



2020-21 School Year Board Meeting #6 Minutes

Karon McFarlane, CPCS Board Secretary called the meeting to order and welcomed everyone to the CPCS 2020-21 School Year Board Meeting #6 at 6:30 PM on December 16, 2020. Frederica Jefferies, Board Chair requested that Karon McFarlane lead the meeting due to her absence as Chair Pro Tem.

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

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

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

The Chair appointed Gertrudis Hernandez, as Secretary Pro Tem of the Board of Trustees due to Karon McFarlane being absent for this Board meeting. Ms. Hernandez did the roll call of the board.

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

Members absent: Frederica Jefferies

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

The Chair Pro Tem 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 Pro Tem called for a review of the minutes of the 2020-21 School Year Board Meeting #5 [Attachment #1]. The minutes were approved by common consent.
3. The Chair Pro Tem called for the report of Dr. Les Mullings, CEO. Dr. Mullings gave an update on the continued remote learning efforts of Challenge. The attendance continues to average 90% plus by our scholars.



Dr. Mullings reported on a meeting he attended virtually concerning the distribution of COVID-19 vaccine. The meeting was led by Dr. Anthony Fauci and focused on dissemination of the vaccine in communities like Far Rockaway.

Dr. Mullings shared information about the developing partnerships with Queensborough Community College and Johns Hopkins Medical Center for the CTE high school.

He also reported that the entire high school facility will be turned over to the school by February 2021. Each week Challenge provides a food distribution at the 15-26 Central Avenue site for the community and our parents/guardians. This week's distribution will also include the Annual Holiday Toy Distribution.

Following discussion, the report was received with great appreciation.

4. The Chair Pro Tem called attention to the printed report of Kentia Coreus, Senior Director of Teaching & Learning [Attachment #2]. The report was received with appreciation.
5. The Chair Pro Tem called attention to the printed report of Nicole Griffin, K-5 Principal [Attachment #3]. The report was received with appreciation.
6. The Chair Pro Tem called attention to the printed report of Mavgar Mondesir-Gordon, 6-9 Principal [Attachment #4]. The report was received with appreciation.
7. The Chair Pro Tem called attention to the printed report of Tameeka Richards, Director of Pupil Personnel Services [Attachment #5]. The report was received with appreciation.
8. The Chair Pro Tem called attention to the printed report of Kimberly Messer, Director of Communications [Attachment #6]. The report was received with appreciation.
9. The Chair Pro Tem called attention to the printed report of Venessa Lynch, Director of Operations [Attachment #7]. The report was received with appreciation.
10. The Chair Pro Tem called for the November 2020 Financial Report [Attachment #8]. Following discussion and review, the report was received by common consent.



11. The Chair Pro Tem called for the presentation of the 2020-21 December Personnel Report [Attachment #9]. It was noted that no new personnel was hired since the last meeting of the Board. The report was approved by common consent.

The meeting adjourned by common consent at 7:05 PM.

Respectfully submitted:

A handwritten signature in black ink, appearing to read "Gertrudis Hernandez", written over a horizontal line.

Gertrudis Hernandez
Secretary Pro Tem



Attachment #1

For Attachments
See Previous
Month's Minutes



2020-21 School Year Board Meeting #5 Minutes

Frederica Jefferies, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2020-21 School Year Board Meeting #5 at 6:30 PM on November 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

The Chair appointed Gertrudis Hernandez, as Secretary Pro Tem of the Board of Trustees due to Karon McFarlane being absent for this Board meeting. Ms. Hernandez did the roll call of the board.

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

Members absent: Karon McFarlane

Also, present: Michael R. Estep and Kentia Coreus. They were given the rights of the floor to speak during the meeting by common consent.

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

1. The agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2020-21 School Year Board Meeting #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 continued remote learning efforts of Challenge. Average of 96% attendance by our scholars. He also shared about the Challenge High School recruitment efforts. He also reported that the entire high school facility will be turned over to the school by February 2021. Each week Challenge provides a food



distribution at the 15-26 Central Avenue site for the community and our parents/guardians.

Following discussion, the report was received with great appreciation.

4. The Chair called attention to the printed report of Kentia Coreus, Senior Director of Teaching & Learning [Attachment #2]. The report was received with appreciation.
5. The Chair called attention to the printed report of Nicole Griffin, K-5 Principal [Attachment #3]. The report was received with appreciation.
6. The Chair called attention to the printed report of Mavgar Mondesir-Gordon, 6-9 Principal [Attachment #4]. The report was received with appreciation.
7. The Chair called attention to the printed report of Tameeka Richards, Director of Pupil Personnel Services [Attachment #5]. The report was received with appreciation.
8. The Chair called attention to the printed report of Kimberly Messer, Director of Communications [Attachment #6]. The report was received with appreciation.
9. The Chair called attention to the printed report of Venessa Lynch, Director of Operations [Attachment #7]. The report was received with appreciation.
10. The Chair called for the September 2020 Financial Report [Attachment #8]. Following discussion and review, the report was received by common consent.
11. The Chair called for the presentation of the 2020-21 November Personnel Report [Attachment #9]. A motion was made by Linda Plummer and second by Gertrudis Hernandez to approve the report. The motion carried unanimously.
12. The Chair called on the CEO for a discussion about the current situation concerning the COVID-19 crisis.

The following motion was made by Gertrudis Hernandez and second by Linda Plummer: "In light of the continued uncertainty surrounding COVID-19 and its impact on the Far Rockaway community, our parents/guardians and our scholars, a motion was made to adjust the move to the hybrid model to the following dates: March 10, 2021 – Grades K-2; March 17, 2021 – Grades 3-5 and March 24, 2021 – Grades 6-9." The motion carried unanimously.



