

# Application: Challenge Preparatory Charter School

mike estep - mrestep@challengecharterschools.org  
Annual Reports

## Summary

**ID:** 0000000168

**Status:** Annual Report Submission

## Entry 1 School Info and Cover Page

**Completed** - Jul 31 2020

### [Instructions](#)

#### **Required of ALL Charter Schools**

Each Annual Report begins with a completed School Information and Cover Page. The information is collected in a survey format within Annual Report portal. When entering information in the portal, some of the following items may not appear, depending on your authorizer and/or your responses to related items.

## Entry 1 School Information and Cover Page

**(New schools that were not open for instruction for the 2019-20 school year are not required to complete or submit an annual report this year).**

Please be advised that you will need to complete this cover page (including signatures) before all of the other tasks assigned to you by your school's authorizer are visible on your task page. While completing this cover page task, please ensure that you select the correct authorizer **(as of June 30, 2020)** or you may not be assigned the correct tasks.

## **BASIC INFORMATION**

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**a. SCHOOL NAME**

(Select name from the drop down menu)

CHALLENGE PREPARATORY CHARTER SCHOOL 342700860990

**a1. Popular School Name**

Challenge Prep

**b. CHARTER AUTHORIZER (As of June 30th, 2020)**

Please select the correct authorizer as of June 30, 2020 or you may not be assigned the correct tasks.

NEW YORK CITY CHANCELLOR OF EDUCATION

**c. DISTRICT / CSD OF LOCATION**

CSD #27 - QUEENS

**d. DATE OF INITIAL CHARTER**

2/2010

**e. DATE FIRST OPENED FOR INSTRUCTION**

8/2010

**f. APPROVED SCHOOL MISSION (Regents, NYCDOE, and Buffalo BOE authorized schools only)**

MISSION STATEMENT

The mission of Challenge Preparatory Charter School (Challenge) is to prepare students from the greater Far Rockaway community to excel academically, to demonstrate mastery of the NYS and Common Core Learning Standards and to achieve their career aspirations. Challenge cultivates and supports the intellectual, aesthetic, social, emotional and ethical development of its students and prepares them to be responsible 21st century citizens. To accomplish its mission, Challenge offers a rigorous instructional program in a safe, supportive, technology-infused and data-enriched school environment.

**g. KEY DESIGN ELEMENTS (Regents, NYCDOE, and Buffalo BOE authorized schools only)**

KEY DESIGN ELEMENTS (Briefly describe each Key Design Elements (KDE) as presented in the schools approved charter. KDEs are those general aspects of the school that are innovative or unique to the school’s mission and goals, are core to the school’s overall design, and are critical to its success.

KDE 1	Challenge Prep employs a balance of teacher-centered and student-centered instruction, with both direct instruction and project-based instruction incorporating hands-on and student led activities and small student grouping and regrouping and, in the middle school, blended learning and flipped classroom instruction.
KDE 2	Challenge Prep has a school-wide data culture where student needs are identified based on analysis of student exam data and teacher-observations, to determine the appropriate balance between direct instruction and student-centered activities. The data culture supports differentiated

	instruction.
KDE 3	<p>Challenge Prep differentiates instruction. Challenge Prep’s teachers—in coordination with administrators, parents and Special Education, ELL and counseling staff— assess each student’s instructional needs on a continual basis and administer appropriate instructional interventions at appropriate times.</p>
KDE 4	<p>Challenge Prep utilizes the workshop model to deliver balanced, Common Core State Standards (CCSS)-aligned curricula in all subjects in the elementary school. This model supports the School’s balanced educational approach and builds capacity in teachers to differentiate instruction in a classroom of heterogeneous learners. The model facilitates differentiated instruction at Challenge Prep.</p>
KDE 5	<p>In the middle school, Challenge Prep utilizes blended learning as the primary vehicle for delivering instruction in core content areas. Blended learning is a formal education program in which a student learns at least in part through online delivery of content and instruction with some element of student control over time, place, path or pace . While still attending a “brick-and-mortar” school structure, in this case Challenge Prep’s middle school, face-to-face classroom methods are combined with computer-mediated activities.</p>



KDE 6	(No response)
KDE 7	(No response)
KDE 8	(No response)
KDE 9	(No response)
KDE 10	(No response)

**Need additional space for variables**

No

**h. SCHOOL WEB ADDRESS (URL)**

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

**i. TOTAL MAX APPROVED ENROLLMENT FOR THE 2019-2020 SCHOOL YEAR (exclude Pre-K program enrollment)**

816

**j. TOTAL STUDENT ENROLLMENT ON JUNE 30, 2020 (exclude Pre-K program enrollment)**

809

**k. GRADES SERVED IN SCHOOL YEAR 2019-2020 (exclude Pre-K program students)**

Check all that apply

Grades Served	K, 1, 2, 3, 4, 5, 6, 7, 8
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**l1. DOES THE SCHOOL CONTRACT WITH A CHARTER OR EDUCATIONAL MANAGEMENT ORGANIZATION?**

No
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**FACILITIES INFORMATION**

**m. FACILITIES**

Will the school maintain or operate multiple sites in 2020-2021?

Yes, 4 sites
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**School Site 1 (Primary)**

**m1. SCHOOL SITES**

Please provide information on Site 1 for the upcoming school year.

	Physical Address	Phone Number	District/CSD	Grades to be Served at Site for coming year (K-5, 6-9, etc.)	Receives Rental Assistance for Which Grades (If yes, enter the appropriate grades. If no, enter No).
Site 1	710 Hartman Lane, Far Rockaway, NY 11691	718-327-1352	NYC CSD 27	K-4	No

**m1a. Please provide the contact information for Site 1.**

	Name	Work Phone	Alternate Phone	Email Address
School Leader	Nicole Griffin	718-327-1352	646-919-7338	<a href="mailto:ngriffin@challengecharterschools.org">ngriffin@challengecharterschools.org</a>
Operational Leader	Venessa Lynch	718-327-4040	718-510-2680	<a href="mailto:vfoster@challengecharterschools.org">vfoster@challengecharterschools.org</a>
Compliance Contact	Dr. Michael R. Estep	718-327-4040	718-473-4719	<a href="mailto:mrestep@challengecharterschools.org">mrestep@challengecharterschools.org</a>
Complaint Contact	Dr. Les Mullings	718-327-1352	646-789-1303	<a href="mailto:lsmullings@challengecharterschools.org">lsmullings@challengecharterschools.org</a>
DASA Coordinator	Nicole Griffin	718-327-1352	646-919-7338	<a href="mailto:ngriffin@challengecharterschools.org">ngriffin@challengecharterschools.org</a>
Phone Contact for After Hours Emergencies	Nicole Griffin	718-327-1352	646-919-7338	<a href="mailto:ngriffin@challengecharterschools.org">ngriffin@challengecharterschools.org</a>

**m1b. Is site 1 in public (co-located) space or in private space?**

Private Space

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**IF LOCATED IN PRIVATE SPACE IN NYC OR IN DISTRICTS OUTSIDE NYC**

**m1d. Upload a current Certificate of Occupancy (COO) and the annual Fire Inspection Report for school site 1 if located in private space in NYC or located outside of NYC .**

**Certificate of Occupancy and Fire Inspection. Provide a copy of a current and non-expired certificate of occupancy (if outside NYC or in private space in NYC). For schools that are not in district space (NYC co-locations), provide a copy of a current and non-expired certificate of occupancy, and a copy of the current annual fire inspection results, which should be dated on or after July 1, 2020.**

**Site 1 Certificate of Occupancy (COO)**

[710 Hartman Lane CO Document.pdf.pdf](#)

**Filename:** 710 Hartman Lane CO Document.pdf.pdf **Size:** 114.4 kB

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**Site 1 Fire Inspection Report**

[710 Hartman Lane Fire Permit 1 2019 AR.pdf](#)

**Filename:** 710 Hartman Lane Fire Permit 1 2019 AR.pdf **Size:** 261.5 kB

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**School Site 2**

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## m2. SCHOOL SITES

Please provide information on Site 2 for the upcoming school year.

	Physical Address	Phone Number	District/CSD	Grades to be Served at Site for coming year (K-5, 6-9, etc.)	Receives Rental Assistance for Which Grades (If yes, enter the appropriate grades. If no, enter No).
Site 2	1526 Central Avenue, Far Rockaway, NY 11691	718-327-4040	NYC CSD 27	5	No

### m2a. Please provide the contact information for Site 2.

	Name	Work Phone	Alternate Phone	Email Address
School Leader	Nicole Griffin	718-327-1352	646-919-7338	<a href="mailto:ngriffin@charterschools.org">ngriffin@charterschools.org</a>
Operational Leader	Venessa Lynch	718-327-4040	718-510-2680	<a href="mailto:vfoster@charterschools.org">vfoster@charterschools.org</a>
Compliance Contact	Dr. Michael R. Estep	718-327-4040	718-473-4719	<a href="mailto:mrestep@charterschools.org">mrestep@charterschools.org</a>
Complaint Contact	Dr. Les Mullings	718-327-1352	646-789-1303	<a href="mailto:lsimullings@charterschools.org">lsimullings@charterschools.org</a>
DASA Coordinator	Nicole Griffin	718-327-1352	646-919-7338	<a href="mailto:ngriffin@charterschools.org">ngriffin@charterschools.org</a>
Phone Contact for After Hours Emergencies	Nicole Griffin	718-327-1352	646-919-7338	<a href="mailto:ngriffin@charterschools.org">ngriffin@charterschools.org</a>

**m2b. Is site 2 in public (co-located) space or in private space?**

Private Space

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**IF LOCATED IN PRIVATE SPACE IN NYC OR IN DISTRICTS OUTSIDE NYC**

**m2d. Upload a current Certificate of Occupancy (COO) and the annual Fire Inspection Report for school site 2 if located in private space in NYC or located outside of NYC .**

**Certificate of Occupancy and Fire Inspection. Provide a copy of a current and non-expired certificate of occupancy (if outside NYC or in private space in NYC). For schools that are not in district space (NYC co-locations), provide a copy of a current and non-expired certificate of occupancy, and a copy of the current annual fire inspection results, which should be dated on or after July 1, 2020.**

**Site 2 Certificate of Occupancy (COO)**

[1526 Central Avenue CO Document.pdf.pdf](#)

**Filename:** 1526 Central Avenue CO Document.pdf.pdf **Size:** 119.6 kB

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**Site 2 Fire Inspection Report**

[1526 Central Ave Fire Letter AR.pdf](#)

**Filename:** 1526 Central Ave Fire Letter AR.pdf **Size:** 11.5 MB

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**School Site 3**

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**m3. SCHOOL SITES**

Please provide information on site 3 for the upcoming school year.

	Physical Address	Phone Number	District/CSD	Grades to be Served at Site for coming year (K-5, 6-9, etc.)	Receives Rental Assistance for Which Grades (If yes, enter the appropriate grades. If no, enter No).
Site 3	12-79 Redfern Ave., Far Rockaway, NY 11691	347-990-1875	NYC CSD 27	6-8	6-8

**m3a. Please provide the contact information for Site 3.**

	Name	Work Phone	Alternate Phone	Email Address
School Leader	Mavgar Mondesir-Gordon	347-990-1875	646-919-7162	<a href="mailto:mmondesir@challengecharterschools.org">mmondesir@challengecharterschools.org</a>
Operational Leader	Venessa Lynch	718-327-4040	718-510-2680	<a href="mailto:vfoster@challengecharterschools.org">vfoster@challengecharterschools.org</a>
Compliance Contact	Dr. Michael R. Estep	718-327-4040	718-473-4719	<a href="mailto:mrestep@challengecharterschools.org">mrestep@challengecharterschools.org</a>
Complaint Contact	Dr. Les Mullings	718-327-1352	646-789-1303	<a href="mailto:lsimullings@challengecharterschools.org">lsimullings@challengecharterschools.org</a>
DASA Coordinator	Kareen Armstrong	347-990-1875	718-327-4040	<a href="mailto:mmondesir@challengecharterschools.org">mmondesir@challengecharterschools.org</a>
Phone Contact for After Hours Emergencies	Mavgar Mondesir-Gordon	347-990-1875	646-919-7162	<a href="mailto:mmondesir@challengecharterschools.org">mmondesir@challengecharterschools.org</a>

**m3b. Is site 3 in public (co-located) space or in private space?**

Private Space



**IF LOCATED IN PRIVATE SPACE IN NYC OR IN DISTRICTS OUTSIDE NYC**

**m3d. Upload a current Certificate of Occupancy (COO) and the annual Fire Inspection Report for school site 3 if located in private space in NYC or located outside of NYC .**

**Certificate of Occupancy and Fire Inspection. Provide a copy of a current and non-expired certificate of occupancy (if outside NYC or in private space in NYC). For schools that are not in district space (NYC co-locations), provide a copy of a current and non-expired certificate of occupancy, and a copy of the current annual fire inspection results, which should be dated on or after July 1, 2020.**

**Site 3 Certificate of Occupancy (COO)**

[12-79 Redfern Avenue Far Rockaway NY CO Document.pdf.pdf](#)

**Filename:** 12-79 Redfern Avenue Far Rockaway NY CO Document.pdf.pdf **Size:** 113.8 kB

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**Site 3 Fire Inspection Report**

[12-79 Redfern Ave Fire Letter AR.pdf](#)

**Filename:** 12-79 Redfern Ave Fire Letter AR.pdf **Size:** 84.4 kB

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**School Site 4**

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**m4. SCHOOL SITES**

Please provide information on Site 4 for the upcoming school year.

	Physical Address	Phone Number	District/CSD	Grades to be Served at Site for coming year (K-5, 6-9, etc.)	Receives Rental Assistance for Which Grades (If yes, enter the appropriate grades. If no, enter No).
Site 4	1520 Central Ave., Far Rockaway, NY 11691	347-990-1875	NYC CSD 27	9	yes

**m4a. Please provide the contact information for Site 4.**

	Name	Work Phone	Alternate Phone	Email Address
School Leader	Mavgar Mondesir-Gordon	347-990-1875	646-919-7162	<a href="mailto:mmondesir@challengecharterschools.org">mmondesir@challengecharterschools.org</a>
Operational Leader	Venessa Lynch	718-327-4040	718-510-2680	<a href="mailto:vfoster@challengecharterschools.org">vfoster@challengecharterschools.org</a>
Compliance Contact	Dr. Michael R. Estep	718-327-4040	718-473-4719	<a href="mailto:mrestep@challengecharterschools.org">mrestep@challengecharterschools.org</a>
Complaint Contact	Dr. Les Mullings	718-327-1352	646-789-1303	<a href="mailto:lsimullings@challengecharterschools.org">lsimullings@challengecharterschools.org</a>
DASA Coordinator	Kareen Armstrong	347-990-1875	718-327-4040	<a href="mailto:mmondesir@challengecharterschools.org">mmondesir@challengecharterschools.org</a>
Phone Contact for After Hours Emergencies	Mavgar Mondesir-Gordon	347-990-1875	646-919-7162	<a href="mailto:mmondesir@challengecharterschools.org">mmondesir@challengecharterschools.org</a>

**m4b. Is site 4 in public (co-located) space or in private space?**

Private Space

**IF LOCATED IN PRIVATE SPACE IN NYC OR IN DISTRICTS OUTSIDE NYC**

**m4d. Upload a current Certificate of Occupancy (COO) and the annual Fire Inspection Report for school site 4 if located in private space in NYC or located outside of NYC .**

**Certificate of Occupancy and Fire Inspection. Provide a copy of a current and non-expired certificate of occupancy (if outside NYC or in private space in NYC). For schools that are not in district space (NYC co-locations), provide a copy of a current and non-expired certificate of occupancy, and a copy of the current annual fire inspection results, which should be dated on or after July 1, 2020.**

**Site 4 Certificate of Occupancy (COO)**

[1520 Central Avenue AR CO and Fire Expanation.pdf](#)

**Filename:** 1520 Central Avenue AR CO and Fire Expanation.pdf **Size:** 82.7 kB

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**Site 4 Fire Inspection Report**

[1520 Central Avenue AR CO and Fire Expanation.pdf](#)

**Filename:** 1520 Central Avenue AR CO and Fire Expanation.pdf **Size:** 82.7 kB

**CHARTER REVISIONS DURING THE 2019-2020 SCHOOL YEAR**

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**n1. Were there any revisions to the school's charter during the 2019-2020 school year? (Please include approved or pending material and non-material charter revisions).**

No

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**PLEASE NOTE CHARTER SCHOOLS WILL NO LONGER SUBMIT FINANCIAL STATEMENTS, ANNUAL BUDGETS, AND RELATED FISCAL DATA VIA THE ANNUAL REPORT. HOWEVER, NYSED BOARD OF REGENTS WOULD LIKE TO KNOW IF YOUR SCHOOL'S BOARD OF TRUSTEES HAS APPROVED A BUDGET FOR THE 2020-2021 FISCAL YEAR.**

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**o. Has your school's Board of Trustee's approved a budget for the 2020-2021 FY?**

Yes

**ATTESTATION**

**p. Individual Primarily Responsible for Submitting the Annual Report.**

Name	Michael R. Estep
Position	Senior Advisor
Phone/Extension	718-327-4040
Email	<a href="mailto:mrestep@challengecharterschools.org">mrestep@challengecharterschools.org</a>

**p. Our signatures (Executive Director/School Leader/Head of School and Board President) below attest that all of the information contained herein is truthful and accurate and that this charter school is in compliance with all aspects of its charter, and with all pertinent Federal, State, and local laws, regulations, and rules. We understand that if any information in any part of this report is found to have been deliberately misrepresented, that will constitute grounds for the revocation of our charter. Check **YES** if you agree and then use the mouse on your PC or the stylus on your mobile device to sign your name).**

**Responses Selected:**

Yes

**Signature, Head of Charter School**



Signature, President of the Board of Trustees



Date

Jul 30 2020

Thank you.



## Entry 3 Progress Toward Goals

Completed - Sep 29 2020

### Instructions

Regents, NYCDOE, and Buffalo BOE-authorized charter schools

For the 2019-2020 school year, any academic or organization goals that cannot be evaluated due to school closure resulting in a lack of data and changes in testing, surveying, and other usual practices should be reported as "N/A".

## Entry 3 Progress Toward Goals

## PROGRESS TOWARD CHARTER GOALS

Board of Regents-authorized and NYCDOE-authorized charter schools only.

Complete the tables provided. List each goal and measure as contained in the school's currently approved charter, and indicate whether the school has met or not met the goal. Please provide information for all goals no later than November 2, 2020.

### 1. ACADEMIC STUDENT PERFORMANCE GOALS

**For the 2019-2020 school year, any academic goals that cannot be evaluated due to school closure resulting in a lack of data and changes in testing, surveying, and other usual practices should be reported as "N/A".**

#### 2019-20 Progress Toward Attainment of Academic Goals

	Academic Student Performance Goal	Measure Used to Evaluate Progress Toward Attainment of Goal	Goal - Met, Not Met or Unable to Assess	If not met, describe efforts the school will take to meet goal. If unable to assess goal, type N/A for Not Applicable
Academic Goal 1	1. Each year, Challenge Prep will show progress towards achieving 75% of its 3rd-8th graders, who have been enrolled at the school on BEDS day for at	N/A	Unable to Assess	

	<p>least two consecutive years, performing at or above Level 3 on the NYS ELA exam</p>			
Academic Goal 2	<p>2. Each year, Challenge Prep will show progress towards achieving 75% of its 3rd-8th graders, who have been enrolled at the school on BEDS day for at least two consecutive years, performing at or above Level 3 on the NYS Mathematics exam.</p>	N/A	Unable to Assess	
Academic Goal 3	<p>3. Each year, Challenge Prep will show progress towards achieving 75% of its 4th and 8th graders, who have been enrolled at the school on BEDS day for at least two consecutive years, performing at or above Level 3 on the NYS Science exam.</p>	N/A	Unable to Assess	
	<p>4. Each year, Challenge Prep will show achieve a 75% Regents Exam pass rate on</p>			



Academic Goal 4	Regents exams taken by at least 5 or more Challenge Prep students. This goal will be considered “partially met” if Challenge Prep achieves a 75%	N/A	Unable to Assess	
Academic Goal 5	5. Each year, Challenge Prep’s NYS ELA exam proficiency rates will increase.	N/A	Unable to Assess	
Academic Goal 6	6. Each year, Challenge Prep’s NYS Math exam proficiency rates will increase.		Unable to Assess	
Academic Goal 7	7. Each year, Challenge Prep’s Regents exam pass rates will increase for Regents exams taken by 5 or more Challenge Prep students. This goal will be considered “partially met” if Challenge Prep’s Regents exam pass rate increases for one or more but not all Regents exams taken by 5 or more Challenge Prep students.	N/A	Unable to Assess	
	8. Beginning the second year that Challenge Prep has			

Academic Goal 8	a high school graduating class, Challenge Prep's 4-year graduation rate will increase each year.	N/A	Unable to Assess	
Academic Goal 9				
Academic Goal 10				

**2. Do have more academic goals to add?**

No

**3. Do have more academic goals to add?**

No

**4. ORGANIZATION GOALS**

**For the 2019-2020 school year, any organization goals that cannot be evaluated due to school closure resulting in a lack of data and changes in testing, surveying, and other usual practices should be reported as "N/A".**

**2019-2020 Progress Toward Attainment of Organization Goals**

	Organizational Goal	Measure Used to Evaluate Progress	Goal - Met, Not Met, or Unable to Assess	If not met, describe efforts the school will take to meet goal. If unable to assess goal, type N/A for Not Applicable

Org Goal 1	<p>Each year, the School will have an annual average daily student attendance rate of at least 95%. The figure will be calculated from ATS.</p>	N/A	Met	
Org Goal 2	<p>Each year, 95% of all students enrolled on the last day of the school year who do not move will return the following September.</p>	Enrollment Data	Met	
Org Goal 3	<p>Each year, the School will comply with all applicable laws, rules, regulations and contract terms including, but not limited to, the New York Charter Schools Act, the New York Freedom of Information Law, the New York Open Meetings Law, the Federal IDEA, and FERPA.</p>	Board and school policies, Board minutes, Reports submitted to appropriate agencies, etc.	Met	
	<p>As reflected in the Board minutes, the CEO and School</p>			

Org Goal 4	Principals will present reports that outline enrollment, attendance, discharge status, IEP and ELL numbers as well as any available testing results at every regular meeting of the Board of Trustees. The CEO and Director Team will present an up-to date financial reports as well.	2019-20 Board Minutes	Met	
Org Goal 5	95% of the members of the Board of Trustees will be a member of a subcommittee of the Board.	100% of Board members were members of Board committees.	Met	
Org Goal 6				
Org Goal 7				
Org Goal 8				
Org Goal 9				
Org Goal 10				
Org Goal 11				
Org Goal 12				

Org Goal 13				
Org Goal 14				
Org Goal 15				
Org Goal 16				
Org Goal 17				
Org Goal 18				
Org Goal 19				
Org Goal 20				

**5. Do have more organizational goals to add?**

No

**6. FINANCIAL GOALS**

## 2019-2020 Progress Toward Attainment of Financial Goals

	Financial Goals	Measure Used to Evaluate Progress	Goal - Met, Not Met, or Partially Met	If not met, describe efforts the school will take to meet goal.
Financial Goal 1	Annually, student enrollment at Challenge Prep will be within 15% of full enrollment as defined in the School's contract.	ATS enrollment data.	Met	
Financial Goal 2	Each year, the School will undergo an independent financial audit that will result in an unqualified opinion and no major findings.	Independent audit report.	Met	
Financial Goal 3	Each year, Challenge Prep will operate on a balanced budget and maintain a stable cash flow.	Challenge Prep financial documents.	Met	
Financial Goal 4				
Financial Goal 5				

## 7. Do have more financial goals to add?

No

Thank you.

## Entry 7 Disclosure of Financial Interest Form

Completed - Jul 31 2020

### Instructions - Multiple Uploads Permitted

#### **Required of ALL Charter Schools by August 3**

Each member of the charter school's Board of Trustees who served on a charter school education corporation governing one or more charter schools for any period during the 2019-2020 school year must complete a signed:

- **Regents, NYCDOE, and Buffalo BOE Authorized Schools: [Disclosure of Financial Interest Form](#)**
- **SUNY- Authorized Charter Schools: [Trustee Financial Disclosure Form](#)**

All completed forms must be collected and uploaded in .PDF format for each individual member. If a trustee is not able or available to complete the form by the deadline, the education corporation is responsible for doing so on behalf of the trustee. (Forms completed from past years will not be accepted).

Trustees serving on an education corporation that governs more than one school are not required to complete a separate disclosure for each school governed by the education corporation. In the Disclosure of Financial Interest Form, trustees must disclose information relevant to any of the schools served by the governing education corporation.

#### **CPCS Karon McFarlane FinancialDisclosure2020 FINAL**

**Filename:** CPCS\_Karon\_McFarlane\_FinancialDisclosu\_3WIPPk9.pdf **Size:** 57.6 kB

#### **CPCS Ben Waxman FinancialDisclosure2020 FINAL**

**Filename:** CPCS\_Ben\_Waxman\_FinancialDisclosure2020\_FINAL.pdf **Size:** 65.8 kB

#### **CPCS Linda Plummer 2019-20 Board of Trustees Financial Disclosure Form FINAL**

**Filename:** CPCS\_Linda\_Plummer\_2019-20\_Board\_of\_Tr\_zDIpO8K.pdf **Size:** 602.6 kB

#### **CPCC Frederica Jeffries 2019-20 Disclosure of Financial Interest FINAL**

**Filename:** CPCC\_Frederica\_Jeffries\_2019-20\_Discl\_qHerKcA.pdf **Size:** 682.2 kB

#### **CPCS Andrew L**

**Filename:** CPCS\_Andrew\_L\_Barnes\_III\_FinancialDis\_yENgl2j.pdf **Size:** 283.3 kB

# [CPCS Gertrudis Hernandez FinancialDisclosure2020 REPLACEMENT](#)

**Filename:** CPCS\_Gertrudis\_Hernandez\_FinancialDisc\_Wnpfhtt.pdf **Size:** 92.5 kB

## [CPCS Dr](#)

**Filename:** CPCS\_Dr\_Michelle\_Daniel-Robertson\_Fin\_ZKSERNr.pdf **Size:** 49.3 kB

## **Entry 8 BOT Membership Table**

**Completed** - Jul 31 2020

## **Instructions**

### Required of All charter schools

ALL charter schools or education corporations governing multiple schools must complete the Board of Trustees Membership Table within the online portal. Please be sure to include and identify parents who are members of the Board of Trustees and indicate whether parents are voting or non-voting members.

## **Entry 8 BOT Table**

1. SUNY-AUTHORIZED charter schools are required to provide information for VOTING Trustees only.
2. REGENTS, NYCDOE, and BUFFALO BOE-AUTHORIZED charter schools are required to provide information for all --VOTING and NON-VOTING-- trustees.

### **CHALLENGE PREPARATORY CHARTER SCHOOL 342700860990**

#### **1. 2019-2020 Board Member Information (Enter info for each BOT member)**

Trustee Name and Email Address	Position on the Board	Committee Affiliations	Voting Member Per By-Laws (Y/N)	Number of Terms Served	Start Date of Current Term (MM/DD/YYYY)	End Date of Current Term (MM/DD/YYYY)	Board Meetings Attended During 2019-2020



1	Frederica Jeffries <a href="mailto:jeffrieslaw@yahoo.com">jeffrieslaw@yahoo.com</a>	Chair	Executive and Finance	Yes	3	07/01/2018	06/30/2020	12
2	Andrew L. Barnes III <a href="mailto:AndrewBarnes33@nationalgrid.com">AndrewBarnes33@nationalgrid.com</a>	Vice Chair	Executive and Finance	Yes	3	07/01/2019	06/30/2020	5 or less
3	Karon McFarlane <a href="mailto:kkmcfarlane@yahoo.com">kkmcfarlane@yahoo.com</a>	Secretary	Executive, Finance and Academic Accountability	Yes	3	07/01/2018	06/30/2020	10
4	Linda Plummer	Treasurer	Executive and Finance	Yes	1	05/20/2020	06/30/2022	5 or less
5	Gertrudis Hernandez <a href="mailto:patti3939@gmail.com">patti3939@gmail.com</a>	Trustee/Member	Academic Accountability	Yes	2	07/01/2019	06/30/2021	11
6	Dr. Michelle Daniel-Robertson	Trustee/Member	Academic Accountability	Yes	1	05/20/2020	06/30/2022	5 or less
7								
8								
9								

**1a. Are there more than 9 members of the Board of Trustees?**

No

**2. INFORMATION ABOUT MEMBERS OF THE BOARD OF TRUSTEES**

1. SUNY-AUTHORIZED charter schools provide response relative to VOTING Trustees only.
2. REGENTS, NYCDOE, and BUFFALO BOE-AUTHORIZED charter schools provide a response relative to all trustees.

a. Total Number of BOT Members on June 30, 2020	6
b.Total Number of Members Added During 2019-2020	2
c. Total Number of Members who Departed during 2019-2020	2
d.Total Number of members, as set in Bylaws, Resolution or Minutes	5-11

**3. Number of Board meetings held during 2019-2020**

12

**4. Number of Board meetings scheduled for 2020-2021**

12

Thank you.

**Entry 9 Board Meeting Minutes**

Completed - Jul 31 2020

[Instructions](#)

Schools must upload a complete set of monthly board meeting minutes (July 2019-June 2020), which should match the number of meetings held during the 2019-2020 school year, as indicated in the above table. The minutes provided must be the final version approved by the school's Board of Trustees and may be uploaded individually or as one single combined file. Board meeting minutes must be submitted by August 3, 2020.

### **01+CPCS+School+Year+2019-20+Board+Meeting+#1+Minutes**

**Filename:** 01CPCSSchoolYear2019-20BoardMeeting1Minutes.pdf **Size:** 1.8 MB

### **02+CPCS+School+Year+2019-20+Board+Meeting+#2+Minutes+w+Attachments+R**

**Filename:** 02CPCSSchoolYear2019-20BoardMeeting2Mi\_IMRHS0K.pdf **Size:** 609.8 kB

### **03+CPCS+2019-20+School+Year+Board+Meeting+#3+w-Attachments+R**

**Filename:** 03CPCS2019-20SchoolYearBoardMeeting3w-\_9N9bhvP.pdf **Size:** 2.6 MB

### **04+CPCS+2019-20+Board+Meeting+#4+Minutes+w+Attachments+R**

**Filename:** 04CPCS2019-20BoardMeeting4MinuteswAttachmentsR.pdf **Size:** 1.3 MB

### **05+CPCS+2019-20+School+Year+Board+Meeting+#5+Minutes+w+Attachments+R**

**Filename:** 05CPCS2019-20SchoolYearBoardMeeting5Mi\_uGECEIT.pdf **Size:** 2.5 MB

### **06+CPCS+School+Year+2019-20+Board+Meeting+#6+Minutes**

**Filename:** 06CPCSSchoolYear2019-20BoardMeeting6Minutes.pdf **Size:** 443.4 kB

### **07+CPCS+2019-20+Board+Meeting+Minutes+#7+w+Attachments+R**

**Filename:** 07CPCS2019-20BoardMeetingMinutes7wAttachmentsR.pdf **Size:** 1.0 MB

### **08+CPCS+2019-20+School+Year+Board+Meeting+#8+w+Attachments+R**

**Filename:** 08CPCS2019-20SchoolYearBoardMeeting8wA\_XaU3ev0.pdf **Size:** 1.3 MB

### **09+CPCS+2019-20+School+Year+Board+Meeting+#9+Minutes+w+Attachments+R**

**Filename:** 09CPCS2019-20SchoolYearBoardMeeting9Mi\_YOZvaj6.pdf **Size:** 1.2 MB

### **10+CPCS+School+Year+Board+Meeting+#10+Minutes+w+Attachments**

**Filename:** 10CPCSSchoolYearBoardMeeting10Minutesw\_8imjvhX.pdf **Size:** 1.5 MB

### **11+CPCS+2019-20+Board+Meeting+#11+Minutes+w+Attachments+R**

**Filename:** 11CPCS2019-20BoardMeeting11MinuteswAtt\_Pr5X6FH.pdf **Size:** 1.5 MB

### **12+CPCS+2019-20+School+Year+Board+Meeting+#12+&+11th+Annual+Meeting+Minutes+w**

[+Attachments](#)

Filename: 12CPCS2019-20SchoolYearBoardMeeting121\_BKueMFO.pdf Size: 4.6 MB

## Entry 10 Enrollment & Retention

Completed - Jul 31 2020

### Instructions for submitting Enrollment and Retention Efforts

**ALL charter schools must complete this section.** Describe the efforts the charter school has made toward meeting targets in 2018-2019 to attract and retain enrollment of Students with Disabilities (SWDs), English Language Learners/Multilingual Learners (ELLs/MLLs), and students who are economically disadvantaged. In addition, describe the school’s plans for meeting or making progress toward meeting its enrollment and retention targets in 2019-2020.

## Entry 10 Enrollment and Retention of Special Populations

### Instructions for Reporting Enrollment and Retention Strategies

Describe the efforts the charter school has made in 2019-2020 toward meeting targets to attract and retain enrollment of students with disabilities, English language learners/Multilingual learners, and students who are economically disadvantaged. In addition, describe the school’s plans for meeting or making progress toward meeting its enrollment and retention targets in 2020-2021.

**CHALLENGE PREPARATORY CHARTER SCHOOL 342700860990**

### Recruitment/Attraction Efforts Toward Meeting Targets

	Describe Recruitment Efforts in 2019-2020	Describe Recruitment Plans in 2020-2021
	<p>To ensure we meet our target of enrolling students that are economically disadvantaged, Challenge Charter Schools did the following:</p> <ul style="list-style-type: none"> <li>• Visited feeder schools in Far Rockaway and daycare centers.</li> <li>• Conducted Family Nights/Open</li> </ul>	<p>To ensure we meet our target of enrolling students that are economically disadvantaged, Challenge Charter Schools will continue to do the following:</p> <ul style="list-style-type: none"> <li>• Visit feeder schools in Far Rockaway and daycare centers.</li> </ul>

<p>Economically Disadvantaged</p>	<p>Houses throughout the school year of 2019-20. Parents were able to meet the site Principal and hear about our school’s academic program.</p> <ul style="list-style-type: none"> <li>• Our recruitment team attended community events to market to economically disadvantaged students.</li> <li>• Challenge Prep advertised in community local publications such as the Queens Family and The Wave.</li> <li>• We conducted school tours throughout the school year.</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct Family Nights/Open Houses throughout the school year of 2020-21. Parents will be able to meet the site Principal and hear about our school’s academic program.</li> <li>• Our recruitment team will attend community events to market to economically disadvantaged students.</li> <li>• Challenge Prep will advertise in community local publications such as the Queens Family and The Wave.</li> <li>• We will conduct school tours throughout the school year.</li> </ul>
<p>English Language Learners/Multilingual Learners</p>	<p>To ensure we meet our target of enrolling students that are English Language Learners/Multilingual Learners, Challenge Charter Schools did the following:</p> <ul style="list-style-type: none"> <li>• Visited feeder schools in Far Rockaway and daycare centers.</li> <li>• Conducted Family Nights/Open Housed throughout the Spring of 2020. Parents were able to meet the site Principal and hear about our schools academic program. A Spanish Language Translator was present at every event to support ELLs/MLLs families as needed.</li> <li>• Our recruitment team attended community events geared toward market to ELL/MLL students.</li> <li>• Challenge Prep advertised in local publications in Spanish.</li> <li>• We conducted school tours throughout the Spring semester. A Spanish Language Translator was present.</li> </ul>	<p>To ensure we meet our target of enrolling students that are English Language Learners/Multilingual Learners, Challenge Charter Schools will continue the following:</p> <ul style="list-style-type: none"> <li>• Visit feeder schools in Far Rockaway and daycare centers.</li> <li>• Conduct Family Nights/Open Housed throughout the Spring of 2020. Parents will be able to meet the site Principal and hear about our schools academic program. A Spanish Language Translator will be present at every event to support ELLs/MLLs families.</li> <li>• Our recruitment team will attend community events geared toward market to ELL/MLL students.</li> <li>• Challenge Prep will advertise in local publications in Spanish.</li> <li>• We will conduct school tours throughout the school year. A Spanish Language Translator will be present.</li> </ul>

<p>Students with Disabilities</p>	<p>To ensure we met our target of enrolling Students with Disabilities, Challenge Charter Schools did the following:</p> <ul style="list-style-type: none"> <li>• Visited feeder schools in Far Rockaway and daycare centers.</li> <li>• Conducted Family Nights/Open Houses throughout the late Winter/Early Spring of 2020. Parents were able to meet the site Principal and hear about our school’s academic program</li> <li>• Our recruitment team will attend community events to market to Students with Disabilities.</li> <li>• Challenge Prep advertised in free and paid local publications such as the Queens Family and The Wave.</li> </ul>	<p>To ensure we met our target of enrolling Students with Disabilities, Challenge Charter Schools will continue to do the following:</p> <ul style="list-style-type: none"> <li>• Visit feeder schools in Far Rockaway and daycare centers.</li> <li>• Conduct Family Nights/Open Houses throughout the late Winter/Early Spring of 2021. Parents will be able to meet the site Principal and hear about our school’s academic program.</li> <li>• Our recruitment team will attend community events to market to Students with Disabilities.</li> <li>• Challenge Prep advertise in free and paid local publications such as the Queens Family and The Wave.</li> </ul>
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**Retention Efforts Toward Meeting Targets**

	Describe Retention Efforts in 2019-2020	Describe Retention Plans in 2020-2021
<p>Economically Disadvantaged</p>	<p>To ensure we retain economically disadvantaged students during the 2019-2020 school year, Challenge Prep did the following:</p> <ul style="list-style-type: none"> <li>• Conducted Back To School Family Nights to welcome families to our school and make them aware of all programs designed to foster students’ academic and social success.</li> <li>• CPCS continued the employment of a full time Social Workers and Guidance</li> </ul>	<p>To ensure we retain economically disadvantaged students during the 2020-2021 school year, Challenge Prep will continue to do the following:</p> <ul style="list-style-type: none"> <li>• Conduct Back To School Family Nights to welcome families to our school and make them aware of all programs designed to foster students’ academic and social success.</li> <li>• CPCS will continue the employment of a full time Social Workers and Guidance Counselors at each site, who</li> </ul>

	<p>Counselors at each site, who provided counseling support to students and families where personal and family issues may impact student achievement.</p> <ul style="list-style-type: none"> <li>• CPCS continued employment of a Teacher Assistant in every classroom in K-6 to support instruction.</li> </ul>	<p>will provide counseling support to students and families where personal and family issues may impact student achievement.</p> <ul style="list-style-type: none"> <li>• CPCS will continue employment of a Teacher Assistant in every classroom in K-6 to support instruction.</li> </ul>
<p>English Language Learners/Multilingual Learners</p>	<p>To ensure we retain ELL/MLL students during the 2019-2020 school year, Challenge Prep did the following:</p> <ul style="list-style-type: none"> <li>• Conducted Back To School Family Nights to welcome families back to our school and made them aware of all programs designed to foster students' academic and social success.</li> <li>• Employed full time Social Workers and Guidance Counselors at each site who provided counseling support to students and families where personal and family issues may impact student achievement.</li> <li>• Employed a Teacher Assistant in every classroom K-6 to support instruction.</li> <li>• Employed Full Time ELL/MLL Teachers at each site.</li> <li>• Evaluated each student's level of English Language proficiency so that our instruction meets students where they are academically.</li> <li>• Supported each ELL/MLL student's language acquisition by focusing on building their academic vocabulary and providing meaningful opportunities for ELL/MLL</li> </ul>	<p>To ensure we retain ELL/MLL students during the 2020-2021 school year, Challenge Prep continue the following:</p> <ul style="list-style-type: none"> <li>• Conduct Back To School Family Nights to welcome families back to our school and to make them aware of all programs designed to foster students' academic and social success.</li> <li>• Will continue to employ full time Social Workers and Guidance Counselors at each site who will provide counseling support to students and families where personal and family issues may impact student achievement.</li> <li>• Continue to employ a Teacher Assistant in every classroom K-6 to support instruction.</li> <li>• Continue to employ Full Time ELL/MLL Teachers at each site.</li> <li>• Continue to evaluate each student's level of English Language proficiency so that our instruction meets students where they are academically.</li> <li>• Continue to support each ELL/MLL student's language acquisition by focusing on building their academic vocabulary and providing</li> </ul>

	<p>students to communicate with their peers and larger school community.</p> <ul style="list-style-type: none"> <li>• Added a ELL lottery preference.</li> </ul>	<p>meaningful opportunities for ELL/MLL students to communicate with their peers and larger school community.</p> <ul style="list-style-type: none"> <li>• Will continue the ELL lottery preference.</li> </ul>
<p>Students with Disabilities</p>	<p>To ensure we retained Students with Disabilities during the 2019-2020 school year, Challenge Prep did the following:</p> <ul style="list-style-type: none"> <li>• Challenge Prep provided instruction to special education students in the most inclusive environment possible, subject in all instances to the requirements and restrictions included in each student’s IEP.</li> <li>• The School provided support services to students to ensure that Individual Education Plan (IEP) mandates and measurable goals were met and did not place a student in a learning environment that is inconsistent with the IEP.</li> <li>• Challenge Prep’s special education program, which includes an ICT classroom at every grade level [K-5], makes it an attractive option for families.</li> <li>• Challenge provides at the 6-8 Special Education services and personnel to implement those services.</li> </ul>	<p>To ensure we retain Students with Disabilities during the 2020-2021 school year, Challenge Prep will continue to do the following:</p> <ul style="list-style-type: none"> <li>• Challenge Prep will provide instruction to special education students in the most inclusive environment possible, subject in all instances to the requirements and restrictions included in each student’s IEP.</li> <li>• The School will provide support services to students to ensure that Individual Education Plan (IEP) mandates and measurable goals are met and does not place a student in a learning environment that is inconsistent with the IEP.</li> <li>• Challenge Prep’s special education program, will continue to include an ICT classroom at every grade level [K-5], making it an attractive option for families.</li> <li>• Challenge will continue to provide at the 6-8 Special Education services and personnel to implement those services.</li> </ul>

## Entry 12 Percent of Uncertified Teachers

Completed - Jul 31 2020

### Instructions

**Required of Regents, NYCDOE, and Buffalo BOE Authorized Charter Schools ONLY**



The table below reflects the information collected through the online portal for compliance with New York State Education Law 2854(3)(a-1) for teaching staff qualifications. Uncertified teachers are those not certified pursuant to the State Certification Requirements established by the NYSED Commissioner of Education.

## Entry 12 Uncertified Teachers

**School Name:** CHALLENGE PREPARATORY CHARTER SCHOOL 342700860990

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### Instructions for Reporting Percent of Uncertified Teachers

#### Required of Regents, NYCDOE, and Buffalo BOE Authorized Charter Schools

The table below reflects the information collected through the online portal for compliance with New York State Education Law 2854(3)(a-1) for teaching staff qualifications. Uncertified teachers are those not certified pursuant to the State Certification Requirements established by the NYSED Commissioner of Education. Enter the relevant full-time equivalent (FTE) count of teachers in each column. For example, a school with 20 full-time teachers and 5 half-time teachers would have an FTE count of 22.5.

If more than one line applies to a teacher, please include in only one FTE uncertified category. Please do not include paraprofessionals, such as teacher aides.

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**CATEGORY A. 30% OR 5 UNCERTIFIED TEACHERS WHICHEVER IS LESS**

	FTE Count
i. FTE count of uncertified teacher with at least three years of elementary, middle or secondary classroom teaching experience (as of June 30, 2020)	4
ii. FTE count of uncertified teachers who are tenured or tenure track college faculty (as of June 30, 2020)	0
iii. FTE count of uncertified teachers with two years of Teach for America experience (as of June 30, 2020)	0
iv. FTE count of uncertified teachers with exceptional business, professional, artistic, athletic, or military experience (as June 30, 2020)	0
<b>Total Category A: 5 or 30% whichever is less</b>	<b>4.0</b>

**CATEGORY B. PLUS FIVE UNCERTIFIED TEACHERS IN MATHEMATICS, SCIENCE, COMPUTER SCIENCE, TECHNOLOGY OR CAREER AND TECHNICAL EDUCATION.**

	FTE Count
i. FTE count of uncertified teacher with at least three years of elementary, middle or secondary classroom teaching experience (as of June 30, 2020)	0
ii. FTE count of uncertified teachers who are tenured or tenure track college faculty (as of June 30, 2020)	0
iii. FTE count of uncertified teachers with two years of Teach for America experience (as of June 30, 2020)	0
iv. FTE count of uncertified teachers with exceptional business, professional, artistic, athletic, or military experience (as June 30, 2020)	0
<b>Total Category B: not to exceed 5</b>	<b>0.0</b>

**CATEGORY C: PLUS 5 ADDITIONAL UNCERTIFIED TEACHERS**

	FTE Count
i. FTE count of uncertified teacher with at least three years of elementary, middle or secondary classroom teaching experience (as of June 30, 2020)	0
ii. FTE count of uncertified teachers who are tenured or tenure track college faculty (as of June 30, 2020)	0
iii. FTE count of uncertified teachers with two years of Teach for America experience (as of June 30, 2020)	0
iv. FTE count of uncertified teachers with exceptional business, professional, artistic, athletic, or military experience (as June 30, 2020)	0
Total Category C: not to exceed 5	0.0

**CATEGORY D: TOTAL FTE COUNT OF UNCATEGORIZED, UNCERTIFIED TEACHERS**

(Include teachers who do not fit in one of these categories or if did fit would exceed the numerical limits for that category)

	FTE Count
Total Category D	0

**CATEGORY E: TOTAL FTE COUNT OF CERTIFIED TEACHERS**

	FTE Count
Total Category E	51

## CATEGORY F: TOTAL FTE COUNT OF ALL TEACHERS

Please do not include paraprofessionals, such as teacher aides.

	FTE Count
Total Category F	55



Thank you.

## Entry 13 Organization Chart

Completed - Jul 31 2020

### [Instructions](#)

#### **Required of Regents, NYCDOE, and Buffalo BOE Authorized Charter Schools ONLY**

Upload the 2019-2020 **Organization Chart**. The organization chart should include position titles and reporting relationships. Employee names should not appear on the chart.

#### **[2019-24 Third Charter Term ChallengePrepOrgCharts 07012019 AR](#)**

**Filename:** 2019-24\_Third\_Charter\_Term\_ChallengePr\_WAUIgrV.pdf **Size:** 74.2 kB

## Entry 14 School Calendar

Completed - Sep 15 2020

### [Instructions for submitting School Calendar](#)

#### **Required of ALL Charter Schools**

Given these uncertain and changing times, charter schools may or may not have a school calendar ready to upload by the submission deadline this year of August 3, 2020. If the charter school has a tentative calendar based on available information and guidance at the time, please submit with the August 3<sup>rd</sup> submission. Charter schools will be able to upload an updated school calendar into the portal at any time but no later than **September 15, 2020**.

School calendars must meet the [minimum instructional requirements](#) adopted by the Board of Regents in 2018.

**Board of Regents-authorized charter schools are required to submit school calendars that clearly indicate the start and end date of the instructional year AND the number of instructional hours and/or instructional days for each month.**

#### **[CPCS 2020-21 School Calendar FINAL](#)**

**Filename:** CPCS\_2020-21\_School\_Calendar\_FINAL.pdf **Size:** 76.4 kB

# Entry 15 Links to Critical Documents on School Website

Completed - Jul 31 2020

## Instructions

### **Required of Regents, NYCDOE, and Buffalo BOE Authorized Charter Schools ONLY**

By law, each charter school is required to maintain certain notices and policies listed on its website. Please insert the link from the school's website for each of the items:

1. Most recently filed Annual Report (i.e., 2018-19 Annual Report);
2. Most recent board meeting notice, documents to be discussed at the meeting (if any), and webcast of Board meetings (if held virtually per Governor's Executive Order);
3. Link to New York State School Report Card;
4. Lottery Notice announcing date of lottery;
5. Authorizer-approved DASA Policy;
6. District-wide safety plan and Authorizer-approved Discipline Policy (as per August 29, 2019 [Emergency Response Plan Memo](#));
7. Authorizer-approved FOIL Policy; and
8. Subject matter list of FOIL records.
9. Link to School Reopening Plan

## Form for Entry 15 Links to Critical Documents on School Website

**School Name: Challenge Preparatory Charter School**

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**Required of Regents, NYCDOE, and Buffalo BOE Authorized Charter Schools ONLY**

**By law, each charter school is required to maintain certain notices and policies listed on its website. Please insert the link from the school's website for each of the items:**

	Link to Documents
1. Most Recent Annual Report (i.e., 2018-19)	<a href="https://challengeprepcharter.org/charter-annual-reports-audits-minutes">https://challengeprepcharter.org/charter-annual-reports-audits-minutes</a>
2. Most Recent Board Meeting Notice and Related Agenda Item Documents	<a href="https://challengeprepcharter.org/charter-annual-reports-audits-minutes">https://challengeprepcharter.org/charter-annual-reports-audits-minutes</a>
2a. Webcast of Board Meetings (per Governor's Executive Order)	<a href="https://www.zoom.us/meeting/83668795242">https://www.zoom.us/meeting/83668795242</a>
3. Link to NYS School Report Card	<a href="https://challengecharterschools.org/family-resources">https://challengecharterschools.org/family-resources</a>
4. Most Recent Lottery Notice Announcing Lottery	<a href="https://challengecharterschools.org/apply">https://challengecharterschools.org/apply</a>
5. Authorizer-Approved DASA Policy	<a href="https://challengecharterschools.org/dasa">https://challengecharterschools.org/dasa</a>
6. District-wide Safety Plan	<a href="https://challengecharterschools.org/policies-and-legal-notices">https://challengecharterschools.org/policies-and-legal-notices</a>
6a. Authorizer-Approved Discipline Policy (as per August 29, 2019 Emergency Response Plan Memo)	<a href="https://static1.squarespace.com/static/5969ff91cf81e09f3846f58f/t/5d51881a7578a700016d0211/1565624348605/CPCS+2018-19+K-5+%26+6-8+Parent+Scholar+Handbooks+R.pdf">https://static1.squarespace.com/static/5969ff91cf81e09f3846f58f/t/5d51881a7578a700016d0211/1565624348605/CPCS+2018-19+K-5+%26+6-8+Parent+Scholar+Handbooks+R.pdf</a>
7. Authorizer-Approved FOIL Policy	<a href="https://challengecharterschools.org/policies-and-legal-notices">https://challengecharterschools.org/policies-and-legal-notices</a>
8. Subject matter list of FOIL records	<a href="https://challengecharterschools.org/policies-and-legal-notices">https://challengecharterschools.org/policies-and-legal-notices</a>
9. Link to School Reopening Plan	<a href="https://challengecharterschools.org/reopening">https://challengecharterschools.org/reopening</a>

Thank you.



## **Entry 16 COVID 19 Related Information**

**Completed** - Jul 31 2020

**Instructions**

**Required of ALL charter schools**

Please provide the number of students attending instruction on the last day instruction was provided within physical school facilities and the number of students participating in virtual programming on the last day such programming was offered for the 2019-2020 school year.

If applicable, please provide the name and publisher of all end of year assessments provided by grade level as well as the number of participating students. Board of Regents-authorized charter schools are encouraged to refer to Appendix B of the [Remote Monitoring and Oversight Plan Spring 2020](#) remote for best practices regarding end of year assessments in a remote learning environment.

**Entry 16 COVID 19 Related Information**

**School Name: Challenge Preparatory Charter School**

**TABLE 1: 2019-2020 Enrollment, Attendance and Participation Between March-June 2020**

Please provide the number of students attending instruction on the last day instruction was provided within physical school facilities and the number of students participating in virtual programming on the last day such programming was offered for the 2019-2020 school year.

	Number of students enrolled in school on the last day instruction was provided within physical school facilities	Number of students attending instruction on the last day instruction was provided within physical school facilities	Number of students participating in virtual programming on the last day such programming was offered for the 2019-20 school year
	813	798	764

**Table 2: 2019-2020 Assessments and Grade Participation**

If applicable, please provide the name and publisher of all end of year assessments provided by grade level as well as the number of participating students. Board of Regents-authorized charter schools are encouraged to refer to Appendix B of the [Remote Monitoring and Oversight Plan Spring 2020](#) remote for best practices regarding end of year assessments in a remote learning environment.

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		x	x	x	x	x	x	x	x	x	x	x	x	x	
		x	x	x	x	x	x	x	x	x	x	x	x	x	
		x	x	x	x	x	x	x	x	x	x	x	x	x	
		x	x	x	x	x	x	x	x	x	x	x	x	x	
		x	x	x	x	x	x	x	x	x	x	x	x	x	
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I															

**Disclosure of Financial Interest by a Current or Proposed Board of Trustees Member**

**Name:** Karon McFarlane

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**Name of Charter School Education Corporation (the Charter School Name, if the charter school is the only school operated by the education corporation):**  
Challenge Preparatory Charter School

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1. List all positions held on the education corporation Board of Trustees ("Board") (e.g. president, treasurer, parent representative).

Board Secretary, Executive Committee, Finance Committee, Academic Accountability Committee

2. Are you an employee of any school operated by the education corporation?  
 Yes  No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

3. Are you related, by blood or marriage, to any person employed by the school?  
No

If **Yes**, please describe the nature of your relationship and how this person could benefit from your participation.

4. Are you related, by blood, marriage, or legal adoption/guardianship, to any student currently enrolled in the school? No

If **Yes**, please describe the nature of your relationship and how this person could benefit from your participation.

5. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of this school? No

If Yes, please describe the nature of your relationship and how this person could benefit from your participation.

6. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services (“CMO”), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

**Yes**  **No**

If **Yes**, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

7. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six-month period prior to such service. If there has been no such interest or transaction, write **None**. Please note that if you answered **Yes** to Questions 2-3 above, you need not disclose again your employment status, salary, etc.

<b>Date(s)</b>	<b>Nature of financial interest/transaction</b>	<b>Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)</b>	<b>Name of person holding interest or engaging in transaction and relationship to you</b>
NONE			

8. Identify each individual, business, corporation, union association, firm, partnership, franchise holding company, joint-stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school(s) operated by the education corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) living in your house had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the school(s) that is/are doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, write “None.”

Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps taken to avoid conflict of interest
NONE				

*Karon K. McFarlane*

July 20, 2020

Signature

Date

*Please note that this document is considered a public record and, as such, may be made available to members of the public upon request under the Freedom of Information Law. Personal contact information provided below will be redacted.*

**Business Telephone: 917-751-8435**

**Business Address:** Baltimore Corps, 2401 Liberty Heights Avenue, #2730  
Baltimore, MD 21215

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**E-mail Address:** kkmcfarl@yahoo.com

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**Home Telephone:** 917-751-8435

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**Home Address:** 9200 Groveton Circle, Apt 313  
Owings Mills, MD 21117

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*last revised 06/8/2020*

<p style="text-align: center;"><b>Disclosure of Financial Interest by a Current or Proposed Board of Trustees Member</b></p>
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**Name:** Ben Waxman – **RESIGNED AS OF MARCH 31, 2020**

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**Name of Charter School Education Corporation (the Charter School Name, if the charter school is the only school operated by the education corporation):**  
Challenge Preparatory Charter School

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1. List all positions held on the education corporation Board of Trustees (“Board”) (e.g. president, treasurer, parent representative).

Board Secretary, Executive Committee, Finance Committee, Chair of the Academic Accountability Committee

**NOTE: Resigned as of March 31, 2020**

2. Are you an employee of any school operated by the education corporation?  
 Yes  No

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

3. Are you related, by blood or marriage, to any person employed by the school?  
No

If **Yes**, please describe the nature of your relationship and how this person could benefit from your participation.

4. Are you related, by blood, marriage, or legal adoption/guardianship, to any student currently enrolled in the school? No

If **Yes**, please describe the nature of your relationship and how this person could benefit from your participation.

5. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of this school? No

If Yes, please describe the nature of your relationship and how this person could benefit from your participation.

6. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services (“CMO”), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

Yes  No

If **Yes**, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

7. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six-month period prior to such service. If there has been no such interest or transaction, write **None**. Please note that if you answered **Yes** to Questions 2-3 above, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of financial interest/transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to you
NONE			



8. Identify each individual, business, corporation, union association, firm, partnership, franchise holding company, joint-stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school(s) operated by the education corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) living in your house had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the school(s) that is/are doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, write “None.”

Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps taken to avoid conflict of interest
NONE				



July 17, 2020

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Signature

Date

*Please note that this document is considered a public record and, as such, may be made available to members of the public upon request under the Freedom of Information Law. Personal contact information provided below will be redacted.*

**Business Telephone:**

347-522-0117

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**Business Address:**

803B Allerton Ave., Bronx, NY 10467

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**E-mail Address:** bwaxman31@gmail.com

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**Home Telephone:**

347-522-0117

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**Home Address:**

106 Harding Avenue Long Beach, New York 11561

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*last revised 06/8/2020*

**Disclosure of Financial Interest by a Current or Proposed Board of Trustees Member**

**Name:** Linda S. Plummer

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**Name of Charter School Education Corporation (the Charter School Name, if the charter school is the only school operated by the education corporation):** Challenge Preparatory Charter School

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1. List all positions held on the education corporation Board of Trustees ("Board") (e.g. president, treasurer, parent representative).

Board Treasurer, Executive Committee, Finance Committee

2. Are you an employee of any school operated by the education corporation?  
 Yes  No

If Yes, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

3. Are you related, by blood or marriage, to any person employed by the school?  
No

If Yes, please describe the nature of your relationship and how this person could benefit from your participation.

4. Are you related, by blood, marriage, or legal adoption/guardianship, to any student currently enrolled in the school? No

If Yes, please describe the nature of your relationship and how this person could benefit from your participation.

5. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of this school? No

If Yes, please describe the nature of your relationship and how this person could benefit from your participation.

6. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services ("CMO"), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

Yes  No

If Yes, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

7. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six-month period prior to such service. If there has been no such interest or transaction, write **None**. Please note that if you answered **Yes** to Questions 2-3 above, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of financial interest/transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to you
NONE			

8. Identify each individual, business, corporation, union association, firm, partnership, franchise holding company, joint-stock company, business or real estate trust, non-profit organization, or other organization or group of people

doing business with the school(s) operated by the education corporation and in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) living in your house had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the school(s) that is/are doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, write "None."

Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps taken to avoid conflict of interest
NONE				



  
 Date
 
  
 Signature

*Please note that this document is considered a public record and, as such, may be made available to members of the public upon request under the Freedom of Information Law. Personal contact information provided below will be redacted.*

**Business Telephone: 718 318-8000**

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**Business Address: 529 Beach 25th St. Far Rockaway, NY 11691**

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**E-mail Address:** iremaxlady@aol.com

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**Home Telephone:** 718-974-7628

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**Home Address:** 529 Beach 25<sup>th</sup> Street, Far Rockway, NY 11691

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*last revised 06/8/2020*

**Disclosure of Financial Interest by a Current or Proposed Board of Trustees Member**

**Name:** Frederica Jeffries

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**Name of Charter School Education Corporation (the Charter School Name, if the charter school is the only school operated by the education corporation):** Challenge Preparatory Charter School

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1. List all positions held on the education corporation Board of Trustees ("Board") (e.g. president, treasurer, parent representative).

Board Chair, Executive Committee, Finance Committee

2. Are you an employee of any school operated by the education corporation?  
 **Yes**  **No**

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

3. Are you related, by blood or marriage, to any person employed by the school?  
No

If **Yes**, please describe the nature of your relationship and how this person could benefit from your participation.

4. Are you related, by blood, marriage, or legal adoption/guardianship, to any student currently enrolled in the school? No

If **Yes**, please describe the nature of your relationship and how this person could benefit from your participation.

5. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of this school? No

If **Yes**, please describe the nature of your relationship and how this person could benefit from your participation.

6. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services ("CMO"), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

Yes  No

If **Yes**, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

7. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six-month period prior to such service. If there has been no such interest or transaction, write **None**. Please note that if you answered **Yes** to Questions 2-3 above, you need not disclose again your employment status, salary, etc.

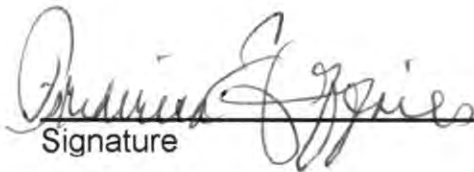
Date(s)	Nature of financial interest/transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to you
NONE			

8. Identify each individual, business, corporation, union association, firm, partnership, franchise holding company, joint-stock company, business or real estate trust, non-profit organization, or other organization or group of people



doing business with the school(s) operated by the education corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) living in your house had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the school(s) that is/are doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, write "None."

Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps taken to avoid conflict of interest
NONE				

  
Signature

7/28/2020  
Date

*Please note that this document is considered a public record and, as such, may be made available to members of the public upon request under the Freedom of Information Law. Personal contact information provided below will be redacted.*

**Business Telephone:**  
**718-208-5615**

**Business Address:**  
**130-64 226<sup>th</sup> Street, Laurelton, New York 11413**

**E-mail Address:**  
**Jeffrieslaw@gmail.com**

**Home Telephone: 718-525-7769**

**Home Address:**  
**130-64 226<sup>th</sup> Street, Laurelton, New York 11413**

*last revised 06/8/2020*

**Disclosure of Financial Interest by a Current or Proposed Board of Trustees  
Member**

**Name:** Andrew L. Barnes III

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**Name of Charter School Education Corporation (the Charter School Name, if the charter school is the only school operated by the education corporation):** Challenge Preparatory Charter School

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1. List all positions held on the education corporation Board of Trustees ("Board") (e.g. president, treasurer, parent representative).

Vice Chair, Executive Committee, Finance Committee

2. Are you an employee of any school operated by the education corporation?  
 **Yes**  **No**

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

3. Are you related, by blood or marriage, to any person employed by the school?  
No

If **Yes**, please describe the nature of your relationship and how this person could benefit from your participation.

4. Are you related, by blood, marriage, or legal adoption/guardianship, to any student currently enrolled in the school? No

If **Yes**, please describe the nature of your relationship and how this person could benefit from your participation.

5. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of this school? No

If **Yes**, please describe the nature of your relationship and how this person could benefit from your participation.

6. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services (“CMO”), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

**Yes**  **No**

If **Yes**, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

7. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six-month period prior to such service. If there has been no such interest or transaction, write **None**. Please note that if you answered **Yes** to Questions 2-3 above, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of financial interest/transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to you
NONE			

8. Identify each individual, business, corporation, union association, firm, partnership, franchise holding company, joint-stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school(s) operated by the education corporation **and** in

which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) living in your house had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the school(s) that is/are doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, write "None."

Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps taken to avoid conflict of interest
NONE				



Signature

7/30/20

Date

*Please note that this document is considered a public record and, as such, may be made available to members of the public upon request under the Freedom of Information Law. Personal contact information provided below will be redacted.*

**Business Telephone:** (929) 324-4832

**Business Address:** One metro tech catv, Brooklyn, NY 11201

**E-mail Address:** Andrew.Barues3@nationalgrid.com

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Home Telephone: (347) 560-4348

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Home Address: 2255 5<sup>th</sup> Ave, NY, NY 10037

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*last revised 06/8/2020*

<p style="text-align: center;"><b>Disclosure of Financial Interest by a Current or Proposed Board of Trustees Member</b></p>
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**Name:** Gertrudis Hernandez

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**Name of Charter School Education Corporation (the Charter School Name, if the charter school is the only school operated by the education corporation):** Challenge Preparatory Charter School

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1. List all positions held on the education corporation Board of Trustees ("Board") (e.g. president, treasurer, parent representative).

Academic Accountability Committee

2. Are you an employee of any school operated by the education corporation?  
 **Yes**  **No**

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

3. Are you related, by blood or marriage, to any person employed by the school?  
No

If **Yes**, please describe the nature of your relationship and how this person could benefit from your participation.

4. Are you related, by blood, marriage, or legal adoption/guardianship, to any student currently enrolled in the school? No

If **Yes**, please describe the nature of your relationship and how this person could benefit from your participation.

5. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of this school? No

If **Yes**, please describe the nature of your relationship and how this person could benefit from your participation.

6. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services (“CMO”), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

**Yes**  **No**

If **Yes**, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

7. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six-month period prior to such service. If there has been no such interest or transaction, write **None**. Please note that if you answered **Yes** to Questions 2-3 above, you need not disclose again your employment status, salary, etc.


Date(s)	Nature of financial interest/transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to you
NONE			

8. Identify each individual, business, corporation, union association, firm, partnership, franchise holding company, joint-stock company, business or real estate trust, non-profit organization, or other organization or group of people



doing business with the school(s) operated by the education corporation **and** in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) living in your house had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the school(s) that is/are doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, write “None.”

Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps taken to avoid conflict of interest
NONE				

Signature  Date July 30, 2020

*Please note that this document is considered a public record and, as such, may be made available to members of the public upon request under the Freedom of Information Law. Personal contact information provided below will be redacted.*

**Business Telephone:** 347-585-6262

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**Business Address:** NYC Department of Education

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**E-mail Address:** patti3939@gmail.com

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**Home Telephone:** 347-585-6262

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**Home Address:** 2 Curbside Drive, Woodmere, NY 11598

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*last revised 06/8/2020*

**Disclosure of Financial Interest by a Current or Proposed Board of Trustees Member**

**Name:** Dr. Michelle Daniel-Robertson

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**Name of Charter School Education Corporation (the Charter School Name, if the charter school is the only school operated by the education corporation):**  
Challenge Preparatory Charter School

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1. List all positions held on the education corporation Board of Trustees ("Board") (e.g. president, treasurer, parent representative).  
Chair of the Academic Accountability Committee

2. Are you an employee of any school operated by the education corporation?  
 **Yes**  **No**

If **Yes**, for each school, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

3. Are you related, by blood or marriage, to any person employed by the school?  
No

If **Yes**, please describe the nature of your relationship and how this person could benefit from your participation.

4. Are you related, by blood, marriage, or legal adoption/guardianship, to any student currently enrolled in the school? No

If **Yes**, please describe the nature of your relationship and how this person could benefit from your participation.

5. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of this school? No

If **Yes**, please describe the nature of your relationship and how this person could benefit from your participation.

6. Are you a past, current, or prospective employee of the charter school, education corporation, and/or an entity that provides comprehensive management services (“CMO”), whether for-profit or not-for-profit, which contracts, or may contract, with the charter school or education corporation; or do you serve as an employee, officer, or director of, or own a controlling interest in, a business or entity that contracts, or does business with, or plans to contract or do business with, the charter school, education corporation, and/or a CMO, whether for-profit or not-for-profit, including, but not limited to, the lease of real or personal property to the said entities?

**Yes**  **No**

If **Yes**, please provide a description of the position(s) you hold, your responsibilities, your salary and your start date.

7. Identify each interest/transaction (and provide the requested information) that you or any of your immediate family members or any persons who live with you in your house have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six-month period prior to such service. If there has been no such interest or transaction, write **None**. Please note that if you answered **Yes** to Questions 2-3 above, you need not disclose again your employment status, salary, etc.

Date(s)	Nature of financial interest/transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to you
NONE			

8. Identify each individual, business, corporation, union association, firm, partnership, franchise holding company, joint-stock company, business or real estate trust, non-profit organization, or other organization or group of people doing business with the school(s) operated by the education corporation **and**

in which such entity, during the time of your tenure as a trustee, you and/or your immediate family member(s) or person(s) living in your house had a financial interest or other relationship. If you are a member, director, officer or employee of an organization formally partnered with the school(s) that is/are doing business with the school(s) through a management or services agreement, please identify only the name of the organization, your position in the organization, and the relationship between such organization and the school(s). If there was no financial interest, write “None.”

Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps taken to avoid conflict of interest
NONE				

*Dr. Michelle Daniel-Robertson*

July 30, 2020

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Signature

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Date

*Please note that this document is considered a public record and, as such, may be made available to members of the public upon request under the Freedom of Information Law. Personal contact information provided below will be redacted.*

**Business Telephone: 718-381-9600 Ext. 3171**

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**Business Address: NYC Department of Education**

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**E-mail Address: rrobertson51@gmail.com**

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**Home Telephone: 516 557-5708**

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**Home Address: 575 Haig Street, Baldwin, NY 11510**

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*last revised 06/8/2020*



## **2019-20 School Year Board Meeting #1 Minutes**

Frederica Jefferies, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2018-19 School Year Board Meeting #1 at 6:30 PM on July 24, 2019.

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 Website Home Page

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

Members present: Frederica Jefferies, Karon McFarlane, Jeremiah C. Gaffney, and Gertrudis Hernandez

Members absent: Ben Waxman and Andrew Barnes

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

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

1. The agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2018-19 School Year Board Meeting #12 [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 retrofitting of the 1520 Central Avenue site, Challenge Day Camp, preparations for the new school year and the Professional Development week – August 19-23, 2019. The report was received with appreciation.
4. The Chair called for the June 2019 Financial Report [Attachment #2]. Following review, the report was received.



5. The Chair called for the presentation of the 2019-20 Annual Budget [attachment #3]. Following discussion, Frederica Jefferies made a motion with a second by Gertrudis Hernandez to approve the budget. Motion carried unanimously.

The meeting adjourned by common consent at 7:10 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 Pro Tem





# **ATTACHMENT #1**

**CPCS**

**2018-19 School Year**

**Board Meeting #12**

**Minutes**



## **ATTACHMENT #2**

# **June 2019 Financials**



## **ATTACHMENT #3**

# **2019-20 Annual Budget**



## **2019-20 School Year Board Meeting #2 Minutes**

Frederica Jefferies, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2018-19 School Year Board Meeting #2 at 6:30 PM on August 28, 2019.

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 Website Home Page

Ben Waxman, Secretary of the Board of Trustees called the roll of the board.

Members present: Frederica Jefferies, Karon McFarlane, Jeremiah C. Gaffney, Ben Waxman and Gertrudis Hernandez

Members absent: Andrew Barnes

Also present: Kentia Coreus, Nicole Griffin, Eunice Armstrong, Venessa Lynch, Kimberly Messer and Michael R. Estep. 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 #1 [Attachment #1]. The minutes were approved by common consent.
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4. Dr. Mullings called on Kentia Coreus for her report. She shared about the Professional Development week (August 19-23, 2019) and her early assessment of her new role at Challenge. Her report was received with appreciation.
5. Dr. Mullings called on Nicole Griffin, K-5 Principal for her report [Attachment #2]. Her report was received with appreciation.
6. Dr. Mullings called attention to the printed report of Mavgar Mondesir-Gordon, 6-8 Principal [Attachment #3]. The report was received with appreciation.
7. Dr. Mullings called on Eunice Armstrong, Director of Finance for her report [Attachment #6]. The report was received with appreciation.
8. Dr. Mullings called on Venessa Lynch, Director of Operations for her report [Attachment #4]. The report was received with appreciation.
9. Dr. Mullings called upon Kimberly Messer, Director of Communications for her report [Attachment #5]. The report was received with appreciation.
10. The Chair called for the July 2019 Financial Report [Attachment #6]. Following review, the report was received.

The meeting adjourned by common consent at 7:50 PM

Respectfully submitted:

A handwritten signature in blue ink, appearing to read "Ben Waxman", is written over a light blue horizontal line.

Ben Waxman  
Secretary



# **ATTACHMENT #1**

**CPCS**

**2019-20 School Year**

**Board Meeting #1**

**Minutes**



## **2019-20 School Year Board Meeting #1 Minutes**

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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.

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The meeting adjourned by common consent at 7:10 PM

Respectfully submitted:

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Karon McFarlane  
Secretary Pro Tem





# **ATTACHMENT #2**

## **K-5 Principal Report**



Nicole Griffin  
 Board Report  
 8/19/19

Can you believe we are launching a new school year? The administrative team is ready and prepared to tackle another year at CPCS. Through out the school year and the summer we collaborated to refine our goals. Below you will find the goals for 2019-2020.

Instructional Goal #1- 80% of the students will meet or exceed their Benchmark level goal in grades K-3 by the end of the 2019-2020 school year.

Strategies & Action Steps	Who is Responsible?	When will it be completed?
Teach intentional instruction of Comprehension Strategies: inferring, sequencing, cause/effect, fact/opinion, questioning – through Reader’s Workshop approach and WONDERS	Classroom Teachers and Interventionist	On going
Use of Guided Reading Instruction Strategies during the reading block	Classroom Teachers/ Teaching Assistants and Interventionist, Special Education Teachers	On going
Classroom Language Lessons with a focus to improve the five pillars of reading (phonics, phonemic awareness, vocabulary, comprehension, fluency)	Speech/Language Therapist and Classroom Teachers	On going

## Grade Level Goals

Our goal is for each child to be reading at grade level or above (as determined by the attached chart). Students who do not meet that criterion on benchmark assessments are discussed at CST meetings to determine the best method of intervention instruction. Progress monitoring occurs frequently to measure growth and progress within the intervention. Effective for the 2019-2020 school year, scholars who did not meet the benchmark in cycle 2 will be tested in January 2020.

### F&P:

**Cycle 1:** 9/3 - 9/17

**Cycle 2:** 10/28 - 11/14

**Informal's:** 1/13 - 1/31 (*for scholars who did not meet the benchmark in cycle 2 only*)

**Cycle 3:** 3/16 - 4/1

**Cycle 4:** 5/26 - 6/12

Adjustments will be made after each benchmark period.

\*See Grade Level Goals on following page

Fountas & Pinnell

## INSTRUCTIONAL LEVEL EXPECTATIONS FOR READING

	Beginning of Year (Aug.-Sept.)	1st Interval of Year (Nov.-Dec.)	2nd Interval of Year (Feb.-Mar.)	End of Year (May-June)
<b>Grade K</b>		C+	D+	E+
		B	C	D
		A	B	C
				Below C
<b>Grade 1</b>	E+	G+	I+	K+
	D/E	F	H	J
	C	E	G	I
	Below C	Below E	Below G	Below I
<b>Grade 2</b>	K+	L+	M+	N+
	J/K	K	L	M
	I	J	K	L
	Below I	Below J	Below K	Below L
<b>Grade 3</b>	N+	O+	P+	Q+
	M/N	N	O	P
	L	M	N	O
	Below L	Below M	Below N	Below O
<b>Grade 4</b>	Q+	R+	S+	T+
	P/Q	Q	R	S
	O	P	Q	R
	Below O	Below P	Below Q	Below R
<b>Grade 5</b>	T+	U+	V+	W+
	S/T	T	U	V
	R	S	T	U
	Below R	Below S	Below T	Below U

### KEY

Exceeds Expectations

Meets Expectations

Approaches Expectations:  
Needs Short-Term Intervention

Does Not Meet Expectations:  
Needs Intensive Intervention

Instructional Goal #2- The school implements a tiered instructional system that allows teachers to deliver evidence-based instruction aligned with the individual needs of students across all tiers.

Strategies & Action Steps	Who is Responsible?	When will it be completed?
Vertical collaboration to gain a better understanding of core instruction and best practices.	Administration and Lead Teachers/ Teaching Assistants	On going
Student surveys will be generated to determine individual student interests. We will use this information to guide instruction (content delivery).	Classroom Teachers and Interventionist	September 2019
Staff will use multiple forms of assessments to determine grade level proficiency and to determine which tier is most appropriate.	Classroom Teachers and Teaching Assistants	On going
Establish a set criteria for placement within interventions; as well as time of service based on student need	Special education liaison and Assistant Principals	September 2019

Instructional Goal # 3- Writing - All students will develop proficiency as writers of narrative, opinion pieces and one other grade based genre as indicated on unit post - assessments.

Strategies & Action Steps	Who is Responsible?	When will it be completed?
Implement Writing City (Formally know as Writing Steps) curriculum	Classroom Teachers and Teaching Assistants	On going
Growth will be measured by on demand writing assessments scored using the grade level rubric for each unit	Classroom Teachers and Teaching Assistants, Interventionists	Per Unit
Participate in monthly professional development sessions focused on Writing.	All Staff	On going

Review student writing in collaborative teams (e.g. grade-level teams working with Special Educators), and adjust both whole-class and small-group instruction in response to the data collected.	All Staff	On going
Engage students in peer and teacher conferences about their writing.	All Staff	On Going
Students will revise, edit and publish writing pieces in each unit.	Students, Classroom Teachers and Teaching Assistants	On Going
Students will conduct self assessments based on the Writing City student friendly rubric.	Students	On Going

**Professional Goal-**

Continue to provide weekly Professional Learning Community time and space for all grade level teams to develop a better understanding of Common Core State Standards, improve instructional practice, and analyze data to enhance student performance and provide students with targeted reading and math intervention/enrichment.

- Instructional Needs- Coaching for Math – NYCMP- Recommended 10 sessions
- Culture Responsive Training

Looking forward to a great year!



# **ATTACHMENT #3**

## **6-8 Principal Report**

**CCMS Report Board Report # 1**  
**August 19, 2019**  
**Mavgar Mondesir-Gordon, Grades 6-8 Principal**

Current Enrollment:

<b>Cohort Group</b>	<b>Grade Level</b>	<b>Current 2019-2020 School Year Enrollment Numbers</b>
#1	Grade 8	84
#2	Grade 7	78
#3	Grade 6	75
<b>TOTAL</b>		<b>237</b>

As the CCMS team came together for the first day of Preservice Professional Development, on Monday, August 19, 2019, the focus was on working together closely to consistently hone tools for equipping ourselves to on-board our scholars successfully.

Staffing needs are also in focus, with interviews continuing daily.

**The bulk of the CCMS Board Report consists of the first draft of the School Improvement Plan for the 2019-2020 school year [linked here](#).**



**ATTACHMENT #4**  
**Director of Operations**  
**Report**





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

August 27, 2019

Re: August 27, 2019 Operations Report

By: Venessa Foster, Director of Operations

**I. Compliance**

- Safety plan has been updated for 19-20 SY
- Building permits are all up to date
- FDNY inspections were completed and successful throughout the summer. Action have been taken based on all recommendations.

**II. Security**

- We have onboarded one new security officer for Hartman In.
- Security personnel are receiving professional development to ensure they are completely equipped to serve our school community

**II. Facilities**

- All major fixtures between both building was addressed over the summer
- All buildings received a deep clean and was ready to receive staff and families
- A new landscaping company was selected for ground maintenance services. We are pleased with their services thus far and our campuses look beautiful
- Shout out to Coach Reily who has spearhead a donation project with Lowes. We are currently working out the logistics where Lowes will come in with a team and work on 3 areas (Gym , KG Yard, and Garden Oasis) of the school to help us beautify the appearance of our campus

**V. School Foods**

- We received new equipment for both campuses to ensure we have the adequate tools to serve our scholars this year.
- Our kitchen staff remains the same and is stable.

**V. Health**

- Nurses are communicating with families to ensure we are in compliance with updated health immunization. Additionally, informing families of changes and or updates for next year regarding health services.

**VI. Transportation**

- We have on boarded a new bussing company for shuttle service for CMCS. Tracy & Malik Bus Service



**ATTACHMENT #5**  
**Director of Communications**  
**Report**



## **Challenge Charter Schools Communications Report August 2019**

### **Summer in Review**

- **Staff PD**

- Reviewed Why Communications is key to a successful Charter School
- Reviewed new Social Media policies for Employees
  - Policies were written and approved by senior leadership in response to aligning with other schools AND due to several issues that have come up with Challenge employees

- **Branding/Marketing**

- New FB and Twitter covers for new school year
- New 1-pagers for Mission Statement
- Updates of School flyer and ongoing updates of Application materials for the 2020-21 season

- **Websites**

- Update of all pages/info/images on K-5 and MS
- Updates of Mission Statement
- Structure/Navigation Meeting and initial work on the DOE requested Umbrella site
- Images chosen for High School website

- **Handbooks**

- Scholar handbook for 6-8 updated and released week of 8/19
- K-5 still needed as of 8/19

- **Other**

- Script for phones updated
- To be recorded week of 8/19



# **ATTACHMENT #6**

## **July 2019 Financials & Director of Finance Report**

# Challenge Prep Charter School

## BALANCE SHEET

As of July 31, 2019

	TOTAL
<b>ASSETS</b>	
Current Assets	
Bank Accounts	
1000 Cash	4,501,260.98
<b>Total Bank Accounts</b>	<b>\$4,501,260.98</b>
Accounts Receivable	
1100 Accounts Receivable	578,910.67
<b>Total Accounts Receivable</b>	<b>\$578,910.67</b>
Other Current Assets	
1300 Prepaid Expenses	12,651.99
1310 Prepaid Rent	182,255.18
<b>Total Other Current Assets</b>	<b>\$194,907.17</b>
<b>Total Current Assets</b>	<b>\$5,275,078.82</b>
Fixed Assets	
1500 Furniture, Fixtures & Equipment	893,839.99
1519 Facility and Construction	919,653.48
1610 Website	11,000.00
1700 Accumulated Depreciation & Amortization	-980,109.09
<b>Total Fixed Assets</b>	<b>\$844,384.38</b>
Other Assets	
1800 Security Deposits	333,575.50
<b>Total Other Assets</b>	<b>\$333,575.50</b>
<b>TOTAL ASSETS</b>	<b>\$6,453,038.70</b>
<b>LIABILITIES AND EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
2000 Accounts Payable	89,428.59
<b>Total Accounts Payable</b>	<b>\$89,428.59</b>
Other Current Liabilities	
2300 Accrued Salaries/Taxes	647,244.11
2301 Accrued Expenses	50,689.65
2400 Unearned/Deferred Revenue	2,384,447.10
<b>Total Other Current Liabilities</b>	<b>\$3,082,380.86</b>
<b>Total Current Liabilities</b>	<b>\$3,171,809.45</b>
Long-Term Liabilities	
2700 Deferred Rent Liability	2,248,718.08
<b>Total Long-Term Liabilities</b>	<b>\$2,248,718.08</b>
<b>Total Liabilities</b>	<b>\$5,420,527.53</b>
Equity	
3100 Retained Earnings	939,583.61
Net Income	92,927.56

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	TOTAL
Total Equity	\$1,032,511.17
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$6,453,038.70</b>

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# Challenge Prep Charter School

## PROFIT AND LOSS

July 2019

	TOTAL
Income	
4100 State Grants	145,350.00
4200 Federal Grants	3,839.00
4300 Contributions	300,000.00
4400 Miscellaneous Income	0.64
<b>Total Income</b>	<b>\$449,189.64</b>
GROSS PROFIT	<b>\$449,189.64</b>
Expenses	
5400 Benefits	89,593.29
6100 Administrative Expenses	9,684.42
6200 Professional Services	25,912.88
6300 Professional Development	5,469.00
6400 Marketing and Staff/Student Rec	1,314.00
7100 Curriculum & Classroom Expenses	2,604.36
8100 Facility	202,030.90
8200 Technology/Communication Expens	19,645.73
8800 Miscellaneous Expenses	7.50
<b>Total Expenses</b>	<b>\$356,262.08</b>
NET OPERATING INCOME	<b>\$92,927.56</b>
NET INCOME	<b>\$92,927.56</b>



## **2019-20 School Year Board Meeting #3 Minutes**

Frederica Jefferies, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2018-19 School Year Board Meeting #3 at 6:30 PM on September 25, 2019.

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
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Ben Waxman, Secretary of the Board of Trustees called the roll of the board.

Members present: Frederica Jefferies, Karon McFarlane, Jeremiah C. Gaffney, Ben Waxman and Gertrudis Hernandez

Members absent: Andrew Barnes

Also present: Kentia Coreus, Nicole Griffin, Magar Mondesir-Gordon, Eunice Armstrong, Kimberly Messer and Michael R. Estep. 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 #2 [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 development of the high school and the facilities being retrofitted at 1520 Central Avenue, Far Rockaway, NY. Additionally, he indicated that the ground-breaking for the Arverne by the Sea facility has been set for March 2020. The report was received with appreciation.






4. Dr. Mullings called on Kentia Coreus for her report [Attachment #2]. The report was received with appreciation.
5. Dr. Mullings called on Nicole Griffin, K-5 Principal for her report [Attachment #3]. The report was received with appreciation.
6. Dr. Mullings called on Mavgar Mondesir-Gordon, 6-8 Principal for her report [Attachment #4]. The report was received with appreciation.
7. Dr. Mullings called on Eunice Armstrong, Director of Finance for her report [Attachment #7]. The report was received with appreciation.
8. Dr. Mullings called attention to the printed report of Venessa Lynch, Director of Operations for her report [Attachment #5]. The report was received with appreciation.
9. Dr. Mullings called upon Kimberly Messer, Director of Communications for her report [Attachment #6]. The report was received with appreciation.
10. The Chair called for the August 2019 Financial Report [Attachment #7]. Following review, the report was received.

The meeting adjourned by common consent at 7:30 PM

Respectfully submitted:

  
Ben Waxman  
Secretary



# **ATTACHMENT #1**

**CPCS**

**2019-20 School Year**

**Board Meeting #2**

**Minutes**



## **2019-20 School Year Board Meeting #2 Minutes**

Frederica Jefferies, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2018-19 School Year Board Meeting #2 at 6:30 PM on August 28, 2019.

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.

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10. The Chair called for the July 2019 Financial Report [Attachment #6]. Following review, the report was received.

The meeting adjourned by common consent at 7:50 PM

Respectfully submitted:

Ben Waxman  
Secretary



**ATTACHMENT #2**  
**Senior Director of Teaching**  
**& Learning**





**Senior Director of Teaching and Learning**  
**September 2019 Board Report**  
 Kentia Coreus

**Enrollment Compliance**

Authorized Enrollment	<b>816</b> (WITH FLOAT: 897)
Current Enrollment	810

**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%
2018-19						
2019-20						

**2019-20 ELL and SWD Enrollment (Tentative)**

Numbers will be finalized after new enrollments are processed (ie. IEPs verified, ELL eligibility testing).

	# of ELL students	# of SWD students
K	2	11
1	7	7
2	6	12
3	2	10
4	1	14
5	1	15
6	0	16
7	1	11
8	0	13
<b>TOTAL</b>	<b>20 (2.4%)</b>	<b>109 (13%)</b>

**Staffing**

Twelve teachers and three teacher assistants did not return for the 2019-20 school year.

Elementary

There are four vacancies in K-5 (K teacher, Gr 2 SPED teacher, Gr K TA, Gr 5 TA). Two candidates are pending final approval. Candidates needed for K and 5 teacher assistant positions.

Middle

There are three vacancies in 6-8 (6<sup>th</sup> Gr ELA teacher, 7<sup>th</sup> Gr Math teacher, ELA TA). Candidates are needed for the ELA and Math teacher positions. We will make an offer for the ELA TA position soon.

## 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

### Observing Teaching and Learning

The Senior Director of Teaching and Learning has observed Principal presentations, professional learning, teacher meetings, and classrooms, K-8. Formal instructional walkthroughs will occur when school-specific observation schedules are finalized.

### Leadership Development Resources

An ASCD membership was secured for K-8 administration and instructional leaders. This resource will be utilized to support leadership development and as a professional learning tool for staff. Elementary will be adopting **TeachBoost** this school year to document and track teacher observations.

### Teacher Support and Development

A BOY (beginning of year) Teaching and Learning survey was administered the week of September 2, 2019. The **overall response rate was 88%**. Teachers and TAs were asked to respond to the following questions:

- 1) I have a strong understanding of what students should know and be able to do by the end of the grade I am currently teaching.
- 2) I have a strong understanding of what students should know and be able to do at all grade levels.

- 3) I am interested in learning about curriculum development.
- 4) The academic goals we have for students are realistic.
- 5) I have enough time to meet with my colleagues to plan.
- 6) I feel comfortable developing assessments for my students.
- 7) I know how to use data to drive instruction for my students.
- 8) I receive useful feedback about my teaching practice.
- 9) I know how to support the most struggling learners in my class.
- 10) I receive adequate coaching and professional learning opportunities.
- 11) I independently seek out opportunities to learn how to improve my craft.

### **Survey Response**

Survey results were sent to Principals the week of September 16, 2019. School-level responses will be specific to the needs of the school. An enhanced membership to the **Sped Collaborative** was obtained to provide professional learning opportunities across K-8.

### **Math Curriculum Support**

Elementary has contracted with the New York City Math Project.

### **Special Education Procedures**

Staff members (K-8) attended a DOE-sponsored special education training over the summer where new procedures and resources were shared. We are in the process of updating internal processes to ensure alignment. We are in the process of reviewing the RTI Handbook of a charter school in Brooklyn and plan a visit soon.





# **ATTACHMENT #3**

## **K-5 Principal Report**



Nicole Griffin, Principal  
September 2019  
Principals Report

**Elementary Total: 573**

**Kindergarten- 119**

**1st grade- 95**

**2nd grade- 96**

**3rd grade- 98**

**4th grade- 91**

**5th grade- 74**

- This year, the elementary school kicked off the month of September with professional development and coaching which included:
  - Unit Planning
  - Lesson planning
  - Guided Reading
  - Teach Like a Champion Techniques
  
- Ms. Hargrove facilitated two PD's focusing around best practices. The focus of the workshops was Creating a Classroom Culture of High Expectations. The school will focus on the following techniques throughout the month:
  - ❖ **Technique 62: Joy Factor-** Celebrate the work of the scholars, no matter how small. Precise Praise lets a teacher compliment a student precisely on their actions and work.
  - ❖ **Technique 56: Strong Voice-** Affirm your authority intentionally using verbal and non verbal cues.
  - ❖ **Technique 8: Culture Of Error:** Create an environment where it's safe to be wrong, while using other strategies to formulate a correct answer.
  - ❖ **Technique 19: AT BATS:** Lessons should include as many repetitions as possible. Giving scholars more than one chance to answer a question will boost their confidence and ensure that the scholars are indeed learning.
  
- All teachers/ ta' have created professional goals for the year. The information is archived

in their file and will be revisited during coaching sessions.

- All teachers/ta's were provided with PD focusing on unit planning. CPCS revised their unit plan for the 2019-2020 school year.
- Classroom environments- are conducive for learning. Currently, teachers and TA's are completing the first 25 days of the Reading and Math workshop model which incorporates routines and procedures.
- Admin continues to complete informal observations which also includes feedback. (emailed, face-to-face, ect) We will continue to conduct informal observations this month with a focus on Direct Instruction. Based on the feedback provided, teachers will need PD on unpacking the standards, Math (NYCMP), questioning techniques. While we have our outlined "buckets" of PD, we also adjust our calendar based on the needs of the building.
- School Culture PD was conducted on Friday, 9/13/19. CHAMP visited the school to launch our WORD of the MONTH- Responsibility
- NYS- 2017-2019- Comparison Data- Please see attached

### **Highlights**

- Our garden is ready for it's FIRST HARVEST- pumpkins, peppers, carrots and more!
- Lowe's will sponsor our painting of the gymnasium, outside front and back- Thanks to Coach Riley
- Afterschool programs will begin the week of September 23, 2019
- Ms. Pearson is expecting- Grade 3 teacher. She will be out the end of February - April 2020.
- PA hosted their FIRST Grandparents day event. Several grandparents were able to bring their grand(s) to school. Socialize and eat breakfast with them
- Meet the teacher night- was a success. Total in attendance- 292

### **Vacancies**

TA's Kindergarten and grade 5

Sped Certified- Grade 2

### **PD Needed**

- NYCMP- Math coaching
- Culturally Responsive Classroom

NEW YORK STATE ELA & MATH EXAMS  
COMPARISON DATA 2017 - 2019

GRADE 3		GRADE 3		GRADE 3			
ELA	2017	2018	2019	ELA	2017	2018	2019
LEVEL 1	17	7	5	LEVEL 1	24	12	20
LEVEL 2	42	48	45	LEVEL 2	33	45	31
LEVEL 3	28	39	50	LEVEL 3	24	16	16
LEVEL 4	0	0	10	LEVEL 4	11	14	9
TOTAL	72	62	69	TOTAL	62	67	65
DIFFERENCE %	-10%	49%	17%	DIFFERENCE %	38%	43%	23%

GRADE 4		GRADE 4		GRADE 4			
ELA	2017	2018	2019	ELA	2017	2018	2019
LEVEL 1	0	12	13	LEVEL 1	24	12	20
LEVEL 2	20	19	21	LEVEL 2	33	45	31
LEVEL 3	15	40	43	LEVEL 3	24	16	16
LEVEL 4	15	19	7	LEVEL 4	11	14	9
TOTAL	40	60	70	TOTAL	62	67	65
DIFFERENCE %	5%	43%	10%	DIFFERENCE %	38%	43%	23%

GRADE 5		GRADE 5		GRADE 5			
ELA	2017	2018	2019	ELA	2017	2018	2019
LEVEL 1	24	12	20	LEVEL 1	24	12	20
LEVEL 2	33	45	31	LEVEL 2	33	45	31
LEVEL 3	24	16	16	LEVEL 3	24	16	16
LEVEL 4	11	14	9	LEVEL 4	11	14	9
TOTAL	62	67	65	TOTAL	62	67	65
DIFFERENCE %	3%	43%	5%	DIFFERENCE %	38%	43%	23%

GRADE 6		GRADE 6		GRADE 6			
ELA	2017	2018	2019	ELA	2017	2018	2019
LEVEL 1	24	12	20	LEVEL 1	24	12	20
LEVEL 2	33	45	31	LEVEL 2	33	45	31
LEVEL 3	24	16	16	LEVEL 3	24	16	16
LEVEL 4	11	14	9	LEVEL 4	11	14	9
TOTAL	62	67	65	TOTAL	62	67	65
DIFFERENCE %	3%	43%	0%	DIFFERENCE %	38%	43%	0%

GRADE 7		GRADE 7		GRADE 7			
ELA	2017	2018	2019	ELA	2017	2018	2019
LEVEL 1	24	12	20	LEVEL 1	24	12	20
LEVEL 2	33	45	31	LEVEL 2	33	45	31
LEVEL 3	24	16	16	LEVEL 3	24	16	16
LEVEL 4	11	14	9	LEVEL 4	11	14	9
TOTAL	62	67	65	TOTAL	62	67	65
DIFFERENCE %	3%	35%	25%	DIFFERENCE %	38%	35%	25%

GRADE 8		GRADE 8		GRADE 8			
ELA	2017	2018	2019	ELA	2017	2018	2019
LEVEL 1	24	12	20	LEVEL 1	24	12	20
LEVEL 2	33	45	31	LEVEL 2	33	45	31
LEVEL 3	24	16	16	LEVEL 3	24	16	16
LEVEL 4	11	14	9	LEVEL 4	11	14	9
TOTAL	62	67	65	TOTAL	62	67	65
DIFFERENCE %	40%	40%	50%	DIFFERENCE %	40%	40%	50%

TOTAL DIFFERENCE %

TOTAL DIFFERENCE %



# **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 # 2

September 25, 2019

Current CCMS Enrollment:

Cohort Group	Grade Level	August 19, 2019 Enrollment	Enrollment As of September 12, 2019	Change in enrollment
#3	Grade 8	84	86	+2.4%
#4	Grade 7	78	77	-1.3%
#5	Grade 6	75	74	-1.3%
<b>TOTAL</b>		<b>237</b>	<b>237</b>	<b>0%</b>

CCMS Attendance Statistics:

Cohort Group	Grade Level	Attendance Rates	
		Aug 26, '19 - Sep 4, '19	Sep 5, '19 - Sep 11, '19
#3	Grade 8	93.3%	93.8%
#4	Grade 7	88.4%	95.5%
#5	Grade 6	89.8%	96.4%
<b>TOTALS</b>		<b>90.5%</b>	<b>95.2%</b>

Proficiency Statistics of Currently Enrolled Scholars:

Cohort Group	Grade Level	Spring 2019 <u>ELA</u> Proficiency Levels				Spring 2018 <u>Math</u> Proficiency Levels			
		ELA L1	ELA L2	ELA L3	ELA L4	Math L1	Math L2	Math L3	Math L4
#3	G 8	9%	33%	37%	19%	16%	41%	22%	17%
#4	Gr 7	23%	22%	19%	34%	25%	21%	32%	17%
#5	Gr 6	34%	32%	20%	5%	31%	30%	16%	15%
<b>Grades 6 - 8</b>		<b>22%</b>	<b>29%</b>	<b>26%</b>	<b>19%</b>	<b>24%</b>	<b>32%</b>	<b>24%</b>	<b>16%</b>



### **Highlight: Spring 2019 State Exam Scores:**

CCMS outperformed District 27, improving on Spring 2018 overall proficiency by 11 percentage points in ELA and 4 percentage points in Math. A full comparison of CPCS grade performance vs District 27 is linked [here](#).

### **PD Week: August 19, 2019 to August 23, 2019**

Staff were successfully welcomed to the new school year during PD Week for workshops and space alignment. Staff members were also able to receive new Lenovo laptops assigned to them. Due to building repairs that were necessary on Thursday, August 22 and Friday, August 23, the CCMS staff members were afforded the opportunity to work on assignments from their homes and come in instead on Saturday, August 24 to set up classrooms on the lower level of 1279 Redfern. Any professional development sessions that could not happen due to the repair work was postponed to after Opening Day. A copy of the adjusted PD Week schedule is linked [here](#). Staff also had feedback to offer after every PD session at the Middle School Campus. A snapshot of the data reflecting their responses is linked [here](#).

### **New scholar Orientation: August 22, 2019**

CCMS Administrators welcomed new CCMS scholars at the annual Orientation Night on Thursday, August 22, 2019 from 4:30 PM to 7:30 PM. The night was well-attended, with 59 new scholars represented (52 6th-graders; 3 new 7th-graders; and 4 new 8th-graders). Parents and guardians received an overview of our program offerings, school rules, and timelines. The information was well-received by all, and parents were also impressed with the good news that CCMS scholars surpassed District 27 in the Spring 2019 state exams.

### **Opening Day at 12-79 Redfern Avenue: August 26, 2019**

By opening day, all was in place for an orderly and smooth first day of school for scholars. The scholars were settled in and learning about our middle school procedure and culture right away. Certain classes were tasked with going over different elements of our Culture Handbook and our Parent/Scholar Handbook. New scholars were assigned to CCMS Houses upon enrollment, and on the afternoon of Instructional Day 1, all scholars and staff were able to hold House Meetings. This week scholars received their house pins. They are truly excited about the house system.

### **Meet-the-Teacher Night:**

Meet-the-Teacher Night took place on Thursday, September 19, 2019 from 5:30 PM to 7:00 PM. 34.2% of our CCMS scholars were represented. Parents followed mock schedules designed for them to transition to each of their scholars' classes. Teachers prepared brief slideshows and additional copies of their class syllabus.





### **School Routines:**

Due to shorter school day, the daily schedule includes seven 40-minute core-subject teaching periods, one 30-minute club period, and three 30-minute lunch periods. As we used a new bus company and coupled with the shortened lunch periods, there were some delays with respect to busing for lunch, however, these were ironed out by Instructional Day 3. With an increase of an extra bus which makes for urgency in moving scholars and preventing the delays and loss of invaluable instructional time. Each grade of scholars travels in 3 shifts by bus to the 15 Central Avenue building by chartered bus daily for lunch in the cafeteria and PE in the gym. Weather-permitting, scholars enjoy recess at nearby Redfern Park, as the roof of Redfern is not in good repair.

### **Highlight: Clubs**

The inclusion of daily in-school clubs has allowed opportunities for creativity and extracurricular activities on a daily basis. Scholars are enjoying chess, Coding, Culinary Arts, Dance, Debate, Drama, Etiquette, Math, Music, and Step. Clubs are 30 minutes each afternoon, just before dismissal.

### **Daily PLC Meetings:**

The daily Professional Learning Community (PLC) period takes place following scholar dismissal from 4:00 PM to 4:30 PM. On days when a longer time is necessary, PLC meetings are moved to a Lunch and Learn time, scheduled from 12:15 PM to 1:00 PM. A [PLC schedule routine](#) is linked here.

### **Assessments and Data:**

CCMS ELA and math diagnostic assessments as planned have been delayed due to the unavailability of class-sets of ChromeBook devices. We currently have less than 60 functioning schoolwide, so we have started testing two classes at a time. This will prolong results for setting up RTI and student grouping, however, we are doing all that we can to make sure there is progress until we are fully-equipped. Instructors are putting off blended learning activities until further notice.

All CCMS instructors and administrators have been assigned a caseload of 10-13 scholars with which to conduct Data Chats throughout the school year. For this first round of Data Chats, instructors are using the Spring 2019 Score Reports downloaded from the Level 2 SIRS website.

CCMS will send out Progress Reports on September 27, with hopes of having diagnostic results ready by then.

Following the completion of B.O.Y. Diagnostics, CCMS will identify laser reading level and math goals for the scholars. At this time goals are general and based on what we know about our scholars through classroom assessments.





## **Scholar Incentive**

Critical Friend Dr. Cindy Burgos is seeking grants in the amount of \$2,000 to allow us to reward scholars for earned Spring 2019 proficiency. Scholars earning Level 3 will be rewarded with \$20. Scholars earning a Level 4 will receive \$30. All scholars who made gains will receive a certificate of achievement.

## **Instructional Strategy : USSR and Math Story**

Uninterrupted, Sustained Silent Reading (USSR) continues from the 2018-2019 school year. For the first 15 minutes of first instructional period of the day all scholars are required to read and record their progress on their reading log. Reading logs are checked by ELA teachers daily. Added this year is a writing prompt that all scholars are required to complete.

Similar to USSR, Math Story takes place daily and is schoolwide, but in the afternoon in the first 10 minutes of Period 11, at 1:45 PM. Our initial step is to use problems which cover the prerequisite standards of the grade and spiral up to the grade level problems. Other strategies will involve peer coaching, small groups and strong intellectual prep whole school. The Math Coach provides the focus questions via Google Slides so it is displayed on the SMART Board. Scholars complete the focus question on provided templates, which are then collected and returned to the Math Coach and math teachers for grading. Eventually, the time for Daily Math Story will lessen to five minutes as scholars build stamina. All instructors will begin to do intellectual preparation during grade level planning meetings so that they can help scholars in need.

## **Instructional Walkthroughs**

The CCMS Admin Team has begun Instructional walkthroughs with a focus on norming. CCMS continues to use TeachBoost for all instructional supervision feedback and tracking. We have also received support from the Senior Director of Teaching and Learning in the observation of lessons. Feedback is used to strengthen instructional practices.

## **Upcoming Events:**

- Oct 15: Grade 6 Trip to MoMath
- Oct 17: Middle School Workshop for Rising 6th-graders and parents (5:30 PM to 6:30 PM)
- Oct 22: High School Workshop for CCMS 8th-grade Parents (5:30 PM to 6:30 PM)
- Oct 25: Grades 6-8 Trip to American Museum of Natural History
- Oct 29: Grade 7 Trip to MoMath

## **After School Athletics**

These are being planned for start dates in October. Scholars are being surveyed and staff members are being recruited for Flag Football, Volleyball, Basketball, Soccer, and Track.



**ATTACHMENT #5**  
**Director of Operations**  
**Report**



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

September 18, 2019

Re: September 18, 2019 Operations Report

By: Venessa Foster, Director of Operations

**I. Compliance**

- 12-79 Location had an inspection this month, all recommendations have been taken into consideration and will be addressed accordingly
- Preparing to conduct our safety drills to be in compliance with the DOE requirements

**II. Security**

- Security remains stables

**II. Facilities**

- Currently working with the landlord to address HVAC and heat system issues at CPCS
- Working with contractors to address roof issues at Redfern
- Currently trying to formulate an action plan to address facility tickets with the landlord in a timely fashion, to ensure we are providing the best environment for our school community
- Preparing to Roll out new initiatives to engage scholars respecting and ensuring our school community is kept clean
- 

**V. School Foods**

- School Foods completed an audit this month and we are in good standing
- Our kitchen staff remains the same and is stable
- Working with Dr. Mullings to bring in vending machines to all campuses. This is projected to happen by the end of the month

**V. Health**

- Nurses are communicating with families to ensure we are in compliance with updated health
- Currently working on immunization data for ATS
- Informing families of new exemption criteria as well as the

**VI. Transportation**

- Metro Cards have been distributed to scholars that should receive
- Bussing began and has been smooth
- New transportation company that was onboarded for shuttle services this school year has continued to run smooth

**Challenge Preparatory Charter School, K-5**  
**Nicole Griffin, K-5 Principal**  
710 Hartman Lane, Far Rockaway, NY 11691  
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[www.challengeprepcharter.org](http://www.challengeprepcharter.org)

**Challenge Charter Schools**  
**Rev. Dr. Les Mullings, Founder/CEO**  
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[www.challengecharterschools.org](http://www.challengecharterschools.org)

**Challenge Charter Middle School, 6-8**  
**Mavgar Mondesir-Gordon, 6-8 Principal**  
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[www.challengechartermiddle.org](http://www.challengechartermiddle.org)





**ATTACHMENT #6**  
**Director of Communications**  
**Report**



## Challenge Charter Schools Communications Report

September 2019

### Back to School Tasks

- **2020-21 Application Materials**

- Updated School Flyer and Application details done; Spanish version in process
- Open House presentation updates in process

- **Branding/Marketing**

- Completed Careers 1-pager draft in conjunction with Ms. Coreus and Ms. Armstrong
- Multiple articles in process for publishing across our channels
- New letterhead need identified and in process with the addition of high school
- Schneps Media strategy and deadlines identified and in process

- **Social Media**

- Seeing initial growth of K-5 and 6-8 Facebook pages where most of our families engage following new social media flyer going out to families
- Data analytics shaping timing of postings and content
- FB page info verified and updated; Twitter TBD

- **Websites**

- New Senior page on Middle School site for families of 8th Graders
- Apply page info updated and soon to be finalized
- Continued update of back to school/info/images on K-5 and MS

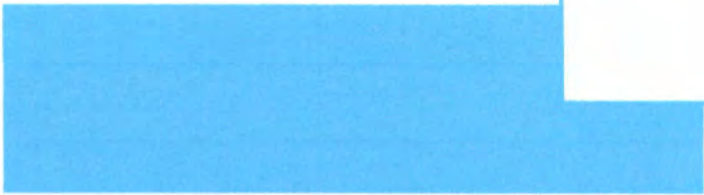
- **Other**

- Phone number and extension issues addressed
- Script for phones updated and refined to help families navigate our 3 buildings



## **ATTACHMENT #7**

# **August 2019 Financials & Director of Finance Report**



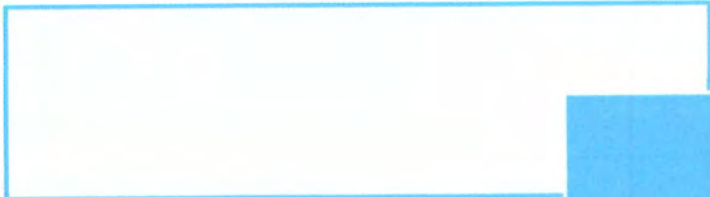
STUDENT ACHIEVEMENT

**CSBM**  
CHARTER SCHOOL  
EDUCATIONAL MANAGEMENT

*empower. inspire. create.*

## Challenge Prep Charter School

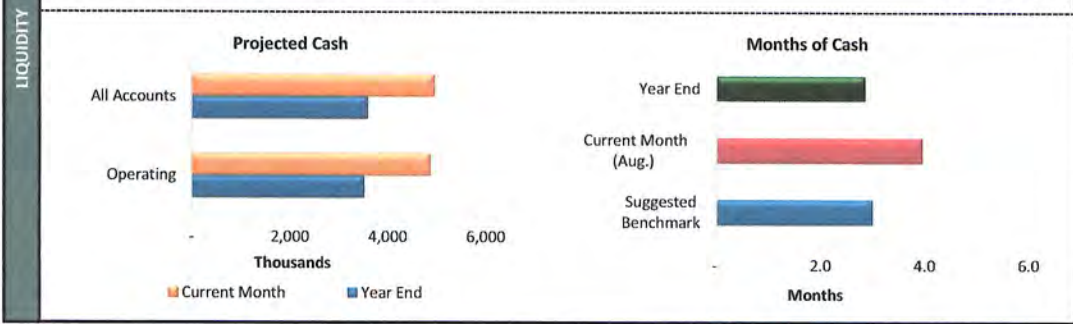
Monthly Financial Report  
August 2019



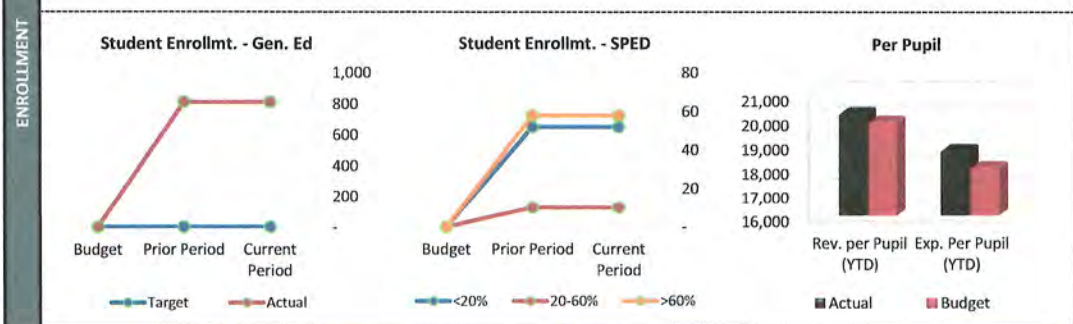
# Challenge Prep Charter School

## Financial Summary For Period Ended August 31, 2019

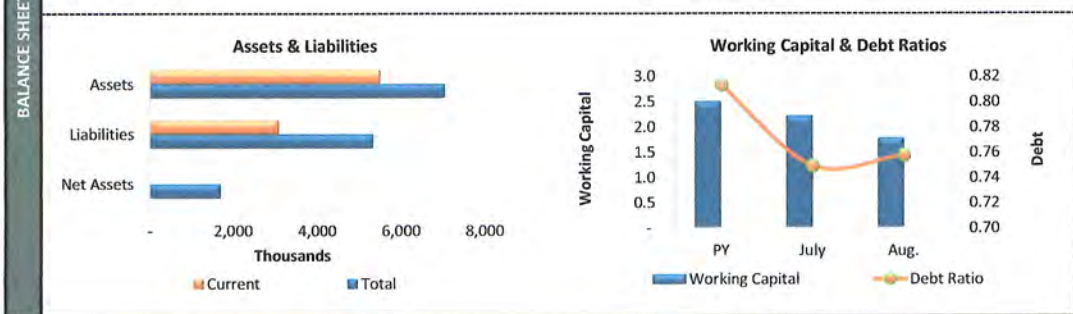
<b>Cash in Bank</b> <i>(Operating Account(s) Only: as of August 31, 2019)</i>	<b>\$ 4,859,654</b>
<b>Projected months of cash on hand</b>	<b>4.0</b>
<b>Cash in Bank</b> <i>(Total - All Accounts as of August 31, 2019)</i>	<b>\$ 4,940,660</b>
<b>FY Ending Cash Available to Carryover to FY19-20</b> <i>(Operating Account(s) Only)</i>	<b>\$ 3,510,558</b>
<i>*Cash balance available once all FY19-20 obligations &amp; receivables have been settled</i>	
<b>Projected months of cash on hand</b>	<b>2.9</b>
<b>FY Ending Cash Available to Carryover to FY19-20</b> <i>(Total - All Accounts)</i>	<b>\$ 3,591,564</b>



	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>		<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
<b>General Ed</b>	786.44	811.00	(24.56)	\$	12,038,006	12,414,788	(376,782)
<b>SPED</b>							
0 - 20%	29.66	49.00	(19.34)		-	-	-
20 - 59%	15.88	9.00	6.88		164,972	93,510	71,462
60% - Over	59.27	54.00	5.27		1,128,977	1,028,646	100,331
<b>Total SPED</b>	<b>104.80</b>	<b>112.00</b>	<b>(7.20)</b>		<b>1,293,950</b>	<b>1,122,156</b>	<b>171,794</b>



<b>Total Current Assets:</b>	<b>\$ 5,505,182</b>
<b>Total Current Liabilities:</b>	<b>\$ 3,080,305</b>
<b>Working Capital (Current) Ratio</b>	<b>1.79</b>
<b>Total Assets:</b>	<b>\$ 7,035,044</b>
<b>Total Liabilities:</b>	<b>\$ 5,329,023</b>
<b>Debt Ratio</b>	<b>0.76</b>
<b>Total Net Assets:</b>	<b>\$ 1,706,021</b>



	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
<b>Total Revenue YTD:</b>	\$ 2,589,946	\$ 2,644,863	\$ (54,917)
<b>Total Expenses YTD:</b>	(1,689,631)	(1,742,229)	52,599



# Challenge Prep Charter School

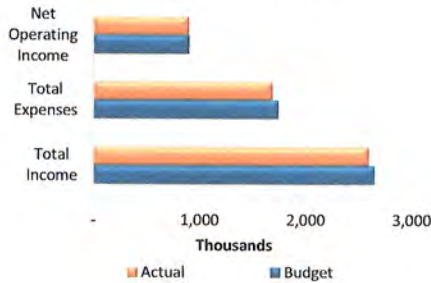
## Financial Summary

For Period Ended August 31, 2019

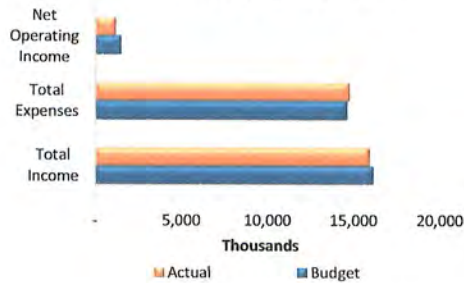
<b>Net Operating Surplus(Deficit):</b>	\$	900,316	\$	902,634	\$	(2,318)
		<u>Projected</u>		<u>Budget</u>		<u>Variance</u>
Annual Projected Revenue:	\$	15,921,677	\$	16,139,600	\$	(217,923)
Annual Projected Expenses (before depreciation):		(14,736,653)		(14,619,846)		(116,807)
<b>Projected Net Operating Surplus(Deficit) before Depreciation:</b>	<b>\$</b>	<b>1,185,024</b>	<b>\$</b>	<b>1,519,754</b>	<b>\$</b>	<b>(334,730)</b>
Annual Projected Depreciation:		-		-		-
<b>Projected Net Operating Surplus(Deficit) after Depreciation:</b>	<b>\$</b>	<b>1,185,024</b>	<b>\$</b>	<b>1,519,754</b>	<b>\$</b>	<b>(334,730)</b>
<b>Capital Expenditure Requirements</b>	<b>\$</b>	<b>(460,000)</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>(460,000)</b>
<b>Total Cash Expenditures</b> <i>(expenses excluding depreciation plus capital expenditures)</i>	<b>\$</b>	<b>(14,276,653)</b>	<b>\$</b>	<b>(14,619,846)</b>	<b>\$</b>	<b>343,193</b>
<b>Revenue per Pupil (YTD)</b>	<b>\$</b>	<b>20,245</b>	<b>\$</b>	<b>19,901</b>	<b>\$</b>	<b>344</b>
<b>Expenditure per Pupil (YTD)</b>	<b>\$</b>	<b>18,738</b>	<b>\$</b>	<b>18,027</b>	<b>\$</b>	<b>712</b>

BUDGETING / REVENUE & EXPENSES

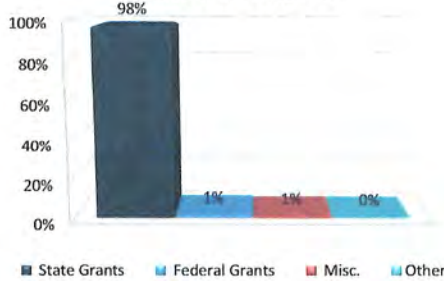
**Year-To-Date (YTD)**



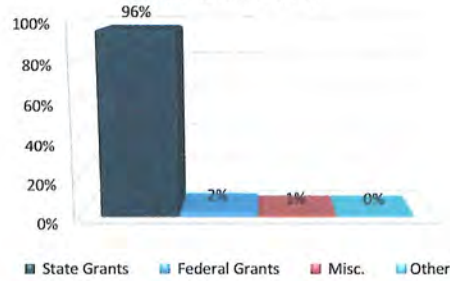
**Year End (YE) Projection**



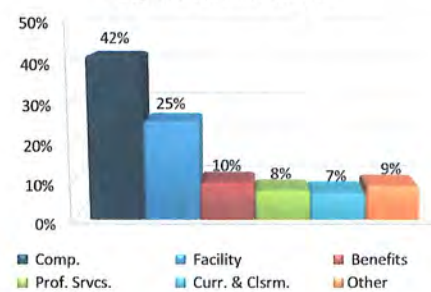
**Revenue Breakdown YTD**



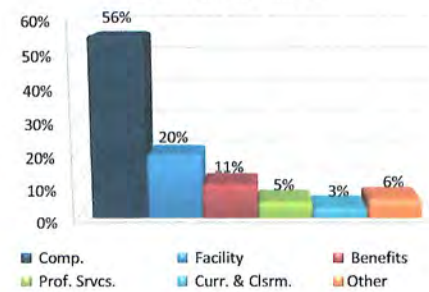
**Revenue Breakdown YE**



**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>	
Decrease in State Grants	(217,935)	Budget done based on 811 FTE for GenEd, 54 over 60%; 9 20-59%. Projection done based on 786.438 GenEd, 59.267 over 60%; 15.878 20-59% FTE per November invoice
Decrease in Federal Grants	-	
Decrease in Contributions	-	
Increase in Miscellaneous Income	<u>12</u>	
<b>Decrease in Projected Annual Revenue</b>	<b>(217,923)</b>	
Increase in Compensation	19,387	Salary projections based on budget
Decrease in Benefits	(4,991)	Projection based on current trends and
Increase in Administrative Expenses	7,000	
Increase in Professional Services	29,290	
Increase in Professional Development	15,300	
Increase in Marketing and Staff/Student Rec	320	
Decrease in Fundraising Expenses	-	
Decrease in Curriculum & Classroom Expenses	-	
Increase in Facility	7,000	
Increase in Technology/Communication Expens	43,500	
Decrease in Miscellaneous Expenses	-	
Decrease in Depreciation Expense	<u>-</u>	
<b>Increase in Projected Annual Expenses</b>	<b>116,807</b>	
<b>Net Projected Deficit Variance after Depreciation</b>	<b><u>\$ 1,185,024</u></b>	

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

	August 31, 2019			YTD Through August 31, 2019			Projected FYE June 30, 2020 Current Month				Comments
	Actual	Budget	Variance	Actual	Budget	Variance	Actual - July 2019 - May 31, 2019 - Projected	Projections thru June 30, 2019	Annual Budget	Variance	
<b>Income</b>											
4100 State Grants	1,264,874	1,285,475	(20,600)	2,529,749	2,570,949	(41,201)	12,834,536	15,364,284	15,582,219	(217,935)	Budget done based on 811 FTE for GenEd, 54 over 60%; 9.20.59% Projection done based on 786.438 GenEd, 59.267 over 60%; 15.878 20.59% FTE per November invoice
4200 Federal Grants	33,358	22,698	10,660	37,197	45,395	(8,198)	349,073	386,270	386,270	-	
4300 Contributions	-	4,851	(4,851)	4,183	9,703	(5,519)	54,032	58,215	58,215	-	
4400 Miscellaneous Income	9,409	9,408	1	18,817	18,816	1	94,091	112,908	112,896	12	
<b>Total Income</b>	<b>1,307,641</b>	<b>1,322,432</b>	<b>(14,791)</b>	<b>2,589,946</b>	<b>2,644,863</b>	<b>(54,917)</b>	<b>13,331,731</b>	<b>15,921,677</b>	<b>16,139,600</b>	<b>(217,923)</b>	Budget done based on 811 FTE for GenEd, 54 over 60%; 9.20.59% Projection done based on 786.438 GenEd, 59.267 over 60%; 15.878 20.59% FTE per November invoice
<b>Expenses</b>											
<b>Compensation</b>											
5100 Instructional Staff	261,334	286,146	(24,812)	363,935	373,363	(9,427)	5,456,966	5,820,901	5,820,901	-	
5200 Non-Instructional Staff	134,011	122,936	11,075	265,240	245,872	19,368	1,229,377	1,494,617	1,475,230	19,387	
5300 Pupil Support	50,498	79,499	(29,001)	76,255	94,936	(18,681)	813,624	889,929	889,929	-	
<b>5000 Compensation</b>	<b>445,843</b>	<b>488,581</b>	<b>(42,738)</b>	<b>705,430</b>	<b>714,171</b>	<b>(8,740)</b>	<b>7,500,017</b>	<b>8,205,447</b>	<b>8,186,060</b>	<b>19,387</b>	Salary projections based on budget
5400 Benefits	107,261	128,288	(21,026)	162,578	256,576	(93,997)	1,393,885	1,556,464	1,561,454	(4,991)	
6100 Administrative Expenses	59,479	31,946	27,533	78,797	63,893	14,904	311,558	390,355	383,355	7,000	
6200 Professional Services	74,830	43,106	31,724	127,103	89,783	37,321	613,328	740,431	711,141	29,290	Projection based on current trends and reallocation of expenses
6300 Professional Development	1,030	13,545	(12,515)	14,263	13,545	717	150,637	164,900	149,600	15,300	
6400 Marketing and Staff/Student Rec	9,466	7,520	1,947	11,859	15,039	(3,180)	78,694	90,553	90,233	320	
6500 Fundraising Expenses	-	-	-	-	-	-	25,000	25,000	25,000	-	
7100 Curriculum & Classroom Expenses	90,123	38,979	51,144	116,253	77,957	38,296	332,153	448,406	448,406	-	
8100 Facility	225,055	242,655	(17,600)	429,315	484,310	(54,995)	2,480,546	2,909,861	2,902,861	7,000	
8200 Technology/Communication Expenses	29,374	13,470	15,904	44,023	26,940	17,083	161,116	205,139	161,639	43,500	
8800 Miscellaneous Expenses	-	8	(8)	8	16	(8)	90	97	97	-	
8900 Depreciation Expense	-	-	-	-	-	-	-	-	-	-	
<b>Total Expenses</b>	<b>1,042,461</b>	<b>1,008,098</b>	<b>34,364</b>	<b>1,689,631</b>	<b>1,742,229</b>	<b>(52,599)</b>	<b>13,047,022</b>	<b>14,736,653</b>	<b>14,619,846</b>	<b>116,807</b>	
<b>Net Income</b>	<b>265,180</b>	<b>314,334</b>	<b>(49,154)</b>	<b>900,316</b>	<b>902,634</b>	<b>(2,318)</b>	<b>284,709</b>	<b>1,185,024</b>	<b>1,519,754</b>	<b>(334,730)</b>	
<b>Capital Expenditures</b>											
Furniture, Fixtures & Equipment	-	-	-	3,553	-	3,553	6,447	10,000	-	10,000	
Facility and Construction	359,133	-	359,133	359,133	-	359,133	90,867	450,000	-	450,000	
Website	-	-	-	-	-	-	-	-	-	-	
<b>Total Capital Expenditures</b>	<b>359,133</b>	<b>-</b>	<b>359,133</b>	<b>362,686</b>	<b>-</b>	<b>362,686</b>	<b>97,314</b>	<b>460,000</b>	<b>-</b>	<b>460,000</b>	

