



2021-22 School Year Board Meeting #4 Minutes

Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2021-22 School Year Board Meeting #4 at 6:30 PM on October 20, 2021.

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

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

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

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

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

Members absent: Andrew Barnes

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

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

1. The agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2021-22 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 an update the start of the 2021-22 School Year.

Dr. Mullings announced that the MOU agreement with the CUNY School of Labor and Urban Studies has been finalized. The agreement calls for both the early college/dual credit for our CTE High School scholars and bringing college courses to CPCS parents/guardians and other adults in the Far Rockaway community.



A Far Rockaway Community Educational Leadership Team, which will include our Board Chair as a member, is being named to provide advise the CUNY School of Labor and Urban Studies (SLU) leadership as they develop and market the college courses being offered to adults in the community. Courses will be taught by SLU faculty beginning in the spring of 2022 at our Challenge Charter High School site.

A special event to launch and showcase the initiative will be held at the Challenge High on Friday, October 22, 2021 from 3:00 to 5:00 p.m. Guests attending will learn about SLU's educational programming including several advanced certifications, undergraduate and graduate courses of study, and GED completion. Special scholarship information will also be shared.

Dr. Mullings further shared that the SLU relationship will be a game changer for the Rockaways and for Challenge.

Following discussion, the report was received with appreciation.

4. The Chair called attention to the printed report of Kentia Coreus, Senior Director of Elementary Teaching & Learning [Attachment #2]. The report was received with appreciation.
5. The Chair called attention to the printed report of Nicole Griffin, K-5 Principal [Attachment #3]. The report was received with appreciation.
6. The Chair called attention to the printed report of Mavgar Mondesir, Senior Director of Secondary Teaching & Learning and 6-10 Principal [Attachment #4]. The report was received with appreciation.
7. The Chair called attention to the printed report of Tameeka Richards, Director of Pupil Personnel Services [Attachment #5]. The report was received with appreciation.
8. The Chair called attention to the printed report of Kimberly Messer, Director of Communications [Attachment #6]. The report was received with appreciation.
9. The Chair called attention to the printed report of Natalie Zadok, Director of Special Education [Attachment #7]. The report was received with appreciation.
10. The Chair called attention to the printed report of Dale Richardson, Director of Technology [Attachment #8]. The report was received with appreciation.



11. The Chair called for the September 2021 Financial Report [Attachment #10]. Following review, the report was received by common consent.
12. The Chair called for the presentation of the 2021-22 October Personnel report [Attachment #11]. Dr. Michelle Daniel-Robertson moved approval of 2021-22 October Personnel Report with a second from Linda Plummer. The motion carried unanimously.
13. Representatives from PKF O'Connor Davies, LLP: Gus Saliba and James Mercaldo and Charter School Business Management: Donna Webster and Raymond Alston joined the meeting at 7:00 p.m.
14. The Chair called upon Gus Saliba to present the 2020-21 CPCS Audit Report [Attachment #9]. Following discussion, a motion was made by Karon McFarlane with a second from Gertrudis Hernandez that the report be approved. The motion carried unanimously.

The meeting adjourned by common consent.

Respectfully submitted:

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

Karon McFarlane
Secretary



Attachment #1
See Prior
Month
Minutes for
Minute
Attachments



2021-22 School Year Board Meeting #3 Minutes

Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2021-22 School Year Board Meeting #3 at 6:30 PM on September 15, 2021.

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

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

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

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

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

Members absent: Andrew Barnes and Gertrudis Hernandez

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

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

1. The agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2021-22 School Year Board Meeting #2 [Attachment #2]. The minutes were approved by common consent.
3. The Chair called for the report of Dr. Les Mullings, CEO. Dr. Mullings shared the 2021-22 School Year is off to a good start with in-person education. The mandate for all staff be vaccinated is being implemented and CPCS is following the NYC DOE process for the employee mandate. Any adjustments to the target date for all employees to be vaccinated because of any court orders will adjust the CPCS timeline for employees.



The development of the agreement for the CTE High School with the CUNY School of Labor and Urban Studies continues on a positive course. It is anticipated that a press conference will take place in October 2021 to announce the relationship.

Dr. Mullings also updated the Board on the development of the Challenge Parent Academy.

Following discussion, the report was received with appreciation.

4. The Chair called attention to the printed report of Kentia Coreus, Senior Director of Elementary Teaching & Learning [Attachment #2]. The report was received with appreciation.
5. The Chair called attention to the printed report of Nicole Griffin, K-5 Principal [Attachment #3]. The report was received with appreciation.
6. The Chair called attention to the printed report of Mavgar Mondesir, Senior Director of Secondary Teaching & Learning and 6-10 Principal [Attachment #4]. The report was received with appreciation.
7. The Chair called attention to the printed report of Tameeka Richards, Director of Pupil Personnel Services [Attachment #5]. The report was received with appreciation.
8. The Chair called attention to the printed report of Kimberly Messer, Director of Communications [Attachment #6]. The report was received with appreciation.
9. The Chair called attention to the printed report of Natalie Zadok, Director of Special Education [Attachment #7]. The report was received with appreciation.
10. The Chair called attention to the printed report of Janis Vaughn, Director of Enrollment & Recruitment [Attachment #8]. The report was received with appreciation.
11. The Chair called attention to the printed report of Venessa Lynch, Director of Operations [Attachment #9]. The report was received with appreciation.
12. The Chair called attention to the printed report of Dale Richardson, Director of Technology [Attachment #10]. The report was received with appreciation.



13. The Chair called for the August 2021 Financial Report [Attachment #11].
Following review, the report was received by common consent.

14. The Chair called for the presentation of the 2021-22 September Personnel report [Attachment #12]. Dr. Michelle Daniel-Robertson moved approval of 2021-22 August Personnel Report with a second from Karon McFarlane. The motion carried unanimously.

The meeting adjourned by common consent.

Respectfully submitted:

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

Karon McFarlane
Secretary



Attachment #2



Senior Director of Teaching and Learning K-5
October 2021 Board Report
 (Covering September 1, 2021-October 15, 2021)
Kentia Coreus

Enrollment Compliance

Grade	Total Scholars	# of scholars w/IEPs	# of ENL scholars
K	108	15	5
1	119	20	7
2	115	14	2
3	94	12	5
4	91	14	8
5	97	12	2
Totals	624	87	29

source: Student Enrollment Weekly Report sent on October 15, 2021

Ongoing Teaching & Learning Tasks

- Manage personnel, curricula, and partnerships in support of the educational program
- Monitor the effectiveness of the educational program by reviewing data, observing instruction, school culture, and academic operations
- Supervise the K-5 principal by conducting daily c
- heck-ins and weekly 60 minute supervision meetings
- Listen and respond to staff and family grievances
- Maintain awareness of DOE, NYS, and DOH guidelines related to COVID-19 and implement new teaching and learning policies or protocols where needed in consultation with the CEO and director of pupil personnel services

Ongoing COVID-19 Response

- Attend bi-weekly webinars with the New York State Charter Association where information is provided by the Board of Regents and all three NYS charter authorizers. Share information with pertinent staff
- Maintain awareness of DOE, NYS, and DOH guidelines related to COVID-19
- Connect with external school leaders to share/collect ideas for supporting scholars and staff
- Collaborate with COVID coordinator, human resources, and site principal to manage COVID-related issues

Focusing on Instruction

The elementary instructional leadership team conducted the first round of learning walks where all fully staffed classrooms were visited. The K-5 SDTL and executive coach Lilia Navarette participated in the learning walks where each visit was discussed and trends identified. The team debriefed their finds and worked on instructional next steps. Teachers received feedback as a group from the principal and were given time to ensure their classrooms met communicated expectations. Data from the learning walk will continue to inform the team's work with teacher teams and individuals.

Curriculum Design Process

CPCS' partnership with LCI (Learner Centered Initiatives) officially launched on Friday October 15, 2021. The elementary leadership team, grade-level leaders, and select teachers who demonstrate interest/passion in curriculum development will all participate in the following during this partnership:

- identifying and aligning curriculum to valued outcomes for learning
- honoring students' cultural and experiential backgrounds
- incorporating assessments that produce as well as measure learning
- designing active learning strategies that engage students in their learning
- examining student work to determine impact and make curriculum revisions
- including strategies to develop self-regulated independent learners

Grade-Level Leaders

1. Ms. Gray- K (Absent 10/15)
2. Mrs. Lloyd- 1
3. Ms. Sarfati- 2
4. Ms. Lang- 3
5. Mrs. Alexander- 4
6. Ms. Cruz- Interim Acting -5

CPCS' Curriculum Writing Team

1. Ms. Gray (Absent 10/15)
2. Mrs. Lloyd
3. Ms. Sarfati
4. Ms. Lang
5. Mrs. Alexander
6. Ms. Cruz
7. Mrs. Simone
8. Mr. Kurz
9. Mrs. Grant-Brown
10. Ms. Denker (Absent 10/15)
11. Ms. Baker
12. Mr. Scarfogliero (Absent 10/15)

COVID Visitor Policy

The senior directors of teaching and learning created a visitor policy to be distributed to consultants and related service providers. The content is aligned with the school reopening plan and is available at the end of this report.

HS Development

At the CEO's request, the CTE Internship coordinator role was divided into two separate roles to emphasize the external duties and responsibilities of a Industry Liaison. The job description for this role is available at the end of this report.

Change to Curriculum and Technology Integrationist Role

After evaluating the needs of the instructional staff, the senior director of teaching in learning, K-5 determined that a STEM instructional coach is needed to support teachers increasing their effectiveness in delivering math and science instruction. This role will also be responsible for providing the leadership team with data support. The job description for this role is available at the end of this report.

Working Together to Keep Each Other Safe **Challenge Preparatory Charter School's** **COVID-19 Protocols for Adults**

We are in this together

As a community school, CPCS recognizes that educating and caring for our scholars is a community effort that requires us to work with our guests, visitors, service providers, consultants, partners, etc. to obtain necessary resources for scholars and their educational program. The purpose of this document is to share with you what we are doing to each our community safe against the coronavirus and what we need from you to keep each other safe. Please reach out to your contact at CPCS should you have any questions OR email COVID@challengecharterschools.org.

Our Vaccination Policy

To prevent the infection and spread of COVID-19, and protect the health and safety of staff, students, family members, partners, visitors, guests, and volunteers to CPCS sites from COVID-19 infection, ***CPCS requires all staff, partners, and visitors to provide proof that they are fully vaccinated against the coronavirus by September 27, 2021.***

Our COVID-19 protocols

1. We have mandated that all staff be vaccinated by September 27, 2021
2. We stay home when we are sick. All employees must pass a daily health screen questionnaire prior to arrival. Families complete a daily health screen questionnaire
3. We ensure we are fever –free. All employees have their temperature scanned upon arrival. Temperature must be 100.3°F or less for entry
4. We all wear masks. All employees are mandated to wear a face-covering at all times. Masks are provided if needed
5. We provide hand-sanitizer upon entry and make it available throughout all of our sites
6. We clean and disinfect sites daily

What we ask of YOU

1. Submit proof of vaccination if you are a frequent or long-term partner (service providers, consultants)
2. Stay home if you do not feel well
3. Complete the visitor health screen questionnaire prior to your arrival
4. Have your temperature scanned upon arrival. Your temperature must be 100.3°F or less for entry
5. Wait to be escorted to the person/area you are visiting
6. Wear a mask or face covering at all times
7. Keep your hands clean by hand washing frequently and utilizing hand-sanitizer when needed

Visit our reopening page for the most updated information:

<https://challengecharterschools.org/reopening>

Industry Education and Partnership Liaison Job Description

Sites

Challenge Charter Network Office, 15-20 Central Avenue, Far Rockaway, NY 11691
Challenge Charter High School, 15-20 Central Avenue, Far Rockaway, NY 11691
Challenge Charter Middle School, 1279 Redfern Avenue, Far Rockaway, NY 11691

Who We Are

Since its founding in 2010, Challenge Preparatory Charter School (“Challenge Prep”) has provided students and families with a successful K-8 program in Far Rockaway, Queens. Opened in August 2020, Challenge Charter High School (“CCHS”) will offer a unique early college and career and technical education (“CCTE”) program to ensure that students graduate prepared to be successful in the college and/or career pathway of their choice. CCHS will provide an academically rigorous program that integrates content with real-world technical skills found in the following fields: Aviation, Culinary Arts, Health Sciences, and Hospitality. Through strategic collaborations with industry partners, students will have access to personalized academic and social-emotional learning sequences, authentic field experiences, career counseling, and college coursework.

Understanding the Role

The Industry Education and Partnership Liaison (“IEPL”) reports to the chief executive officer and secondary senior director of teaching and learning. The IEPL is responsible for the overall identification, development, and execution of industry partnerships in the following fields: Aviation, Culinary Arts, Health Sciences, and Hospitality. He/she is the lead point-of-contact and initiator for collaborative efforts involving the community (particularly in District 27), industry, school, and it’s college/university partners; and serves as the school’s work-based learning coordinator. The IEPL ensures that the school curriculum supports and reflects the engagement with industry partners.

Ongoing Specific Responsibilities

All staff of Challenge Charter High School is committed to teaching students the values of scholarship, respect, honesty, courage and balance in a collaborative technology infused, inclusive family-like environment. Additional and specific duties of the IELP include:

- Lead the development of a career and technical education advisory council to provide internships, mentors, and workplace learning experiences for all students
- Work with partners and the school’s CTE staff to coordinate workplace learning experiences, mentors, and internships
- Supervise and support the Internship/CTE Field Coordinator
- Maintain effective and proactive communication between all project/program participants to ensure that all expectations are understood and managed appropriately
- Recruit and train professional industry mentors and volunteers as needed
- Coordinate on-site workplace learning experiences at industry facilities
- Develop curriculum with school leadership to facilitate meaningful conversations between students and mentors that support workplace learning goals
- Provide industry speakers for classroom projects and school-wide events as needed

- Work with school administrators and industry professionals to implement an industry-validated assessment tool for workplace competencies and technical skills
- Identify relevant, substantive, and credit-bearing projects for students working with school and college faculty and industry partners
- Collaborate with the school's administration to inform/create project-based learning opportunities and workplace experiences that address workplace competencies and technical skills
- Evaluate the effectiveness of work-based learning opportunities on student career readiness skills
- Create professional development opportunities for CTE teachers and staff
- Develop metrics to monitor, and appropriately adjust, program management and overall strategy

Who We Seek

- Challenge Charter High School will consider candidates who can demonstrate:
- Commitment to and alignment with CCHS mission, vision, program goals and curriculum
- Effective leadership skills that inspire teamwork and dedication
- Strategic problem-solving skills
- Strong communication skills to be employed with industry partners, government officials, community members, students, families, and staff
- Exceptional management and organizational skills
- Positive experience in taking the initiative, assuming accountability and being productive in attaining measurable goals and accomplishments
- Ability to plan strategically and effectively, as well as adapting to unforeseen situations

Qualifications

- Master's degree or Bachelor's degree *and* extensive experience in one or more of the school's industry pathways
- New York State Work-Based Learning certification (or ability to qualify within 3 months of employment)
- Minimum of 3-5 years in a business and/or education position
- Superior relationship engagement and management capability
- Demonstrated success managing multiple/competing priorities
- Fundraising and/or grant-writing experience is a plus
- Highly motivated to work with students from underserved areas; devoted to closing the achievement gap
- Ability to provide own transportation from school to industry partner sites
- Strong teamwork ethic

Work Year

This is a full-time position, 12 months position.



Attachment #3



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

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

Instructional Focus:

Learning Walk # 1- Members of the Leadership Team and Lilia N. (outside consultant) conducted our first instructional walk on September 15th, 22nd and 23rd. We recognize that we have had difficulties launching the school year and continue to face day-to-day unforeseen items. The amazing things we had planned will continue to be adjusted to meet the needs of our scholars. The SENSE OF URGENCY around creating a conducive environment and designing coherent instruction are at the forefront of our day.

Based on our findings, we implemented several things.

Next Steps that was implemented:

- Word Walls were updated
- Print-rich student friendly charts was created to reflect student voice
- Vocabulary- a section has been added to the lesson plan template
- A model classroom is in the making for every grade. Grade Team Leaders classroom will be turned into a model classroom.
- Professional Development was launched by LCI beginning on October 8, 2021. Curriculum writers and Grade Team Leaders participated in the Curriculum and Design Process. The team will create and write reading and writing unit plans.
- Four projects have been funded by Donors Choose this school year. All instructors are working on a project to submit to Donors Choose. Ms. Lang is our Donors Choose Liaison.
- Grade Team Meetings are held from 4:00-4:25pm to lead and support pedagogy. APS supports and guides the planning and preparation of reading, writing and math lessons.
- Instructional staff plan lessons explicitly with the following questions in mind: What are you teaching? Why are you teaching it? What is the outcome? How will you differentiate?

Mini Observations

A minimum of six mini-observations will be conducted this school year. Documented observations commenced on October 13, 2021.

BOY Data

- The elementary school continues to complete the BOY i-Ready data. The ending date is October 27, 2021.
- Fountas and Pinnel running records BOY assessments end on October 24, 2021.

Social-Emotional Learning

- We continue to partner with interns for this school year. Ms. Cox works alongside with Mrs. Anglin, our guidance counselor. Both counselors provide at-risk counseling and SEL lessons daily. We continue to follow SECOND-STEP curriculum as a guide.

Attendance

- Over the past month, we had a total of 9 staff who had to be quarantined.
- A total of 88 students had to quarantine over the past month. Remote instruction with a combination of a work packet is provided to the scholars.

Digital Access and Equity

- All scholars have 1:1 access to Chromebooks

Family Engagement

- PA meeting was conducted on September 24, 2021
- 46 families were in attendance
- Nominees were shared for the 2021-2022 school year

Professional Development

- Staff continues to need PD around unpacking of the Next Generation Standards. This will help with understanding- What am I teaching? Why am I teaching it?
- Performance Matters- Staff participated in PD around building assessments. Teachers will be able to utilize this component to build authentic assessments in order to improve student achievement.
- Planning and Preparation - Designing Coherent Instruction



Attachment #4



CHALLENGE CHARTER SCHOOL

2021-2022 Principal's Monthly Board Report

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

School Year 2021-2022 Report Oct 15, 2021

Current CCHS Enrollment:

Cohort Group	Grade Level	Enrollment as of Sep. 14, 2021	Enrollment as of Oct. 15, 2021
#3	G. 10	53	44
#4	G. 9	83	71
TOTAL		136	115

Current CCMS Enrollment:

Cohort Group	Grade Level	Enrollment as of Sep. 14, 2021	Enrollment as of Oct. 15, 2021
#5	Gr. 8	81	76
#6	Gr. 7	68	70
#7	Gr. 6	92	93
TOTAL		241	239

CCMS Attendance Statistics:

C G o r h o u r p t	G L r e a v e l	Attendance Rates	Attendance Rates
		Aug 25, '21 - Sep 14, '21	Seo 14, '21 - Oct 15, '21
#3	Gr. 10	*Rosters for the first 3 weeks of school were highly skewed, so attendance will be provided next month.	93%
#4	Gr. 9		95%
#5	Gr. 8		89%
#6	Gr. 7		92%
#7	Gr. 6		83%
CCMS Average			88%
CCHS Average			94%
6-10 Average			90%



STAFFING:

- CCMS is currently seeking the following:
 - Grade 7 Science Teacher
 - Grade 6 SWD Teacher
 - Grade 7 SWD Teacher
 - Grade 6 ELA TA
 - Grade 6 SS TA
 - Spanish Teacher
 - Family Engagement Coordinator (6-10)

- CCHS is currently seeking the following:
 - Spanish Teacher
 - Earth Science Teacher
 - Global History TA
 - ELA TA Grade 9
 - ELA TA Grade 10
 - Earth Science TA
 - SETSS Teacher

SOCIAL EMOTIONAL LEARNING (SEL)

- Covered in the homeroom (8:00 a.m.-8:25 a.m.)
 - Grades 6-10 have begun the Second Step SEL lessons
- The importance of the social-emotional lessons is to provide a foundation for safe and positive learning to provide scholars with the strategies necessary to succeed in school, careers, and life. We will focus on all 5 of the SEL Competencies throughout the school year. The Inner You course continues in the grades 9-10

CURRICULUM AND INSTRUCTION

- Teachers have completed curriculum maps and unit plans for their first unit
- Teachers have completed syllabi for the months of September and October.
- Teachers are waiting until the completion of Performance Matters training to administer pre-unit tests in Science, Social Studies, and SEL Surveys
- iReady BOY assessments will be administered after adjustment to add Grades 9 and 10 licenses
- Following the completion of BOY assessments, there will be the Data Disaggregation and Curriculum Compacting PD for teachers
- Scholars are able to maneuver the technology components required for coursework.

SPECIAL EDUCATION SERVICES

- ICT CLASSROOMS
 - At Grades 6-8, the -01 homerooms have been designated as the ICT homerooms



- ENL services are provided on a consistent schedule by Mr. Sebastian Salazar since the first day of school.

DIGITAL PLATFORMS

- Grades 6-10 scholars are using only digital notebooks for all courses with the exception of Math classes, in which they write notes in a notebook.