The meeting adjourned by common consent at 7:45 PM.

Respectfully submitted:

A handwritten signature in black ink, appearing to read "Gertrudis Hernandez", written over a horizontal line.

Gertrudis Hernandez
Secretary Pro Tem



Attachment #2



Senior Director of Teaching and Learning
November 2020 Board Report
 (Covering November 16- December 11)
Kentia Coreus

2020-21 Scholar Enrollment

Current Enrollment	907 scholars (as of December 11, 2020)	
Grade	Number of scholars	Notes (where applicable)
K	107	
1	120	
2	100	
3	96	Two seats offered
4	98	
5	102	
6	72	One seat offered
7	80	One seat offered
8	78	
9	54	
TOTAL	907	

COVID-19 Response and Ongoing Tasks

- Read and disseminate guidance from NYSED, NYCDOE Charter Office, NYC Charter Center and NYS Department of Health
- Connect with external school leaders to share/collect ideas for supporting students and staff
- Conduct check-ins with principals and staff
- Respond to staff and family grievances
- Attend weekly webinars with the New York State Charter Association where information is provided by the Board of Regents and all three NYS charter authorizers. Share information with pertinent staff

Staffing

CPCS currently has one teacher vacancy. CCMS has two SETTS teacher vacancies. A part-time visiting teacher has been secured from Alternative Tutoring. The visiting teacher is a certified Special Education teacher and is providing SETTS services at CCHS. Staff recruitment for hard-to-fill positions is now being targeted at universities and colleges as vacancy postings have not assisted us with getting applications from qualified candidates.

Performance Reviews

Teachers

Principals have started the fall teacher performance review process. Mini-observation data is expected to be entered and stored in TeachBoost for teachers K-9.

Principals

Our data manager is supporting us with getting ready for the fall VAL-ED administration. An overview of the fall principal performance review process is provided here:

Fall 2020 (September-January)	Spring 2021 (February-June)
<p>Evaluative Observations</p> <ol style="list-style-type: none"> 1) Teacher Observation Feedback Meeting 2) Facilitating a Leadership Team Meeting (45+m) 3) PLC, Data Team, or Common Planning Teacher Meeting <p>To be completed by January 15, 2021</p> <p><u>Reference Documents</u></p> <ul style="list-style-type: none"> • Conducting an Observation Feedback Meeting rubric • Leadership Team Meeting Effectiveness checklist • Professional Learning Team (PLT) checklist <p>Formal Document Review</p> <ul style="list-style-type: none"> • School Improvement Plan (SIP) • <i>Additional materials will be collected during the internal audit</i> <p>Formal Meetings</p> <ul style="list-style-type: none"> • 2020-21 Goal-Setting • Review of Draft SIP <p>Fall VAL-ED Administration Window January 18-January 22</p>	<p>Evaluative Observations</p> <ol style="list-style-type: none"> 1) Teacher Evaluation meeting 2) Facilitating Adult Learning Workshop/PD (60+m) 3) PLC, Data Team, or Common Planning Teacher Meeting <p>To be completed by June 4, 2021</p> <p><u>Reference Documents</u></p> <ul style="list-style-type: none"> • Conducting a Teacher Evaluation Meeting rubric • Facilitating Professional Learning rubric • Professional Learning Team (PLT) checklist <p>Formal Document Review</p> <ul style="list-style-type: none"> • TeachBoost Reports • Student Work <p>Formal Meetings</p> <ul style="list-style-type: none"> • Review of Fall VAL-ED Results • 2021-22 Action Plan <p>Spring VAL-ED Administration Window June 7-June 11</p>

Professional Learning

Principals continue to be supported by leadership coaches and are offered relevant opportunities by the SDTL. Teachers continue to receive job-embedded professional learning opportunities on a regular basis (internally and externally).

External Partnerships

The SDTL has connected with a potential college-career readiness partner in the field of advertising. A proposal is expected in early January. The goal is to expose scholars to careers in the marketing field via workshops.



Attachment #3



Ms. Nicole Griffin
Challenge Preparatory Charter School- Elementary
Principal Report
December 2020



Enrollment

Elementary Total: 622

SWD's- 52

ELL's- 28

Students in shelter/homeless- 0

1. Social-Emotional Well-Being of Students

- a. The SEL team participated in Professional Development for “Spread the Word” curriculum
- b. The curriculum will be used starting January 19, 2020.
- c. The guidance counselor and social worker continues to provide SEL daily for 30 minutes.

2. Parent Updates

- a. **The 2020-2021 PA Board**
 - i. **Lashonda Rice (President)**
 - ii. **Stacy Zigas (Vice President)**
 - iii. **Melissa Lochan (Secretary)**
 - iv. **Tashera Tucker (Treasurer)**

3. Instruction

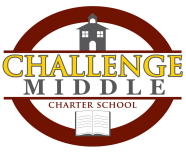
- a. The Admin team meets with the grade teams once per week which is data focused.
- b. Administrative team, Cabinet team and Instructional team meets at least twice a month. Teams have been created to foster collaboration and streamline communication throughout the school.

