$3,000 (up to schools bidding requirement stated above.)

### **Approval**

Approval to fulfill a purchase order is garnered by first submitting a request via the purchase order system.

A Purchase Request can be solicited and submitted by any qualified CCS employee who has access to the purchase order system. Requests are forwarded to the CEO, Director of

Finance, and/or the Director of Operations for review and approval. All Purchase Requests require two approvals, one of which must be the CEO. In the event that any one of the before mentioned authorized approvers are not available, the Chairperson of the Board of Trustees will be able to approve the purchase request in place of one of those individuals. The approved Purchase Request is reviewed and transferred to the Director of Operations/Operations Manager/Coordinator to complete procurement as detailed below.

## **Issuance and Monitoring of Purchase Orders**

The Director of Finance works closely with the CSBM Financial Consultants to ensure that all necessary instructional and administrative purchases are made in a timely and cost-effective manner and, when applicable, in accordance with grant restrictions. It is imperative that for all products and non-recurring services a Purchase Request be submitted and approved as outlined above. The approved Purchase Request is submitted to the Director of Operations/Operations Manager/Coordinator for processing. He/she is responsible for ensuring adherence to the school's procurement guidelines and determining whether the order exceeds the thresholds requiring competitive bidding. All purchasing thresholds apply to the entire order, not single items. The Director of Operations is responsible for conducting all competitive bidding procedures, when required. In these cases, all documentation of applicable bids and/or quotes obtained will be retained and filed in the Competitive Bidding electronic folder, organized by the check number that ultimately paid for the item(s) in the order.

After approval of the purchase request, the information is then submitted to the Operations Manager/Coordinator to create a Purchase Order (PO) which is sent to the vendor, accompanied by any required documentation.

## **Receipt of Goods**

All goods purchased by the school are delivered directly to the school. It is the responsibility of the Operations Manager/Coordinator. The Operations Manager/Coordinator is responsible for opening the box(es) and obtaining the packing slip(s). The packing slip will be reviewed for accuracy, stamped as received, signed and uploaded to the purchase request system. The Operations Manager/Coordinator will check the packing slip against the original PO. In instances where there is no packing slip, a Receipt Acknowledgement Form is to be filled out. If everything is correct and the contents of the entire purchase were received and documented on the packing slip, the



packing slip will be uploaded into the system.

If everything is not correct with the order, the Director of Operations will contact the vendor for a return/credit to the account. When discrepancies occur, they are investigated and resolved by the Director of Operations.

## **Exemption from Sales Tax**

CCS is exempt from state and federal tax. As such, the school is exempt from sales taxes on goods purchased for their own internal use and services. It is the responsibility of the Director of Operations to ensure that all vendors have a copy of the sales tax exemption letter allowing the organization to be exempt from sales taxes. In the event that sales tax was charged, it is the duty of the Director of Operations to pursue a full refund.

## **Reimbursable Expenses**

In situations where an emergency purchase is required in short order and the total of the purchase is under \$50.00, staff may make the purchase with their own funds and apply for reimbursement (if approval is given prior to purchase). Reimbursable expenses will require pre-approval by the CEO or Director of Finance via the Expense Reimbursement form. Expenses that have not been pre-approved will not be reimbursed. In the event that the Director of Operations requires reimbursement, the CEO must approve his/her expenses. It is the employee's responsibility to seek approval prior to incurring costs.

Receipts are required for all expenditures requiring reimbursement. Once expenses have been incurred, requests for reimbursement should be made within 30 days of expense via an Expense Reimbursement form. All receipts should be legible and itemized. These documents are submitted to the employees supervisor for review and approval. Upon approval, they are forwarded to the Director of Finance for processing. Reimbursements are processed via payroll.

Employees should note that the school is tax exempt and therefore does not reimburse employees for tax. A copy of the Tax Exempt Certificate may be obtained from the Finance department.

## **Travel Expenses**

Travel arrangements will be purchased using the school debit card. In situations where expenses are incurred during the course of business travel, staff may apply for expense reimbursement. Expectations for daily expenses or per diem allowances will be determined prior to the employee

trip. Employees should file for reimbursement in the manner described in the above section. Receipts are required for all expenditures requiring reimbursement, and requests for reimbursement must be made within 30 days of expense. The reimbursement request must be pre- approved by the Director of Finance. In the event that a Principal requires travel reimbursement, the CEO, Treasurer or Chair of the Board must approve his/her expenses.

### ***Mileage Reimbursement***

All employees are reimbursed at the standard mileage rate per mile as determined by the Internal Revenue Service for use of their own vehicle for business-related travel. Parking fees and tolls paid are reimbursable if supported by receipts.

All employees requesting such mileage reimbursement are required to furnish a Travel Report containing the destination of each trip, its purpose and the miles driven, parking fees and tolls. All corresponding receipts must be legible and submitted. The documentation must be submitted to the Director of Finance for approval within 30 days of the travel date in order for the employee to receive reimbursement.

### **Debit Cards**

CCS holds 3 debit cards in the names of the CEO, Director of Finance, and the Director of Operations. The Debit card may be used for expenditures as outlined in prior pages of this policy manual. In addition all approval and budgetary restrictions shall apply.

The debit card as a payment option still requires a purchase request with approvals. Once the process is complete, the appropriate cardholder may execute the purchase, making sure to retain all receipts.

Debit Card purchases made by the CEO will be approved by the Board Treasurer or Chairperson.

The approved Debit Card Purchase Requests and receipt(s) are submitted to the Director of Finance for processing. This includes the coding of each expense for the month, so that each can be properly recorded. The charges are entered in QuickBooks by the Staff Accountant.

# **PROCESSING CASH DISBURSEMENTS**

## **Processing Invoices**

All invoices are mailed or emailed to CCS directly. The Staff Accountant is responsible for assigning the proper accounting codes per the Chart of Accounts. He/she is responsible for collecting accounts payable documentation required for processing invoices. The Operations Manager/Coordinator will assist in ensuring the PO, payment details, and packing slip are all consistent with the invoice.

If an invoice is received prior to receipt of goods, the Staff Account will hold until the above documentation is ready.

Once the goods have been received (or in the case that the shipment had already been received at the time of invoice arrival), the Operations Manager/Coordinator submits the invoice with the corresponding documentation to the Finance Department. A complete Cash Disbursement packet includes invoice/packing slip/purchase order.

Invoices shall be processed weekly by the Staff Accountant. He/she establishes the vendor file in the accounting system and reviews the invoice for any purchase discounts dates and properly captures the discount period in the system. The Staff Accountant posts invoices to the accounting system with the correct general ledger codes and then has the Director of Finance review the bills to be paid.

## **Cutting Checks**

Blank checks are maintained in a safe, in a secure location. All checks are prenumbered, voucher style, containing one stub for the vendor (attached to all outgoing checks) and one to be scanned with all supporting disbursement documents.

Checks are run on a weekly basis or as needed by the Staff Accountant and vendors are paid based on terms of the invoices, as recorded within the system. Check preparation and signatures are prepared not later than the due date, consistent with available discounts if available.

The Director of Finance, Director of Operations and the CEO are signatories on the checking account. All checks require dual signatures one of which must be the CEO.

The Staff Accountant processes payment for the invoice and creates a check. The check is submitted to the required signatories (see above) for signature(s), along with the corresponding Cash Disbursement packet (invoice/packing slip/ purchase order). At the time the check is signed, any required signatories should review the supporting documentation to ensure they are signing a check for the correct amount and to the correct payee. Signed checks are scanned and kept in an electronic folder for audit purposes by check number order. The Staff Accountant mails the check to the vendor awaiting payment. Electronic fund transfers may also be used, where the same authorizations as checks will be obtained using an Electronic Payment Authorization form. See below for details.