PARENT AND SCHOLAR OUTREACH and ACCESSIBILITY

- Meet-the-Teacher Night took place on October 7, from 5:00 PM to 6:30 PM.
- 6-10th Grade Town Hall Meetings have been taking place frequently in efforts to address issues of digital citizenship and COVID-19 safety.
- Efforts continue with respect to getting Parents to register in ParentSquare

PROFESSIONAL DEVELOPMENT

- GRADE TEAM PLANNING AND ONGOING PROFESSIONAL DEVELOPMENT
 - Professional development takes place daily:
 - Mon-Thu 11:10 PM to 12:00 PM for Grade 6
 - Mon-Thu 12:50 PM to 1:40 PM for Grades 6-10 core instructors
 - Fridays from 1:30 PM to 4:00 PM
 - Close Reading - Lavinia Reading Group Consultants on site.
- VERTICAL DEPARTMENT PLANNING
 - i-Ready beginning-of-year diagnostic testing began on September 21, 2021. BOY diagnostics are still being completed for the newest scholars added to the rosters this week.

INSTRUCTIONAL OBSERVATIONS

- The CCMS-CCHS Admin Team members have been regularly supporting instructional periods throughout the day to ensure that instruction is taking place and that outreach is performed as needed. Informal observations have begun in the form of Check-ins. TeachBoost is being used for this task, with a target of 2 long observations and 5 short observations across the board for the school year.



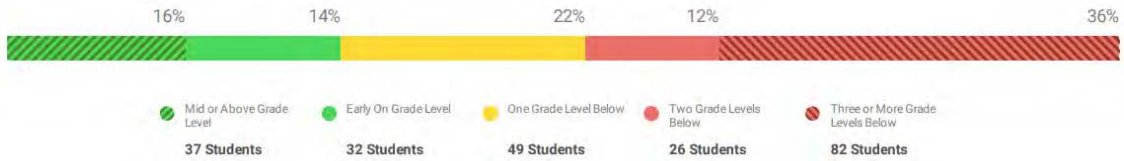
Diagnostic Results



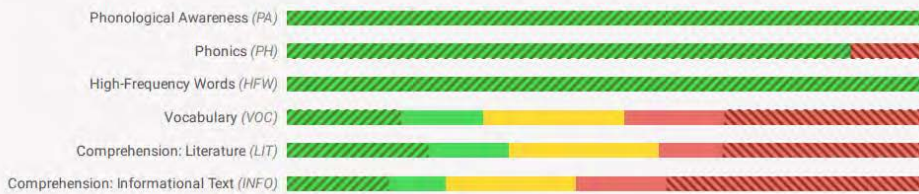
School: CHALLENGE PREP MIDDLE SCHOOL
 Subject: Reading
 Academic Year: 2021 - 2022
 Diagnostic Window: Window 1
 Prior Diagnostic: None

Overall Placement

Students Assessed/Total: 226/239



Placement by Domain



Switch Table View

Show Results By

Placement Summary

Grade

Showing 3 of 3

Grade	Overall Grade-Level Placement	Mid or Above Grade Level	Early On Grade Level	One Grade Level Below	Two Grade Levels Below	Three or More Grade Levels Below	Students Assessed/Total
Grade 6		19%	9%	23%	11%	38%	90/93
Grade 7		12%	17%	15%	15%	40%	65/70
Grade 8		17%	18%	25%	8%	31%	71/76



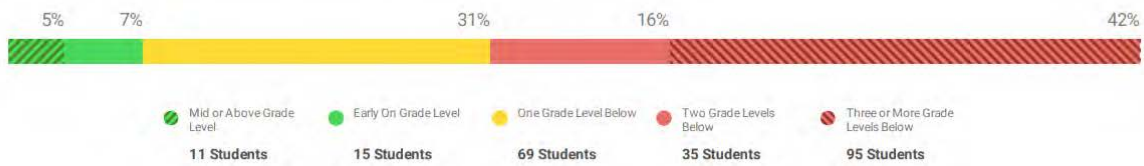
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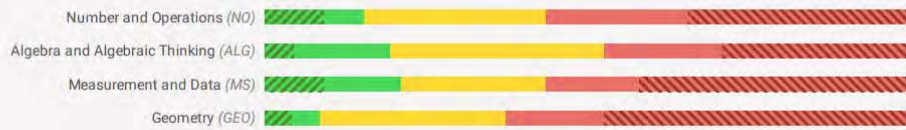
School: CHALLENGE PREP MIDDLE SCHOOL
 Subject: Math
 Academic Year: 2021 - 2022
 Diagnostic: Window 1
 Prior Diagnostic: None

Overall Placement

Students Assessed/Total: 225/239



Placement by Domain



Switch Table View

Show Results By

Placement Summary

Grade

Showing 3 of 3

Grade	Overall Grade-Level Placement	Mid or Above Grade Level	Early On Grade Level	One Grade Level Below	Two Grade Levels Below	Three or More Grade Levels Below	Students Assessed/Total
Grade 6		2%	10%	37%	12%	38%	89/93
Grade 7		5%	5%	23%	22%	46%	65/70
Grade 8		8%	4%	30%	14%	44%	71/76



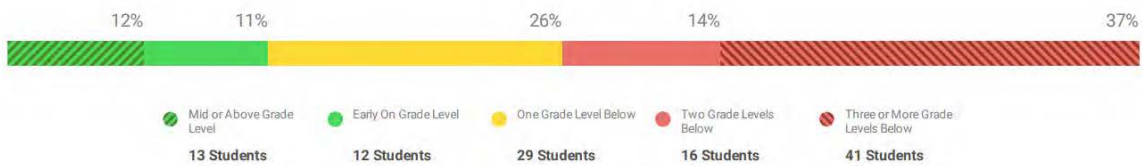
Diagnostic Results



School: CHALLENGE PREP CHARTER HIGH SCHOOL
 Subject: Reading
 Academic Year: 2021 - 2022
 Diagnostic Window: 1
 Prior Diagnostic: None

Overall Placement

Students Assessed/Total: 111/115



Placement by Domain



Switch Table View

Show Results By

Placement Summary

Grade

Showing 2 of 2

Grade	Overall Grade-Level Placement	Mid or Above Grade Level	Early On Grade Level	One Grade Level Below	Two Grade Levels Below	Three or More Grade Levels Below	Students Assessed/Total
Grade 9		13%	10%	31%	12%	34%	68/72
Grade 10		9%	12%	19%	19%	42%	43/43



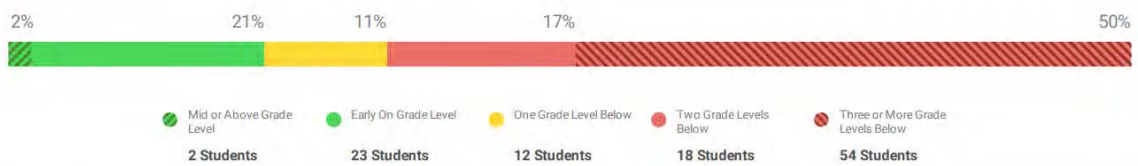
Diagnostic Results



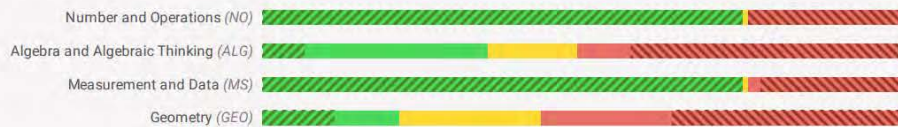
School: CHALLENGE PREP CHARTER HIGH SCHOOL
 Subject: Math
 Academic Year: 2021 - 2022
 Diagnostic Window: 1
 Prior Diagnostic: None

Overall Placement

Students Assessed/Total: 109/115



Placement by Domain



Switch Table View

Show Results By

Placement Summary

Grade

Showing 2 of 2

Grade	Overall Grade-Level Placement	Mid or Above Grade Level	Early On Grade Level	One Grade Level Below	Two Grade Levels Below	Three or More Grade Levels Below	Students Assessed/Total
Grade 9		3%	21%	11%	14%	52%	66/72
Grade 10		0%	21%	12%	21%	47%	43/43



Attachment #5



Director of Pupil Personnel Services

October Board Report

Covid-19

Here are the current vaccination numbers for our staff:

126 Fully vaccinated

21 Partially vaccinated

2 exemptions

- Presented COVID-19 protocols to the elementary, middle, and high school staff
- CIC Health is now a partner with our school to provide in-school testing. CIC Health offers comprehensive COVID-19 testing services that are accessible, fast, and easy. I completed the In-School COVID-19 testing survey from CIC Health to begin the bi-weekly testing this month
- Supported COVID-19 Site Coordinators with creating a system for the start of COVID-19 testing for our scholars
- Collaborated with data coordinator to create an attendance system for scholars that have COVID-19 testing
- Consistently update the COVID-19 tracker with updates on any individual that tests positive or presents symptoms
- Support the school community with answers to COVID-19 questions, and meet bi-weekly with leaders to discuss COVID-19 protocols
- Follow-up with families with any concerns during their scholars quarantine or isolation period
- Attend weekly Sector-Wide Q&A Calls with the NYC DOE & DOHMH to stay informed of all updated COVID-19 protocols, and inform all leaders about the updates
- Provide next steps for staff and scholars when they present COVID-19 symptoms or have a positive result
- Call in positive COVID cases to the local health department
- Provided a facilities walkthrough of the middle and high school to ensure the readiness of facilities for in-person learning and instruction

- Created a list of items needed to be purchased based on the facilities walkthrough
- Hired a School Health Liaison to support the health and safety of our school community

Pupil Personnel Director

- One of the social work interns from the Silberman School of Social Work at Hunter College started her in-person internship at the elementary school location. The second intern will begin in two weeks virtually.
- Conducted the monthly SEL meeting with the Middle and High School SEL team where we reviewed the bullying and harassment protocols of the school and how to respond as a staff to harassment and bullying when it occurs
- The SEL program Second Step training for bullying and harassment will take place this month for Bullying Prevention Month
- Informal visits to classrooms during Second Step lesson time will begin this month
- On October 22nd the Elementary school staff will receive the Bullying and Harassment protocols presentation to learn:
 1. What is bullying?-
 2. Why is bullying and harassment important to address?
 3. What you should do if a student comes to you with a bullying or harassment report?
 4. How to respond to bullying and harassment in a supportive and affirmative way; and how to help students feel safe.
- Meet with the elementary school principal bi-weekly to communicate SEL next steps
- Review Second Step lesson pacing data, to ensure all classes are on track with the SEL lesson schedule
- Create a google form to identify at-risk scholars
- Provided professional development opportunities for the student support teams in the following areas:
 1. Trauma informed practices

Family Engagement Coordinators

1. The Family Engagement Coordinator will follow-up with families to sign-up for ParentSquare, with the spreadsheet that displays families that have signed up and those that have not
2. Will begin to meet with the FEC, once a month with the family engagement coordinator regarding innovative ways to engage families starting with the Attendance Works initiative.



Attachment #6



Challenge Charter School

Communications Report - October 2021

Kim Messer, Director of Communications

Family Communications & Updates

As always, engagement with our current and potential families is a major focus of Communications.

- Our website now features a place for K-5, Middle and High School updates to flow from each site.
- The Fall Family Photo Challenge is taking place now and appearing on social media. This annual challenge features great fall photos of our scholars and family members.
- #AddDad Campaign brought a few new followers to our social media pages.
- DASA information updated on our website in coordination with Mrs. Richards.
- ARP/ESSER plans were published on the website in coordination with Dr. Estep.

Recruitment/Application Season Marketing

- We officially launched our new season on 10/1 to recruit for SY 2022-23.
 - Website information has been updated; waiting for Open House dates as of 10/18
 - New marketing avenues are being explored:
 - Social Media - *still pending Finance registration as of 10/18*
 - Bus stops - Ads will begin in 5 spots near our schools on November 1
 - Video "Commercial" - in process; deadline December 1
 - General merchandise needed for "Challenge Charter School" to promote school in the community and at E/R events; awaiting deadline from E/R team
 - "Apply Now" Banners for buildings
 - Design done in June; still in process as of 9/20 per Operations; *no update from Operations as of 10/18*

SLU Educational Hub Partnership

- *Supported efforts of our launch event for 10/22*



- *Coordination with in-house staff and Chief of Communications for SLU*
- *Extensive Press Release development and editing*
- *Email campaign created via MailChimp*
- *Press notifications and invitations to key leaders to go out this week*



Attachment #7



September 13, 2021

Ms. Natalie Zadok: Director of Special Education Grades K-10

I) Develop a Vision

- Developing a Streamlined Vision for the Special Education Department that exemplifies integrity, equity, collaboration and empowerment for all scholars and their families to attain best academic and social emotional achievements.
- Meeting with Administration and School building leaders to assess the current Special Education Program in order to incorporate tools to strengthen the management of Scholars with IEP's across all Grades K-10.

II) Special Education Scheduling and Planning

- **Creating the Special Education IEP Spreadsheet and Caseloads**
Requires entering every scholar's Grades (K-10) OSIS# in SESSIS to identify scholars with IEPs in order to align them with the correct services and providers needed.

III). Scholars with IEP's Streamlined Update

Kindergarten (15) Total IEP's (4) Misaligned IEP's that are pending CSE to amend 12.1.1 to ICT (Integrated Co-Team Teaching) accommodation.

Grade 1 (20) Total IEP's (1) Misaligned IEP Pending CSE to amend 12.1.1 to ICT Accommodation.

Grade 2 (14) Total Scholar's IEP's

Grade 3 (12) Total IEP's (1) Misaligned IEP Pending CSE to amend 12.1.1 to ICT Accommodation.

Grade 4 (14) Total IEP's (1) scholar will receive an RSA (**an authorized letter given to Parents that allows them to obtain the services of a non-DOE provider Specific related services at DOE expense). It is issues to a parent when the DOE Has not identified a related service provider in a timely manner).**

Grade 5 (12) Total Scholar's with IEP's

- Grade 6** (17) Scholars with IEP's (1) Misaligned IEP pending CSE to amend 12.1.1 to ICT Accommodations. (5) Scholars are misaligned pending CSE to amend SETT Services to ICT accommodations.
- Grade 7** (8) Total scholars with IEP's. (5) Pending CSE to amend SETTS to ICT.
- Grade 8** (12) Total Scholar's with IEP's. (8) Pending CSE to amend SETTS to ICT.
- Grade 9** (10) Scholar's with IEP's.
- Grade 10** (6) Scholar's with IEP's

Current Total Number of Scholar's with IEP's Grades K-10 = 170

IV). Staffing

- Seeking replacement for Grades K-5 Special Education Liaison as former
- Seeking an ESL Provider due to former Provider resigning.
Liaison is pending returning due to non-compliance with the vaccination mandate.
- Grades 6-10 Special Education Liaison Ms. Crystal Gould has been hired and scheduled to Start on October 18, 2021.
- Currently 2 vacancies for Special Education Certified instructors needed for ICT on the K-5
- Currently 2 vacancies for Special Education certified instructors needed for ICT on 6-8 level.
- Currently 1 vacancy for a 10th grade SETTS provider

(V). Current Action Items

- **Fulfilling the needs of K-5 as well as 6-10 Special Education Liaison with (CSE#4) Policies and Procedures** to ensure that all IEP cases are assigned a projected an annual, tri-annual, re-evaluation , initial and misaligned IEP meeting dates. Gathering all data such as Teacher Reports, IREADY, F&P, Behavioral Anecdotal logs from designated staff in order to submit to the CSE. Coordinating, sitting in on as well as leading all CSE meetings Grades K-10 until the new hire in Grades 6-10 is trained as well as a new liaison to be hired in Grades K-5.
- **Ensuring the partnership with CSE District #4**
Ensuring that related service agencies are appointed to CPCS in order to ensure related service (Speech, OT, PT, and Para) services begin in a timely manner to avoid any lapse in services provided to scholars. Collaborating with CSE to assign related service providers as they are resolving shortage of employee barriers due to non-compliance of the vaccine mandate.
- Fulfilling the Special Education Liaison and Support Staff- By creating timelines, goals and interventions for scholars at risk via the RTI (Response To Intervention) Model as well as Scholars with current IEP's.
- Assessing the Space in each facility in order to secure a private area for CSE Psychologists and Social

Workers to interview parents as well as assess and test scholars. Collaborating with Admin to ensure that there are ample conditions for SETTS providers to efficiently pull scholars for individual and small Group interventions.

- Collaborating with Grades 4-10 ELL Provider Mr. Salazar to ensure all ELL scholars are re-assessed as well as initially assessed to gain clear benchmarks of scholar's ELL plans.
- Collaborating with ELL External Consultants to implement academic plans that will fully encourage our ELL scholar's overall success and achievements according to their individualized needs and goals.

IV). Mobilizing Community Resources to support families with scholars with IEP's to secure the necessary external resources needed for scholars to maintain best academic as well as social emotional benchmarks this 2021-20220 school year.

- Partnering with New Horizons and Sheltering Arms Agencies in Far Rockaway to ensure that families receive the services needed upon initiating the need of community support.
- providing families with access to their parental rights under the IDEA Law that serves as a guide for parents with scholar's IEP compliance as well as parent empowerment support guidelines.
- Conducted one on one Parent meetings via Google Meet and Telephone conference to address specific needs that arise prior to the first day of school for scholars with IEP's services that include Initiating, Maintaining as well as Re-Evaluating scholar's IEP cases.

VII). Sites (K-10) External Providers Covid 19 Preparation

- Delivering CPCS Covid Guidelines and Safety Protocol to all Related Service agencies providers that will be conducting in-person sessions with Scholars at all sites.
- Related Service agencies have received a copy of the CPCS Covid-19 safety policy and have agreed to have their providers adhere to the CPCS Covid -19 Safety measures.
- Collaborating with CSE to conduct misaligned Scholar IEP meetings to ensure compliance

VIII). Professional Development Resources

- Meeting with the Special Education Collaborative to review a package that will suit the needs of CPCS staff Grades K-5 for Special Education Workshops that include (Co-Team Teaching Strategies, Specially Designed Instruction, creating Behavior Intervention Plans as well as Functional Behavior Analysis plans etc).
- Meeting with ELL External Consultants to create plans to enrich the ELL Department via identifying, testing and aligning ATS data to ensure that scholars' home language is precise in order to administer the NYSITELL Exam.



Attachment #8



Director of Technology Report

Oct. 2021 - Dale Richardson

—

I: Current Work

A: New Building

- Refinement of our new building at 1526 Central Avenue continues.

B: Further preparation for the possibility of returning to remote learning.

- All scholars have been pre-assigned Chromebooks. The rapid distribution of devices during September's emergencies was successful.
- Thirty-six hotspots are currently available for scholars who may be affected by limited or no internet service at home.

II: Future Work

A: Information gathering for Independent Cybersecurity Auditing.

- An independent cyber security assessment should be completed by June 2022, in order to satisfy various insurance and state requirements. Ex: https://www.dfs.ny.gov/industry_guidance/cybersecurity
- We are currently in the process of sourcing a credible organization that is experienced in assisting companies with meeting the mentioned requirements.

B: WiFi Upgrades.

- We are awaiting the delivery of our new wireless access points (ETA December). These devices are the next step in the WiFi upgrades at 710 Hartman and 1526 Central.
-



III: Risk Factors or Challenges

A: Chromebook shortage

- Scholars are transferring without returning their assigned Chromebook, which is leaving older devices to be assigned to some newly enrolled scholars.
- Advisors of our tech department have stated, "Most years, a 10-15% loss\damage rate can be expected; however, in a year like COVID, it is prudent to plan for a much higher rate. Some schools have planned as if no devices would be returned."
- As a response to this, 100 new devices have been ordered from CDW.



Attachment #9

Challenge Preparatory Charter School

Financial Statements

June 30, 2021 and 2020



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, 2021 and 2020, 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, 2021 and 2020, 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.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated – _____, 2021, 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.