-
- c. Teachers have been empowered to conduct professional development in the areas of phonics instruction and guided reading
 - d. Based on the i-Ready data, phonics instruction is an area of weakness. For this year, K-2 are mandated to use foundations
 - e. **Based on student and teacher data, two priority areas of instruction is unpacking of the standards, lesson plan alignment and guided reading.**
4. **Formal Observations**
 - a. Based on teacher data, teachers will need continued professional development of planning and preparation and questioning and discussion techniques.
 - b. Formal observations are projected to be complete by January 31, 2021
 5. **RTI**
 - a. Tier 1 and Tier 2 is done by the classroom teachers in the classroom
 - b. Progress monitoring of the i-Ready data will be issued 7 times per year
 - c. This year we will focus heavily on SWD and ELL scholars in each grade level by providing them with tiered support and extended learning opportunities during the Extended Learning Academy periods.
 6. **Digital Tools to Enhance Learning-**
 - a. Professional Development continues to be conducted based the teacher needs of applying digital tools in the classroom
 7. **Professional Learning Opportunities**
 - Staff virtual PD for the month of December focused on Fountas and Pinnell Running Records and Guided Reading
 - **Analyzing Qualitative & Quantitative F&P Data to form GR Groups**
 - **Diving Deeper into Qualitative Assessment & EPIC**
 - **Setting Scholar Goals & GR Expectations**

We continue to monitor and follow-up with the above mentioned as the year progresses.



Attachment #4



CHALLENGE CHARTER SCHOOL

2020-2021 Principal's Monthly Board Report

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

School Year 2020-2021 Report December 11, 2020

Current CCHS Enrollment:

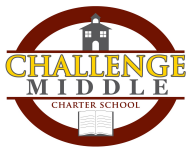
Cohort Group	Grade Level	Enrollment as of Sep. 11, 2020	Enrollment as of Oct. 16, 2020	Enrollment as of Nov. 16, 2020	Enrollment as of Dec. 11, 2020
#3	Grade 9	54	54	54	53

Current CCMS Enrollment:

Cohort Group	Grade Level	Enrollment as of Sep. 11, 2020	Enrollment as of Oct. 16, 2020	Enrollment as of Nov. 16, 2020	Enrollment as of Dec. 11, 2020
#4	Grade 8	77	77	78	79
#5	Grade 7	81	80	81	80
#6	Grade 6	72	71	72	72
TOTAL		230	228	231	231

CCMS Attendance Statistics:

Cohort Group	Grade Level	Attendance Rates			
		Aug 24, '20 - Sep 11, '20	Sep 12, '20 - Oct 16, '20	Oct 19, '20 - Nov 13, '20	Nov. 16, '20 - Dec 11, '20
#3	Gr. 9	79%	92%	93%	93%
#4	Gr. 8	90%	86%	95%	92%
#5	Gr. 7	85%	96%	95%	95%
#6	Gr. 6	90%	91%	94%	95%
CCMS Average		88%	91%	95%	94%
6-9 Average		90.5%	91.1%	94%	94%



STAFFING:

- CCMS/CCHS is currently seeking 2 SETSS Teachers through Alternative Tutoring Inc. Thus far we have secured a candidate who is part-time.
- CCMS is currently seeking a Grade 7 ELA Teacher assistant. At this time we have secured a candidate who is at the contract phase.

SOCIAL EMOTIONAL LEARNING (SEL)

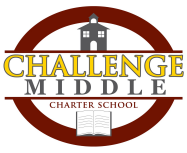
- 54% of Grades 6-9 scholars completed the Renzulli Learning Profiler (153 scholars). The remaining 131 scholars will be completing the Profiler over the course of the week of Monday, December 14, 2020.
- Mentors in our scholar mentoring program have been meeting consistently with their scholar mentees 3 times weekly. The program has switched the primary meeting times from the 4:-4:30 time to 8:00 - 8:25 on Mondays, Wednesdays, and Thursdays. Mentors check in with scholars on the status of their due assignments, attendance, and progress on their SMART goals. All mentors are working with the text *7 Habits of Highly Effective Teens* by Sean Covey. The success of this program will be measured at the end of quarter 2, weighing the improvement in overall grades and attendance averages.

CURRICULUM AND INSTRUCTION

- CCMS/CCHS instructors continue their work on ensuring that lesson plans reflect levels of differentiation referred to as Tiering and Compacting. CCMS/CCHS will continue to monitor their small groups and shift strategies to ensure that our scholars meet the mastery level of the CCLS standards on their grade level. Grade-level professional development sessions have been underway focusing on the Power of Video for High Impact Instruction. These sessions are followed up with support on creating compactors which is part of the School Enrichment Model -SEM to support our scholars who are above the benchmark on their current grade level. The follow-up assistance of consultant Cheryl Quatrano is sought and rendered here. She has been meeting with teachers on a one to one basis to support their needs.
- We are also working on implementing another scaffold for our scholars who are significantly below grade level.

SPECIAL EDUCATION SERVICES

- MANDATED SERVICES
 - Mandated services like Speech therapy and counseling continue on a strict schedule via Google Meet. Scholars are also receiving their SETTS services and Extra help



- Special Education staff continue to participate in SPED Collaborative events, sharing techniques, and strategies that are rooted in SDI.
- Candidates from Alternative Tutoring continue to be interviewed and monitored in their role in providing SETSS tutoring. Once candidates are okayed by the principal, their positions will be considered temporary with the possibility of hire.
- Social Worker intern Mr. Luis Robles continues his shadowing of our on-staff social worker Ms. Colon. Mr. Robles has an excellent and easy rapport with the Grades 6-9 scholars.

PARENT AND SCHOLAR OUTREACH and ACCESSIBILITY

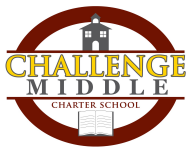
- Frequent parent meetings for scholars who are not meeting the expectations or for whose socio-emotional state brings us concern continue.
- Weekly Parent announcements continue.
- All instructors maintain office hours for conferencing with scholars and/families daily from 4:00 PM to 4:30 PM
- Parents attended Virtual Parent-Teacher Conferences on Wednesday, November 18 from 5:00 PM to 7:00 PM and on Thursday, November 19 from 1:00 PM to 4:00 PM. an average of 97% of Wednesday's appointments were attended and 71% of Thursday's appointments were attended. Teachers continued to make appointments with parents to conduct conferences during their prep periods up until December 9, 2020.