In no event shall an authorized signatory approve an invoice, execute a check, or authorize a disbursement of any kind, payable to him/herself.

Any and all voided checks should be stamped "VOID" with the date and filed in check number order.

### **Online/Phone/Fax/EFT Payments**

Payments made online or by phone, fax, or electronic funds transfer (EFT) may be processed by the Director of Finance only after an Electronic Payment Authorization form is approved by the proper signatories (detailed above). The Electronic Payment Authorization form will take the place of a traditional check. Any such payment is documented and filed with the invoice. QuickBooks creates journal entries based on the vendor as cash is credited and the appropriate expense type is debited. Electronic payments will be recognized in QuickBooks just as if it were a check, by entering a unique transaction number in place of the check number. The Electronic Cash Disbursement packet, composed of Electronic Payment Authorization form, confirmation page, and any other supporting documentation, is scanned and filed in date order.

### **Recurring Expenses**

Recurring expenses do not require any sort of special treatment. Payments for goods and services that are required on a regular basis (e.g. equipment lease, insurance payments, rent) are

handled in the same manner as non-recurring expenses, as described above. Check request and purchase order forms are not necessary for these types of expenses such as insurance payments and lease payments.

### **Accounts Payable Aging**

Accounts payables outstanding are aged on a thirty, sixty, ninety, and over-ninety day basis. The Director of Finance will review the accounts payable aging monthly, determine the available cash balances while taking into consideration other cash requirements in the near future, and communicate approval of bills to be paid to the Staff Accountant.

### **Outstanding Checks**

In the event that a check has been disbursed to a vendor for a product or service and the check has not been deposited over a period of at least three months, the Staff Accountant will contact the vendor to confirm whether it is still in-hand, or whether another check should be reissued. If the check is still in hand, the Staff Accountant will encourage the vendor to deposit the check within one week. In the event that a vendor requests for a check to be reissued, the Staff Accountant will inform the Director of Finance of the request and void the original check in the accounting system. The Staff Accountant will photocopy the backup documentation that was attached to the original payment, obtain approval according to the check approval policies, confirm all vendor information, and send the check to the vendor. In the event the vendor cannot be contacted by phone, letter, or email, the Staff Accountant will confirm that the Director of Finance is in agreement to write the check off, then make the appropriate entries in the accounting system.

In the event that a check is from the previous fiscal year is not cashed, the check will be voided as a journal entry to the appropriate cash and expense general ledger codes in the current fiscal year, so as to not alter the ending balances for the prior fiscal year.

In the event the vendor confirms payment was already made via an alternative method not recorded in the accounting system, an investigation will be conducted to understand how the original payment was made and then make the appropriate entries in the accounting system.

In the event the outstanding check exceeds \$250.00, the Staff Accountant in consultation with the Director of Finance will work with the bank to issue a stop payment on the check to ensure that it is not cashed.

### **Insurance Coverage**

Insurance coverage is maintained pursuant to applicable law.

Currently, CCS maintains insurance policies, including: Commercial Umbrella Liability,

Commercial General Liability, Workers' Compensation, Student Accident Excess Liability, Directors' Errors and Omissions, and Directors and Officers, and NY State Disability and Property Insurance. See Annex 3

The Board of Trustees, CEO, Senior Advisor, and the Executive Director of Finance will conduct a semiannual review of coverage amounts. The purpose of this review will be to ensure there are adequate means by which to preserve the school's assets and lower the risk of being under-insured. Any proposed changes must be approved by the Board of Trustees and recorded in board meeting minutes. New coverage will be executed by the Director of Finance. The Director of Finance is responsible for procuring annual renewals with the school's insurance broker. Quotes for renewal will be procured at least one month in advance of a policy's expiration, and presented to the Board of Trustees for review and approval. The Treasurer of the Board participates in this review.

The Director of Finance maintains original copies of all insurance policies at the school, filed in the Insurance Binder by type of insurance. A new binder is created for each fiscal year. When possible, copies of all current insurance policies are saved electronically on a server where the leadership team can view and access the information. CCS requires proof of adequate insurance coverage from all prospective contractors, as deemed applicable by the Board of Trustees.

### **Political Contributions**

No funds or assets of CCS may be contributed to any political party or organization or to any individual who either holds public office or is a candidate for public office. CCS also cannot be involved with any committee or other organization that raises funds for political purposes.

Examples of prohibited activities are:

- Political contributions by an employee that are reimbursed by the school organization.
- Purchase by the organization of tickets for political fundraising events.
- Contributions in kind, such as lending employees to political parties or using school assets in political campaigns.

# **MANAGEMENT OF CASH**

## **Accounts**

CCS has the following bank accounts with HSBC, NA; 1) Checking Account (Operating Account), 2) Debit, 3) Escrow and 4) Savings account to earn interest. In all instances, the school is utilizing its accounts in a way that safely maximizes its overall interest income. The school has 3 authorized signatories on the primary operating account; the CEO, the Director of Finance, and the Director of Operations. Bank statements are available at the end of the month, and forwarded to the CSBM Financial Consultants for reconciliation.

In the event that the organization wishes to open a new bank account, board approval is required. As part of the approval, the Board must describe the purpose of the account, signatories, and signatories' authority. The vote to approve and all associated determinations must be recorded in the board minutes. Should the school wish to close a bank account, Board approval is also required and will be documented in board minutes.

CCS recognizes that federal insurance on deposits with any bank is limited to a total of \$250,000.00<sup>2</sup>, regardless of the number of accounts held. In the event the balance in a school account is anticipated to be in excess of the insurance coverage, a "re-positioning" agreement is to be negotiated with the financial institution in order to secure such deposits in excess of federal coverage.

## **Bank Statements**

The procedures to follow when processing the receipt of Bank Statements are stated in "Chapter 2: Processing & Recording Cash Receipts" .

## **Bank Reconciliation**

Monthly bank account reconciliations are processed using the QuickBooks Bank Reconciliation module. This preparation is accomplished by the CSBM Financial Consultants, who identifies

reconciling items to ensure that cash is being accounted for properly. Any irregularities shall immediately be reported to the CEO, Director of Finance, and the Treasurer of the Board. A reconciled Bank Reconciliation report from QuickBooks is printed and attached to the bank statement. The completed report is submitted to the CEO & Director of Finance for review, initialed by each, scanned and filed for audit purposes.

<sup>2</sup> Federal Deposit Insurance Corporation; <http://www.fdic.gov/deposit/deposits/index.html>; Accessed on 07/2010



# **PAYROL L**

## **Hiring**

CCS's philosophy is that success depends on hiring highly qualified professionals who are dedicated to ensuring that the services rendered to the students are of high standards. Under the direction of the CEO, with consultation and consent of the Board, will recruit highly qualified candidates to fill positions and meet its mission.

Requests for new employees are approved by the CEO and compared with the approved annual personnel budget. Potential employees will be recruited through a comprehensive process that includes advertisements in national newspapers and educational journals, extensive networking and/or use of regional and national educational search firms. Any new hire will be subject to a full investigation, including a background check, fingerprinting, and references from former employers. Once the new employee is approved to be hired a contract with the established salary is issued by the Director of Finance/Senior Advisor. The Director of Finance will collect all necessary payroll data for entry into the ADP TotalSource employment portal. If a situation arises where an employee must begin service before fingerprint clearance is obtained, the employee must receive an Emergency Conditional Appointment that has been approved by CCS's Board of Trustees. Under a conditional appointment, the staff person will be supervised on a regular basis to ensure the safety of students. Employees who have never been fingerprinted for the New York State Education Department or the New York City Board of Education must be fingerprinted at the New York City Center for Charter School Excellence, New York City Board of Education Office in Brooklyn, any police precinct, or another entity arranged or approved by CCS.