Harrison, New York
_____, 2021

Challenge Preparatory Charter School

Statements of Financial Position

	June 30,	
	2021	2020
ASSETS		
Current Assets		
Cash	\$ 6,635,874	\$ 4,810,225
Grants and contracts receivable	365,449	452,240
Prepaid expenses and other current assets	542,925	374,481
Total Current Assets	7,544,248	5,636,946
Property and equipment, net	1,366,039	893,394
Restricted cash	70,000	70,000
Security deposits	925,999	932,999
	\$ 9,906,286	\$ 7,533,339
LIABILITIES AND NET ASSETS		
Current Liabilities		
Accounts payable and accrued expenses	\$ 363,585	\$ 220,880
Accrued payroll and payroll taxes	1,152,059	1,027,251
Refundable advances	315,546	-
Deferred rent, current portion	103,919	172,454
Total Current Liabilities	1,935,109	1,420,585
Paycheck Protection Program loan payable	1,792,512	1,792,512
Deferred rent	2,556,245	2,315,256
Total Liabilities	6,283,866	5,528,353
Net assets, without donor restrictions	3,622,420	2,004,986
	\$ 9,906,286	\$ 7,533,339

See notes to financial statements

Challenge Preparatory Charter School

Statements of Activities

	Year Ended June 30,	
	2021	2020
REVENUE AND SUPPORT		
State and local per pupil operating revenue	\$ 15,854,084	\$ 14,318,940
State and local per pupil facilities funding	1,064,272	1,415,761
Federal grants	582,156	380,354
State grants	59,460	54,291
Contributions, grants and other income	8,345	640
Rental income	9,408	126,096
Total Revenue and Support	<u>17,577,725</u>	<u>16,296,082</u>
EXPENSES		
Program Services		
Regular education	11,200,358	10,655,297
Supporting services	2,714,491	2,741,774
Total Program Services	<u>13,914,849</u>	<u>13,397,071</u>
Supporting Services		
Management and general	2,011,517	1,626,830
Fundraising	33,925	72,912
Total Expenses	<u>15,960,291</u>	<u>15,096,813</u>
Change in Net Assets	1,617,434	1,199,269
NET ASSETS		
Beginning of year	<u>2,004,986</u>	<u>805,717</u>
End of year	<u>\$ 3,622,420</u>	<u>\$ 2,004,986</u>

See notes to financial statements

CHALLENGE PREPARATORY CHARTER SCHOOL

Statement of Functional Expenses
Year Ended June 30, 2021

	No. of Positions	Program Services			Management and General	Fundraising and Special Events		Total
		Regular Education	Special Education	Total		General	Special Events	
Personnel Services Costs								
Administrative staff personnel	19	\$ 539,589	\$ 152,812	\$ 692,401	\$ 754,734	\$ 16,597	\$ 1,463,732	
Instructional personnel	86	3,887,783	1,051,861	4,939,644	-	-	4,939,644	
Non-instructional personnel	33	1,701,855	330,236	2,032,091	320,791	-	2,352,882	
Total Salaries and Staff	138	6,129,227	1,534,909	7,664,136	1,075,525	16,597	8,756,258	
Fringe benefits and payroll taxes		1,205,472	304,583	1,510,055	216,080	3,334	1,729,469	
Retirement		123,461	31,194	154,655	22,130	342	177,127	
Legal services		-	-	-	10,086	-	10,086	
Accounting and auditing services		657,665	142,120	799,785	29,000	-	29,000	
Other professional and consulting services		1,918,336	484,701	2,403,037	164,042	1,195	965,022	
Building and land rent		59,481	15,029	74,510	343,860	5,306	2,752,203	
Repairs and maintenance		87,099	22,007	109,106	10,662	165	85,337	
Insurance		190,207	48,059	238,266	15,612	241	124,959	
Utilities		269,712	45,685	315,397	34,094	526	272,886	
Supplies and materials		8,374	1,550	9,924	11,275	300	326,972	
Equipment and furnishings		56,374	8,239	64,613	549	5,085	15,558	
Staff development		78,770	11,512	90,282	18,473	-	83,086	
Marketing and recruiting		67,889	14,079	81,968	10,261	723	92,952	
Technology		34,884	5,096	39,982	-	-	39,982	
Student service		106,943	19,918	126,861	7,216	111	134,188	
Office expense		206,464	25,808	232,272	25,808	-	258,080	
Depreciation and amortization		-	-	-	16,844	-	16,844	
Other		-	-	-	-	-	-	
Total Expenses		\$ 11,200,358	\$ 2,714,491	\$ 13,914,849	\$ 2,011,517	\$ 33,925	\$ 15,960,291	

CHALLENGE PREPARATORY CHARTER SCHOOL

Statement of Functional Expenses
Year Ended June 30, 2020

	No. of Positions	Program Services			Management and General	Fundraising and Special Events	Total
		Regular Education	Special Education	Total			
Personnel Services Costs							
Administrative staff personnel	17	\$ 526,473	\$ 147,153	\$ 673,626	\$ 713,100	\$ 13,241	\$ 1,399,967
Instructional personnel	78	3,547,305	1,009,674	4,556,979	-	-	4,556,979
Non-instructional personnel	32	1,535,938	303,181	1,839,119	296,467	-	2,135,586
Total Salaries and Staff	127	5,609,716	1,460,008	7,069,724	1,009,567	13,241	8,092,532
Fringe benefits and payroll taxes		1,095,068	308,470	1,403,538	123,387	15,424	1,542,349
Retirement		118,669	33,428	152,097	13,371	1,671	167,139
Legal services		-	-	-	5,019	-	5,019
Accounting and auditing services		577,993	140,372	718,365	26,250	-	744,615
Other professional and consulting services		1,970,339	555,025	2,525,364	115,628	5,715	2,646,708
Building and land rent		55,146	15,534	70,680	222,010	27,751	2,775,125
Repairs and maintenance		75,029	21,135	96,164	8,214	777	105,675
Insurance		189,782	45,365	235,147	20,729	3,237	259,113
Utilities		386,442	69,765	456,207	11,078	1,521	468,806
Supplies and materials		23,376	4,071	27,447	630	58	28,135
Equipment and furnishings		162,590	24,613	187,203	31,214	-	218,417
Staff development		115,449	17,477	132,926	-	-	132,926
Marketing and recruiting		36,072	10,158	46,230	6,409	21	52,660
Technology		810	123	933	-	-	933
Food service		53,093	8,037	61,130	-	-	61,130
Student service		48,634	11,057	59,691	8,083	2,439	70,213
Office expense		137,089	17,136	154,225	17,136	-	171,361
Depreciation and amortization		-	-	-	1,651	-	1,651
Other		-	-	-	-	-	-
Total Expenses		\$ 10,655,297	\$ 2,741,774	\$ 13,397,071	\$ 1,626,830	\$ 72,912	\$ 15,096,813

Challenge Preparatory Charter School

Statements of Cash Flows

	Year Ended June 30,	
	2021	2020
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in net assets	\$ 1,617,434	\$ 1,199,269
Adjustments to reconcile change in net assets to net cash from operating activities		
Depreciation and amortization	258,080	171,361
Deferred rent	172,454	238,992
Changes in operating assets and liabilities		
Grants and contracts receivable	86,791	95,388
Prepaid expenses and other current assets	(168,444)	(178,720)
Security deposits	7,000	(599,423)
Accounts payable and accrued expenses	142,705	(52,051)
Accrued payroll and payroll taxes	124,808	40,787
Refundable advances	315,546	-
Net Cash from Operating Activities	2,556,374	915,603
CASH FLOWS FROM INVESTING ACTIVITY		
Purchases of property and equipment	(730,725)	(230,154)
CASH FLOWS FROM FINANCING ACTIVITY		
Proceeds from Paycheck Protection Program loan	-	1,792,512
Net Change in Cash and Restricted Cash	1,825,649	2,477,961
CASH AND RESTRICTED CASH		
Beginning of year	4,880,225	2,402,264
End of year	\$ 6,705,874	\$ 4,880,225

See notes to financial statements

Challenge Preparatory Charter School

Notes to Financial Statements
June 30, 2021 and 2020

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 905 students in kindergarten through ninth grade during the 2020-2021 academic year. The most recent charter renewal allows the School to serve grades 9-12.

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, 2021 and 2020

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

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 reclassified 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, 2021 and 2020.

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.

The following table provides a reconciliation of cash and restricted cash reported within the statements of financial position to the amounts presented in the statements of cash flows for the years ended June 30:

	<u>2021</u>	<u>2020</u>
Cash	\$ 6,635,874	\$ 4,810,225
Restricted Cash	<u>70,000</u>	<u>70,000</u>
	<u>\$ 6,705,874</u>	<u>\$ 4,880,225</u>

Challenge Preparatory Charter School

Notes to Financial Statements
June 30, 2021 and 2020

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. 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, 2021 and 2020.

Refundable Advances

The School records certain government operating revenue as refundable advances until related services are performed, at which time they are recognized as revenue.

The School is entitled to receive a rent subsidy, that is calculated at the lower of 30 percent of the state and city per pupil amount or actual lease costs as approved by the New York City Department of Education ("NYCDOE"). The school received funds from NYCDOE in excess of the amounts earned. A liability of \$315,546 has been established as of June 30, 2021 and is reflected in the accompanying statements of financial position.

Deferred Rent

The School records its rent in accordance with U.S. GAAP whereby all rental payments, including fixed rent increases, are recognized on a straight-line basis as an offset to rent expense. The difference between the straight-line rent expense and the required lease payments is reflected in deferred rent in the accompanying statements of financial position.

Challenge Preparatory Charter School

Notes to Financial Statements
June 30, 2021 and 2020

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

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.

Marketing and Recruitment

Marketing and recruitment costs are expenses as incurred. Marketing and recruitment costs for the years ended June 30, 2021 and 2020 amounted to \$90,282 and \$132,926.

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, 2018.

Reclassifications

Certain 2020 accounts have been reclassified to conform to the 2021 financial statement presentation.

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 _____, 2021.

Challenge Preparatory Charter School

Notes to Financial Statements
June 30, 2021 and 2020

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:

	2021	2020
Computers and equipment	\$ 1,110,086	\$ 554,136
Furniture and fixtures	448,755	411,524
Software and website development	55,217	55,217
Standby generator	127,589	127,589
Leasehold improvements	713,269	596,398
Construction in progress	320,673	300,000
	<u>2,775,589</u>	<u>2,044,864</u>
Accumulated depreciation and amortization	(1,409,550)	(1,151,470)
	<u>\$ 1,366,039</u>	<u>\$ 893,394</u>

Construction in progress at June 30, 2021 and 2020 consists of soft costs associated with the new facilities at 15-20 Central Avenue, Queens, New York (see Note 9).

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:

	2021	2020
Cash	\$ 6,635,874	\$ 4,810,225
Grants and contracts receivable	365,449	452,240
	<u>\$ 7,001,323</u>	<u>\$ 5,262,465</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 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 defined 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, 2021 and 2020 amounted to \$176,977 and \$167,140.

Challenge Preparatory Charter School

Notes to Financial Statements
June 30, 2021 and 2020

7. Concentration of Credit Risk

Financial instruments that potentially subject the School to concentrations of credit and market risk consist principally of cash 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, 2021 and 2020, approximately \$6,390,000 and \$4,560,000 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, 2021 and 2020, the School received approximately 96% and 97% 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.

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, 2042. The lease commenced in August 2021 and includes a yearly rent escalation of 3%, and requires the School to pay for utilities and other office costs. This location is being used to house grades 9-12.

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.

Challenge Preparatory Charter School

Notes to Financial Statements
June 30, 2021 and 2020

9. Commitments (continued)

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

2022	\$ 4,253,731
2023	4,554,134
2024	4,690,759
2025	4,831,481
2026	4,412,067
Thereafter	<u>60,059,119</u>
	<u>\$ 82,801,291</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, 2021 and 2020 amounted to \$2,752,203 and \$2,775,125.

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, 2021 and 2020.

11. Paycheck Protection Act Loan Payable

On May 4, 2020, the School qualified for and received a loan pursuant to the Paycheck Protection Program ("PPP"), a program implemented by the U.S. Small Business Administration under the Coronavirus Aid, Relief, and Economic Security Act, from a qualified PPP lender, for an aggregate principal amount of \$1,792,512 (the "PPP Loan"). The PPP Loan bears interest at a fixed rate of 1.0% per annum, with the first six months of interest deferred, has a term of two years, and is unsecured and guaranteed by the U.S. Small Business Administration. The principal amount of the PPP Loan is subject to forgiveness under the PPP upon the School's request to the extent that the PPP Loan proceeds are used to pay expenses permitted by the PPP, including payroll costs, covered rent and mortgage obligations, and covered utility payments incurred by the School. The School intends to apply for forgiveness of the PPP Loan with respect to these covered expenses. The School believes that most, if not all, of the PPP Loan will meet the requirements for debt forgiveness. To the extent that all or part of the PPP Loan is not forgiven, the School will be required to pay interest on the PPP Loan through the date principal is repaid in full or maturity date.

Challenge Preparatory Charter School

Notes to Financial Statements
June 30, 2021 and 2020

12. 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.

13. Risks and Uncertainties

The School's operations and financial performance may be affected by the recent COVID-19 outbreak which has spread globally and is expected to adversely affect economic conditions throughout the world. If the outbreak continues and conditions worsen, the School may experience a disruption in operations as well as a decline in revenue activities. Economic uncertainty is related to the potential reduction and/or delays in state and local per pupil operating revenue, shortfalls and variations in enrollment, and operational and other changes that could increase expenses. The outbreak may adversely affect the School's activities, financial condition, results of operations, and cash flows. Management is closely monitoring the impact of COVID-19 and believes the School is taking appropriate actions to mitigate the negative impact. However, management is unable to estimate the financial impact, if any, related to this matter.



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, 2021, 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 _____, 2021.

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) as a basis for designing 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.

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 financial statements. 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*.

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 entity'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 entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Harrison, New York
_____, 2021



Attachment #10



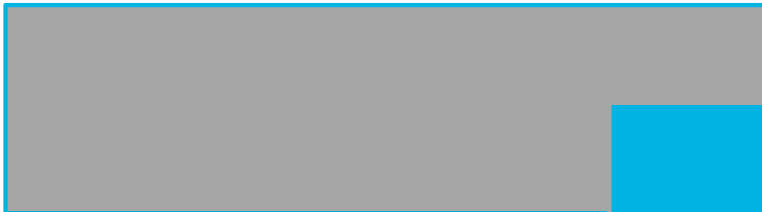
Helping you to focus on what's important:
STUDENT ACHIEVEMENT

CSBM
CHARTER SCHOOL
BUSINESS MANAGEMENT

experience. expertise. execution.

Challenge Prep Charter School

Monthly Financial Report
September 2021

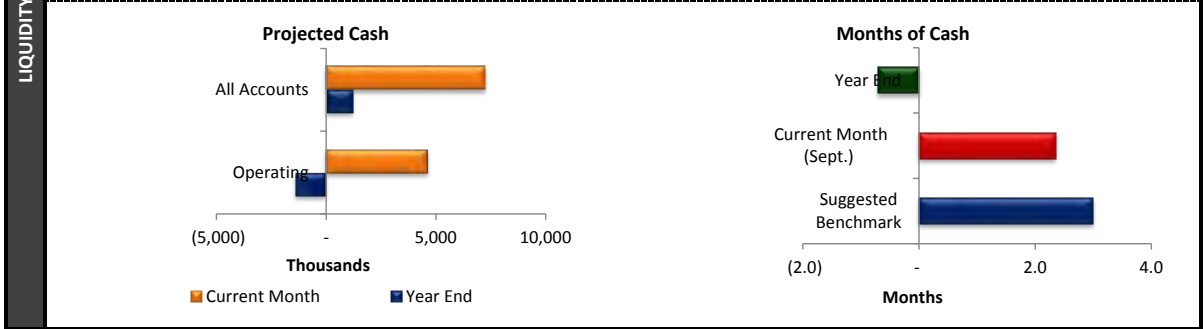


Challenge Prep Charter School

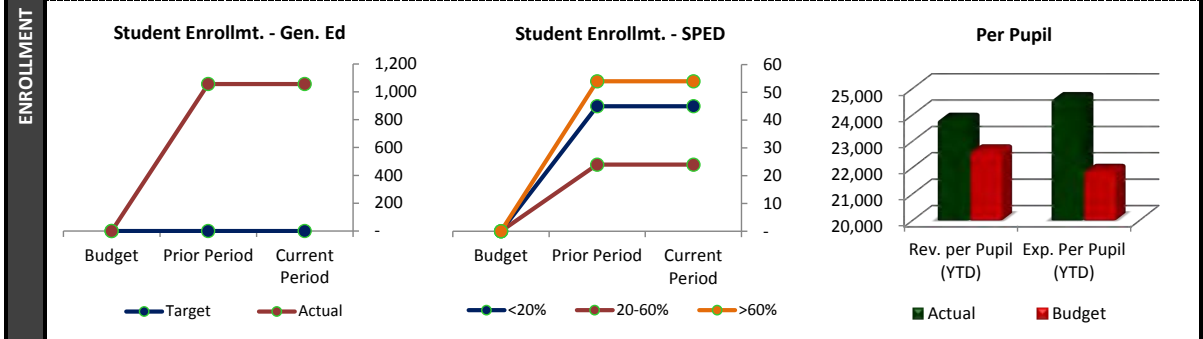
Financial Summary

For Period Ended September 30, 2021

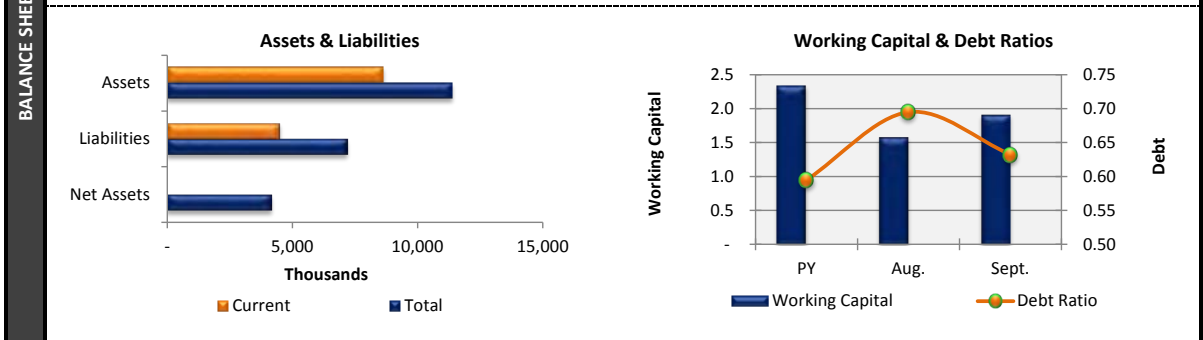
LIQUIDITY	Cash in Bank <i>(Operating Account(s) Only: as of September 30, 2021)</i>	\$ 4,628,801
	Projected months of cash on hand	2.3
	Cash in Bank <i>(Total - All Accounts as of September 30, 2021)</i>	\$ 7,218,055
	FY Ending Cash Available to Carryover to FY21-22 <i>(Operating Account(s) Only)</i>	\$ (1,383,685)
	<i>*Cash balance available once all FY21-22 obligations & receivables have been settled</i>	
	Projected months of cash on hand	(0.7)
	FY Ending Cash Available to Carryover to FY20-21 <i>(Total - All Accounts)</i>	\$ 1,205,570



	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>		<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
General Ed	951.52	1,021.00	(69.48)	\$	15,367,048	15,629,468	(262,420)
SPED							
0 - 20%	44.95	41.00	3.95		-	-	-
20 - 59%	28.93	25.00	3.93		300,541	259,750	40,791
60% - Over	68.66	53.00	15.66		1,307,847	1,009,597	298,250
Total SPED	142.53	119.00	23.53		1,608,388	1,269,347	\$ 339,041



Total Current Assets:	\$ 8,609,214
Total Current Liabilities:	\$ 4,501,687
Working Capital (Current) Ratio	1.91
Total Assets:	\$ 11,366,139
Total Liabilities:	\$ 7,187,831
Debt Ratio	0.63
Total Net Assets:	\$ 4,178,308



	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Total Revenue YTD:	\$ 5,099,468	\$ 5,692,751	\$ (593,282)

Challenge Prep Charter School

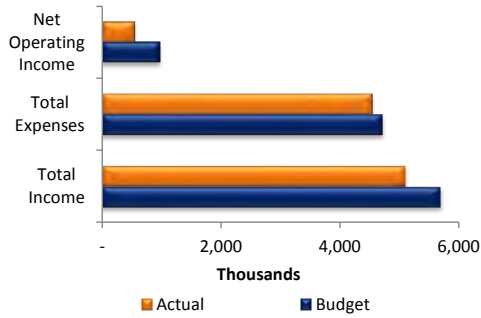
Financial Summary

For Period Ended September 30, 2021

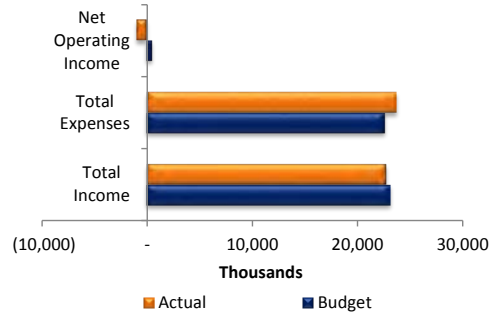
Total Expenses YTD:	(4,543,569)	(4,712,353)	168,784
Net Operating Surplus(Deficit):	\$ 555,899	\$ 980,397	\$ (424,498)
	<u>Projected</u>	<u>Budget</u>	<u>Variance</u>
Annual Projected Revenue:	\$ 22,666,652	\$ 23,097,145	\$ (430,493)
Annual Projected Expenses (before depreciation):	(23,413,779)	(22,343,952)	(1,069,827)
Projected Net Operating Surplus(Deficit) before Depreciation:	\$ (747,126)	\$ 753,193	\$ (1,500,319)
Annual Projected Depreciation:	(230,840)	(230,840)	-
Projected Net Operating Surplus(Deficit) after Depreciation:	\$ (977,966)	\$ 522,353	\$ (1,500,319)
Capital Expenditure Requirements	\$ (670,000)	\$ -	\$ (670,000)
Total Cash Expenditures <i>(expenses excluding depreciation plus capital expenditures)</i>	\$ (22,512,939)	\$ (22,113,112)	\$ (399,827)
Revenue per Pupil (YTD)	\$ 23,822	\$ 22,622	\$ 1,199
Expenditure per Pupil (YTD)	\$ 24,607	\$ 21,884	\$ 2,722