PROFESSIONAL DEVELOPMENT

- **GRADE TEAM PLANNING AND ONGOING PROFESSIONAL DEVELOPMENT**
 - Professional development takes place daily
 - Mon-Thu 12:50 PM to 1:35 PM for Grades 6-8 core instructors
 - Mon-Thu 3:15 PM to 4:00 PM for Grade 9 core instructors
 - Fridays from 1:00 PM to 4:00 PM
- **VERTICAL DEPARTMENT PLANNING**
 - This work will continue with the added Mentoring piece that we added to support scholars teachers will have to communicate daily and access data of each other's scholars. Thus this will make our Vertical work more successful.

INSTRUCTIONAL OBSERVATIONS

- The CCMS-CCHS Admin Team members have been supporting during remote learning sessions regularly to ensure that instruction is taking place and that outreach is performed as needed.



2020-2021 Principal's Monthly Board Report

December 11, 2020

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

Informal observations have begun in the form of Check-ins. TeachBoost is currently being used for this task, with a target of 2 long observations and 5 short observations across the board for the school year.



Attachment #5



Director of Pupil Personnel Services

December Board Report

Covid-19 Coordinator

- Creating an outline of all school health and safety protocols and procedures for staff members upon return to the school building
- Monitor daily health and safety report
- Meet with nurse liaison regarding weekly updates from the DOH/DOE COVID-19 Charter School meetings
- Make reports to the local DOH on any positive COVID-19 tests within our school community
- Preparation is underway for the continuation of the Johns Hopkins COVID-19 curriculum for all sites.
- Collaboration with St. Johns Episcopal Hospital personnel for teaching nutrition to our scholars to support a healthy immune system

Pupil Personnel Director

- Bi-weekly check-in's with SST's for continuous support in the following areas:
 1. Aligning SEL strategies and supports for teachers around implementation for the meta-moment. This strategy is aligned to the self-awareness core competency and supports students that experience intense emotions
 2. Social Work Interns from Hunter College are all immersed within the school culture and are supporting our at-risk scholars.
 3. Our social work field instructor Ms. Harris and task supervisor Ms. Colon has been leading weekly meetings for our interns to ensure they are aware of the expectations and to provide them with any answers to their questions. I also meet with Ms. Harris to receive updates on the interns and their work schedules.
 4. This month I observed Inner You lessons at the high school level. This is the new character education curriculum that was implemented in the high school.
 5. On December 11th the K-5 site will have an implementation training for Spread the Word the Character Education program.
 6. The SST submitted their professional goals and will also submit program goals for the SEL/ Character Education program using the Multi-tiered levels of support template in mind.

7. The school-wide wellness series continues this month, and the focus is on Self-Care. Staff members received many resources to strengthen them in this area. At the end of the month colleagues will lead this virtual platform and have a discussion on what resource worked best for them. Each month will have a focus, and the SST has a teacher corner located in their virtual offices for staff to access these support resources.
8. The Big Sisters and Big Brothers program will host a parent information session that is open to our families.

Recruitment and Retention Plan Guidance

1. Family Engagement Coordinators, Enrollment Coordinator, Operations managers and I (Director of Pupil Personnel Services) meet weekly to discuss the retention and recruitment plans for this school year.
2. The open house content has been created for the middle and high school sites. The elementary school site will meet on December 9th to finalize their content for the open house presentation.

Family Engagement Coordinators

1. The Family Engagement Coordinators are currently reviewing best practices for school communication to better engage families including class parents, parent contact updates, and a virtual PA.
2. We are also working on community outreach and forging relationships with Far Rockaway community organizations.
3. The Family Engagement Coordinators also completed a self-evaluation assessment. This will be reviewed during our 1:1's this month.



Attachment #6



Challenge Charter School Communications Report - Dec. 2020

fr: Kim Messer, Director of Communications

One School Campaign/Application Season

- We are looking at SchoolMint's additional features for recruitment.
- Letters of Intent for 5th graders and 8th graders have gone out. Follow ups with families who did not answer are ongoing.
- Rising 9th grade deadline to reserve a seat at Challenge is December 18.
- Vanguard mailing is in the works. We are waiting on cost and a new mailing list. We are behind schedule by over a month.
- High School specific flyer is complete. (See below)
- Various related materials continue to be translated and provided as well in coordination with Ms. Rosario
- Notifications about moving to one school-wide Facebook page have begun, and a new Facebook cover has been designed to echo the look of our new flyers.
- Open House dates are still in discussion and have not been finalized.



APPLY TODAY! QUESTIONS? CALL ENROLLMENT AT 718-833-1540 EXT. 810

“
 WHY CHOOSE CHALLENGE CHARTER HIGH SCHOOL? I can learn the real world experience I need.”
 ”

Why Choose Challenge Charter High School?

- **Offering a Dynamic Career Pathway**
 - ALLIED HEALTH
 - AVIATION
 - CULINARY ARTS
 - HOSPITALITY
- **Partnering with Local Businesses & Universities** - Students get hands-on, experiential learning for 2 years beyond high school graduation to provide Industry Certification or an Associate Degree.
- **Providing Career & Technical Education (CTE)** - Students are prepared for all careers, community college and transfer creditable. Entrepreneurship to prepare them for the global marketplace.
- **Promoting student leadership** - Students actively contribute to the design of the school's mission, vision, and strategic plan through the House of Leadership.

Get a double of savings for Far Rockaway residents. Grad of Challenge Charter... achieves an average 15.20 percentage on the Higher Education and Skills Development Act and a 20 percent college credit transfer.