## **Salary Determination**

CCS has established a method for determining compensation for all instructional and non-instructional staff positions. DOE salary guidelines are used as a guide to create a competitive wage structure aimed to attract potential staff members with wages superior to DOE. Each year, the CEO will review and refine the schedule to ensure that the percentage increase

above DOE will be attractive to new hires as well as retaining current staff members. The schedule is presented to the Board for final approval as part of the budget approval and recruitment process. Non instructional staff schedules are established by the CEO and Senior Advisor/Director of Finance and approved by the board as part of the budget and hiring process. The Board of Trustees determines the salaries for the CEO and upon recommendation by the CEO the salaries for key employees (Principals, Assistant Principals, and other designated school leaders). Any such decisions will be captured in the Board meeting minutes as a part of the annual budget approval. Any changes to a staff member's salary will be approved by the CEO in writing or electronically and documented via an updated employee contract. A copy of the contract will be maintained in the employee file.

## **Bonus Policy**

Bonus calculations, requirements, and eligibility are determined by the Board of Trustees, outlined explicitly, and recorded in the meeting minutes. A schedule is devised by the CEO which would then be submitted to the Board for their approval.

## **Compensation Accrual**

Although each fiscal year starts on July 1st and ends on June 30th, not every staff member's service start and end dates will mirror the fiscal year. In order to accurately record these expenses according to GAAP wages may be accrued. For example, if a teacher works from August 16th through June 30th, yet is paid from August 16th through August 15th, 1.5 months of wages will be accrued to the prior fiscal year for the period of July 1st to August 15th. Wages will be accrued according to the start and end dates of pay in order to recognize expenses in the correct fiscal year.

## **Employees vs. Independent Contractors**

When CCS makes the choice to utilize an independent contractor, it first ensures that the individual does qualify as an independent contractor and should not be categorized as a regular employee. A bona fide independent contractor does not have taxes withheld and typically invoices the school to receive payment. Before the school engages an independent contractor, it sets up the relationship in such a way as to ensure that the status is in accordance with employment and tax law. Generally, if a worker is being managed closely on a day-to-day basis, he or she must be paid as an employee and have statutory deductions taken from his/her paycheck. In analyzing whether or not a worker qualifies as an independent contractor, the school

should review each of the questions below.

**The following questions are designed as a guide to help delineate between employees and contractors:**

- How much control does the employer exercise over the worker?
- Who sets the hours and schedule for the worker?
- How much control does the worker have over the manner in which they go about their work – i.e. does the employer dictate how the job is done or simply expect the job to be finished?
- Does the worker use his or her own tools or equipment?
- Is the worker located on the employer's premises or does s/he work out of his or her own space?
- Is the worker exclusively employed by the employer or free to contract with others to provide the same or a similar service?
- Do the contract terms pay the worker a fixed sum, with the obligation to pay expenses, payroll taxes, and any relevant benefits resting with the worker?
- Does the worker use company letterhead?
- Who pays for the worker's expenses?

**Utilization of Independent Contractors/Consultants**

Once the determination has been made that a worker is an independent contractor, the school creates a written contract directly identifying the individual's status as an independent contractor and detailing why the relationship is as such. Part of the contract should enumerate the rights and responsibilities on both sides of the independent contractor agreement. This includes clearly identifying the worker's responsibility to pay estimated tax, self-employment tax, and so on. The utilization of all consultants and contract personnel are sufficiently evidenced by:

- a. Details of all agreements (e.g., work requirements, rate of compensation, and nature and amount of other expenses, if any) with the individuals or organizations providing the services and details of actual services performed.
- b. Invoices or billings submitted by consultants, including sufficient detail as to the time expended and nature of the actual services performed.
- c. The use of a management contract for educational and administrative services will clearly identify the contractor's performance requirements, including students' academic achievement, contractor's compensation and ACLS's rights to educational curricula and intellectual property developed (if applicable).

In processing payment for any independent contractor, a W-9 form must be filled out prior to issuance of the first payment for services provided. In all cases where compensation exceeded the \$600.00, a 1099-Misc will be issued, as required by law.

## **Obtaining Payroll Information**

The Director of Finance is responsible for the following:

***Establishing a Personnel File for Each Employee*** The personnel file serves as a chronological performance record throughout the employee's tenure with the organization and, as such, is kept secure and confidential. Personnel records are kept for a minimum of ten years. All personnel files must be kept in a locked file cabinet. Access to such personnel files is limited to the CEO, Principals, Director of Finance, Senior Advisor, and CSBM Financial Consultants. Employee files are the sole property of CCS. No employee can review or access his or her own personnel file without the written permission of the CEO. The employee will be provided with the opportunity to rebut and respond to any document contained in the personnel file in writing. All materials associated with the rebuttal and response shall stay in the personnel file. Any employee may examine his or her personnel file in the presence of the Principals or Director of Finance. The employee may take written notes concerning the contents of the personnel file, and may add comments for inclusion in the file. No personnel file is to be copied or removed from the office where it is kept unless expressly permitted in writing by the CEO.

A separate binder in a locked location is maintained for I-9s, (including copies of Driver's Licenses/State IDs and Social Security Cards or Passports), as required by the U.S. Department of Homeland Security. Each I-9 form is filled out entirely in the same color ink. All information entered on the I-9 is verified by the Director of Finance who signs off on the form after seeing original copies of all required documentation (copies are only made for the file, and are not acceptable forms of initial verification).

CCS complies with the laws and general principles of employee confidentiality as set forth in the Health Insurance Portability and Accountability Act (HIPAA)<sup>4</sup> with regard to the dissemination of private health information (PHI) of school employees. In order to comply with all rules and regulations, including the Americans with Disabilities Act (ADA)<sup>5</sup>, CCS will keep all medical records and all other related documents separate from the personnel file. Employees should consult with the Director of Finance for further information concerning the school's privacy practices.

Annex 4 contains a list of documents to be completed upon employment and filed according to

Federal, State and Local regulations and Human Resources best policies and practices.

**Employee Information** In order to prepare a payroll, the Director of Finance obtains and maintains the following information for each employee:

Information	Source of Data
Name and Address	W-4
Social Security Number (SSN)	W-4
Date of Birth	I-9
Job Title	Job Description
Wage Rate	Employee Agreement/offer of Employment
Withholding Status	W-4
Other authorized deductions	Employer information sheet

### **Analyzing Job Information**

The Fair Labor Standards Act (FLSA)<sup>6</sup> sets employee minimum wage and overtime requirements. Job positions are classified as either exempt or non-exempt from the requirements. These requirements are summarized below and are adhered to by the school.

Attribute	Exempt	Non-exempt
Payment Amount	The employer pays an exempt employee a fixed salary for any and all work performed during a work week. Minimum wage and overtime pay requirements do not apply.	The employer may pay a non-exempt employee using an hourly, salary, commission, or any other method. Total compensation must be at least the minimum wage for all hours plus overtime pay for hours over the maximum.
Pay deductions	Generally, deductions for time not worked may not be made from salary.	The employer pays a non-exempt employee only for the hours worked. Therefore, wage deductions may be made for tardiness, full- or partial-day absences, and any time the employee does not work.

**NON-EXEMPT employees** are entitled to overtime pay for all hours worked over 40 hours in a workweek under the Fair Labor Standards Act. Non-exempt employees do not receive compensation for their lunchtime and they may not work during lunchtime.

<sup>6</sup> Fair Labor Standards Act (FLSA); <http://www.dol.gov/whd/flsa/index.htm> ; access on 07/2010

**EXEMPT employees** are not entitled to overtime pay under the Fair Labor Standards Act.

In addition to the above categories, each employee will belong to one other employment category:

- **REGULAR FULL-TIME employees** are those who are not in a temporary status and who are regularly scheduled to work CCS's full-time schedule. A regular full-time employee is one who works forty (40) or more hours per week.
- **PART-TIME employees** are those who are not in a temporary status and who work continuously for a specified number of hours per week, which is at least twenty (20) hours per week and less than a regular schedule of forty (40) or more hours per week. Part-time employees receive all legally mandated benefits (such as Social Security and workers' compensation insurance).
- **TEMPORARY employees** are those that are hired for short-term periods, usually no longer than 6 months. They will receive all legally mandated benefits but are not eligible for CCS's discretionary benefits.