BUDGETING / REVENUE & EXPENSES

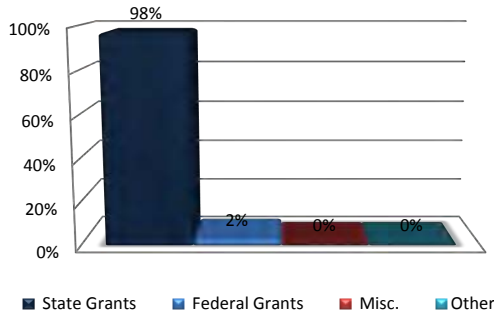
Year-To-Date (YTD)



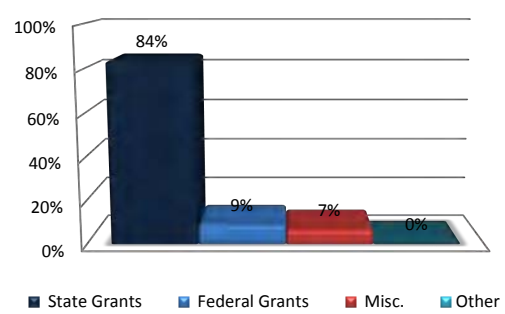
Year End (YE) Projection



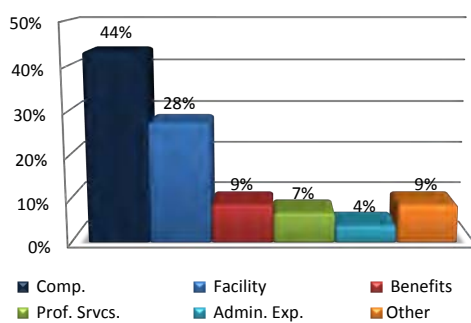
Revenue Breakdown YTD



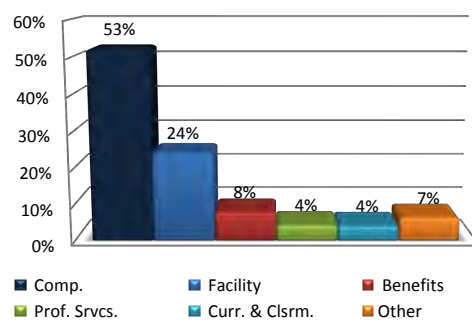
Revenue Breakdown YE



Expense Breakdown YTD



Expense Breakdown YE



Challenge Prep Charter School

Financial Variance Summary

Fiscal Year Ending 6/30/2022	Comments
Net Budget Surplus after Depreciation	\$ 522,353
Increase in Projected Annual Expenses	1,069,827
Net Projected Deficit Variance after Depreciation	<u>\$ (977,966)</u>

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

	September 30, 2021			YTD Through September 30, 2021			Projected FYE June 30, 2022 Current Month				Comments
	Actual	Budget	Variance	Actual	Budget	Variance	Actuals - August 2021 - September 30, 2021 + Projected - June 30, 2022	Projections thru June 30, 2022	Annual Budget	Variance	
Income											
4100 State Grants	1,794,943	1,631,484	163,460	4,972,488	4,894,451	78,038	14,140,629	19,113,117	19,616,816	(503,699)	GenEd based on 951.524 . SpEd budget based on 68.657 over 60%; 28.926 20-59%
4200 Federal Grants	27,106	164,967	(137,861)	126,384	423,300	(296,916)	1,923,575	2,049,959	1,980,329	69,630	
4300 Contributions	-	-	-	-	-	-	-	-	-	-	-
4400 Miscellaneous Income	212	125,000	(124,788)	596	375,000	(374,404)	1,502,980	1,503,576	1,500,000	3,576	
Total Income	1,822,261	1,921,450	(99,189)	5,099,468	5,692,751	(593,282)	17,567,184	22,666,652	23,097,145	(430,493)	GenEd based on 951.524 . SpEd budget based on 68.657 over 60%; 28.926 20-59%; Adjustments made to Lease Assistance based on unearned revenue for FY21.
Expenses											
Compensation											
5100 Instructional Staff	639,793	721,155	(81,362)	1,162,228	1,289,761	(127,533)	7,505,509	8,667,736	8,653,862	13,874	Adjusted based on payroll with allowance for hiring
5200 Non-Instructional Staff	208,289	205,934	2,354	593,211	617,802	(24,591)	1,877,998	2,471,209	2,471,209	-	Based on budget
5300 Pupil Support	96,875	106,739	(9,864)	224,970	320,217	(95,246)	1,055,896	1,280,867	1,280,867	-	Based on budget
5000 Compensation	944,956	1,033,828	(88,872)	1,980,410	2,227,780	(247,370)	10,439,403	12,419,812	12,405,938	13,874	Salary projections based on budget
5400 Benefits	177,278	158,858	18,420	406,542	476,575	(70,033)	1,506,690	1,913,232	1,906,300	6,932	
6100 Administrative Expenses	42,594	49,802	(7,209)	177,041	145,274	31,767	378,587	555,628	566,494	(10,866)	Adjusted based on actuals
6200 Professional Services	92,952	73,500	19,452	315,711	208,500	107,211	707,414	1,023,125	921,500	101,625	Based on actuals
6300 Professional Development	2,200	14,424	(12,224)	25,275	32,182	(6,907)	151,725	177,000	162,000	15,000	Based on actuals
6400 Marketing and Staff/Student Rec	5,825	8,025	(2,200)	16,914	24,075	(7,161)	79,386	96,300	96,300	-	Based on budget
6500 Fundraising Expenses	-	4,458	(4,458)	-	13,375	(13,375)	53,500	53,500	53,500	-	Based on budget
7100 Curriculum & Classroom Expenses	23,140	30,130	(6,990)	115,803	61,933	53,871	850,976	966,779	372,120	594,659	Based on actuals
8100 Facility	519,513	472,131	47,382	1,257,259	1,416,394	(159,135)	4,516,735	5,773,994	5,665,575	108,419	Based on actuals
8200 Technology/Communication Expens	45,197	16,102	29,095	142,335	48,306	94,029	286,469	428,804	193,225	235,579	Based on actuals
8800 Miscellaneous Expenses	669	83	586	2,258	250	2,008	3,346	5,604	1,000	4,604	
8900 Depreciation Expense	104,022	57,710	46,312	104,022	57,710	46,312	126,818	230,840	230,840	-	
Total Expenses	1,958,348	1,919,053	39,294	4,543,569	4,712,353	(168,784)	19,101,050	23,644,619	22,574,792	1,069,827	
Net Income	(136,087)	2,397	(138,484)	555,899	980,397	(424,498)	(1,533,866)	(977,966)	522,353	(1,500,319)	
Capital Expenditures											
Furniture, Fixtures & Equipment	44,305	-	44,305	530,686	-	530,686	69,314	600,000	-	600,000	
Facility and Construction	-	-	-	38,223	-	38,223	31,778	70,000	-	70,000	
Website	-	-	-	-	-	-	-	-	-	-	
Total Capital Expenditures	44,305	-	44,305	568,909	-	568,909	101,091	670,000	-	670,000	

**Challenge Prep Charter School
Cash Flow Projection as of September 30, 2021**

	Annual Budget FY21-22		Projected	Projected	October	November	December	January	February	March	April	May	June	July + Subsequent FY21-22 Items
	4,804,870	23,097,145	July 21 - June 22 6,645,873	Aug 21 - June 22 4,628,801	4,628,801	5,768,900	3,843,186	5,144,854	3,178,407	4,410,182	2,441,672	3,675,520	1,713,582	(249,439)
Beginning Cash Balance (Operating)			6,645,873	4,628,801	4,628,801	5,768,900	3,843,186	5,144,854	3,178,407	4,410,182	2,441,672	3,675,520	1,713,582	(249,439)
Projected Cash Receipts from Operations (below)	23,097,145	17,567,184	14,709,697	14,709,697	3,196,117	41,064	3,268,446	331	3,196,117	331	3,196,117	331	331	1,810,513
Projected Cash Disbursements from Operations (below)	(22,574,792)	(19,101,050)	(18,720,581)	(18,720,581)	(1,955,934)	(1,954,192)	(1,954,192)	(1,954,192)	(1,954,192)	(1,958,692)	(1,952,119)	(1,952,119)	(1,952,119)	(1,132,828)
Net Cash from Operations	522,353	(1,533,866)	(4,010,884)	(4,010,884)	1,240,183	(1,913,128)	1,314,254	(1,953,861)	1,241,925	(1,958,361)	1,243,997	(1,951,788)	(1,951,788)	677,685
Cash Receipts from Accounts & Misc Receivables (not included in revenue below)	-	-	-	-	365,448	-	-	-	-	-	-	-	-	-
Cash Disbursements for Accounts Payable & Accrued Expenses	-	-	-	-	(452,945)	-	-	-	-	-	-	-	-	-
Capital Expenditures (below)	-	(101,091)	(101,091)	(101,091)	(12,586)	(12,586)	(12,586)	(12,586)	(10,149)	(10,149)	(10,149)	(10,149)	(11,232)	-
Accounts Receivable	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PPP Loan Payable	-	-	(1,792,512)	(1,792,512)	-	-	-	-	-	-	-	-	-	(1,792,512)
PPP Loan Interest Payable	-	-	(19,419)	(19,419)	-	-	-	-	-	-	-	-	-	(19,419)
Ending Cash Balance (Operating Account)	5,327,223	5,213,099	2,530,939	2,530,939	5,768,900	3,843,186	5,144,854	3,178,407	4,410,182	2,441,672	3,675,520	1,713,582	(249,439)	(1,383,685)
Other Cash Accounts (Net of	75,354	-	-	-	2,589,255	2,589,255	2,589,255	2,589,255	2,589,255	2,589,255	2,589,255	2,589,255	2,589,255	2,589,255
Total Cash (All Accounts)	5,402,577	5,213,099	2,530,939	2,530,939	8,358,155	6,432,441	7,734,109	5,767,662	6,999,437	5,030,927	6,264,774	4,302,837	2,339,816	1,205,570

Challenge Prep Charter School
Balance Sheet
YTD as of September 30, 2021

	Total	Comments
ASSETS		
Current Assets	-	
Bank Accounts		
1000 Cash		
1001 HSBC Checking - 0844	4,551,561	
1002 HSBC Checking - 0852	18,659	
1003 HSBC Checking - 0879	77,239	
1004 HSBC Checking - 0887	-	
1005 HSBC Money Market - 5972	2,500,596	
1006 Chase Escrow - 3060	70,000	
1007 Petty Cash	-	
Total 1000 Cash	\$ 7,218,055	
Total Bank Accounts	\$ 7,218,055	
Accounts Receivable		
1100 Accounts Receivable	399,287	
1200 Other Receivables - Salary Advance	-	
Total Accounts Receivable	\$ 399,287	
Other current assets		
1300 Prepaid Expenses	375,088	
1301 Prepaid Insurance	112,012	
1310 Prepaid Rent	504,773	
Total Other current assets	\$ 991,872	
Total Current Assets	\$ 8,609,214	
Fixed Assets		
1500 Furniture, Fixtures & Equipment		
1510 Office & Admin Computers & Equipment	304,403	
1511 Classroom Computers & Equipment	1,153,867	
1512 Classroom Furniture	450,483	
1513 Office Furniture	164,386	
Total 1513 Office Furniture	\$ 164,386	
1514 Musical Instruments	16,390	
1515 Computer Software	44,217	
Total 1500 Furniture, Fixtures & Equipment	2,133,745	
1519 Facility and Construction	127,589	
1520 Architect Fees	115,620	
1525 Fire Alarm System	7,500	
Total 1525 Fire Alarm System	\$ 7,500	
1530 Kitchen/Cafeteria	162,079	
1535 Construction In Progress	320,673	
1540 Leasehold Improvements	466,292	
Total 1519 Facility and Construction	1,199,752	
1610 Website	11,000	
Total 1610 Website	\$ 11,000	
1700 Accumulated Depreciation & Amortization		
1710 Accumulated Depreciation	(1,505,444)	

Challenge Prep Charter School
Balance Sheet
YTD as of September 30, 2021

	Total	Comments
1750 Accumulated Amortization	(8,128)	
Total 1700 Accumulated Depreciation & Amortization	\$ (1,513,572)	
Total Fixed Assets	\$ 1,830,926	
Other Assets		
1800 Security Deposits	925,999	
Total Other Assets	\$ 925,999	
TOTAL ASSETS	\$ 11,366,139	
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
2000 Accounts Payable	403,074	
Total Accounts Payable	\$ 403,074	
Other Current Liabilities		
2100 HSBC Loan Payable	1,792,512	
2300 Accrued Salaries/Taxes	-	
2301 Accrued Expenses	49,871	
2303 Accrued Interest - PPP	19,419	
2400 Unearned/Deferred Revenue	2,235,256	
Total Other Current Liabilities	\$ 4,098,613	
Total Current Liabilities	\$ 4,501,687	
Long-Term Liabilities		
2700 Deferred Rent Liability	2,686,144	
Total Long-Term Liabilities	\$ 2,686,144	
Total Liabilities	\$ 7,187,831	
Equity		
3100 Retained Earnings	3,622,409	
Net Income	555,899	
Total Equity	\$ 4,178,308	
TOTAL LIABILITIES AND EQUITY	\$ 11,366,139	

Challenge Prep Charter School
Statement of Cash Flows
YTD as of September 30, 2021

	<u>Total</u>	<u>Comments</u>
OPERATING ACTIVITIES		
Net Income	555,899	
Adjustments to reconcile Net Income to Net Cash provided by operations:		
1100 Accounts Receivable	(33,839)	
1200 Accounts Receivable:Other Receivables - Salary Advance	-	
1300 Prepaid Expenses	(166,338)	
1301 Prepaid Insurance	(112,012)	
1310 Prepaid Rent	(170,597)	
Inventory Asset	-	
2301 Accrued Expenses	(39,428)	
INVESTING ACTIVITIES		
1510 Furniture, Fixtures & Equipment:Office & Admin Computers & Equip	(55,254)	
1511 Furniture, Fixtures & Equipment:Classroom Computers & Equipment	(309,319)	
1512 Furniture, Fixtures & Equipment:Classroom Furniture	(58,711)	
1513 Furniture, Fixtures & Equipment:Office Furniture	(107,402)	
1515 Furniture, Fixtures & Equipment:Computer Software	-	
1540 Facility and Construction:Leasehold Improvements	(38,223)	
1800 Security Deposits	-	
1710 Accumulated Depreciation & Amortization:Accumula	104,022	
Net cash provided by financing activities	\$ -	
Net cash increase for period	512,182	
Cash at beginning of period	<u>\$ 6,705,874</u>	
Total Cash at beginning of period	<u>\$ 6,705,874</u>	
Cash at end of period	<u>\$ 7,218,055</u>	



Attachment #11

Personnel Report - October 2021 Board Meeting #4

Current Employees	Vacancies
159	19

Campus	Current	Vacancies	New Hires
Elementary School	88	6	9
Middle School	38	8	6
High School	20	4	2
Network Operations	13	1	-

New Hires	Campus	Position
Alfonso Carrasco, Calina	Elementary	Teaching Assistant
Bennett, Gary	Elementary	Custodian
Duncan, Kimani	Elementary	Teaching Assistant
Jones, Simone	Elementary	Classroom Teacher
Martinez, Leslie	Elementary	Security
Reed, Elizabeth	Elementary	Teaching Assistant
Seville, Malik	Elementary	Custodian
Welcome, Maira	Elementary	Teaching Assistant
Wilson-Hernandez, Luis	Elementary	Technology Coordinator
Smith, Latoya	High	Security
Thompson, Suzette	High	School Aide
Curwen, Dwight	Middle	Classroom Teacher
Dolgos, Jordan	Middle	Classroom Teacher
Heywood, Dwight	Middle	Custodian
Kelly, Kurt	Middle	Classroom Teacher
Peck-Bailey, Jennifer	Middle	Classroom Teacher
Gomez, Ana	Middle	ENL Teacher



2021-22 School Year Board Meeting #5 Minutes

Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2021-22 School Year Board Meeting #5 at 6:30 PM on November 17, 2021.

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

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

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

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

Members present: Frederica Jeffries, Karon McFarlane, Linda Plummer and Dr. and Gertrudis Hernandez

Members absent: Andrew Barnes and Michelle Daniel-Robertson

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

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

1. The agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2021-22 School Year Board Meeting #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 for the 2021-22 School Year COVID-19 preventative measures and a “Pop-Up” scholar vaccination event for ages 5-11 at the 710 Hartman Lane site is scheduled for November 19, 2021.

Dr. Mullings updated the Board on the progress of launching the CUNY School of Labor and Urban Studies site in January 2022.



Following discussion, the report was received with appreciation.

4. The Chair called attention to the printed report of Kentia Coreus, Senior Director of Elementary Teaching & Learning [Attachment #2]. The report was received with appreciation.
5. The Chair called attention to the printed report of Nicole Griffin, K-5 Principal [Attachment #3]. The report was received with appreciation.
6. The Chair called attention to the printed report of Mavgar Mondesir, Senior Director of Secondary Teaching & Learning and 6-10 Principal [Attachment #4]. The report was received with appreciation.
7. The Chair called attention to the printed report of Tameeka Richards, Director of Pupil Personnel Services [Attachment #5]. The report was received with appreciation.
8. The Chair called attention to the printed report of Kimberly Messer, Director of Communications [Attachment #6]. The report was received with appreciation.
9. The Chair called attention to the printed report of Natalie Zadok, Director of Special Education [Attachment #7]. The report was received with appreciation.
10. The Chair called attention to the printed report of Janis Vaughn, Director of Student Enrollment & Recruitment [Attachment #8]. The report was received with appreciation.
11. The Chair noted that the Director of Operations is on maturity leave. [Attachment #9].
12. The Chair called attention to the printed report of Dale Richardson, Director of Technology [Attachment #10]. The report was received with appreciation.
13. The Chair called for the September 2021 Financial Report [Attachment #11]. Following review, the report was received by common consent.
14. The Chair called for the presentation of the 2021-22 November Personnel report [Attachment #12]. Karon McFarlane moved approval of 2021-22 November Personnel Report with a second from Gertrudis Hernandez. The motion carried unanimously.



The meeting adjourned by common consent.

Respectfully submitted:

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

Karon McFarlane
Secretary



ATTACHMENT #1

CPCS

2021-22 School Year

Board Meeting #5

Minutes

See Prior Month

Minutes for Attachments



ATTACHMENT #2

ATTACHMENT #3



ATTACHMENT #4



ATTACHMENT #5



ATTACHMENT #6



ATTACHMENT #7



ATTACHMENT #8



ATTACHMENT #9



ATTACHMENT #10



ATTACHMENT #11



ATTACHMENT #12





Attachment #1
See Prior
Month
Minutes for
Minute
Attachments



2021-22 School Year Board Meeting #4 Minutes

Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2021-22 School Year Board Meeting #4 at 6:30 PM on October 20, 2021.

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

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

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

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

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

Members absent: Andrew Barnes

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

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

1. The agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2021-22 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 an update the start of the 2021-22 School Year.

Dr. Mullings announced that the MOU agreement with the CUNY School of Labor and Urban Studies has been finalized. The agreement calls for both the early college/dual credit for our CTE High School scholars and bringing college courses to CPCS parents/guardians and other adults in the Far Rockaway community.



A Far Rockaway Community Educational Leadership Team, which will include our Board Chair as a member, is being named to provide advise the CUNY School of Labor and Urban Studies (SLU) leadership as they develop and market the college courses being offered to adults in the community. Courses will be taught by SLU faculty beginning in the spring of 2022 at our Challenge Charter High School site.

A special event to launch and showcase the initiative will be held at the Challenge High on Friday, October 22, 2021 from 3:00 to 5:00 p.m. Guests attending will learn about SLU's educational programming including several advanced certifications, undergraduate and graduate courses of study, and GED completion. Special scholarship information will also be shared.

Dr. Mullings further shared that the SLU relationship will be a game changer for the Rockaways and for Challenge.

Following discussion, the report was received with appreciation.

4. The Chair called attention to the printed report of Kentia Coreus, Senior Director of Elementary Teaching & Learning [Attachment #2]. The report was received with appreciation.
5. The Chair called attention to the printed report of Nicole Griffin, K-5 Principal [Attachment #3]. The report was received with appreciation.
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10. The Chair called attention to the printed report of Dale Richardson, Director of Technology [Attachment #8]. The report was received with appreciation.



11. The Chair called for the September 2021 Financial Report [Attachment #10]. Following review, the report was received by common consent.
12. The Chair called for the presentation of the 2021-22 October Personnel report [Attachment #11]. Dr. Michelle Daniel-Robertson moved approval of 2021-22 October Personnel Report with a second from Linda Plummer. The motion carried unanimously.
13. Representatives from PKF O'Connor Davies, LLP: Gus Saliba and James Mercaldo and Charter School Business Management: Donna Webster and Raymond Alston joined the meeting at 7:00 p.m.
14. The Chair called upon Gus Saliba to present the 2020-21 CPCS Audit Report [Attachment #9]. Following discussion, a motion was made by Karon McFarlane with a second from Gertrudis Hernandez that the report be approved. The motion carried unanimously.

The meeting adjourned by common consent.