**Challenge Prep Charter School  
Cash Flow Projection as of August 31, 2019**

Annual Budget FY 19	Projected	Projected	2019								2020	2021	2022
	Sept. 0 - June 1	Sept. 0 - June 1	July 1 - Aug 31	Sept. 01	Oct. 01	Nov. 01	Dec. 01	Jan. 01	Feb. 01	Mar. 01	Apr. 01	May 01	June 01
<b>Beginning Cash Balance (Operating)</b>	-	<b>4,859,654</b>	<b>4,808,654</b>	<b>3,164,806</b>	<b>4,623,112</b>	<b>3,406,718</b>	<b>5,018,322</b>	<b>3,852,931</b>	<b>5,321,304</b>	<b>4,228,530</b>	<b>5,088,991</b>	<b>5,205,030</b>	<b>4,185,139</b>
Projected Cash Receipts from Operations (Below)	16,139,609	13,311,231	11,192,138	18,842	2,634,697	60,610	2,747,631	18,842	2,654,637	101,179	2,654,697	18,842	175,365
Projected Cash Disbursements from Operations (Below)	(74,619,846)	(33,047,022)	(2,468,534)	(1,185,149)	(1,185,149)	(1,185,149)	(1,185,149)	(1,185,149)	(1,185,149)	(1,186,955)	(1,185,149)	(1,185,149)	(1,185,149)
<b>Net Cash from Operations</b>	<b>1,519,754</b>	<b>284,709</b>	<b>(1,411,966)</b>	<b>(1,166,307)</b>	<b>1,469,548</b>	<b>(1,115,139)</b>	<b>1,580,475</b>	<b>(1,166,307)</b>	<b>1,469,548</b>	<b>(1,085,777)</b>	<b>1,469,548</b>	<b>(1,166,307)</b>	<b>(1,009,784)</b>
Cash Receipts from Accounts & Misc. Receivables (not included in revenue below)	-	-	-	-	-	-	-	-	-	-	-	-	-
Cash Disbursements for Accounts Payable & Accrued Expenses	-	-	(517,313)	-	-	-	-	-	-	-	-	-	-
Capital Expenditures (Below)	-	(97,314)	(97,314)	(11,236)	(11,236)	(11,236)	(9,087)	(9,087)	(9,087)	(9,087)	(9,087)	(9,087)	(9,087)
Accounts Receivable	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Ending Cash Balance (Operating Account)</b>	<b>1,519,754</b>	<b>392,023</b>	<b>3,545,572</b>	<b>3,154,809</b>	<b>4,415,112</b>	<b>3,486,778</b>	<b>5,018,322</b>	<b>3,862,931</b>	<b>5,321,304</b>	<b>4,228,530</b>	<b>5,088,991</b>	<b>4,512,997</b>	<b>4,185,139</b>
Other Cash Accounts (Net of Transfers)	-	-	81,006	81,006	81,006	81,006	81,006	81,006	81,006	81,006	81,006	81,006	81,006
<b>Total Cash (All Accounts)</b>	<b>1,519,754</b>	<b>392,023</b>	<b>3,545,572</b>	<b>3,245,808</b>	<b>4,704,118</b>	<b>3,567,784</b>	<b>5,119,331</b>	<b>3,943,937</b>	<b>5,402,310</b>	<b>4,309,536</b>	<b>5,269,997</b>	<b>4,594,003</b>	<b>4,266,145</b>



Challenge Prep Charter School  
Balance Sheet  
YTD as of August 31, 2019

	Total	Comments
<b>ASSETS</b>		
<b>Current Assets</b>		
<b>Bank Accounts</b>		
<b>1000 Cash</b>		
1001 HSBC Checking - 0844	4,167,622	
1002 HSBC Checking - 0852	6,634	
1003 HSBC Checking - 0879	692,033	
1004 HSBC Checking - 0887	506	
1005 HSBC Money Market - 5972	3,495	
1006 Chase Escrow - 3060	70,000	
1007 Petty Cash	372	
<b>Total 1000 Cash</b>	<b>\$ 4,940,660</b>	
<b>Total Bank Accounts</b>	<b>\$ 4,940,660</b>	
<b>Accounts Receivable</b>		
1100 Accounts Receivable	287,383	
1200 Other Receivables - Salary Advance	9,543	
<b>Total Accounts Receivable</b>	<b>\$ 296,926</b>	
<b>Other current assets</b>		
1300 Prepaid Expenses	9,646	
1301 Prepaid Insurance	75,695	
1310 Prepaid Rent	182,255	
<b>Total Other current assets</b>	<b>\$ 267,596</b>	
<b>Total Current Assets</b>	<b>\$ 5,505,182</b>	
<b>Fixed Assets</b>		
<b>1500 Furniture, Fixtures &amp; Equipment</b>		
1510 Office & Admin Computers & Equipment	243,066	
1511 Classroom Computers & Equipment	205,038	
1512 Classroom Furniture	354,541	
1513 Office Furniture	51,286	
<b>Total 1513 Office Furniture</b>	<b>\$ 51,286</b>	
1514 Musical Instruments	16,390	
1515 Computer Software	17,289	
<b>Total 1516 Curriculum</b>	<b>\$ -</b>	
<b>Total 1500 Furniture, Fixtures &amp; Equipment</b>	<b>887,609</b>	
<b>1519 Facility and Construction</b>		
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	565,999	
<b>Total 1519 Facility and Construction</b>	<b>1,278,786</b>	
1610 Website	11,000	
<b>Total 1610 Website</b>	<b>\$ 11,000</b>	
<b>1700 Accumulated Depreciation &amp; Amortization</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>\$ 1,197,286</b>	
<b>Other Assets</b>		
1800 Security Deposits	332,576	



**Challenge Prep Charter School  
Balance Sheet  
YTD as of August 31, 2019**

	Total	Comments
2500 Sales Tax Receivable	-	
Total Other Assets	\$ 332,576	
<b>TOTAL ASSETS</b>	<b>\$ 7,035,044</b>	
<b>LIABILITIES AND EQUITY</b>		
<b>Liabilities</b>		
<b>Current Liabilities</b>		
<b>Accounts Payable</b>		
2000 Accounts Payable	428,011	
Total Accounts Payable	\$ 428,011	
<b>Credit Cards</b>		
2200 HSBC Credit Card	-	
Total Credit Cards	\$ -	
<b>Other Current Liabilities</b>		
2100 HSBC Loan Payable	-	
2300 Accrued Salaries/Taxes	0	
2301 Accrued Expenses	89,301	
2302 Refundable Advance	-	
2400 Unearned/Deferred Revenue	2,562,994	
Total Other Current Liabilities	\$ 2,652,295	
Total Current Liabilities	\$ 3,080,305	
<b>Long-Term Liabilities</b>		
2700 Deferred Rent Liability	2,248,718	
Total Long-Term Liabilities	\$ 2,248,718	
Total Liabilities	\$ 5,329,023	
<b>Equity</b>		
3000 Opening Balance Equity	-	
3100 Retained Earnings	805,705	
Net Income	900,316	
Total Equity	\$ 1,706,021	
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ 7,035,044</b>	

Challenge Prep Charter School  
Statement of Cash Flows  
YTD as of August 31, 2019

	<u>Total</u>	<u>Comments</u>
<b>OPERATING ACTIVITIES</b>		
Net Income	900,316	
Adjustments to reconcile Net Income to Net Cash provided by operations:	-	
1100 Accounts Receivable	261,294	
1200 Accounts Receivable:Other Receivables - Salary Advance	(8,168)	
1300 Prepaid Expenses	2,484	
1301 Prepaid Insurance	(75,695)	
1310 Prepaid Rent	-	
1400 Due From Challenge Charter Network	-	
1700 Accumulated Depreciation & Amortization	-	
2000 Accounts Payable	335,123	
2200 HSBC Credit Card (deleted)	-	
2100 HSBC Loan Payable	-	
2300 Accrued Salaries/Taxes	(986,464)	
2301 Accrued Expenses	(90,751)	
2302 Refundable Advance	-	
2400 Unearned/Deferred Revenue	2,561,946	
2600 Exchange Transactions (deleted)	-	
2800 Real Estate Tax Payable	-	
Sales tax payable (deleted)	-	
Net cash provided by operating activities	<u>\$ 2,900,084</u>	
<b>INVESTING ACTIVITIES</b>		
1500 Furniture, Fixtures & Equipment	-	
1510 Furniture, Fixtures & Equipment:Office & Admin Computers & Equipment	-	
1511 Furniture, Fixtures & Equipment:Classroom Computers & Equipment	-	
1512 Furniture, Fixtures & Equipment:Classroom Furniture	(3,553)	
1513 Furniture, Fixtures & Equipment:Office Furniture	-	
1514 Furniture, Fixtures & Equipment:Musical Instruments	-	
Furniture, Fixtures & Equipment:Curriculum:Original Cost	-	
1800 Security Deposits	1,000	
2500 Sales Tax Receivable	-	
Net cash provided by investing activities	<u>\$ (361,686)</u>	
<b>FINANCING ACTIVITIES</b>		
2700 Deferred Rent Liability	-	
3000 Opening Balance Equity	-	
3100 Retained Earnings	-	
Net cash provided by financing activities	<u>\$ -</u>	
Net cash increase for period	<u>\$ 2,538,397</u>	
Cash at beginning of period	<u>\$ 2,402,263</u>	
1000 Cash	-	
1001 Cash:HSBC Checking - 0844	-	
1002 Cash:HSBC Checking - 0852	-	
1003 Cash:HSBC Checking - 0879	-	
1004 Cash:HSBC Checking - 0887	-	
1005 Cash:HSBC Money Market - 5972	-	
1006 Cash:Chase Escrow - 3060	-	
1007 Cash:Petty Cash	-	
Undeposited Funds	-	
Total Cash at beginning of period	<u>\$ 2,402,263</u>	
Cash at end of period	<u>\$ 4,940,660</u>	



## **2019-20 School Year Board Meeting #4 Minutes**

Frederica Jefferies, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2018-19 School Year Board Meeting #4 at 6:30 PM on October 16, 2019.

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

Ben Waxman, Secretary of the Board of Trustees called the roll of the board.

Members present: Frederica Jefferies, Karon McFarlane, Jeremiah C. Gaffney, Ben Waxman and Gertrudis Hernandez

Members absent: Andrew Barnes

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

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

1. The agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2019-20 School Year Board Meeting #3 [Attachment #1]. The minutes were approved by common consent.
3. The Chair called for the report of Dr. Les Mullings, CEO. Dr. Mullings gave a report on the development of the CTE high school and the facilities being retrofitted at 1520 Central Avenue, Far Rockaway, NY. Additionally, he shared an update on the JFK Development and the progress on securing industry partners and funding request in support of three of the CTE pathways – Aviation, Culinary Arts and Hospitality. The report was received with appreciation.





4. Dr. Mullings called for a review of the report of Kentia Coreus, Senior Director of Teaching and Learning [Attachment #2]. The report was received with appreciation.
5. Dr. Mullings called for a review of the report of Nicole Griffin, K-5 Principal [Attachment #3]. The report was received with appreciation.
6. Dr. Mullings called for a review of the report of Mavgar Mondesir-Gordon, 6-8 Principal [Attachment #4]. The report was received with appreciation.
7. Dr. Mullings called for a review of the report of Kimberly Messer, Director of Communications [Attachment #5]. The report was received with appreciation.
8. Dr. Mullings called for a review of the report of Venessa Lynch, Director of Operations [Attachment #6]. The report was received with appreciation.
9. The Chair called for the presentation of the Audit of the June 30, 2019 and 2018 Financial Statements [Attachment #7] by Gus Saliba, Partner PKF O'Connor Davies, LLP. Following discussion, a motion was made by Ben Waxman and seconded by Gertrudis Hernandez to receive the report, the motion carried unanimously.
10. The Chair called for the September 2019 Financial Report [Attachment #8]. Following review, the report was received.

The meeting adjourned by common consent at 7:35 PM

Respectfully submitted:

A handwritten signature in blue ink, appearing to read "Ben Waxman", is written over a light blue horizontal line.

Ben Waxman  
Secretary



Attachment #1  
See Prior  
Month  
Minutes for  
Minute  
Attachments



## **2019-20 School Year Board Meeting #3 Minutes**

Frederica Jefferies, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2018-19 School Year Board Meeting #3 at 6:30 PM on September 25, 2019.

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 Website Home Page

Ben Waxman, Secretary of the Board of Trustees called the roll of the board.

Members present: Frederica Jefferies, Karon McFarlane, Jeremiah C. Gaffney, Ben Waxman and Gertrudis Hernandez

Members absent: Andrew Barnes

Also present: Kentia Coreus, Nicole Griffin, Magar Mondesir-Gordon, Eunice Armstrong, Kimberly Messer and Michael R. Estep. 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 #2 [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 development of the high school and the facilities being retrofitted at 1520 Central Avenue, Far Rockaway, NY. Additionally, he indicated that the ground-breaking for the Arverne by the Sea facility has been set for March 2020. The report was received with appreciation.



4. Dr. Mullings called on Kentia Coreus for her report [Attachment #2]. The report was received with appreciation.
5. Dr. Mullings called on Nicole Griffin, K-5 Principal for her report [Attachment #3]. The report was received with appreciation.
6. Dr. Mullings called on Mavgar Mondesir-Gordon, 6-8 Principal for her report [Attachment #4]. The report was received with appreciation.
7. Dr. Mullings called on Eunice Armstrong, Director of Finance for her report [Attachment #7]. The report was received with appreciation.
8. Dr. Mullings called attention to the printed report of Venessa Lynch, Director of Operations for her report [Attachment #5]. The report was received with appreciation.
9. Dr. Mullings called upon Kimberly Messer, Director of Communications for her report [Attachment #6]. The report was received with appreciation.
10. The Chair called for the August 2019 Financial Report [Attachment #7]. Following review, the report was received.

The meeting adjourned by common consent at 7:30 PM

Respectfully submitted:

A handwritten signature in blue ink, appearing to read "Ben Waxman".

Ben Waxman  
Secretary



# Attachment #2



**Senior Director of Teaching and Learning**  
**October 2019 Board Report #4**  
 (Covering September 25-October 10)  
**Kentia Coreus**

**Enrollment Compliance**

Authorized Enrollment	<b>816</b> (WITH FLOAT: 897)
Current Enrollment	811 (as of October 4, 2019)

**2019-20 ELL and SWD Enrollment (as of October 10, 2019)**

Grades	# of ELL students	# of SWD students
K-5	17	69
6-8	1	40
<b>TOTAL</b>	<b>18 (2.2%)</b>	<b>109 (13%)</b>

**ELL Enrollment Target**

The Senior Director of Data at the DOE’s charter office has agreed to provide us with ELL enrollment data for the Greater Far Rockaway area (zip codes 11691, 11692, 11693). This information will help us set realistic targets. Ms. Stanton (K-5 ELL Teacher) and Ms. Rosario will join the Student Recruitment team this school year to focus on ELL student recruitment.

**Staffing (as of October 8, 2019)**

Elementary

There is one vacancy in K-5 (Gr 5 TA) which will likely be filled by a teacher who once worked with the organization.

Middle

There are four vacancies in 6-8 (6<sup>th</sup> Gr SS teacher, 7<sup>th</sup> Gr Math teacher, PE/Health, Spanish).

**Ongoing**

The Senior Director of Teaching and Learning continues to:

- observe Principal practices
- observe teacher meetings
- observe instruction
- establish relationships with team members
- conduct Principal supervision meetings

**Leadership Development Resources**

Principals have received a draft of the 2019-2020 Principal Performance review process. For the first time this year, Assistant Principals will also be evaluated with the Vanderbilt Assessment of Leadership in Education (VAL-ED) survey.

### **Teacher Support and Development**

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.

#### October 8 Data Day Highlights

Elementary: Teachers participated in a workshop called *Gathering Data on Student Mastery and Acting on Data and the Culture of Error*.

Middle: Teachers explored research on the school to prison pipeline before acting upon student's i-Ready diagnostic data.

### **Math Curriculum Support**

Lindsay Caparco from the New York City Math Project has started her work at the Elementary school after participating in a meeting with Principal Griffin where priorities were established. Her onsite date are as follows:

October: 3, 15, 22, 29

November: 5 (PD?) or 7, and 12

December: 3, 17

January: 14, 21, 28

February: 6 (TH), 11, 25

March: 3, 10

April: 4, 7

June: 2, 9

### **Special Education**

Challenge Prep will receive a compliance monitoring visit from the DOE's Special Education office on October 17, 2019. We will be visited by Karina and Mariama (and possibly additional members of their team).

Below are the visit expectations as communicated by Anyeli Matos, Executive Director of Operations and Policy in the charter office:

- The team will ask for a sampling of IEPs
- The class schedule and roster of the students in the sampling will be reviewed
- The related services schedule will be reviewed
- They will observe students (in the sampling) in their classes
- They would like to meet with the Principals and Directors/Coordinators of Special Education
- They may visit both school sites but have not firmed this up yet

***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.***



# Attachment #3





Nicole Griffin, Principal  
October 2019  
K-5 Principals Report

**Elementary Total: 576**

**Kindergarten- 120**

**1st grade- 96**

**2nd grade- 96**

**3rd grade- 96**

**4th grade- 95**

**5th grade- 73**

- Continuing the year for the month of September and October with professional development and coaching which included:
  - Unit Planning
  - Lesson planning
  - Checking for Understanding Strategies and Techniques
  - Math planning with NYCMP (New York City Math Project)
  - Teach Like a Champion Techniques
  
- With guidance and coaching from Ms. Coreus, TeachBoost was used to conduct 5 observations. All observations were targeted and followed with a feedback meeting. The meetings were held with both teacher and TA.
- Unit Plans were submitted by all grades. The unit plans continues to develop. The focus will continue to be on math and writing.
- Math coaching and observations- A trend we see is the discourse of teaching. Staff training focus is planning and instruction focused on number sense and understanding of base ten.
- All staff in grades 3-5 received the state data which includes the Item Analysis.
- Math Tuesday Challenge was launched. Grades K and 3 had the highest average of students meeting proficiency.

## **Highlights**

- Lowe's sponsored the remodeling of the school's gymnasium, Garden Oasis and courtyard. All areas received fresh coats of paint and decorations.
- 12 parents and 8 staff members volunteered their time over the Rosh Hashanah holiday to assist with the painting and remodeling of the school
- 95% of CPCS vacancies have been filled with the exception of the Curriculum & Technology Integration Specialist K-5.

## **PD Needed**

- Culturally Responsive Classroom



# Attachment #4



# CHALLENGE CHARTER MIDDLE SCHOOL

## 2019-2020 Principal's Monthly Board Report

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

### School Year 2019-2020 Report #4

October 11, 2019

Current CCMS Enrollment:

Cohort Group	Grade Level	September 12, 2019 Enrollment	Enrollment As of October 11, 2019	Change in enrollment
#3	Grade 8	86	86	0%
#4	Grade 7	77	75	-2.6%
#5	Grade 6	74	74	0%
<b>TOTAL</b>		<b>237</b>	<b>235</b>	<b>-0.01%</b>

CCMS A. endance Statistics:

Cohort Group	Grade Level	A endance Rates	
		Aug 26, '19 - Sep 4, '19	Sep 5, '19 - Sep 26, '19
#3	Grade 8	93.3%	94.0%
#4	Grade 7	88.4%	95.6%
#5	Grade 6	89.8%	96.8%
<b>TOTALS</b>		<b>90.5%</b>	<b>95.5%</b>

Proficiency Statistics of Currently Enrolled Scholars:

Cohort Group	Grade Level	Spring 2019 ELA Proficiency Levels				Spring 2019 Math Proficiency Levels			
		ELA L1	ELA L2	ELA L3	ELA L4	Math L1	Math L2	Math L3	Math L4
#3	G 8	9%	33%	37%	19%	16%	41%	22%	17%
#4	Gr 7	25%	20%	17%	35%	25%	20%	32%	17%
#5	Gr 6	35%	33%	21%	6%	32%	32%	17%	15%
<b>Grades 6 -8</b>		<b>23%</b>	<b>29%</b>	<b>26%</b>	<b>20%</b>	<b>24%</b>	<b>31%</b>	<b>23%</b>	<b>17%</b>



### **Highlight: Additional Order of Chromebooks for Schoolwide Access**

250 Chromebook devices were ordered for CCMS to enable one-to-one access for students during the school day. Having Chromebooks in each room will enable all teachers' seamless inclusion of the blended learning model, utilizing the full suite of Google Apps for Education products, as well as other academic software aiding DDI. Scholars would also be able to complete diagnostic testing schoolwide within the time originally planned for BOY assessments. At the time of this report, almost all classrooms were outfitted with class sets,

### **Highlight: Clubs**

Scholars continue to enjoy Chess, Coding, Culinary Arts, Dance, Debate, Drama, Equestrian, Math, Music, and Step. Clubs are 30 minutes each afternoon, just before dismissal. We are coming up on our first club rotation, which will take place on Monday, October 21, 2019. Club members will submit a 3-minute video presentation of their culminating club project for Session one on Friday, October 18, 2019.

### **Highlight: School Routines**

Scholars have settled into their school routines very well, transitioning between classes and lunch busses swiftly and orderly. Eliminating the pre-lunch visit to homeroom lockers by allowing scholars to take their backpacks to Lunch/PE at Central Avenue cut down on transition time during the middle of the day. Also, the timing of the bus arrivals has improved and remained consistent. Scholars arriving at 12-79 Redfern Avenue are supervised by a member of the Administrative Team in Room 201 from about 7:30 AM daily. As temperatures continue to fall, we will continue this practice for the safety and well-being of our scholars.

### **Data Day 2019:**

The entire CCMS staff participated in a successful CCMS Data Day on Tuesday, October 8, 2019. Before diving into the i-Ready and Item skills Analysis data in breakout sessions, the team was presented with research and materials on disrupting the school-to-prison pipeline, and participated in a panel discussion on the topic which set the purpose for the hard work ahead. The staff remains committed to the scholars of CCMS.

### **Assessments and Data:**

Completion of the i-Ready and Reading Inventory Window 1 diagnostics is expected on October 11, 2019, as 3 remaining scholars need to finish their tests. Preliminary i-Ready Reading results show that 41% of our scholars require Tier 3 intervention for ELA and 29% need it for Math.



# Diagnostic Results



School: CHALLENGE PREP MIDDLE SCHOOL  
 Subject: Reading  
 Academic Year: 2019 - 2020  
 Diagnostic: Window 1  
 Prior Diagnostic: None

Students Assessed/Total: 227/235

### Overall Placement



### Placement By Domain



Switch Table View      Show Results By: **Grade**

Placement Summary

Showing 3 of 3

Grade	Overall Grade-Level Placement	Students Assessed/Total
Grade 6	 23%      32%      45%	74/74
Grade 7	 42%      17%      42%	72/75
Grade 8	 49%      15%      36%	81/86

***i-Ready Window 1 Reading Results - Grades 6-8***



# Diagnostic Results



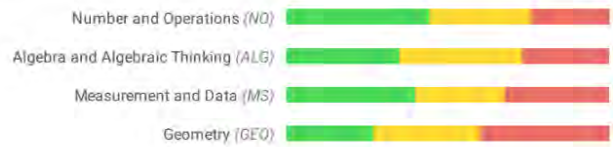
School: CHALLENGE PREP MIDDLE SCHOOL  
 Subject: Math  
 Academic Year: 2019 - 2020  
 Diagnostic: Window 1  
 Prior Diagnostic: None

Students Assessed/Total: 235/235

### Overall Placement



### Placement By Domain



Switch Table View | Show Results By: Grade

Placement Summary

Showing 3 of 3

Grade	Overall Grade-Level Placement	Students Assessed/Total
Grade 6	 26% 38% 36%	74/74
Grade 7	 40% 35% 25%	75/75
Grade 8	 40% 34% 27%	86/86

### *i-Ready Window 1 Math Results - Grades 6-8*

### Academic Interventions:

The CCMS game plan to ensure scholar success this school year includes employment of the following tools and practices:

- Daily USSR - 15 minutes of uninterrupted, silent, sustained reading during the first teaching period of the day.
- Daily Math Story - 10 minutes of a grade-level Math problem solved individually during Period 11.



- Pulled-out Guided Reading for 57 of our below-benchmark scholars who have a history of consecutive Level 1 proficiency and have yielded i-Reading Reading results on Grade 4 and below. These groups will be served by members of the Administrative Team and specialty teachers. Pull-outs will take place for 30 minutes during Science or Social Studies periods daily.
- Pulled-out Guided Math for 67 of our below-benchmark scholars who have a history of consecutive Level 1 proficiency and have yielded i-Reading Math results on Grade 4 and below. These groups will also be served by members of the Administrative Team and specialty teachers. Pull-outs will take place for 30 minutes during Science or Social Studies periods daily.
- Read180 intervention program for 110 of our below-benchmark scholars to use during some ELA periods.
- Sound Reading, which is a software program designed to help our scholars who are struggling with phonics.
- Junior Great Books for schoolwide use to improve scholars' use of the Socratic Seminar method.
- i-Ready Online Instruction for ELA and Math.
- ReadyBooks to complement the use of i-Ready Online Instruction.
- After-School ELA and Math tutoring for Below-Benchmark students.

### **After School:**

An in-house poll of all scholars showed a vast interest in sporting activities for after school, especially basketball, volleyball, and soccer. After school logistical planning is still underway, with permission slips going home to parents offering 2 sports (basketball and soccer) 2 evenings per week. We have also sent letters to the parents/guardians of our below-benchmark scholars as we have seen a significant number of Grade 6 scholars earning i-Ready grade equivalency levels as low as 1st Grade. After school tutoring will be offered 4 days per week.

### **Parent Reports:**

CCMS reports to parents were delayed due to the extended time needed to complete Window 1 diagnostics. Reports will be sent on Friday, October 11 to coincide with parents' receipt of the below-benchmark intervention letters.

### **Scholar Incentives**

- Critical Friend Dr. Cindy Burgos is seeking grants in the amount of \$2,000 to allow us to reward scholars for earned Spring 2019 proficiency. Scholars earning Level 3 will be rewarded with \$20. Scholars earning a Level 4 will receive \$30. All scholars who made gains will receive a certificate of achievement. We are still awaiting word on this.





- Vending machines have been installed at the Central Avenue and Redfern buildings. As an incentive for making good decisions, scholars are allowed supervised visits at set times of the day.

### **Instructional Walkthroughs**

The CCMS Admin Team continues Instructional walkthroughs. CCMS continues to use TeachBoost for all instructional supervision feedback and tracking. We have also received support from the Senior Director of Teaching and Learning in the observation of lessons. Feedback is used to strengthen instructional practices. Teachers will have 10 short observations and 2 long observations for the school year.

### **Upcoming Events:**

- Oct 15: Grade 6 Trip to MoMath
- Oct 17: Middle School Workshop for Rising 6th-graders and parents (5:30 PM to 6:30 PM)
- Oct 21: Fall Picture Day
- Oct 22: Senior portraits
- Oct 22: High School Workshop for CCMS 8th-grade Parents (5:30 PM to 6:30 PM)
- Oct 25: Grades 6-8 Trip to The American Museum of Natural History
- Oct 29: Grade 7 Trip to MoMath



# Attachment #5

## **Challenge Charter Schools Communications Report October 2019**

Kim Messer, Director

### Application/Enrollment Materials

- Updated School Flyer and Application details done; Spanish version in process
- Open House presentation updated
- 8th Grade commitment letter in conjunction with Mrs. Bratton

### Branding/Marketing

- 2500 word/4-page spread article for Schneps Media to be published in Caribbean Life 10/18
- Articles on Kentia Coreus and K-5 Garden Oasis published with good response

### Social Media

- Seeing growth of K-5 engagement
- Middle School engagement down

### Professional Development

- Attended NE School Public Relations Summit (#NESCHOOLCOMM2019) on Oct 15 and 16 on topics of Crisis Communications and School Branding
- Follow up needed to create comprehensive Crisis Communications Plan as it relates to our Emergency Response Plan
- Follow up needed on School Branding with key leaders to share some of the ideas presented that could help us with Onboarding, Community recognition, and Storytelling



# Attachment #6



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

October 16, 2019

Re: October 16, 2019 Operations Report

By: Venessa Foster, Director of Operations

## **I. Compliance**

- 710 Location had an inspection this month, all recommendations have been taken into consideration and will be addressed accordingly
- Undergoing Safety drills to be in compliance with the DOE requirements

## **II. Security**

- Security remains stable
- Recruiting for new Security Guards
- Security Manual implemented

## **III. Facilities**

- Currently working with the landlord to address HVAC and heat system issues at CPCS
- Preparing buildings for season change. Winterizing for the months ahead
- Currently trying to formulate an action plan to address facility tickets with the landlord in a timely fashion, to ensure we are providing the best environment for our school community
- Rolling out new initiatives to engage scholars respecting and ensuring our school community is kept clean
- Lowes Hero Project at 710 Hartman Ln a success! Thank you again Coach Reily,
- On boarding new custodians

## **IV. School Foods**

- Removing Snack Program from MS due to changes and feedback
- Our kitchen staff remains the same and is stable
- Vending Machines have been installed at all 3 locations

## **V. Health**

- Nurses are communicating with families to ensure we are in compliance with updated health
- Currently working on immunization data for ATS
- Informing families of new exemption criteria as well as the

## **VI. Transportation**

- Metro Cards have been distributed to scholars that should receive
- Bussing remains been smooth
- New transportation company that was onboarded for shuttle services this school year has continued to run smooth

**Challenge Preparatory Charter School, K-5**

**Nicole Griffin, K-5 Principal**

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Phone: 718-327-1352

Email: [ngriffin@challengecharterschools.org](mailto:ngriffin@challengecharterschools.org)

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

**Challenge Charter Schools**

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

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

**Challenge Charter Middle School, 6-8**

**Mavgar Mondesir-Gordon, 6-8 Principal**

1526 Central Avenue, Far Rockaway, NY 11691

Phone: 718-327-4040

Email: [mmondesir@challengecharterschools.org](mailto:mmondesir@challengecharterschools.org)

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



# Attachment #7

# **Challenge Preparatory Charter School**

Financial Statements

June 30, 2019 and 2018



## **Independent Auditors' Report**

**Board of Trustees  
Challenge Preparatory Charter School**

### ***Report on the Financial Statements***

We have audited the accompanying financial statements of Challenge Preparatory Charter School (the "School"), which comprise the statements of financial position as of June 30, 2019 and 2018, and the related statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

### ***Management's Responsibility for the Financial Statements***

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

### ***Auditors' Responsibility***

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.



***Opinion***

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the School as of June 30, 2019 and 2018, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

***Change in Accounting Principle***

As discussed in Note 2 to the financial statements, during the year ended June 30, 2019, Challenge Preparatory Charter School adopted new accounting guidance resulting in a change in the manner in which it presents net assets and reports certain aspects of its financial statements. Our opinion is not modified with respect to this matter.

***Other Reporting Required by Government Auditing Standards***

In accordance with *Government Auditing Standards*, we have also issued our report dated October 4, 2019, on our consideration of the School's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the School's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the School's internal control over financial reporting and compliance.

*PKF O'Connor Davies, LLP*  
Harrison, New York  
October 4, 2019

## Challenge Preparatory Charter School

### Statements of Financial Position

	June 30,	
	<u>2019</u>	<u>2018</u>
<b>ASSETS</b>		
Current Assets		
Cash and cash equivalents	\$ 2,332,264	\$ 2,187,266
Grants and contracts receivable	547,628	593,615
Prepaid expenses and other current assets	<u>195,761</u>	<u>213,154</u>
Total Current Assets	3,075,653	2,994,035
Property and equipment, net	834,601	832,167
Restricted cash	70,000	70,000
Security deposits	<u>333,576</u>	<u>282,592</u>
	<u>\$ 4,313,830</u>	<u>\$ 4,178,794</u>
<b>LIABILITIES AND NET ASSETS</b>		
Current Liabilities		
Accounts payable and accrued expenses	\$ 272,931	\$ 321,611
Accrued payroll and payroll taxes	986,464	628,570
Deferred rent, current portion	<u>238,992</u>	<u>274,996</u>
Total Current Liabilities	1,498,387	1,225,177
Deferred rent	<u>2,009,726</u>	<u>1,698,727</u>
Total Liabilities	3,508,113	2,923,904
Net assets, without donor restrictions	<u>805,717</u>	<u>1,254,890</u>
	<u>\$ 4,313,830</u>	<u>\$ 4,178,794</u>

See notes to financial statements

## Challenge Preparatory Charter School

### Statements of Activities

	Year Ended June 30,	
	2019	2018
<b>REVENUE AND SUPPORT</b>		
State and local per pupil operating revenue	\$ 13,357,655	\$ 12,490,324
State and local per pupil facilities funding	545,977	528,754
Federal grants	390,912	429,042
State grants	60,047	61,705
Contributions, grants and other income	357,749	37,343
Rental income	94,080	-
Total Revenue and Support	14,806,420	13,547,168
<b>EXPENSES</b>		
Program Services		
Regular education	10,484,175	9,256,726
Supporting services	2,805,007	2,534,391
Total Program Services	13,289,182	11,791,117
Supporting Services		
Management and general	1,900,807	2,366,807
Fundraising	65,604	40,200
Total Expenses	15,255,593	14,198,124
Change in Net Assets	(449,173)	(650,956)
<b>NET ASSETS</b>		
Beginning of year	1,254,890	1,905,846
End of year	\$ 805,717	\$ 1,254,890

See notes to financial statements

## Challenge Preparatory Charter School

### Statement of Functional Expenses Year Ended June 30, 2019

	Program Services			Management and General	Fundraising	Total
	Regular Education	Special Education	Total			
Salaries	\$ 5,330,510	\$ 1,501,526	\$ 6,832,036	\$ 946,891	\$ 3,314	\$ 7,782,241
Payroll taxes and employee benefits	1,049,829	293,335	1,343,164	185,265	15,439	1,543,868
Professional development	164,212	27,949	192,161	31,350	-	223,511
Audit and accounting fees	-	-	-	29,000	-	29,000
Legal fees	-	-	-	2,539	-	2,539
Financial management fees	-	-	-	142,453	-	142,453
Consulting fees	559,898	150,350	710,248	88,963	7,413	806,624
Contractual services	209,984	35,740	245,724	-	-	245,724
Teacher and student recruitment	74,097	12,612	86,709	-	-	86,709
Student services and staff team building	67,489	11,486	78,975	3,246	-	82,221
Curriculum and classroom materials	397,036	67,576	464,612	-	-	464,612
Occupancy	1,933,734	540,308	2,474,042	341,246	28,437	2,843,725
Utilities	119,627	33,425	153,052	21,112	1,759	175,923
Office supplies	82,181	22,962	105,143	22,780	1,209	129,132
Postage and delivery	2,196	614	2,810	388	32	3,230
Telephone and internet services	48,452	8,627	57,079	6,118	1,040	64,237
Information technology	70,368	17,199	87,567	11,202	828	99,597
Insurance	72,386	20,225	92,611	12,774	1,064	106,449
Fundraising expense	-	-	-	-	2,880	2,880
Dues and subscriptions	6,941	1,181	8,122	-	-	8,122
Depreciation and amortization	146,358	18,294	164,652	18,294	-	182,946
Maintenance and repairs	148,877	41,598	190,475	26,273	2,189	218,937
Miscellaneous	-	-	-	10,913	-	10,913
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
Total Expenses	<u>\$ 10,484,175</u>	<u>\$ 2,805,007</u>	<u>\$ 13,289,182</u>	<u>\$ 1,900,807</u>	<u>\$ 65,604</u>	<u>\$ 15,255,593</u>

See notes to financial statements

## Challenge Preparatory Charter School

### Statement of Functional Expenses Year Ended June 30, 2018

	Program Services			Management and General	Fundraising	Total
	Regular Education	Special Education	Total			
Salaries	\$ 4,714,384	\$ 1,369,286	\$ 6,083,670	\$ 1,109,348	\$ 20,095	\$ 7,213,113
Payroll taxes and employee benefits	1,113,549	322,740	1,436,289	260,618	4,721	1,701,628
Professional development	86,114	15,122	101,236	6,535	-	107,771
Audit and accounting fees	-	-	-	25,250	-	25,250
Legal fees	-	-	-	23,793	-	23,793
Financial management fees	-	-	-	210,109	-	210,109
Consulting fees	497,693	131,863	629,556	123,764	1,650	754,970
Contractual services	195,910	34,403	230,313	-	-	230,313
Teacher and student recruitment	70,254	12,337	82,591	-	-	82,591
Student services and staff team building	171,686	30,149	201,835	2,915	-	204,750
Curriculum and classroom materials	318,227	55,882	374,109	-	-	374,109
Occupancy	1,421,393	412,841	1,834,234	334,470	6,059	2,174,763
Utilities	87,413	25,389	112,802	20,568	373	133,743
Office supplies	78,248	22,727	100,975	27,197	334	128,506
Postage and delivery	4,071	1,182	5,253	959	17	6,229
Telephone and internet services	55,212	6,901	62,113	5,523	1,380	69,016
Information technology	71,463	14,884	86,347	12,015	1,041	99,403
Insurance	55,824	16,213	72,037	13,136	238	85,411
Fundraising expense	-	-	-	-	3,705	3,705
Dues and subscriptions	5,555	975	6,530	-	-	6,530
Loss on abandonment of property	-	-	-	136,611	-	136,611
Depreciation and amortization	172,041	21,505	193,546	21,506	-	215,052
Maintenance and repairs	137,689	39,992	177,681	32,400	587	210,668
Miscellaneous	-	-	-	90	-	90
<b>Total Expenses</b>	<b><u>\$ 9,256,726</u></b>	<b><u>\$ 2,534,391</u></b>	<b><u>\$ 11,791,117</u></b>	<b><u>\$ 2,366,807</u></b>	<b><u>\$ 40,200</u></b>	<b><u>\$ 14,198,124</u></b>

See notes to financial statements

## Challenge Preparatory Charter School

### Statements of Cash Flows

	Year Ended June 30,	
	2019	2018
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Change in net assets	\$ (449,173)	\$ (650,956)
Adjustments to reconcile change in net assets to net cash from operating activities		
Depreciation and amortization	182,946	215,052
Deferred rent	274,995	192,556
Loss on abandonment of property	-	136,611
Changes in operating assets and liabilities		
Grants and contracts receivable	45,987	(247,977)
Prepaid expenses and other current assets	17,393	31,381
Security deposits	(50,984)	-
Accounts payable and accrued expenses	(48,680)	161,739
Accrued payroll and payroll taxes	357,894	130,260
Net Cash from Operating Activities	330,378	(31,334)
<b>CASH FLOWS FROM INVESTING ACTIVITY</b>		
Purchases of property and equipment	(185,380)	(211,077)
Net Change in Cash and Cash Equivalents	144,998	(242,411)
<b>CASH AND CASH EQUIVALENTS</b>		
Beginning of year	2,187,266	2,429,677
End of year	\$ 2,332,264	\$ 2,187,266

See notes to financial statements

# Challenge Preparatory Charter School

Notes to Financial Statements  
June 30, 2019 and 2018

## 1. Organization and Tax Status

Challenge Preparatory Charter School (the "School") is a New York State, not-for-profit educational corporation that was incorporated on February 9, 2010 to operate a Charter School pursuant to Article 56 of the Education Law of the State of New York. The School was granted a provisional charter on February 9, 2010 valid for a term of five years and renewable upon expiration by the Board of Regents of the University of the State of New York. During 2019, the Board of Regents extended the School's charter through June 30, 2024. The School's educational philosophy promotes high levels of academic achievement and tailoring instruction to ensure that academic needs of all students are met. The School's founders believe that good instruction recognizes the interrelation of content knowledge and higher order thinking and that, accordingly, good instruction should reflect a balanced approach to learning. Classes commenced in Far Rockaway, New York in August 2011 and the School provided education to approximately 775 students in kindergarten through eighth grade during the 2018-2019 academic year. The most recent charter renewal allows the School to serve grades 9-12 starting in the year ended June 30, 2020.

The New York City Department of Education provides free lunches and transportation directly to some of the School's students. Such costs are not included in these financial statements. The School covers a portion of the cost of lunches for children not entitled to the free lunches.

Except for taxes that may be due for unrelated business income, the School is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code and from state and local income taxes under comparable laws.

## 2. Summary of Significant Accounting Policies

### ***Basis of Presentation and Use of Estimates***

The accompanying financial statements have been prepared in accordance with accounting principles generally accepted in the United States of America ("U.S. GAAP"), which requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Accordingly, actual results could differ from those estimates.

## Challenge Preparatory Charter School

Notes to Financial Statements  
June 30, 2019 and 2018

### 2. Summary of Significant Accounting Policies (*continued*)

#### ***Change in Accounting Principle***

On July 1, 2018, the School adopted new guidance regarding the Presentation of Financial Statements for Not-for Profit Entities. This guidance requires the School to collapse the three-category (unrestricted, temporarily restricted, and permanently restricted) classification of net assets into two categories: with donor restrictions and without donor restrictions. In addition, the new guidance requires the School to make certain expanded disclosures relating to (1) the liquidity of financial assets, and (2) expenses both by their natural and functional classification in one location in the financial statements. As a result of implementing this standard, prior year amounts for unrestricted net assets were reclassified as net assets without donor restrictions.

#### ***Net Asset Presentation***

Resources for various purposes are classified for accounting and reporting purposes into net asset categories established according to nature and purpose as follows:

*Net assets without donor restrictions* - consist of resources available for the general support of the School's operations. Net assets without donor restrictions may be used at the discretion of the School's management and/or the Board of Trustees.

*Net assets with donor restrictions* – represents amounts restricted by donors for specific activities of the School or to be used at a future date. The School records contributions as net assets with donor restrictions if they are received with donor stipulations that limit their use either through purpose or time restrictions. When a donor restriction expires, that is, when a time restriction ends or a purpose restriction is fulfilled, net assets with donor restrictions are classified to net assets without donor restrictions and reported in the statements of activities as net assets released from restrictions. The School had no net assets with donor restrictions as of June 30, 2019 and 2018.

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

Cash and cash equivalents include cash balances held in bank accounts and highly liquid financial instruments with maturities of three months or less at the time of purchase.

#### ***Restricted Cash***

Under the provisions of its charter, the School established an escrow account to pay for legal and audit expenses that would be associated with a dissolution, should it occur.



## Challenge Preparatory Charter School

Notes to Financial Statements  
June 30, 2019 and 2018

### 2. Summary of Significant Accounting Policies (*continued*)

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

The School follows the practice of capitalizing all expenditures for property and equipment with costs in excess of \$3,000 and a useful life in excess of one year. Leasehold improvements are amortized over the shorter of the term of the lease, inclusive of all renewal periods, which are reasonably assured, or the estimated useful life of the asset which is up to twenty years. Purchased property and equipment are recorded at cost at the date of acquisition. Minor costs of maintenance and repairs are expensed as incurred. All property and equipment purchased with government funding is capitalized, unless the government agency retains legal title to such assets, in which case it is expensed as incurred.

Depreciation and amortization is recognized on the straight-line method over the estimated useful lives of such assets as follows:

Computers and equipment	3 to 5 years
Furniture and fixtures	5 years
Software	3 years
Standby generator	15 years
Website development	15 years

Property and equipment are reviewed for impairment if the use of the asset significantly changes or another indicator of possible impairment is identified. If the carrying amount for the asset is not recoverable, the asset is written down to its fair value. There were no asset impairments for the years ended June 30, 2019 and 2018.

#### ***Revenue and Support***

Revenue from the state and local governments resulting from the School's charter status and based on the number of students enrolled is recorded when services are performed in accordance with the charter agreement. Federal and other state and local funds are recorded when expenditures are incurred and billable to the government agency.

Contributions are recognized when the donor makes a promise to give to the School that is, in substance, unconditional. Grants and other contributions of cash are reported as net assets with donor restrictions if they are received with donor stipulations. Restricted contributions and grants that are made to support the School's current year activities are recorded as net assets without donor restrictions. Contributions of assets other than cash are recorded at their estimated fair value at the date of donation.

## Challenge Preparatory Charter School

Notes to Financial Statements  
June 30, 2019 and 2018

### 2. Summary of Significant Accounting Policies *(continued)*

#### ***Functional Expense Allocation***

The majority of expenses can generally be directly identified with the program or supporting service to which they relate and are charged accordingly. Other expenses by function have been allocated among program and supporting services classifications on the basis of periodic time and expense studies and other basis as determined by management of the School to be appropriate.

#### ***Accounting for Uncertainty in Income Taxes***

The School recognizes the effect of income tax positions only if those positions are more likely than not to be sustained. Management has determined that the School had no uncertain tax positions that would require financial statement recognition or disclosure. The School is no longer subject to examinations by the applicable taxing jurisdictions for years prior to June 30, 2016.

#### ***Subsequent Events Evaluation by Management***

Management has evaluated subsequent events for disclosure and/or recognition in the financial statements through the date that the financial statements were available to be issued, which date is October 4, 2019.

### 3. Grants and Contracts Receivable

Grants and contracts receivable consist of federal, state, city entitlements and grants, and a private grant. The School expects to collect these receivables within one year and has not provided an allowance for doubtful accounts.

### 4. Property and Equipment

Property and equipment consisted of the following at June 30:

	2019	2018
Computers and equipment	\$ 464,494	\$ 403,138
Furniture and fixtures	402,273	370,322
Software and website development	28,289	28,289
Standby generator	127,589	127,589
Leasehold improvements	492,065	399,992
Construction in progress	300,000	300,000
	1,814,710	1,629,330
Accumulated depreciation and amortization	(980,109)	(797,163)
	<u>\$ 834,601</u>	<u>\$ 832,167</u>

Construction in progress at June 30, 2019 and 2018 consists of soft costs associated with the new facilities at 15-20 Central Avenue, Queens, New York (see Note 9).

## Challenge Preparatory Charter School

Notes to Financial Statements  
June 30, 2019 and 2018

### 5. Liquidity and Availability of Financial Assets

Financial assets available for general expenditure, that is, without donor or other restrictions limiting their use within one year of the statement of financial position date, are comprised of the following at June 30, 2019:

Cash and cash equivalents	\$ 2,332,264
Grants and contracts receivable	<u>547,628</u>
	<u>\$ 2,879,892</u>

As part of the School's liquidity management plan, the status of grants and contracts receivable is monitored regularly and any excess cash is held in money market accounts and other liquid instruments until it is required for operational use. To help manage unanticipated liquidity needs, the School has a line of credit in the amount of \$50,000, which it could draw upon as further disclosed in Note 10.

### 6. Employee Benefit Plan

The School maintains a pension plan qualified under Internal Revenue Code 403(b), for the benefit of its eligible employees. Under the plan, the School provided matching contributions up to 3% of annual compensation. Employer match for the years ended June 30, 2019 and 2018 amounted to \$154,572 and \$139,140.

### 7. Concentration of Credit Risk

Financial instruments that potentially subject the School to concentrations of credit and market risk consist principally of cash and cash equivalents on deposit with financial institutions, which from time to time may exceed the Federal Deposit Insurance Corporation ("FDIC") limit. The School does not believe that a significant risk of loss due to the failure of a financial institution presently exists. As of June 30, 2019 and 2018, approximately \$2,081,000 and \$1,938,000 of cash was maintained with an institution in excess of FDIC limits.

### 8. Concentration of Revenue and Support

The School receives a substantial portion of its revenue and support from the New York City Department of Education. For the years ended June 30, 2019 and 2018, the School received approximately 94% and 96% of total revenue and support from the New York City Department of Education. If the charter school laws were modified, reducing or eliminating these revenues, the School's finances could be materially adversely affected.

## Challenge Preparatory Charter School

Notes to Financial Statements  
June 30, 2019 and 2018

### 9. Commitments

On December 10, 2010, the School entered into a non-cancelable operating lease for office and classroom space at 710 Hartman Lane, Far Rockaway, New York, expiring on May 31, 2032. The lease includes a yearly rent escalation of 3%, and requires the School to pay for utilities and other office costs. The School moved into this facility on April 16, 2012, and it currently houses grades K-5.

On December 5, 2014, the School entered into an agreement to lease additional property at 15-26 Central Avenue, Queens, New York, expiring on May 31, 2026. The lease commenced on September 19, 2015 and includes a yearly rent escalation of 3%, and requires the School to pay for utilities and other office costs. This location was the home of Challenge Preparatory Middle School from the 2015-2016 through the 2017-2018 academic years and is currently being used as office space.

On September 29, 2015, the School entered into an agreement to lease additional property at 15-20 Central Avenue, Queens, New York, expiring on August 31, 2040. The lease is projected to commence in August 2020 and includes a yearly rent escalation of 3%, and requires the School to pay for utilities and other office costs. This location will be used to house grades 9-12 when the School first occupies the facility.

On September 1, 2018, the School entered into an agreement to lease additional property at 12-79 Redfern Avenue, Queens, New York, expiring on August 31, 2034. The lease commenced on September 1, 2018 and includes a yearly rent escalation of 3%, and requires the School to pay for utilities and other office costs. This location became the home of Challenge Preparatory Middle School starting with the 2018-2019 academic year.

The future minimum lease payments for the four facility leases are as follows for years ending June 30:

2020	\$ 4,118,657
2021	4,415,009
2022	4,547,460
2023	4,683,882
2024	4,824,400
Thereafter	<u>64,714,319</u>
	<u>\$ 87,303,727</u>

The School recognizes rent expense on a straight-line basis over the term of the leases. Rent expense in excess of payments is recorded as deferred rent in the accompanying statements of financial position. Occupancy expense under the leases for the years ended June 30, 2019 and 2018 amounted to \$2,843,725 and \$2,174,763.

## **Challenge Preparatory Charter School**

Notes to Financial Statements  
June 30, 2019 and 2018

### **10. Line of Credit**

On December 6, 2010, the School established a \$50,000 line of credit with a local financial institution. The line of credit is payable on demand and bears interest at prime rate plus 2.75%. The line of credit is secured by substantially all assets of the School. There was no outstanding balance as of June 30, 2019 and 2018.

### **11. Contingency**

Certain grants and contracts may be subject to audit by the funding sources. Such audits might result in disallowances of costs submitted for reimbursement. Management is of the opinion that such cost disallowances, if any, will not have a material effect on the accompanying financial statements. Accordingly, no amounts have been provided in the accompanying financial statements for such potential claims.

\*\*\*\*\*



**Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance With *Government Auditing Standards***

**Independent Auditors' Report**

**Board of Trustees  
Challenge Preparatory Charter School**

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Challenge Preparatory Charter School (the "School"), which comprise the statement of financial position as of June 30, 2019, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated October 4, 2019.

***Internal Control Over Financial Reporting***

In planning and performing our audit of the financial statements, we considered the School's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the School's internal control. Accordingly, we do not express an opinion on the effectiveness of the School's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified. We did identify a deficiency in internal control, described in the accompanying schedule of findings and responses as item 2019-001 that we consider to be a significant deficiency.

***Compliance and Other Matters***

As part of obtaining reasonable assurance about whether the School's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

***The School's Response to the Findings***

The School's response to the findings identified in our audit are described in the accompanying schedule of findings and responses. The School's response was not subjected to the auditing procedures applied in the audit of the financial statements and, accordingly, we express no opinion on it.

***Purpose of this Report***

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the School's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the School's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Harrison, New York  
October 4, 2019

## **Challenge Preparatory Charter School**

Schedule of Findings and Responses  
Year Ended June 30, 2019

### **Section I - Financial Statement Findings**

#### **2019-001- General Ledger Maintenance and Account Analysis**

##### ***Criteria***

An effective financial closing process provides the School with accurate financial statements.

##### ***Condition***

During the preparation of the year-end financial statements, we noted that improvements are needed in the financial statement closing process to address the accuracy of the School's year-end financial reporting. Material audit adjustments were required for prepaid rent, deferred rent liability, and accrued expenses.

##### ***Cause***

There was no review of the schedules, reconciliations, and the general ledger by anyone other than the person who maintains the books and records on a daily basis.

##### ***Effect***

Audit adjustments were made to the School's financial statements that could have affected reporting during the fiscal year.

##### ***Recommendation***

We recommend that the School assess the adequacy of resources in the finance department. The School may consider an increased level of financial analysis of significant accounts on a regular basis, as well as providing additional support to the Director of Finance in the area of financial reporting.

##### ***Views of Responsible Officials***

See management corrective action plan in Exhibit A.





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

October 4, 2019

Exhibit A: Management Corrective Action Plan

2019-001 – General Ledger Maintenance and Account Analysis  
[management response]

Management's views:

Challenge Preparatory Charter School has gone through a transition period during FY19 with the hiring of the Director of Finance role in late 2018. Per the recommendation of our auditors, we have assessed the needs of the Finance Department over the course of the year. Challenge Preparatory Charter School has and continues to work with CSBM in a partnership that ensures our financial records are accurate and streamlined. We agreed upon an additional level of analysis with CSBM at a Controller level position to provide additional support to the Director of Finance in the area of financial reporting, as well as hiring a staff accountant to join the Finance Department this new fiscal year.

**Challenge Preparatory Charter School**

Auditors' Communication on Internal Control

June 30, 2019

**Board of Trustees**  
**Challenge Preparatory Charter School**

In planning and performing our audit of the financial statements of Challenge Preparatory Charter School (the "School") as of and for the year ended June 30, 2019, in accordance with auditing standards generally accepted in the United States of America, we considered the School's internal control over financial reporting ("internal control") as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the School's internal control. Accordingly, we do not express an opinion on the effectiveness of the School's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention to those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph and was not designed to identify all deficiencies in internal control that might be deficiencies, significant deficiencies, or material weaknesses and, therefore, there can be no assurance that all such deficiencies have been identified.

We consider the deficiency in the School's internal control presented in Addendum A to this letter to be a significant deficiency.

This communication is intended solely for the information and use of the management, audit committee, Board of Trustees, The Department of Education of the City of New York, The State Education Department of the State University of New York, and others within the School, and is not intended to be and should not be used by anyone other than these specified parties.

We would like to take this opportunity to acknowledge the courtesy and assistance extended to us by the personnel of the School during the course of our audit.

Harrison, New York  
October 4, 2019

## **Challenge Preparatory Charter School**

### **Addendum A**

#### **Deficiency in Internal Control that We Consider to be a Significant Deficiency**

##### **1. General Ledger Maintenance and Account Analysis**

During the preparation of the year-end financial statements, we noted that improvements are needed in the financial statement closing process to address the accuracy of the School's year-end financial reporting. Material audit adjustments were required for prepaid rent, deferred rent liability, and accrued expenses.

We recommend that the School assess the adequacy of resources in the finance department. The School may consider an increased level of financial analysis of significant accounts on a regular basis, as well as providing additional support to the Director of Finance in the area of financial reporting.

\* \* \* \* \*



# Attachment #8

# Challenge Prep Charter School

## BALANCE SHEET

As of September 30, 2019

	TOTAL
<b>ASSETS</b>	
Current Assets	
Bank Accounts	
1000 Cash	3,334,277.13
<b>Total Bank Accounts</b>	<b>\$3,334,277.13</b>
Accounts Receivable	
1100 Accounts Receivable	287,016.08
<b>Total Accounts Receivable</b>	<b>\$287,016.08</b>
Other Current Assets	
1300 Prepaid Expenses	9,312.61
1301 Prepaid Insurance	75,694.99
1310 Prepaid Rent	184,774.83
<b>Total Other Current Assets</b>	<b>\$269,782.43</b>
<b>Total Current Assets</b>	<b>\$3,891,075.64</b>
Fixed Assets	
1500 Furniture, Fixtures & Equipment	982,250.93
1519 Facility and Construction	1,348,286.30
1610 Website	11,000.00
1700 Accumulated Depreciation & Amortization	-980,109.09
<b>Total Fixed Assets</b>	<b>\$1,361,428.14</b>
Other Assets	
1800 Security Deposits	332,575.50
<b>Total Other Assets</b>	<b>\$332,575.50</b>
<b>TOTAL ASSETS</b>	<b>\$5,585,079.28</b>
<b>LIABILITIES AND EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
2000 Accounts Payable	-225,611.31
<b>Total Accounts Payable</b>	<b>\$ -225,611.31</b>
Other Current Liabilities	
2300 Accrued Salaries/Taxes	0.01
2301 Accrued Expenses	88,460.69
2400 Unearned/Deferred Revenue	1,282,021.23
<b>Total Other Current Liabilities</b>	<b>\$1,370,481.93</b>
<b>Total Current Liabilities</b>	<b>\$1,144,870.62</b>
Long-Term Liabilities	
2700 Deferred Rent Liability	2,248,718.08
<b>Total Long-Term Liabilities</b>	<b>\$2,248,718.08</b>
<b>Total Liabilities</b>	<b>\$3,393,588.70</b>
Equity	
3100 Retained Earnings	806,544.95

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	TOTAL
Net Income	1,384,945.63
<b>Total Equity</b>	<b>\$2,191,490.58</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$5,585,079.28</b>

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# Challenge Prep Charter School

## PROFIT AND LOSS

July - September, 2019

	TOTAL
Income	
4100 State Grants	3,810,721.45
4200 Federal Grants	37,197.00
4300 Contributions	4,183.25
4400 Miscellaneous Income	28,225.32
<b>Total Income</b>	<b>\$3,880,327.02</b>
GROSS PROFIT	<b>\$3,880,327.02</b>
Expenses	
5000 Compensation	1,017,931.11
5400 Benefits	277,781.88
6100 Administrative Expenses	101,091.94
6200 Professional Services	169,286.59
6300 Professional Development	55,538.82
6400 Marketing and Staff/Student Rec	17,206.24
7100 Curriculum & Classroom Expenses	178,659.84
8100 Facility	627,542.67
8200 Technology/Communication Expens	50,334.80
8800 Miscellaneous Expenses	7.50
<b>Total Expenses</b>	<b>\$2,495,381.39</b>
NET OPERATING INCOME	<b>\$1,384,945.63</b>
NET INCOME	<b>\$1,384,945.63</b>



# Challenge Prep Charter School

## STATEMENT OF CASH FLOWS

July - September, 2019

	TOTAL
<hr/>	
<b>OPERATING ACTIVITIES</b>	
Net Income	1,384,945.63
Adjustments to reconcile Net Income to Net Cash provided by operations:	
1100 Accounts Receivable	270,702.00
1200 Accounts Receivable:Other Receivables - Salary Advance	-7,666.57
1300 Prepaid Expenses	2,817.34
1301 Prepaid Insurance	-75,694.99
1310 Prepaid Rent	-2,519.65
Inventory Asset	0.00
2000 Accounts Payable	-318,499.37
2300 Accrued Salaries/Taxes	-986,463.93
2301 Accrued Expenses	-90,750.99
2400 Unearned/Deferred Revenue	1,280,972.80
<b>Total Adjustments to reconcile Net Income to Net Cash provided by operations:</b>	<b>72,896.64</b>
<b>Net cash provided by operating activities</b>	<b>\$1,457,842.27</b>
<b>INVESTING ACTIVITIES</b>	
1511 Furniture, Fixtures & Equipment:Classroom Computers & Equipment	-89,641.89
1512 Furniture, Fixtures & Equipment:Classroom Furniture	-3,553.43
1515 Furniture, Fixtures & Equipment:Computer Software	-5,000.00
1540 Facility and Construction:Leasehold Improvements	-428,632.82
1800 Security Deposits	1,000.00
<b>Net cash provided by investing activities</b>	<b>\$ -525,828.14</b>
<b>FINANCING ACTIVITIES</b>	
3000 Opening Balance Equity	0.00
<b>Net cash provided by financing activities</b>	<b>\$0.00</b>
<b>NET CASH INCREASE FOR PERIOD</b>	<b>\$932,014.13</b>
Cash at beginning of period	2,402,263.00
<b>CASH AT END OF PERIOD</b>	<b>\$3,334,277.13</b>
<hr/>	



## **2019-20 School Year Board Meeting #5 Minutes**

Frederica Jefferies, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2018-19 School Year Board Meeting #5 at 6:30 PM on November 20, 2019.