Additionally, employees may be hired as ten- or twelve-month employees. Ten-month employees include, but are not limited to teachers and program staff. Twelve-month employees include most administrative employees. This determination is made at the time of hire and is indicated in the employee's hire letter or employment contract, if applicable.

### ***Withholding Status***

The completed W-4 and IT-2104 forms serve as a basis for employee withholding. If an employee needs to change withholding allowances, the employee must file amended W-4 and IT-2104 forms within 10 days of an event that *increases or decreases* the number of withholding allowances. An employee may amend his/her W-4 and IT-2104 forms to increase the number of withholding allowances at any time. In addition, employees are required to notify the Director of Finance of any change in name, family status, address, telephone number, emergency contact or other information concerning personnel data held or used by CCS within two (2) weeks of any change. Any employee who fails to notify the Director of Finance of any change in the above information within the two-week reporting period may be subject to disciplinary action, including termination of employment.

When W-4 and IT-2104 forms are received, the school's finance team will comply with the new withholding instructions by the next payroll period. The withholding instructions will usually continue to apply unless and until the employee amends the W- 4 and IT-2104 forms.

Although not obligated to evaluate an employee's number of exemptions, the school has three duties relating to the contents of the W-4 and IT-2104 forms:

1. Disregard invalid W-4 and IT-2104 forms. A form is rendered invalid if the employee changes or adds language to the form.
2. Report excessive allowances. The organization is required to send copies of all W- 4 and IT-2104 forms claiming more than 10 withholding allowances along with the organization Form 941 to the IRS.
3. Report full exemptions. The organization is required to send the IRS all claims for full exemptions from withholdings by employees with normal weekly wages of more than \$200.00.

Because of their importance to both the IRS and to employees, the school retains signed originals of the W-4 and IT-2104 forms (no copies) for four years after the annual employment tax returns are filed.

## **Time Reporting Procedures**

Employees are instructed on the proper charging of time to assure the accuracy of recorded time to cost objectives.

The Director of Finance will keep track of all sick days, personal days, vacation days, professional development days, holidays, bereavement or any other days that exempt employees are not at work in the ADP TotalSource system. This is reviewed and approved by the CEO on a monthly basis.

All employees are responsible for recording the actual time they have worked by swiping in and out with an employer issued ID card. Federal and state laws require CCS to keep an accurate record of time worked in order to calculate pay and benefits. CCS complies with applicable federal, state and local wage and hour laws. If an employee suspects that an error in pay has been

made, the employee must immediately bring the issue to his or her supervisor's attention for prompt investigation and any necessary correction will be made. CCS will not tolerate any form of retaliation against an employee who reports a violation, files a complaint, or cooperates in an investigation concerning payment of wages. Violators of this policy will be subject to disciplinary action, up to and including termination of employment.

Time worked is solely the time actually spent on the job performing assigned duties and should not include any time that is spent not working or any time off that is taken during the workday. All employees must accurately record the time they begin and end work, the time they begin and end each meal period, and the beginning and ending time of any split shift or departure from work for personal reasons. All overtime work must be approved by the supervisor before it is performed. Violators of this policy will be subject to disciplinary action, up to and including termination of employment.

Altering, falsifying, or tampering with time records or recording time on another employee's time record will result in disciplinary action, up to and including termination.

Salaried, exempt employees are paid their entire salary for every day in which they perform any work. Deductions from an exempt employee's pre-determined salary or charge against an exempt employee's accrued leave may be taken under one of the following circumstances, unless otherwise prohibited by law:

1. the employee is absent from work for one or more full days for personal reasons (other than sickness or disability);
2. the employee is absent for one or more full days due to sickness or disability and has exhausted or has not yet accrued enough leave time;
3. the deduction is made to offset any amounts received as payment for jury fees, witness fees, or military pay;
4. the employee is on an unpaid disciplinary suspension imposed in good faith for violating published workplace conduct rules (e.g., rules against workplace harassment or safety rules of major significance);
5. it is the employee's first or last week of employment and he/she is paid a proportionate part of his/her full salary.
6. the employee has exhausted or has not yet accrued enough leave time to offset one full day absence from work or lateness.

CCS makes a good faith effort to comply with this salary policy. If, however, an employee believes an improper deduction has been taken from his/her salary, the employee should contact the Director of Finance who will investigate the deduction and any discrepancies and advise the



employee of his/her findings. If the Director of Finance determines that a deduction was incorrectly made, CCS will reimburse the employee for that deduction in the subsequent payroll once that adjustment is approved by the CEO.

Overtime pay applies only to non-exempt employees. When operating requirements or other organizational needs cannot be met during regular working hours, employees may be required to work overtime. Whenever possible, employees will be given the opportunity to volunteer for overtime work assignments, and every effort will be made to distribute overtime opportunities as equitably as possible to all employees qualified to perform the required work. Overtime pay is provided to non-exempt employees in accordance with federal and state wage and hour laws that generally require time-and- one-half the employee's regular rate of pay for any hours worked beyond 40 hours in a workweek. Overtime pay is based on actual hours worked.

- If federal funds are used for salaries, then time distribution records are required and must accurately reflect the work performed for each award.
  - Employees working under one federal grant are required to prepare and sign semi-annual time certification.
  - Employees working under multiple federal grants are required to prepare and sign a monthly Personnel Activity Report.

Time off for no-fault days, leaves of absence, and unpaid lunch hours will not be considered hours worked for purposes of calculating overtime pay. All overtime work must have the supervisor's prior authorization. Employees who work overtime without prior authorization will be subject to disciplinary action, up to and including termination of employment.

## **Processing Payroll**

The Director of Finance will develop a spreadsheet containing the organization's entire payroll which he/she will maintain and update each payroll period. The Director of Finance will input the approved payroll data into the ADP TotalSource system, creating an official Payroll Register Preview. The ADP Payroll Register Preview is reconciled to the spreadsheet maintained by the Director of Finance who reviews and forwards both documents to the CEO for approval. Once approved, the Director of Finance will submit the payroll to ADP TotalSource for final processing. The ADP Payroll Register Preview as well as the other generated payroll reports are filed electronically. This process is repeated every pay period, with any and all changes to payroll recipients or amounts reflected in the spreadsheet.

Payroll Processing is comprised of the following:

<b>Responsibility</b>	<b>Performed By</b>
Obtaining/Processing Payroll Information	Director of Finance
Computing Wages	ADP TotalSource
Performing Pay Period Activities	ADP TotalSource
Preparing various annual payroll tax returns	ADP TotalSource
Preparing 1099's*	Director of Finance

\*for independent contractors, LLPs and LLCs only

Pay periods are semi-monthly; the first pay period is on the 15<sup>th</sup> day of the month and the second pay period of the month is on the last day of the month. The bi-monthly pay schedule is made up of twenty-four (24) pay periods per year. 10-month salaried employees' (i.e. Administrators, Managers, Secretaries and clerks) pay is spread out over these 24 pay periods to cover the summer months. 12-month employees will follow the same pay schedule as the 10-month salaried employees. Part-time hourly employees are only paid for time worked. Changes will be made and announced in advance whenever CCS holidays or closings interfere with the normal pay schedule.

Once payroll documents are received from the payroll vendor (e.g., calculations, payrolls and payroll summaries), they are compared with timecards, pay rates, payroll deductions, compensated absences etc. by the Director of Finance.