APPLY NOW FOR 2021-22
 WWW.CHALLENCHARTERSCHOOLS.SCHODENINT.NET

Champ Grows Up Contest

Our middle and high school scholars are participated in the design contest and 7th Grader, Oluwapelumi Afuwape won. His winning design (seen below) will now be adapted by a professional designer for our specific marketing needs.



Social Media/Website

- Pro - Our families have participated in a couple of photo challenges and sent in great content which has been featured on Facebook and Instagram.
- Con - Engagement and content is harder to obtain from staff at this time.
- Facebook made significant changes to the way businesses post and create content this fall. The result has been a dramatic dip in engagement on our pages. This gives further reason to have one page to lessen competition for ourselves.
- General averages for our website impressions (total over 4 sites) are 10-15K per month.





Attachment #7



Rev. Dr. Les Mullings, Founder/CEO

December 14, 2020

Re: December 14, 2020 Operations Report

By: Venessa Lynch, Director of Operations

I. Facilities / COVID 19 Preparation

- Building have been deep cleaned. Will be retouched closer to reopen date
- Ongoing completion of work and continuing maintenance throughout all buildings.
- Fire inspection completed for Hartman Ln
- COVID signage placed throughout buildings.
- Classrooms set up based on COVID guidelines. Teachers just have to come in and put on finish touches.
- Building Winterizations completed for all buildings.

II. Health

- Nurses have been confirmed for ES site and MS.
- Nurses will report back to their prospective sites closer to reopen date.

III. School Operations

- Ongoing implementation of cloud base system Operoo for continuity of school operation. This system will streamline effective and accurate documentation for each scholar and family. We will be able to execute constant contact with instant response with our families. This will also assist with student records and ensure all documents are current.
- ATS purge ensuring all student records are accurate and current.
- Working with Principals and Sr. Director of Teaching and learning to fill vacant positions. Recruiting candidates via Indeed and starting out reach to various universities with education programs.
- Notification to OPT, School food and other prospective vendors have been notified of our March reopen as needed.
- Continuing to support laptop distribution and student supply distribution as needed to support remote learning for all students.

Challenge Preparatory Charter School, K-5
Nicole Griffin, K-5 Principal

710 Hartman Lane, Far Rocka Way, NY 11691

Phone: 718-327-1352

Email: ngriffin@challengecharterschools.org

www.challengeprepcharter.org

Challenge Charter Schools

Rev. Dr. Les Mullings, Founder/CEO

710 Hartman Lane, Far Rockaway, NY 11691

Phone: 718-327-1352

Email: lsmullings@challengecharterschools.org

www.challengecharterschools.org

Challenge Charter Middle School, 6-8

Mavgar Mondesir-Gordon, 6-8 Principal

1526 Central Avenue, Far Rockaway, NY 11691

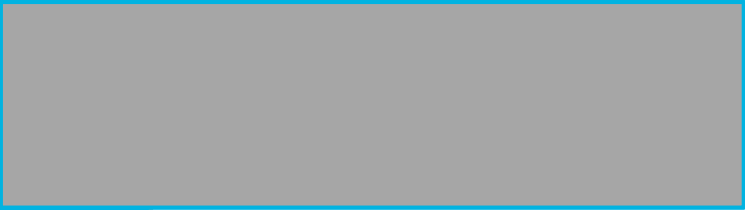
Phone: 718-327-4040

Email: mmondesir@challengecharterschools.org

www.challengechartermiddle.org



Attachment #8



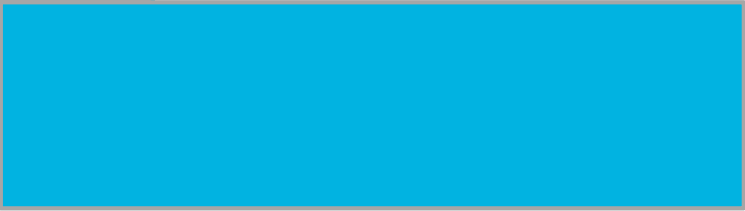
Helping you to focus on what's important:
STUDENT ACHIEVEMENT



experience. expertise. execution.

Challenge Prep Charter School

Monthly Financial Report
November 2020



Challenge Prep Charter School

Financial Summary

For Period Ended November 30, 2020

LIQUIDITY

Cash in Bank <i>(Operating Account(s) Only: as of November 30, 2020)</i>	\$ 6,800,421
<i>Projected months of cash on hand</i>	4.6
Cash in Bank <i>(Total - All Accounts: as of November 30, 2020)</i>	\$ 6,885,020
FY Ending Cash Available to Carryover to FY21-22 <i>(Operating Account(s) Only)</i>	\$ 1,311,869
<i>*Cash balance available once all FY20-21 obligations & receivables have been settled</i>	
<i>Projected months of cash on hand</i>	0.9
FY Ending Cash Available to Carryover to FY21-22 <i>(Total - All Accounts)</i>	\$ 1,396,468

Projected Cash

Months of Cash

ENROLLMENT

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>		<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
General Ed	908.68	920.00	(11.32)	\$	14,675,230	14,083,360	\$ 591,870
SPED							
0 - 20%	39.05	41.00	(1.95)		-	-	\$ -
20 - 59%	17.90	25.00	(7.10)		186,012	259,750	\$ (73,738)
60% - Over	52.47	53.00	(0.53)		999,463	1,009,597	\$ (10,134)
Total SPED	109.42	119.00	(9.58)		1,185,475	1,269,347	\$ (83,872)