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

Ben Waxman, Secretary of the Board of Trustees called the roll of the board.

Members present: Frederica Jefferies, Karon McFarlane, Jeremiah C. Gaffney, Ben Waxman and Gertrudis Hernandez

Members absent: Andrew Barnes

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

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

1. The agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2019-20 School Year Board Meeting #4 [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 development of the CTE high school and the facilities being retrofitted at 1520 Central Avenue, Far Rockaway, NY. He also shared about the special recruitment efforts for the CTE 9<sup>th</sup> and 10<sup>th</sup> grades. Additionally, he shared an update on the JFK Development and the progress on securing industry partners and funding request in support of three of the CTE pathways – Aviation, Culinary Arts and Hospitality. The report was received with appreciation.



4. Dr. Mullings called for a review of the report of Kentia Coreus, Senior Director of Teaching and Learning [Attachment #2]. The report was received with appreciation.
5. Dr. Mullings called for a review of the report of Nicole Griffin, K-5 Principal [Attachment #3]. The report was received with appreciation.
6. Dr. Mullings called for a review of the report of Mavgar Mondesir-Gordon, 6-8 Principal [Attachment #4]. The report was received with appreciation.
7. Dr. Mullings called for a review of the report of Kimberly Messer, Director of Communications [Attachment #5]. The report was received with appreciation.
8. Dr. Mullings called for a review of the report of Venessa Lynch, Director of Operations [Attachment #6]. The report was received with appreciation.
9. The Chair called for the October 2019 Financial Report [Attachment #7]. Following review, the report was received.

The meeting adjourned by common consent at 7:25 PM

Respectfully submitted:

A handwritten signature in blue ink, appearing to read "Ben Waxman".

Ben Waxman  
Secretary



# **ATTACHMENT #1**

**CPCS**

**2019-20 School Year**

**Board Meeting #4**

**Minutes**





## **2019-20 School Year Board Meeting #4 Minutes**

Frederica Jefferies, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2018-19 School Year Board Meeting #4 at 6:30 PM on October 16, 2019.

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

Ben Waxman, Secretary of the Board of Trustees called the roll of the board.

Members present: Frederica Jefferies, Karon McFarlane, Jeremiah C. Gaffney, Ben Waxman and Gertrudis Hernandez

Members absent: Andrew Barnes

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

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

1. The agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2019-20 School Year Board Meeting #3 [Attachment #1]. The minutes were approved by common consent.
3. The Chair called for the report of Dr. Les Mullings, CEO. Dr. Mullings gave a report on the development of the CTE high school and the facilities being retrofitted at 1520 Central Avenue, Far Rockaway, NY. Additionally, he shared an update on the JFK Development and the progress on securing industry partners and funding request in support of three of the CTE pathways – Aviation, Culinary Arts and Hospitality. The report was received with appreciation.



4. Dr. Mullings called for a review of the report of Kentia Coreus, Senior Director of Teaching and Learning [Attachment #2]. The report was received with appreciation.
5. Dr. Mullings called for a review of the report of Nicole Griffin, K-5 Principal [Attachment #3]. The report was received with appreciation.
6. Dr. Mullings called for a review of the report of Mavgar Mondesir-Gordon, 6-8 Principal [Attachment #4]. The report was received with appreciation.
7. Dr. Mullings called for a review of the report of Kimberly Messer, Director of Communications [Attachment #5]. The report was received with appreciation.
8. Dr. Mullings called for a review of the report of Venessa Lynch, Director of Operations [Attachment #6]. The report was received with appreciation.
9. The Chair called for the presentation of the Audit of the June 30, 2019 and 2018 Financial Statements [Attachment #7] by Gus Saliba, Partner PKF O'Connor Davies, LLP. Following discussion, a motion was made by Ben Waxman and seconded by Gertrudis Hernandez to receive the report, the motion carried unanimously.
10. The Chair called for the September 2019 Financial Report [Attachment #8]. Following review, the report was received.

The meeting adjourned by common consent at 7:35 PM

Respectfully submitted:

A handwritten signature in blue ink, appearing to read "Ben Waxman", is written over a faint horizontal line.

Ben Waxman  
Secretary



**ATTACHMENT #2**  
**Senior Director of Teaching**  
**& Learning**





## Senior Director of Teaching and Learning

### November 2019 Board Report

(Covering October 11-November 14)

**Kentia Coreus**

#### Enrollment Compliance

Authorized Enrollment	<b>816</b> (WITH FLOAT: 897)
Current Enrollment	815 (as of November 15, 2019)

#### 2019-20 ELL and SWD Enrollment (as of November 14, 2019)

Grades	# of ELL students	# of SWD students
K-5	17	69
6-8	1	40
<b>TOTAL</b>	<b>18 (2.2%)</b>	<b>109 (13%)</b>

#### ELL Enrollment Target

We have not heard back from the Senior Director of Data at the DOE's charter office regarding our request to receive ELL enrollment data for the Greater Far Rockaway area (zip codes 11691, 11692, 11693). A follow-up email was sent on November 14, 2019. Ms. Stanton (K-5 ELL Teacher) continues to join recruitment activities in an effort to engage more ELL families.

#### Staffing (as of November 18, 2019)

##### Elementary

There is one vacancy (K-5 Curriculum and Technology Integration Specialist).

##### Middle

There are three vacancies (7<sup>th</sup> Gr ELA, 7<sup>th</sup> Gr Math, and Spanish).

#### Ongoing

The Senior Director of Teaching and Learning continues to:

- observe Principal practices
- observe teacher meetings
- observe instruction
- establish relationships with team members

#### Challenge Charter High School Planning

The high school design process was officially launched with the first core design team meeting on Tuesday November 12, 2019. Team members (both internal and external to Challenge) discussed the scope of the work ahead and identified the need to review our mission statement and core values as a next step.

#### Core Design Team Members:

- Dr. Mullings, Chief Executive Officer
- Dr. Estep, Senior Advisor
- Kentia Coreus, Senior Director of Teaching and Learning



- Mavgar Mondesir-Gordon, Middle School Principal
- Gertrudis Hernandez, Asst. Principal and Board Member
- Frank San Felice, JPS Solutions Consultant
- Lloyd Jaeger, JPS Solutions Consultant
- Cheryl Quatrano, Principal and HS Design Consultant
- Melinda Spataro, Retired Educator, Veritas High School
- Tameeka Richards, Consultant
- Devaney Brown, Chief of Staff

### Core High School Design Team: Draft Calendar

Date	Focus
November 2019	LAUNCH: Setting the Stage <ul style="list-style-type: none"> <li>● Vision and Mission Setting</li> <li>● Potential Partners</li> <li>● Potential Subcommittees</li> <li>● Communication Systems</li> <li>● Scheduling Core Design Team Meetings</li> <li>● Involving and Informing All Stakeholders</li> <li>● How are we going to keep track of our progress?</li> </ul>
December 2019	Talent Recruitment <ul style="list-style-type: none"> <li>● What traits must the high school leader and staff possess?</li> <li>● How will our hiring process ensure the recruitment of teachers who are the “right-fit”?</li> <li>● How will we recruit members of the hiring committee?</li> </ul>
January 2020	Instructional and Cultural Design <ul style="list-style-type: none"> <li>● What will be the major components of the high school instructional program?</li> <li>● How will we recruit members of the curriculum committee?</li> </ul>
February 2020	Organizational Design <ul style="list-style-type: none"> <li>● What special spaces will be needed to ensure the delivery of the high school instructional program?</li> <li>● How will the master schedule support the school’s design?</li> <li>● How will we recruit members of the Facilities and Materials committee?</li> </ul>
March 2020	Meeting the Socio-Emotional Needs of Students <ul style="list-style-type: none"> <li>● What programs/approaches will be utilized to develop the socio-emotional needs of our students?</li> </ul>
April 2020	Organizational Design <ul style="list-style-type: none"> <li>● What events do we need to plan for stakeholders?</li> <li>● Finalizing the school calendar</li> </ul>
May 2020	TBD
June 2020	TBD

### High School Open Houses

The middle school team will lead the first High School Open House on Tuesday November 19, 2019. Additional High School Open Houses will be held on January 28, 2020 and March 31, 2020.

### **Principal Support and Development**

The 2019-2020 Principal Performance review process has launched with both principals completing a self-assessment using the Kim Marshall Principal Evaluation rubrics. The SDTL facilitated a goal-setting meeting with each Principal to discuss the self-evaluation and to identify priority domains for goal development.

### **Math Curriculum Support**

Lindsay Caparco from the New York City Math Project continues to support math instruction at K-5. She facilitated an Election Day professional development session on Tuesday November 5, 2019, focused on helping teachers step away from pre-packaged curricular to develop and implement lessons that would be more engaging to scholars.

### **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.

Members of both school sites attended the *Fundamentals of Specially Designed Instruction (SDI) Through Practice, Part I* professional development opportunity on November 1, 2019 at the recommendation of the DOE's special education team. Part II will be held on November 26, 2019.

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.*



# **ATTACHMENT #3**

## **K-5 Principal Report**



Nicole Griffin, Principal  
November 2019  
Principals Report

**Elementary Total: 577**

**Kindergarten- 119**

**1st grade- 96**

**2nd grade- 96**

**3rd grade- 96**

**4th grade- 97**

**5th grade- 73**

**October/ November 2019**

**Instructional Focus**

- Baseline assessments- I-Ready
- Instruction ( 3b- Question and Discussion Techniques, 3c- Engaging Students in Learning, 3e- Demonstrating Flexibility and Responsiveness)
- Planning and Preparation (1c- Setting Instructional Outcomes,1e- Designing Coherent Instruction)
- Guided Reading
- Math Tuesday Challenge

**Administrative Focus**

- Review of Weekly Snap Shots
  - Planning and Preparation with each grade team once a week (Double period)
- Started 10/15/19
- TLAC Techniques **Check for Understanding** # 2,3 and 5
  - Teachboost feedback
  - Gradebook
  - Flexible groupings schedules/AIS/Title I groups identified



## Professional Development Conducted

- Teach Boost
- Teach Like a Champion
- ELA- Reading Comprehension Skills and Reading Strategies
- Writing-
- **Active Engagement Strategies for Each Direct Instruction Component (November 5, 2019)**
- Math Journals PD- Grade Team Leaders
- NYCMP- November 5, 2019)
- Teachbacks PD- November, 5 6, 12)

## Evidence/Deliverables

- Teachers have received information and PD
- Mini Observations - At least one per teacher completed by November 26, 2019 ( **Tracker**)
- Feedback printed and provided within 24 hours
- I-Ready Baseline assessments completed ( **November 18, 2019**)
- Weekly Snapshots for October / November **checked and feedback provided (Feedback emailed; See 1:1 calendar)**
- Leveled Libraries are complete for Guided Reading
- MTC Tracker ( **Updated every Wednesday**)
- **Anchor Charts**
  - Reading Comprehension Strategies
  - Manipulatives, Mini white boards, signal cards, three column charts
  - Narrative Writing Charts

### Highlights:

- CPCS PA held it's FIRST FALL BAZAR- Over 20 vendors from the Rockaway Community participated in the event.
- NYPD conducted an assembly to discuss safety
- School Culture Committee conducted the monthly "Character" assembly- "Kindness" Pre-recorded videos conducted by Steve Pennington was used
- Scholar's will visit LOWE's to shop and to say "Thank You" for the supplies, materials and redesign of our school playground, gymnasium and Oasis
- School Social worker returned from Maternity Leave on November 12, 2019
- PTC- November 20th- 5:00pm-6:50pm; November 22nd-1:00pm-4:00pm
- Scholastic Book Fair- November 18th November 22nd
- 11:30 Dismissal- November 27, 2019

**SAVE THE DATE-**

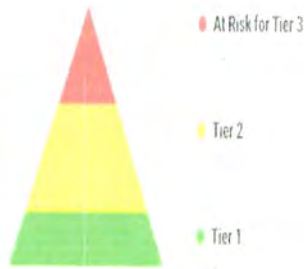
**December 13, 2019- Winter Show**

# I-Ready Data

## ELA

Students Assessed/Total: 552/574

### Overall Placement



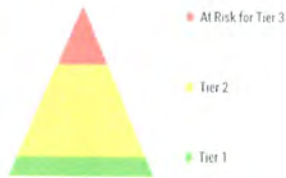
### Placement By Domain



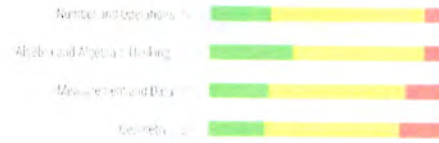
Current Year Most Recent None Standard View

Students Assessed Total 547/577

Overall Placement



Placement By Domain





# **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 November 15, 2019

Current CCMS Enrollment:

Cohort Group	Grade Level	October 11, 2019 Enrollment	Enrollment As of November 15, 2019	Change in enrollment
#3	Grade 8	86	87	0.01%
#4	Grade 7	75	76	0.01%
#5	Grade 6	74	75	0.01%
<b>TOTAL</b>		<b>235</b>	<b>238</b>	<b>0.01%</b>

CCMS Attendance Statistics:

Cohort Group	Grade Level	Attendance Rates		
		Aug 26, '19 - Sep 4, '19	Sep 5, '19 - Sep 26, '19	Oct 2, '19 - Oct 31, '19
#3	Grade 8	93.3%	94.0%	93.9%
#4	Grade 7	88.4%	95.6%	94.3%
#5	Grade 6	89.8%	96.8%	95.1%
<b>TOTALS</b>		<b>90.5%</b>	<b>95.5%</b>	<b>94.4%</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%	32%	37%	18%	17%	40%	22%	17%
#4	Gr 7	29%	18%	17%	33%	25%	21%	32%	16%
#5	Gr 6	33%	33%	21%	6%	32%	31%	17%	15%
<b>Grades 6 - 8</b>		<b>24%</b>	<b>28%</b>	<b>25%</b>	<b>19%</b>	<b>24%</b>	<b>31%</b>	<b>23%</b>	<b>16%</b>



### **Highlight: Grade 8 Day Trip to Washington, DC**

The Class of 2020 scholars were grateful for a wonderful day trip to Washington DC with 12 staff members and Principal Gordon. At 6:00 AM on Friday, November 8, 2019, scholars and staff headed to DC on 2 coach buses with the first stop being Howard University. There, we were treated to a self-guided campus tour in the form of an educational scavenger hunt. The second stop on the trip was the Museum of African American History and Culture. This visit was very moving for our scholars and staff alike, as the very well-curated exhibits provided a further insight into the topics discussed in class. A town hall held for the grade 8 scholars on Wednesday, November 13, 2019, gave the scholars a forum to discuss the impact of the trip on their perspective and day-to-day behavior.

### **Highlight: Fall Bookfair**

The CCMS Fall book fair surpassed our goal of \$1,500 with \$2,154.27 in final sales. The fair ran from Monday, November 4, 2019 to Friday, November 8, 2019. For raising this amount in sales, Scholastic will allow us to choose \$778.70 worth of books for classroom libraries.

### **Highlight: Clubs**

Scholars continue to enjoy Chess, Coding, Culinary Arts, Dance, Debate, Drama, Etiquette, Math, Music, and Step. Clubs are 30 minutes each afternoon, just before dismissal. We are in our second club rotation, which started on Monday, October 21, 2019. Club members submitted a 3-minute video presentation of their culminating club project for Session one on Friday, October 18, 2019. Some portions of the video were shared on the CCMS Facebook page by Ms Messer.

### **Special Education**

- On October 17, 2019, we received a DOE SPED site visit so that the department could gain a clearer understanding of the CCMS SPED program.
- On November 1, 2019, members of the admin team had the opportunity to sit with a team member from the SPED Collaborative team. We gained more insight on the immediate changes needed to ensure that we are meeting the requirements of our SPED students' IEPs.

### **Professional Development**

- Members of the Admin Team have attended part 1 of a DOE-provided professional development series on the definition and effective delivery of SDI.
- Daily PD continues in Period 9 and from 4:00 PM to 4:30 PM. Currently, the CCMS instructional staff is concentrating on honing co-teaching through the identification of a learning specialist and a content specialist in the room.





### **Assessments, Data, and Parent Reports:**

Window 1 Diagnostics have been completed and Marking Period 1 has now come to a close. Teachers have submitted all report card grades in IO Classroom for administrator review. Final report cards will be printed on Wednesday, November 20, 2019 in time for Fall Parent-Teacher Conferences on Thursday, November 21, 2019 and Friday, November 22, 2019.

### **Academic Interventions:**

The CCMS game plan to ensure scholar success this school year includes employment of the following tools and practices:

- Daily USSR - 15 minutes of uninterrupted, silent, sustained reading during the first teaching period of the day.
- Daily Math Story - 10 minutes of a grade-level Math problem solved individually during Period 11.
- Pulled-out Guided Reading for 57 of our below-benchmark scholars who have a history of consecutive Level 1 proficiency and have yielded i-Reading Reading results on Grade 4 and below. These groups will be served by members of the Administrative Team and specialty teachers. Pull-outs will take place for 30 minutes during Science or Social Studies periods daily.
- Pulled-out Guided Math for 67 of our below-benchmark scholars who have a history of consecutive Level 1 proficiency and have yielded i-Reading Math results on Grade 4 and below. These groups will also be served by members of the Administrative Team and specialty teachers. Pull-outs will take place for 30 minutes during Science or Social Studies periods daily.
- Read180 intervention program for 110 of our below-benchmark scholars to use during some ELA periods.
- Sound Reading, which is a software program designed to help our scholars who are struggling with phonics.
- Junior Great Books for schoolwide use to improve scholars' use of the Socratic Seminar method.
- i-Ready Online Instruction for ELA and Math.
- ReadyBooks to complement the use of i-Ready Online Instruction.
- After-School ELA and Math tutoring for Below-Benchmark students.

### **After School:**

After school tutoring in Math and ELA officially began on Monday, October 21, 2019 (Mondays to Thursdays from 4:15 PM to 5:30 PM). We have a total of 35 scholars currently attending. Soccer Mondays with 24 scholars and Basketball Wednesdays with 43 scholars will officially begin after busing is secured for the scholars' transportation.



## **Scholar Incentives**

- Critical Friend Dr. Cindy Burgos is seeking grants in the amount of \$2,000 to allow us to reward scholars for earned Spring 2019 proficiency. Scholars earning Level 3 will be rewarded with \$20. Scholars earning a Level 4 will receive \$30. All scholars who made gains will receive a certificate of achievement. We are still awaiting word on this.
- Critical Friend Dr. Cindy Burgos is also looking into getting sponsored funding for the seniors to go on a movie trip to see Harriet.
- Vending machines have been installed at the Central Avenue and Redfern buildings. As an incentive for making good decisions, scholars are allowed supervised visits at set times of the day.
- Scholars continue to check PupilPath for their total merit balance, as we will use these points to leverage privileges at school from helping in the office to special trips. Scholars receive merits and demerits from teachers based on their behavior and their exhibition of scholarly habits.

## **Instructional Walkthroughs**

The CCMS Admin Team continues Instructional walkthroughs. CCMS continues to use TeachBoost for all instructional supervision feedback and tracking. We have also received support from the Senior Director of Teaching and Learning in the observation of lessons. Feedback is used to strengthen instructional practices. Teachers will have 10 short observations and 2 long observations for the school year.

## **Upcoming Events:**

- Nov 18: CCMS Awards Assembly at 15-26 Central Avenue
- Nov 21-22: Fall Parent-Teacher Conferences



**ATTACHMENT #5**  
**Director of Communications**  
**Report**





## Challenge Charter Schools Communications Report

November 2019

### Fall Focus

- **2020-21 Application Materials**

- Open House flyer/ad in English and Spanish
- High School flyer/ad in English and Spanish
- Website updates continuing to refine info
- Open House presentation added High School details

- **Branding/Marketing**

- Long Island Press Article written and published early November featuring Dr. Mullings and the school
- Schneps 4 page Advertorial written and published mid October
- Advertisements for Schneps media completed and published

- **Social Media**

- Data analytics updated to the current quarter for postings
- Tiles and postings regarding upcoming holiday events

- **Websites**

- Umbrella site as recommended by DOE in build out process

- **Other**

- Pitched idea to Dr. Mullings to use school branded merchandise to gain more ambassadors across the district



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



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

November 18, 2019

Re: November 18, 2019 Operations Report

By: Venessa Lynch, Director of Operations

**I. Compliance**

- Undergoing safety drills to adhere to DOE requirements
- Received a DOH inspection at Hartman Ln and acting on any recommendations to be in compliance.

**II. Facilities**

- Onboarded 2 custodians for *Hartman Ln* location
- Continuing to winterize building for the season changes
- Taking bids for snow removal
- Taking preventative measures to ensure the building is disinfected for flu season

**III. School Foods**

- Obtained Food Service Establishment License for 12-79 Redfern Ave location in order to continue participation in School Foods Program
- Due to redevelopment in Far Rockaway it is not feasible for scholars to be bussed back and forth for lunch. Therefore, we will switch to cold lunch beginning December 2, 2019, that will be served on site.

**IV. Health**

- Nurses are communicating with families to ensure we are in compliance with updated health exam forms
- Currently working on immunization data for ATS
- Sending home literature regarding flu season
- informing families of new exemption criteria
- Sending home exclusion letters communication to families

**VI. Transportation**

- Metro Cards have been distributed to scholars that should receive
- Bussing remains been smooth
- New transportation company that was onboarded for shuttle services this school year has continued to run smooth

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

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

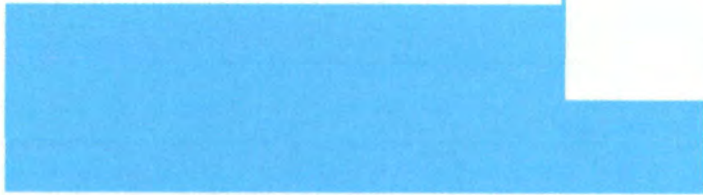
Challenge Charter Middle School, 6-8  
Mavgar Mondesir-Gordon, 6-8 Principal  
1526 Central Avenue, Far Rockaway, NY 11691  
Phone: 718-327-4040  
Email: [mmondесir@challengecharterschools.org](mailto:mmondесir@challengecharterschools.org)  
[www.challengechartermiddle.org](http://www.challengechartermiddle.org)





# **ATTACHMENT #7**

## **October 2019 Financials**



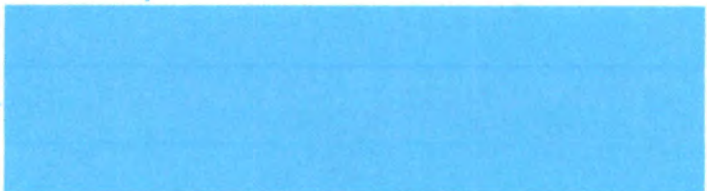
STUDENT ACHIEVEMENT



*experience expertise excellence*

# Challenge Prep Charter School

Monthly Financial Report  
October 2019

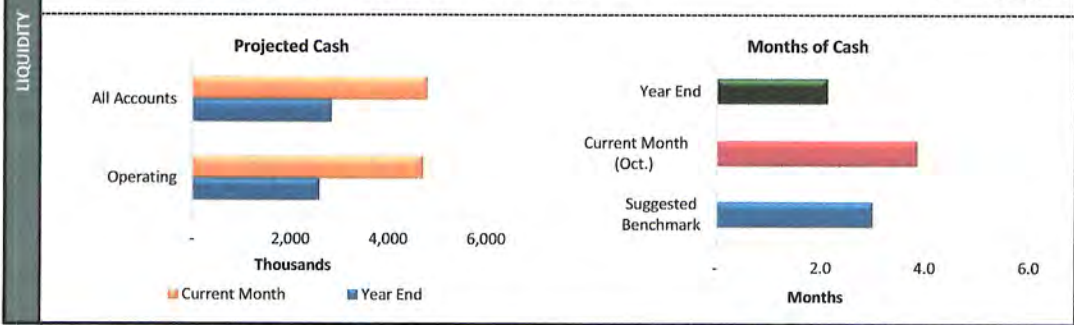


# Challenge Prep Charter School

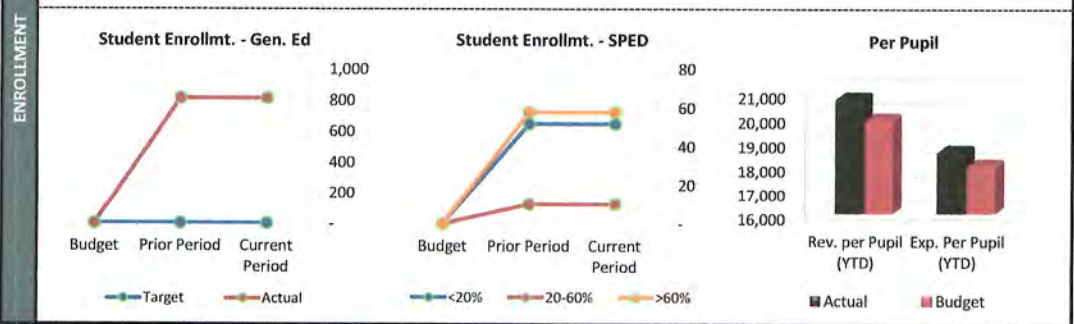
## Financial Summary

For Period Ended October 31, 2019

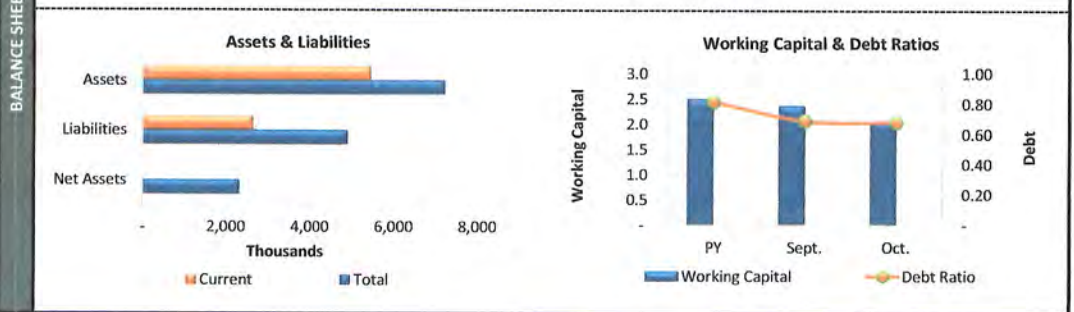
<b>Cash in Bank</b> <i>(Operating Account(s) Only: as of October 30, 2019)</i>	<b>\$ 4,689,639</b>
<b>Projected months of cash on hand</b>	<b>3.8</b>
<b>Cash in Bank</b> <i>(Total - All Accounts as of October 30, 2019)</i>	<b>\$ 4,773,001</b>
<b>FY Ending Cash Available to Carryover to FY19-20</b> <i>(Operating Account(s) Only)</i>	<b>\$ 2,588,819</b>
<i>*Cash balance available once all FY19-20 obligations &amp; receivables have been settled</i>	
<b>Projected months of cash on hand</b>	<b>2.1</b>
<b>FY Ending Cash Available to Carryover to FY19-20</b> <i>(Total - All Accounts)</i>	<b>\$ 2,833,183</b>



	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>		<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
<b>General Ed</b>	786.44	811.00	(24.56)	\$	12,038,006	12,414,788	(376,782)
<b>SPED</b>							
0 - 20%	29.66	49.00	(19.34)		-	-	-
20 - 59%	15.88	9.00	6.88		164,972	93,510	71,462
60% - Over	59.27	54.00	5.27		1,128,977	1,028,646	100,331
<b>Total SPED</b>	<b>104.80</b>	<b>112.00</b>	<b>(7.20)</b>		<b>1,293,950</b>	<b>1,122,156</b>	<b>171,794</b>



<b>Total Current Assets:</b>	<b>\$ 5,448,179</b>
<b>Total Current Liabilities:</b>	<b>\$ 2,641,402</b>
<b>Working Capital (Current) Ratio</b>	<b>2.06</b>
<b>Total Assets:</b>	<b>\$ 7,203,542</b>
<b>Total Liabilities:</b>	<b>\$ 4,890,120</b>
<b>Debt Ratio</b>	<b>0.68</b>
<b>Total Net Assets:</b>	<b>\$ 2,313,422</b>



	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
<b>Total Revenue YTD:</b>	\$ 5,598,257	\$ 5,273,365	\$ 324,893
<b>Total Expenses YTD:</b>	(4,091,380)	(4,193,670)	102,290

# Challenge Prep Charter School

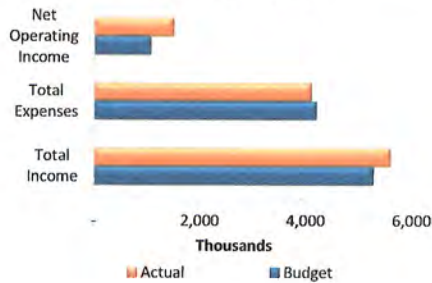
## Financial Summary

For Period Ended October 31, 2019

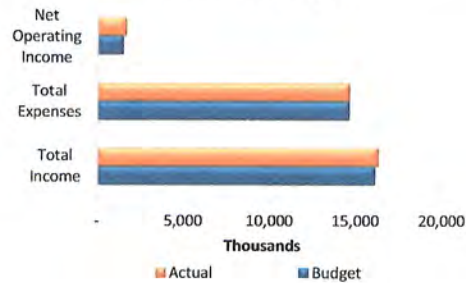
<b>Net Operating Surplus(Deficit):</b>	\$	1,506,877	\$	1,079,694	\$	427,183
		<u>Projected</u>		<u>Budget</u>		<u>Variance</u>
Annual Projected Revenue:	\$	16,315,983	\$	16,139,600	\$	176,383
Annual Projected Expenses (before depreciation):		(14,634,758)		(14,619,846)		(14,912)
<b>Projected Net Operating Surplus(Deficit) before Depreciation:</b>	<b>\$</b>	<b>1,681,225</b>	<b>\$</b>	<b>1,519,754</b>	<b>\$</b>	<b>161,471</b>
Annual Projected Depreciation:		-		-		-
<b>Projected Net Operating Surplus(Deficit) after Depreciation:</b>	<b>\$</b>	<b>1,681,225</b>	<b>\$</b>	<b>1,519,754</b>	<b>\$</b>	<b>161,471</b>
<b>Capital Expenditure Requirements</b>	<b>\$</b>	<b>(695,000)</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>(695,000)</b>
<b>Total Cash Expenditures</b> <i>(expenses excluding depreciation plus capital expenditures)</i>	<b>\$</b>	<b>(13,939,758)</b>	<b>\$</b>	<b>(14,619,846)</b>	<b>\$</b>	<b>680,088</b>
<b>Revenue per Pupil (YTD)</b>	<b>\$</b>	<b>20,747</b>	<b>\$</b>	<b>19,901</b>	<b>\$</b>	<b>846</b>
<b>Expenditure per Pupil (YTD)</b>	<b>\$</b>	<b>18,609</b>	<b>\$</b>	<b>18,027</b>	<b>\$</b>	<b>582</b>

BUDGETING / REVENUE & EXPENSES

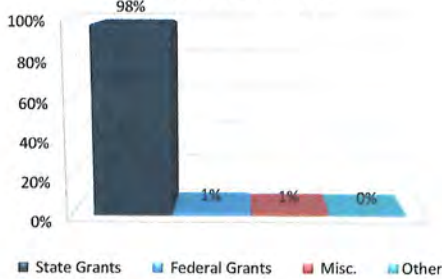
**Year-To-Date (YTD)**



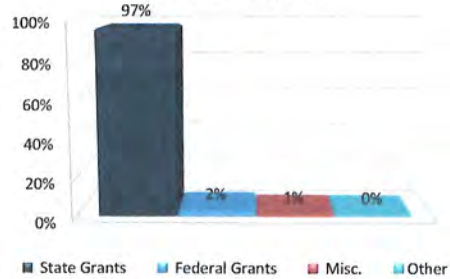
**Year End (YE) Projection**



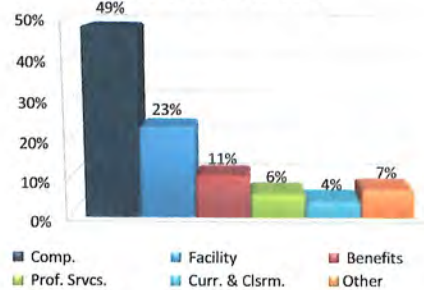
**Revenue Breakdown YTD**



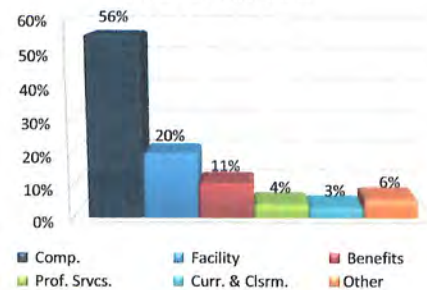
**Revenue Breakdown YE**



**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	164,741	Budget done based on 811 FTE for GenEd, 54 over 60%; 9 20-59%. Projection done based on 786.438 GenEd, 59.267 over 60%; 15.878 20-59% FTE per November invoice
Increase in Federal Grants	11,630	
Decrease in Contributions	-	
Increase in Miscellaneous Income	12	
<b>Increase in Projected Annual Revenue</b>	<b>176,383</b>	
Decrease in Compensation	(2,974)	Salary projections based on budget
Increase in Benefits	19,441	
Increase in Administrative Expenses	9,093	
Decrease in Professional Services	(101,240)	Projection based on current trends and reallocation of expenses
Increase in Professional Development	13,240	
Increase in Marketing and Staff/Student Rec	11,000	
Decrease in Fundraising Expenses	-	
Increase in Curriculum & Classroom Expenses	4,731	
Increase in Facility	43,542	
Increase in Technology/Communication Expens	18,080	
Decrease in Miscellaneous Expenses	-	
Decrease in Depreciation Expense	-	
<b>Increase in Projected Annual Expenses</b>	<b>14,912</b>	
<b>Net Projected Deficit Variance after Depreciation</b>	<b><u>\$ 1,681,225</u></b>	

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

	October 31, 2019		YTD Through October 31, 2019		Projected FYE June 30, 2020					Comments			
	Actual	Budget	Actual	Budget	Current Month		Previous Month		Variance between Sept & Oct.				
					Actual - July 2019 - October 31, 2019 + Projections Thru June 30, 2020	Actual - July 2019 - October 31, 2019 + Projections Thru June 30, 2020	Actual - July 2019 - October 31, 2019 + Projections Thru June 30, 2020	Actual - July 2019 - October 31, 2019 + Projections Thru June 30, 2020					
<b>Income</b>													
4100 State Grants	1,663,649	1,280,336	383,313	5,474,370	5,121,344	353,026	10,272,590	15,746,960	15,364,384	382,676	15,582,219	164,741	Budget done based on 811 FTE for GenEd, 54 over 60%; 9 20-59%. Projection done based on 786.438 GenEd, 59.267 over 60%; 15,278 20-59% FTE per November invoice
4200 Federal Grants	22,436	24,794	(2,358)	82,069	94,983	(12,914)	315,831	397,900	395,576	1,324	386,270	11,630	
4300 Contributions	-	4,851	(4,851)	4,183	19,405	(15,222)	54,032	58,215	58,215	-	58,215	-	
4400 Miscellaneous Income	9,409	9,408	1	37,635	37,632	3	75,273	112,908	112,908	-	112,908	12	
<b>Total Income</b>	<b>1,695,494</b>	<b>1,319,389</b>	<b>376,104</b>	<b>5,598,257</b>	<b>5,273,365</b>	<b>324,893</b>	<b>10,717,726</b>	<b>16,315,983</b>	<b>15,931,983</b>	<b>384,000</b>	<b>16,139,600</b>	<b>176,383</b>	
<b>Expenses</b>													
<b>Compensation</b>													
5100 Instructional Staff	454,277	485,075	(30,798)	1,243,531	1,343,513	(99,983)	4,574,356	5,817,927	5,400,503	417,419	5,820,591	(2,974)	
5200 Non-Instructional Staff	124,866	122,936	1,930	508,396	491,743	16,653	965,834	1,475,230	1,460,260	18,338	1,475,230	-	
5300 Pupil Support	81,246	79,499	1,747	233,590	253,935	(20,345)	656,329	689,929	653,206	36,423	689,929	-	
5000 Compensation	<b>660,389</b>	<b>687,510</b>	<b>(27,121)</b>	<b>1,985,516</b>	<b>2,089,191</b>	<b>(103,675)</b>	<b>6,197,569</b>	<b>8,185,086</b>	<b>7,714,273</b>	<b>472,180</b>	<b>8,186,060</b>	<b>(2,974)</b>	Salary projections based on budget
5400 Benefits	110,382	128,288	(17,906)	488,405	513,151	(24,746)	1,142,490	1,580,895	1,546,417	34,478	1,561,454	19,441	
6100 Administrative Expenses	11,373	31,946	(20,573)	107,493	127,785	(20,292)	284,955	392,448	390,355	2,093	383,355	9,093	
6200 Professional Services	61,807	59,106	2,701	249,737	207,995	41,743	360,164	609,901	731,719	(121,818)	711,141	(101,240)	Projection based on current trends and reallocation of expenses
6300 Professional Development	3,076	13,545	(10,469)	85,235	40,636	44,598	77,605	162,840	164,900	(12,060)	149,600	13,240	
6400 Marketing and Staff/Student Rec	14,194	7,520	6,675	26,930	30,078	(3,148)	74,303	101,233	90,553	10,680	90,233	11,000	
6500 Fundraising Expenses	-	-	-	-	-	-	25,000	25,000	25,000	-	25,000	-	
7100 Curriculum & Classroom Expenses	31,094	47,811	(16,717)	166,270	163,301	2,969	286,867	453,137	447,312	5,825	448,406	4,731	
8100 Facility	232,461	241,655	(9,194)	954,894	967,620	(12,726)	1,991,503	2,946,403	2,909,861	36,542	2,902,861	43,542	
8200 Technology/Communication Expens	34,612	13,470	21,142	76,892	53,880	23,012	102,827	179,719	184,278	(1,559)	161,639	18,080	
8300 Miscellaneous Expenses	-	8	(8)	8	32	(25)	90	97	97	-	97	-	
8900 Depreciation Expense	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Expenses</b>	<b>1,159,389</b>	<b>1,230,859</b>	<b>(71,470)</b>	<b>4,091,380</b>	<b>4,193,670</b>	<b>(102,290)</b>	<b>10,543,378</b>	<b>14,634,758</b>	<b>14,203,765</b>	<b>436,361</b>	<b>14,619,846</b>	<b>14,912</b>	
<b>Net Income</b>	<b>536,105</b>	<b>88,530</b>	<b>447,575</b>	<b>1,506,877</b>	<b>1,079,694</b>	<b>427,183</b>	<b>375,348</b>	<b>1,681,225</b>	<b>1,730,219</b>	<b>(52,961)</b>	<b>1,519,754</b>	<b>161,471</b>	
<b>Capital Expenditures:</b>													
Purchases, Repairs & Equipment	-	-	-	109,555	-	109,555	35,445	145,000	145,000	-	145,000	-	145,000
Facility and Construction	50,000	-	50,000	478,633	-	478,633	71,367	550,000	450,000	100,000	100,000	-	550,000
Website	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Expenditures</b>	<b>50,000</b>	<b>-</b>	<b>50,000</b>	<b>588,188</b>	<b>-</b>	<b>588,188</b>	<b>106,812</b>	<b>695,000</b>	<b>695,000</b>	<b>100,000</b>	<b>695,000</b>	<b>-</b>	<b>695,000</b>

Challenge Prep Charter School  
Cash Flow Projection as of October 31, 2019

	Projected Nov. 0 - June 1	Projected Nov. 0 - June 1	Projected Nov. 0 - June 1	Projected Nov. 0 - June 1	Projected Nov. 0 - June 1	Projected Nov. 0 - June 1	Projected Nov. 0 - June 1	Projected Nov. 0 - June 1	Projected Nov. 0 - June 1	Projected Nov. 0 - June 1	Projected Nov. 0 - June 1	Projected Nov. 0 - June 1
<b>Annual Budget FY0-1</b>												
<b>Beginning Cash Balance (Operating)</b>	10,717,726	4,528,638	3,247,131	4,751,146	3,580,862	4,895,350	3,488,553	5,308,841	4,307,157	3,301,344	3,301,344	
Projected Cash Receipts from Operations (below)	(10,443,378)	53,415	2,697,674	22,116	2,604,740	84,714	2,604,740	22,116	178,639	66,598	66,598	
Projected Cash Disbursements from Operations (below)	174,348	(1,175,531)	(1,176,790)	(1,175,531)	(1,175,531)	(1,176,790)	(1,175,531)	(1,175,881)	(1,175,531)	(779,122)	(779,122)	
<b>Net Cash from Operations</b>	281,159	(1,851,489)	1,820,884	(1,153,415)	1,429,209	(1,092,076)	1,429,209	(1,153,765)	(996,892)	(712,524)	(712,524)	
Cash Receipts from Accounts & Misc Receivables (not included in revenue below)												
Cash Disbursements for Accounts Payable		(142,521)										
Capital Expenses		(16,869)	(16,869)	(16,869)	(14,721)	(14,721)	(8,921)	(8,921)	(8,921)	(8,921)	(8,921)	
Accounts Receivable												
Other												
<b>Ending Cash Balance (Operating Account)</b>	281,159	2,844,964	4,751,146	3,580,862	4,995,360	3,886,533	5,308,841	4,146,135	3,301,344	2,588,819	2,588,819	
Other Cash Accounts (Net of Transfers)		244,364	244,364	244,364	244,364	244,364	244,364	244,364	244,364	244,364	244,364	
<b>Total Cash (All Accounts)</b>	281,159	3,089,328	4,995,510	3,825,225	5,239,724	4,132,917	5,553,205	4,390,519	3,545,707	2,833,183	2,833,183	

Challenge Prep Charter School  
Balance Sheet  
YTD as of October 31, 2019

	<u>Total</u>	<u>Comments</u>
<b>ASSETS</b>		
<b>Current Assets</b>	-	
<b>Bank Accounts</b>		
<b>1000 Cash</b>		
1001 HSBC Checking - 0844	4,528,638	
1002 HSBC Checking - 0852	8,988	
1003 HSBC Checking - 0879	161,002	
1004 HSBC Checking - 0887	506	
1005 HSBC Money Market - 5972	3,496	
1006 Chase Escrow - 3060	70,000	
1007 Petty Cash	372	
<b>Total 1000 Cash</b>	<u>\$ 4,773,001</u>	
<b>Total Bank Accounts</b>	<u>\$ 4,773,001</u>	
<b>Accounts Receivable</b>		
1100 Accounts Receivable	322,340	
1200 Other Receivables - Salary Advance	(37,856)	
<b>Total Accounts Receivable</b>	<u>\$ 284,484</u>	
<b>Other current assets</b>		
1300 Prepaid Expenses	77,914	
1301 Prepaid Insurance	75,247	
1310 Prepaid Rent	237,532	
<b>Total Other current assets</b>	<u>\$ 390,694</u>	
<b>Total Current Assets</b>	<u>\$ 5,448,179</u>	
<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	51,286	
<b>Total 1513 Office Furniture</b>	<u>\$ 51,286</u>	
1514 Musical Instruments	16,390	
1515 Computer Software	22,289	
<b>Total 1516 Curriculum</b>	<u>\$ -</u>	
<b>Total 1500 Furniture, Fixtures &amp; Equipment</b>	<b>993,611</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>	<u>\$ 7,500</u>	
1530 Kitchen/Cafeteria	162,079	
1535 Construction In Progress	300,000	
1540 Leasehold Improvements	685,499	
<b>Total 1519 Facility and Construction</b>	<u>1,398,286</u>	
1610 Website	11,000	
<b>Total 1610 Website</b>	<u>\$ 11,000</u>	
<b>1700 Accumulated Depreciation &amp; Amortization</b>		
1710 Accumulated Depreciation	(974,365)	
1750 Accumulated Amortization	(5,744)	
<b>Total 1700 Accumulated Depreciation &amp; Amortization</b>	<u>\$ (980,109)</u>	
<b>Total Fixed Assets</b>	<u>\$ 1,422,788</u>	
<b>Other Assets</b>		
<b>1800 Security Deposits</b>	332,576	



Challenge Prep Charter School  
Balance Sheet  
YTD as of October 31, 2019

	Total	Comments
2500 Sales Tax Receivable	-	
Total Other Assets	\$ 332,576	
<b>TOTAL ASSETS</b>	<b>\$ 7,203,542</b>	
<b>LIABILITIES AND EQUITY</b>		
<b>Liabilities</b>		
<b>Current Liabilities</b>		
<b>Accounts Payable</b>		
2000 Accounts Payable	54,060	
Total Accounts Payable	\$ 54,060	
<b>Credit Cards</b>		
2200 HSBC Credit Card	-	
Total Credit Cards	\$ -	
<b>Other Current Liabilities</b>		
2100 HSBC Loan Payable	-	
2300 Accrued Salaries/Taxes	-	
2301 Accrued Expenses	88,461	
2302 Refundable Advance	-	
2400 Unearned/Deferred Revenue	2,498,881	
Total Other Current Liabilities	\$ 2,587,342	
Total Current Liabilities	\$ 2,641,402	
<b>Long-Term Liabilities</b>		
2700 Deferred Rent Liability	2,248,718	
Total Long-Term Liabilities	\$ 2,248,718	
Total Liabilities	\$ 4,890,120	
<b>Equity</b>		
3000 Opening Balance Equity	-	
3100 Retained Earnings	806,545	
Net Income	1,506,877	
Total Equity	\$ 2,313,422	
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ 7,203,542</b>	

Challenge Prep Charter School  
Statement of Cash Flows  
YTD as of October 31, 2019

	Total	Comments
<b>OPERATING ACTIVITIES</b>		
Net Income	1,506,877	
Adjustments to reconcile Net Income to Net Cash provided by operations:	-	
1100 Accounts Receivable	226,337	
1200 Accounts Receivable:Other Receivables - Salary Advance	39,231	
1300 Prepaid Expenses	(65,785)	
1301 Prepaid Insurance	(75,247)	
1310 Prepaid Rent	(55,277)	
1400 Due From Challenge Charter Network	-	
1700 Accumulated Depreciation & Amortization	-	
2000 Accounts Payable	(38,828)	
2200 HSBC Credit Card (deleted)	-	
2100 HSBC Loan Payable	-	
2300 Accrued Salaries/Taxes	(986,464)	
2301 Accrued Expenses	(90,751)	
2302 Refundable Advance	-	
2400 Unearned/Deferred Revenue	2,497,833	
2600 Exchange Transactions (deleted)	-	
2800 Real Estate Tax Payable	-	
Sales tax payable (deleted)	-	
Net cash provided by operating activities	<u>\$ 2,957,926</u>	
<b>INVESTING ACTIVITIES</b>		
1500 Furniture, Fixtures & Equipment	-	
1510 Furniture, Fixtures & Equipment:Office & Admin Computers & Equipment	-	
1511 Furniture, Fixtures & Equipment:Classroom Computers & Equipment	(101,002)	
1512 Furniture, Fixtures & Equipment:Classroom Furniture	(3,553)	
1513 Furniture, Fixtures & Equipment:Office Furniture	-	
1514 Furniture, Fixtures & Equipment:Musical Instruments	-	
Furniture, Fixtures & Equipment:Curriculum:Original Cost	-	
1800 Security Deposits	1,000	
2500 Sales Tax Receivable	-	
Net cash provided by investing activities	<u>\$ (587,188)</u>	
<b>FINANCING ACTIVITIES</b>		
2700 Deferred Rent Liability	-	
3000 Opening Balance Equity	-	
3100 Retained Earnings	-	
Net cash provided by financing activities	<u>\$ -</u>	
Net cash increase for period	<u>\$ 2,370,738</u>	
XX Cash at beginning of period	<u>\$ 2,402,263</u>	
1000 Cash	-	
1001 Cash:HSBC Checking - 0844	-	
1002 Cash:HSBC Checking - 0852	-	
1003 Cash:HSBC Checking - 0879	-	
1004 Cash:HSBC Checking - 0887	-	
1005 Cash:HSBC Money Market - 5972	-	
1006 Cash:Chase Escrow - 3060	-	
1007 Cash:Petty Cash	-	
Undeposited Funds	-	
Total Cash at beginning of period	<u>\$ 2,402,263</u>	
Cash at end of period	<u>\$ 4,773,001</u>	



## **2019-20 School Year Board Meeting #6 Minutes**

Ben Waxman, CPCS Secretary (Acting Chair) called the meeting to order and welcomed everyone to the CPCS 2018-19 School Year Board Meeting #6 at 6:30 PM on December 19, 2019. The meeting was held at the Hilton JFK Airport Hotel, 144-02 135<sup>th</sup> Ave., South Ozone Park, NY 11436.

Ben Waxman, Acting 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

Ben Waxman, Secretary of the Board of Trustees called the roll of the board.

Members present: Karon McFarlane, Jeremiah C. Gaffney, and Ben Waxman

Members absent: Frederica Jefferies, Gertrudis Hernandez, and Andrew Barnes

Also present: Dr. Les Mullings, Founder/CEO and a great number of the CPCS family of employees and their guests.

The December 2019 Financial Report was received by common consent.

The event was hosted by CEO Dr. Les Mullings.

Following dinner, Ben Waxman spoke to the CPCS Team and expressed appreciation on behalf of the Board for their service to Challenge!

The event adjourned at 10:30 p.m. by common consent.

Respectfully submitted:

A handwritten signature in blue ink, appearing to read "Ben Waxman", is written over a light blue horizontal line.

Ben Waxman  
Secretary



## **2019-20 School Year Board Meeting #7 Minutes**

Frederica Jefferies, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2018-19 School Year Board Meeting #7 at 6:30 PM on January 15, 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

Ben Waxman, Secretary of the Board of Trustees called the roll of the board.

Members present: Frederica Jefferies, Karon McFarlane, Jeremiah C. Gaffney, Ben Waxman and Gertrudis Hernandez

Members absent: Andrew Barnes

Also present: Michael R. Estep, Kentia Coreus, Nicole Griffin, Mavgar Mondesir-Gordon, Eunice Armstrong, Kim Messer and Venessa Lynch. 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 #5 [Attachment #1]. The minutes were approved by common consent.
3. The Chair called for a review of the minutes of the 2019-20 School Year Board Meeting #6 [Attachment #2]. 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 development of the CTE high school and the facilities being retrofitted at 1520 Central Avenue, Far Rockaway, NY. He also shared about the special recruitment efforts for the CTE 9<sup>th</sup> and 10<sup>th</sup> grades. Additionally, he shared



an update on the JFK Development and the progress on securing industry partners and funding request in support of three of the CTE pathways – Aviation, Culinary Arts and Hospitality. Dr. Mullings also gave an update on the Arverne by the Sea facility which will house Grades 3-5 beginning in school year 2021-22. The report was received with appreciation.

5. Dr. Mullings called for a review of the report of Kentia Coreus, Senior Director of Teaching and Learning [Attachment #3]. The report was received with appreciation.
6. Dr. Mullings called for a review of the report of Nicole Griffin, K-5 Principal [Attachment #4]. The report was received with appreciation.
7. Dr. Mullings called for a review of the report of Mavgar Mondesir-Gordon, 6-8 Principal [Attachment #5]. The report was received with appreciation.
8. Dr. Mullings called for a review of the report of Kimberly Messer, Director of Communications [Attachment #6]. The report was received with appreciation.
9. Dr. Mullings called for a review of the report of Venessa Lynch, Director of Operations [Attachment #7]. The report was received with appreciation.
10. The Chair called for the December 2019 Financial Report [Attachment #8]. Following review, the report was received.

The meeting adjourned by common consent at 7:45 PM

Respectfully submitted:

A handwritten signature in blue ink, appearing to read "Ben Waxman", is written over a light blue horizontal line.

Ben Waxman  
Secretary



Attachment #1  
See Prior  
Month  
Minutes for  
Minute  
Attachments



## **2019-20 School Year Board Meeting #5 Minutes**

Frederica Jefferies, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2018-19 School Year Board Meeting #5 at 6:30 PM on November 20, 2019.

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

Ben Waxman, Secretary of the Board of Trustees called the roll of the board.

Members present: Frederica Jefferies, Karon McFarlane, Jeremiah C. Gaffney, Ben Waxman and Gertrudis Hernandez

Members absent: Andrew Barnes

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

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

1. The agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2019-20 School Year Board Meeting #4 [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 development of the CTE high school and the facilities being retrofitted at 1520 Central Avenue, Far Rockaway, NY. He also shared about the special recruitment efforts for the CTE 9<sup>th</sup> and 10<sup>th</sup> grades. Additionally, he shared an update on the JFK Development and the progress on securing industry partners and funding request in support of three of the CTE pathways – Aviation, Culinary Arts and Hospitality. The report was received with appreciation.



4. Dr. Mullings called for a review of the report of Kentia Coreus, Senior Director of Teaching and Learning [Attachment #2]. The report was received with appreciation.
5. Dr. Mullings called for a review of the report of Nicole Griffin, K-5 Principal [Attachment #3]. The report was received with appreciation.
6. Dr. Mullings called for a review of the report of Mavgar Mondesir-Gordon, 6-8 Principal [Attachment #4]. The report was received with appreciation.
7. Dr. Mullings called for a review of the report of Kimberly Messer, Director of Communications [Attachment #5]. The report was received with appreciation.
8. Dr. Mullings called for a review of the report of Venessa Lynch, Director of Operations [Attachment #6]. The report was received with appreciation.
9. The Chair called for the October 2019 Financial Report [Attachment #7]. Following review, the report was received.

The meeting adjourned by common consent at 7:25 PM

Respectfully submitted:

A handwritten signature in blue ink, appearing to read "Ben Waxman", is written over a light blue horizontal line.

Ben Waxman  
Secretary





# Attachment #2



## **2019-20 School Year Board Meeting #6 Minutes**

Ben Waxman, CPCS Secretary (Acting Chair) called the meeting to order and welcomed everyone to the CPCS 2018-19 School Year Board Meeting #6 at 6:30 PM on December 19, 2019. The meeting was held at the Hilton JFK Airport Hotel, 144-02 135<sup>th</sup> Ave., South Ozone Park, NY 11436.

Ben Waxman, Acting 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

Ben Waxman, Secretary of the Board of Trustees called the roll of the board.

Members present: Karon McFarlane, Jeremiah C. Gaffney, and Ben Waxman

Members absent: Frederica Jefferies, Gertrudis Hernandez, and Andrew Barnes

Also present: Dr. Les Mullings, Founder/CEO and a great number of the CPCS family of employees and their guests.

The December 2019 Financial Report was received by common consent.

The event was hosted by CEO Dr. Les Mullings.

Following dinner, Ben Waxman spoke to the CPCS Team and expressed appreciation on behalf of the Board for their service to Challenge!

The event adjourned at 10:30 p.m. by common consent.

Respectfully submitted:

A handwritten signature in blue ink, appearing to read "Ben Waxman", is written over a light blue horizontal line.

Ben Waxman  
Secretary



# Attachment #3



**Senior Director of Teaching and Learning**  
**January 2020 Board Report**  
 (Covering November 14-January 13)  
**Kentia Coreus**

**Enrollment Compliance**

Authorized Enrollment	<b>816</b> (WITH FLOAT: 897)
Current Enrollment	814 (as of January 10, 2020)

**2019-20 ELL and SWD Enrollment** (as of January 10, 2020)

Grades	# of ELL students	# of SWD students
K-5	22	70
6-8	1	34
<b>TOTAL</b>	<b>23 (2.8%)</b>	<b>104 (12.7%)</b>

*Four possible ELL students are waiting to be tested. Ten initial referrals for SWD have been made.*

**Staffing (as of January 13, 2020)**

Elementary

None

Middle

There are three vacancies (7<sup>th</sup> Gr ELA, 7<sup>th</sup> Gr Math, ELA Teacher’s Assistant).

**Ongoing**

The Senior Director of Teaching and Learning continues to:

- observe Principal practices
- observe teacher meetings
- observe instruction
- engage in the planning and designing work for our high school

**Challenge Charter High School Planning**

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

Official Onboarding of Consultants

While we have been engaging Cheryl Spataro (retired DOE Principal) and Melinda Spataro (retired DOE SPED educator) since October 2019, they officially started supporting the high school design process on January 10, 2020. Ms. Spataro will also be supporting our special education program.

### January Schedule

January 14-15 (Remote): Reviewing the Renewal Application (specifically related to HS)

January 16 (Onsite): Mission/Vision Design

January 28 (Remote): Finalizing Job Descriptions

January 29 (Onsite): Planning Next Steps & Attending JFK Redevelopment Board Meeting

January 30 (Remote): Planning

### High School Informational Session #1

Challenge Prep 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.

Lesson learned from this session:

- We must describe the uniqueness and benefits of an early college and CTE high school in practical terms for students and families
- We must vamp up our informational outreach efforts

### Next Steps

Dr. Mullings established a high school marketing team supported by Mrs. Richards and Ms. Messer. The team has sent out two mailings and will begin team calls on January 14, 2020. Future HS Informational Sessions are scheduled for January 28, 2020 and March 31, 2020.

### 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. Adoption of the Renzulli framework will require funding for annual training at *Confratute* at the University of Connecticut (July 12, 2020-July 17, 2020).

### 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. The first meeting (held on January 10, 2020) focused on the need to collect student academic histories to ensure that the HS master schedule meets the varied needs of students.

### Program Presentation

The SDTL participated in a meeting with Congressman Gregory Meekes on January 6, 2020 (along with Dr. Mullings, Dr. Estep, and Frank San Felice) to describe the high school's academic program. The team's presentation resulted in the Congressman expressing his support for our grant proposal to JFK's Redevelopment board.

### High School Leader Job Description

On December 16, 2019, the SDTL facilitated a meeting with key leaders to discuss and identify the traits of the ideal Challenge Charter High School Founding School Leader. The hiring process was also crafted. Meeting notes were shared with JPS Solutions who then drafted a job description. The position will be posted once our new hiring platform- *Recruitee*- launches.

**Mid-Year VAL-Ed Administration**

Teachers will complete VAL-ED surveys for Principals, Assistant Principals, and the Dean of Culture (6-8) on January 15, 2020. Principals will conduct Mid-Year teacher evaluations in January 2020.

**Principal Support and Development**

The 2019-2020 Principal Performance review process continues. Both Principals have drafted annual School Improvement Plans. The SDTL will conduct formal observations of practice during the week of January 21, 2020.