If an employee is given a paper paycheck and loses that check, he or she must submit a written request for a new check to be issued to the Director of Finance . The request must indicate the date on the check, the pay period it covered, and the amount. The employee must also certify that he or she believes the check to be lost and that if the employee finds the check, he or she will return it to CCS's Director of Finance. A new paycheck will be issued to the employee as soon as practicable after the request is submitted.

### **Payroll Tax Compliance**

The payroll vendor is responsible for the preparation of the periodic payroll tax filings. The CSBM Financial Consultants are responsible for reviewing all payroll tax documents and supporting schedules for accuracy and completeness and submitting them to the Director of Finance for approval.

CCS maintains a schedule of required filing due dates for:

- a. IRS Form W-2 - Wage and Tax Statement.
- b. IRS Form W-3 - Transmittal of Income and Tax Statements.
- c. IRS Form 940 - Employer's Federal Unemployment (FUTA) Tax Return.
- d. IRS Form 941 - Employer's Quarterly Federal Tax Return for Federal Income Tax Withheld from Wages and FICA Taxes.
- e. IRS Form 1099 MISC (also 1099-DIV, 1099-INT, 1099-OID) - U.S. Annual Information Return for Recipients of Miscellaneous Income.
- f. Quarterly and annual state(s) unemployment tax return(s).

## **Periodic Payroll Reconciliations**

### ***Reconciling Employee Payroll Deductions***

On a monthly basis, the Director of Finance reconciles deductions made from employees to the payments made to insurers, benefit plan providers, and other payees.

### ***Quarterly Reconciliation of Payroll to Accounting Records***

The Payroll Register, the Payroll Register Preview, time sheets for additional work by staff members and expense reimbursements (if any) are uploaded to electronic files, according to each pay date by fiscal year. On a quarterly basis, the CSBM Financial Consultants performs a reconciliation of all salary accounts in the general ledger, as compared to the salary reported by the payroll processing company on the Form 941 and/or other Quarterly Payroll Return. Any variances are researched and cleared within the month following quarter end.

### ***Annual Reconciliation of Payroll to Accounting Records***

On an annual calendar basis, the CSBM Senior Financial Consultant performs a reconciliation of the following:

- Gross salaries per all Forms 941
- Gross salaries per W-2 forms
- Gross salaries per General Ledger
- Variances are researched and cleared by January 31 of the following year

## **Protecting Payroll Information**

Salary information constitutes sensitive information. It is the responsibility of the Director of Finance to ensure that all payroll information is kept secure and confidential. The security of

personnel files is described above. In addition, the Director of Finance will maintain, in a locked cabinet, vouchers and live checks for those that are not enrolled in the direct deposit program.

## **Changes to Payroll Information**

Changes to personnel data are initiated with a Personnel Action form. This is used when making any changes that affect payroll—new hires, terminations, pay rate changes, or payroll deductions. The CEO authorizes any changes to payroll data. The payroll vendor processes authorized changes to the payroll data and a copy of the Personnel Action Form is retained in the employee's personnel file.

## **Terminations and Resignations**

The Director of Finance ensures that any departing employee, whether terminated or resigned, is removed from the payroll immediately after his or her last payment is made.

CCS will generally schedule exit interviews at the time of employment termination. The exit interview will afford an opportunity to discuss such issues as employee benefits, conversion privileges, repayment of outstanding debts to CCS, or return of CCS-owned property. Suggestions, complaints, and questions can also be voiced.

Since employment with CCS is based on mutual consent, both the employee and CCS have the right to terminate employment at will, with or without cause, at any time.

Employee benefits will be affected by employment termination in the following manner. All accrued, vested benefits that are due and payable at termination will be paid. Some benefits may be continued at the employee's expense if the employee so chooses. The employee will be notified in writing of the benefits that may be continued and of the terms, conditions, and limitations of such continuance.

Upon termination or effective resignation date, all employee belongings are removed immediately, and all employer belongings are returned immediately. The Personnel Action form is filed in the employee's personnel file.

In the event that a key staff member in finance or operations is incapacitated or terminated, CCS will hire a financial consultant to fill in until a permanent replacement is hired. When a replacement is identified, the financial consultant will professionally train the new hire to ensure a sound transition. In addition, CCS will continue to develop written desktop procedures for each

of these key finance and operations staff positions so that they are not completely reliant on outside consultants.

### **Unused Vacation and Sick/Personal Days Unused Vacation Benefits**

Vacation time off is paid at the employee's base pay rate at the time of vacation for the amount of hours absent. It does not include overtime or any special forms of compensation such as incentives, commissions, bonuses, or shift differentials.

Upon termination of employment, employees will not be paid for unused vacation time.

### ***Unused Sick/Personal Day Benefits***

Sick/personal leave benefits will be calculated based on the employee's base pay rate at the time of absence and will not include any special forms of compensation, such as incentives, commissions, bonuses, or shift differentials.

Sick/personal leave benefits are intended solely to provide income protection in the event of illness or injury, and may not be used for any other absence. Unused sick/personal leave benefits will not be paid out to employees while they are employed or upon termination of employment except as part of the retirement package.

# PROPERTY AND EQUIPMENT

## Background

The Principals & Director of Operations are responsible for ensuring that accurate inventories are maintained so that all assets are safeguarded.

The school's Director of Operations is responsible for maintaining the equipment and all necessary asset inventories. All assets must be recorded both in the accounting system's general ledger if applicable under the fixed asset category by the Director of Finance and/or C S B M Financial Consultants and in a separate fixed asset subsidiary ledger by the Director of Finance. The general ledger and the inventory subledger are regularly reconciled. All property and equipment subject to the school's Capitalization Policy must be tagged in the manner described below and depreciated according to the school's Depreciation Policy. Upon receiving any property that qualifies as a fixed asset, the Operations Manager/Coordinator is responsible for recording the following:

- Inventory number as designated by CCS (use sequential numbers, no lettering)
- Asset name and description
- Classification (i.e. land, building, equipment, betterment, leasehold improvements, furniture, computer hardware and software)
- Serial number, model number, or other identification
- Whether title vests with CCS or a governmental agency
- Vendor name and acquisition date
- Location of the equipment
- Purchase Date
- Purchase Value
- Disposal Date
- Disposal Reason

In addition, the Director of Finance and/or the CSBM Financial Consultants will enter the following data into the accounting system's general ledger under the fixed asset category:

- Asset name/Description
- Vendor name
- Purchase date
- Cost (including shipping and installation)

Each item is also physically tagged in a visible area on the item and with the following information linking it directly to the fixed asset sub-ledger. The tag will also indicate the item is property of CCS and/or as mandated.

### **Asset Tracking Process**

Upon receiving any property that qualifies as a fixed asset, the Operations Manager/Coordinator are responsible for recording the following into the Fixed Asset Tracking Lists:

- Asset tracking number as designated by the School
- Asset name, use, condition and description
- Classification (i.e. land, building, equipment, betterment, leasehold improvements, furniture, computer hardware and software)
- Serial number, model number, or other identification
- Indicate if the title vests with the governmental agency, if required
- Vendor name and acquisition date or date placed in service
- Location of the equipment
- Purchase Value
- Disposal Date and Reason
- Specify dollar amount of any asset purchased with grant fund

All government-furnished property and equipment is also recorded with identification information indicating it has been acquired through a government contract. For example, when assets are purchased using funds from the Department of Youth and Community Development (DYCD), that item is tracked and physically tagged as property of DYCD. Because DYCD owns the item, it is recognized as an expense (not an asset) on the balance sheet. In the event of charter revocation, the item is returned as property of DYCD.

No employee may use any of the school property, equipment, material or supplies for personal use without the prior approval of the Director of Operations.

No item of property or equipment shall be removed from the premises without prior approval from the Director of Operations.