Respectfully submitted:

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

Karon McFarlane
Secretary



Attachment #2



Senior Director of Teaching and Learning K-5
November 2021 Board Report
 (Covering October 18, 2021-November 12, 2021)
Kentia Coreus

Enrollment Compliance

Grade	Total Scholars	# of scholars w/IEPs	# of ENL scholars*
K	102	15	0
1	115	20	0
2	115	16	1
3	91	13	6
4	89	13	9
5	96	13	2
Totals	608	90	18

source: Student Enrollment Weekly Report sent on November 12, 2021

* *In-progress*

Ongoing Teaching & Learning Tasks

- Manage personnel, curricula, and partnerships in support of the educational program
- Monitor the effectiveness of the educational program by reviewing data, observing instruction, school culture, and academic operations
- Supervise the K-5 principal by conducting regular check-ins and weekly supervision meetings
- Listen and respond to staff and family grievances
- Maintain awareness of DOE, NYS, and DOH guidelines related to COVID-19 and implement new teaching and learning policies or protocols where needed in consultation with the CEO and director of pupil personnel services

Ongoing COVID-19 Response

- Attend bi-weekly webinars with the New York State Charter Association where information is provided by the Board of Regents and all three NYS charter authorizers. Share information with pertinent staff
- Maintain awareness of DOE, NYS, and DOH guidelines related to COVID-19
- Connect with external school leaders to share/collect ideas for supporting scholars and staff
- Collaborate with COVID coordinator, human resources, and site principal to manage COVID-related issues

COVID-19 and Staffing

The coronavirus pandemic has had a profound impact on our educational program. At the beginning of the school year the most difficult challenge was staff absences due to the implementation of our COVID-19 protocols. Agencies who provided substitutes in the past could not provide substitutes thus staff covered for one another. This resulted in consistency for scholars and meant that the school had to wait to roll out planned educational initiatives.

Another area in which we are seeing an impact on staffing is with staff vacancies. As we approach the first third of the school year, the school continues to have key vacancies. Vacancies exist in subject areas where they did not exist in years past (elementary- general education) and have been numerous with hard to fill subjects like special education.

Innovations to Staffing

In an effort to obtain needed staff, CPCS has decided to utilize the fifteen certification exemptions allowed by NYS charter law. The K-5 senior director of teaching and learning completed a certification analysis and proposed ways the exemptions may be used to support staffing school-wide. Ensuring that all staff are actively working on their certification status is critical as we maneuver through this pandemic and teacher shortage. To that end, both senior directors of teaching and learning will be meeting with non-certified staff to discuss their certification pathway after they receive a certification notice. A draft of the notice is made available at the end of this report. The content will be provided by the NYC Charter Center as we have partnered with them for certification support.

Below are additional ways CPCS is considering meeting the anticipated staffing challenge for the 2022-23 school year:

- Recruiting international teachers
- Partnering with colleges and universities for the following:
 - ❖ Student teachers
 - ❖ New classroom teachers
 - ❖ Tuition-supported teacher preparation programs
- Revamping the recruitment process to include:
 - ❖ Teaching demonstrations
 - ❖ Video initial interviews

Staffing Updates

Our elementary site has the following vacancies: two teachers, two teacher assistants, and two instructional coaches. The SDTL actively participates in the recruitment of the instructional coaches as they will be pivotal to supporting teacher practice.

The chief executive officer has approved the hiring of a Dean of Students position for K-5.

2021-22 Certification Notice

Date:

Dear Challenge Charter Team Member,

New York State teachers, administrators, and pupil personnel service providers (e.g., school counselors, social workers) are required to hold a New York State certificate for employment in the State's public schools. As a NYCDOE Chancellor-authorized charter school, Challenge Charter School is required to adhere to NYS certification requirements and can make use of exemptions offered by amendments made to the NYS Charter Act of 1998. While we are committed to supporting our team members with securing certification, ***obtaining and maintaining your required certification is your responsibility as a professional educator.*** Comprehensive information about the requirements can be found on NYSED's Office of Teaching Initiatives [site](#).

According to our records, you are currently certified/not certified by definition (notwithstanding your current teaching assignment). Based on your assignment, **you are also considered certified/not certified by assignment.** If you believe there is an error in the above information, send an email to HR@challengecharterschools.org (copy your supervisor) immediately. Clearly state what you believe is the erroneous information and provide the correct information. Submit screenshots, attachments, etc. where applicable.

Moving forward, all employees are required to provide Challenge Charter with a certification status update **within 90 days of your certificate expiring.** You may do this by completing the Certification/Credential Status Update form. If you need to schedule a time with HR to discuss your certification status, please do so by emailing HR@challengecharterschools.org to schedule an appointment. You will be referred to experts at the New York City Charter Center should you have an intricate situation. You may also utilize the Certification/Credential Status Update form to inform us when you have earned a new credential (e.g. master's degree, advanced certificate).

We thank you in advance for your attention to this important matter as we strive to accomplish our mission.

The CPCS mission 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. To accomplish its mission, Challenge offers a rigorous instructional program in a safe, supportive, technology-infused and data-enriched school environment.



Attachment #3



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

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

Enrollment as of 11/12/21

Site	Grade	2021-22 SY Charter Goal	Current Scholars Enrolled 11/12/21
Elementary	K*	120	102
	1*	120	115
	2	120	115
	3	96	91
	4	96	89
	5	96	96
		Total	608

Curriculum and Instruction

Administrative staff continue to conduct mini observations and provide teachers with immediate feedback (within 24 hours). A common thread we see is the misalignment between objectives and standards when writing reading and writing plans.

Actions Steps:

- The principal will conduct grade teams professional development sessions unpacking the standards. The deadline for the completion is December 10, 2021

- LCI will continue to support teachers in the curriculum and design process
- Charter Collaborative will work with staff to provide professional development

Math

In efforts to increase student achievement in mathematics, we have implemented Math Tuesday Challenges. MTC is used as a formative assessment. Scholars are given one math problem. They must show their thinking by using one or two math strategies to solve the problem. In addition, they must use math vocabulary to write a sentence about how they solved the problem.

Professional Development

LCI- (October 10th and October 29th)

- Participants engaged in a curriculum writing process to complete the Reading writing UNIT 2- Global Citizenship
- Examining student work to determine impact and make curriculum revisions

AP's Weekly Grade Team Meetings focused on the continuation of unit planning and engaging students in learning

Communication

I have implemented the "Week at a Glance" which is a memo that goes out to staff weekly on Sunday to outline the week. It includes asynchronous professional development for teachers to complete and implement in the classroom.

You may access a copy [attached to this report](#).

Attendance

- Staff attendance has improved for the month of October. 95% of staff was present daily.
- 3 classes were on quarantine during the past 30 days
- Yellow bus service routes was out of order for 10 days due to one scholar who tested positive for Covid-19

Highlights

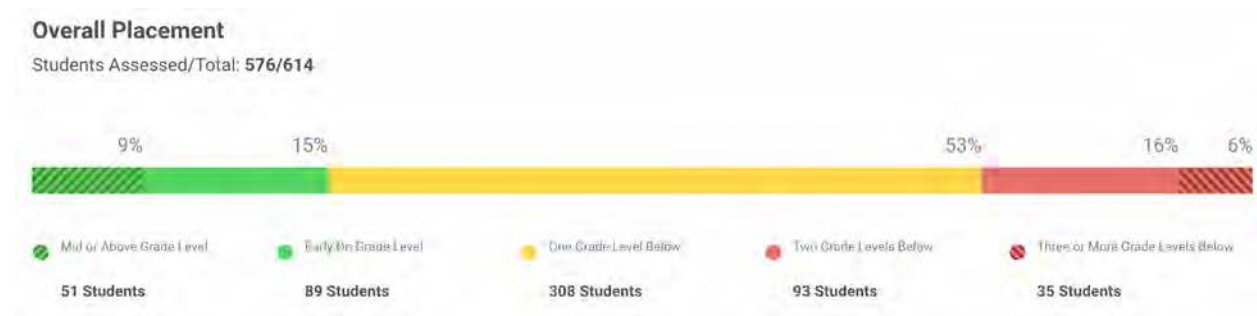
- Red Ribbon Week was celebrated - Scholars created posters to help support NO VIOLENCE or BULLYING in schools. Class 203 won a class celebration!
- 3 teachers received DONORS CHOOSE funded projects



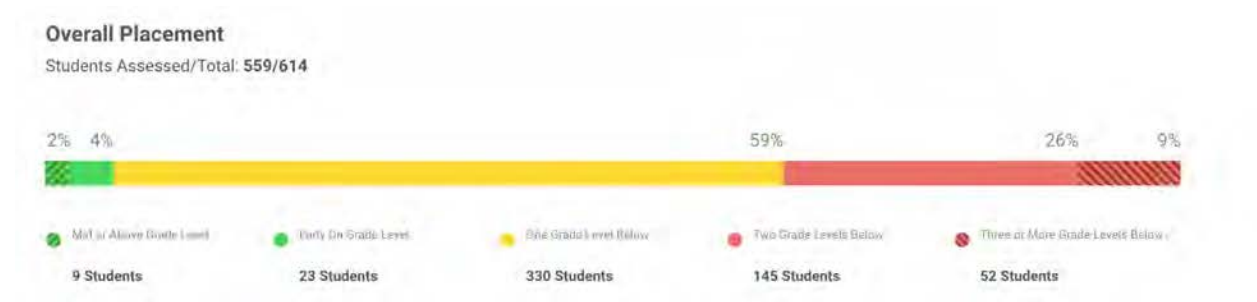
Data

The results of our i-Ready is the following:

Reading:



Math :



Action Steps:

- Scholars in grades 4 and 5 have been offered tutoring if they fall in the RED area. These scholars will focus on phonics and phonemic instruction until December 17, 2021
- Scholars in grades 1 and 3 receive additional literacy instruction
- TA's will be responsible for i-Ready groupings and instruction
- Math Tuesday Challenge was implemented
- Professional Development- alignment of standards and objectives
- News ELA passages will be provided 3 times a week for scholars in grades 2-5 based on their reading level.

Like



Embed

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296

CPCS Elementary School

WEEK AT A GLANCE - 11/15-11/19/21

QUOTE OF THE WEEK



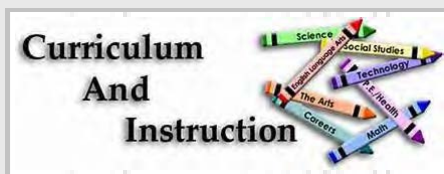
LEARNING WALK OBSERVATION FOCUS



This week, we will conduct our 2nd Learning Walk of the entire K-5 staff. Grade Team Leaders, and the Parent Engagement Coordinator will join the Learning Walk. We will focus on components the following:

- DOMAIN 1- Planning and Preparation
- DOMAIN 2- Classroom Environment
- DOMAIN 3- Instruction
- Domain 4 - Professionalism

Please LOOK AT THE FORM [HERE](#) which outlines the focus areas. Anything highlighted in BLUE are areas we will focus on.



WHAT IS STATION ROTATION?

One of the most popular blended learning models is the Station Rotation model. It transfers a traditional theory-based classroom into a virtually enriched, hands-on workshop. Unlike other blended learning models, the Station Rotation model takes place within the physical classroom or training room.

During the classroom, students rotate on a fixed schedule among various modalities, which usually include 3 learning stations: 1) online learning; 2) face-to-face instruction; 3) group projects. For example, a learner may complete an assignment online, then participate in a

Accessibility

High Con.rast Mode

Aa

Aa

Aa

Nicole Griffin

Nicole is using Smore newsletters to spread the word online.

Get email updates from Nicole:

Follow Nicole Griffin

Contact Nicole Griffin

STATION ROTATION

PLEASE WATCH THIS VIDEO- STATION ROTATION- HOW DOES IT LOOK!



STATION ROTATION BEST PRA... video.search.yahoo.com



How To Plan A Station Rotation www.teachervision.com

CPCS STATION ROTATION LEADERS

Mrs. Grant Brown and Ms. Devallon
Mrs. Lloyd and Ms. E. Kelly
Mr. Scargilino
Mrs. Alexander and Ms. Brady
Ms. Denker and Mrs. Catalano
Mrs. Choily and Ms. Rose
Ms. Sarfati and Ms. Flores
Mrs. Harry and Mr. Wess

Please schedule a time with your colleagues to observe STATION ROTATION in action!

Your stations MUST consist of the following:

- Technology- USING i-READY (each scholar must practice at least 45 minutes per subject, each week, Prodigy and/or EPIC/News-ELA
- Spiral Review Activity
- Teacher Led Group

** All other groups are at the discretion of the teacher and can be flexed.

ASSESSMENTS

- Math Tuesday Challenge will take place on 11/16/21. All Scholars should have a MATH Journal and complete at least ONE Math Journal question per day. Math Journal prompts are located in your GO MATH teacher guides! This week we will meet as a team from 4:00-4:25 to grade the MTC. Please DO NOT grade the challenges on your own.



MEETINGS/ PROFESSIONAL DEVELOPMENT

- Parent Teachers Conferences takes place Monday, November 15, 2021 from 5:30pm-7:30pm (FROM YOUR HOME VIRTUALLY)
- Grade Team Meetings will take place Tuesday and Wednesday 11/16/21 and 11/17/21 from 4:00-4:25pm.
- Friday, November 19, 2021 - i-Ready for NEW and ALL STAFF will take place. 9:00am-10:30am for NEW STAFF; 2:00-3:30pm for ALL STAFF

WELCOME NEW HIRES

- Ms. Whitaker who will be working with Ms. Kelly

Thanks everyone for your referrals and also for helping one another out!



HEALTH AND SAFETY

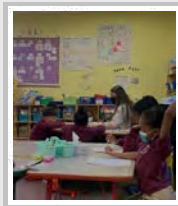
- Please remember to wear your MASK daily
- Please remember to exit through the main entrance each day.
- You must complete and show a copy of your HEALTH QUESTIONNAIRE before entering any CPCS building.

ADDITIONAL INFO

- Lesson plans are to be printed and readily available for your class each day (All classroom staff including SPECIALS).
- Bus Coaches- Please make sure to take attendance when picking up your scholars from the classroom and also before they get on the bus. Please sign your name AFTER your scholars have left the primacies.
- Please make sure you sweep your classroom throughout the day. The classroom environment should always be conducive for learning.
- Attendance must be taken in POWERSCHOOL daily.
- Wellness- Please make sure you have an outlet such as working out, cooking, crafting, etc during this time.
- SEL will be taught by Mrs. Harris, Mrs. Anglin and Ms. Cocks
- This week is ACTS OF KINDNESS WEEK

WHAT'S COMING UP?

- November 24th- Staff Dismissal @ 1:30pm
- November 25h and 26th- SCHOOL CLOSED



TEACHER LED GROUP



TECHNOLOGY STATION



TEACHER LED GROUP

Connect with Nicole Griffin

Nicole is using Smore newsletters to spread the word online.

Follow Nicole Griffin

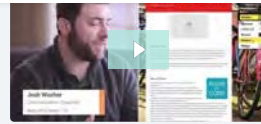
Contact Nicole Griffin

Communicate quickly and effectively with interactive newsletters.

Smore empowers educators to connect with their community, streamline school communications, and increase engagement.

Create a newsletter

← It's awesome and free!





Attachment #4



CHALLENGE CHARTER SCHOOL

2021-2022 Principal's Monthly Board Report

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

School Year 2021-2022 Report Nov 12, 2021

Current CCHS Enrollment:

Cohort Group	Grade Level	Enrollment as of Oct. 15, 2021	Enrollment as of Nov. 12, 2021
#3	G. 10	44	46
#4	G. 9	71	73
TOTAL		115	119

Current CCMS Enrollment:

Cohort Group	Grade Level	Enrollment as of Oct. 15, 2021	Enrollment as of Nov. 12, 2021
#5	Gr. 8	76	76
#6	Gr. 7	70	69
#7	Gr. 6	93	92
TOTAL		239	237

CCMS Attendance Statistics:

C G o r h o u r p t	G L r e a v e l	Attendance Rates	Attendance Rates	Attendance Rates
		Aug 25, '21 - Sep 14, '21	Seo 14, '21 - Oct 15, '21	Oct 18, '21 - Nov 12, '21
#3	Gr. 10	*Rosters for the first 3 weeks of school were highly skewed, so attendance will be provided next month.	93%	91%
#4	Gr. 9		95%	94%
#5	Gr. 8		89%	90%
#6	Gr. 7		92%	89%
#7	Gr. 6		83%	84%
CCMS Average			88%	88%
CCHS Average			94%	93%
6-10 Average			90%	90%



STAFFING:

- CCMS is currently seeking the following:
 - Grade 7 Science Teacher
 - Grade 6 SWD Teacher - In the meantime teachers are scheduled to provide SETTS Services to scholars.
 - Grade 7 SWD Teacher - In the meantime teachers are scheduled to provide SETTS Services to scholars.
 - Grade 7 SS Teacher
 - Grade 8 SS Teacher - Contract accepted. Teacher to begin 11/29/2021
 - Grade 8 Science TA - Contract accepted. Teacher to begin 11/29/2021
 - Spanish Teacher
 - Family Engagement Coordinator (6-10)

- CCHS is currently seeking the following:
 - Spanish Teacher - Scholars will use Rosetta Stone Software to gain credit due to the difficulty in filling this vacancy.
 - Global History TA
 - Math TA Grade 10
 - ELA TA Grade 9
 - Living Environment/Chemistry TA
 - SETSS Teacher - In the meantime teachers are scheduled to provide SETTS Services to scholars.

SOCIAL EMOTIONAL LEARNING (SEL)

- Covered in the homeroom (8:00 a.m.-8:25 a.m.) Grades 6-10 continue with the Second Step SEL lessons focusing on Bullying and Harassment. Teachers have been provided with the PD for this Unit.
- The importance of the social-emotional lessons is to provide a foundation for safe and positive learning to provide scholars with the strategies necessary to succeed in school, careers, and life. We will focus on all 5 of the SEL Competencies throughout the school year.

CURRICULUM AND INSTRUCTION

- The Lavania Group has begun the Close Reading work with grades 6-10. Consultants coach and observe lessons in the classroom on demand alongside leadership and provide teachers with feedback on the teaching of Close Reading.

- The access to HMH is finally resolved after 54 days of purging the system. Teachers and scholars can now use the resources to support the work in the classrooms.



SPECIAL EDUCATION SERVICES

- Grades 6-8 CLASSROOMS
 - At Grades 6-8, teachers have been recruited to provide SETSS tutoring during their prep times.
 - Ms. Jasmine Hunter has taken on the additional role of SPED Liaison for Grades 6-10 while maintaining services to Grade 8 IEP scholars.
- ENL services are provided on a consistent schedule by Ms. Ana Gomez.

DIGITAL PLATFORMS

- Grades 6-10 scholars are using a combination of digital notebooks and hard cover notebooks for all courses at this time to build writing and engagement stamina.

PARENT AND SCHOLAR OUTREACH and ACCESSIBILITY

- Parent-Teacher Conferences will be held on Thursday, November 18 from 5:00 PM to 7:00 PM and Friday, November 19 from 1:30 PM to 4:30 PM. Appointment choices will be going out via ParentSquare.
- 6-10th Grade Town Hall Meetings have been taking place in efforts to address issues of bullying and harassment.
- Efforts continue with respect to getting Parents to register in ParentSquare.

PROFESSIONAL DEVELOPMENT

- GRADE TEAM PLANNING AND ONGOING PROFESSIONAL DEVELOPMENT
 - Professional development takes place daily:
 - Mon-Thu 11:10 PM to 12:00 PM for Grade 6
 - Mon-Thu 12:50 PM to 1:40 PM for Grades 6-10 core instructors
 - Fridays from 1:30 PM to 4:00 PM
 - Close Reading - Lavinia Reading Group Consultants on site.
 - Universal Design for Learning, Specially Designed Instruction PD and Progress Monitoring PD were completed and implemented into lesson plans.
- VERTICAL DEPARTMENT PLANNING
 - Department Teams continue to meet to discuss instructional planning across disciplines.



INSTRUCTIONAL OBSERVATIONS

- The CCMS-CCHS Admin Team members have been regularly supporting instructional periods throughout the day to ensure that instruction is taking place and that outreach is performed as needed. Informal observations have begun in the form of Check-ins. TeachBoost is being used for this task, with a target of 2 long observations and 5 short observations across the board for the school year.



Attachment #5



Director of Pupil Personnel Services

November 2021 Board Report

Covid-19

Here are the current vaccination numbers for our staff:

139 Fully vaccinated

15 Partially vaccinated

1 exemption

- CIC Health is now a partner with our school to provide in-school testing. CIC Health offers comprehensive COVID-19 testing services that are accessible, fast, and easy. COVID testing occurs weekly on Tuesday and Wednesday. If a positive test comes back positive I'm emailed directly.
- I am in the process of training the newly hired School Health Liaison in all COVID-19 protocols
- Consistently update the COVID-19 tracker with updates on any individual that tests positive or presents symptoms
- Support the school community with answers to COVID-19 questions, and meet bi-weekly with leaders to discuss COVID-19 protocols
- Follow-up with families with any concerns during their scholars quarantine or isolation period
- Attend weekly Sector-Wide Q&A Calls with the NYC DOE & DOHMH to stay informed of all updated COVID-19 protocols, and inform all leaders about the updates
- Provide next steps for staff and scholars when they present COVID-19 symptoms or have a positive result
- Call in positive COVID cases to the local health department

Pupil Personnel Director

Elementary

- Meet with the elementary school principal and the elementary school student support team bi-weekly to communicate SEL next steps
- Review Second Step lesson pacing data, to ensure all classes are on track with the SEL lesson schedule

- The elementary school locations will begin using the behavioral referral form to identify the scholars that are at-risk
- The Attendance works flyers that promote good attendance in kindergarten scholars will be distributed to families during Parent Teacher Conferences
- The elementary school location received a taped version of the bullying and harassment training. Staff members will learn how to report a bullying incident and how bullying affects the school community. They will also learn how the student support team will supports targets of bullying and those that victimize others.