**Special Education**

The SDTL, Ms. Spataro, and members of both school sites attended the *Fundamentals of Specially Designed Instruction (SDI) Through Practice*, Part II professional development opportunity on November 26, 2019. Ms. Spataro will support Mrs. Moore-Reid (6-8 Director of Intervention and Special Education) in implementing SDI (and other practices) as envisioned by Principal Gordon.

**Teacher Certification**

The NYC Charter Center conducted an audit of our teacher certification and found that we are in compliance. Our Director of HR and Finance will follow-up with individuals who are not certified to ensure that they are aware of SED requirements.



# Attachment #4



# Attachment #5





# CHALLENGE CHARTER MIDDLE SCHOOL

## 2019-2020 Principal's Monthly Board Report

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

### School Year 2019-2020 Report

**January, 10 2020**

Current CCMS Enrollment:

Cohort Group	Grade Level	November 15, 2019 Enrollment	Enrollment As of January 10, 2020	Change in enrollment
#3	Grade 8	87	86*	-0.01%
#4	Grade 7	76	73*	-0.03%
#5	Grade 6	75	74	-0.01%
<b>TOTAL</b>		<b>238</b>	<b>233*</b>	<b>-0.02%</b>

\*Enrollment totals listed reflect ATS ROCL numbers downloaded on Friday, January 10, 2020 linked here.

\*These numbers differ from Ms. Bratton's reported totals of Gr. 6 = 74; Gr. 7 = 74; Gr. 8 = 87 for a total of 235.

CCMS Attendance Statistics:

Cohort Group	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
#3	Grade 8	93.3%	94.0%	93.9%	92.2%	91.3%
#4	Grade 7	88.4%	95.6%	94.3%	94.7%	92.6%
#5	Grade 6	89.8%	96.8%	95.1%	93.7%	93.9%
<b>TOTALS</b>		<b>90.5%</b>	<b>95.5%</b>	<b>94.4%</b>	<b>93.5%</b>	<b>92.5%</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%	17%	40%	22%	17%
#4	Gr 7	29%	21%	16%	33%	27%	22%	32%	16%
#5	Gr 6	34%	31%	20%	5%	30%	31%	16%	14%
<b>Grades 6 - 8</b>		<b>24%</b>	<b>28%</b>	<b>25%</b>	<b>19%</b>	<b>24%</b>	<b>31%</b>	<b>23%</b>	<b>15%</b>



### **Highlight: Test Prep Launch**

- Test Prep launched successfully on Monday, January 6, 2020. Scholars were strategically grouped in proficiency boundaries based on performance data--iReady December Window @ Assessment and the Spring 2019 Item analysis. Scholars receive 2 periods of ELA Test Prep and 2 periods of Math Test Prep per day. Teachers meet to complete intellectual preparation of all Test Prep Lessons on Mondays, and scholars go to their Test Prep groups from Tuesdays through Fridays. Scholars are responding very well to this intervention and are encouraged by the immediate results of Friday mini-assessments based on the CCLS Reading Information Strands 6.1-6.4, 7.1-7.4, 8.1-8.4. As a team, we believed that we should focus on the Central Idea/ main idea component of these strands. We rationalized that if our scholars knew how to correctly pin the Central idea of text it would provide evidence to us that they can read with comprehension; thus the other strands would be within easier reach for our scholars. [Results are linked here.](#)

### **Highlight: Clubs**

- Scholars continue to enjoy Chess, Coding, Culinary Arts, Dance, Debate, Drama, Etiquette, Math, Music, and Step. Clubs are 30 minutes each afternoon and the last activity for scholars before dismissal. We are now in our third club rotation, which started on Thursday, December 12, 2019. Club members submitted a 3-minute video presentation of their culminating Club Session Two Project displayed at our Holiday Edition Club Showcase on Wednesday, December 11, 2019, in the CCMS gym. Some clubs opted to do a live performance. Footage from the showcase was shared on the CCMS Facebook page by Ms. Messer.

### **Special Education Professional Development**

- Members of the Admin Team have attended part 2 of a DOE-provided professional development series on the definition and effective delivery of SDI on November 26, 2019. Ms. Coreus our SDTL joined us on Tuesday, January 7, for one of those PDs on the implementation of SDI.
- The CCMS instructional staff is continuing to hone the implementation of SDI in all classrooms through a series of on-site PDs using turn-keyed information from the DOE-provided sessions.
- Daily PD has been rescheduled to periods 8 and 9 from 12:16 PM to 1:00 PM. In the daily 4:00 PM to 4:30 PM time frame following scholar dismissal, staff meet as needed. Otherwise, it is used as a time for teachers to prepare for the next instructional day.

### **Assessments, Data, and Parent Reports:**

- Window 2 Diagnostics were completed in December before the beginning of winter break. Progress Reports were sent home along with the results of this diagnostic testing on December 20, 2019.



- Marking Period 2 comes to a close on January 28, 2020, and all instructors are updating gradebooks and reminding scholars of deadlines. Final report cards will be printed on Friday, February 7, 2020.

### **Academic Interventions:**

- Test Prep officially began on January 6, 2020, with ELA during the first 2 teaching periods and Math taking place during the 3rd and 4th teaching periods. Lessons are printed from the Ready Tool Box while we await the delivery of Ready Books to replace materials damaged by floods earlier in the school year. Scholars completed the first ELA mini-interim assessment on Friday, January 10, 2020, to gauge the success of the targeted instruction they are receiving in Test Prep. The results of this test are linked [here](#), showing promising results in the understanding of the Main Idea--especially for Grade 6 scholars, whose Item Skills Analysis data showed deep deficits in this skill.
- The CCMS game plan to ensure scholar success this school year includes the continued employment of the following tools and practices:
  - Daily USSR - 15 minutes of uninterrupted, silent, sustained reading--now moved to the 12th teaching period of the day since the beginning of Test Prep done via the Google Classroom using articles and quizzes from Newsela.
  - Daily Math Story - 10 minutes of a grade-level Math problem solved individually during Period 11 now housed in the Google classroom for grades 6-7 and printed for 8th grade.
  - SETSS tutoring by an in-house SETSS teacher during pull-out and push-in sessions for those scholars with a SETSS tutoring mandate listed in their IEP.
  - Put on hold during Test Prep is pulled-out Guided Reading and Guided Math for 57 of our below-benchmark scholars who have a history of consecutive Level 1 proficiency and have yielded i-Ready Reading and/or i-Ready Math results on Grade 4 and below. The strategic grouping of Scholars during Test Prep will ensure that these scholars' needs are still met.
  - Read180 intervention program for 110 of our below-benchmark scholars to use during some ELA periods.
  - Sound Reading, which is a software program designed to help our scholars who are struggling with phonics.
  - Junior Great Books for schoolwide use to improve scholars' use of the Socratic Seminar method.
  - i-Ready Online Instruction for ELA and Math.
  - ReadyBooks via the Toolbox at this time-- to complement the use of i-Ready Online Instruction.
  - After-School ELA and Math tutoring for Below-Benchmark students.



### **After School:**

- After school tutoring in Math and ELA continues Mondays to Thursdays from 4:15 PM to 5:30 PM. Following the completion of Window 2 diagnostics before the winter break, the middle school team has made a concerted effort to reach out to parents of below-benchmark scholars to impress upon them the importance of this intervention. We sent home letters from the Principal and made calls to the homes of scholars who were identified for tutoring. We have seen an increase in the number of scholars in Afterschool tutoring. Our next step is to conduct home visits to ensure that every scholar identified for this academic support attends.
- Soccer Mondays and Basketball Wednesdays are currently on hold pending logistical arrangements by Bright Future Academy. Basketball tryouts were held before the winter break, and scholars are anxiously awaiting the beginning of practice.

### **Scholar Incentives**

- Scholars continue to check PupilPath for their total merit balance, as we will use these points to leverage privileges at school from helping in the office to special trips. Scholars receive merits and demerits from teachers based on their behavior and their exhibition of scholarly habits.

### **Instructional Observations and Staff Evaluations**

- The CCMS Admin Team members continue weekly Instructional walkthroughs. 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.
- Mid-year long observations began on January 7, 2020. All mid-year long observations are on schedule to be completed by January 31, 2020.
- All instructors were required to complete mid-year self-evaluations by January 6, 2020. These evaluations are discussed and completed by administrators during the post-observation meeting with instructors.
- Mid-year evaluations for non-instructional staff will be completed in February 2020.

### **Upcoming Events:**

- Val-Ed surveys for the Principal, Assistant Principal and Dean of School Culture are scheduled to take place from Wednesday, January 15, 2020, to Friday, January 17, 2020.
- Promotion-in-Doubt decisions are being finalized for communication to parents by the end of Marking Period 3.



# Attachment #6



## **Challenge Charter School**

### **Communications Report - January 2020**

#### **Winter Focus**

- **Challenge Charter High School**
  - Communications Tracker developed with Ms. Coreus/Mrs. Bratton to track high school follow up
  - Letters for various cohorts written in December that were mailed out
  - Draft script written for follow up calls to begin week of 1/13/2020
  - Discussions engaged on communicating updates to staff, community via Social Media and websites
  - Initial Press Release in draft form to be finalized and sent out end of January
- **Branding/Marketing**
  - Open House ad development and coordination beginning this month that will run through March
  - Placements are in The Rockaway Times, The Wave, and 3 Schneps Media publications
- **Social Media**
  - Instagram for school has been recommended by parents and staff
  - New account to be launched in 2020
- **Websites**
  - Still in process: Umbrella site as recommended by DOE has seen more build out since November
  - High School site pending partnerships for pathways
- **Other**
  - Brought attention to the need for celebrating 10 year anniversary of Challenge in 2020
  - Still pending: school branded merchandise to gain more ambassadors across the district
  - Safety plan has been reviewed for correct Communication flow; changes needed for 2020/21
  - Crisis Communication Plan added as need for 2020/21



# Attachment #7



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

**Re: January 15, 2020 Operations Report**

**By: Venessa Lynch, Director of Operations**

## **I. Compliance**

- All sites have completed all fire drills to meet DOE standard of 12 per year 8 by December. All recommendations and provisions provided by FDNY has been adhered to
- Students Files have continued to be audited on a continuous basis to ensure each file is complete
- Currently processing DOE Medicaid Reimbursement for students who receive services based on IEP
- To date we are at 98.8% compliance with immunization. The 1.2% pending are children who had birthdays in December and are pending doctor, as well as exempt children.
- Rolling out incentives to bring in more lunch forms pushing for a 100%

## **II. Facilities**

- Buildings were deep cleaned during the holiday break.
- Procedures and proactive actions have been executed to winterize all locations.
- Various fixtures have been completed throughout all sites to ensure that the we are creating a safe environment for scholars, staff, and families.

## **IV. Food Service**

- Middle School has transitioned to having cold lunch on site for the last month and will continue to happen until the end of the school year. This is due to the travel time constraints caused by the construction in the area.
- School Foods came on December 20, 2019 and conducted their internal Audit. We're in compliance.
- Food Service Establishment Certificate has been approved by DOH at 12-79 Redfern

## **V. Health**

- Nurses are communicating with families to ensure we are in compliance with updated health immunization. Additionally, informing families of changes and or updates for next year regarding health services.
- On November 21, 2019 we conducted an AED/ CPR training. 12 of our staff members became certified. Another one will be planned for the spring.
- The Nurse trained staff on how to Administer EpiPen (student specific Teachers)
- All new health exam forms have been entered into ASHR and we are current to date.
- Open Airway training is currently pending. The nurse is waiting to be trained so that she can train students.
- Medical Records Maintenance ongoing
- Medication Forms being entered in to DOH database ongoing.

## **VI. Transportation**

- With lunch no longer happening at Central Ave location we have scaled back from 3 buses transporting CCMS scholars to 1 bus. Scholars are only brought over for PE on a daily basis.





# Attachment #8

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



*experience. expertise. execution.*

---

# **Challenge Prep Charter School**

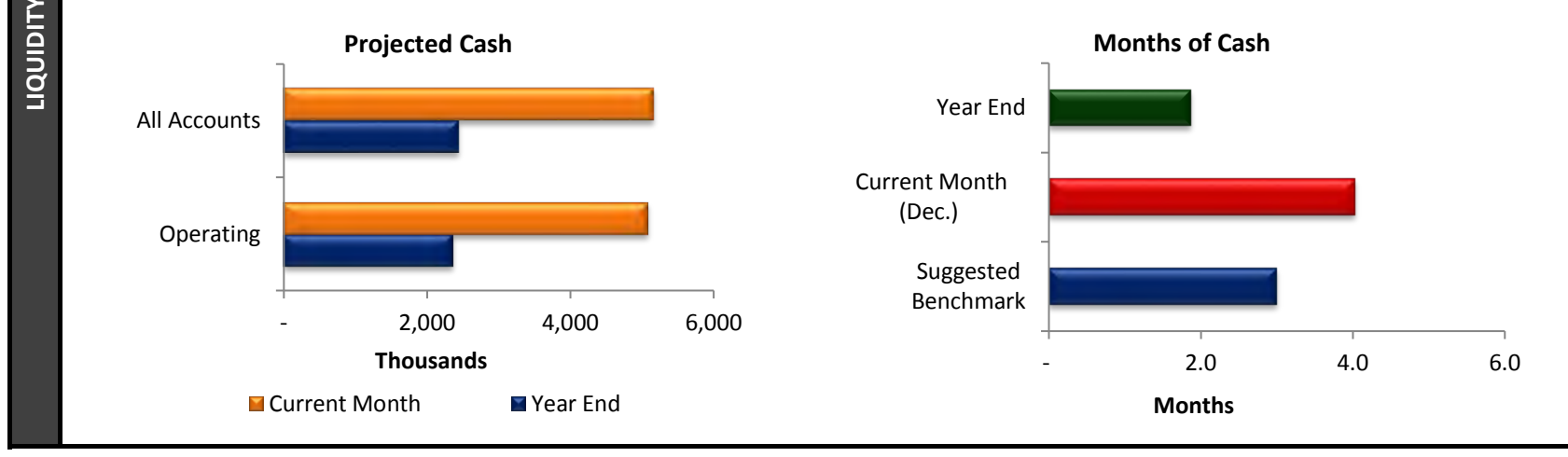
Monthly Financial Report  
December 2019

# Challenge Prep Charter School

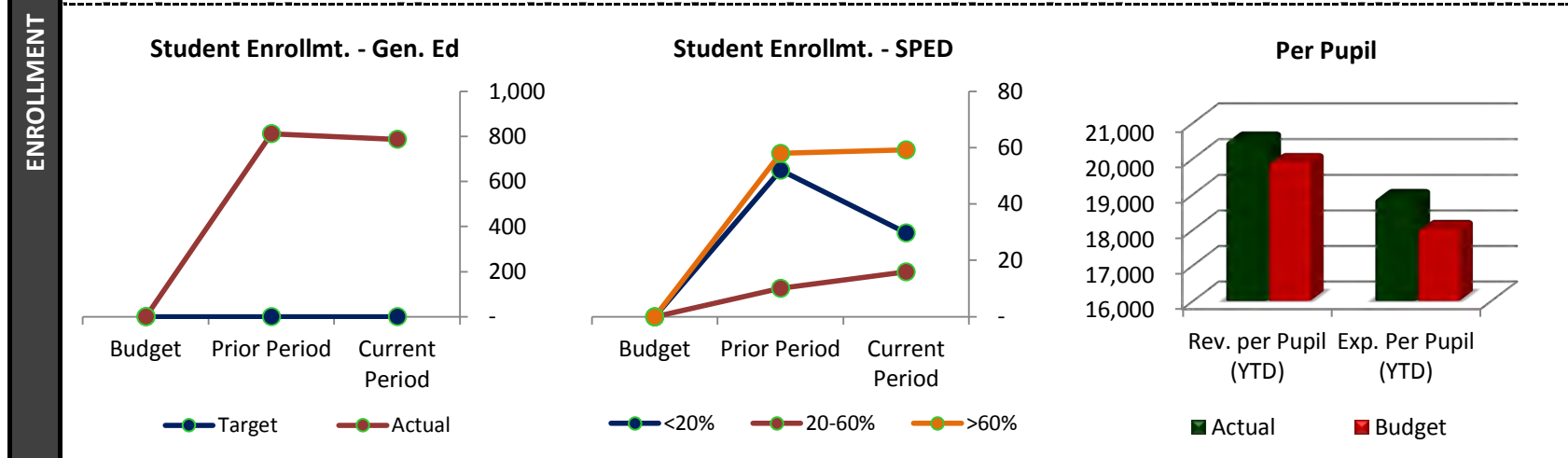
## Financial Summary

For Period Ended December 31, 2019

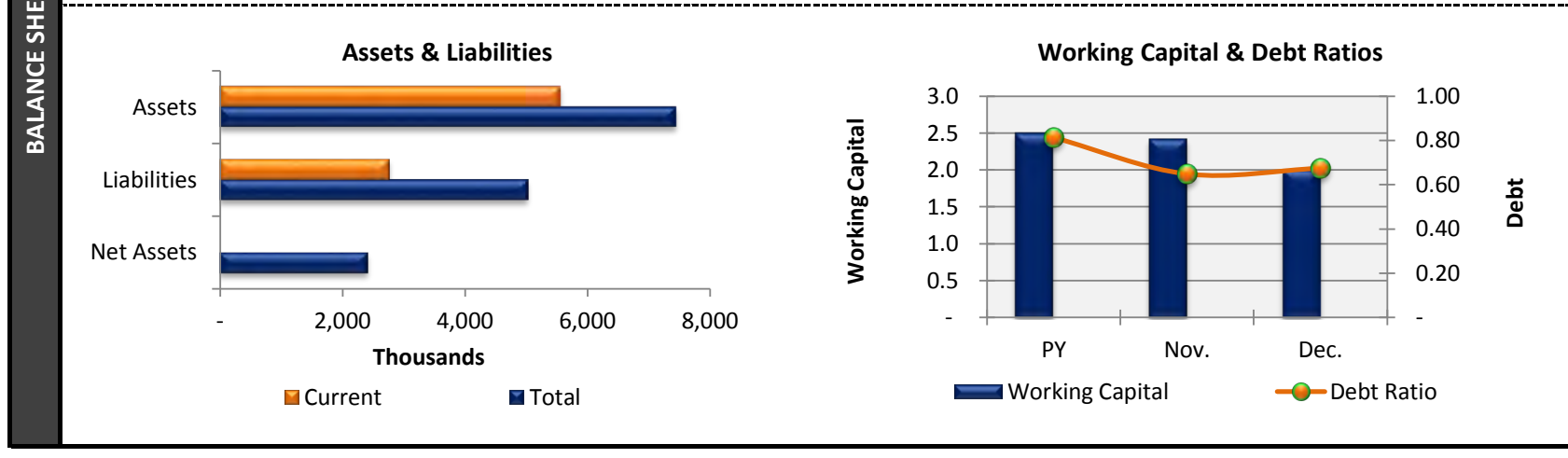
LIQUIDITY	<b>Cash in Bank</b> (Operating Account(s) Only: as of December 31, 2019)	\$ 5,075,281
	<b>Projected months of cash on hand</b>	4.0
	<b>Cash in Bank</b> (Total - All Accounts as of December 31, 2019)	\$ 5,155,053
	<b>FY Ending Cash Available to Carryover to FY19-20</b> (Operating Account(s) Only)	\$ 2,349,634
	<i>*Cash balance available once all FY19-20 obligations &amp; receivables have been settled</i>	
	<b>Projected months of cash on hand</b>	1.9
<b>FY Ending Cash Available to Carryover to FY19-20</b> (Total - All Accounts)	\$ 2,429,406	



	Actual	Budget	Variance		Actual	Budget	Variance
<b>General Ed</b>	801.22	811.00	(9.78)	\$	12,939,638	12,414,788	\$ 524,850
<b>SPED</b>							
0 - 20%	30.61	49.00	(18.39)		-	-	\$ -
20 - 59%	17.88	9.00	8.88		185,752	93,510	\$ 92,242
60% - Over	57.54	54.00	3.54		1,096,003	1,028,646	\$ 67,357
<b>Total SPED</b>	<b>106.02</b>	<b>112.00</b>	<b>(5.98)</b>		<b>1,281,756</b>	<b>1,122,156</b>	<b>\$ 159,600</b>



<b>Total Current Assets:</b>	\$ 5,551,829
<b>Total Current Liabilities:</b>	\$ 2,768,150
<b>Working Capital (Current) Ratio</b>	2.01
<b>Total Assets:</b>	\$ 7,434,121
<b>Total Liabilities:</b>	\$ 5,016,868
<b>Debt Ratio</b>	0.67
<b>Total Net Assets:</b>	\$ 2,417,253



	Actual	Budget	Variance
Total Revenue YTD:	\$ 8,173,663	\$ 8,005,078	\$ 168,586
Total Expenses YTD:	(6,562,956)	(6,642,101)	79,146

# Challenge Prep Charter School

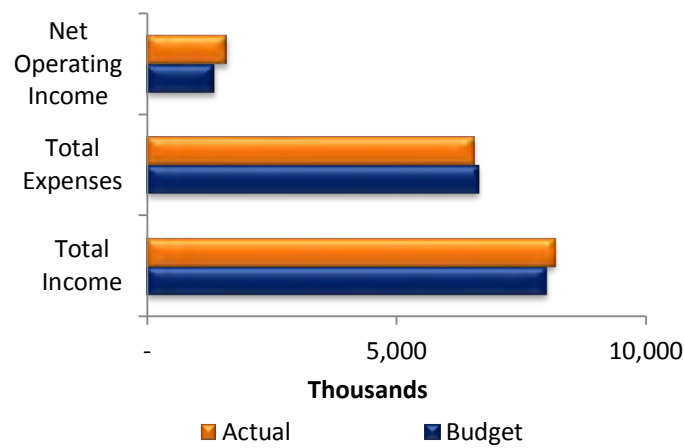
## Financial Summary

For Period Ended December 31, 2019

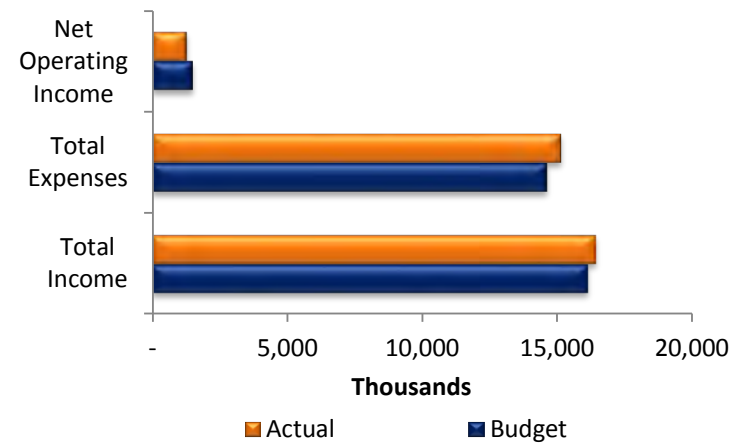
<b>Net Operating Surplus(Deficit):</b>	\$ 1,610,708	\$ 1,362,976	\$ 247,731
	<b>Projected</b>	<b>Budget</b>	<b>Variance</b>
Annual Projected Revenue:	\$ 16,427,840	\$ 16,139,600	\$ 288,240
Annual Projected Expenses (before depreciation):	(15,139,638)	(14,619,846)	(519,792)
<b>Projected Net Operating Surplus(Deficit) before Depreciation:</b>	<b>\$ 1,288,202</b>	<b>\$ 1,519,754</b>	<b>\$ (231,552)</b>
Annual Projected Depreciation:	-	-	-
<b>Projected Net Operating Surplus(Deficit) after Depreciation:</b>	<b>\$ 1,288,202</b>	<b>\$ 1,519,754</b>	<b>\$ (231,552)</b>
<b>Capital Expenditure Requirements</b>	<b>\$ (721,929)</b>	<b>\$ -</b>	<b>\$ (721,929)</b>
<b>Total Cash Expenditures</b> <i>(expenses excluding depreciation plus capital expenditures)</i>	<b>\$ (14,417,710)</b>	<b>\$ (14,619,846)</b>	<b>\$ 202,136</b>
<b>Revenue per Pupil (YTD)</b>	<b>\$ 20,504</b>	<b>\$ 19,901</b>	<b>\$ 603</b>
<b>Expenditure per Pupil (YTD)</b>	<b>\$ 18,896</b>	<b>\$ 18,027</b>	<b>\$ 869</b>

BUDGETING / REVENUE & EXPENSES

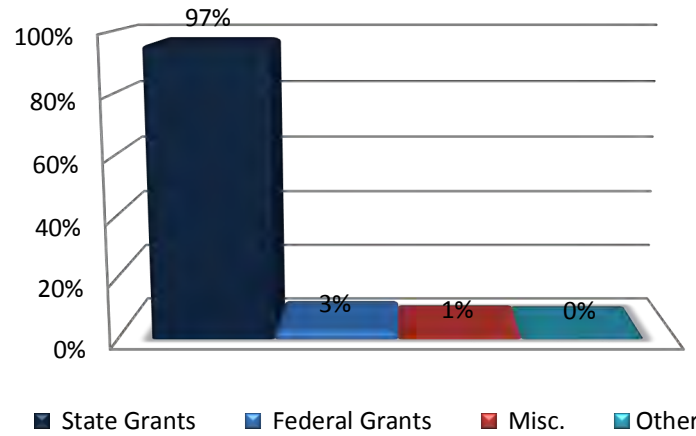
**Year-To-Date (YTD)**



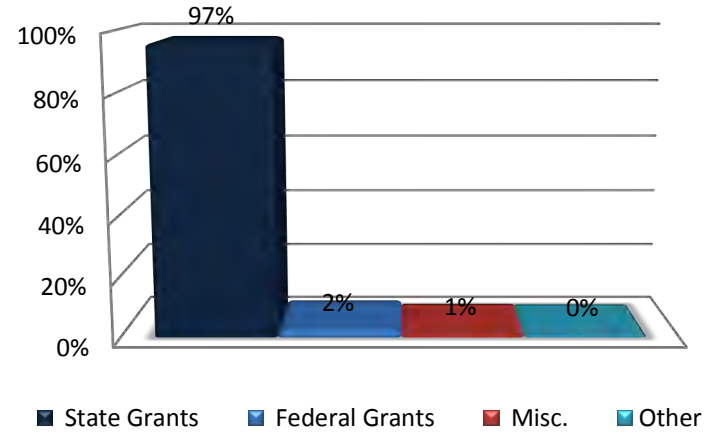
**Year End (YE) Projection**



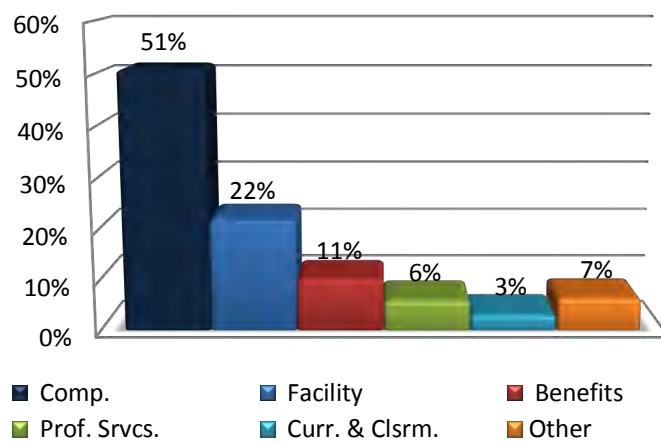
**Revenue Breakdown YTD**



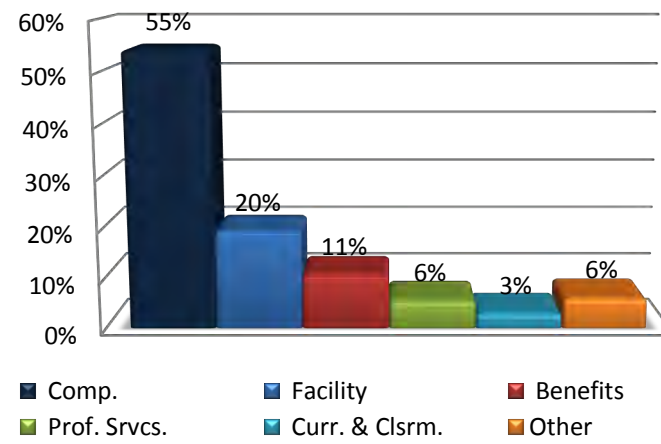
**Revenue Breakdown YE**



**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	287,590	Budget done based on 811 FTE for GenEd, 54 over 60%; 9 20-59%. Projection done based on 801.216 GenEd, 57.536 over 60%; 17.878 20-59% FTE per January invoice
Increase in Federal Grants	638	
Decrease in Contributions	-	
Increase in Miscellaneous Income	12	
<b>Increase in Projected Annual Revenue</b>	<b>288,240</b>	
Increase in Compensation	71,337	Salary projections based on budget
Increase in Benefits	95,432	
Increase in Administrative Expenses	22,829	
Increase in Professional Services	146,029	Projection based on current trends and reallocation of expenses
Increase in Professional Development	50,665	
Increase in Marketing and Staff/Student Rec	15,253	
Decrease in Fundraising Expenses	-	
Increase in Curriculum & Classroom Expenses	18,284	
Increase in Facility	69,392	
Increase in Technology/Communication Expens	30,570	
Decrease in Miscellaneous Expenses	-	
Decrease in Depreciation Expense	-	
<b>Increase in Projected Annual Expenses</b>	<b>519,792</b>	
<b>Net Projected Deficit Variance after Depreciation</b>	<b><u><u>\$ 1,288,202</u></u></b>	

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

	December 31, 2019			YTD Through December 31, 2019			Projected FYE June 30, 2020 Current Month				Comments
	Actual	Budget	Variance	Actual	Budget	Variance	Actuals - July 2019 - November 30, 2019 + Projected - June 30, 2020	Projections thru June 30, 2020	Annual Budget	Variance	
<b>Income</b>											
4100 State Grants	1,262,251	1,280,336	(18,085)	7,890,402	7,682,016	208,385	7,979,407	15,869,809	15,582,219	287,590	Budget done based on 811 FTE for GenEd, 54 over 60%; 9 20-59%. Projection done based on 801.216 GenEd, 57.536 over 60%; 17.878 20-59% FTE per January invoice
4200 Federal Grants	108,438	117,728	(9,290)	221,063	237,506	(16,443)	165,845	386,908	386,270	638	
4300 Contributions	1,563	4,851	(3,288)	5,746	29,108	(23,361)	52,469	58,215	58,215	-	
4400 Miscellaneous Income	18,817	9,408	9,409	56,452	56,448	4	56,456	112,908	112,896	12	
<b>Total Income</b>	<b>1,391,069</b>	<b>1,412,323</b>	<b>(21,255)</b>	<b>8,173,663</b>	<b>8,005,078</b>	<b>168,586</b>	<b>8,254,177</b>	<b>16,427,840</b>	<b>16,139,600</b>	<b>288,240</b>	Budget done based on 811 FTE for GenEd, 54 over 60%; 9 20-59%. Projection done based on 801.216 GenEd, 57.536 over 60%; 17.878 20-59% FTE per January invoice
<b>Expenses</b>											
<b>Compensation</b>											
5100 Instructional Staff	479,403	485,075	(5,672)	2,193,721	2,313,664	(119,943)	3,645,422	5,839,143	5,820,901	18,242	
5200 Non-Instructional Staff	133,251	122,936	10,315	773,719	737,615	36,105	812,633	1,586,353	1,475,230	111,123	
5300 Pupil Support	79,036	79,499	(463)	391,220	412,933	(21,713)	440,681	831,901	889,929	(58,028)	
<b>5000 Compensation</b>	<b>691,690</b>	<b>687,510</b>	<b>4,179</b>	<b>3,358,660</b>	<b>3,464,212</b>	<b>(105,552)</b>	<b>4,898,737</b>	<b>8,257,397</b>	<b>8,186,060</b>	<b>71,337</b>	Salary projections based on budget
5400 Benefits	151,621	128,288	23,333	689,915	769,727	(79,812)	966,971	1,656,886	1,561,454	95,432	
6100 Administrative Expenses	21,209	31,946	(10,738)	175,031	191,678	(16,647)	231,154	406,184	383,355	22,829	
6200 Professional Services	62,072	59,106	2,966	403,634	326,207	77,427	453,536	857,170	711,141	146,029	Projection based on current trends and reallocation of expenses
6300 Professional Development	9,791	13,545	(3,754)	132,825	67,727	65,098	67,440	200,265	149,600	50,665	
6400 Marketing and Staff/Student Rec	3,272	7,520	(4,248)	41,792	45,117	(3,325)	63,694	105,486	90,233	15,253	
6500 Fundraising Expenses	-	25,000	(25,000)	-	25,000	(25,000)	25,000	25,000	25,000	-	
7100 Curriculum & Classroom Expenses	18,720	28,167	(9,447)	211,112	219,636	(8,524)	255,579	466,690	448,406	18,284	
8100 Facility	243,281	242,655	626	1,466,908	1,451,930	14,978	1,505,345	2,972,253	2,902,861	69,392	
8200 Technology/Communication Expens	11,033	13,470	(2,437)	83,071	80,819	2,252	109,138	192,209	161,639	30,570	
8800 Miscellaneous Expenses	-	8	(8)	8	48	(41)	90	97	97	-	
8900 Depreciation Expense	-	-	-	-	-	-	-	-	-	-	
<b>Total Expenses</b>	<b>1,212,689</b>	<b>1,237,216</b>	<b>(24,527)</b>	<b>6,562,956</b>	<b>6,642,101</b>	<b>(79,146)</b>	<b>8,576,683</b>	<b>15,139,638</b>	<b>14,619,846</b>	<b>519,792</b>	
<b>Net Income</b>	<b>178,380</b>	<b>175,108</b>	<b>3,272</b>	<b>1,610,708</b>	<b>1,362,976</b>	<b>247,731</b>	<b>(322,506)</b>	<b>1,288,202</b>	<b>1,519,754</b>	<b>(231,552)</b>	
<b>Capital Expenditures</b>											
Furniture, Fixtures & Equipment	-	-	-	136,484	-	136,484	35,445	171,929	-	171,929	
Facility and Construction	50,000	-	50,000	578,633	-	578,633	71,367	550,000	-	550,000	
Website	-	-	-	-	-	-	-	-	-	-	
<b>Total Capital Expenditures</b>	<b>50,000</b>	<b>-</b>	<b>50,000</b>	<b>715,117</b>	<b>-</b>	<b>715,117</b>	<b>106,812</b>	<b>721,929</b>	<b>-</b>	<b>721,929</b>	

**Challenge Prep Charter School**  
**Cash Flow Projection as of December 31, 2019**

	Annual Budget FY19-20	Projected Jan. 20 - June 20	Projected Jan. 20 - June	January	February	March	April	May	June	July + Subsequent FY19-20 Items
<b>Beginning Cash Balance (Operating)</b>	-	-	5,075,281	5,075,281	3,662,396	4,952,872	3,726,975	5,016,327	4,173,651	3,069,031
Projected Cash Receipts from Operations (below)	16,139,600	8,254,177	5,539,343	23,728	2,583,295	69,855	2,583,295	23,728	180,251	75,191
Projected Cash Disbursements from Operations (below)	(14,619,846)	(8,576,683)	(8,438,320)	(1,272,636)	(1,272,976)	(1,275,909)	(1,276,249)	(1,272,986)	(1,272,976)	(794,588)
<b>Net Cash from Operations</b>	<b>1,519,754</b>	<b>(322,506)</b>	<b>(2,898,977)</b>	<b>(1,248,908)</b>	<b>1,310,319</b>	<b>(1,206,054)</b>	<b>1,307,046</b>	<b>(1,249,258)</b>	<b>(1,092,725)</b>	<b>(719,397)</b>
Cash Receipts from Accounts & Misc Receivables (not included in revenue below)	-	-	-	-	-	-	-	-	-	-
Cash Disbursements for Accounts Payable & Accrued Expenses	-	-	-	(144,134)	-	-	-	-	-	-
Capital Expenditures (below)	-	(106,812)	(106,812)	(19,843)	(19,843)	(19,843)	(17,694)	(17,694)	(11,895)	-
Accounts Receivable	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>Ending Cash Balance (Operating Account)</b>	<b>1,519,754</b>	<b>(215,694)</b>	<b>2,283,116</b>	<b>3,662,396</b>	<b>4,952,872</b>	<b>3,726,975</b>	<b>5,016,327</b>	<b>3,749,375</b>	<b>3,069,031</b>	<b>2,349,634</b>
Other Cash Accounts (Net of Transfers)	-	-	-	79,772	79,772	79,772	79,772	79,772	79,772	79,772
<b>Total Cash (All Accounts)</b>	<b>1,519,754</b>	<b>(215,694)</b>	<b>2,283,116</b>	<b>3,742,167</b>	<b>5,032,644</b>	<b>3,806,747</b>	<b>5,096,099</b>	<b>3,829,147</b>	<b>3,148,803</b>	<b>2,429,406</b>

Challenge Prep Charter School

Balance Sheet

YTD as of December 31, 2019

	<u>Total</u>	<u>Comments</u>
<b>ASSETS</b>		
<b>Current Assets</b>	-	
<b>Bank Accounts</b>		
<b>1000 Cash</b>		
1001 HSBC Checking - 0844	4,651,005	
1002 HSBC Checking - 0852	5,397	
1003 HSBC Checking - 0879	424,276	
1004 HSBC Checking - 0887	506	
1005 HSBC Money Market - 5972	3,498	
1006 Chase Escrow - 3060	70,000	
1007 Petty Cash	372	
<b>Total 1000 Cash</b>	<u>\$ 5,155,053</u>	
<b>Total Bank Accounts</b>	<u>\$ 5,155,053</u>	
<b>Accounts Receivable</b>		
1100 Accounts Receivable	79,063	
1200 Other Receivables - Salary Advance	5,530	
<b>Total Accounts Receivable</b>	<u>\$ 84,594</u>	
<b>Other current assets</b>		
1300 Prepaid Expenses	76,491	
1301 Prepaid Insurance	47,917	
1310 Prepaid Rent	187,775	
<b>Total Other current assets</b>	<u>\$ 312,182</u>	
<b>Total Current Assets</b>	<u>\$ 5,551,829</u>	
<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	51,286	
<b>Total 1513 Office Furniture</b>	<u>\$ 51,286</u>	
1514 Musical Instruments	16,390	
1515 Computer Software	49,217	
<b>Total 1516 Curriculum</b>	<u>\$ -</u>	
<b>Total 1500 Furniture, Fixtures &amp; Equipment</b>	<u>1,020,539</u>	
<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>	<u>\$ 7,500</u>	
1530 Kitchen/Cafeteria	162,079	
1535 Construction In Progress	300,000	
1540 Leasehold Improvements	785,499	
<b>Total 1519 Facility and Construction</b>	<u>1,498,286</u>	
<b>1610 Website</b>	11,000	
<b>Total 1610 Website</b>	<u>\$ 11,000</u>	





**Challenge Prep Charter School**  
**Balance Sheet**  
**YTD as of December 31, 2019**

	<b>Total</b>	<b>Comments</b>
<b>1700 Accumulated Depreciation &amp; Amortization</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>\$ 1,549,717</b>	
<b>Other Assets</b>		
1800 Security Deposits	332,576	
2500 Sales Tax Receivable	-	
<b>Total Other Assets</b>	<b>\$ 332,576</b>	
<b>TOTAL ASSETS</b>	<b>\$ 7,434,121</b>	
<b>LIABILITIES AND EQUITY</b>		
<b>Liabilities</b>		
<b>Current Liabilities</b>		
<b>Accounts Payable</b>		
2000 Accounts Payable	68,393	
<b>Total Accounts Payable</b>	<b>\$ 68,393</b>	
<b>Credit Cards</b>		
2200 HSBC Credit Card	-	
<b>Total Credit Cards</b>	<b>\$ -</b>	
<b>Other Current Liabilities</b>		
2300 Accrued Salaries/Taxes	-	
2301 Accrued Expenses	75,741	
2400 Unearned/Deferred Revenue	2,624,016	
<b>Total Other Current Liabilities</b>	<b>\$ 2,699,757</b>	
<b>Total Current Liabilities</b>	<b>\$ 2,768,150</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>\$ 5,016,868</b>	
<b>Equity</b>		
3000 Opening Balance Equity	-	
3100 Retained Earnings	806,545	
Net Income	1,610,708	
<b>Total Equity</b>	<b>\$ 2,417,253</b>	
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ 7,434,121</b>	

**Challenge Prep Charter School**  
**Statement of Cash Flows**  
**YTD as of December 31, 2019**

	<b>Total</b>	<b>Comments</b>
<b>OPERATING ACTIVITIES</b>		
Net Income	1,610,708	
Adjustments to reconcile Net Income to Net Cash provided by operations:	-	
1100 Accounts Receivable	469,613	
1200 Accounts Receivable:Other Receivables - Salary Advance	(4,155)	
1300 Prepaid Expenses	(64,361)	
1301 Prepaid Insurance	(47,917)	
1310 Prepaid Rent	(5,520)	
1700 Accumulated Depreciation & Amortization	-	
2000 Accounts Payable	(24,495)	
2300 Accrued Salaries/Taxes	(986,464)	
2301 Accrued Expenses	(103,471)	
2400 Unearned/Deferred Revenue	2,622,968	
Net cash provided by operating activities	<b>\$ 3,466,906</b>	
<b>INVESTING ACTIVITIES</b>		
1500 Furniture, Fixtures & Equipment	-	
1510 Furniture, Fixtures & Equipment:Office & Admin Computers & Equipment	-	
1511 Furniture, Fixtures & Equipment:Classroom Computers & Equipment	(101,002)	
1512 Furniture, Fixtures & Equipment:Classroom Furniture	(3,553)	
1513 Furniture, Fixtures & Equipment:Office Furniture	-	
1514 Furniture, Fixtures & Equipment:Musical Instruments	-	
Furniture, Fixtures & Equipment:Curriculum:Original Cost	-	
1800 Security Deposits	1,000	
2500 Sales Tax Receivable	-	
Net cash provided by investing activities	<b>\$ (714,117)</b>	
<b>FINANCING ACTIVITIES</b>		
2700 Deferred Rent Liability	-	
3000 Opening Balance Equity	-	
3100 Retained Earnings	-	
Net cash provided by financing activities	<b>\$ -</b>	
Net cash increase for period	<b>\$ 2,752,790</b>	
Cash at beginning of period	<b>\$ 2,402,263</b>	
Total Cash at beginning of period	<b>\$ 2,402,263</b>	
Cash at end of period	<b>\$ 5,155,053</b>	



## **2019-20 School Year Board Meeting #8 Minutes**

Frederica Jefferies, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2018-19 School Year Board Meeting #8 at 6:30 PM on February 26, 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

Ben Waxman, Secretary of the Board of Trustees called the roll of the board.

Members present: Frederica Jefferies, Jeremiah C. Gaffney, Ben Waxman and Gertrudis Hernandez

Members absent: Andrew Barnes and Karon McFarlane

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

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

1. The agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2019-20 School Year Board Meeting #7 [Attachment #1]. The minutes were approved by common consent.
3. The Chair called for the report of Dr. Les Mullings, CEO. Dr. Mullings gave an update on the development of the CTE high school to open in August 2020. He also gave an update on the facilities being retrofitted at 1520 Central Avenue, Far Rockaway, NY. Additionally, he shared an update on the JFK Development and the progress on securing industry partners including the Terminal 1 group and funding request in support of three of the CTE pathways – Aviation, Culinary Arts and Hospitality. The report was received with appreciation.



4. Dr. Mullings called for a review of the report of Kentia Coreus, Senior Director of Teaching and Learning [Attachment #2]. The report was received with appreciation.
5. Dr. Mullings called for a review of the report of Nicole Griffin, K-5 Principal [Attachment #3]. The report was received with appreciation.
6. Dr. Mullings called for a review of the report of Mavgar Mondesir-Gordon, 6-8 Principal [Attachment #4]. The report was received with appreciation.
7. Dr. Mullings called for a review of the report of Kimberly Messer, Director of Communications [Attachment #5]. The report was received with appreciation.
8. Dr. Mullings called for a review of the report of Venessa Lynch, Director of Operations [Attachment #6]. The report was received with appreciation.
9. The Chair called for the January 2020 Financial Report [Attachment #7]. Following review, the report was received.

The meeting adjourned by common consent at 7:35 PM

Respectfully submitted:

A handwritten signature in blue ink, appearing to read "Ben Waxman", is written over a light blue circular stamp.

Ben Waxman  
Secretary



Attachment #1  
See Prior  
Month  
Minutes for  
Minute  
Attachments



## **2019-20 School Year Board Meeting #7 Minutes**

Frederica Jefferies, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2018-19 School Year Board Meeting #7 at 6:30 PM on January 15, 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

Ben Waxman, Secretary of the Board of Trustees called the roll of the board.

Members present: Frederica Jefferies, Karon McFarlane, Jeremiah C. Gaffney, Ben Waxman and Gertrudis Hernandez

Members absent: Andrew Barnes

Also present: Michael R. Estep, Kentia Coreus, Nicole Griffin, Mavgar Mondesir-Gordon, Eunice Armstrong, Kim Messer and Venessa Lynch. 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 #5 [Attachment #1]. The minutes were approved by common consent.
3. The Chair called for a review of the minutes of the 2019-20 School Year Board Meeting #6 [Attachment #2]. 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 development of the CTE high school and the facilities being retrofitted at 1520 Central Avenue, Far Rockaway, NY. He also shared about the special recruitment efforts for the CTE 9<sup>th</sup> and 10<sup>th</sup> grades. Additionally, he shared



an update on the JFK Development and the progress on securing industry partners and funding request in support of three of the CTE pathways – Aviation, Culinary Arts and Hospitality. Dr. Mullings also gave an update on the Arverne by the Sea facility which will house Grades 3-5 beginning in school year 2021-22. The report was received with appreciation.

5. Dr. Mullings called for a review of the report of Kentia Coreus, Senior Director of Teaching and Learning [Attachment #3]. The report was received with appreciation.
6. Dr. Mullings called for a review of the report of Nicole Griffin, K-5 Principal [Attachment #4]. The report was received with appreciation.
7. Dr. Mullings called for a review of the report of Mavgar Mondesir-Gordon, 6-8 Principal [Attachment #5]. The report was received with appreciation.
8. Dr. Mullings called for a review of the report of Kimberly Messer, Director of Communications [Attachment #6]. The report was received with appreciation.
9. Dr. Mullings called for a review of the report of Venessa Lynch, Director of Operations [Attachment #7]. The report was received with appreciation.
10. The Chair called for the December 2019 Financial Report [Attachment #8]. Following review, the report was received.

The meeting adjourned by common consent at 7:45 PM

Respectfully submitted:

A handwritten signature in blue ink, appearing to read "Ben Waxman", is written over a light blue circular stamp.

Ben Waxman  
Secretary



# Attachment #2





**Senior Director of Teaching and Learning  
February 2020 Board Report  
(Covering January 14-February 14)  
Kentia Coreus**

**Enrollment Compliance**

Authorized Enrollment	<b>816</b> (WITH FLOAT: 897)
Current Enrollment	813 (as of February 14, 2020)

**2019-20 ELL and SWD Enrollment** (as of January 10, 2020)

Grades	# of ELL students	# of SWD students
K-5	22	70
6-8	1	34
<b>TOTAL</b>	<b>23 (2.8%)</b>	<b>104 (12.7%)</b>

*Four possible ELL students are waiting to be tested. Ten initial referrals for SWD have been made.*

**Staffing (as of February 14, 2020)**

Elementary

Two vacancies- 1 grade Teacher’s Assistant

Middle

Two vacancies -7<sup>th</sup> grade ELA and Science Teacher’s Assistants

**Ongoing**

The Senior Director of Teaching and Learning continues to:

- observe Principal practices
- engage in the planning and designing work for Challenge Charter High School

**Challenge Charter High School Planning**

**Student Recruitment**

Our authorized enrollment for Challenge Charter HS is 192. Thus, our goal is to enroll 96 students in 9th grade and 96 students in 10th grade.

10th Grade Update

28 applications have been submitted on School Mint. 19/28 applicants are former Challenge students. 9/28 applicants are new to Challenge.

### 9th Grade Update

91 applications have been submitted on School Mint. 86/91 applicants are new to Challenge. 60 of our current 8th graders have completed a Letter of Intent to return for 9th grade.

### Planning and Designing

Retired school principal Cheryl Quatrano and retired special education provider Melinda Spataro continue to support the high school design process.

### This Month's Schedule

February 10 (onsite): Discussing HS positions requirements and the school leader hiring process.

February 17 (remote): Developing job descriptions for instructional and operational positions.

February 18 (remote): Developing job descriptions for instructional and operational positions.

February 24 (remote): Developing the school leader hiring process.

February 26 (onsite): Discussing the hiring process for instructional and operational positions.

February 27 (remote): Developing the hiring process for instructional and operational positions.

### Recruiting the Founding High School Leader

The Founding High School Leader position is posted on our new Careers Page

(<https://challengecharterschools.org/challengecareers>) using our new recruitment software, Recruitee. Of the sixteen applications received for the position, we will proceed with seven qualified candidates.

### HS Leader Hiring Process

Phase I-Initial interview via Zoom. Candidates will be interviewed by K. Coreus and T. Richards.

Phase II- School Visit. Candidates will be invited to Challenge in groups.

School Visit Agenda:

- Opening meeting with K. Coreus (Review agenda and expectations of visit)
- Building Tour at Hartman (including a walkthrough of a K and Gr. 5 class)
- Building Tour at Redfern (including a walkthrough of a Gr. 7 and Gr. 8 class)
- Candidates will complete two skills assessments. A data analysis assessment and an instructional feedback assessment.
- Closing meeting with K. Coreus

Phase III- Panel Interview

Candidates will be invited to a panel interview in the evening. Panel will include both current Challenge principals, teachers, students, and parents.

Phase IV- Top two candidates

Final interview with Dr. Mullings and K. Coreus

### Additional High School Job Postings

The following job descriptions have been created for positions at Challenge Charter HS. The Assistant Principal Job posting will be made live early March 2020.

- Founding High School Assistant Principal
- Founding High School Curriculum Specialist
- Founding High School Teacher (Multiple Subjects)

- Founding High School Career and Financial Management Teacher
- Founding High School Internship and CTE Coordinator
- Founding High School Guidance Counselor
- Founding High School Social Worker
- Founding High School Dean of Culture
- Founding High School Director of Student Support
- Founding High School Data Coordinator
- Founding High School Family Engagement Coordinator
- Founding High School Front Office Assistant
- Founding High School Operations Associate

### **High School Informational Session #2**

The second high school informational session was held on January 28, 2020. Family attendance was improved thanks to outreach by the recruitment team.

Lesson learned from this session:

- We must provide additional information about programming that leads to obtaining an Associate's degree.

### **Collaborating with JPS Solutions**

Weekly meetings with JPS Solutions, the SDTL, and Principal Gordon continue. JPS has identified the collection of incoming student academic data as a priority. Adopting a Student Information System (SIS) has also been identified as a priority. iO Education cannot serve as our SIS because as a charter school, we do not have access to STARS (a NYCDOE system that stores student academic data).

### **Program Presentation**

The SDTL participated in a meeting with the President of York College, Dr. Berenecea Johnson-Eanes on February 6, 2020 (along with Dr. Mullings and Dr. Estep) to describe the high school's academic program. The team's presentation resulted in York College expressing a high level of interest in developing a partnership to support our students.

### **Fall Administration of VAL-ED Survey**

Teachers have completed VAL-ED surveys for principals, assistant principals and the Dean of Culture and Director of Intervention and Special Education at CCMS. The SDTL will complete VAL-ED surveys for the principals by early March. Principal received formal feedback about the observations of practice conducted in late January 2020.

### **ELL Instruction and Recruitment**

Challenge hosted Melissa Katz, Director at The Collaborative for Inclusive Education on February 11, 2020. Melissa observed ELL instruction in Grade 2, met with the leadership team at Hartman, and discussed our approach to recruiting ELL students with our recruitment team. The SDTL will utilize Ms. Katz' recommendations to plan next steps with key Challenge team members.



# Attachment #3



**February 2020  
Principal Report  
Nicole Griffin  
Elementary School**

Enrollment

**kindergarten- 120**

**1st grade- 97**

**2nd grade- 95**

**3rd grade- 94**

**4th grade- 97**

**5th grade- 71**

**Elementary Total: 574**

January 15, 2020-Data Boot Camp- examining Interim Assessment Data

[Click Here for the Math Data](#)

[Click Here for the ELA DATA](#)

The admin team created Interim Assessments using i-ready and samples of previous years NYS exams. The entire school completed an assessment in both math and ELA. Following the completion, we used a protocol to analyze the data and identify the priority standards

Here is an example:

Math Priority Standards		
Standard Code	Written Standard	Timeline of Completion
3.OA.A.1	Interpret products of whole numbers, e.g., interpret $5 \times 7$ as the total number of objects in 5 groups of 7 objects each. For example, describe a context in which a total number of objects can be expressed as $5 \times 7$ .	February 14th
3.OA.D.8	Solve two-step word problems using the four operations. Represent these problems using equations with a letter standing for the unknown quantity. Assess the reasonableness of answers using mental computation and estimation strategies including rounding.	February 14th
3.OA.A.3	Use multiplication and division within 100 to solve word problems in situations involving equal groups, arrays, and measurement quantities, e.g., by using drawings and equations with a symbol for the unknown number to represent the problem	February 14th
3.OA.B.5	Apply properties of operations as strategies to multiply and divide.2 Examples: If $6 \times 4 = 24$ is known, then $4 \times 6 = 24$ is also known. (Commutative property of multiplication.) $3 \times 5 \times 2$ can be found by $3 \times 5 = 15$ , then $15 \times 2 = 30$ , or by $5 \times 2 = 10$ , then $3 \times 10 = 30$ . (Associative property of multiplication.) Knowing that $8 \times 5 = 40$ and $8 \times 2 = 16$ , one can find $8 \times 7$ as $8 \times (5 + 2) = (8 \times 5) + (8 \times 2) = 40 + 16 = 56$ . (Distributive property.)	(spiraled in homework)
3.MD.A.1	Tell and write time to the nearest minute and measure time intervals in minutes. Solve word problems involving addition and subtraction of time intervals in minutes, e.g., by representing the problem on a number line diagram.	Station Rotation/ Homework
3.MD.C.7a	Find the area of a rectangle with whole-number side lengths by tiling it, and show that the area is the same as would be found by multiplying the side lengths.	March 20th

ELA Priority Standards		
Standard Code	Written Standard	Timeline of Completion
RI. 3.1	Ask and answer questions to demonstrate understanding of a text, referring explicitly to the text as the basis for the answers.	Ongoing
RI. 3.2	Determine the main idea of a text; recount the key details and explain how they support the main idea.	Ongoing
RI.3.3	Describe the relationship between a series of historical events, scientific ideas or concepts, or steps in technical procedures in a text, using language that pertains to time, sequence, and cause/effect.	Ongoing
RI.3.7	Use information gained from illustrations (e.g., maps, photographs) and the words in a text to demonstrate understanding of the text (e.g., where, when, why, and how key events occur).	Ongoing
RI.3.8	Describe the logical connection between particular sentences and paragraphs in a text (e.g., comparison, cause/effect, first/second/third in a sequence).	Ongoing
RL.3.1	Ask and answer questions to demonstrate understanding of a text, referring explicitly to the text as the basis for the answers.	Ongoing
RL.3.2	Recount stories, including fables, folktales, and myths from diverse cultures; determine the central message, lesson, or moral and explain how it is conveyed through key details in the text.	Ongoing

- Grades 3-5 continue to work with NYCMP. Some of the work included:
  - Revising the pacing calendar
  - Looking at the *Emphases and Sequencing* from the Educator Guide to the 2020 New York State Grades 3-8 Mathematics Test.
  - Going through each standard and matching up lessons that have already been taught and addressed those standards.
  - Looked at the remaining standards that need to be covered before the state exam. We counted that there are 46 school days left before the exam. The team chose specific lessons that would address those untaught standards.
  - The team planned for review to begin on March 23rd
- Revised the schedule to reflect weekly team meetings for various committees and for vertical planning. The revised schedule also allows time for two weekly PLC's conducted by the admin team.
- On- Demand Writing- Data Boot Camp- 2/6/20. An additional half day was included this month to allow more time for professional development. Teachers analyzed an on-demand writing prompt to identify trends in writing. They were trained on aspects of the writing program we use- "Writing City." Teachers also received PD on the Gradual Release Model with a focus on modeling in the classroom. We continue to focus on writing for the month of February and March.
- February 12- Teachers participated in a Guided Reading Lunch and Learn Webinar.





## ATTENDANCE INITIATIVE

- The culture team is working really hard to promote and be successful with our Attendance Initiative. They have been tracking it daily, weekly and monthly to see progression.
- Bulletin boards are posted on the main floor to show success and highlight students who have achieved 100% attendance every month!

## School Events

- February 10th -scholars participated in a visit to the middle school.
- January 22- Parent Workshop - Healthy Children; Healthy Family
- January 23- Children;s Nutritional Workshop ( 8 Week Course)
- January 30 - Grades K and 5 Picture Day
- January 31- Crazy Hat Day



- February 5th- We celebrated the 100th Day of School

- Two Open Houses as conducted for the 2020-2021 lottery
- February 13th- Red and White Dance
- February 11th- Visit from Sped Collaborative- How to support our ELL population?

**Supervision- Supervisor Observed the following:**

- Conduct an Observation Feedback Meeting- **Completed**.
- Facilitate a Leadership Team Meeting. **Completed**
- Observe a Teacher Team Meeting (PLC)- **Completed**
- Val-Ed surveys- **Completed**

**Upcoming Events**

- February 26- Parent Testing Meeting Grades 3-5
- MOY completion of i-Ready
- PID conferences
- PTC March 4th and March 6th

**Building Needs**

- Grade 3 General Ed Teacher Leave replacement
- Grace 1 teacher ( General Ed teacher resigned; last day is Friday, 2/28/20





# Attachment #4



# CHALLENGE CHARTER MIDDLE SCHOOL

## 2019-2020 Principal's Monthly Board Report

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

### School Year 2019-2020 Report February, 14 2020

Current CCMS Enrollment:

Cohort Group	Grade Level	January 10, 2020 Enrollment	Enrollment As of February 14, 2020	Change in enrollment
#3	Grade 8	86	87	0.01%
#4	Grade 7	73	75	0.02%
#5	Grade 6	74	76	0.03%
<b>TOTAL</b>		<b>233</b>	<b>238</b>	<b>0.02%</b>

CCMS Attendance Statistics:

Cohort Group	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
#3	Gr. 8	93.3%	94.0%	93.9%	92.2%	91.3%	92.7%
#4	Gr. 7	88.4%	95.6%	94.3%	94.7%	92.6%	94.1%
#5	Gr. 6	89.8%	96.8%	95.1%	93.7%	93.9%	94.5%
<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>

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%	17%	40%	22%	17%
#4	Gr 7	29%	20%	16%	33%	27%	23%	31%	15%
#5	Gr 6	34%	31%	20%	5%	30%	31%	16%	14%
<b>Grades 6 -8</b>		<b>24%</b>	<b>28%</b>	<b>25%</b>	<b>19%</b>	<b>24%</b>	<b>31%</b>	<b>23%</b>	<b>16%</b>



### **Highlight: Mastery Prep Continuation**

- Mastery Prep (nee Test Prep) has continued weekly since its successful launch on Monday, January 6, 2020. Over the last 6 weeks, scholars have reported to their assigned rooms. Grouped in proficiency boundaries based on performance data--iReady December Window @ Assessment and the Spring 2019 Item analysis, they receive 2 periods of ELA Mastery Prep and 2 periods of Math Mastery Prep. Teachers meet to complete intellectual preparation of all Mastery Prep Lessons on Mondays, and scholars go to their Mastery Prep groups from Tuesdays through Fridays. Weekly administration of standards-based assessments using IO Assessments has made it easy to track the students' mastery level in real time, and automatically update IO Classroom grade books for them and their parents/guardians to immediately keep up with weekly results.

### **Highlight: NYIT Cohort Success Stories**

- The NYIT collaboration has been 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.

### **Professional Development**

- Daily PD periods have afforded us the opportunity to hone in on topics like: Classroom Management, Rigor/ Relevance Quadrant, Creation of Rubrics School Wide , and SDI Implementation.

### **Assessments, Data, and Parent Reports:**

- Marking Period 2 closed on January 28, 2020, and report cards with Promotion-in-Doubt letters were sent home on Monday, February 10, 2020.
- Upon our return from the midwinter break, our scholars will complete mock ELA exams on Wednesday, February 26, 2020 and Thursday, February 27, 2020. We have been able to make sufficient arrangements within the building to accommodate all of our scholars with required testing accommodations.