Student Enrollmt. - Gen. Ed

Student Enrollmt. - SPED

Per Pupil

BALANCE SHEET

Total Current Assets:	\$ 7,935,106
Total Current Liabilities:	\$ 3,791,986
Working Capital (Current) Ratio	2.09
Total Assets:	\$ 10,075,379
Total Liabilities:	\$ 6,279,697
Debt Ratio	0.62
Total Net Assets:	\$ 3,795,682

Assets & Liabilities

Working Capital & Debt Ratios

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Total Revenue YTD:	\$ 7,433,864	\$ 7,354,213	\$ 79,651
Total Expenses YTD:	(5,643,158)	(6,600,688)	957,530
Net Operating Surplus(Deficit):	\$ 1,790,706	\$ 753,525	\$ 1,037,181

Challenge Prep Charter School

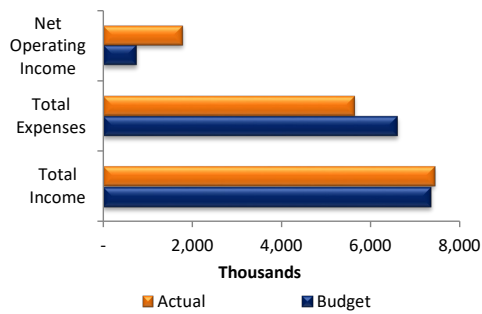
Financial Summary

For Period Ended November 30, 2020

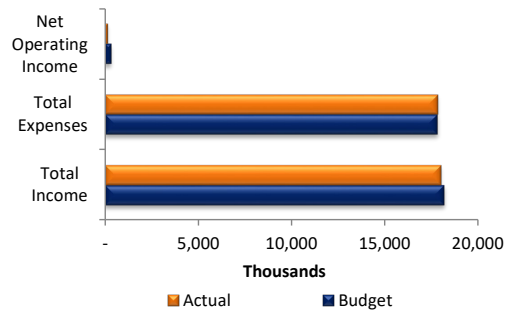
	<u>Projected</u>	<u>Budget</u>	<u>Variance</u>
Annual Projected Revenue:	\$ 17,980,940	\$ 18,169,622	\$ (188,682)
Annual Projected Expenses (before depreciation):	(17,589,207)	(17,587,393)	(1,814)
Projected Net Operating Surplus(Deficit) before Depreciation:	\$ 391,734	\$ 582,229	\$ (190,495)
Annual Projected Depreciation:	(230,840)	(230,840)	-
Projected Net Operating Surplus(Deficit) after Depreciation:	\$ 160,894	\$ 351,389	\$ (190,495)
Capital Expenditure Requirements	\$ 77,755	\$ -	\$ 77,755
Total Cash Expenditures <i>(expenses excluding depreciation plus capital expenditures)</i>	\$ (17,436,122)	\$ (17,356,553)	\$ (79,569)
Revenue per Pupil (YTD)	\$ 19,788	\$ 19,750	\$ 38
Expenditure per Pupil (YTD)	\$ 19,357	\$ 19,117	\$ 240

BUDGETING / REVENUE & EXPENSES

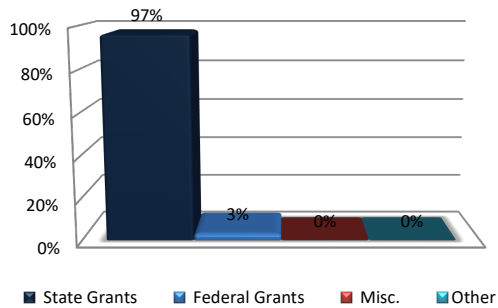
Year-To-Date (YTD)



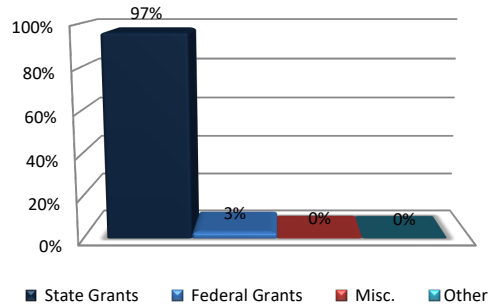
Year End (YE) Projection



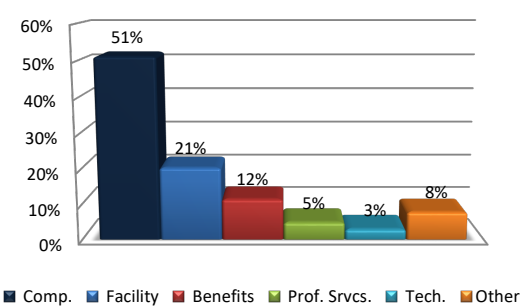
Revenue Breakdown YTD



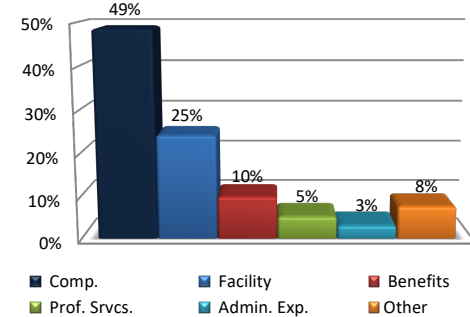
Revenue Breakdown YE



Expense Breakdown YTD



Expense Breakdown YE



Challenge Prep Charter School

Financial Variance Summary

Fiscal Year Ending 6/30/2021	Comments
Net Budget Surplus after Depreciation	\$ 351,389
Increase in Projected Annual Expenses	1,814
Net Projected Deficit Variance after Depreciation	<u>\$ 160,894</u>