Middle and High School

- Collaborated with the Cohen Children’s Medical Center to provide an informative workshop to our 9th and 10th grade scholars. We will continue to collaborate to service scholars in various areas of need.
- Held an introductory meeting with the newly hired social worker to provide guidance on servicing the at-risk population and teaching the SEL program Inner You
- Conducted the monthly SEL meeting with the Middle and High School SEL team where we reviewed the Second Step strategies that best suit the scholars needs, SEL data collection, and a potential family SEL workshop in January
- The SEL program Second Step training for bullying and harassment will take place on November 12th for the middle and high school staff.
- Informal visits to classrooms during Second Step lesson time will begin this month

All sites

- Provided professional development opportunities for the student support teams in the following areas:
 1. Trauma informed practices
 2. Modeling SEL practices to students

Family Engagement Coordinators

1. Met with the FEC, to discuss family needs and to ensure all communication is being streamlined to families, and other ways to engage families throughout the Pandemic.



Attachment #6



Challenge Charter School

Communications Report - November 2021

Kim Messer, Director of Communications

Family Communications & Updates

- We are seeing continued growth in engagement on our social media pages.
- Website analytics in October reveal more searches for our Middle and High School.

Recruitment/Application Season Marketing


- We officially launched our new season on 10/1 to recruit for SY 2022-23.
- Final brochure is designed, and ready for print in both English and Spanish. Paper application is also updated and ready in both languages.
- I've been working with Mrs. Vaughn and Ms. Rosario to help their efforts in organizing Vanguard mailings and other outreach information.
 - New marketing avenues to increase our applications
 - Social Media - *still pending Finance registration as of 10/18; no update as of 11/12*
 - Bus shelter ads will begin in 5 spots near our school sites on November 15
 - Video "Commercial" - in process; deadline December 1
 - General merchandise needed for "Challenge Charter School" to promote school in the community and at E/R events; *awaiting deadline from E/R team*
 - "Apply Now" Banners for buildings
 - Design done in June; *no update from Operations despite repeated requests; E/R team is planning to take over this process to push it forward.*

SLU Educational Hub Partnership

- After our launch event on 10/22, we hosted an information session on 11/9 regarding Program, Application and Registration details led by the admissions staff at CUNY SLU.
- We are responsible for promotion in our area per the agreement with CUNY SLU.
- To advertise the event:
 - I created a new flyer for this event and coordinated marketing efforts with CUNY staff.





- Had an email blast to 8200 people go out via The Wave
- Advertised to our families via ParentSquare and by meeting with Mrs. Wiggins for grassroots efforts around town
- I built a new page on our website with important information about the program
 - This site also has links to the news coverage we have received so far
- Dr. Mullings also reached out to his contacts for promotion
- We had approximately 60+ online and in-person for the info meeting, and questions are coming in from our community who could not attend.



Now Seeking Adult Learners

College Comes to the Rockaways


Join us!

Information Session
Tuesday, November 9th

6:30 PM - 7:30PM

Challenge Charter High School
15-20 Central Avenue
Far Rockaway, NY



Find out more

- What Programs are Available
- How to Apply & Register
- Financial Information
- How to Receive 1-on-1 Guidance

Scholarships Available!
Registration begins January 24th
Classes begin February 7th

Attend in person or register for a Zoom link
<https://tinyurl.com/ttxesewm>

More info: admissions@slu.cuny.edu www.challengecharterschools.org/cunyslu
Proof of vaccination required to attend. COVID-19 protocols will be in place.



Attachment #7



November 8, 2021

Ms. Natalie Zadok: Director of Special Education Grades K-10

I) Develop a Vision

- Developing a Streamlined Vision for the Special Education Department that exemplifies integrity, equity, collaboration and empowerment for all scholars and their families to attain best academic and social emotional achievements.
- Meeting with Administration and School building leaders to assess the current Special Education Program in order to incorporate tools to strengthen the management of Scholars with IEP's across all Grades K-10.

II) Special Education Scheduling and Planning

- **Creating the Special Education IEP Spreadsheet and Caseloads**
Requires entering every scholar's Grades (K-10) OSIS# in SESSIS to identify scholars with IEPs in order to align them with the correct services and providers needed.

III). Scholars with IEP's Streamlined Update

Kindergarten (15) Total IEP's (4) Misaligned IEP's that are pending CSE to amend 12.1.1 to ICT (Integrated Co-Team Teaching) accommodation. 4 out of the 15 were successfully transmitted from RSA (Related Service Authorizations) back to CSE's Primary agency RCM. Counseling Total of (4) Scholars. Setts Total (4) . Physical Therapy Total (7) 7 out of 7 scholars are pending RSA services. Testing Accommodations Total (1). Occupational Therapy Total (11) all currently being serviced with an assigned Provider.

Grade 1 (20) Total IEP's (1) Misaligned IEP Pending CSE to amend 12.1.1 to ICT Accommodation. Speech Total (17) 3 out of the 17 were successfully transmitted from RSA (RelatedService Authorization) back to CSE's Primary Agency RCM. Counseling Total (5) 1 out of the 5 have graduated out of the service due to data highlighting progress towards all goals achieved. Setts Total (1). Occupational Therapy Total (9). Testing Accomodations Total (4).

Grade 2 (15) Total Scholar's IEP's . Speech Total (11) 4 out of 11 have been

successfully transmitted back to primary agency RCM from initial status of RSA. ICT Total (11). Counseling Total (6). Setts Total (2) Occupational Therapy Total (4) . Testing Accomodation Total (7).

- Grade 3** (13) Total IEP's (1) Misaligned IEP Pending CSE to amend 12.1.1 to ICT Accommodation. Speech Total (6) 1 out of the 6 was successfully transmitted to the primary agency from the initial status of RSA. ICT Total (11). Counseling Total (4) . SETTS Total (3) . Occupational Therapy (2) Testing Accommodation Total (11).
- Grade 4** (3) Total IEP's. Speech Total (9) all 9 cases have been successfully transmitted back to primary agency RCM from the initial status of RSA. ICT Total (9). Counseling Total (4). Setts Total (3). Occupational Therapy Total (2) 2 out of 2 are pending RSA's.
- Grade 5** (13) Total Scholar's with IEP's. Speech Total (3) 3 out of 3 have been successfully transmitted to primary agency RCM from initial status of RSA. ICT Total (9). Counseling Total (5). Setts Total (3) 2 out of 3 have graduated out of SETTS due to data exemplifying meeting all intended goals and benchmarks.
- Grade 6** (19) Scholars with IEP's (1) Misaligned IEP pending CSE to amend 12.1.1 to ICT Accommodations. (12) Scholars are misaligned pending CSE to amend SETT Services to ICT accommodations as CCMS has opted to change the Sped Program to reflect SETTS to replace ICT due to staff shortages as well as Setts determining to be a better accommodation for CCMS scholars goals . Occupational Therapy Total (2) 2 out of 2 are pending RSA's. Testing Accommodations Total (17). Counseling Total (7).
- Grade 7** (7) Total scholars with IEP's. Speech Total (4) 4 out of 4 have been successfully transmitted back to primary agency RCM from the initial status of RSA. ICT Total (1) 1 out 1 needs currently misaligned pending changing to SETTS via CSE. Counseling Total (2). Testing Accommodations Total (6). Setts Total (4).
- Grade 8** (14) Total Scholar's with IEP's. Speech Total (9) 9out of the 14 cases have been successfully transmitted back to primary agency RCM from the initial status of RSA. ICT Total (3) pending misaligned status that will be changed to Setts via the CSE. Testing Accomodation Total (8). Setts Total (6).
- Grade 9** (11) Scholar's with IEP's. Speech Total (3) 3 out of 3 pending RSA's. Counseling Total (1). Setts Total (1). Testing Accommodation (8).
- Grade 10** (7) Total Scholar's with IEP's Speech Total (2) 2 pending RSA's. Counseling Total (5) . Testing Accomodation Total (9).

Current Total Number of Scholars with IEP's Grades K-10 = 151

Grades K-5 Total 91

Grades 6-8 Total 42

Grades 9-10 Total 18

IV). Staffing

- K-5 Special Education Ms. Novello has returned 10/12/2021.
- Mr. Salazar resumed the role of K-5 ELL Provider to fill the vacancy for former ELL provider Ms. Stanton resigned due to non-compliance with the Covid-19 vaccine mandate.
- Grades 6-10 Special Education Liaison has been assigned to Ms. Jasmine Hunter
- Currently 1 vacancy for Special Education Certified instructors needed for ICT on the K-5
- Currently 1 vacancy for Special Education certified instructors needed for ICT on 6-8 level.
- Ms. White and Ms. Berkowitz has assumed the roles of Setts providers for 9th & 10th providers.

(V). Current Action Items

- **Supporting the needs of K-5 as well as 6-10 Special Education Liaison with (CSE#4) Policies and Procedures** to ensure that all IEP cases are assigned an annual, tri-annual, re-evaluation , initial and misaligned IEP meeting dates. Gathering all data such as Teacher Reports, IREADY, F&P, Behavioral Anecdotal logs from designated staff in order to submit to the CSE. Coordinating, sitting in on as well as leading all CSE meetings Grades K-10 until the new hire in Grades 6-10 is trained as well as a new liaison to be hired in Grades K-5.
- **Ensuring the partnership with CSE District #4**
Ensuring that related service agencies are appointed to CPCS in order to ensure related service (Speech, OT, PT, and Para) services begin in a timely manner to avoid any lapse in services provided to scholars. Collaborating with CSE to assign related service providers as they are resolving shortage of employee barriers due to non-compliance of the vaccine mandate.
- Supporting the ELL provider's to send home 200 Home language Surveys for Grades K-2 as the data was missing hence not allowing for the Ell provider to administer the Nysitell Exams .
- Assessing the Space in each facility in order to secure a private area for CSE Psychologists and Social Workers to interview parents as well as assess and test scholars. Collaborating with Admin to ensure that there are ample conditions for SETTS providers to efficiently pull scholars for individual and small Group interventions.
- Collaborating with Grades K-5 Provider Mr. Salazar to ensure all ELL scholars are re-assessed as well as initially assessed to gain clear benchmarks of scholar's ELL plans.
- Collaborating with ELL External Consultants to implement academic plans that will fully encourage our ELL scholar's overall success and achievements according to their individualized needs and goals.
- Aligning ELL Charter goals and policy to the Ell Program Grades K-10

IV). Mobilizing Community Resources to support families with scholars with IEP's to secure the necessary external resources needed for scholars to maintain best academic as well as social emotional benchmarks this 2021-20220 school year.

- Partnering with New Horizons and Sheltering Arms Agencies in Far Rockaway to ensure that families receive the services needed upon initiating the need of community support.
- providing families with access to their parental rights under the IDEA Law that serves as a guide for parents with scholar's IEP compliance as well as parent empowerment support guidelines.
- Conducted one on one Parent meetings via Google Meet and Telephone conference to address specific needs that arise prior to the first day of school for scholars with IEP's services that include Initiating, Maintaining as well as Re-Evaluating scholar's IEP cases.
- Collaborating with Liaisons and Parent Coordinator to secure appointment slots to assist parents to secure a Speech and OT provider via the RSA process.

VII). Sites (K-10) External Providers Covid 19 Preparation

- Delivering CPCS Covid Guidelines and Safety Protocol to all Related Service agencies providers that will be conducting in-person sessions with Scholars at all sites.
- Related Service agencies have received a copy of the CPCS Covid-19 safety policy and have agreed to have their providers adhere to the CPCS Covid -19 Safety measures.
- Collaborating with CSE to conduct misaligned Scholar IEP meetings to ensure compliance

VIII). Professional Development Resources

- Meeting with the Special Education Collaborative to review a package that will suit the needs of CPCS staff Grades K-5 for Special Education Workshops that include (Co-Team Teaching Strategies, Specially Designed Instruction, creating Behavior Intervention Plans as well as Functional Behavior Analysis plans etc).
- Meeting with ELL External Consultants to create plans to enrich the ELL Department via identifying, testing and aligning ATS data to ensure that scholars' home language is precise in order to administer the NYSITELL Exam.



Attachment #8



Student Enrollment and Recruitment Monthly Report
 Janisa Vaughn, Director of Student Enrollment and Recruitment
 November 12, 2021

CCS STUDENT ENROLLMENT

TOTAL ENROLLED		969	
Site	Grade	2021-22 SY Charter Goal	Current Scholars Enrolled 11/12/21
Elementary	K*	120	102
	1*	120	115
	2	120	115
	3	96	91
	4	96	89
	5	96	96
		Total	608
Middle	6	96	93
	7	72	69
	8	72	76
		Total	238
High	9	72	72
	10*	96	51
		Total	123

- Grades 5, 8, and 9 are the **only** grades that are fully enrolled, due to the overwhelming number of student discharges.
- The waitlist is completely exhausted for grades kindergarten, 1, and 10.



LOTTERY APPLICATION 2021-2022

2022-2023 SY Lottery Applications	
Grade	# of Applications Received as of 11/12/21
K	51
1	5
2	4
3	3
4	10
5	12
6	29
7	6
8	5
9	34
10	5
11	2
Total	166

STUDENT RECRUITMENT

- 22 Scholars were recruited from **10/1/21-11/12/21** for 2021-2022 school year.
- The Shelter Bus Advertisements are scheduled to start on Monday, November 15, 2021. The first ad will run for 8 weeks. The advertisements will be placed in 5 locations throughout the Rockaway peninsula and expected to attract over 450,00 viewers.
- Recruitment packages will be delivered to the Daycare Centers and UPK sites located in Rockaway, Queens.



Attachment #9



Director of Operations

On Maturity Leave



Attachment #10



Director of Technology Report

Nov. 2021 - Dale Richardson

—

I: Current Work

A: Computer Lab at 1520 Central Ave

- Apple desktops have been ordered via RESO A Grant Funding.
- Interactive boards have been ordered via RESO A Grant Funding.
- Printers have been ordered via RESO A Grant Funding.
- We are currently awaiting the delivery of the ordered equipment.

II: Future Work

B: NYSED/NYC DOE Digital Equity Questionnaire for ALL Scholars.

- The New York State Education Department (NYSED) requires all school districts, including charter schools, to collect information from families about student access to devices and the internet for the 2021-2022 school year.
- Collection is at an individual OSIS level and will be ongoing throughout the winter.
- The tech team is requesting the assistance of our principals, teachers, communications team, operations team, parent teacher coordinators, and any other staff member(s) willing to assist with contacting parents to encourage the completion of the survey.
- As to avoid the possibility of families filling out this form twice. We are currently awaiting instructions from the DOE.

B: Information gathering for Independent Cybersecurity Auditing continues.

- An independent cyber security assessment should be completed, in order to satisfy insurance and state requirements. Ex:
https://www.dfs.ny.gov/industry_guidance/cybersecurity



- We are currently in the process of sourcing a credible organization that is experienced in meeting the requirements.

III: Risk Factors or Challenges

A: WiFi Upgrades.

- E-rate funding is given based upon enrollment numbers. Due to our projected enrollment numbers from 2019 not matching our current enrollment numbers, E-rate has subtracted \$50,142 from our allocated budget.
- As a result, 66 wireless access points (equipment used to broadcast WiFi) have been removed from our allowance.
- In order to follow through on scheduled upgrades for 710 Hartman Lane and 1526 Central Ave, an additional \$50,142 in alternative funding is needed.
- For Category 2, our E-Rate budget is exhausted until the 2026/2027 funding year, or until our student count increases beyond 999 scholars.
- Once Challenge reaches above 999 scholars during a funding year, E-rate will contribute \$167 per student.
- As reported by Mrs. Vaughn on 11.12.21, 969 scholars are currently enrolled.

B: Chromebook shortage

- Scholars are transferring without returning their assigned Chromebook, which is leaving older devices to be assigned to some newly enrolled scholars.
- Advisors of our tech department have stated, "Most years, a 10-15% loss\damage rate can be expected; however, in a year like COVID, it is prudent to plan for a much higher rate. Some schools have planned as if no devices would be returned."
- As a response to this, 100 new devices have been ordered from CDW.



Attachment #11



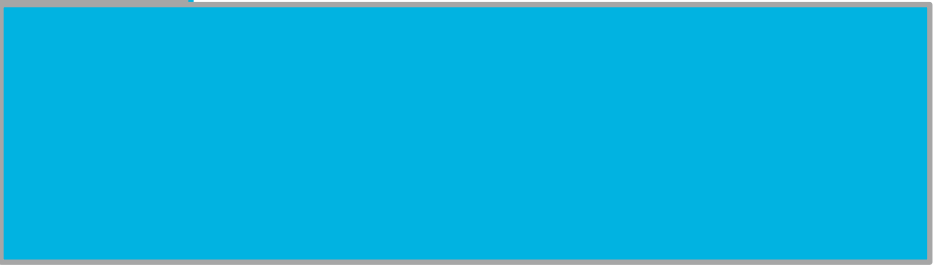
Helping you to focus on what's important
STUDENT ACHIEVEMENT

CSBM
CHARTER SCHOOL
BUSINESS MANAGEMENT

experience. expertise. execution.