### **Academic Interventions:**

- See aforementioned Mastery Prep information listed above under "Highlights."
- The CCMS game plan to ensure scholar success this school year includes the continued employment of the following tools and practices:
  - Daily USSR - 15 minutes of uninterrupted, silent, sustained reading--now moved to the first 15 minutes of ELA Mastery Prep using articles and quizzes from Newsela.



- Daily Math Story - 10 minutes of a grade-level Math problem solved individually during the first 10 minutes of Math Mastery Prep.
- SETSS tutoring by an in-house SETSS teacher during pull-out and push-in sessions for those scholars with a SETSS tutoring mandate listed in their IEP.
- Put on hold during Test Prep is pulled-out Guided Reading and Guided Math for 57 of our below-benchmark scholars who have a history of consecutive Level 1 proficiency and have yielded i-Ready Reading and/or i-Ready Math results on Grade 4 and below. The strategic grouping of Scholars during Test Prep will ensure that these scholars' needs are still met.
- Read180 intervention program for 110 of our below-benchmark scholars to use during some ELA periods.
- Sound Reading, which is a software program designed to help our scholars who are struggling with phonics.
- Junior Great Books for schoolwide use to improve scholars' use of the Socratic Seminar method.
- i-Ready Online Instruction for ELA and Math.
- ReadyBooks and the Toolbox to complement the use of i-Ready Online Instruction.
- After-School ELA and Math tutoring for Below-Benchmark students.

### **After School:**

- After school tutoring in Math and ELA continues Mondays to Thursdays from 4:15 PM to 5:30 PM.
- Soccer Mondays and Basketball Wednesdays are currently on hold pending logistical arrangements by Bright Future Academy. Basketball tryouts were held before the winter break, and scholars are still anxiously awaiting the beginning of practice.

### **Scholar Incentives**

- Scholars continue to check PupilPath for their total merit balance, as we will use these points to leverage privileges at school from helping in the office to special trips. Scholars receive merits and demerits from teachers based on their behavior and their exhibition of scholarly habits.

### **Instructional Observations and Staff Evaluations**

- The CCMS Admin Team members continue weekly Instructional walkthroughs. 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.
- Mid-year long observations began on January 7, 2020. All mid-year long observations are ongoing, and will continue when we return from winter break on Monday, February 24, 2020.



- All instructors were required to complete mid-year self-evaluations by January 6, 2020. These evaluations are discussed and completed by administrators during evaluation meetings with the Principal.
- Mid-year evaluations for non-instructional staff will be completed in March 2020.

**Upcoming Events:**

- Midwinter Recess begins on Monday, February 17, 2020 through Friday, February 21, 2020. Staff have been informed to store all books and other valuable school materials and equipment on high in case of flooding. All humidifiers will be left on in the lower-level classrooms.
- Schoolwide mock ELA exams on Wednesday, February 26, 2020 and Thursday, February 27, 2020
- Schoolwide mock Math exams on Tuesday, March 3, 2020 and Wednesday, March 4, 2020.



# Attachment #5



## **Challenge Charter School**

### **Communications Report - February 2020**

#### **Winter Focus**

- **Challenge Charter High School**
  - Updated flyer/ad (see latest example)
  - Initial Press Release has been finalized and will be sent out this week
- **Branding/Marketing**
  - Open House ads are running in 4 papers: The Rockaway Times and 3 Schneps Media publications
  - New “IamChallengeStrong” campaign has started featuring our 5th and 8th graders (see example)
- **Social Media**
  - K-5 very close to 500 likes
  - 6-8 227 likes
  - Instagram coming soon!
  - Board Members, welcome! Please visit our pages.
- **Websites**
  - Umbrella site has been updated and improvements/build out will continue at <https://challengecharterschools.org/>
  - Career section has been updated to reflect current needs and better position our school for new hires at <https://challengecharterschools.org/challengecareers>
- **Other**
  - Still pending: how we will celebrate 10 year anniversary of Challenge in 2020
  - Still pending: school branded merchandise to gain more ambassadors across the district
  - Safety plan has been reviewed for correct Communication flow; changes needed for 2020/21
  - Doing continued research through professional development on Crisis Communication Plan needed before the 2020/21 academic year





### Challenge Charter Middle School

Published by Kimberly Messer [?]

Page Liked · February 4 · 🌐



8th Grader, Ayomide Aina from Class 804 has been with Challenge Charter since Kindergarten. When asked what makes him Challenge Strong, he said, "I learn all of the things that prepare me for the future, and I'm around a group of people who want to see me prosper. At Challenge, I've learned to be respectful and carry the 5 core values wherever I go."

Challenge is looking for the next generation of scholars with openings from Kindergarten through 10th Grade at our new CTE High School. Apply today at [www.challengecharterschools.org](http://www.challengecharterschools.org). #iamChallengeStrong #ShareThisPost

Tag Photo Add Location Edit

16

2 Shares

Like Comment Share

Comment as Challenge C...





# CHALLENGE CHARTER HIGH SCHOOL

*Teach me... Prepare me... Challenge me.*

**OPEN HOUSE for Grades 9 & 10 on March 31st at 5:30P**

Get info on our Early College and Career & Technical Education (CTE) High School Offering 4 Career Pathways in:

- **ALLIED HEALTH**
- **AVIATION**
- **CULINARY ARTS**
- **HOSPITALITY**



## Grades 9-10

Rigorous Regents Courses  
Work-Based Learning:  
Worksite tours,  
Job exploration &  
Job shadowing



## Grades 11-12

Advanced Placement &  
College Courses  
Career Readiness:  
Youth apprenticeships, Job site  
projects, Clinical experiences,  
Community service & Internships



## Grades 13-14

YOU CHOOSE:  
Industry Certification  
and/or Associate's Degree  
and/or Additional College  
Courses



**Open House at 1526 Central Avenue, Far Rockaway, NY 11691**  
Info at [www.challengecharterschools.org](http://www.challengecharterschools.org)  
Questions? Send to: [CTEHighSchool@challengecharterschools.org](mailto:CTEHighSchool@challengecharterschools.org)  
**Rev. Dr. Les Mullings, Founder/CEO**



# Attachment #6



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

Re: February 26, 2020 Operations Report

By: Venessa Foster, Director of Operations

## **I. Compliance**

- Students Files have been randomly audited on a continuous basis to ensure each file is complete
- To date we are in compliance with immunization (100%)
- To date we are at 87% for lunch forms. There is a continuing effort to roll out incentives to have families return these
- PID are being prepared to be entered in to ATS and upon generating the notification sent out to families
- All recommendations made by public agencies upon inspections have been taken and applied to meet all guidelines.
- DOH Inspection at Redfern, passed with 100%

## **II. Facilities**

- Various fixtures have been completed throughout all sites to ensure that the we are creating a safe environment for scholars, staff, and families.
- 

## **III. Food Service**

- School Food Snack Program Audit at 710 Hartman, passed successfully
- New Warmer provided due to increase in scholars

## **IV. Health**

- All new health exam forms have been entered into ASHR and we are current to date.
- Open Airway training is currently pending. The nurse is waiting to be trained so that she can train.
- Medical Records Maintenance ongoing
- Medication Forms being entered in to DOH database ongoing.

## **V. Transportation**

- Transportation remains stable



# Attachment #7

# Challenge Prep Charter School

## BALANCE SHEET

As of January 31, 2020

	TOTAL
<b>ASSETS</b>	
Current Assets	
Bank Accounts	
1000 Cash	
1001 HSBC Checking - 0844	3,640,855.01
1002 HSBC Checking - 0852	6,724.94
1003 HSBC Checking - 0879	23,999.42
1004 HSBC Checking - 0887	506.00
1005 HSBC Money Market - 5972	3,498.18
1006 Chase Escrow - 3060	70,000.00
1007 Petty Cash	371.56
<b>Total 1000 Cash</b>	<b>3,745,955.11</b>
<b>Total Bank Accounts</b>	<b>\$3,745,955.11</b>
Accounts Receivable	
1100 Accounts Receivable	110,907.26
1200 Other Receivables - Salary Advance	4,527.17
<b>Total 1100 Accounts Receivable</b>	<b>115,434.43</b>
<b>Total Accounts Receivable</b>	<b>\$115,434.43</b>
Other Current Assets	
1300 Prepaid Expenses	51,333.01
1301 Prepaid Insurance	39,930.77
1310 Prepaid Rent	320,113.12
1400 Due From Challenge Charter Network	0.00
Inventory Asset	0.00
<b>Total Other Current Assets</b>	<b>\$411,376.90</b>
<b>Total Current Assets</b>	<b>\$4,272,766.44</b>
Fixed Assets	
1500 Furniture, Fixtures & Equipment	
1510 Office & Admin Computers & Equipment	243,066.22
1511 Classroom Computers & Equipment	306,039.62
1512 Classroom Furniture	354,540.53
1513 Office Furniture	56,983.43
1514 Musical Instruments	16,389.83
1515 Computer Software	49,217.42
<b>Total 1500 Furniture, Fixtures &amp; Equipment</b>	<b>1,026,237.05</b>
1519 Facility and Construction	
1519 Facility and Construction	127,588.58
1520 Architect Fees	115,619.76
1525 Fire Alarm System	7,500.00
1530 Kitchen/Cafeteria	162,079.22
1535 Construction In Progress	300,000.00
1540 Leasehold Improvements	825,873.74
<b>Total 1519 Facility and Construction</b>	<b>1,538,661.30</b>

	TOTAL
1610 Website	11,000.00
1700 Accumulated Depreciation & Amortization	
1710 Accumulated Depreciation	-974,364.65
1750 Accumulated Amortization	-5,744.44
<b>Total 1700 Accumulated Depreciation &amp; Amortization</b>	<b>-980,109.09</b>
<b>Total Fixed Assets</b>	<b>\$1,595,789.26</b>
Other Assets	
1800 Security Deposits	332,575.50
2500 Sales Tax Receivable	0.00
<b>Total Other Assets</b>	<b>\$332,575.50</b>
<b>TOTAL ASSETS</b>	<b>\$6,201,131.20</b>
<b>LIABILITIES AND EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
2000 Accounts Payable	89,977.63
<b>Total Accounts Payable</b>	<b>\$89,977.63</b>
Other Current Liabilities	
2100 HSBC Loan Payable	0.00
2300 Accrued Salaries/Taxes	0.00
2301 Accrued Expenses	70,800.01
2302 Refundable Advance	0.00
2400 Unearned/Deferred Revenue	1,321,016.56
<b>Total Other Current Liabilities</b>	<b>\$1,391,816.57</b>
<b>Total Current Liabilities</b>	<b>\$1,481,794.20</b>
Long-Term Liabilities	
2700 Deferred Rent Liability	2,248,718.08
<b>Total Long-Term Liabilities</b>	<b>\$2,248,718.08</b>
<b>Total Liabilities</b>	<b>\$3,730,512.28</b>
Equity	
3000 Opening Balance Equity	0.00
3100 Retained Earnings	805,705.63
Net Income	1,664,913.29
<b>Total Equity</b>	<b>\$2,470,618.92</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$6,201,131.20</b>

# Challenge Prep Charter School

## PROFIT AND LOSS

July 2019 - January 2020

	TOTAL
<hr/>	
Income	
4100 State Grants	
4101 Per Pupil Allocations	7,548,122.40
4102 Per Pupil Allocations for SPED	747,690.82
4109 Facilities Funding	897,588.22
<b>Total 4100 State Grants</b>	<b>9,193,401.44</b>
4200 Federal Grants	
4201 IDEA for Sp. Ed.	81,942.00
4202 Title I	125,843.00
4203 Title IIA	6,395.00
4206 E-Rate	27,143.33
4208 Title IV	9,240.00
<b>Total 4200 Federal Grants</b>	<b>250,563.33</b>
4300 Contributions	
4302 Unrestricted Contributions	5,746.25
<b>Total 4300 Contributions</b>	<b>5,746.25</b>
4400 Miscellaneous Income	
4401 Interest Income	4.69
4404 Rental Income	65,856.00
<b>Total 4400 Miscellaneous Income</b>	<b>65,860.69</b>
<b>Total Income</b>	<b>\$9,515,571.71</b>
<b>GROSS PROFIT</b>	<b>\$9,515,571.71</b>
<hr/>	
Expenses	
5000 Compensation	
5100 Instructional Staff	
5101 Administrative Leadership	221,327.78
5102 Instructional Leadership	386,402.69
5103 Classroom Teachers	988,176.96
5104 Teacher Assistants	547,971.06
5105 Special Education Teachers	223,782.93
5106 ELL Teachers	106,560.02
5107 Music Teacher	36,241.07
5108 Art Teacher	56,810.43
5109 Physical Education Teacher	79,034.88
5110 Specialty Teachers	29,727.81
<b>Total 5100 Instructional Staff</b>	<b>2,676,035.63</b>

	TOTAL
5200 Non-Instructional Staff	
5201 Director of Finance	65,450.00
5202 Administration & Operations	386,129.90
5204 Administrative Assistant	133,300.23
5205 Custodian	163,949.42
5206 Security Guards	157,528.81
<b>Total 5200 Non-Instructional Staff</b>	<b>906,358.36</b>
5300 Pupil Support	
5301 Pupil Support Services	267,743.28
5302 School Aides	133,954.13
5303 Guidance Counselor	67,794.57
<b>Total 5300 Pupil Support</b>	<b>469,491.98</b>
<b>Total 5000 Compensation</b>	<b>4,051,885.97</b>
5400 Benefits	
5402 NY State Unemployment Insurance	33,052.71
5403 Social Security - EmployER	243,890.38
5404 Social Security - EmployEE	0.00
5405 Medicare - EmployER	58,856.79
5406 Medicare - EmployEE	0.00
5407 Worker's Compensation Expense	11,611.86
5408 NYS Disability	-9,939.61
5409 Medical Insurance	378,903.87
5410 Dental Insurance	27,109.73
5411 Vision Insurance	6,385.51
5412 Life Insurance, STD, LTD, AD&D	42,152.73
5414 Retirement 403(B) Match	80,635.81
5415 Retirement 403(B) Clearing	-24,831.20
5420 Other Employer Taxes	14,212.37
5421 Garnishment Child Support (Clearing)	0.00
5422 HRA/FSA Diff Card Premium & Contributions	-8,853.19
5423 Garnishments - Other	0.00
5424 Payroll Expenses	0.00
5425 AFLAC (Clearing)	-761.34
<b>Total 5400 Benefits</b>	<b>852,426.42</b>
6100 Administrative Expenses	
6101 Office Supplies	38,369.35
6102 Printer Supplies	8,669.02
6103 Office Furn (non-asset)	5,751.49
6104 Office Equipment (non-asset)	169.88
6105 Copy Machine Lease	19,007.00
6106 Postage and Delivery	2,017.57
6109 Dues & Subscriptions	5,382.18
6110 Team Building/Staff Lunch & App	22,367.94
6111 Student/Family Appreciation	407.07
6112 Travel to/from Meetings	3,848.31
6113 Student Meals	778.89



	TOTAL
6115 Student Uniforms/Apparel	3,535.39
6119 Classroom Furniture and Equipment (non-asset)	21,900.56
6120 Insurance	
6121 Insurance Fees	428.50
6122 Insurance - Directors & Officers	13,232.94
6123 Insurance - Excess Liability	2,916.72
6124 Insurance - General Liability & Property	49,165.57
<b>Total 6120 Insurance</b>	<b>65,743.73</b>
<b>Total 6100 Administrative Expenses</b>	<b>197,948.38</b>
6200 Professional Services	
6201 Audit/Accounting Services	250.00
6202 Payroll Services	161,428.21
6203 Communication & Compliance Consulting Services	110,997.50
6204 Legal Services - Paid	5,000.00
6205 Educational Consulting	34,250.00
6206 Financial Management Services	43,628.75
6207 Substitute Teacher Services	36,116.05
6208 Temporary Staffing Services	13,590.00
6210 ERate Consulting	3,571.20
6212 Contracted Security Services	7,608.00
6216 Cleaning Services	43,013.75
<b>Total 6200 Professional Services</b>	<b>459,453.46</b>
6300 Professional Development	
6301 Instructional Staff PD	126,658.15
6302 Non-Instructional Staff PD	18,853.94
6303 Board Development/ Strategic Planning	7,210.00
6304 Tuition and Cert Reimbursement	9,248.08
6305 Conferences and Workshops	250.00
<b>Total 6300 Professional Development</b>	<b>162,220.17</b>
6400 Marketing and Staff/Student Rec	
6401 Advertising	7,820.00
6402 Student Recruiting	34,223.73
6404 Staff Recruiting	22,876.29
6405 Website Maintenance	6,958.00
<b>Total 6400 Marketing and Staff/Student Rec</b>	<b>71,878.02</b>
7100 Curriculum & Classroom Expenses	6,466.50
7102 Curric Textbooks and Other Curr	115,085.53
7104 Art Supplies	12,268.27
7105 Music	1,238.44
7106 Student Transportation	76,675.00
7108 Standardized Test Materials/Ass	7,454.39
7109 Student Field Trips	19,284.82
7110 Classroom Supplies	13,424.36
7112 Physical Movement/Recess Suppli	1,933.28
<b>Total 7100 Curriculum &amp; Classroom Expenses</b>	<b>253,830.59</b>

	TOTAL
8100 Facility	
8102 Utilities	101,184.55
8104 Rent Expense	1,291,384.51
8105 Signage	215.00
8106 Real Estate Taxes	184,738.47
8111 Relocation Expense	3,037.00
8114 Custodial Supplies	48,304.89
8115 Landscaping	4,600.00
8120 Repair & Maintenance	66,338.68
<b>Total 8100 Facility</b>	<b>1,699,803.10</b>
8200 Technology/Communication Expens	
8201 Phone/Fax Expenses	9,256.57
8202 Mobile Phone Expenses	7,369.83
8203 Internet Connectivity Expenses	34,234.17
8205 Technology Consultants	18,677.50
8208 Technology Supplies	6,633.55
8209 Technology Equipment & Software (non-asset)	24,883.19
<b>Total 8200 Technology/Communication Expens</b>	<b>101,054.81</b>
8800 Miscellaneous Expenses	
8801 Bank Service Charges	157.50
<b>Total 8800 Miscellaneous Expenses</b>	<b>157.50</b>
<b>Total Expenses</b>	<b>\$7,850,658.42</b>
NET OPERATING INCOME	<b>\$1,664,913.29</b>
NET INCOME	<b>\$1,664,913.29</b>

# Challenge Prep Charter School

## STATEMENT OF CASH FLOWS

July 2019 - January 2020

	TOTAL
<b>OPERATING ACTIVITIES</b>	
Net Income	1,664,913.29
Adjustments to reconcile Net Income to Net Cash provided by operations:	
1100 Accounts Receivable	437,769.25
1200 Accounts Receivable:Other Receivables - Salary Advance	-3,152.17
1300 Prepaid Expenses	-39,203.06
1301 Prepaid Insurance	-39,930.77
1310 Prepaid Rent	-137,857.94
Inventory Asset	0.00
2000 Accounts Payable	-2,910.43
2300 Accrued Salaries/Taxes	-986,463.94
2301 Accrued Expenses	-109,250.99
2400 Unearned/Deferred Revenue	1,319,968.13
<b>Total Adjustments to reconcile Net Income to Net Cash provided by operations:</b>	<b>438,968.08</b>
<b>Net cash provided by operating activities</b>	<b>\$2,103,881.37</b>
<b>INVESTING ACTIVITIES</b>	
1511 Furniture, Fixtures & Equipment:Classroom Computers & Equipment	-101,001.89
1512 Furniture, Fixtures & Equipment:Classroom Furniture	-3,553.43
1513 Furniture, Fixtures & Equipment:Office Furniture	-5,697.60
1515 Furniture, Fixtures & Equipment:Computer Software	-31,928.52
1540 Facility and Construction:Leasehold Improvements	-619,007.82
1800 Security Deposits	1,000.00
<b>Net cash provided by investing activities</b>	<b>\$ -760,189.26</b>
<b>FINANCING ACTIVITIES</b>	
3000 Opening Balance Equity	0.00
<b>Net cash provided by financing activities</b>	<b>\$0.00</b>
<b>NET CASH INCREASE FOR PERIOD</b>	<b>\$1,343,692.11</b>
Cash at beginning of period	2,402,263.00
<b>CASH AT END OF PERIOD</b>	<b>\$3,745,955.11</b>



## **2019-20 School Year Board Meeting #9 Minutes**

Frederica Jefferies, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2018-19 School Year Board Meeting #9 at 6:30 PM on March 18, 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

Ben Waxman, Secretary of the Board of Trustees called the roll of the board.

Members present: Frederica Jefferies, Jeremiah C. Gaffney, Ben Waxman, 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 for a review of the minutes of the 2019-20 School Year Board Meeting #8 [Attachment #1]. The minutes were approved by common consent.
3. The Chair called for the report of Dr. Les Mullings, CEO. Dr. Mullings gave an update on the school closing as a result of the novel coronavirus (COVID-19) pandemic that was effective March 16, 2020. Challenge had closed for cleaning for two days the prior week. All staff are working remotely. With our educational mandates in mind, the principals and academic staff have created Learning Packages for scholars in grades K-5 and 6-8 (who do not have access to technology). Remote learning will be in full play for all grades via the use of Google Classrooms and video teaching. Challenge is assisting scholars and




families with food pick up using the “grab and go” meals program. Challenge is preparing COVID-19 Educational Continuity Plans that will be submitted to the NYSED and NYC DOE. Due to the crisis construction has been delayed on the CTE high school until a waiver can be secured for the construction to continue. Following discussion, the report was received with appreciation.

4. The Chair called for the February 2020 Financial Report [Attachment #2]. Following review, the report was received.
5. The Chair called for an updated Personnel Report for the 2019-20 School year. It was not that there were no resignations or hiring of new employees.
6. The Chair called on Dr. Mullings for a special presentation. Ben Waxman reported that Ben Waxman has served as a founding member of the Board of Trustees and was a member of the founding group for Challenge since the school’s inception. He has been a member of the Executive Committee by serving as the Board and the Chair of the Academic Accountability Committee. Mr. Waxman has submitted his resignation from the Board effective March 31, 2020 [Attachment #3]. The Board members took opportunity to express appreciation for Mr. Waxman’s dedication and service to Challenge for over a decade. Mr. Waxman assured the Board he would continue to support and be involved with Challenge in the future.
7. The Chair called on the Board for the election of a new Board Secretary. Karon McFarlane was nominated to serve out the term of Ben Waxman through June 30, 2020 and elected unanimously.

The meeting adjourned by common consent at 7:45 PM.

Respectfully submitted:

  
Ben Waxman  
Secretary



# **ATTACHMENT #1**

## **CPCS 2019-20 School Year Board Meeting #8 Minutes**





## 2019-20 School Year Board Meeting #8 Minutes

Frederica Jefferies, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2018-19 School Year Board Meeting #8 at 6:30 PM on February 26, 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

Ben Waxman, Secretary of the Board of Trustees called the roll of the board.

Members present: Frederica Jefferies, Jeremiah C. Gaffney, Ben Waxman and Gertrudis Hernandez

Members absent: Andrew Barnes and Karon McFarlane

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

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

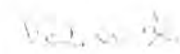
1. The agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2019-20 School Year Board Meeting #7 [Attachment #1]. The minutes were approved by common consent.
3. The Chair called for the report of Dr. Les Mullings, CEO. Dr. Mullings gave an update on the development of the CTE high school to open in August 2020. He also gave an update on the facilities being retrofitted at 1520 Central Avenue, Far Rockaway, NY. Additionally, he shared an update on the JFK Development and the progress on securing industry partners including the Terminal 1 group and funding request in support of three of the CTE pathways – Aviation, Culinary Arts and Hospitality. The report was received with appreciation.



4. Dr. Mullings called for a review of the report of Kentia Coreus, Senior Director of Teaching and Learning [Attachment #2]. The report was received with appreciation.
5. Dr. Mullings called for a review of the report of Nicole Griffin, K-5 Principal [Attachment #3]. The report was received with appreciation.
6. Dr. Mullings called for a review of the report of Mavgar Mondesir-Gordon, 6-8 Principal [Attachment #4]. The report was received with appreciation.
7. Dr. Mullings called for a review of the report of Kimberly Messer, Director of Communications [Attachment #5]. The report was received with appreciation.
8. Dr. Mullings called for a review of the report of Venessa Lynch, Director of Operations [Attachment #6]. The report was received with appreciation.
9. The Chair called for the January 2020 Financial Report [Attachment #7]. Following review, the report was received.

The meeting adjourned by common consent at 7:35 PM

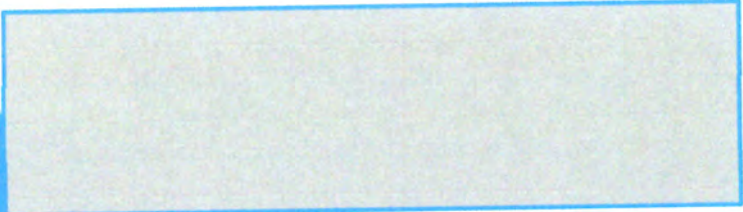
Respectfully submitted:

  
Ben Waxman  
Secretary





**ATTACHMENT #2**  
**February 2020 Financial**  
**Report**



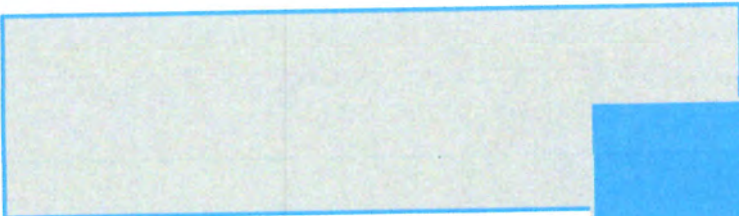
STUDENT ACHIEVEMENT

**CSBM**  
CHARTER SCHOOL  
BUSINESS MANAGEMENT

*experience superior excellence*

## Challenge Prep Charter School

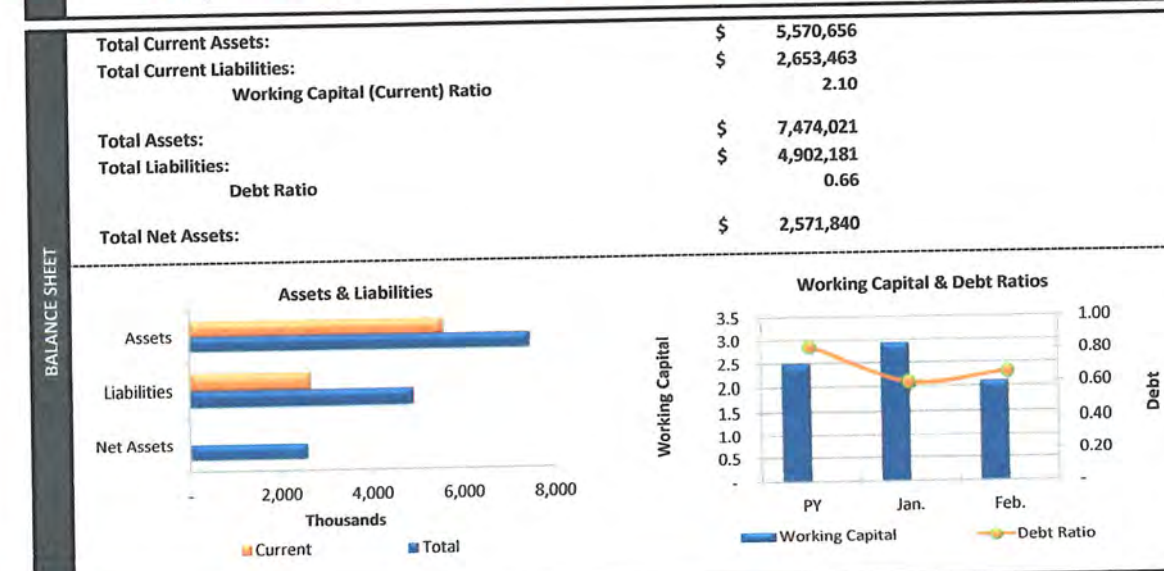
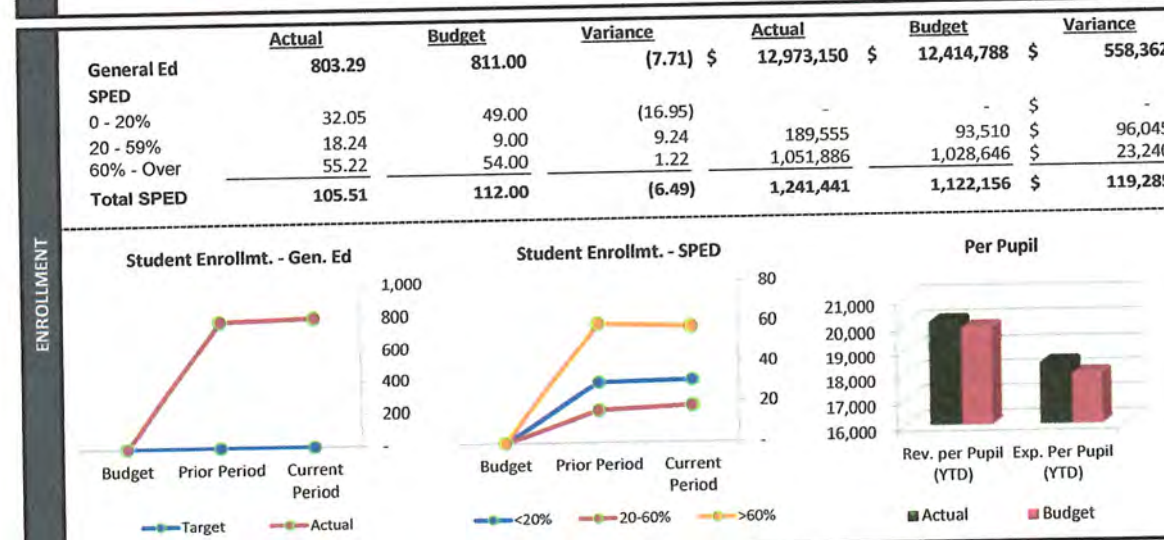
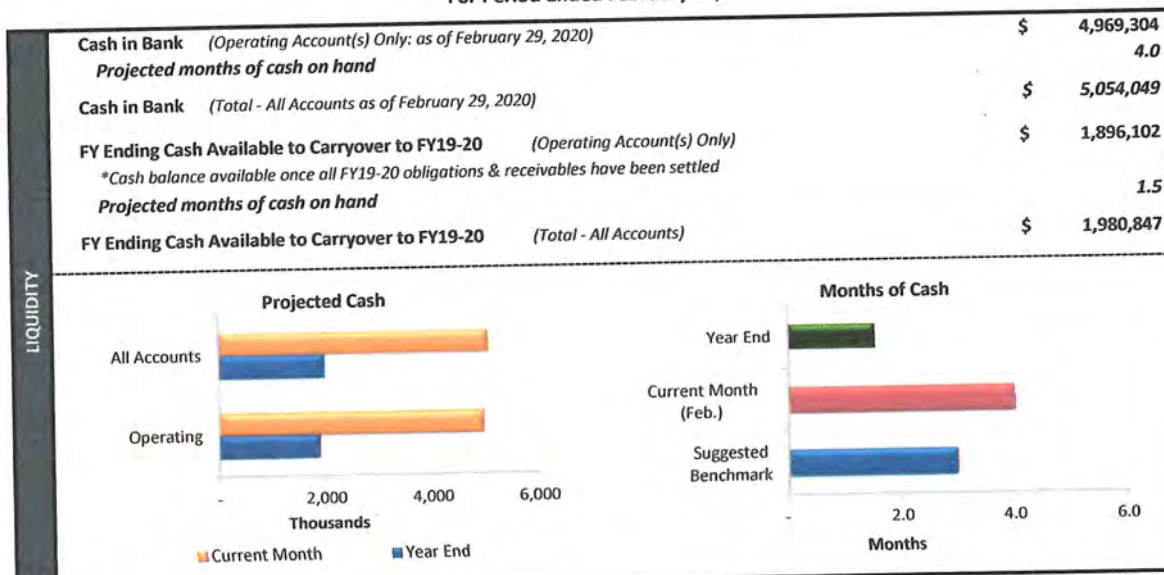
Monthly Financial Report  
February 2020



# Challenge Prep Charter School

## Financial Summary

For Period Ended February 29, 2020





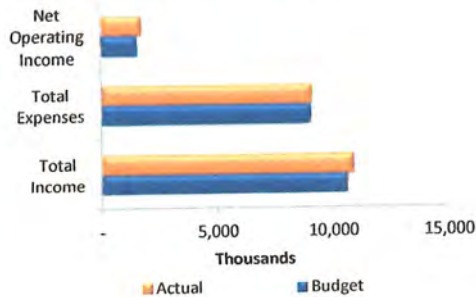
# Challenge Prep Charter School

## Financial Summary For Period Ended February 29, 2020

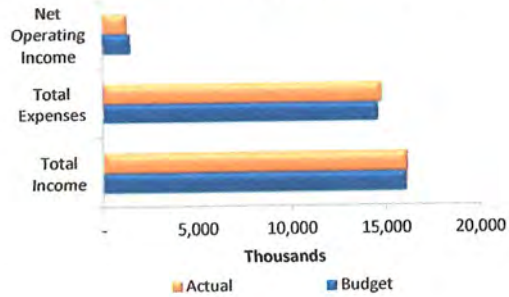
	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Total Revenue YTD:	\$ 10,907,596	\$ 10,643,856	\$ 263,740
Total Expenses YTD:	(9,141,461)	(9,064,533)	(76,929)
<b>Net Operating Surplus(Deficit):</b>	<b>\$ 1,766,135</b>	<b>\$ 1,579,324</b>	<b>\$ 186,811</b>
	<u>Projected</u>	<u>Budget</u>	<u>Variance</u>
Annual Projected Revenue:	\$ 16,190,344	\$ 16,139,600	\$ 50,744
Annual Projected Expenses (before depreciation):	(14,856,121)	(14,619,846)	(236,275)
<b>Projected Net Operating Surplus(Deficit) before Depreciation:</b>	<b>\$ 1,334,223</b>	<b>\$ 1,519,754</b>	<b>\$ (185,531)</b>
Annual Projected Depreciation:	-	-	-
<b>Projected Net Operating Surplus(Deficit) after Depreciation:</b>	<b>\$ 1,334,223</b>	<b>\$ 1,519,754</b>	<b>\$ (185,531)</b>
Capital Expenditure Requirements	\$ (721,929)	\$ -	\$ (721,929)
<b>Total Cash Expenditures</b> <i>(expenses excluding depreciation plus capital expenditures)</i>	<b>\$ (14,134,192)</b>	<b>\$ (14,619,846)</b>	<b>\$ 485,654</b>
Revenue per Pupil (YTD)	\$ 20,155	\$ 19,901	\$ 254
Expenditure per Pupil (YTD)	\$ 18,494	\$ 18,027	\$ 467

BUDGETING / REVENUE & EXPENSES

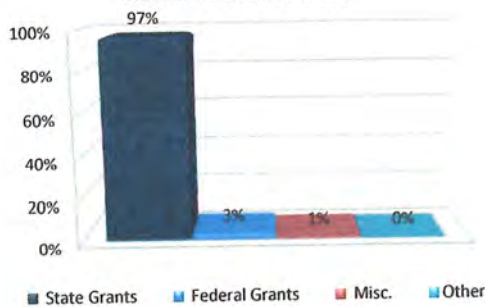
**Year-To-Date (YTD)**



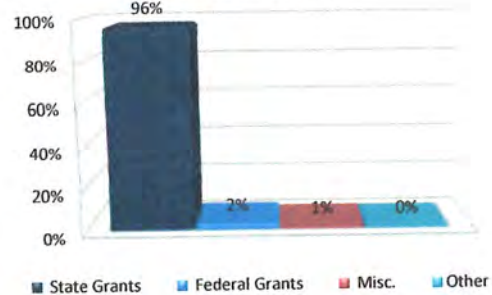
**Year End (YE) Projection**



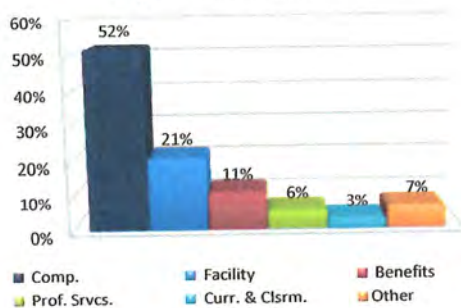
**Revenue Breakdown YTD**



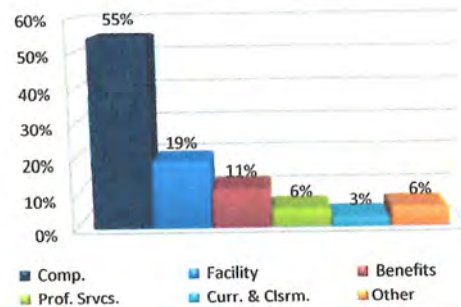
**Revenue Breakdown YE**



**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	37,447	Budget done based on 811 FTE for GenEd, 54 over 60%; 9 20-59%. Projection done based on 802.289 GenEd, 52.683 over 60%; 19.513 20-59% FTE per March invoice
Increase in Federal Grants	13,285	
Decrease in Contributions	-	
Increase in Miscellaneous Income	12	
<b>Increase in Projected Annual Revenue</b>	<b>50,744</b>	
Decrease in Compensation	(35,415)	Salary projections based on budget
Increase in Benefits	131,655	
Decrease in Administrative Expenses	(23,018)	
Increase in Professional Services	107,445	Projection based on current trends and reallocation of expenses
Increase in Professional Development	33,869	
Increase in Marketing and Staff/Student Rec	15,253	
Decrease in Fundraising Expenses	-	
Decrease in Curriculum & Classroom Expenses	(10,670)	
Decrease in Facility	(26,399)	
Increase in Technology/Communication Expens	43,151	
Increase in Miscellaneous Expenses	403	
Decrease in Depreciation Expense	-	
<b>Increase in Projected Annual Expenses</b>	<b>236,275</b>	
<b>Net Projected Deficit Variance after Depreciation</b>	<b><u>\$ 1,334,223</u></b>	

Charter School  
Budget - Actuals  
Fiscal Year Ending June 30, 2020

	February 29, 2020			YTD Through February 29, 2020			Projected FYE June 30, 2020			Comments
	Actual	Budget	Variance	Actual	Budget	Variance	Actual - July 2019 - January 31, 2020 +	Projected thru June 30, 2020	Annual Budget	
<b>Income</b>										
4100 State Grants	1,271,890	1,280,336	(6,446)	10,541,596	10,342,689	298,908	5,078,069	15,619,656	15,582,219	37,447
4200 Federal Grants	28,080	24,794	3,286	278,599	287,084	(8,501)	120,862	399,555	386,270	13,285
4300 Contributions	6,391	4,851	1,540	12,137	38,810	(26,673)	46,078	58,215	58,215	-
4400 Miscellaneous Income	9,429	9,429	-	75,369	75,264	105	37,659	112,908	112,896	12
<b>Total Income</b>	<b>1,317,719</b>	<b>1,319,369</b>	<b>(1,670)</b>	<b>10,907,596</b>	<b>10,644,856</b>	<b>262,740</b>	<b>5,282,748</b>	<b>16,190,344</b>	<b>16,139,600</b>	<b>50,744</b>
<b>Expenses</b>										
<b>Compensation</b>										
5100 Instructional Staff	488,538	489,075	3,462	3,164,873	3,288,815	(119,242)	2,213,898	5,678,412	5,820,901	(140,489)
5200 Non-Instructional Staff	131,247	124,936	6,311	1,037,603	988,487	49,118	524,987	1,562,592	1,475,230	87,362
5300 Pupil Support	78,272	79,459	(1,227)	547,764	571,931	(24,167)	381,878	909,624	889,929	19,713
5400 Compensation	698,056	697,510	10,546	4,749,342	4,839,233	(89,291)	3,400,703	8,150,643	8,186,060	(35,415)
5400 Benefits	174,613	128,289	46,325	1,027,039	1,026,302	737	666,070	1,693,109	1,561,454	131,655
6100 Administrative Expenses	21,276	31,946	(10,670)	232,199	255,370	(23,171)	128,138	360,337	383,255	(23,048)
6200 Professional Services	64,946	59,108	5,838	524,399	446,418	79,981	294,187	818,566	711,141	107,445
6300 Professional Development	6,706	13,545	(6,839)	188,926	94,818	74,108	14,543	183,468	149,600	33,869
6400 Marketing and Staff/Student Rec	8,942	7,520	1,423	85,302	60,156	25,146	20,184	105,488	90,233	15,253
6500 Fundraising Expenses	-	-	-	-	25,000	(25,000)	25,000	25,000	25,000	-
7100 Curriculum & Classroom Expenses	18,081	28,167	(10,086)	280,814	275,970	4,845	156,922	437,736	446,406	(10,670)
8100 Facility	235,506	241,855	(6,149)	1,894,716	1,935,240	(40,525)	941,748	2,876,462	2,921,881	(45,419)
8200 Technology/Communication Expenses	16,074	13,470	2,605	137,866	107,759	30,207	66,824	204,790	161,639	43,151
8900 Miscellaneous Expenses	-	8	(8)	158	65	93	343	500	97	403
8900 Depreciation Expense	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses</b>	<b>1,844,201</b>	<b>1,211,216</b>	<b>32,985</b>	<b>9,141,461</b>	<b>9,064,533</b>	<b>76,929</b>	<b>5,714,650</b>	<b>14,856,121</b>	<b>14,619,846</b>	<b>236,275</b>
<b>Net Income</b>	<b>78,518</b>	<b>108,174</b>	<b>(34,656)</b>	<b>1,766,135</b>	<b>1,579,324</b>	<b>186,811</b>	<b>(431,912)</b>	<b>1,334,223</b>	<b>1,519,754</b>	<b>(185,531)</b>
<b>Capital Expenditures</b>										
Furniture, Fixtures & Equipment	-	-	-	136,484	-	136,484	35,445	171,929	-	171,929
Facility and Construction	-	-	-	619,008	-	619,008	250,392	550,000	-	550,000
Website	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>755,492</b>	<b>-</b>	<b>755,492</b>	<b>266,437</b>	<b>721,929</b>	<b>-</b>	<b>721,929</b>

Budget done based on 811 FTE for GenEd, 54 over 60%; 9 20-59%.  
Projection done based on 802,289 GenEd, 52,688 over 60%; 19,513 20-59% FTE per March Invoice

Budget done based on 811 FTE for GenEd, 54 over 60%; 9 20-59%.  
Projection done based on 802,289 GenEd, 52,688 over 60%; 19,513 20-59% FTE per March Invoice

Salary projections based on budget

Projection based on current trends and reallocation of expenses

Challenge I Charter School  
Cash Flow Projection as of February 29, 2020

	Annual Budget FY19-20	Projected March, 20 - June	March	April	May	June	July - September FY19-20 (Estimate)
<b>Beginning Cash Balance (Operating)</b>	-	4,969,304	4,969,304	3,602,119	4,931,748	3,686,130	2,886,852
Projected Cash Receipts from Operations (below)	16,139,600	2,935,640	61,341	2,620,453	20,625	283,148	56,074
Projected Cash Disbursements from Operations (below)	(14,619,046)	(5,392,269)	(1,210,169)	(1,210,003)	(1,207,248)	(1,207,359)	(756,924)
<b>Net Cash from Operations</b>	<b>1,519,754</b>	<b>(2,656,629)</b>	<b>(1,148,828)</b>	<b>1,977,811</b>	<b>(1,180,620)</b>	<b>(1,024,181)</b>	<b>(700,850)</b>
Cash Receipts from Accounts & Misc Receivables (not included in revenue)	-	-	-	-	-	-	-
Cash Disbursements for Accounts Payable & Accrued Expenses	-	(150,116)	-	-	-	-	-
Capital Expenditures (below)	-	(266,457)	(68,221)	(68,221)	(64,998)	(64,998)	-
Accounts Receivable	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
<b>Ending Cash Balance (Operating Account)</b>	<b>1,519,754</b>	<b>2,379,112</b>	<b>3,602,119</b>	<b>4,931,748</b>	<b>3,686,130</b>	<b>2,896,982</b>	<b>1,896,102</b>
Other Cash Accounts (Net of	-	-	84,746	84,746	84,746	84,746	84,746
<b>Total Cash (All Accounts)</b>	<b>1,519,754</b>	<b>2,379,112</b>	<b>3,686,864</b>	<b>5,016,494</b>	<b>3,770,876</b>	<b>2,981,697</b>	<b>1,980,847</b>



Challenge Prep Charter School  
Balance Sheet  
YTD as of February 29, 2020

	Total	Comments
<b>ASSETS</b>		
Current Assets		
Bank Accounts		
1000 Cash		
1001 HSBC Checking - 0844	4,667,312	
1002 HSBC Checking - 0852	10,369	
1003 HSBC Checking - 0879	301,992	
1004 HSBC Checking - 0887	506	
1005 HSBC Money Market - 5972	3,499	
1006 Chase Escrow - 3060	70,000	
1007 Petty Cash	372	
<b>Total 1000 Cash</b>	<b>\$ 5,054,049</b>	
<b>Total Bank Accounts</b>	<b>\$ 5,054,049</b>	
Accounts Receivable		
1100 Accounts Receivable	141,799	
1200 Other Receivables - Salary Advance	3,524	
<b>Total Accounts Receivable</b>	<b>\$ 145,323</b>	
Other current assets		
1300 Prepaid Expenses	45,695	
1301 Prepaid Insurance	31,945	
1310 Prepaid Rent	293,644	
<b>Total Other current assets</b>	<b>\$ 371,284</b>	
<b>Total Current Assets</b>	<b>\$ 5,570,656</b>	
Fixed Assets		
1500 Furniture, Fixtures & Equipment		
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>	
1519 Facility and Construction		
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	825,874	
<b>Total 1519 Facility and Construction</b>	<b>1,538,661</b>	
1610 Website	11,000	
<b>Total 1610 Website</b>	<b>\$ 11,000</b>	
1700 Accumulated Depreciation & Amortization		
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>\$ 1,595,789</b>	



Challenge Prep Charter School  
Balance Sheet  
YTD as of February 29, 2020

	Total	Comments
<b>Other Assets</b>		
1800 Security Deposits	307,576	
2500 Sales Tax Receivable	-	
<b>Total Other Assets</b>	<b>\$ 307,576</b>	
<b>TOTAL ASSETS</b>	<b>\$ 7,474,021</b>	
<b>LIABILITIES AND EQUITY</b>		
<b>Liabilities</b>		
<b>Current Liabilities</b>		
<b>Accounts Payable</b>		
2000 Accounts Payable	78,502	
<b>Total Accounts Payable</b>	<b>\$ 78,502</b>	
<b>Credit Cards</b>		
2200 HSBC Credit Card	-	
<b>Total Credit Cards</b>	<b>\$ -</b>	
<b>Other Current Liabilities</b>		
2300 Accrued Salaries/Taxes	-	
2301 Accrued Expenses	71,634	
2400 Unearned/Deferred Revenue	2,503,326	
<b>Total Other Current Liabilities</b>	<b>\$ 2,574,960</b>	
<b>Total Current Liabilities</b>	<b>\$ 2,653,463</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>\$ 4,902,181</b>	
<b>Equity</b>		
3000 Opening Balance Equity	-	
3100 Retained Earnings	805,706	
Net Income	1,766,135	
<b>Total Equity</b>	<b>\$ 2,571,840</b>	
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ 7,474,021</b>	

Challenge Prep Charter School  
Statement of Cash Flows  
YTD as of February 29, 2020

	Total	Comments
<b>OPERATING ACTIVITIES</b>		
Net Income	1,766,135	
Adjustments to reconcile Net Income to Net Cash provided by operations:	-	
1100 Accounts Receivable	406,877	
1200 Accounts Receivable:Other Receivables - Salary Advance	(2,149)	
1300 Prepaid Expenses	(33,565)	
1301 Prepaid Insurance	(31,945)	
1310 Prepaid Rent	(111,389)	
1700 Accumulated Depreciation & Amortization	-	
2000 Accounts Payable	(14,386)	
2300 Accrued Salaries/Taxes	(986,464)	
2301 Accrued Expenses	(108,417)	
2400 Unearned/Deferred Revenue	2,502,278	
Net cash provided by operating activities	\$ 3,386,976	
<b>INVESTING ACTIVITIES</b>		
1500 Furniture, Fixtures & Equipment	-	
1510 Furniture, Fixtures & Equipment:Office & Admin Computers & Equipment	-	
1511 Furniture, Fixtures & Equipment:Classroom Computers & Equipment	(101,002)	
1512 Furniture, Fixtures & Equipment:Classroom Furniture	(3,553)	
1513 Furniture, Fixtures & Equipment:Office Furniture	(5,698)	
1514 Furniture, Fixtures & Equipment:Musical Instruments	-	
Furniture, Fixtures & Equipment:Curriculum:Original Cost	-	
1800 Security Deposits	26,000	
2500 Sales Tax Receivable	-	
Net cash provided by investing activities	\$ (735,189)	
<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	\$ 2,651,786	
Cash at beginning of period	\$ 2,402,263	
Total Cash at beginning of period	\$ 2,402,263	
Cash at end of period	\$ 5,054,049	



# **ATTACHMENT #3**

## **Ben Waxman Resignation**



Dr. Michael R. Estep <mrestep@challengecharterschools.org>

## Letter of Resignation from Challenge Prep Bd. of Trustee

1 message

**Ben Waxman** <bwaxman31@gmail.com>

Fri, Mar 13, 2020 at 8:16 AM

To: "Rev. Dr. Les Mullings" <lsmullings@challengecharterschools.org>, Les Mullings <lsmullings@aol.com>, "Dr. Michael R. Estep" <mrestep@challengecharterschools.org>

### PLEASE FORWARD TO THE BOARD OF TRUSTEES

Dr. Mullings and the Board of Trustees of Challenge Preparatory Charter School,

Please accept this electronic communication as my resignation from the Board of Trustees of Challenge Prep Charter School as of March 31, 2020. This is a bittersweet time as I depart from my responsibilities, as one of the founding trustees, and look at the current reality of which I was a part of creating. At this point, I feel the success of the school and its growth has validated my time efforts and energies. I know I leave the board in your good and capable hands. I wish you all Godspeed in the creation of a much needed, truly responsive, educational program for the Rockaways.

Sincerely,

Ben Waxman



## **2019-20 School Year Board Meeting #10 Minutes**

Frederica Jefferies, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2019-20 School Year Board Meeting #10 at 6:30 PM on April 22, 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, Jeremiah C. Gaffney, 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 for a review of the minutes of the 2019-20 School Year Board Meeting #9 [Attachment #1]. The minutes were approved by common consent.
3. The Chair called for the report of Dr. Les Mullings, CEO. Dr. Mullings gave an update on the school closing as a result of the novel coronavirus (COVID-19). Challenge is working through the “new normal” and the move to virtual learning for scholars and the academic staff. Challenge is assisting scholars and families with food pick up using the “grab and go” meals program and other services being provided by various agencies. Challenge is continuing to update the COVID-19 Educational Continuity Plans. Due to the crisis construction had been delayed on the CTE high school but a waiver has been secured allowing the construction to



continue. After careful consideration it has been decided that the CTE High School will begin with Grade 9 only. The Senior Leadership Team have been working on the plans for the 2020-21 school year opening taking into account the possibility of the requirements of dealing with the regulations concerning Covid - 19, continuation of virtual learning, space issues as it relates to social distancing, etc. Following discussion, the report was received with appreciation.

4. The Chair called for the March 2020 Financial Report [Attachment #2]. Following review, the report was received.
5. 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.
6. The Chair called on Dr. Mullings for a special presentation concerning the CARES Loan.

Following discussion Karon McFarlane moved and Gertrudis Hernandez seconded that the following resolution be approved:

**“CHALLENGE PREPARATORY CHARTER SCHOOL  
RESOLUTIONS OF THE BOARD OF TRUSTEES  
PAYCHECK PROTECTION PROGRAM LOAN**

April 22, 2020

The Board of Trustees (the “Board”) of Challenge Preparatory Charter School (the “School”) does hereby adopt the following resolutions at a duly held and noticed meeting on the date set forth above.

WHEREAS, in response to the Coronavirus (COVID-19) pandemic (the “Pandemic”), businesses and certain not-for-profit organizations are eligible to apply for a loan through the U.S. Small Business Administration’s (the “SBA”) Paycheck Protection Program (the “PPP”), which was created by the Coronavirus Aid, Relief, and Economic Security (CARES) Act;

WHEREAS, as a result of the Pandemic and the ensuing economic uncertainty including without limitation uncertainty related to a recently-adopted New York State budget that has yield a flat to slightly-reduced Per Pupil Funding amount for FY 21, with the potential for the Governor to further reduce if State revenues fluctuate as a result of the Pandemic, the School may experience financial losses, which may include the need to reduce certain staff and otherwise cut back on programming or expenses; and



WHEREAS, given the potential for losses that the School may experience as a result of the COVID-19 pandemic and consistent with the PPP's terms, the School desires to apply for a loan in the principal amount of up to \$1,792,512.50, at an interest rate of one percent (1%) with a repayment term of two (2) years if not forgiven as set forth below (the "Loan"), through any existing SBA 7(a) lender or through any federally insured depository institution that is participating in the PPP, using an application substantially similar to the borrower application published by the SBA (the "Borrower Application") attached hereto as Exhibit A; and

WHEREAS, under certain circumstances as set forth in the PPP program, the Loan may be fully forgiven if the funds are used for payroll costs, interest on mortgages, rent, and utilities and the School will seek such forgiveness but nevertheless, desires the Loan even in absence of such forgiveness;

NOW, THEREFORE, BE IT RESOLVED, that after due deliberation and consideration, the Board hereby authorizes and approves the School's application for the Loan and for Proper Representatives (as defined herein) to execute, deliver and provide on behalf of the School such documents and information (including without limitation the Borrower Application) as may be required to apply for and receive proceeds of the Loan (the "Loan Documents") as well as pursue consent(s) required, if any, in connection with the School's existing lease and loan obligations that the School may be required to obtain in connection with the Loan; and

BE IT FURTHER RESOLVED, that the School is hereby authorized and directed to execute and deliver the Loan Documents and such further agreements, assignments, pledges, instruments, consents and any other documents ancillary to the Loan as necessary, proper and/or advisable in the determination of any Proper Representative; and

BE IT FURTHER RESOLVED, that any officers of the Board and Eunice Armstrong, Director of Finance (each, a "Proper Representative"), be and hereby is authorized and directed, jointly and severally, to apply for the Loan and execute and deliver the Loan Documents and any other documents consistent with the Loan described above and such further agreements, assignments, pledges, instruments, consents and documents ancillary to the Loan necessary in the determination of any Proper Representative in the name and on behalf of the School, and to pay all such expenses and taxes as in their judgment shall be necessary, proper and advisable in order to fully carry out the intent and accomplish the purposes of the foregoing resolutions; and





BE IT FURTHER RESOLVED, that all actions heretofore taken by any Proper Representative, for and on behalf of the School in connection with the Loan, shall be and hereby are ratified and approved, and that the authority given hereunder shall be retroactive and any and all acts hereunder performed prior to the passage of these resolutions are hereby approved.

**SECRETARY'S CERTIFICATE**

The undersigned does hereby certify that the foregoing resolutions of Challenge Preparatory Charter School were duly adopted by the Board of Trustees of Challenge Preparatory Charter School on April 22, 2020.”

The motion carried unanimously.

The meeting adjourned by common consent at 7:55 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  
See Prior  
Month  
Minutes for  
Minute  
Attachments



## **2019-20 School Year Board Meeting #9 Minutes**

Frederica Jefferies, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2018-19 School Year Board Meeting #9 at 6:30 PM on March 18, 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

Ben Waxman, Secretary of the Board of Trustees called the roll of the board.

Members present: Frederica Jefferies, Jeremiah C. Gaffney, Ben Waxman, 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 for a review of the minutes of the 2019-20 School Year Board Meeting #8 [Attachment #1]. The minutes were approved by common consent.
3. The Chair called for the report of Dr. Les Mullings, CEO. Dr. Mullings gave an update on the school closing as a result of the novel coronavirus (COVID-19) pandemic that was effective March 16, 2020. Challenge had closed for cleaning for two days the prior week. All staff are working remotely. With our educational mandates in mind, the principals and academic staff have created Learning Packages for scholars in grades K-5 and 6-8 (who do not have access to technology). Remote learning will be in full play for all grades via the use of Google Classrooms and video teaching. Challenge is assisting scholars and



families with food pick up using the “grab and go” meals program. Challenge is preparing COVID-19 Educational Continuity Plans that will be submitted to the NYSED and NYC DOE. Due to the crisis construction has been delayed on the CTE high school until a waiver can be secured for the construction to continue. Following discussion, the report was received with appreciation.

4. The Chair called for the February 2020 Financial Report [Attachment #2]. Following review, the report was received.
5. The Chair called for an updated Personnel Report for the 2019-20 School year. It was not that there were no resignations or hiring of new employees.
6. The Chair called on Dr. Mullings for a special presentation. Ben Waxman reported that Ben Waxman has served as a founding member of the Board of Trustees and was a member of the founding group for Challenge since the school’s inception. He has been a member of the Executive Committee by serving as the Board and the Chair of the Academic Accountability Committee. Mr. Waxman has submitted his resignation from the Board effective March 31, 2020 [Attachment #3]. The Board members took opportunity to express appreciation for Mr. Waxman’s dedication and service to Challenge for over a decade. Mr. Waxman assured the Board he would continue to support and be involved with Challenge in the future.
7. The Chair called on the Board for the election of a new Board Secretary. Karon McFarlane was nominated to serve out the term of Ben Waxman through June 30, 2020 and elected unanimously.

The meeting adjourned by common consent at 7:45 PM.

Respectfully submitted:

A handwritten signature in blue ink, appearing to read "Ben Waxman", is written over a light blue circular stamp.