All lease agreements on real property will be evidenced by a lease or sublease agreement approved by the Board of Trustees and signed by the CEO. The agreement will identify all the terms and conditions of the lease. Any real estate agreement to rent or sell will require a beneficial interest disclosure.

## **Capitalization Policy**

The cost threshold for items purchased by CCS to capitalize is \$3,000.00. This allows items over this cost threshold to carry value over time, and not simply be expensed in year one. Items with an acquisition cost of less than \$3,000.00 or a useful life of less than one year are expensed in the year purchased. Items with an acquisition cost of more than \$3,000.00 are subject to the school's depreciation policy, outlined below. For purchases with federal award the capitalization cost is \$5,000 per unit or more useful life greater than one year.

In instances where a large quantity of one single item is purchased, if the total value exceeds the \$3,000.00 threshold, the items may be capitalized. For example, if a school buys 100 desks at \$250.00 per desk, each single item would not meet the threshold. Together, however, these 100 desks have a combined value of \$25,000.00, which should be capitalized over a 7-year period, as outlined in the Depreciation Policy table below.

The Director of Operations performs annual inventory audits, verifying and updating the data contained in the Excel fixed asset inventory spreadsheet. Once complete, the Director of Operations and Director of Finance compare this inventory to the fixed assets listed in the general ledger to ensure the value of the assets per the accounting system matches the value of the assets per the spreadsheet. Differences are investigated, reconciled and recorded by both the Director of Finance and Director of Operations as appropriate. These are reviewed by the CSBM Financial Consultants.

## **Depreciation Policy**

Any items subject to the Capitalization Policy described above are subject to depreciation. The CSBM Financial Consultants will account for depreciation based on the school's inventories. Depreciation associated with the fixed assets will be calculated based on its useful life and straight-line depreciation method. Depreciation is based on the month the item was actually purchased. For instance, if the school purchased a computer in July, it would be depreciated for a full fiscal year (12 months out of 12), and recorded as such. But if the school purchased the computer in April, then it would be depreciated for just one-fourth of the fiscal year (3 months out



of 12) because it would only be in service for April, May and June.

Any item that is damaged beyond use will be taken out of service and fully depreciated off the accounting records. For assets purchased with federal funds for over \$5,000 the School must request disposition instructions from the federal awarding agency.

Depreciation Policy	
Computers	3 years
Servers	5 years
Office/Classroom equipment	5 years
Office/Classroom furniture	7 years
Leasehold improvements	Life of lease or 15 years
Musical instruments	3 years
Software	3 years

## **Disposal of Property and Equipment Policy**

CCS has adopted standard disposition procedures for staff to follow. The requester fills out and signs the Asset Disposal Form, which identifies the asset and the reason for disposition. This form is submitted to the Director of Operations, who takes photos of the asset, determines the asset's book value and documents the condition of the asset. Disposal of any asset requires the approval of both the CEO and Director of Finance.

Once approved for disposal, the dollar value of the disposed asset is recorded as a reduction in the general ledger. The disposed asset is also recorded as disposed of in the fixed asset inventory system. The treatment of any proceeds from the disposition, and the recognition of any gain or loss on sale of the disposed asset is also recorded in the general ledger by the CSBM Financial Consultants.

# **RECORDS RETENTION**

## **Records Retention Policy**

All confidential paper records shall be maintained in locked facilities on school premises.

The accounting system files are saved on the school's server, which is backed up on a daily basis to ensure the retrieval of financial information in case of hardware failure. Back-up data and program files shall be stored off-site in a fire-safe area and shall always remain the confidential and sole ownership property of CCS. In the event of a major system malfunction, the latest backup would be restored on the server and any transactions since that backup would be reentered based on the cash disbursement records and cash receipts records. CCS has an onsite drive backup system and also an offsite server backup system. All applications and data can be restored remotely to the CCS server in one business day.

CCS has an established Disaster Recovery Policy. Please reference the School Safety Plan for details.

Annex 5, contains a table which provides the minimum requirements for records retention, as recommended by the Non-Profit Coordinating Committee of New York, [www.npcny.org](http://www.npcny.org):

Originals of the following corporate documents are maintained on-site and/or electronically and the Director of Finance verifies their presence on a periodic basis:

- a. Charter and all related amendments
- b. Minutes of the Board of Trustees and subcommittees
- c. Banking agreements
- d. Leases
- e. Insurance policies
- f. Vendor invoices
- g. Grant and contract agreements

- h. Fixed asset inventory list

### **Records Access Policy**

The Director of Finance will provide access to the organization's records and provide supporting records, as requested by government auditors to facilitate the completion of such audits or reviews, in a timely manner.

### **Records Destruction Policy**

The destruction of confidential school records will be authorized by the CEO. Should the CEO be unable to provide authorization, destruction will be delayed pending review and final determination.

If any litigation, claim, or audit is started before the expiration of the designated retention period, the records shall be retained until all litigation, claims or audit findings involving the records have been resolved and final action taken.

Once school records have reached the conclusion of their retention period according to the Records Retention Policy the office of origin will request authorization from the CEO for their destruction.

The school will arrange for the safe and secure destruction of confidential records. Destruction methods will not permit recovery, reconstruction and/or future use of confidential information. An overview of these methods follows.

Paper records containing sensitive confidential information **must** be shredded and not disposed of with other waste.

Electronic or digital data containing sensitive confidential information must be purged from the computer systems in the following manner; 1) Deletion of the contents of digital files and emptying of the desktop "trash" or "waste basket". Keep in mind however, that reconstruction and restoration of "deleted" files are quite possible in the hands of computer technicians. 2) For records stored on a "hard drive" it is recommended that commercially available software applications be utilized to remove all data from the storage device. When properly applied, these tools prevent the reconstruction of any data formerly stored on the hard drive. A destruction record exists to track the destruction of any and all documents. This inventory describes and

documents the records, and file formats, authorized for destruction, as well as the date, agent, and method of destruction. The destruction record itself shall not contain confidential information. The destruction record may be retained in paper, electronic, or other formats. It is recommended that sensitive confidential data stored in digital devices, floppy disks and back-up tapes be physically destroyed.

## **SUMMARY OF ACCOUNT STRUCTURE**

### **Assets**

#### ***Types of Equity***

In non-profit organizations, assets must be classified by nature and segregated between:

1. Unrestricted Net Assets
2. Temporarily Restricted Net Assets
3. Permanently Restricted Net Assets

The school's assets are classified as unrestricted, temporarily restricted, or permanently restricted.

#### ***Cash and Cash Equivalents***

All cash and cash equivalents of the school consist of cash in the school's bank account/s.

#### ***Grants Receivable***

Grants receivable include money that the school expects to receive from government or private sources. Donation letters or pledges are also considered grants receivable.

#### ***Property and Equipment***

Property and equipment includes the assets used by the school for activities and programs that have an estimated useful life longer than one year. For the school, fixed assets primarily consist of musical instruments, classroom equipment, furniture, computers and computer software.

Purchased property and equipment is recorded at cost. Donated property and equipment are recorded at fair market value at the date of donation. Acquisition costs include all costs necessary to bring the asset to its location in working condition, including:

- Sales tax, if any
- Freight
- Installation costs
- Direct and indirect costs, including interest, incurred in construction

## **Liabilities**

### ***Accounts Payable***

Accounts payable include costs and expenses that are billed through a vendor invoice, and are recorded at the invoice amount. Vendors and suppliers are paid as their payment terms require, taking advantage of any discounts offered. If cash flow problems exist, payments are made on a greatest dependency/greatest need basis.

### ***Capital Lease Obligation***

The school may lease office equipment under a capital lease. Payments of both principal and interest are made monthly.

### ***Accrued Liabilities***

Salaries, wages earned and payroll taxes, along with professional fees, rent and insurance costs incurred, but unpaid, are reflected as a liability when entitlement to payment occurs.