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

	November 30, 2020			YTD Through November 30, 2020			Projected FYE June 30, 2021			Comments	
	Actual	Budget	Variance	Actual	Budget	Variance	Current Month	Actuals - July 2020 - September 30, 2020 +	Projections thru June 30, 2021		Annual Budget
Income											
4100 State Grants	1,231,419	1,431,604	(200,185)	7,191,346	7,264,675	(73,329)	10,202,045	17,393,391	17,670,286	(276,895)	GenEd budget based on 920, projection based on 908,683 - SpEd budget based on 53 over 60%; 25 20-59%; Projection based on 17,903 20-60 and 52,468 >60
4200 Federal Grants	25,542	19,288	6,253	242,516	89,538	152,978	307,389	549,906	499,336	50,570	
4300 Contributions	-	-	-	-	-	-	-	-	-	-	
4400 Miscellaneous Income	0	-	0	2	-	2	37,642	37,644	-	37,644	
Total Income	1,256,961	1,450,892	(193,931)	7,433,864	7,354,213	79,651	10,547,076	17,980,940	18,169,622	(188,682)	GenEd budget based on 920, projection based on 908,683 - SpEd budget based on 53 over 60%; 25 20-59%; Projection based on 17,903 20-60 and 52,468 >60
Expenses											
Compensation											
5100 Instructional Staff	513,438	538,177	(24,739)	1,987,611	2,033,267	(45,657)	4,205,923	6,193,534	6,381,357	(187,823)	Based on Budget
5200 Non-Instructional Staff	136,581	131,691	4,890	579,893	674,016	(94,123)	958,424	1,538,317	1,642,535	(104,218)	Based on budget
5300 Pupil Support	86,361	82,600	3,760	336,721	431,999	(95,278)	638,654	975,375	919,276	56,099	Based on budget
5000 Compensation	736,380	752,469	(16,089)	2,904,225	3,139,282	(235,057)	5,803,001	8,707,226	8,943,168	(235,942)	Salary projections based on budget
5400 Benefits	147,198	137,714	9,484	662,414	685,777	(23,363)	1,146,722	1,809,137	1,641,398	167,739	Based on budget
6100 Administrative Expenses	18,380	30,886	(12,506)	146,661	260,295	(113,634)	423,833	570,494	626,494	(56,000)	Based on budget
6200 Professional Services	39,953	59,397	(19,444)	283,624	329,219	(45,595)	674,496	958,121	930,475	27,646	Based on budget
6300 Professional Development	1,695	11,478	(9,783)	47,335	61,656	(14,321)	122,765	170,100	170,100	-	Based on budget
6400 Marketing and Staff/Student Rec	1,684	8,475	(6,790)	33,840	36,978	(3,138)	46,275	80,115	80,115	-	Based on budget
6500 Fundraising Expenses	-	287	(287)	-	1,492	(1,492)	3,675	3,675	53,675	(50,000)	Based on budget
7100 Curriculum & Classroom Expenses	8,867	20,745	(11,878)	161,903	122,889	39,014	263,261	425,164	389,688	35,476	Based on budget
8100 Facility	231,428	355,249	(123,821)	1,171,338	1,815,212	(643,873)	3,213,626	4,384,964	4,383,055	1,909	Based on budget
8200 Technology/Communication Expenses	19,293	18,352	941	170,316	89,760	80,555	291,896	462,212	368,225	93,987	Based on budget
8800 Miscellaneous Expenses	1,500	83	1,417	7,487	417	7,071	10,513	18,000	1,000	17,000	Based on budget
8900 Depreciation Expense	-	-	-	54,014	57,710	(3,696)	176,826	230,840	230,840	-	Based on budget
Total Expenses	1,206,378	1,395,134	(188,756)	5,643,158	6,600,688	(957,530)	12,176,889	17,820,047	17,818,233	1,814	
Net Income	50,583	55,758	(5,175)	1,790,706	753,525	1,037,181	(1,629,813)	160,894	351,389	(190,495)	
Capital Expenditures											
Furniture, Fixtures & Equipment	-	-	-	367,895	-	367,895	67,105	435,000	-	435,000	
Facility and Construction	-	-	-	(512,755)	-	(512,755)	-	(512,755)	-	(512,755)	
Website	-	-	-	-	-	-	-	-	-	-	
Total Capital Expenditures	-	-	-	(144,860)	-	(144,860)	67,105	(77,755)	-	(77,755)	

Challenge Prep Charter School Cash Flow Projection as of November 30, 2020

	Annual Budget FY20-21	Projected Aug 20 - June 21	December	January	February	March	April	May	June	July + Subsequent FY20-21 Items
Beginning Cash Balance (Operating)	4,804,870	6,800,421	6,800,421	7,562,118	5,968,146	7,080,352	5,481,654	6,597,535	5,007,237	3,454,571
Projected Cash Receipts from Operations (below)	18,169,622	8,681,405	2,770,884	1	2,706,181	1	2,706,181	1	37,633	460,523
Projected Cash Disbursements from Operations (below)	(17,818,233)	(11,886,147)	(1,584,388)	(1,584,388)	(1,584,388)	(1,589,113)	(1,580,713)	(1,580,713)	(1,580,713)	(801,732)
Net Cash from Operations	351,389	(3,204,742)	1,186,496	(1,584,386)	1,121,793	(1,589,111)	1,125,468	(1,580,711)	(1,543,079)	(341,209)
Cash Receipts from Accounts & Misc Receivables (not included in revenue below)	-	-	-	-	-	-	-	-	-	-
Cash Disbursements for Accounts Payable & Accrued Expenses	-	-	(415,211)	-	-	-	-	-	-	-
Capital Expenditures (below)	-	(67,105)	(9,586)	(9,586)	(9,586)	(9,586)	(9,586)	(9,586)	(9,586)	-
Accounts Receivable	-	(1,792,512)	-	-	-	-	-	-	-	(1,792,512)
PPP Loan Payable	-	(8,981)	-	-	-	-	-	-	-	(8,981)
PPP Loan Interest Payable	-	-	-	-	-	-	-	-	-	-
Ending Cash Balance (Operating Account)	5,156,259	5,464,277	7,562,118	5,968,146	7,080,352	5,481,654	6,597,535	5,007,237	3,454,571	1,311,869
Other Cash Accounts (Net of Transfers)	75,354	-	84,599	84,599	84,599	84,599	84,599	84,599	84,599	84,599
Total Cash (All Accounts)	5,231,613	5,464,277	7,646,717	6,052,745	7,164,951	5,566,253	6,682,134	5,091,836	3,539,170	1,396,468