Ben Waxman  
Secretary



# Attachment #2



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

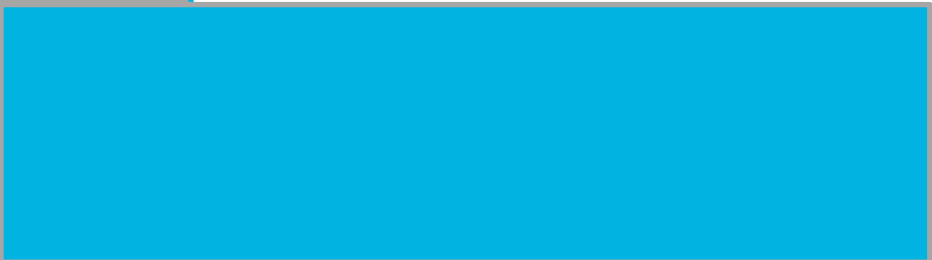
**CSBM**  
CHARTER SCHOOL  
BUSINESS MANAGEMENT

*experience. expertise. execution.*

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## **Challenge Prep Charter School**

Monthly Financial Report  
March 2020

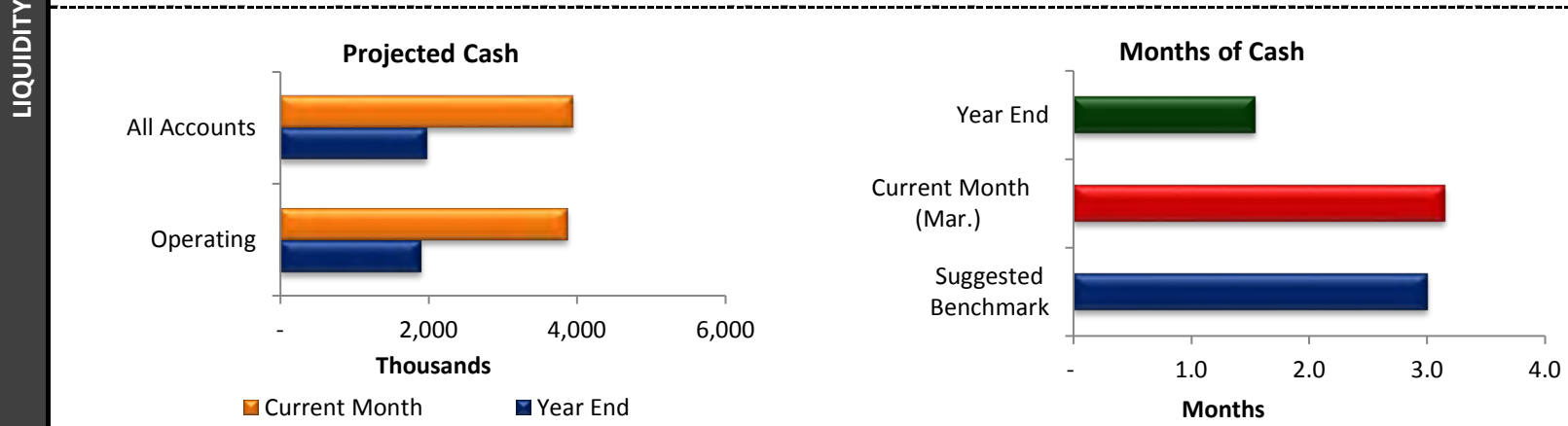


# Challenge Prep Charter School

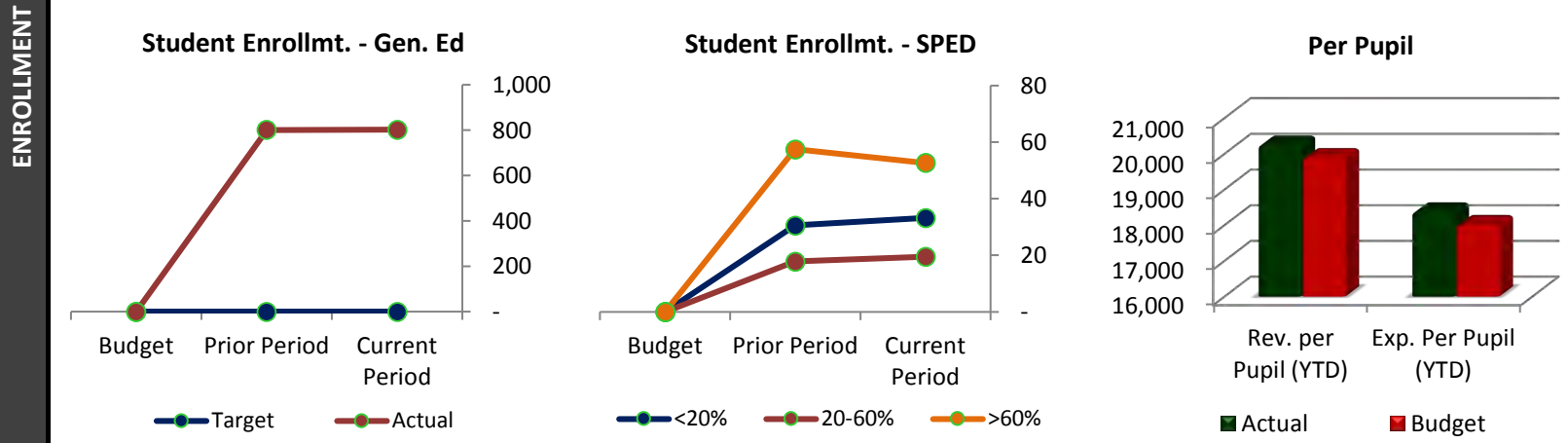
## Financial Summary

For Period Ended March 31, 2020

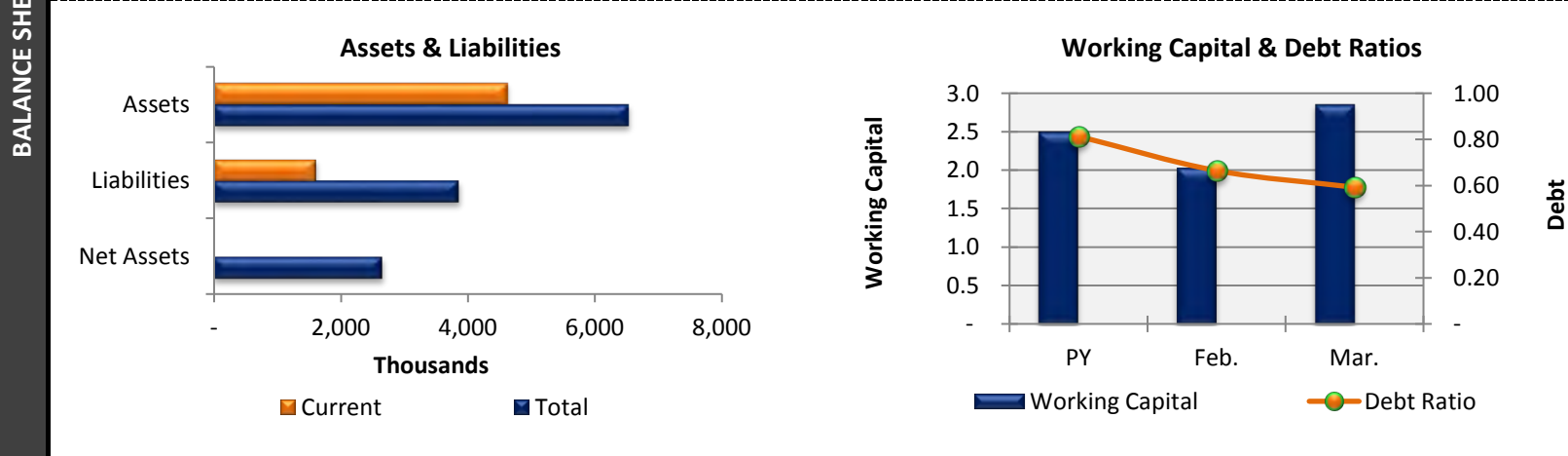
LIQUIDITY	<b>Cash in Bank</b> (Operating Account(s) Only: as of March 31, 2020)	\$ 3,865,701
	<b>Projected months of cash on hand</b>	3.1
	<b>Cash in Bank</b> (Total - All Accounts as of March 31, 2020)	\$ 3,940,402
	<b>FY Ending Cash Available to Carryover to FY19-20</b> (Operating Account(s) Only)	\$ 1,894,924
	<i>*Cash balance available once all FY19-20 obligations &amp; receivables have been settled</i>	
	<b>Projected months of cash on hand</b>	1.5
<b>FY Ending Cash Available to Carryover to FY19-20</b> (Total - All Accounts)	\$ 1,969,625	



	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>	\$ 4,622,709
<b>Total Current Liabilities:</b>	\$ 1,619,471
<b>Working Capital (Current) Ratio</b>	<b>2.85</b>
<b>Total Assets:</b>	\$ 6,529,774
<b>Total Liabilities:</b>	\$ 3,868,189
<b>Debt Ratio</b>	<b>0.59</b>
<b>Total Net Assets:</b>	\$ 2,661,585



	Actual	Budget	Variance
Total Revenue YTD:	\$ 12,163,331	\$ 11,963,246	\$ 200,085
Total Expenses YTD:	(10,307,452)	(10,275,748)	(31,703)
<b>Net Operating Surplus(Deficit):</b>	<b>\$ 1,855,879</b>	<b>\$ 1,687,498</b>	<b>\$ 168,381</b>

# Challenge Prep Charter School

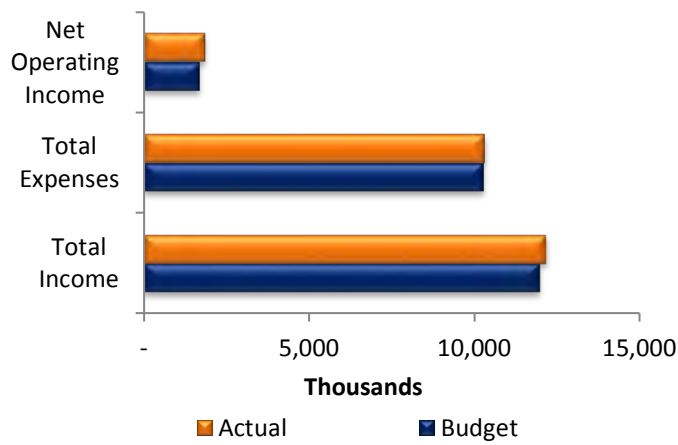
## Financial Summary

For Period Ended March 31, 2020

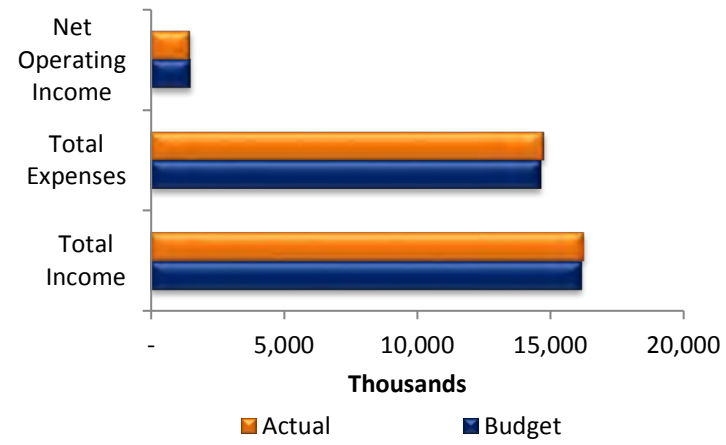
	<u>Projected</u>	<u>Budget</u>	<u>Variance</u>
Annual Projected Revenue:	\$ 16,255,326	\$ 16,139,600	\$ 115,726
Annual Projected Expenses (before depreciation):	(14,750,545)	(14,619,846)	(130,699)
<b>Projected Net Operating Surplus(Deficit) before Depreciation:</b>	<b>\$ 1,504,781</b>	<b>\$ 1,519,754</b>	<b>\$ (14,973)</b>
Annual Projected Depreciation:	-	-	-
<b>Projected Net Operating Surplus(Deficit) after Depreciation:</b>	<b>\$ 1,504,781</b>	<b>\$ 1,519,754</b>	<b>\$ (14,973)</b>
<b>Capital Expenditure Requirements</b>	<b>\$ (721,929)</b>	<b>\$ -</b>	<b>\$ (721,929)</b>
<b>Total Cash Expenditures</b> <i>(expenses excluding depreciation plus capital expenditures)</i>	<b>\$ (14,028,616)</b>	<b>\$ (14,619,846)</b>	<b>\$ 591,230</b>
<b>Revenue per Pupil (YTD)</b>	<b>\$ 20,256</b>	<b>\$ 19,901</b>	<b>\$ 355</b>
<b>Expenditure per Pupil (YTD)</b>	<b>\$ 18,380</b>	<b>\$ 18,027</b>	<b>\$ 354</b>

BUDGETING / REVENUE & EXPENSES

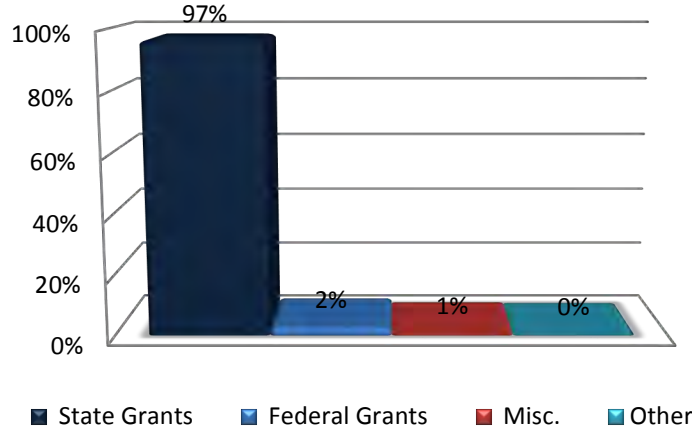
**Year-To-Date (YTD)**



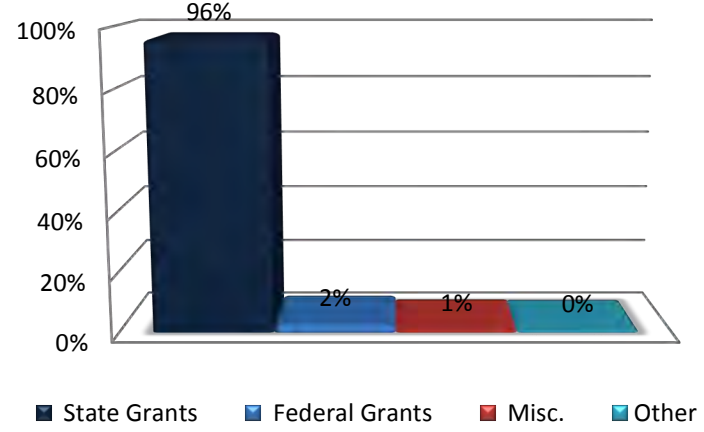
**Year End (YE) Projection**



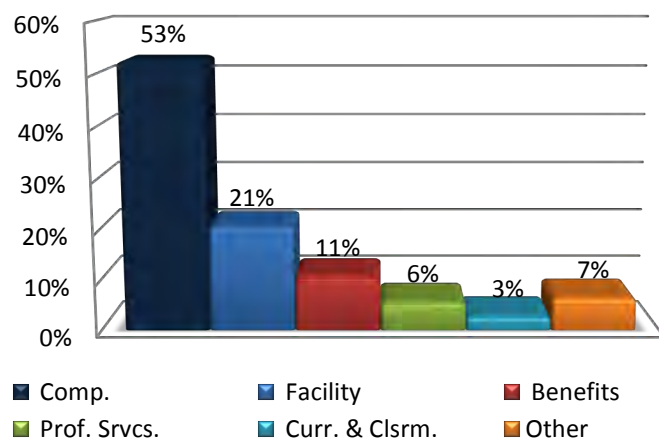
**Revenue Breakdown YTD**



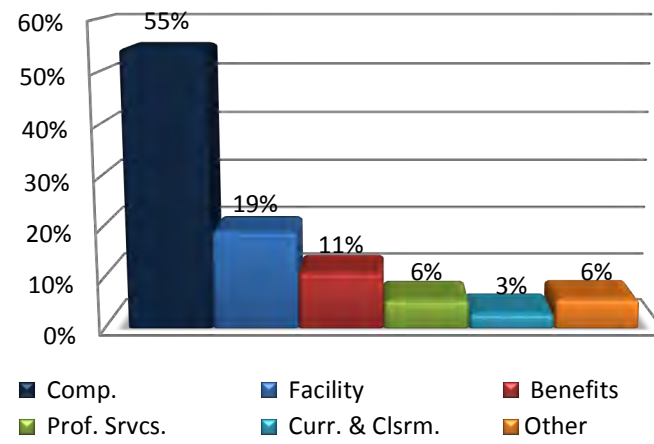
**Revenue Breakdown YE**



**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	102,429	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 March invoice
Increase in Federal Grants	13,285	
Decrease in Contributions	-	
Increase in Miscellaneous Income	12	
<b>Increase in Projected Annual Revenue</b>	<b>115,726</b>	
Decrease in Compensation	(93,772)	Salary projections based on budget
Increase in Benefits	97,511	
Decrease in Administrative Expenses	(34,553)	
Increase in Professional Services	126,565	Projection based on current trends and reallocation of expenses
Increase in Professional Development	52,491	
Increase in Marketing and Staff/Student Rec	23,535	
Decrease in Fundraising Expenses	(22,960)	
Decrease in Curriculum & Classroom Expenses	(10,957)	
Decrease in Facility	(41,641)	Adjusted based on remote learning and school being closed
Increase in Technology/Communication Expens	34,077	
Increase in Miscellaneous Expenses	403	
Decrease in Depreciation Expense	-	
<b>Increase in Projected Annual Expenses</b>	<b>130,699</b>	
<b>Net Projected Deficit Variance after Depreciation</b>	<b><u>\$ 1,504,781</u></b>	



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

	March 31, 2020			YTD Through March 31, 2020			Projected FYE June 30, 2020				Comments
	Actual	Budget	Variance	Actual	Budget	Variance	Current Month Actuals - July 2019 - March 31, 2020 + Projected - June 30, 2020	Projections thru June 30, 2020	Annual Budget	Variance	
<b>Income</b>											
4100 State Grants	1,230,293	1,280,336	(50,043)	11,771,890	11,523,025	248,865	3,912,758	15,684,648	15,582,219	102,429	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 March invoice
4200 Federal Grants	25,440	24,794	646	304,033	311,888	(7,854)	95,522	399,555	386,270	13,285	
4300 Contributions	-	4,851	(4,851)	12,137	43,661	(31,524)	46,078	58,215	58,215	-	
4400 Miscellaneous Income	1	9,408	(9,407)	75,270	84,672	(9,402)	37,638	112,908	112,896	12	
<b>Total Income</b>	<b>1,255,734</b>	<b>1,319,389</b>	<b>(63,655)</b>	<b>12,163,331</b>	<b>11,963,246</b>	<b>200,085</b>	<b>4,091,996</b>	<b>16,255,326</b>	<b>16,139,600</b>	<b>115,726</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 March invoice
<b>Expenses</b>											
<b>Compensation</b>											
5100 Instructional Staff	475,842	485,075	(9,233)	3,640,415	3,768,890	(128,475)	1,969,140	5,609,555	5,820,901	(211,346)	
5200 Non-Instructional Staff	133,871	122,936	10,936	1,171,476	1,106,422	65,054	401,614	1,573,091	1,475,230	97,861	
5300 Pupil Support	78,272	79,499	(1,227)	626,036	651,431	(25,394)	283,606	909,642	889,929	19,713	
<b>5000 Compensation</b>	<b>687,986</b>	<b>687,510</b>	<b>475</b>	<b>5,437,928</b>	<b>5,526,743</b>	<b>(88,816)</b>	<b>2,654,360</b>	<b>8,092,288</b>	<b>8,186,060</b>	<b>(93,772)</b>	Salary projections based on budget
5400 Benefits	102,430	128,288	(25,857)	1,132,144	1,154,590	(22,446)	526,821	1,658,965	1,561,454	97,511	
6100 Administrative Expenses	22,077	31,946	(9,869)	254,276	287,517	(33,241)	94,527	348,802	383,355	(34,553)	
6200 Professional Services	67,378	59,106	8,272	591,777	503,524	88,253	245,929	837,706	711,141	126,565	Projection based on current trends and reallocation of expenses
6300 Professional Development	7,102	13,545	(6,443)	176,028	108,364	67,665	26,063	202,091	149,600	52,491	
6400 Marketing and Staff/Student Rec	13,607	7,520	6,087	98,909	67,676	31,234	14,859	113,768	90,233	23,535	
6500 Fundraising Expenses	-	-	-	2,040	25,000	(22,960)	-	2,040	25,000	(22,960)	
7100 Curriculum & Classroom Expenses	9,973	28,167	(18,194)	292,376	304,137	(11,760)	145,072	437,449	448,406	(10,957)	
8100 Facility	234,462	241,655	(7,193)	2,169,178	2,176,895	(7,717)	692,041	2,861,220	2,902,861	(41,641)	Adjusted based on remote learning and school being closed
8200 Technology/Communication Expens	10,759	13,470	(2,711)	152,637	121,229	31,408	43,079	195,716	161,639	34,077	
8800 Miscellaneous Expenses	-	8	(8)	158	73	85	343	500	97	403	
8900 Depreciation Expense	-	-	-	-	-	-	-	-	-	-	
<b>Total Expenses</b>	<b>1,155,774</b>	<b>1,211,216</b>	<b>(55,441)</b>	<b>10,307,452</b>	<b>10,275,748</b>	<b>31,703</b>	<b>4,443,093</b>	<b>14,750,545</b>	<b>14,619,846</b>	<b>130,699</b>	
<b>Net Income</b>	<b>99,960</b>	<b>108,174</b>	<b>(8,214)</b>	<b>1,855,879</b>	<b>1,687,498</b>	<b>168,381</b>	<b>(351,098)</b>	<b>1,504,781</b>	<b>1,519,754</b>	<b>(14,973)</b>	
<b>Capital Expenditures</b>											
Furniture, Fixtures & Equipment	-	-	-	136,484	-	136,484	35,445	171,929	-	171,929	
Facility and Construction	3,700	-	3,700	622,708	-	622,708	227,292	550,000	-	550,000	
Website	-	-	-	-	-	-	-	-	-	-	
<b>Total Capital Expenditures</b>	<b>3,700</b>	<b>-</b>	<b>3,700</b>	<b>759,192</b>	<b>-</b>	<b>759,192</b>	<b>262,737</b>	<b>721,929</b>	<b>-</b>	<b>721,929</b>	

## Challenge Prep Charter School Cash Flow Projection as of March 31, 2020

	Annual Budget FY19-20	Projected April 20 - June 20	April	May	June	July + Subsequent FY19-20 Items
<b>Beginning Cash Balance (Operating</b>	-	<b>3,865,701</b>	<b>3,865,701</b>	<b>4,770,250</b>	<b>3,514,608</b>	<b>2,421,903</b>
Projected Cash Receipts from Operations (below)	16,139,600	2,967,088	2,541,544	34,831	191,354	199,358
Projected Cash Disbursements from Operations (below)	(14,619,846)	(4,328,689)	(1,201,903)	(1,201,820)	(1,198,630)	(726,336)
<b>Net Cash from Operations</b>	<b>1,519,754</b>	<b>(1,361,601)</b>	<b>1,339,641</b>	<b>(1,166,988)</b>	<b>(1,007,275)</b>	<b>(526,978)</b>
Cash Receipts from Accounts & Misc Receivables (not included in revenue below)	-	-	-	-	-	-
Cash Disbursements for Accounts Payable & Accrued Expenses	-	-	(346,439)	-	-	-
Capital Expenditures (below)	-	(262,737)	(88,653)	(88,653)	(85,430)	-
Accounts Receivable	-	-	-	-	-	-
Other	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Ending Cash Balance (Operating Account)</b>	<b>1,519,754</b>	<b>2,766,837</b>	<b>4,770,250</b>	<b>3,514,608</b>	<b>2,421,903</b>	<b>1,894,924</b>
Other Cash Accounts (Net of Transfers)	-	-	74,700	74,700	74,700	74,700
<b>Total Cash (All Accounts)</b>	<b>1,519,754</b>	<b>2,766,837</b>	<b>4,844,951</b>	<b>3,589,309</b>	<b>2,496,603</b>	<b>1,969,625</b>

Challenge Prep Charter School

Balance Sheet

YTD as of March 31, 2020

	<u>Total</u>	<u>Comments</u>
<b>ASSETS</b>		
<b>Current Assets</b>	-	
<b>Bank Accounts</b>		
<b>1000 Cash</b>		
1001 HSBC Checking - 0844	3,664,162	
1002 HSBC Checking - 0852	323	
1003 HSBC Checking - 0879	201,540	
1004 HSBC Checking - 0887	506	
1005 HSBC Money Market - 5972	3,500	
1006 Chase Escrow - 3060	70,000	
1007 Petty Cash	372	
<b>Total 1000 Cash</b>	<u>\$ 3,940,402</u>	
<b>Total Bank Accounts</b>	<u>\$ 3,940,402</u>	
<b>Accounts Receivable</b>		
1100 Accounts Receivable	164,235	
1200 Other Receivables - Salary Advance	2,521	
<b>Total Accounts Receivable</b>	<u>\$ 166,756</u>	
<b>Other current assets</b>		
1300 Prepaid Expenses	224,416	
1301 Prepaid Insurance	23,958	
1310 Prepaid Rent	267,177	
<b>Total Other current assets</b>	<u>\$ 515,552</u>	
<b>Total Current Assets</b>	<u>\$ 4,622,709</u>	
<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>	<u>\$ 56,983</u>	
1514 Musical Instruments	16,390	
1515 Computer Software	49,217	
<b>Total 1516 Curriculum</b>	<u>\$ -</u>	
<b>Total 1500 Furniture, Fixtures &amp; Equipment</b>	<u>1,026,237</u>	
<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>	<u>\$ 7,500</u>	
1530 Kitchen/Cafeteria	162,079	
1535 Construction In Progress	300,000	
1540 Leasehold Improvements	829,574	
<b>Total 1519 Facility and Construction</b>	<u>1,542,361</u>	
1610 Website	11,000	
<b>Total 1610 Website</b>	<u>\$ 11,000</u>	
<b>1700 Accumulated Depreciation &amp; Amortization</b>		

**Challenge Prep Charter School**  
**Balance Sheet**  
**YTD as of March 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>\$ 1,599,489</b>	
<b>Other Assets</b>		
1800 Security Deposits	307,576	
2500 Sales Tax Receivable	-	
<b>Total Other Assets</b>	<b>\$ 307,576</b>	
<b>TOTAL ASSETS</b>	<b>\$ 6,529,774</b>	
<b>LIABILITIES AND EQUITY</b>		
<b>Liabilities</b>		
<b>Current Liabilities</b>		
Accounts Payable		
2000 Accounts Payable	268,181	
<b>Total Accounts Payable</b>	<b>\$ 268,181</b>	
Credit Cards		
2200 HSBC Credit Card	-	
<b>Total Credit Cards</b>	<b>\$ -</b>	
<b>Other Current Liabilities</b>		
2300 Accrued Salaries/Taxes	-	
2301 Accrued Expenses	78,258	
2400 Unearned/Deferred Revenue	1,273,033	
<b>Total Other Current Liabilities</b>	<b>\$ 1,351,291</b>	
<b>Total Current Liabilities</b>	<b>\$ 1,619,471</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>\$ 3,868,189</b>	
<b>Equity</b>		
3000 Opening Balance Equity	-	
3100 Retained Earnings	805,706	
Net Income	1,855,879	
<b>Total Equity</b>	<b>\$ 2,661,585</b>	
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ 6,529,774</b>	

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

	<b>Total</b>	<b>Comments</b>
<b>OPERATING ACTIVITIES</b>		
Net Income	1,855,879	
Adjustments to reconcile Net Income to Net Cash provided by operations:	-	
1100 Accounts Receivable	384,441	
1200 Accounts Receivable:Other Receivables - Salary Advance	(1,146)	
1300 Prepaid Expenses	(212,286)	
1301 Prepaid Insurance	(23,958)	
1310 Prepaid Rent	(84,922)	
1700 Accumulated Depreciation & Amortization	-	
2000 Accounts Payable	175,293	
2300 Accrued Salaries/Taxes	(986,464)	
2301 Accrued Expenses	(101,793)	
2400 Unearned/Deferred Revenue	1,271,984	
Net cash provided by operating activities	<b>\$ 2,277,028</b>	
<b>INVESTING ACTIVITIES</b>		
1500 Furniture, Fixtures & Equipment	-	
1510 Furniture, Fixtures & Equipment:Office & Admin Computers & Equipment	-	
1511 Furniture, Fixtures & Equipment:Classroom Computers & Equipment	(101,002)	
1512 Furniture, Fixtures & Equipment:Classroom Furniture	(3,553)	
1513 Furniture, Fixtures & Equipment:Office Furniture	(5,698)	
1514 Furniture, Fixtures & Equipment:Musical Instruments	-	
Furniture, Fixtures & Equipment:Curriculum:Original Cost	-	
1800 Security Deposits	26,000	
2500 Sales Tax Receivable	-	
Net cash provided by investing activities	<b>\$ (738,889)</b>	
<b>FINANCING ACTIVITIES</b>		
2700 Deferred Rent Liability	-	
3000 Opening Balance Equity	-	
3100 Retained Earnings	-	
Net cash provided by financing activities	<b>\$ -</b>	
Net cash increase for period	<b>\$ 1,538,139</b>	
Cash at beginning of period	<b>\$ 2,402,263</b>	
Total Cash at beginning of period	<b>\$ 2,402,263</b>	
Cash at end of period	<b>\$ 3,940,402</b>	



## **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". The signature is written in a cursive style.

Karon McFarlane  
Secretary



Attachment #1  
See Prior  
Month  
Minutes for  
Minute  
Attachments





## **2019-20 School Year Board Meeting #10 Minutes**

Frederica Jefferies, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2019-20 School Year Board Meeting #10 at 6:30 PM on April 22, 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, Jeremiah C. Gaffney, 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 for a review of the minutes of the 2019-20 School Year Board Meeting #9 [Attachment #1]. The minutes were approved by common consent.
3. The Chair called for the report of Dr. Les Mullings, CEO. Dr. Mullings gave an update on the school closing as a result of the novel coronavirus (COVID-19). Challenge is working through the “new normal” and the move to virtual learning for scholars and the academic staff. Challenge is assisting scholars and families with food pick up using the “grab and go” meals program and other services being provided by various agencies. Challenge is continuing to update the COVID-19 Educational Continuity Plans. Due to the crisis construction had been delayed on the CTE high school but a waiver has been secured allowing the construction to



continue. After careful consideration it has been decided that the CTE High School will begin with Grade 9 only. The Senior Leadership Team have been working on the plans for the 2020-21 school year opening taking into account the possibility of the requirements of dealing with the regulations concerning Covid - 19, continuation of virtual learning, space issues as it relates to social distancing, etc. Following discussion, the report was received with appreciation.

4. The Chair called for the March 2020 Financial Report [Attachment #2]. Following review, the report was received.
5. 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.
6. The Chair called on Dr. Mullings for a special presentation concerning the CARES Loan.

Following discussion Karon McFarlane moved and Gertrudis Hernandez seconded that the following resolution be approved:

**“CHALLENGE PREPARATORY CHARTER SCHOOL  
RESOLUTIONS OF THE BOARD OF TRUSTEES  
PAYCHECK PROTECTION PROGRAM LOAN**

April 22, 2020

The Board of Trustees (the “Board”) of Challenge Preparatory Charter School (the “School”) does hereby adopt the following resolutions at a duly held and noticed meeting on the date set forth above.

WHEREAS, in response to the Coronavirus (COVID-19) pandemic (the “Pandemic”), businesses and certain not-for-profit organizations are eligible to apply for a loan through the U.S. Small Business Administration’s (the “SBA”) Paycheck Protection Program (the “PPP”), which was created by the Coronavirus Aid, Relief, and Economic Security (CARES) Act;

WHEREAS, as a result of the Pandemic and the ensuing economic uncertainty including without limitation uncertainty related to a recently-adopted New York State budget that has yield a flat to slightly-reduced Per Pupil Funding amount for FY 21, with the potential for the Governor to further reduce if State revenues fluctuate as a result of the Pandemic, the School may experience financial losses, which may include the need to reduce certain staff and otherwise cut back on programming or expenses; and



WHEREAS, given the potential for losses that the School may experience as a result of the COVID-19 pandemic and consistent with the PPP's terms, the School desires to apply for a loan in the principal amount of up to \$\$1,792,512.50, at an interest rate of one percent (1%) with a repayment term of two (2) years if not forgiven as set forth below (the "Loan"), through any existing SBA 7(a) lender or through any federally insured depository institution that is participating in the PPP, using an application substantially similar to the borrower application published by the SBA (the "Borrower Application") attached hereto as Exhibit A; and

WHEREAS, under certain circumstances as set forth in the PPP program, the Loan may be fully forgiven if the funds are used for payroll costs, interest on mortgages, rent, and utilities and the School will seek such forgiveness but nevertheless, desires the Loan even in absence of such forgiveness;

NOW, THEREFORE, BE IT RESOLVED, that after due deliberation and consideration, the Board hereby authorizes and approves the School's application for the Loan and for Proper Representatives (as defined herein) to execute, deliver and provide on behalf of the School such documents and information (including without limitation the Borrower Application) as may be required to apply for and receive proceeds of the Loan (the "Loan Documents") as well as pursue consent(s) required, if any, in connection with the School's existing lease and loan obligations that the School may be required to obtain in connection with the Loan; and

BE IT FURTHER RESOLVED, that the School is hereby authorized and directed to execute and deliver the Loan Documents and such further agreements, assignments, pledges, instruments, consents and any other documents ancillary to the Loan as necessary, proper and/or advisable in the determination of any Proper Representative; and

BE IT FURTHER RESOLVED, that any officers of the Board and Eunice Armstrong, Director of Finance (each, a "Proper Representative"), be and hereby is authorized and directed, jointly and severally, to apply for the Loan and execute and deliver the Loan Documents and any other documents consistent with the Loan described above and such further agreements, assignments, pledges, instruments, consents and documents ancillary to the Loan necessary in the determination of any Proper Representative in the name and on behalf of the School, and to pay all such expenses and taxes as in their judgment shall be necessary, proper and advisable in order to fully carry out the intent and accomplish the purposes of the foregoing resolutions; and



BE IT FURTHER RESOLVED, that all actions heretofore taken by any Proper Representative, for and on behalf of the School in connection with the Loan, shall be and hereby are ratified and approved, and that the authority given hereunder shall be retroactive and any and all acts hereunder performed prior to the passage of these resolutions are hereby approved.

**SECRETARY'S CERTIFICATE**

The undersigned does hereby certify that the foregoing resolutions of Challenge Preparatory Charter School were duly adopted by the Board of Trustees of Challenge Preparatory Charter School on April 22, 2020.”

The motion carried unanimously.

The meeting adjourned by common consent at 7:55 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 #2



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

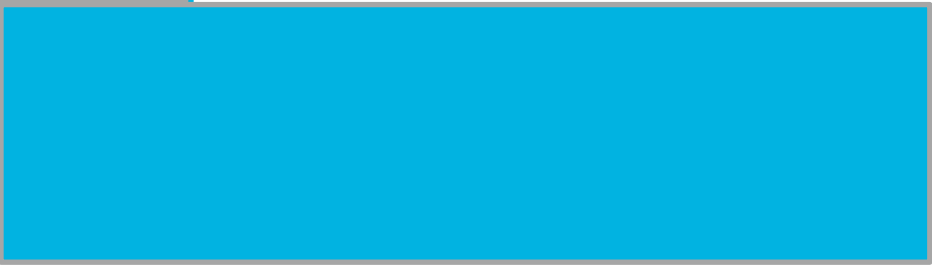


*experience. expertise. execution.*

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# **Challenge Prep Charter School**

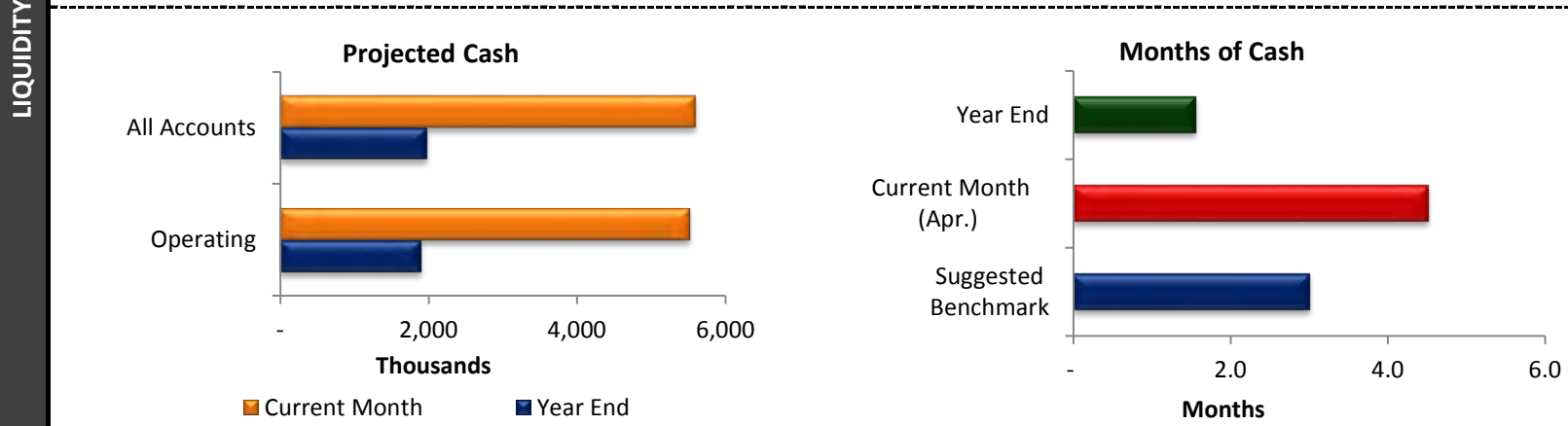
Monthly Financial Report  
April 2020



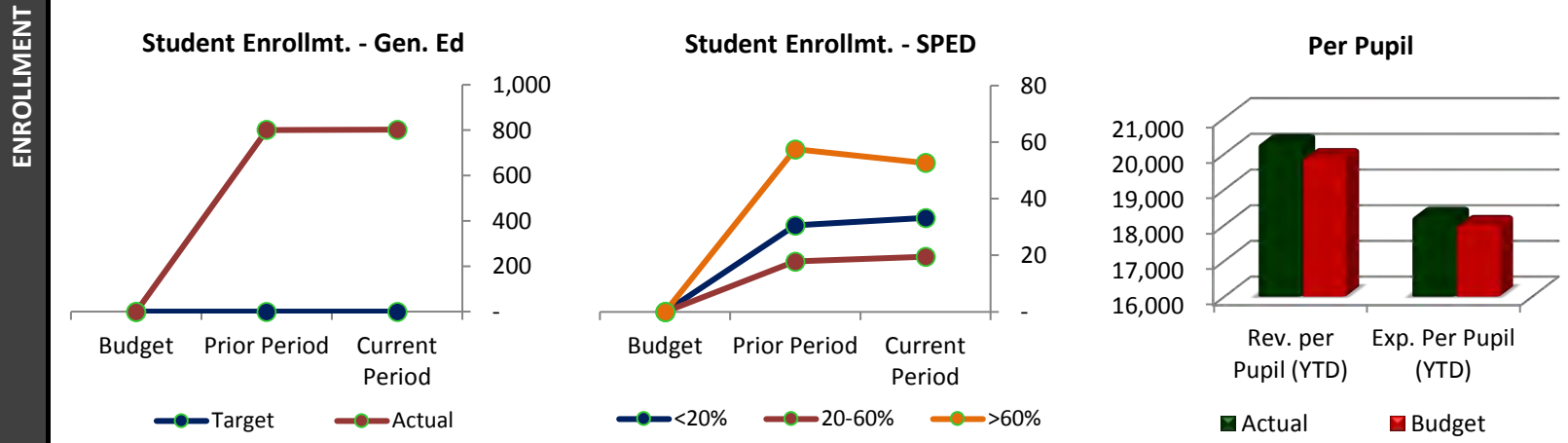
# Challenge Prep Charter School

## Financial Summary For Period Ended April 30, 2020

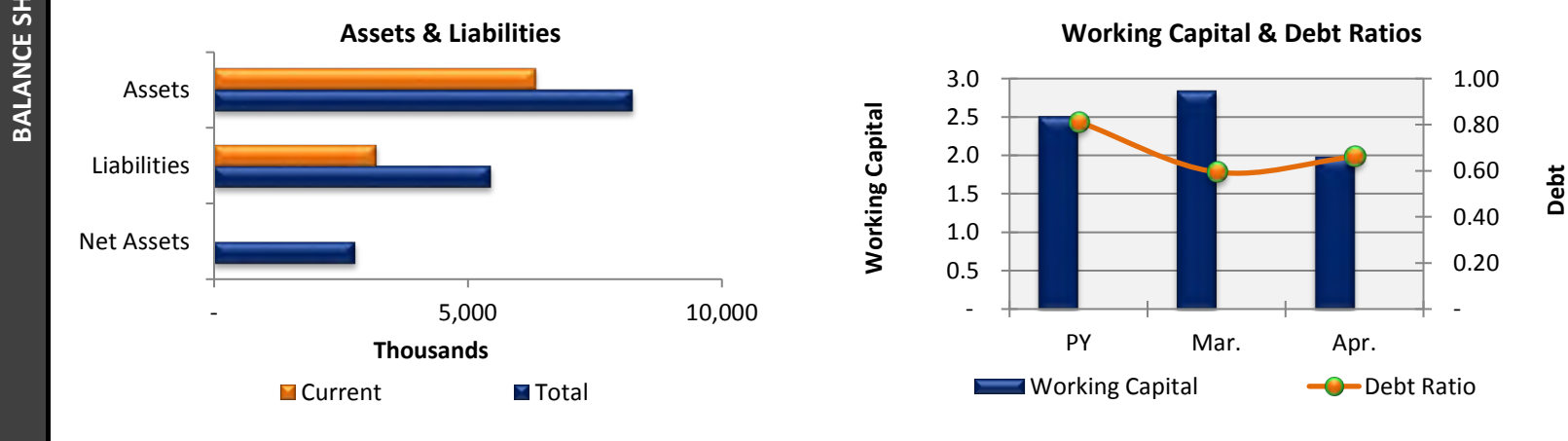
LIQUIDITY	<b>Cash in Bank</b> (Operating Account(s) Only: as of April 30, 2020)	\$ 5,507,913
	<b>Projected months of cash on hand</b>	4.5
	<b>Cash in Bank</b> (Total - All Accounts as of April 30, 2020)	\$ 5,585,884
	<b>FY Ending Cash Available to Carryover to FY19-20</b> (Operating Account(s) Only)	\$ 1,900,103
	<i>*Cash balance available once all FY19-20 obligations &amp; receivables have been settled</i>	
	<b>Projected months of cash on hand</b>	1.6
	<b>FY Ending Cash Available to Carryover to FY19-20</b> (Total - All Accounts)	\$ 1,978,074



	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>	\$ 6,334,897
<b>Total Current Liabilities:</b>	\$ 3,205,152
<b>Working Capital (Current) Ratio</b>	1.98
<b>Total Assets:</b>	\$ 8,241,962
<b>Total Liabilities:</b>	\$ 5,453,870
<b>Debt Ratio</b>	0.66
<b>Total Net Assets:</b>	\$ 2,788,092



	Actual	Budget	Variance
Total Revenue YTD:	\$ 13,474,347	\$ 13,344,298	\$ 130,049
Total Expenses YTD:	(11,491,961)	(11,548,627)	56,666
<b>Net Operating Surplus(Deficit):</b>	<b>\$ 1,982,386</b>	<b>\$ 1,795,672</b>	<b>\$ 186,715</b>

# Challenge Prep Charter School

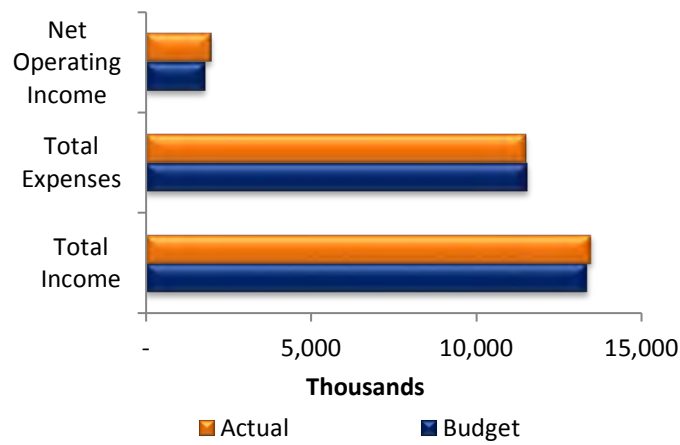
## Financial Summary

For Period Ended April 30, 2020

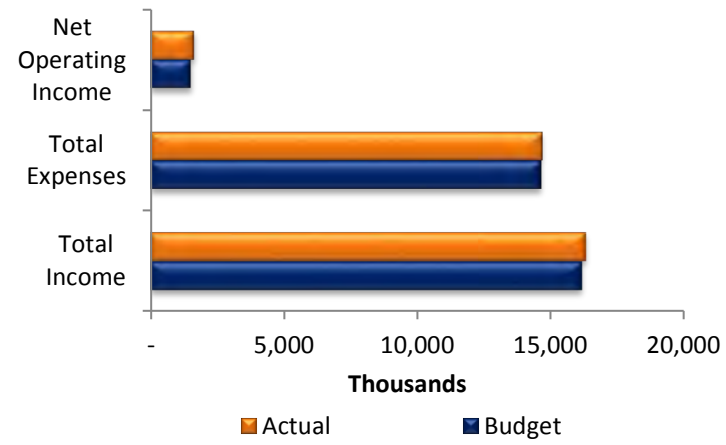
	<u>Projected</u>	<u>Budget</u>	<u>Variance</u>
Annual Projected Revenue:	\$ 16,296,016	\$ 16,139,600	\$ 156,416
Annual Projected Expenses (before depreciation):	(14,656,391)	(14,619,846)	(36,545)
<b>Projected Net Operating Surplus(Deficit) before Depreciation:</b>	<b>\$ 1,639,625</b>	<b>\$ 1,519,754</b>	<b>\$ 119,871</b>
Annual Projected Depreciation:	-	-	-
<b>Projected Net Operating Surplus(Deficit) after Depreciation:</b>	<b>\$ 1,639,625</b>	<b>\$ 1,519,754</b>	<b>\$ 119,871</b>
<b>Capital Expenditure Requirements</b>	<b>\$ (701,929)</b>	<b>\$ -</b>	<b>\$ (701,929)</b>
<b>Total Cash Expenditures</b> <i>(expenses excluding depreciation plus capital expenditures)</i>	<b>\$ (13,954,463)</b>	<b>\$ (14,619,846)</b>	<b>\$ 665,383</b>
<b>Revenue per Pupil (YTD)</b>	<b>\$ 20,306</b>	<b>\$ 19,901</b>	<b>\$ 405</b>
<b>Expenditure per Pupil (YTD)</b>	<b>\$ 18,263</b>	<b>\$ 18,027</b>	<b>\$ 236</b>

BUDGETING / REVENUE & EXPENSES

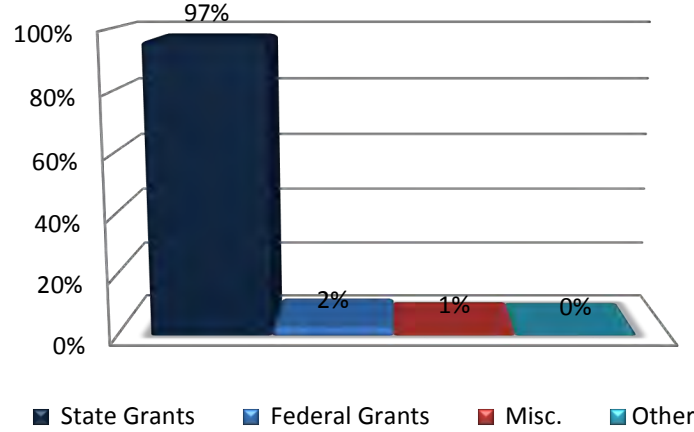
**Year-To-Date (YTD)**



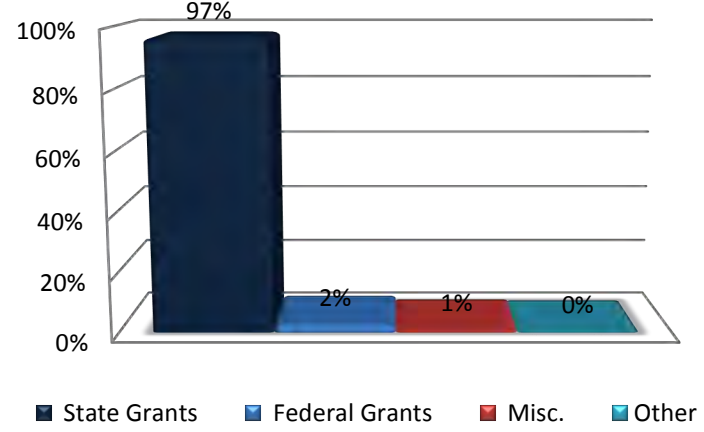
**Year End (YE) Projection**



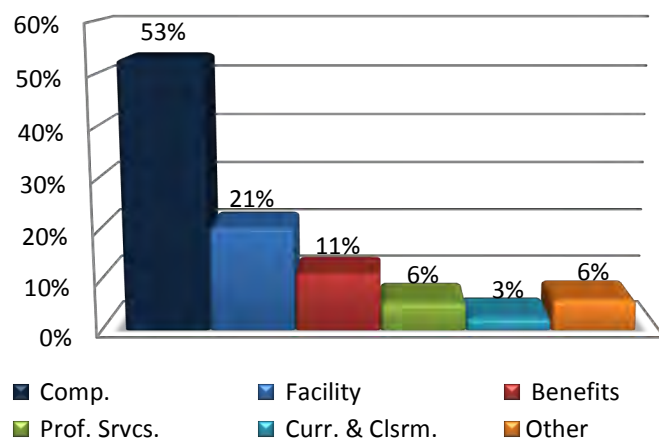
**Revenue Breakdown YTD**



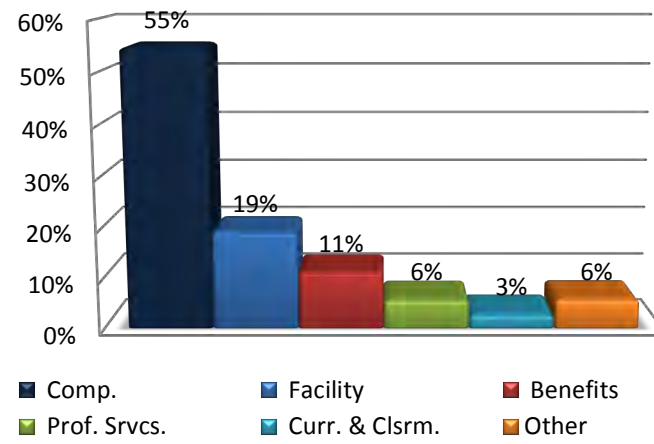
**Revenue Breakdown YE**



**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	189,197	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	12	
<b>Increase in Projected Annual Revenue</b>	<b>156,416</b>	
Decrease in Compensation	(128,365)	Salary projections based on budget
Increase in Benefits	103,205	
Decrease in Administrative Expenses	(42,548)	Projection based on current trends and reallocation of expenses
Increase in Professional Services	126,962	
Increase in Professional Development	54,036	
Increase in Marketing and Staff/Student Rec	23,535	
Decrease in Fundraising Expenses	(22,960)	Adjusted based on remote learning and school being closed
Decrease in Curriculum & Classroom Expenses	(46,138)	
Decrease in Facility	(63,464)	
Increase in Technology/Communication Expens	32,193	
Increase in Miscellaneous Expenses	88	
Decrease in Depreciation Expense	-	
<b>Increase in Projected Annual Expenses</b>	<b>36,545</b>	
<b>Net Projected Deficit Variance after Depreciation</b>	<b><u>\$ 1,639,625</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				Comments
	Actual	Budget	Variance	Actual	Budget	Variance	Current Month Actuals - July 2019 - March 31, 2020 + Projected - June 30, 2020	Projections thru June 30, 2020	Annual Budget	Variance	
<b>Income</b>											
4100 State Grants	1,266,363	1,341,999	(75,637)	13,041,654	12,865,024	176,630	2,729,762	15,771,416	15,582,219	189,197	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
4200 Federal Grants	22,436	24,794	(2,358)	326,469	336,682	(10,212)	73,086	399,555	386,270	13,285	
4300 Contributions	-	4,851	(4,851)	12,137	48,513	(36,375)	(0)	12,137	58,215	(46,078)	
4400 Miscellaneous Income	9,409	9,408	1	94,087	94,080	7	18,821	112,908	112,896	12	
<b>Total Income</b>	<b>1,298,207</b>	<b>1,381,052</b>	<b>(82,845)</b>	<b>13,474,347</b>	<b>13,344,298</b>	<b>130,049</b>	<b>2,821,669</b>	<b>16,296,016</b>	<b>16,139,600</b>	<b>156,416</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
<b>Expenses</b>											
<b>Compensation</b>											
5100 Instructional Staff	469,182	485,075	(15,893)	4,110,304	4,253,966	(143,661)	1,472,271	5,582,575	5,820,901	(238,326)	
5200 Non-Instructional Staff	131,334	122,936	8,398	1,302,810	1,229,358	73,452	262,667	1,565,478	1,475,230	90,248	
5300 Pupil Support	78,272	79,499	(1,227)	704,308	730,930	(26,622)	205,334	909,642	889,929	19,713	
<b>5000 Compensation</b>	<b>678,788</b>	<b>687,510</b>	<b>(8,722)</b>	<b>6,117,423</b>	<b>6,214,254</b>	<b>(96,831)</b>	<b>1,940,272</b>	<b>8,057,695</b>	<b>8,186,060</b>	<b>(128,365)</b>	Salary projections based on budget
5400 Benefits	179,146	128,288	50,858	1,313,257	1,282,878	30,379	351,402	1,664,659	1,561,454	103,205	
6100 Administrative Expenses	13,186	31,946	(18,760)	269,177	319,463	(50,287)	71,631	340,807	383,355	(42,548)	
6200 Professional Services	44,859	59,106	(14,247)	655,844	562,630	93,214	182,259	838,103	711,141	126,962	Projection based on current trends and reallocation of expenses
6300 Professional Development	1,030	13,545	(12,515)	177,573	121,909	55,664	26,063	203,636	149,600	54,036	
6400 Marketing and Staff/Student Rec	4,720	7,520	(2,799)	103,329	75,195	28,134	10,439	113,768	90,233	23,535	
6500 Fundraising Expenses	-	-	-	2,040	25,000	(22,960)	-	2,040	25,000	(22,960)	
7100 Curriculum & Classroom Expenses	3,799	89,830	(86,031)	294,640	393,967	(99,327)	107,629	402,268	448,406	(46,138)	
8100 Facility	225,973	241,655	(15,682)	2,395,901	2,418,551	(22,649)	443,496	2,839,397	2,902,861	(63,464)	Adjusted based on remote learning and school being closed
8200 Technology/Communication Expens	6,235	13,470	(7,235)	162,619	134,699	27,920	31,213	193,832	161,639	32,193	
8800 Miscellaneous Expenses	-	8	(8)	158	81	77	28	185	97	88	
8900 Depreciation Expense	-	-	-	-	-	-	-	-	-	-	
<b>Total Expenses</b>	<b>1,157,737</b>	<b>1,272,879</b>	<b>(115,141)</b>	<b>11,491,961</b>	<b>11,548,627</b>	<b>(56,666)</b>	<b>3,164,430</b>	<b>14,656,391</b>	<b>14,619,846</b>	<b>36,545</b>	
<b>Net Income</b>	<b>140,470</b>	<b>108,174</b>	<b>32,296</b>	<b>1,982,386</b>	<b>1,795,672</b>	<b>186,715</b>	<b>(342,761)</b>	<b>1,639,625</b>	<b>1,519,754</b>	<b>119,871</b>	
<b>Capital Expenditures</b>											
Furniture, Fixtures & Equipment	-	-	-	136,484	-	136,484	15,445	151,929	-	151,929	
Facility and Construction	-	-	-	622,708	-	622,708	227,292	550,000	-	550,000	
Website	-	-	-	-	-	-	-	-	-	-	
<b>Total Capital Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>759,192</b>	<b>-</b>	<b>759,192</b>	<b>242,737</b>	<b>701,929</b>	<b>-</b>	<b>701,929</b>	

## Challenge Prep Charter School Cash Flow Projection as of April 30, 2020

	Annual Budget FY19-20	Projected April 20 - June 20	May	June	July + Subsequent FY19-20 Items
<b>Beginning Cash Balance (Operating)</b>	-	<b>5,507,913</b>	<b>5,507,913</b>	<b>3,527,446</b>	<b>2,398,671</b>
Projected Cash Receipts from Operations (below)	16,139,600	395,481	20,300	176,823	198,358
Projected Cash Disbursements from Operations (below)	(14,619,846)	(3,065,385)	(1,184,229)	(1,184,229)	(696,926)
<b>Net Cash from Operations</b>	<b>1,519,754</b>	<b>(2,669,904)</b>	<b>(1,163,929)</b>	<b>(1,007,406)</b>	<b>(498,568)</b>
Cash Receipts from Accounts & Misc Receivables (not included in revenue below)	-	-	-	-	-
Cash Disbursements for Accounts Payable & Accrued Expenses	-	-	(695,169)	-	-
Capital Expenditures (below)	-	(242,737)	(121,368)	(121,368)	-
Accounts Receivable	-	-	-	-	-
Other	-	-	-	-	-
Other	-	-	-	-	-
<b>Ending Cash Balance (Operating Account)</b>	<b>1,519,754</b>	<b>3,080,746</b>	<b>3,527,446</b>	<b>2,398,671</b>	<b>1,900,103</b>
Other Cash Accounts (Net of Transfers)	-	-	77,971	77,971	77,971
<b>Total Cash (All Accounts)</b>	<b>1,519,754</b>	<b>3,080,746</b>	<b>3,605,417</b>	<b>2,476,643</b>	<b>1,978,074</b>

Challenge Prep Charter School

Balance Sheet

YTD as of April 30, 2020

	<u>Total</u>	<u>Comments</u>
<b>ASSETS</b>		
<b>Current Assets</b>	-	
<b>Bank Accounts</b>		
<b>1000 Cash</b>		
1001 HSBC Checking - 0844	5,165,875	
1002 HSBC Checking - 0852	3,594	
1003 HSBC Checking - 0879	342,038	
1004 HSBC Checking - 0887	506	
1005 HSBC Money Market - 5972	3,500	
1006 Chase Escrow - 3060	70,000	
1007 Petty Cash	372	
<b>Total 1000 Cash</b>	<u>\$ 5,585,884</u>	
<b>Total Bank Accounts</b>	<u>\$ 5,585,884</u>	
<b>Accounts Receivable</b>		
1100 Accounts Receivable	205,487	
1200 Other Receivables - Salary Advance	1,518	
<b>Total Accounts Receivable</b>	<u>\$ 207,005</u>	
<b>Other current assets</b>		
1300 Prepaid Expenses	300,327	
1301 Prepaid Insurance	15,972	
1310 Prepaid Rent	225,709	
<b>Total Other current assets</b>	<u>\$ 542,008</u>	
<b>Total Current Assets</b>	<u>\$ 6,334,897</u>	
<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>	<u>\$ 56,983</u>	
1514 Musical Instruments	16,390	
1515 Computer Software	49,217	
<b>Total 1516 Curriculum</b>	<u>\$ -</u>	
<b>Total 1500 Furniture, Fixtures &amp; Equipment</b>	<u>1,026,237</u>	
<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>	<u>\$ 7,500</u>	
1530 Kitchen/Cafeteria	162,079	
1535 Construction In Progress	300,000	
1540 Leasehold Improvements	829,574	
<b>Total 1519 Facility and Construction</b>	<u>1,542,361</u>	
1610 Website	11,000	
<b>Total 1610 Website</b>	<u>\$ 11,000</u>	
<b>1700 Accumulated Depreciation &amp; Amortization</b>		

**Challenge Prep Charter School**  
**Balance Sheet**  
**YTD as of April 30, 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>\$ 1,599,489</b>	
<b>Other Assets</b>		
1800 Security Deposits	307,576	
2500 Sales Tax Receivable	-	
<b>Total Other Assets</b>	<b>\$ 307,576</b>	
<b>TOTAL ASSETS</b>	<b>\$ 8,241,962</b>	
<b>LIABILITIES AND EQUITY</b>		
<b>Liabilities</b>		
<b>Current Liabilities</b>		
<b>Accounts Payable</b>		
2000 Accounts Payable	613,296	
<b>Total Accounts Payable</b>	<b>\$ 613,296</b>	
<b>Credit Cards</b>		
2200 HSBC Credit Card	-	
<b>Total Credit Cards</b>	<b>\$ -</b>	
<b>Other Current Liabilities</b>		
2300 Accrued Salaries/Taxes	-	
2301 Accrued Expenses	81,874	
2400 Unearned/Deferred Revenue	2,509,983	
<b>Total Other Current Liabilities</b>	<b>\$ 2,591,856</b>	
<b>Total Current Liabilities</b>	<b>\$ 3,205,152</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>\$ 5,453,870</b>	
<b>Equity</b>		
3000 Opening Balance Equity	-	
3100 Retained Earnings	805,706	
Net Income	1,982,386	
<b>Total Equity</b>	<b>\$ 2,788,092</b>	
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ 8,241,962</b>	

**Challenge Prep Charter School**  
**Statement of Cash Flows**  
**YTD as of April 30, 2020**

	<b>Total</b>	<b>Comments</b>
<b>OPERATING ACTIVITIES</b>		
Net Income	1,982,386	
Adjustments to reconcile Net Income to Net Cash provided by operations:	-	
1100 Accounts Receivable	343,189	
1200 Accounts Receivable:Other Receivables - Salary Advance	(143)	
1300 Prepaid Expenses	(288,197)	
1301 Prepaid Insurance	(15,972)	
1310 Prepaid Rent	(43,454)	
1700 Accumulated Depreciation & Amortization	-	
2000 Accounts Payable	520,407	
2300 Accrued Salaries/Taxes	(986,464)	
2301 Accrued Expenses	(98,177)	
2400 Unearned/Deferred Revenue	2,508,934	
Net cash provided by operating activities	<b>\$ 3,922,510</b>	
<b>INVESTING ACTIVITIES</b>		
1500 Furniture, Fixtures & Equipment	-	
1510 Furniture, Fixtures & Equipment:Office & Admin Computers & Equipment	-	
1511 Furniture, Fixtures & Equipment:Classroom Computers & Equipment	(101,002)	
1512 Furniture, Fixtures & Equipment:Classroom Furniture	(3,553)	
1513 Furniture, Fixtures & Equipment:Office Furniture	(5,698)	
1514 Furniture, Fixtures & Equipment:Musical Instruments	-	
Furniture, Fixtures & Equipment:Curriculum:Original Cost	-	
1800 Security Deposits	26,000	
2500 Sales Tax Receivable	-	
Net cash provided by investing activities	<b>\$ (738,889)</b>	
<b>FINANCING ACTIVITIES</b>		
2700 Deferred Rent Liability	-	
3000 Opening Balance Equity	-	
3100 Retained Earnings	-	
Net cash provided by financing activities	<b>\$ -</b>	
Net cash increase for period	<b>\$ 3,183,621</b>	
Cash at beginning of period	<b>\$ 2,402,263</b>	
Total Cash at beginning of period	<b>\$ 2,402,263</b>	
Cash at end of period	<b>\$ 5,585,884</b>	



# Attachment #3



**LINDA S. PLUMMER**  
**529 BEACH 25<sup>TH</sup> STREET**  
**FAR ROCKAWAY, NEW YORK 11691**  
**718-974-7628**  
**lremaxlady@aol.com**

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### **EXPERIENCE**

**2006 – Present**

**PENINSULA PROPERTIES REALTY**

**Far Rockaway, New York**

**Broker/Owner** re-organized the company and RE/MAX Peninsula Properties became Peninsula Properties Realty. Developed and maintained the company's expertise to include residential sales, residential rentals, commercial sales and rentals, land and new construction sales. Expanded the company's sales and marketing territory to include Queens, Brooklyn, Nassau County and Suffolk County.