### ***Debt***

When applicable, short-term debt consists of financing expected to be paid within one year of the date of the annual audited financial statements. Long-term debt consists of financing that is not expected to be repaid within one year and is recorded on the balance sheet as a long-term liability. All short-term and long-term debt is approved by the Board of Trustees and may not exceed the duration of the charter, without consent of the Board of Education. Loan agreements approved by the Board of Trustees should be in writing and should specify all applicable terms, including the purpose of the loan, the interest rate, and the repayment schedule.

## Revenue

### *Private Contributions*

The school receives contributions from individuals, foundations, and corporations in the following forms:

1. ***Unrestricted Contributions:*** No donor-imposed restrictions.
2. ***Temporarily Restricted Contributions:*** Donor-imposed restrictions such as passage of time, or specific use.
3. ***Permanently Restricted Contributions:*** Donor has placed permanent restrictions on the timing of use of funds, purpose of use of funds and/or the use of earnings and appreciation.

Upon receipt of donation, donations are classified as unrestricted, temporarily restricted or permanently restricted.

For further information on the processing of donations, please see chapter 2.

## Expenses

### *Types of Expenses*

Expenses are classified by functional classification and are matched with any donor-imposed restrictions.

#### **Functional Classifications:**

- a. ***Program Service Expense:*** the direct and indirect costs related to providing education and other services consistent with the school's mission.
- b. ***Management & General Expenses:*** expenses for other activities related to the purpose for which the organization exists. These relate to the overall direction of the organization and include expenses for the activities of the governing board, business management, general record keeping, and budgeting.
- c. ***Fundraising Expenses:*** costs of all activities that constitute appeal for financial support and include costs of personnel, professional consultants, rent, printing, postage, telephone, etc.

The cost of providing the various programs and other activities of CCS will be summarized on a functional basis as part of the school's annual budget process. Accordingly, certain costs will be allocated among the following categories: general education program, special education program, management and general, and fundraising. Allocations are amended as necessary and the rationale documented. The CEO, Director of Finance, Senior Advisor, and CSBM Financial Consultants are involved in this process.



## **FRAUD AND MISAPPROPRIATION**

CCS will not tolerate any fraud or suspected fraud involving employees, officers or trustees, as well as members, vendors, consultants, contractors, funding sources and/or any other parties with a business relationship with the school. Any investigative activity required will be conducted without regard to the suspected violator's length of service, position/title, or relationship with the school.

The CEO and Board of Trustees are responsible for the detection and prevention of fraud, misappropriations, and other irregularities. Fraud is defined as the intentional, false representation or concealment of a material fact for the purpose of inducing another to act upon it to his or her injury. The CEO and each board member will be familiar with the types of indiscretions that might occur within his or her area of responsibility, and be alert for any indication of irregularity.

Any fraud that is detected or suspected must be reported immediately to the Board of Trustees and they will take the necessary actions.

***Actions Constituting Fraud*** The term fraud, defalcation, misappropriation, and other fiscal irregularities refer to, but are not limited to:

- Any dishonest or fraudulent act
- Forgery or alteration of any document or account belonging to the school
- Forgery or alteration of a check, bank draft, or any other financial document
- Misappropriation of funds, supplies, equipment, or other assets of the school
- Impropriety in the handling or reporting of money or financial transactions
- Disclosing confidential and proprietary information to outside parties
- Accepting or seeking anything of material value from contractors, vendors, or persons providing goods or services the school
- Destruction, removal or inappropriate use of records, furniture, fixtures, and equipment
- Any similar or related irregularity

### ***Investigation Responsibilities***

The Board Chairperson has the primary responsibility for the investigation of all suspected fraudulent acts as defined in the policy. The Board of Trustees may utilize whatever internal and/or external resources it considers necessary in conducting an investigation. If an investigation substantiates that fraudulent activities have occurred, the Board of Trustees will issue reports to appropriate designated personnel.

Decisions to prosecute or refer the examination results to the appropriate law enforcement and/or regulatory agencies for independent investigation will be made in conjunction with legal counsel and senior management, as will final dispositions of the case.

### ***Confidentiality***

The Board of Trustees will treat all information received confidentially. Any employee who suspects dishonest or fraudulent activity will notify the Board Chairperson immediately, and should not attempt to personally conduct investigations or interviews/interrogations related to any suspected fraudulent act.

The outcome of an investigation will not be disclosed or discussed with anyone other than those who have a legitimate need to know. This is important in order to avoid damaging the reputations of persons suspected but subsequently found innocent of wrongful conduct and to protect the school from potential civil liability.

### ***Authority for Investigation of Suspected Fraud***

Members of the Board of Trustees will have:

1. Free and unrestricted access to all the school's records and premises; and
2. The authority to examine, copy, and/or remove all or any portion of the contents of files, desks, cabinets, and other storage facilities on the premises without prior knowledge or consent of any individual who may use or have custody of any such items or facilities when it is within the scope of their investigations.

### ***Reporting Procedures***

An employee who discovers or suspects fraudulent activity will contact the Chairperson of the Board of Trustees immediately. The employee or other complainant may remain anonymous. All

inquiries concerning the activity under investigation from the suspected individual(s), his or her attorney or representative(s), or any other inquirer should be directed to the Finance Committee or legal counsel. No information concerning the status of an investigation will be given out. The proper response to any inquiry is, "I am not at liberty to discuss this matter." Under no circumstances should any reference be made to "the allegation," "the crime," "the fraud," "the forgery," "the misappropriation," or any other specific reference.

The reporting individual should be informed of the following:

1. Do not contact the suspected individual in an effort to determine facts or demand restitution.
2. Do not discuss the case, facts, suspicions, or allegations with anyone unless specifically asked to do so by the appointed legal counsel or the Board of Trustees.

## **WHISTLEBLOWER POLICY**

CCS requires employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. Employees and representatives of the school are expected to practice honesty and integrity in fulfilling their responsibilities and are expected to comply with all applicable laws and regulations.

It is the responsibility of all employees to report violations of ethics or conduct or suspected violations in accordance with this Whistleblower Policy.

No employee who in good faith reports a violation shall suffer harassment, retaliation or adverse employment consequence. An employee who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination of employment. This Whistleblower Policy is intended to encourage and enable employees and others to raise serious concerns within the school prior to seeking resolution outside the school.

Anyone filing a complaint concerning a violation or suspected violation must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense.

Violations or suspected violations may be submitted on a confidential basis by the complainant or may be submitted anonymously. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

The CEO will notify the sender and acknowledge receipt of the reported violation or suspected violation within five business days. All reports will be promptly investigated and appropriate corrective action will be taken if warranted by the investigation.

## **ETHICS**

### ***Conflicts of Interest***

Under no circumstance will an employee of CCS initiate, participate or benefit in any way from negotiating a contract or purchase of goods or services in which he/she, relative, or an associate has financial interest.

If an actual or potential conflict of interest is discovered, the employee must immediately withdraw from further participation in the involved transaction and report the transaction to the CEO.

### ***Gratuities and Kickbacks***

No employee (or anyone under their direction supervision) may solicit, demand, accept or agree to a gratuity, kickback or an offer of employment in connection with a business transaction. Such transactions include, but are not limited to, approvals on purchase requests, influencing the content of any procurement standard, auditing, or rendering of advice.

### ***Use of Confidential Information***

In accordance with the Confidentiality Agreement that appears in this manual an employee must not knowingly use Confidential Information for actual or anticipated personal gain, or for the actual or anticipated personal gain of any other person.

### ***Reprimands and Penalties***

A breach of ethical standards from an employee of CCS will warrant a written warning from either the CEO or Chairperson of the Board. The repercussion of this unacceptable behavior may lead to a suspension with or without pay for a specified period of time, and/or termination of employment.