Challenge Prep Charter School
Balance Sheet
YTD as of November 30, 2020

	Total	Comments
ASSETS		
Current Assets	-	
Bank Accounts		
1000 Cash		
1001 HSBC Checking - 0844	6,422,528	
1002 HSBC Checking - 0852	10,218	
1003 HSBC Checking - 0879	377,893	
1004 HSBC Checking - 0887	506	
1005 HSBC Money Market - 5972	3,503	
1006 Chase Escrow - 3060	70,000	
1007 Petty Cash	372	
Total 1000 Cash	\$ 6,885,020	
Total Bank Accounts	\$ 6,885,020	
Accounts Receivable		
1100 Accounts Receivable	448,332	
1200 Other Receivables - Salary Advance	(704)	
Total Accounts Receivable	\$ 447,628	
Other current assets		
1300 Prepaid Expenses	320,062	
1301 Prepaid Insurance	66,774	
1310 Prepaid Rent	215,622	
Total Other current assets	\$ 602,458	
Total Current Assets	\$ 7,935,106	
Fixed Assets		
1500 Furniture, Fixtures & Equipment		
1510 Office & Admin Computers & Equipment	243,066	
1511 Classroom Computers & Equipment	625,343	
1512 Classroom Furniture	391,772	
1513 Office Furniture	56,983	
Total 1513 Office Furniture	\$ 56,983	
1514 Musical Instruments	16,390	
1515 Computer Software	44,217	
Total 1500 Furniture, Fixtures & Equipment	1,377,772	
1519 Facility and Construction	127,589	
1520 Architect Fees	115,620	
1525 Fire Alarm System	7,500	
Total 1525 Fire Alarm System	\$ 7,500	
1530 Kitchen/Cafeteria	162,079	
1535 Construction In Progress	300,000	
1540 Leasehold Improvements	311,199	
Total 1519 Facility and Construction	1,023,986	
1610 Website	11,000	
Total 1610 Website	\$ 11,000	
1700 Accumulated Depreciation & Amortization		
1710 Accumulated Depreciation	(1,198,090)	

Challenge Prep Charter School
Balance Sheet
YTD as of November 30, 2020

	Total	Comments
1750 Accumulated Amortization	(7,394)	
Total 1700 Accumulated Depreciation & Amortization	\$ (1,205,484)	
Total Fixed Assets	\$ 1,207,274	
Other Assets		
1800 Security Deposits	932,999	
Total Other Assets	\$ 932,999	
TOTAL ASSETS	\$ 10,075,379	
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
2000 Accounts Payable	391,556	
Total Accounts Payable	\$ 391,556	
Other Current Liabilities		
2100 HSBC Loan Payable	1,792,512	
2300 Accrued Salaries/Taxes	-	
2301 Accrued Expenses	23,655	
2303 Accrued Interest - PPP	8,981	
2400 Unearned/Deferred Revenue	1,575,282	
Total Other Current Liabilities	\$ 3,400,430	
Total Current Liabilities	\$ 3,791,986	
Long-Term Liabilities		
2700 Deferred Rent Liability	2,487,711	
Total Long-Term Liabilities	\$ 2,487,711	
Total Liabilities	\$ 6,279,697	
Equity		
3100 Retained Earnings	2,004,976	
Net Income	1,790,706	
Total Equity	\$ 3,795,682	
TOTAL LIABILITIES AND EQUITY	\$ 10,075,379	

Challenge Prep Charter School
Statement of Cash Flows
YTD as of November 30, 2020

	Total	Comments
OPERATING ACTIVITIES		
Net Income	1,790,706	
Adjustments to reconcile Net Income to Net Cash provided by operations:		
1100 Accounts Receivable	9,819	
1200 Accounts Receivable:Other Receivables - Salary Advance	340	
1300 Prepaid Expenses	(284,765)	
1301 Prepaid Insurance	(66,774)	
1310 Prepaid Rent	123,924	
1710 Accumulated Depreciation & Amortization	53,831	
2301 Accrued Expenses	(93,183)	
2303 Accrued Interest - PPP	7,487	
INVESTING ACTIVITIES		
1511 Furniture, Fixtures & Equipment:Classroom Computers & Equipment	(330,664)	
1512 Furniture, Fixtures & Equipment:Classroom Furniture	(37,231)	
1750 Accumulated Depreciation & Amortization:Accumulated Amortization	183	
Net cash provided by financing activities	\$ -	
Net cash increase for period	2,004,795	
Cash at beginning of period	<u>\$ 4,880,224</u>	
Total Cash at beginning of period	<u>\$ 4,880,224</u>	
Cash at end of period	<u>\$ 6,885,019</u>	



Attachment #9

November 2020

Current
Employees

Vacancies

132

4

Campus

Current

Vacancies

New Hires

Elementary School

74

0

-

Middle School

43

2

-

High School

5

2

-

Network Operations

10

0

-

New Hires

Position

Vacancies

MS Teacher - SETTS

MS Teacher Assistant - 8th Grade ELA

HS Teacher - CTE

HS Teacher - Special Education