**1993 – 2006**

**RE/MAX PENINSULA PROPERTIES**

**Rockaway Park, New York**

**Broker/Owner** of a national real estate franchise where each office is independently owned and operated. Expertise includes residential sales, residential rentals, commercial sales and rentals, land and new construction sales. Franchise grid included, Far Rockaway, Edgemere, Arverne, Rockaway Beach, Rockaway Park, Belle Harbor, Neponsit, Breezy Point and Broad Channel.

**1991 - 1993**

**RE/MAX SOUTHSORE**

**Rosedale, New York**

**License Associate Broker** affiliated with a national real estate franchise. Specializing in residential, new construction and land sales.

**1990 - 1991**

**SUNRISE REALTY**

**Rosedale, New York**

**License Sales Associate** specializing in residential and new construction sales.

**1987-1990**

**ERA HOME KING REALTY**

**Springfield Gardens, New York**

**License Sales Associate** affiliated with a national real estate franchise. Specializing in residential and new construction sales.

**1986-1987**

**GENERAL DEVELOPMENT CORP.**

**Freeport, New York**

**License Sale Associate** affiliated with a New York realty firm license to sale Florida home sites/vacant land.

**1985-1993**



**BEAR STEARNS & CO.**

**New York, New York**

**Executive Assistant to Managing Director**, Mortgage Servicing Department. Provided executive and administrative support to a department responsible for the company's brokerage of mortgage servicing. Duties included communicating with clients, produce and maintain sales files and records. Prepared sales packages for distribution to potential buyers.

**1978-1985**

**NATIONAL MINORITY SUPPLIER DEVELOPMENT COUNCIL/NMSDC**

**New York, New York**

**Director of Communications** for a national non-profit organization.. Responsible for planning and coordinating NMSDC's annual and semi-annual conventions. Attendees comprise of 1000 – 1200 registrants from Fortune 500 companies and minority and women-owned small businesses. Conventions were held in major cities across the United States. Coordinated and maintain organization's corporate membership of Fortune 500 companies.

**COMMUNITY SERVICE**

Chairwoman, Board of Directors, Rockaway Revitalization Development Corporation/RDRC  
Board Member Community Board 14

Past Co-Chairperson, New York Rise Rockaway East Panning Committee  
Past Chairwoman, Board of Trustees, Challenge Preparatory Charter School  
Past Secretary of the Board, Chamber of Commerce of the Rockaway's  
Past Board Member, Community Advisory Board Peninsula Hospital of Far Rockaway  
Past Member 116<sup>th</sup> Street BID Steering Committee  
Past Member Far Rockaway Kiwanis Club  
Past Advisor Rockaway Sports Association.

**SALES RECOGNITION AWARDS**

RE/MAX Executive Club, 1993, 1994, 1998, 2002  
RE/MAX 100% Club 1995, 1996, 1997

**BUSINESS AWARDS**

Queens Borough President/Helen Marshall Small Business Award  
Rockaway Revitalization Development Corporation Rockaway Means Business Award  
Queens Chamber of Commerce 2009 Business Person Of The Year Award

**COMMUNITY AWARDS AND RECOGNITION**

Everyday Hero/Newsday Publications,  
Rockaway Revitalization Development Corporation Leadership Award  
Deerfield Civic Association Community Service Award

**MEMBERSHIPS**

National Association of Realtors  
Long Island Board of Realtors.  
REMA/Rockaway East Merchants Association

**EDUCATION**

Seward Park High School  
**1969 – 1971** City University of New York, Liberal Arts Major



# Attachment #4



DR. MICHELLE DANIEL-ROBERTSON, Ed.D

575 Haig Street, Baldwin, New York 11510

Cell: (516) 557-5708 / Work: (718) 381-9600 Ext.3171

Personal Email: MRobertson51@gmail.com Work Email: Mrobert@schools.nyc.gov

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"A leader takes people where they want to go; a great leader takes people where they ought to be." Abraham Lincoln

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**HIGHLIGHTS:**

Passionate, reflective administrator who has expertise in bolstering school-wide academic achievement by planning, facilitating and monitoring professional learning for teacher teams. Took on the role of principal for six months during an emergency. With strategic collaboration with the late principal, cabinet and staff, triangulated data to inform decision making that led to achieving safety benchmarks in key subgroups.

Continue to practice transformation leadership through consistently engaging in collaboration with the current principal, teachers, assistant principals, parents and the school community at large, which has led to a school community where students and staff feel supported as documented in the 2018-2019 School Survey. Since 2002, has consistently served as the school-wide staff developer and liaison to literacy initiatives, which has yielded continued increases in overall school-wide scholarship. Bolstered the passing percentage on the English Regents by twelve percent by utilizing research based data-driven professional development, as well as creating student-centered instruction that is culturally responsive to students' needs. Proposed, designed, developed and executed the facilitation of the school's first Student Center which has resulted in fostering student leadership and a sense of belonging which has shown a decrease in occurrences in the student cafeteria by five percent from September 2019 to January 2020.

**PROFESSIONAL EXPERIENCE:** 2002-Present: NYCDOE-Grover Cleveland High School

**Instructional Core**

01/2018-06/2018

Grover Cleveland High School

Principal's Assistant (Assume principal duties during former Principal's sick-leave)

- Met safety target by assisting in developing school-wide protocol to develop students' literacy skills
- Collaborated with Assistant Principals and teacher team coordinators to organize and plan school-wide professional development to address instruction measured by the Danielson Framework rubric for the purpose of improving problems of practice
- Organized and implement professional development with partner, High Schools That Work, to develop rigorous tasks in the disciplines of English, Science, Art, and Social Studies which resulted in a school-wide scholarship increase of 12%
- Hosted and organized a District Principal's Critical Friends Group (CFG) Learning Walks for the purpose of sharing how we used data mining to maximize teacher practice
- Presented at District Principal's meeting on problems of practice and steps taken to address the dilemma

06/2002-Present

Grover Cleveland High School

Assistant Principal [English, Music and Art Departments] & Liaison for Literacy

- Spearhead, collaborate, organize and execute school-wide professional development to leverage the Instructional Leadership Framework (ILF) and Balanced Literacy
- Train members of the Advanced Literacy Team to turnkey professional learning to their colleagues regarding protocols that address the Hallmarks of Advanced Literacy
- Conducted a multi-discipline case study entitled *Disciplinary Literacy: A Case Study of Urban Teachers' Implementation Experiences* to inform instruction in core subjects
- Monitor scholarship data for the purpose of informing instruction as a whole, as well as for coaching and supervising individual teachers according to need
- Design and monitor instructional practices that promote vertical teaming and offer all students equal access to appropriate Advance Placement courses



Community and Family Engagement

01/2018-6/2018 Principal's Assistant (Assumed principal's duties during for Principal's sick leave)

- Co-facilitated Parent Association meetings with Parent Coordinator
- Hosted collective luncheon with community leader, Holden
- Supported and implemented PBIS incentive for students
- Supervised the planning and implementation of SLC Fairs for students and parents
- Participated in the Student Mentoring Program Parent Night

2002-Present Grover Cleveland High School  
Assistant Principal of English, Music, Art and the Director of the Arts SLC

- Increased parental support for attending Musical concerts by collaborating, planning and supervising Musical concerts with Music teachers to garnish parent and community support to attend and assist
- Co-plan and supervise the Theater Director with selecting and monitoring of productions
- Co-founder of the Future Teachers Club
- Serve as the school supervisor on the annual senior trip
- Plan weekly guidance intervention meetings with the Smaller Learning Community [SLC] Coordinator of the Arts regarding students' needs
- Devise attendance and scholarship incentives with SLC coordinator to assist in improving the school's attendance goal

10/1997-06/2002 Samuel J. Tilden High School  
Peer Mediation/Conflict Resolution Specialist

- Managed the Peer Mediation Center, trained students and interfaced with Deans to reduce violence
- Served as a member of the school's Safety Team to assist in developing school's safety plan
- Planned and facilitated workshops to promote diversity, tolerance, and the reduction of violence

EDUCATION:

Concordia University Chicago  
Doctor of Education. Ed. D., Education Leadership  
August 2018. GPA- 3.8

Long Island University Graduate School of Education (Brooklyn campus)  
Professional Diploma: Education Administration  
May 1998. GPA – 3.8

Long Island University Graduate School of Education (Brooklyn campus)  
Master of Science: ESL  
May 1996. GPA – 3.9

State University of New York, the College at New Paltz  
Bachelor of Science: Secondary Education: English  
May 1992

CERTIFICATION: New York State Public High School Teacher's License in English  
New York State School District Administrator License

HONORS: Long Island University of Education Award of Excellence, 1996

Professional Preparation/Development:

11/2019- Present Assistant Principal to Principal Leadership Institute, District 24Q485

10/19-Present-Particiapte in professional learning pertaining to developing the ILT capacity

9/2018-6/2019 PARTICIPATED IN PROFESSIONAL LEARNING FOR ADVACE IMPLEMENTATION (JESA)

EXTRA ACTIVITIES:

- Executive board member of the New York City Association of Assistant Principals of Supervision, English 2005-2015
- Founding member of the Young Barbadian Professional Society
- Founder of Tilden's Cultural Club 1992-2002
- Education consultant to the Community Church of the Nazarene/Far Rockaway

REFERENCES:

- Mr. Marc Pascente, Principal of Grover Cleveland High School  
[mpascente@schools.nyc.gov](mailto:mpascente@schools.nyc.gov), (718) 381-9600 or 1917 903-2680
- Ms. Vivian Silenikas, Principal of Long Island City High School  
[vsilenikas@schools.nyc.gov](mailto:vsilenikas@schools.nyc.gov), (718) 545-7095
- Ms. Regina Dominguez, Assistant Principal ENL and World Languages, Grover Cleveland High School  
[rdominguez@schools.nyc.gov](mailto:rdominguez@schools.nyc.gov), (718) 381-9600 Ext. 2283 (917) 579-1501





## **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". The signature is written in a cursive style.

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**



## Teaching and Learning

<b>August</b>	Curriculum PDs (Wonders, Math)	The importance of Systems & Procedures and expectations	Completing Kindergarten Diagnostics expectations	Review & Understanding of Observational Tool	Expectations for Lesson Plan & Snapshot Review	Grade Team Leader Monthly Meetings with Admin	Specially Designed Instruction Training					
<b>September</b>	Unpacking Curriculum Guides & Understanding our End Goals	Optional Lunch & Learn for F&P training	Kindergarten Diagnostics	BOY Benchmark Assessments	Admin Pop-ins with Checklists on Instructional Practices	1:1 Coaching with New Staff	Guided Reading Review & Expectations for New Staff	Submission & Review of Weekly Snapshots (Admin Providing Feedback)	F&P Assessments	Grade Team Leader Monthly Meetings with Admin	Submission of Curriculum Unit Plans for Admin Review & Feedback	Specially Designed Instruction Training & Implementation within lesson plans & snapshots
<b>October</b>	Math Tuesday Challenges & Data Review	Admin informal observations & feedback	Submission of MTC for data discussions	Grade Team Data Discussions for F&P	Guided Reading Groups Begin	1:1 Coaching with New Staff	Grade Team Leader Monthly Meetings with Admin	Inclusive Education workshop for selected teachers	Specially Designed Instruction Training & Implementation within lesson plans & snapshots	iReady Assessing & grouping	ELA & Math unit assessments & data discussions	
<b>November</b>	Heavy Focus on implementation of Writing Curriculum	Math Tuesday Challenges & Data Review	Admin informal observations & feedback	Submission of Writing Samples for data discussions	Focus on Gradual Release Model	Grade Team Leader Monthly Meetings with Admin	Number Sense Instructional Focus in Math	Teachers completing taechbacks on varies math strategies	Sped Collaborative Visit & Support			
<b>December</b>	Kindergarten Diagnostics MOY	F&P Assessments	Math Tuesday Challenges & Data Review	Admin informal observations & feedback	Focus on Gradual Release Model							
<b>January</b>	Math Tuesday Challenges & Data Review	Focus on Gradual Release Model	Afterschool Academy for testing grades	Weekly PLC Meetings	Interim Assessments	Admin informal observations & feedback	Val-Ed Teacher Surveys					
<b>February</b>	Afterschool Academy for testing grades	School-wide common planning meetings	Focus on Writing (student work & teacher modeling)	Admin informal observations & feedback								
<b>March</b>	Introduction to Remote Learning Assignment Templates (expectations for completing them, finding resources for lessons, etc.)	Afterschool Academy for testing grades										
<b>April</b>	Admin joining weekly remote grade team meetings											
<b>May</b>	What is live instruction & how will it be implemented in our remote learning culture?	Wonders training (how do we use online resources to support all of our learners? Ways to engage all learners through the wonders curriculum)	Admin joining weekly remote grade team meetings	Admin meetings with teams for Planning of Virtual Graduations for Grade K & 5								
<b>June</b>	iReady (Using Teacher toolbox to enhance online instruction, pulling reports to understand areas of weaknesses of your scholars, assigning and aligning lessons to meet the needs of our scholars)	Live Remote Observations and Admin Feedback	Admin joining weekly remote grade team meetings	Admin meetings with teams for Planning of Virtual Graduations for Grade K & 5								



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

Principal Nicole Griffn				
CPCS ELEMENTARY SCHOOL- HIGHLIGHTS OF 2019-2020 School Year				
Special Education				
August	Professional Development to Staff about RTI Intervention and Special Education Related referral policy and Procedures	Distribution of IEPs to staff	CSE PD on Specially Designed Instruction	Collaborating with Related service agencies to set up related service providers caseloads and schedules
September	Collaborating with CSE for 2019 caseload and scheduling Annual, Initial Referral, ANd re-evaluation Meeting Schedule	Goal Tracking with ICT Staff	Setting up 504 Accomodations	
October	Collaborating with CST to go over CSE caseloads as well as implementing ongoing appropriated goals for scholars at risk	Check ins with students that have IEPs		
November	Creating Community relationships with New Horizon, St. Johns Hospital, Sheltering Arms agencies to mobilize community resources for family members of all studetns in need			
December	Collaborating with CSE to update Testing Accomodations for studetns with IEPs in order for smooth transitioning for anticipated state testing	Check in with ICT Staff about scholars with IEP		
January	Working with Other Health Impairment Office to best support 504 plans			
February	Check in with parents of scholars with IEP			
March	Remote learning plans were instituted (Lesson Plan templates, all-staff Training on how to complete templates, training of expectations of completing templates, etc.)			
April	Remote Learning transitioning /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	Remote Learning transitioning /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		
June	Closing up IEP cases for the 2019-2020 school year/preparing cases that will meet for summer to CSE/ closing out CST cases/ Preparing list for 5th grade scholars matriculating to CCMS with IEPs.	Networking with related service provider agencies to update all IEP data and caseloads		

Family and Community Engagement									
<b>August</b>	School supplies & book bag give away (Rockaway Community Church of the Nazarene)	Book bag give away (Influnce Activewear)	Staff welcome back Breakfast						
<b>September</b>	First PA meeting	School store: Parent volunteers	OutReach at Far Rockaway Library	Painting CPCS with Staff & Families					
<b>October</b>	Parent workshop>Title 1 (Information)	Character Day Dance Parent Volunteers	PA meeting/Financial workshop	Workshop for Rising 6th-graders	Far Rockaway's Breast Cancer walk	School store: Parent volunteers	Grandparents Day	Out reach at Arverne Library	Picture day: Volunteers
<b>November</b>	Harvest Feast	Daycare OutReach	Book Fair	Coat Drive	Workshop at the Library	School store: Parent volunteers	OutReach at Peninsula Library		
<b>December</b>	Kids Boutique:Parent Volunteers	Winter show	Parent Meeting for K & 5th-grade	Daycare outreach	Workshop online with Communities Leaders	School store: Parent volunteers	PA meeting	Webinar:EL Family Engagement (Community)	Ribbon Cutting Library at Far Rockaway Educational campus
<b>January</b>	School store: Parent volunteers	PA meeting / 2020 Census workshop	Nutrition workshop	Community OutReach	AppleBee's Flapjack Community Fundraiser				
<b>February</b>	Arverne Library Trip with Ms.Stantonl ESL group	Survey	Nutrition workshop	Open House for High school	Elementary School Open House	Far Rockaway Community Meeting	School store: Parent volunteers	I am with Challenge campaign/Ph	PA Meeting/BikeRaffle
<b>March</b>	Nutrition Workshop	Parent teacher Conference/Survey	Book Fair	Community Advisory Council Meeting					
<b>April</b>	CPCS 1st Virtual Lottery Night	Webinar-Parents Survey	Webinar-IO classroom						
<b>May</b>	Webinar: Family Engagement Community (Every Thursday)	Webinar-IO classroom							
<b>June</b>	Webinar: Family Engagement Community (Every Thursday)	Webinar-IO classroom(what's New)	Far Rockaway For Justice:Community Leaders						



# **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

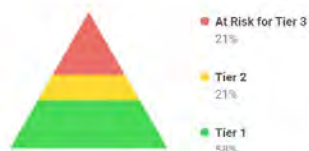
- ELA GROWTH

- 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

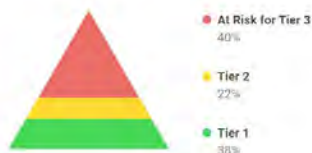


Placement By Domain

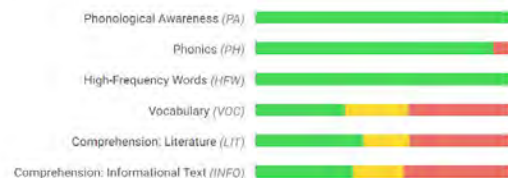


### i-Ready Grades 6-8 BOY (Fall 2019) Reading:

Overall Placement



Placement By Domain





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

Overall Placement

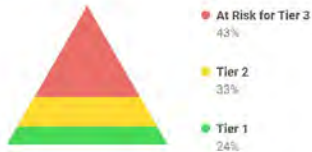


Placement By Domain



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

Overall Placement

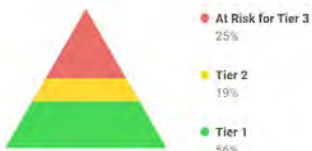


Placement By Domain



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

Overall Placement



Placement By Domain



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

Overall Placement



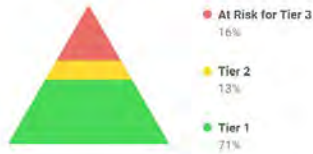
Placement By Domain





**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



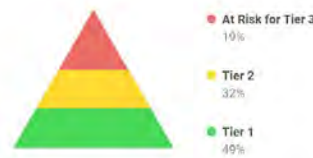
Placement By Domain




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

Overall Placement

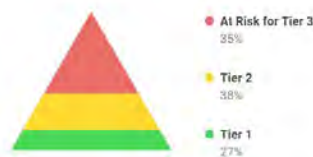


Placement By Domain



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

Overall Placement



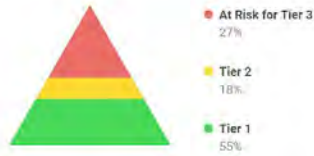
Placement By Domain





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

Overall Placement

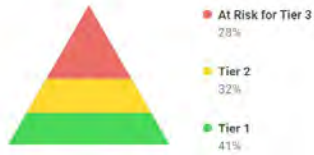


Placement By Domain



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

Overall Placement

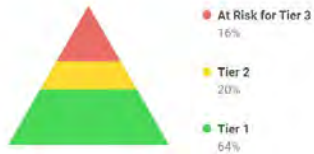


Placement By Domain



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

Overall Placement

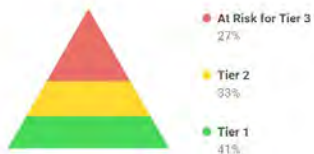


Placement By Domain



### 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**

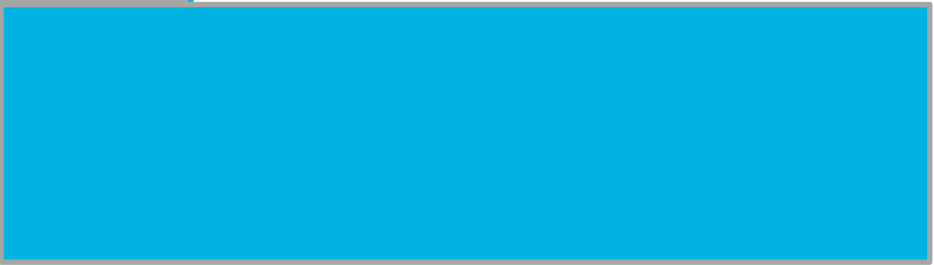
**CSBM**  
CHARTER SCHOOL  
BUSINESS MANAGEMENT

*experience. expertise. execution.*

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## **Challenge Prep Charter School**

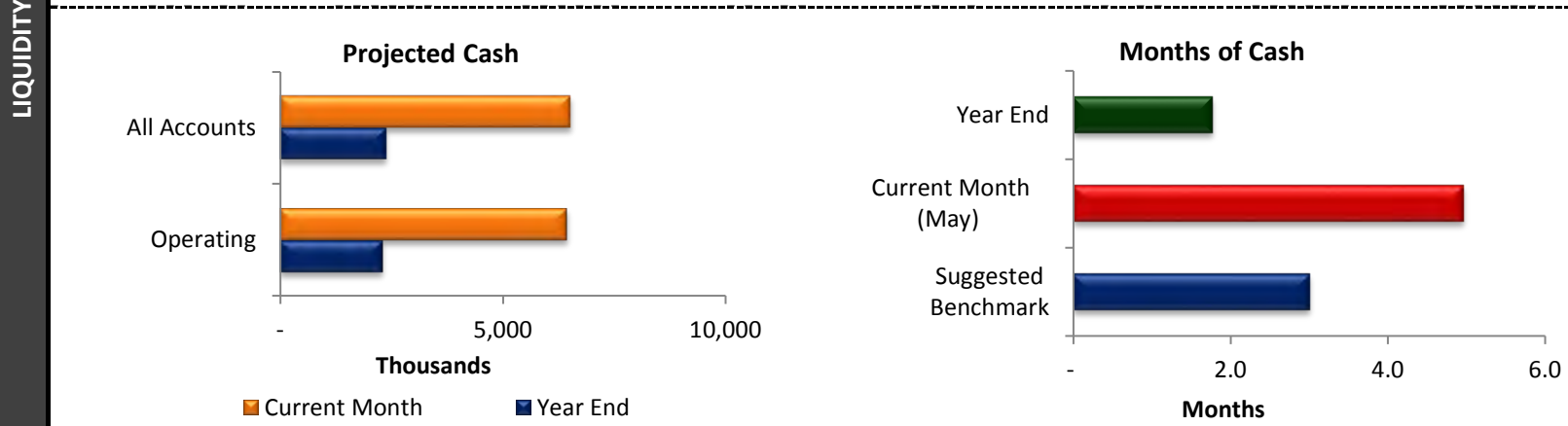
Monthly Financial Report  
May 2020



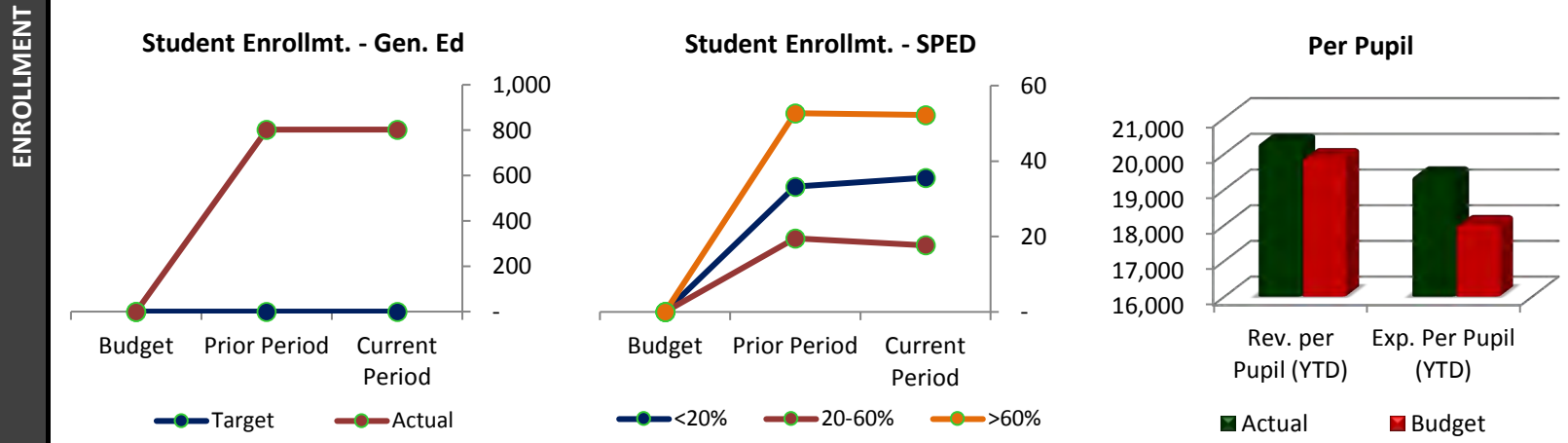
# Challenge Prep Charter School

## Financial Summary For Period Ended April 30, 2020

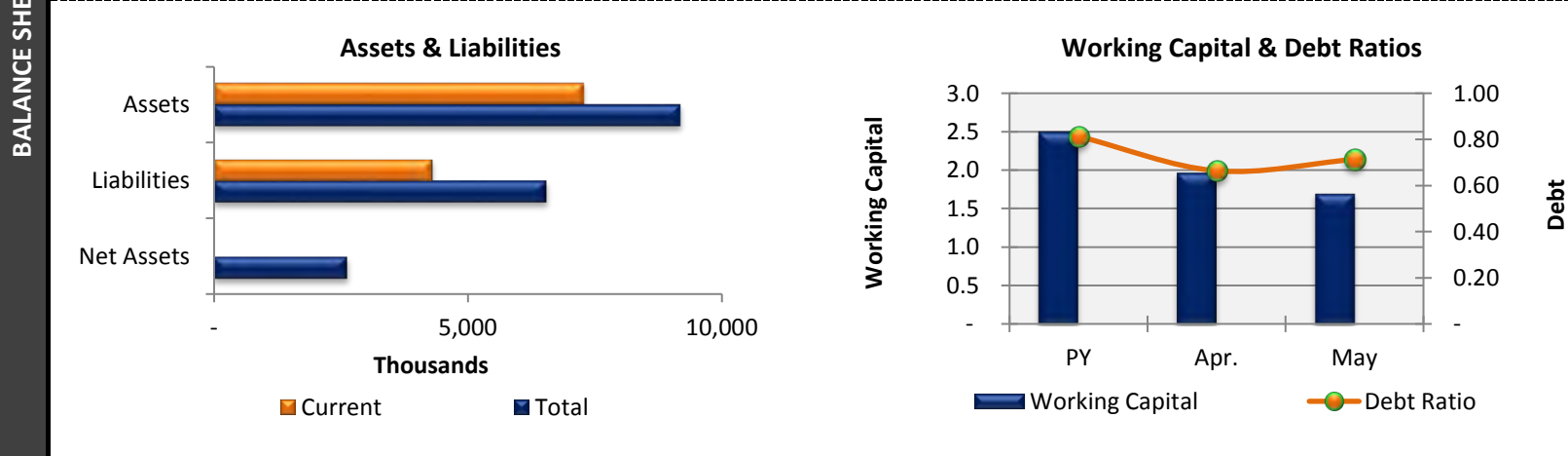
LIQUIDITY	<b>Cash in Bank</b> (Operating Account(s) Only: as of April 30, 2020) <span style="float: right;">\$ 6,430,167</span>
	<b>Projected months of cash on hand</b> <span style="float: right;">5.0</span>
	<b>Cash in Bank</b> (Total - All Accounts as of April 30, 2020) <span style="float: right;">\$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



	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>	1.69
<b>Total Assets:</b>	\$ 9,180,029
<b>Total Liabilities:</b>	\$ 6,550,120
<b>Debt Ratio</b>	0.71
<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

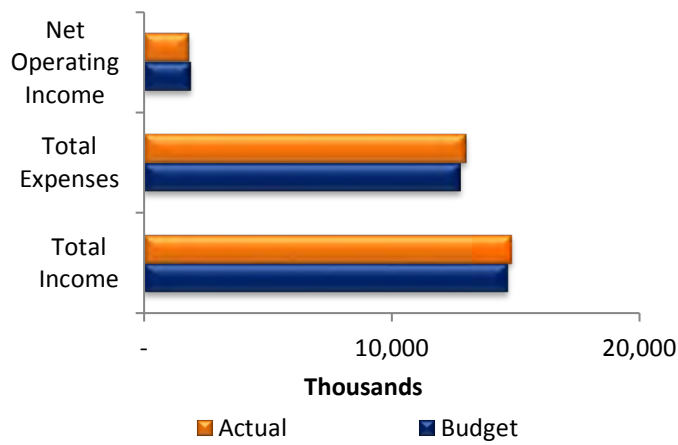
## Financial Summary

For Period Ended April 30, 2020

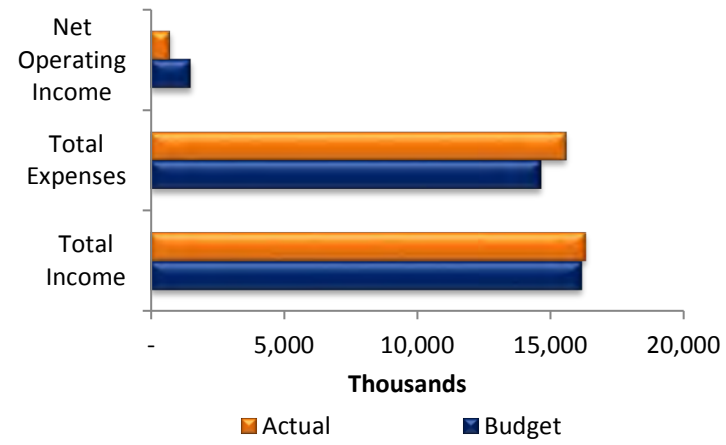
	<u>Projected</u>	<u>Budget</u>	<u>Variance</u>
Annual Projected Revenue:	\$ 16,303,850	\$ 16,139,600	\$ 164,250
Annual Projected Expenses (before depreciation):	(15,559,448)	(14,619,846)	(939,602)
<b>Projected Net Operating Surplus(Deficit) before Depreciation:</b>	<b>\$ 744,401</b>	<b>\$ 1,519,754</b>	<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

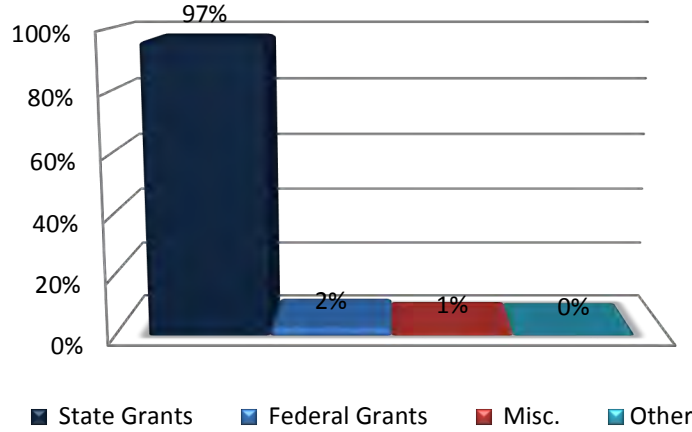
**Year-To-Date (YTD)**



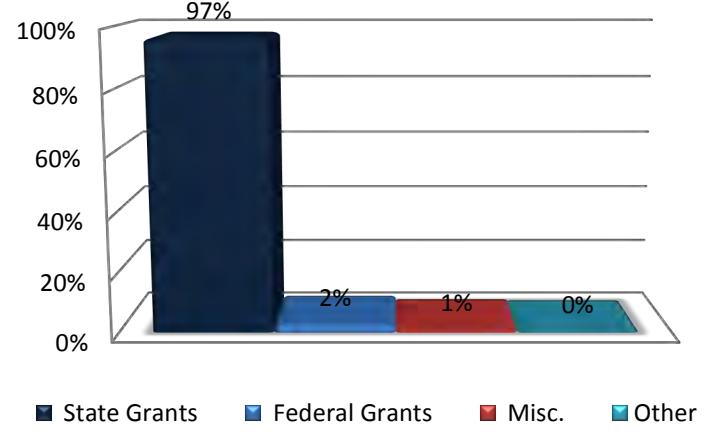
**Year End (YE) Projection**



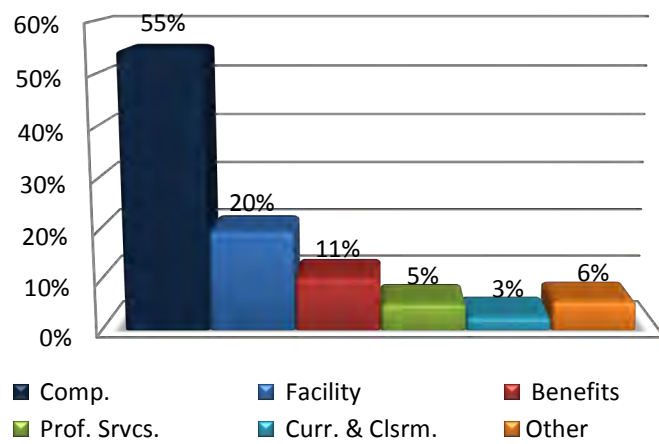
**Revenue Breakdown YTD**



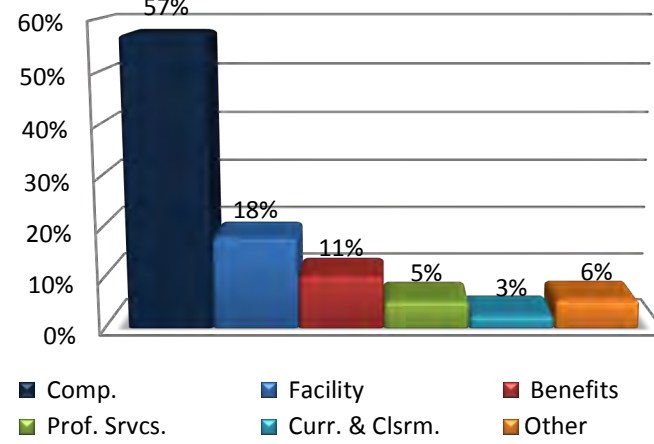
**Revenue Breakdown YE**



**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	13,212	
<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	-	
<b>Increase in Projected Annual Expenses</b>	<b>939,602</b>	
<b>Net Projected Deficit Variance after Depreciation</b>	<b>\$ 744,401</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						Comments
	Actual	Budget	Variance	Actual	Budget	Variance	Current Month		Previous Month		Annual Budget	Variance	
							Actuals - July 2019 - March 31, 2020 + Projected - June 30, 2020	Actuals July 200 - April 201 + Projections June 30, 2020	Actuals July 200 - April 201 + Projections May 201 - June 201	Variance between April & May Reporting			
<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	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
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>	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
<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>	Salary projections based on budget
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	Projection based on current trends and reallocation of expenses
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)	Adjusted based on remote learning and school being closed
8200 Technology/Communication Expens	5,036	13,470	(8,434)	167,249	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>	

## 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

	<u>Total</u>	<u>Comments</u>
<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>	<u>\$ 6,509,723</u>	
<b>Total Bank Accounts</b>	<u>\$ 6,509,723</u>	
<b>Accounts Receivable</b>		
1100 Accounts Receivable	237,331	
1200 Other Receivables - Salary Advance	13	
<b>Total Accounts Receivable</b>	<u>\$ 237,344</u>	
<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>	<u>\$ 525,897</u>	
<b>Total Current Assets</b>	<u>\$ 7,272,964</u>	
<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>	<u>\$ 56,983</u>	
1514 Musical Instruments	16,390	
1515 Computer Software	49,217	
<b>Total 1516 Curriculum</b>	<u>\$ -</u>	
<b>Total 1500 Furniture, Fixtures &amp; Equipment</b>	<u>1,026,237</u>	
<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>	<u>\$ 7,500</u>	
1530 Kitchen/Cafeteria	162,079	
1535 Construction In Progress	300,000	
1540 Leasehold Improvements	311,199	
<b>Total 1519 Facility and Construction</b>	<u>1,023,986</u>	
1610 Website	11,000	
<b>Total 1610 Website</b>	<u>\$ 11,000</u>	
<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 financing 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, Danielia							
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, Pearline							
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.npccny.org](http://www.npccny.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 McFarlane – [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 McFarlene – [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

CHALLENGE PREP BOARD OF TRUSTEES

CEO

Director of Finance

Director of Assessment

Director of Communications

Senior Director of Teaching & Learning

Director of Operations

Director of Enrollment

Director of Technology

PRIMARY SCHOOL  
LEARNING CENTER  
PRINCIPAL

INTERMEDIATE  
SCHOOL  
LEARNING  
CENTER  
PRINCIPAL

MIDDLE SCHOOL  
LEARNING  
CENTER  
PRINCIPAL

HIGH SCHOOL  
LEARNING  
CENTER  
PRINCIPAL

# CHALLENGE PREP BOARD OF TRUSTEES

CEO

Director of  
Technology

Director of  
Assessment

Director  
of  
Communications

Senior Director of  
Teaching & Learning

Director of  
Enrollment

Director of  
Operations

Director of  
Finance

Tech Support  
Specialist

PRIMARY SCHOOL  
LEARNING CENTER  
PRINCIPAL

INTERMEDIATE  
SCHOOL  
LEARNING  
CENTER  
PRINCIPAL

UPPER SCHOOL  
LEARNING  
CENTER  
PRINCIPAL

HIGH SCHOOL  
LEARNING  
CENTER  
PRINCIPAL

Nurse

Data Analyst

Elementary  
Operations (K-5):  
Oper. Manager

Custodians

Security

Secondary  
Operations (6-12):  
Oper. Manager

Elementary  
Operations (K-5):  
Oper. Assistant

Secondary  
Operations (6-12):  
Oper. Assistant

**UPDATED July 1, 2019**

CHALLENGE PREP BOARD OF TRUSTEES

CEO

Senior Director of Teaching & Learning

PRIMARY SCHOOL LEARNING CENTER PRINCIPAL:

INTERMEDIATE SCHOOL LEARNING CENTER PRINCIPAL

Curriculum & Technology Integration Specialist (K-5)

AP - K-2 Curriculum & Instruction

AP - K-2 Special Education Liaison

AP - 3-5 Curriculum & Instruction

AP - 3-5 Special Education Liaison

All Teachers\* (K-2)

Special Education Teachers (K-2)

Intervention Teachers and Student Support Staff (Guidance Counselors, Social Workers) (K-2)

All Teachers\* (3-5)

Special Education Teachers (3-5)

Intervention Teachers and Student Support Staff (Guidance Counselors, Social Workers) (3-5)

All Teaching Assistants (K-2)

All Teaching Assistants (3-5)



# CHALLENGE PREP BOARD OF TRUSTEES

CEO

Senior Director of Teaching & Learning

Intervention Specialist (6-8)

MIDDLE SCHOOL LEARNING  
CENTER PRINCIPAL

Curriculum  
Specialist (6-8)

HIGH SCHOOL SCHOOL LEARNING  
CENTER PRINCIPAL

Curriculum  
Specialist (9-12)

AP - AP (6-8)

Curriculum &  
Technology  
Integration  
Specialist (6-12)

Assistant Principal (9-12)

Lead  
Teachers  
(6-8)

Media  
Librarian (6-8)

Lead  
Teachers  
(9-12)

All  
Teachers\*  
(6-8)

Special  
Education  
Teachers  
(6-8)

Intervention Teachers  
and Student Support  
Staff (Guidance  
Counselors, Social  
Workers) (6-8)

All  
Teachers\*  
(9-12)

Special  
Education  
Teachers  
(9-12)

CTE Field/  
Coop  
Coordinator  
(9-12)

Intervention  
Teachers and  
Student Support  
Staff (Guidance  
Counselors, Social  
Workers) (9-12)

All Teaching Assistants  
(6-8)

All Teaching  
Assistants (9-12)

Extracurricular Coaches/  
Advisors (9-12)

**UPDATED July 1, 2019**

# August 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17 Staff PreService	18 Staff PreService	19 Staff PreService	20 Staff PreService	21 Staff PreService	22
23	24 Scholars First Day Dismissal 11:30 AM 1	25 Dismissal 11:30 AM 2	26 Dismissal 11:30 AM 3	27 Dismissal 11:30 AM 4	28 Dismissal 11:30 AM 5	29
30	6 Days of Instruction					
30	31 6					

# September 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2	3	4	5	
6	7 Labor Day School Closed	8	9	10	11	12
13	14	15	16	17	18 Rosh Hashanah School Closed	19
20	21	22	23	24	25	26
27	28 Yom Kippur School Closed	29	30			
	19 Days of Instruction					

# October 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
4	5	6	7	8	9	10
11	12 Columbus Day School Closed	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

21 Days of Instruction

# November 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2 47	3 Election Day School Closed	4 48	5 49	6 50	7
8	9 51	10 52	11 Veterans Day School Closed	12 53	13 54	14
15	16 55	17 56	18 57	19 58	20 59	21
22	23 60	24 61	25 62	26 Thanksgiving Recess School Closed	27 Thanksgiving Recess School Closed	28
29	30 63					
	17 Days of Instruction					

# December 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1 64	2 65	3 66	4 67	5
6	7 68	8 69	9 70	10 71	11 72	12
13	14 73	15 74	16 75	17 76	18 77	19
20	21 78	22 79	23 80	24 Winter Recess School Closed	25 Winter recess School Closed	26
27	28 Winter Recess School Closed	29 Winter Recess School Closed	30 Winter Recess School Closed	31 Winter Recess School Closed		
	17 Days of Instruction					

# January 2021

Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Monday	
					<b>1</b> Winter Recess School Closed	<b>1</b>	
<b>2</b>	<b>3</b> 81	<b>4</b> 82	<b>5</b> 83	<b>6</b> 84	<b>7</b> 85	<b>8</b>	
<b>9</b>	<b>10</b> 86	<b>11</b> 87	<b>12</b> 88	<b>13</b> 89	<b>14</b> 90	<b>15</b>	
<b>16</b>	<b>17</b> MLK JR Day School Closed	<b>18</b> 91	<b>19</b> 92	<b>20</b> 93	<b>21</b> 94	<b>22</b>	
<b>23</b>	<b>24</b> 95	<b>25</b> 96	<b>26</b> 97	<b>27</b> 98	<b>28</b> 99	<b>29</b>	
<b>30</b>	<b>31</b> 100	<b>19 Days of Instruction</b>					

# February 2021

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	<b>1</b> 101	<b>2</b> 102	<b>3</b> 103	<b>4</b> 104	<b>5</b> 195	<b>6</b>
<b>7</b>	<b>8</b> 106	<b>9</b> 107	<b>10</b> 108	<b>11</b> 109	<b>12</b> Lunar New Year School Closed	<b>13</b>
<b>14</b>	<b>15</b> Midwinter Recess	<b>16</b> Midwinter Recess	<b>17</b> Midwinter Recess	<b>18</b> Midwinter Recess	<b>19</b> Midwinter Recess	<b>20</b>
<b>21</b>	<b>22</b> 110	<b>23</b> 111	<b>24</b> 112	<b>25</b> 113	<b>26</b> 114	<b>27</b>
<b>28</b>						
	<b>14 Days of Instruction</b>					



# March 2021

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	<b>1</b> 115	<b>2</b> 116	<b>3</b> 117	<b>4</b> 118	<b>5</b> 119	<b>6</b>
<b>7</b>	<b>8</b> 120	<b>9</b> 121	<b>10</b> 122	<b>11</b> 123	<b>12</b> 124	<b>13</b>
<b>14</b>	<b>15</b> 125	<b>16</b> 126	<b>17</b> 127	<b>18</b> 128	<b>19</b> 129	<b>20</b>
<b>21</b>	<b>22</b> 130	<b>23</b> 131	<b>24</b> 132	<b>25</b> 133	<b>26</b> 134	<b>27</b>
<b>28</b>	<b>29</b>	<b>30</b>	<b>31</b>			
	20 Days of Instruction					

# April 2021

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				<b>1</b> Spring Recess School Closed	<b>2</b> Spring Recess School Closed	<b>3</b>
<b>4</b>	<b>5</b> 135	<b>6</b> 136	<b>7</b> 137	<b>8</b> 138	<b>9</b> 139	<b>10</b>
<b>11</b>	<b>12</b> 140	<b>13</b> 141	<b>14</b> 142	<b>15</b> 143	<b>16</b> 144	<b>17</b>
<b>18</b>	<b>19</b> 145	<b>20</b> 146	<b>21</b> 147	<b>22</b> 148	<b>23</b> 149	<b>24</b>
<b>25</b>	<b>26</b> 150	<b>27</b> 151	<b>28</b> 152	<b>29</b> 153	<b>30</b> 154	
<b>20 Days of Instruction</b>						

# May 2021

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3 155	4 156	5 157	6 158	7 159	8
9	10 160	11 161	12 162	13 Eid Al-Fir School Closed	14 163	15
16	17 164	18 165	19 166	20 167	21 168	22
23	24 169	25 170	26 171	27 172	28 173	29
30	19 Days of Instruction					
	31 Memorial Day School Closed					

# June 2021

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	
		1 174	2 175	3 Anniversary Day Chancellor's Day No Scholars Present	4 176	5	
6	7 177	8 Clerical Day No Scholars Present	9 178	10 179	11 180	12	
13	14 181	15 182	16 183	17 184	18 185	19	
20	21 186	22 187	23 188	24 189	25 Last Day of School 190	26	
27	28	29	30				
		17 Days of Instruction					



1520 Central Avenue, Far Rockway, NY site is a new site that Challenge will begin to use in September 2020. The building is under construction at the time of the submission of this report.



# FIRE DEPARTMENT

BUREAU OF FIRE PREVENTION  
9 METROTECH CENTER 3RD FLOOR - BROOKLYN, N.Y. 11201-3857



1526 CENTRAL AVE LLC

15-26 CENTRAL AVE  
QUEENS, NY 11691

BLDGS DEPT APPL. NO: 421174160

ACCOUNT NUMBER: 35298835

DATE OF APPROVAL: 12/15/15

DATE OF INSPECTION: 10/30/15

INSPECTOR NAME: A. ZINGER

PLAN NUMBER:

FLOOR(S) INSPECTED: FLS: C,1-3

PREMISES

15-26 CENTRAL AVE

BOROUGH

QUEENS

## LETTER OF APPROVAL

THIS LETTER OF APPROVAL COVERS THE SYSTEM INDICATED BELOW. IT IS SUBJECT TO ADMINISTRATIVE REVIEW AND AUDIT.

APPROVAL OF THE SYSTEMS(S) IS GRANTED IN ACCORDANCE WITH:

SELF CERTIFICATION     INSPECTION     PROFESSIONAL CERTIFICATION

29 NYC Admin. Code § FC 104.2

GROUP E(EDU.,LO-RI,SPK)FAS\*\*\*\*\*

MAN / SSC / SPK / COC\*\*\*\*\*

CO DETECTION SYSTEM\*\*\*\*\*

CCA, FOREST HILLS/NY\*\*\*\*\*

\*\*\*\*\*

Sincerely,

Chief of Fire Prevention  
City of New York

# Certificate of Occupancy

**CO Number: 421016233F**

This certifies that the premises described herein conforms substantially to the approved plans and specifications and to the requirements of all applicable laws, rules and regulations for the uses and occupancies specified. No change of use or occupancy shall be made unless a new Certificate of Occupancy is issued. *This document or a copy shall be available for inspection at the building at all reasonable times.*

<b>A.</b> <b>Borough:</b> Queens <b>Address:</b> 1279 REDFERN AVE <b>Building Identification Number (BIN):</b> 4297866	<b>Block Number:</b> 15529 <b>Lot Number(s):</b> 48  <b>Building Type:</b> Altered	<b>Certificate Type:</b> Final <b>Effective Date:</b> 10/05/2016
<b>This building is subject to this Building Code: 1968 Code</b>		
<i>For zoning lot metes &amp; bounds, please see BISWeb.</i>		
<b>B.</b> <b>Construction classification:</b> 1-B (1968 Code designation) <b>Building Occupancy Group classification:</b> E (2014/2008 Code) <b>Multiple Dwelling Law Classification:</b> None		
<b>No. of stories:</b> 1 <b>Height in feet:</b> 33 <b>No. of dwelling units:</b> 0		
<b>C.</b> <b>Fire Protection Equipment:</b> Fire alarm system, Sprinkler system		
<b>D.</b> <b>Type and number of open spaces:</b> None associated with this filing.		
<b>E.</b> <b>This Certificate is issued with the following legal limitations:</b> None		
<b>Borough Comments:</b> None		



Borough Commissioner



Commissioner

*Certificate of Occupancy*

CO Number: **421016233F**

Permissible Use and Occupancy						
All Building Code occupancy group designations below are 2008 designations.						
Floor From To	Maximum persons permitted	Live load lbs per sq. ft.	Building Code occupancy group	Dwelling or Rooming Units	Zoning use group	Description of use
CEL	200	OG	E		3	DAYCARE
001 001	112	100	I-4		3	DAYCARE AND NURSERY
RO F	134	100	A-3		3	FENCED EXTERIOR PLAY AREA. NON-SIMULTANEOUS USE
<b>END OF SECTION</b>						



Borough Commissioner



Commissioner

**END OF DOCUMENT**



The City of New York



# FIRE DEPARTMENT

BUREAU OF FIRE PREVENTION  
9 Metropolitan Center, 36th Floor - Brooklyn, NY 11201-3927



Scan Code  
ESS698-351997

FERN-CORP C O UNITED CAP  
9 PARK PLACE  
4TH FLOOR  
GREAT NECK, NY 110210000

BLDGS DEPT APPL NO: 421187879  
ACCOUNT NUMBER: 35276146  
DATE OF APPROVAL: 11/04/15  
DATE OF INSPECTION: 10/07/15  
INSPECTOR NAME: J. ASBAGHI  
PLAN NUMBER:  
FLOOR(S) INSPECTED: FLS: C,1,RF

Job Number  
DEPT OF BLDGS421187879

PREMISES	BOROUGH
12-79 REDFERN AVE	QUEENS

## LETTER OF APPROVAL

THIS LETTER OF APPROVAL COVERS THE SYSTEM INDICATED BELOW. IT IS SUBJECT TO ADMINISTRATIVE REVIEW AND AUDIT.

APPROVAL OF THE SYSTEMS(S) IS GRANTED IN ACCORDANCE WITH:

SELF CERTIFICATION     INSPECTION     PROFESSIONAL CERTIFICATION  
29 NYC Admin. Code § FC 104.2

GROUP E(EDU, LO-RI, SPK)FAS.....  
MAN / SSC / SPK / COC.....  
CO DETECTION SYSTEM.....  
MDL, HICKSVILLE/NY.....  
.....

Sincerely:

Chief of Fire Prevention  
City of New York

FIRE DEPARTMENT, CITY OF NEW YORK - BUREAU OF FIRE PREVENTION



PERMIT IS NOT TRANSFERABLE TO ANY OTHER PERSON, FIRM OR CORPORATION AND MAY BE REVOKED AT ANY TIME BY THE FIRE COMMISSIONER

PERMIT SHALL BE PROMINENTLY DISPLAYED ALL TIMES ON PREMISES

FIRE DEPARTMENT, CITY OF NEW YORK

PERMIT

BUREAU OF FIRE PREVENTION

ACCOUNT NUMBER	TYPE	A.P.	D.O.	ADM. CO.	ISSUANCE DATE	PERMIT EXPIRES
32124158	10	P	13	L134	07/24/19	07/20

PREMISES ADDRESS	ACCOUNT NAME
DBA:CHALLENGE PREPARATORY 7-10 HARTMAN LA QUEENS NY 116911849	DAVID ESFHANI

ITEM CODE	SUB CODE	QTY	DESCRIPTION	FLOOR NO.	FEE
616	00	6	AC/REFRIG>5HP AND/OR ROOF/CEIL		
616	03	17	AC/REFRIG < 5 H.P. ROOF/CEIL		

PERMIT TYPE
1

- 1=REGULAR
- 2=SUPPLEMENTAL
- 3=DUPLICATE

DAVID ESFHANI  
PO BOX 234550  
GREAT NECK NY 11023-4550

\*\* NO FEE \*\* 0.00



3-JOHNSON CONTROL UNIT W/4COMPS.EA.  
2-YORK W/2COMPS.EACH.1-JOHNSON CONTROL W/2COMPS.1-COMFORT AIR RF/MTD.

BY ORDER OF THE COMMISSIONER



1520 Central Avenue, Far Rockway, NY site is a new site that Challenge will begin to use in September 2020. The building is under construction at the time of the submission of this report.

# Certificate of Occupancy

**CO Number: 421174437F**

This certifies that the premises described herein conforms substantially to the approved plans and specifications and to the requirements of all applicable laws, rules and regulations for the uses and occupancies specified. No change of use or occupancy shall be made unless a new Certificate of Occupancy is issued. *This document or a copy shall be available for inspection at the building at all reasonable times.*

<b>A.</b>	<b>Borough:</b> Queens	<b>Block Number:</b> 15537	<b>Certificate Type:</b> Final
	<b>Address:</b> 15-26 CENTRAL AVENUE	<b>Lot Number(s):</b> 137	<b>Effective Date:</b> 04/22/2019
	<b>Building Identification Number (BIN):</b> 4297966	<b>Building Type:</b> Altered	
<b>This building is subject to this Building Code: Prior to 1968 Code</b>			
<i>For zoning lot metes &amp; bounds, please see BISWeb.</i>			
<b>B.</b>	<b>Construction classification:</b> 1-D	(1968 Code designation)	
	<b>Building Occupancy Group classification:</b> E	(2014/2008 Code)	
	<b>Multiple Dwelling Law Classification:</b> None		
	<b>No. of stories:</b> 3	<b>Height in feet:</b> 38	<b>No. of dwelling units:</b> 0
<b>C.</b>	<b>Fire Protection Equipment:</b> Fire alarm system, Sprinkler system		
<b>D.</b>	<b>Type and number of open spaces:</b> None associated with this filing.		
<b>E.</b>	<b>This Certificate is issued with the following legal limitations:</b> None		
<b>Borough Comments:</b> None			



Borough Commissioner



Acting

Commissioner

*Certificate of Occupancy*

**CO Number: 421174437F**

<b>Permissible Use and Occupancy</b>						
<b>All Building Code occupancy group designations below are 2008 designations.</b>						
<b>Floor From To</b>	<b>Maximum persons permitted</b>	<b>Live load lbs per sq. ft.</b>	<b>Building Code occupancy group</b>	<b>Dwelling or Rooming Units</b>	<b>Zoning use group</b>	<b>Description of use</b>
CEL	74	OG	E		3A	MULTIPURPOSE ROOM IN CONJUNCTION MIDDLE SCHOOL
CEL	5	OG	E		3B	ELECTRIC ROOM, WATER PUMP ROOM, MECHANICAL ROOM, ELEVATOR MACHINE ROOM, KITCHEN IN CONJUNCTION WITH MIDDLE SCHOOL
001 001	75	100	E		3A	CLASSROOMS AND ACCESSORY OFFICE IN CONJUNCTION WITH MIDDLE SCHOOL
001 001	280	OG	E		3B	REAR - GYMNASIUM IN CONJUNCTION WITH MIDDLE SCHOOL
002 002	99	60	E		3A	CLASSROOMS IN CONJUNCTION WITH MIDDLE SCHOOL
003 003	100	100	E		3A	CLASSROOMS AND ACCESSORY OFFICES IN CONJUNCTION WITH MIDDLE SCHOOL
EGRESS EASEMENT PROVIDED UNDER LIBER 4593 PAGE 110-112						
<b>END OF SECTION</b>						



Borough Commissioner



**Acting**

Commissioner

**END OF DOCUMENT**

# Certificate of Occupancy

**CO Number: 420316358F**

This certifies that the premises described herein conforms substantially to the approved plans and specifications and to the requirements of all applicable laws, rules and regulations for the uses and occupancies specified. No change of use or occupancy shall be made unless a new Certificate of Occupancy is issued. *This document or a copy shall be available for inspection at the building at all reasonable times.*

<b>A.</b>	<b>Borough:</b> Queens	<b>Block Number:</b> 15737	<b>Certificate Type:</b> Final
	<b>Address:</b> 710 HARTMAN LANE	<b>Lot Number(s):</b> 1	<b>Effective Date:</b> 02/15/2012
	<b>Building Identification Number (BIN):</b> 4300731	<b>Building Type:</b> Altered	
<b>This building is subject to this Building Code: 2008 Code</b>			
<i>For zoning lot metes &amp; bounds, please see BISWeb.</i>			
<b>B.</b>	<b>Construction classification:</b> 1	(Prior to 1968 Code designation)	
	<b>Building Occupancy Group classification:</b> E	(2008 Code)	
	<b>Multiple Dwelling Law Classification:</b> None		
	<b>No. of stories:</b> 2	<b>Height in feet:</b> 28	<b>No. of dwelling units:</b> 0
<b>C.</b>	<b>Fire Protection Equipment:</b> Standpipe system, Fire alarm system, Sprinkler system, Fire Suppression system		
<b>D.</b>	<b>Type and number of open spaces:</b> None associated with this filing.		
<b>E.</b>	<b>This Certificate is issued with the following legal limitations:</b> None		
<b>Borough Comments:</b> None			



Borough Commissioner



Commissioner

*Certificate of Occupancy*

CO Number: **420316358F**

Permissible Use and Occupancy						
All Building Code occupancy group designations below are 2008 designations.						
Floor From To	Maximum persons permitted	Live load lbs per sq. ft.	Building Code occupancy group	Dwelling or Rooming Units	Zoning use group	Description of use
CEL	382	OG	E S-2 A-3		3A, 3B	ACCESSORY USES, MECHANICAL ROOM, STORAGE, MAINTENANCE ROOM, COMPUTER LAB (6-10 YEARS AGE), KITCHEN, PLAYGROUND, CLASSROOMS (6-10 YEARS AGE), KINDERGARTEN (5 YEARS AGE), STUDENT LUNCH ROOM.(PA 135 PERSON)
001 001	473	60	E A-3		3A, 3B	GYM ( PA 312 PERSONS), OFFICES, CLASSROOMS (6-10 YEARS AGE), ACCESSORY USES
002 002	215	60	E		3A, 3B	OFFICES, CLASSROOMS (6-10 YEARS AGE), LIBRARY (6-10 YEARS AGE), TOILETS, ACCESSORY USES.
<b>END OF SECTION</b>						



Borough Commissioner



Commissioner