Challenge Prep Charter School

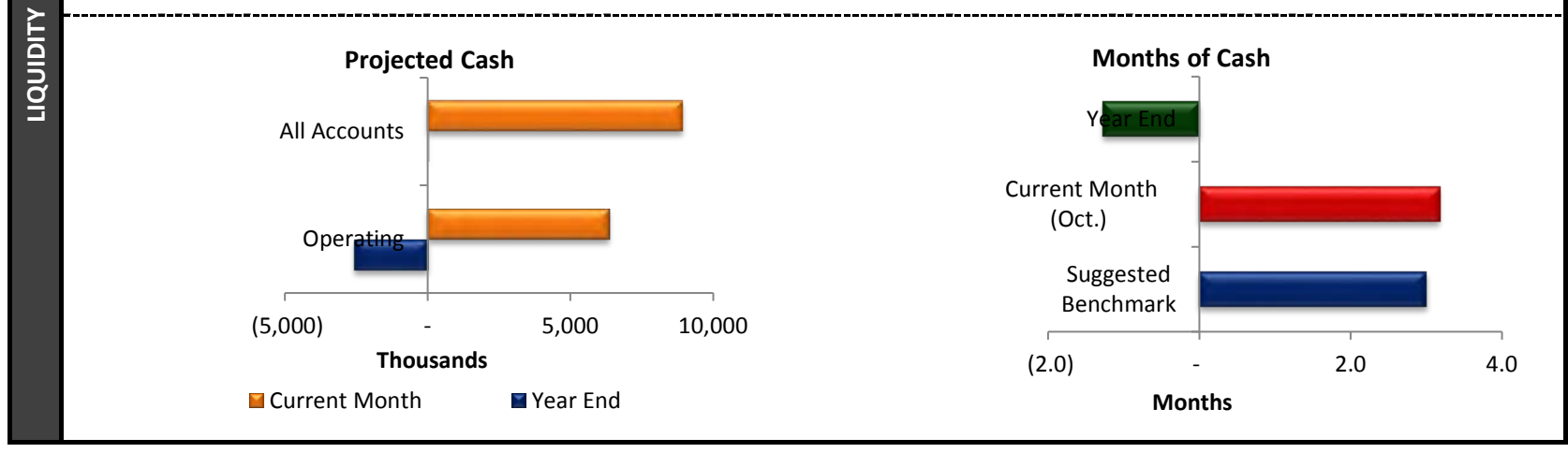
Monthly Financial Report
October 2021



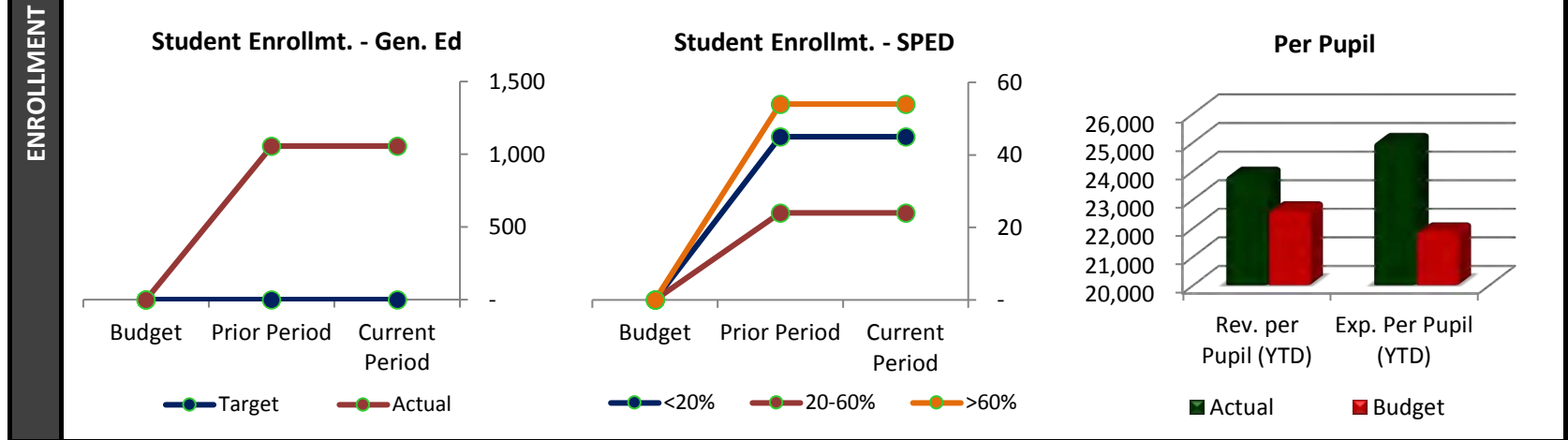
Challenge Prep Charter School

Financial Summary For Period Ended October 31, 2021

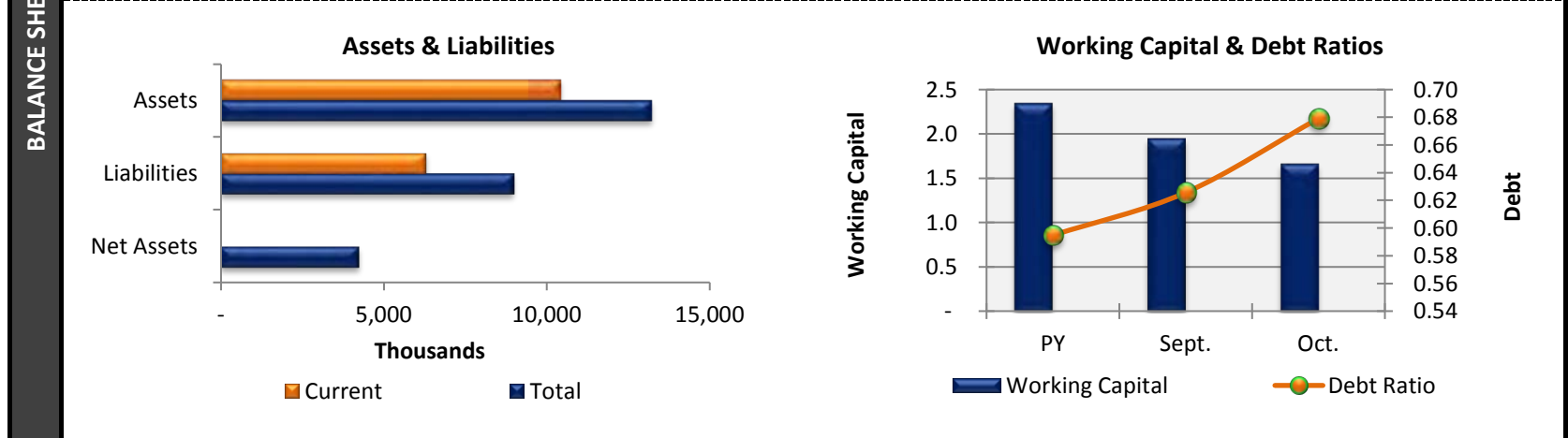
LIQUIDITY	Cash in Bank (Operating Account(s) Only: as of October 31, 2021)	\$ 6,352,767
	Projected months of cash on hand	3.2
	Cash in Bank (Total - All Accounts as of October 31, 2021)	\$ 8,929,614
	FY Ending Cash Available to Carryover to FY21-22 (Operating Account(s) Only)	\$ (2,554,989)
	Projected months of cash on hand	(1.3)
	FY Ending Cash Available to Carryover to FY20-21 (Total - All Accounts)	\$ 21,858



	Actual	Budget	Variance		Actual	Budget	Variance
General Ed	951.52	1,021.00	(69.48)	\$	15,367,048	15,629,468	(262,420)
SPED							
0 - 20%	44.95	41.00	3.95		-	-	-
20 - 59%	28.93	25.00	3.93		300,541	259,750	40,791
60% - Over	68.66	53.00	15.66		1,307,847	1,009,597	298,250
Total SPED	142.53	119.00	23.53		1,608,388	1,269,347	339,041



Total Current Assets:	\$ 10,413,339
Total Current Liabilities:	\$ 6,287,480
Working Capital (Current) Ratio	1.66
Total Assets:	\$ 13,212,936
Total Liabilities:	\$ 8,973,624
Debt Ratio	0.68
Total Net Assets:	\$ 4,239,312



	Actual	Budget	Variance
Total Revenue YTD:	\$ 7,092,294	\$ 7,614,201	\$ (521,906)
Total Expenses YTD:	(6,475,391)	(6,572,363)	96,972
Net Operating Surplus(Deficit):	\$ 616,903	\$ 1,041,838	\$ (424,934)

Challenge Prep Charter School

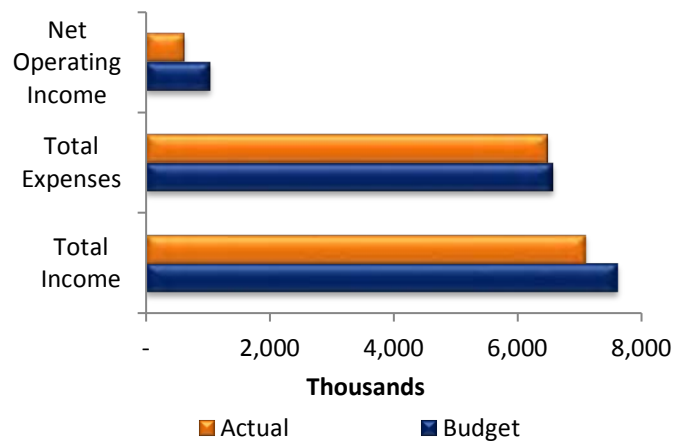
Financial Summary

For Period Ended October 31, 2021

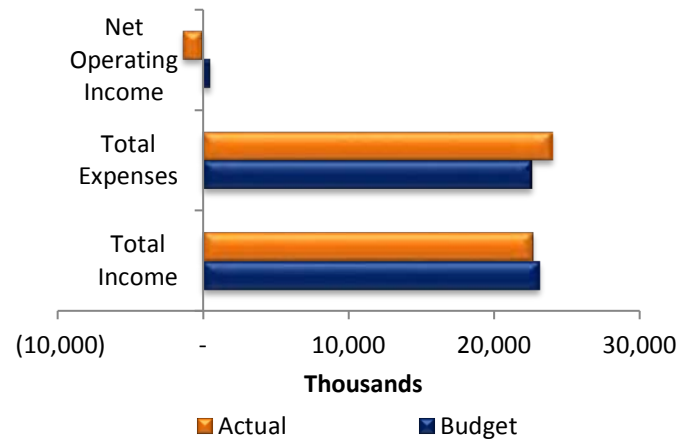
	<u>Projected</u>	<u>Budget</u>	<u>Variance</u>
Annual Projected Revenue:	\$ 22,677,264	\$ 23,097,145	\$ (419,881)
Annual Projected Expenses (before depreciation):	(23,798,987)	(22,343,952)	(1,455,035)
Projected Net Operating Surplus(Deficit) before Depreciation:	\$ (1,121,723)	\$ 753,193	\$ (1,874,916)
Annual Projected Depreciation:	(230,840)	(230,840)	-
Projected Net Operating Surplus(Deficit) after Depreciation:	\$ (1,352,563)	\$ 522,353	\$ (1,874,916)
Capital Expenditure Requirements	\$ (700,000)	\$ -	\$ (700,000)
Total Cash Expenditures <i>(expenses excluding depreciation plus capital expenditures)</i>	\$ (22,868,147)	\$ (22,113,112)	\$ (755,035)
Revenue per Pupil (YTD)	\$ 23,833	\$ 22,622	\$ 1,211
Expenditure per Pupil (YTD)	\$ 25,012	\$ 21,884	\$ 3,127

BUDGETING / REVENUE & EXPENSES

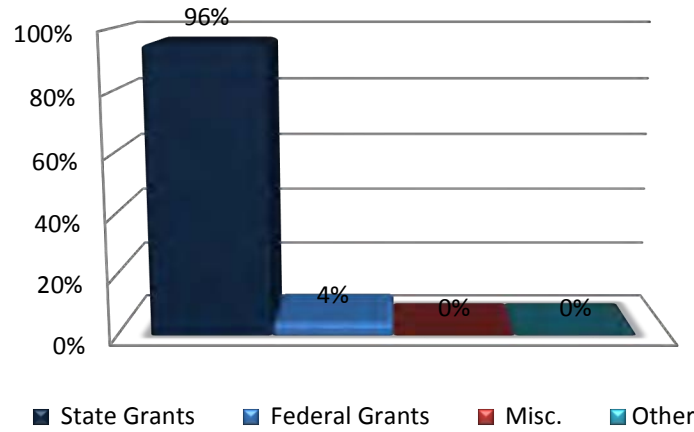
Year-To-Date (YTD)



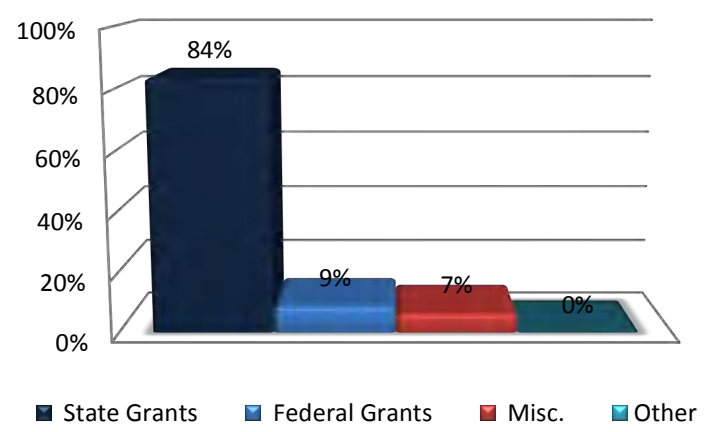
Year End (YE) Projection



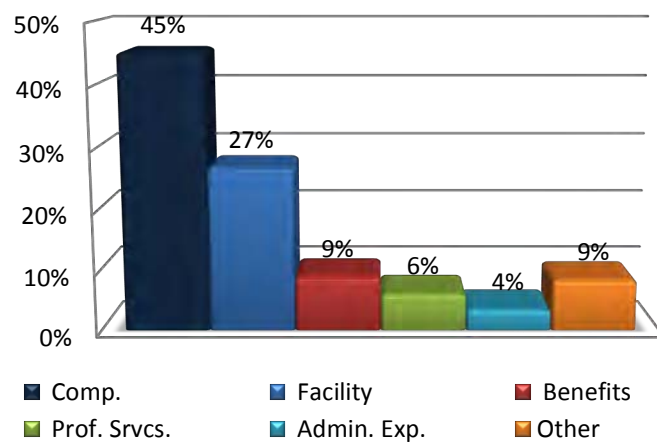
Revenue Breakdown YTD



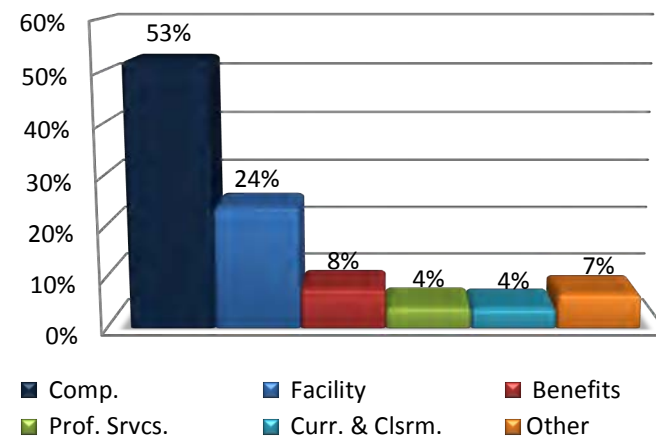
Revenue Breakdown YE



Expense Breakdown YTD



Expense Breakdown YE



Challenge Prep Charter School

Financial Variance Summary

Fiscal Year Ending 6/30/2022	Comments
Net Budget Surplus after Depreciation	\$ 522,353
Increase in Projected Annual Expenses	1,455,035
Net Projected Deficit Variance after Depreciation	<u>\$ (1,352,563)</u>

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

	October 31, 2021			YTD Through October 31, 2021			Projected FYE June 30, 2022				Comments
	Actual	Budget	Variance	Actual	Budget	Variance	Actuals - August 2021 - September 30, 2021 + Projected - June 30, 2022	Projections thru June 30, 2022	Annual Budget	Variance	
Income											
4100 State Grants	1,794,943	1,631,484	163,460	6,787,020	6,525,934	261,086	12,326,097	19,113,117	19,616,816	(503,699)	GenEd based on 951.524 . SpEd budget based on 68.657 over 60%; 28.926 20-59%
4200 Federal Grants	39,166	164,967	(125,801)	304,459	588,267	(283,808)	1,779,406	2,061,577	1,980,329	81,248	
4300 Contributions	-	-	-	-	-	-	-	-	-	-	-
4400 Miscellaneous Income	219	125,000	(124,781)	815	500,000	(499,185)	1,501,754	1,502,569	1,500,000	2,569	
Total Income	1,834,328	1,921,450	(87,122)	7,092,294	7,614,201	(521,906)	15,607,257	22,677,264	23,097,145	(419,881)	GenEd based on 951.524 . SpEd budget based on 68.657 over 60%; 28.926 20-59%; Adjustments made to Lease Assistance based on unearned revenue for FY21.
Expenses											
Compensation											
5100 Instructional Staff	653,766	721,155	(67,389)	1,815,994	2,010,916	(194,922)	7,054,725	8,870,718	8,653,862	216,856	Adjusted based on payroll with allowance for hiring
5200 Non-Instructional Staff	215,963	205,934	10,029	809,174	823,736	(14,562)	1,662,035	2,471,209	2,471,209	-	Based on budget
5300 Pupil Support	90,509	106,739	(16,230)	315,479	426,956	(111,477)	965,388	1,280,867	1,280,867	-	Based on budget
5000 Compensation	960,237	1,033,828	(73,591)	2,940,647	3,261,608	(320,961)	9,682,147	12,622,794	12,405,938	216,856	Salary projections based on budget
5400 Benefits	176,089	158,858	17,230	591,304	635,433	(44,129)	1,333,298	1,924,602	1,906,300	18,302	
6100 Administrative Expenses	43,671	46,802	(3,131)	232,302	192,076	40,225	384,835	617,137	566,494	50,643	Adjusted based on actuals
6200 Professional Services	86,758	75,167	11,591	401,949	283,667	118,282	621,176	1,023,125	921,500	101,625	Based on actuals
6300 Professional Development	43,936	14,424	29,512	69,731	46,606	23,125	137,969	207,700	162,000	45,700	Based on actuals
6400 Marketing and Staff/Student Rec	2,428	8,025	(5,597)	19,342	32,100	(12,758)	76,958	96,300	96,300	-	Based on budget
6500 Fundraising Expenses	-	4,458	(4,458)	-	17,833	(17,833)	53,500	53,500	53,500	-	Based on budget
7100 Curriculum & Classroom Expenses	50,443	30,130	20,313	166,247	92,063	74,184	802,803	969,049	372,120	596,929	Based on actuals
8100 Facility	501,738	472,131	29,607	1,751,767	1,888,525	(136,758)	4,075,972	5,827,739	5,665,575	162,164	Based on actuals
8200 Technology/Communication Expens	35,717	16,102	19,615	179,055	64,408	114,647	271,795	450,850	193,225	257,625	Based on actuals
8800 Miscellaneous Expenses	586	83	503	2,844	333	2,511	3,346	6,190	1,000	5,190	
8900 Depreciation Expense	-	-	-	120,204	57,710	62,494	110,636	230,840	230,840	-	
Total Expenses	1,901,605	1,860,010	41,595	6,475,391	6,572,363	(96,972)	17,554,436	24,029,827	22,574,792	1,455,035	
Net Income	(67,276)	61,440	(128,716)	616,903	1,041,838	(424,934)	(1,947,178)	(1,352,563)	522,353	(1,874,916)	
Capital Expenditures											
Furniture, Fixtures & Equipment	51,854	-	51,854	582,540	-	582,540	47,460	630,000	-	630,000	
Facility and Construction	-	-	-	45,223	-	45,223	24,778	70,000	-	70,000	
Website	-	-	-	-	-	-	-	-	-	-	
Total Capital Expenditures	51,854	-	51,854	627,763	-	627,763	72,237	700,000	-	700,000	

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

	Annual Budget FY21-22	Projected July 21 - June 22	Projected Nov 21 - June 22	November	December	January	February	March	April	May	June
Beginning Cash Balance (Operating)	4,804,870	6,645,873	6,352,767	6,352,767	3,214,769	4,445,387	2,442,817	3,602,407	1,597,349	2,760,762	762,015
Projected Cash Receipts from Operations (below)	23,097,145	15,607,257	11,267,641	36,727	3,234,708	219	3,162,379	219	3,162,379	219	219
Projected Cash Disbursements from Operations (below)	(22,574,792)	(17,554,436)	(17,118,707)	(1,992,753)	(1,994,054)	(1,992,753)	(1,992,753)	(1,997,253)	(1,990,943)	(1,990,943)	(1,990,943)
Net Cash from Operations	522,353	(1,947,178)	(5,851,066)	(1,956,026)	1,240,654	(1,992,534)	1,169,626	(1,997,034)	1,171,436	(1,990,724)	(1,990,724)
Cash Receipts from Accounts & Misc Receivables (not included in revenue below)	-	-	-	-	-	-	-	-	-	-	-
Cash Disbursements for Accounts Payable & Accrued Expenses	-	-	-	(1,171,936)	-	-	-	-	-	-	-
Capital Expenditures (below)	-	(72,237)	(72,237)	(10,036)	(10,036)	(10,036)	(10,036)	(8,023)	(8,023)	(8,023)	(8,023)
Accounts Receivable	-	-	-	-	-	-	-	-	-	-	-
PPP Loan Payable	-	-	(1,792,512)	-	-	-	-	-	-	-	-
PPP Loan Interest Payable	-	-	(20,005)	-	-	-	-	-	-	-	-
Ending Cash Balance (Operating Account)	5,327,223	4,770,932	2,386,455	3,214,769	4,445,387	2,442,817	3,602,407	1,597,349	2,760,762	762,015	(1,236,733)
Other Cash Accounts (Net of Transfers)	75,354	-	-	2,576,847	2,576,847	2,576,847	2,576,847	2,576,847	2,576,847	2,576,847	2,576,847
Total Cash (All Accounts)	5,402,577	4,770,932	2,386,455	5,791,616	7,022,234	5,019,664	6,179,254	4,174,196	5,337,609	3,338,862	1,340,114

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

	Total	Comments
ASSETS		
Current Assets	-	
Bank Accounts		
1000 Cash		
1001 HSBC Checking - 0844	5,392,721	
1002 HSBC Checking - 0852	6,032	
1003 HSBC Checking - 0879	960,046	
1004 HSBC Checking - 0887	-	
1005 HSBC Money Market - 5972	2,500,815	
1006 Chase Escrow - 3060	70,000	
1007 Petty Cash	-	
Total 1000 Cash	\$ 8,929,614	
Total Bank Accounts	\$ 8,929,614	
Accounts Receivable		
1100 Accounts Receivable	564,743	
1200 Other Receivables - Salary Advance	-	
Total Accounts Receivable	\$ 564,743	
Other current assets		
1300 Prepaid Expenses	352,348	
1301 Prepaid Insurance	85,331	
1310 Prepaid Rent	481,303	
Total Other current assets	\$ 918,982	
Total Current Assets	\$ 10,413,339	
Fixed Assets		
1500 Furniture, Fixtures & Equipment		
1510 Office & Admin Computers & Equipment	311,099	
1511 Classroom Computers & Equipment	1,168,437	
1512 Classroom Furniture	465,755	
1513 Office Furniture	179,702	
Total 1513 Office Furniture	\$ 179,702	
1514 Musical Instruments	16,390	
1515 Computer Software	44,217	
Total 1500 Furniture, Fixtures & Equipment	2,185,599	
1519 Facility and Construction	127,589	
1520 Architect Fees	115,620	
1525 Fire Alarm System	7,500	
Total 1525 Fire Alarm System	\$ 7,500	
1530 Kitchen/Cafeteria	162,079	
1535 Construction In Progress	320,673	
1540 Leasehold Improvements	473,292	
Total 1519 Facility and Construction	1,206,752	
1610 Website	11,000	
Total 1610 Website	\$ 11,000	
1700 Accumulated Depreciation & Amortization		
1710 Accumulated Depreciation	(1,521,626)	

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

	Total	Comments
1750 Accumulated Amortization	(8,128)	
Total 1700 Accumulated Depreciation & Amortization	\$ (1,529,754)	
Total Fixed Assets	\$ 1,873,597	
Other Assets		
1800 Security Deposits	925,999	
Total Other Assets	\$ 925,999	
TOTAL ASSETS	\$ 13,212,936	
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
2000 Accounts Payable	1,076,111	
Total Accounts Payable	\$ 1,076,111	
Other Current Liabilities		
2100 HSBC Loan Payable	1,792,512	
2300 Accrued Salaries/Taxes	-	
2301 Accrued Expenses	95,825	
2303 Accrued Interest - PPP	20,005	
2400 Unearned/Deferred Revenue	3,301,472	
Total Other Current Liabilities	\$ 5,211,369	
Total Current Liabilities	\$ 6,287,480	
Long-Term Liabilities		
2700 Deferred Rent Liability	2,686,144	
Total Long-Term Liabilities	\$ 2,686,144	
Total Liabilities	\$ 8,973,624	
Equity		
3100 Retained Earnings	3,622,409	
Net Income	616,903	
Total Equity	\$ 4,239,312	
TOTAL LIABILITIES AND EQUITY	\$ 13,212,936	

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

	Total	Comments
OPERATING ACTIVITIES		
Net Income	616,903	
Adjustments to reconcile Net Income to Net Cash provided by operations:		
1100 Accounts Receivable	(199,295)	
1200 Accounts Receivable:Other Receivables - Salary Advance	-	
1300 Prepaid Expenses	(143,599)	
1301 Prepaid Insurance	(85,331)	
1310 Prepaid Rent	(147,127)	
Inventory Asset	-	
2301 Accrued Expenses	6,526	
INVESTING ACTIVITIES		
1510 Furniture, Fixtures & Equipment:Office & Admin Computers & Equip	(61,950)	
1511 Furniture, Fixtures & Equipment:Classroom Computers & Equipment	(323,889)	
1512 Furniture, Fixtures & Equipment:Classroom Furniture	(73,983)	
1513 Furniture, Fixtures & Equipment:Office Furniture	(122,718)	
1515 Furniture, Fixtures & Equipment:Computer Software	-	
1540 Facility and Construction:Leasehold Improvements	(45,223)	
1800 Security Deposits	-	
1710 Accumulated Depreciation & Amortization:Accumula	120,204	
Net cash provided by financing activities	\$ -	
Net cash increase for period	2,223,740	
Cash at beginning of period	\$ 6,705,874	
Total Cash at beginning of period	\$ 6,705,874	
Cash at end of period	\$ 8,929,614	



Attachment #12

Current Employees	Vacancies
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163

6

Campus	Current	Vacancies	New Hires
Elementary School	89	2	3
Middle School	36	2	3
High School	24	2	2
Network Operations	14	0	1

New Hires	Campus	Position
Mullings Bailey, Mauline	Network	School Health Liasion
Thomas, Rayon	High	Classroom Teacher
Robles Jr., Luis	High	Social Worker
Williams, Imani	Middle	Teaching Assistant
Tait, Asia	Middle	Teaching Assistant
Gillis, Kwylifah	Middle	Teaching Assistant
Makinde, Blessing	Elementary	Teaching Assistant
Valdez, Maree	Elementary	Special Education Teacher
Gowins, Shanequa	Elementary	Technology Coordinator



2021-22 School Year Board Meeting #6 Minutes

Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2021-22 School Year Board Meeting #6 at 6:30 PM on December 15, 2021.