## CONFLICT OF INTEREST

### ***Interested Person***

The General Municipal Law defines prohibited conflicts of interest for school trustees, officers and employees.

Under the General Municipal Law, no school officer or employee may have an interest, direct or indirect, in any contract with the School, when such officer, trustee, or employee, individually or as a member of the Board, has the power or duty to (a) negotiate, prepare, authorize or approve the contract, or authorize or approve payment under the contract; (b) audit bills or claims under the contract; or (c) appoint an officer or employee who has any of the powers or duties set forth above.

***Financial Interest*** A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:

- An ownership or investment interest, other than de minimis, in any entity with which the School has a transaction or arrangement,
- A compensation arrangement with the School or with any entity or individual with which the School has a transaction or arrangement, or
- A potential ownership or investment interest, other than de minimis, in, or compensation arrangement with, any entity or individual with which the School is negotiating a transaction or arrangement. Compensation includes direct and indirect remuneration as well as gifts or favors having a value of \$100.00 or more whether in the form of money, service, loan, travel, entertainment, hospitality, thing or promise or in any other form, under circumstances in which it could reasonably be inferred that the gift was intended to or could reasonably be expected to influence the performance of a trustee, official or employee in his/her official duties, or was intended as a reward for any official action.

### ***Duty to Disclose***

Any trustee, officer or employee who has, will have, or later acquires an interest in any actual or proposed contract with the Board must publicly disclose the nature and extent of such interest in writing to the directors and members of committees with governing board delegated powers considering the proposed transaction or arrangement.

### ***Determining Whether a Conflict of Interest Exists***

A financial interest is not necessarily a conflict of interest. A person who has a financial interest may have a conflict of interest only if the appropriate governing board or committee decides that a conflict of interest exists. After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the governing board or

committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.

Notwithstanding anything herein, the following contracts are exempt from this policy, including but not limited to, employment contracts between the school and a board member or employee's spouse, minor children or dependents; a contract between the school and a corporation of which the board member or employee is neither a director nor owns more than five percent of outstanding stock; a contract between the school and a board member or employee entered into preceding the election of the board member but not the renewal/renegotiation of that contract; a contract between the school and a board member or employee in which the total paid does not exceed \$750.00 during the fiscal year when added to the aggregate amount of consideration payable under all contracts pertaining to that individual; a contract between the school and a company that employs a board member or employee where the individual's compensation is not directly affected as a result of the contract and the duties of the individual's employment do not directly involve the procurement, preparation or performance of such a contract; and purchases, in the aggregate amount of Five Thousand Dollars (\$5,000) or less in any single calendar year. No review or action by any governing board or committee shall be necessary if an exception applies.

#### ***Procedures for Addressing a Conflict of Interest***

An interested person may make a presentation at the governing board or committee meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.

The chairperson of the governing board or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.

After exercising due diligence, the governing board or committee shall determine whether the School can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.

If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the governing board or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the School's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination it shall make its decision as to whether to enter into the transaction or arrangement.

#### ***Violations of the Conflicts of Interest Policy***

If the governing board or committee has reasonable cause to believe a trustee, officer or employee has failed to disclose actual or possible conflicts of interest, it shall inform the trustee, officer or employee of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.

If, after hearing the trustee, officer or employee's response and after making further investigation as warranted by the circumstances, the governing board or committee determines the trustee, officer or employee has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

Any contract entered into with a prohibited interest is null, void and unenforceable. Further any trustee, officer, or employee who willfully and knowingly violates this policy shall be guilty of a misdemeanor.

### ***Records of Proceedings***

The minutes of the governing board and all committees with board delegated powers shall contain:

- The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the governing Board's or committee's decision as to whether a conflict of interest in fact existed.
- The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

### ***Compensation***

A voting member of the governing board who receives compensation, directly or indirectly, from the School for services is precluded from voting on matters pertaining to that member's compensation.

A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the School for services is precluded from voting on matters pertaining to that member's compensation.

A voting member of the governing board or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the School, either individually or collectively, is prohibited from providing information to any committee regarding compensation.



### ***Annual Statements***

Each trustee, officer, and employee shall annually sign a statement which affirms such person:

- Has received a copy of the Code of Ethics and Policy on Conflicts of Interest,
- Has read and understands the Code of Ethics and Policy,
- Has agreed to comply with the Code of Ethics and Policy, and
- Understands the School is charitable and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax---exempt purposes.

### ***Periodic Reviews***

To ensure the School operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax---exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

- Whether compensation arrangements and benefits are reasonable, based on competent survey information and the result of arm's length bargaining.
- Whether partnerships, joint ventures, and arrangements with management organizations conform to the School's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.



**ATTACHMENT #11**  
**2020-21 Annual Board**  
**Elections**



**Board of Trustees  
2020-21  
June 17, 2020  
Annual Meeting**

- Current 2019-20 Members & Terms:

Dr. Les Mullings, CEO/Founder

Ben Waxman – [3-Year Term ends June 30, 2022] - **Dr. Michelle Daniel-Robertson, Ed.D – Elected May 20, 2020 – Pending NYC DOE Approval**

Gertrudis Hernandez – [2-Year Term ends June 30, 2021]

Frederica Jeffries – [2-Year Term ends June 30, 2020]

Karon McFarlene – [2-Year Term ends June 30, 2020]

Jermiah C. Gaffey – [3-Year Term ends June 30, 2020] – **Linda Plummer – Elected May 20, 2020 – Pending NYC DOE Approval**

Andrew L. Barnes, III – [1-Year Term ends June 30, 2020]

- Current 2019-20 Officers:

- Dr. Les Mullings, CEO/Founder
- Frederica Jeffries – Board Chair
- Andrew L. Barnes, III – Vice-Chair
- Jeremiah C. Gaffney – Treasurer – **Linda Plummer – Elected Effective May 20, 2020 Pending NYC DOE Approval**
- Ben Waxman – Secretary – **Karon McFarlane Elected Effective April 1, 2020**

- **Current Board Members Terms Not Requiring Re-election**

- Dr. Michelle Daniel-Robertson, Ed.D (Ben Waxman) – [3-Year Term



ends June 30, 2022]

- Gertrudis Hernandez – [2-Year Term ends June 30, 2021]
  
- **Current Board Members Requiring Re-election**
  - Frederica Jeffries – [3-Year Term ends June 30, 2023]
  - Karon McFarlane – [3-Year Term ends June 30, 2023]
  - Linda Plummer (Jermiah C. Gaffey) – [2-Year Term ends June 30, 2022]
  - Andrew L. Barnes, III – [1-Year Term ends June 30, 2021]
  
- **Proposed 2020-21 Officers [One-Year Term ends June 30,2021]:**
  - Frederica Jeffries – Board Chair
  - Andrew L. Barnes, III – Vice-Chair
  - Linda Plummer – Treasurer
  - Karon McFarlane – Secretary



**ATTACHMENT #12**  
**2020-21 Board of Trustees**  
**Calendar**



**Challenge Preparatory Charter School  
Board of Trustees  
2020-21 Meeting Calendar**

Regular Meeting #1	Wednesday, July 22, 2020
Regular Meeting #2	Wednesday, Aug. 19, 2020
Regular Meeting #3	Wednesday, Sept. 16, 2020
Regular Meeting #4	Wednesday, Oct. 21, 2020
Regular Meeting #5	Wednesday, Nov. 18, 2020
Regular Meeting #6	Wednesday, Dec. 16, 2020
Regular Meeting #7	Wednesday, Jan. 20, 2021
Regular Meeting #8	Wednesday, Feb. 24, 2021
Regular Meeting #9	Wednesday, Mar. 17, 2021
Regular Meeting #10	Wednesday, April 21, 2021
Regular Meeting #11	Wednesday, May 21, 2021
12 <sup>th</sup> Annual Meeting #12	Wednesday, June 16, 2021