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

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

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

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

Members present: Frederica Jeffries, Linda Plummer, Karon McFarlane and Gertrudis Hernandez

Members absent: Andrew Barnes and Dr. Michelle Daniel-Robertson

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

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

1. The agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2021-22 School Year Board Meeting #5 [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 decision to move to a virtual learning model for Challenge Charter Middle School [effective December 14, 2021] and Challenge Charter High School [effective December 16, 2021] as a pre-caution due to recent trends in scholar and staff being tested positive for COVID-19. Both sights will reopen for in-person learning on January 3, 2022.



Dr. Mullings updated the Board on the progress of launching the CUNY School of Labor and Urban Studies site for the Spring Semester 2022.

Dr. Mullings and Dr. Estep gave an update on the establishment of the Friends of Challenge, Inc. In the January 2022 Board meeting documents and resolutions will be presented to the Board the lease at 15-20 Central Avenue, Far Rockaway, NY 11691.

Following discussion, the report was received with appreciation.

4. The Chair called attention to the printed report of Kentia Coreus, Senior Director of Elementary Teaching & Learning [Attachment #2]. The report was received with appreciation.
5. The Chair called attention to the printed report of Nicole Griffin, K-5 Principal [Attachment #3]. The report was received with appreciation.
6. The Chair called attention to the printed report of Mavgar Mondesir, Senior Director of Secondary Teaching & Learning and 6-10 Principal [Attachment #4]. The report was received with appreciation.
7. The Chair called attention to the printed report of Tameeka Richards, Director of Pupil Personnel Services [Attachment #5]. The report was received with appreciation.
8. The Chair called attention to the printed report of Kimberly Messer, Director of Communications [Attachment #6]. The report was received with appreciation.
9. The Chair called attention to the printed report of Natalie Zadok, Director of Special Education [Attachment #7]. The report was received with appreciation.
10. The Chair called attention to the printed report of Janis Vaughn, Director of Student Enrollment & Recruitment [Attachment #8]. The report was received with appreciation.
11. The Chair noted that the Director of Operations is on maturity leave. [Attachment #9].
12. The Chair called attention to the printed report of Dale Richardson, Director of Technology [Attachment #10]. The report was received with appreciation.
13. The Chair called for the November 2021 Financial Report [Attachment #11].



It was noted that the PPP Loan has been forgiven by the Federal Government and has been processed by our bank – HSBC.

Following review, the report was received by common consent.

14. The Chair called for the presentation of the 2021-22 December Personnel report [Attachment #12]. Gertrudis Hernandez moved approval of 2021-22 December Personnel Report with a second from Linda Plummer. The motion carried unanimously.

The meeting adjourned by common consent.

Respectfully submitted:

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

Karon McFarlane
Secretary



Attachment #1
See Prior
Month
Minutes for
Minute
Attachments



2021-22 School Year Board Meeting #5 Minutes

Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2021-22 School Year Board Meeting #5 at 6:30 PM on November 17, 2021.

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

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

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

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

Members present: Frederica Jeffries, Karon McFarlane, Linda Plummer and Dr. and Gertrudis Hernandez

Members absent: Andrew Barnes and Michelle Daniel-Robertson

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

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

1. The agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2021-22 School Year Board Meeting #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 for the 2021-22 School Year COVID-19 preventative measures and a “Pop-Up” scholar vaccination event for ages 5-11 at the 710 Hartman Lane site is scheduled for November 19, 2021.

Dr. Mullings updated the Board on the progress of launching the CUNY School of Labor and Urban Studies site in January 2022.



Following discussion, the report was received with appreciation.

4. The Chair called attention to the printed report of Kentia Coreus, Senior Director of Elementary Teaching & Learning [Attachment #2]. The report was received with appreciation.
5. The Chair called attention to the printed report of Nicole Griffin, K-5 Principal [Attachment #3]. The report was received with appreciation.
6. The Chair called attention to the printed report of Mavgar Mondesir, Senior Director of Secondary Teaching & Learning and 6-10 Principal [Attachment #4]. The report was received with appreciation.
7. The Chair called attention to the printed report of Tameeka Richards, Director of Pupil Personnel Services [Attachment #5]. The report was received with appreciation.
8. The Chair called attention to the printed report of Kimberly Messer, Director of Communications [Attachment #6]. The report was received with appreciation.
9. The Chair called attention to the printed report of Natalie Zadok, Director of Special Education [Attachment #7]. The report was received with appreciation.
10. The Chair called attention to the printed report of Janis Vaughn, Director of Student Enrollment & Recruitment [Attachment #8]. The report was received with appreciation.
11. The Chair noted that the Director of Operations is on maturity leave. [Attachment #9].
12. The Chair called attention to the printed report of Dale Richardson, Director of Technology [Attachment #10]. The report was received with appreciation.
13. The Chair called for the October 2021 Financial Report [Attachment #11]. Following review, the report was received by common consent.
14. The Chair called for the presentation of the 2021-22 November Personnel report [Attachment #12]. Karon McFarlane moved approval of 2021-22 November Personnel Report with a second from Gertrudis Hernandez. The motion carried unanimously.



The meeting adjourned by common consent.

Respectfully submitted:

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

Karon McFarlane
Secretary



Attachment #2



Senior Director of Teaching and Learning K-5
December 2021 Board Report
 (Covering November 15, 2021-December 7, 2021)
Kentia Coreus

Enrollment Compliance

Grade	Total Scholars	# of scholars w/IEPs	# of ENL scholars*
K	101	15	0
1	114	20	0
2	115	16	1
3	93	13	6
4	90	13	9
5	95	13	2
Totals	608	90	18

source: Student Enrollment Weekly Report sent on December 3, 2021

* *In-progress*

Ongoing Teaching & Learning Tasks

- Manage personnel, curricula, and partnerships in support of the educational program
- Monitor the effectiveness of the educational program by reviewing data, observing instruction, school culture, and academic operations
- Supervise the K-5 principal by conducting regular check-ins and weekly supervision meetings
- Listen and respond to staff and family grievances

Ongoing COVID-19 Response

- Attend monthly webinars with the New York State Charter Association where information is provided by the Board of Regents and all three NYS charter authorizers. Share information with pertinent staff where needed
- Maintain awareness of DOE, NYS, and DOH guidelines related to COVID-19
- Connect with external school leaders to share/collect ideas for supporting scholars and staff
- Collaborate with COVID coordinator, human resources, and site principal to manage COVID-related issues

Increasing Teacher Effectiveness

CPCS continues to implement strategies to improve teacher effectiveness as it has a major impact on student learning.

Learning Walk #2

The K-5 instructional leadership and grade level leads conducted a second round of learning walks. Grade level leaders commented on how beneficial it was to be able to watch teacher practice and discuss pedagogy with experienced educators. Evidence from the learning walk demonstrated that teachers continued to struggle with developing student learning targets and activities that are aligned with NGLS. The senior director of teaching and learning intervened by meeting with the curriculum consultant, executive coach, and principal to tweak the training strategy to meet this teacher learning need.

Unpacking the Next Generation Standards

Learner Centered Initiatives continues to provide training on the curriculum design process. Last week, teachers revisited how to “unpack” the Next Generation standards to ensure clarity when developing student learning targets. The feedback from last week’s session was quite positive and demonstrated that teacher knowledge is increasing in this area, evidenced by drafted lesson objectives. The principal and senior director of teaching and learning are engaged in a professional learning series hosted by The Collaborative that reinforces the curriculum design process (Leveling Up Instruction).

Observation Feedback

Instructional leadership team members continue to conduct mini-observations and provide teachers with actionable feedback to improve their practice. Walkthroughs of all integrated co-teaching classrooms were also conducted. Feedback was shared with the principal for follow-up.

Self-Assessment for School Improvement

The SDTL initiated an internal audit of the K-5 teaching and learning program on December 2, 2021. The purpose of this internal audit is to:

- Self-evaluate where we are with meeting NYCDOE Chancellor-authorized requirements as outlined in the [Accountability Handbook](#)
- Prepare for the 2021-22 submission of the Annual Comprehensive Review report (due to NYCDOE by January 31, 2022)

The process includes three phases:

- Document Submission (by school personnel)
- Document Review (SDTL)
- Staff Interviews (SDTL)

Listed below are the documents requested and sample interview questions.

CPCS Fall 2021 Internal Academic Audit

Assessment (2020-21 and 2021-22)

- Explanation of internal assessments
- Sample teacher-created assessments

Attendance and Interventions (2020-21 and 2021-22)

Curriculum Maps/Pacing Guides (2020-21 and 2021-22)

- ELA and Math

Discipline Policy

ELL Program Information

Lesson Plans (2020-21 and 2021-22)

- Grades K-5 (ELA and Math)

Master Class Schedule

Parent/Family Communications

Remote Learning Guidelines and Expectations (2020-21 and 2021-22)

Special Education- DUE by tomorrow, December 2

- Action planning for at-risk scholars
- Class Observations (DI, SDI, Modifications)
- Curricula and Instructional Support
- ICT Expectations
- Program Information for Special Needs Students
- Progress Monitoring
- SPED related professional learning
- SPED related staff meeting minutes
- Student Progress Reports

Staff Evaluations (2020-21 and 2021-22)

Staff Handbook

Student performance Data (2019-20, 2020-21, 2021-22)

Sample Internal Audit Onsite Interview Questions

- 1) How do teachers assess students' mastery of skills and content during lessons?
- 2) How do teachers support students who are struggling to learn?
- 3) Describe the school's approach to professional development.
- 4) What is the school doing to improve student achievement?



Attachment #3



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

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

Grade	Total # of Scholars	Change in Enrollment	# ELLs	#IEPs
K	101	-1	0	15
1	114	-1	0	20
2	115	0	1	16
3	93	2	6	13
4	90	1	9	13
5	95	-1	2	13
TOTALS	608	0	18	90

Curriculum and Instruction

ELA Focus

Teachers are working on aligning the standards and objectives. The area of focus are standards R 1-R3 in grades K-5. As teachers continue to unpack the Next Generation standards, they are also developing questions using the depth of knowledge in foster discussion within the classroom.

Math

In efforts to increase student achievement in mathematics, we have implemented Math Tuesday Challenges. MTC is used as a formative assessment. Scholars are given one math problem. They must show their thinking by using one or two math strategies to solve the problem. In addition, they must use math vocabulary to write a sentence about how they solved the problem.

Professional Development

- Continued PD unpacking the standards- Specifically the reading, speaking and listening and writing standards
- Staff will partake in PD around the areas of assessment cards and questioning and discussion techniques
- Grade Team Leaders meet twice a week with grade teams to work on lesson planning with a focus on the standards and objectives

December Action Plan

DECEMBER ACTION PLAN

Dates	Area for Action	Action to be taken	Person Responsible
Week of 12-6-21	Lesson Plan	Expectations of each component of the lesson plan process with relevant feedback	<ul style="list-style-type: none">● Review of Expectations and feedback: AP● Carrying out of Expectations: Teachers
Start week of 12-6-21 until appropriate level of mastery is obtained	Domain 1	Review of Domain 1 and its elements by referencing the following PDs Domain 1 Session 1: Scenarios Domain 1 Session 2: Scenarios	<ul style="list-style-type: none">● Each GTL will spearhead this review with their respective grades.● Support: AP
Week of 12-13-21	Next Generation Learning Standards ELA	Unpacking of Standards <ol style="list-style-type: none">1. Reading2. Writing3. Speaking & Listening	<ul style="list-style-type: none">● Teachers● Support: AP
Week of 12-20-21 (tentative)	Learning Objectives	Ensuring that the learning objectives are aligned with the Next Gen Standards	<ul style="list-style-type: none">● Teachers● Support: AP

Special Education

For the next three months, collaboration with the Director of Special Education and the Special Education Liason will take place to ensure we have the following in place:

- Progress Monitoring systems in place
- Sped related professional development for our ICT staff
- Clear ICT expectations as our ICT classrooms have grown over this past school year.

- Action plans for at risk-scholars

Communication

Parent Communication was sent out to address activities
 You may access a copy [HERE](#). We had over 397 views!

Attendance

- 3 classes were on quarantine during the past 30 days
- Yellow bus service routes were not interrupted during this time

Calendar of Events- In efforts to keep the momentum going and staff spirits high, the Spirit Committee created a holiday activity of events

DECEMBER 2021 HOLIDAY ACTIVITY CALENDAR FOR STAFF

	SUN	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SAT
WEEK 17	12	13	14	15	16	17	18
		Silly Soft Socks Competition- Wear your silliest socks and let the scholars judge the winners! 	Cozying up to a wonderful winter break- Wear your favorite scarf, winter hat, sweater, etc 	Dress up like your favorite song 	Wear Your Flannel and snag a flair pen 	DISMISSAL @ 12:30PM Staff Holiday Luncheon 1:15pm @ 710 Wear Something Red or Green 	
WEEK 18	19	20	21	22	23	24	25
		Cookies, tea, coffee & hot chocolate 	Find the Hidden Ice Cycles Let's light up the sky- Wear something blue and white! 	Ugly Can be Pretty Wear your ugliest festive sweater and jeans for a super fun competition! 	DISMISSAL @ 12:30PM K-5 Secret Santa Reveal TWIN DAY- Dress up in your favorite pajamas, holiday dress, pants or outfit with your twin!		
	26	27	28	29	30	31	
							

Assessments

12/14/ and 12/15- i-Ready Growth Monitoring for ALL scholars will take place.

The PURPOSE of this assessment:

- To indicate which specific students may need additional support to accelerate growth and gauge the effectiveness of support programs
- To evaluate and report on projected student growth
- Results will be provided on the January's Principal Report

CPCS Elementary School NEWSLETTER

Principal Griffin Edition - December 2021

What's Happening at CPCS?


Welcome all families and scholars!

Our scholars have been doing an amazing job this year! I wanted to share with you some GREAT news about what's happening here at CPCS. In addition, the video also contains important reminders and COVID-19 information.

Please take a moment to watch the video.

CPCS ELEMENTARY SCHOOL PRINCIPAL COMMUNITY NEWS



 Accessibility

High Contrast Mode

Aa

Aa

Aa



12/14 and 12/15- i-Ready Progress Monitoring Assessment; Math Tuesday Challenge
12/16- Holiday Decorating Cards
12/17- Stem Project- Gingerbread House
12/20-12/21- Grades 3-5 State Practice Assessment; Math Tuesday Challenge
12/22- Ugly Sweater Day and Jeans
12/23- Wear Something Red, Green or Blue

- Scholars must be in the building by 8:30am daily to begin their academic instruction
- Scholars must be picked up no later than 4:00pm DAILY
- Scholars are to wear ALL BLACK footwear. THIS IS A NON-NEGOTIABLE
- Dismissal on 12/23/21 is 12:30pm
- Winter Break begins on 12/24/21. Scholars return 1/3/22

Happy Holidays!





Attachment #4



CHALLENGE CHARTER SCHOOL

2021-2022 Principal's Monthly Board Report

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

School Year 2021-2022 Report Dec 10, 2021

Current CCHS Enrollment:

Cohort Group	Grade Level	Enrollment as of Oct. 15, 2021	Enrollment as of Nov. 12, 2021	Enrollment as of Dec. 10, 2021
#3	G. 10	44	46	45
#4	G. 9	71	73	73
TOTAL		115	119	118

Current CCMS Enrollment:

Cohort Group	Grade Level	Enrollment as of Oct. 15, 2021	Enrollment as of Nov. 12, 2021	Enrollment as of Dec. 10, 2021
#5	Gr. 8	76	76	73
#6	Gr. 7	70	69	64
#7	Gr. 6	93	92	92
TOTAL		239	237	229

CCMS Attendance Statistics:

C o h o r t g r o u p	G r a d e l e v e l	Attendance Rates	Attendance Rates	
		Seo 14, '21 - Oct 15, '21	Oct 18, '21 - Nov 12, '21	Nov. 15, '21 - Dec, 10, '21
#3	Gr. 10	93%	91%	84%
#4	Gr. 9	95%	94%	90%
#5	Gr. 8	89%	90%	89%
#6	Gr. 7	92%	89%	88%
#7	Gr. 6	83%	84%	83%
CCMS Average		88%	88%	86%
CCHS Average		94%	93%	88%
6-10 Average		90%	90%	87%



*** Please note that these numbers are due to the errors in the enrollment and registration.**

STAFFING:

- CCM has made significant gains in staffing. To date only the following vacancies stand:
 - Grade 7 Science Teacher
 - Grade 7 SS Teacher
 - Spanish Teacher
 - Grade 6 SWD Teacher - In the meantime teachers are scheduled to provide SETTS Services to scholars.
 - Grade 7 SWD Teacher - In the meantime teachers are scheduled to provide SETTS Services to scholars.
 - Family Engagement Coordinator (6-10)

- CCHS has also made significant gains in staffing. To date only the following vacancies stand:
 - Global History 9 TA
 - English 10 Teacher
 - Grade 10 SETSS Teacher - In the meantime, a teacher is scheduled to provide SETTS Services to scholars.

NB: CCHS anticipates the exit of the PE/Health Teacher and the Grade 9 Math Teacher. TO date The PRincipal has reached out to Ms. Luton who has urgently begun the search and thus far we have successfully interviewed a Grade 9 Math Teacher and are actively searching for the ELA and Health/PE teachers.

SOCIAL-EMOTIONAL LEARNING (SEL)

- Covered in the homeroom (8:00 a.m.-8:25 a.m.) Grades 6-10 continue with the Second Step SEL lessons focusing on Bullying and Harassment. Teachers have been provided with the PD for this Unit.
- The Mood Meter has also been incorporated as part of the classroom SEL support. As well as using the first seven minutes of classes at certain periods of the day to check in and establish scholars' moods. We believe that this support will help us improve our scholar's academic standing as well as we encourage them to speak about their feelings and as we validate their feelings as well—giving way to strategies to help them cope.
- The importance of the social-emotional lessons is to provide a foundation for safe and positive learning to provide scholars with the strategies necessary to succeed in school, careers, and life. We continue to focus on all 5 of the SEL Competencies throughout the school year.

CURRICULUM AND INSTRUCTION

- The Lavana Group continues the Close Reading work with grades 6-10. Consultants coach and observe lessons in the classroom on demand alongside leadership and provide teachers with feedback on the teaching of Close Reading. On January 6, 2022, a Close Reading diagnostic will be conducted to take stock of where our scholars are in preparation for Test Prep.



- Scholars have been grouped to make RTI a more structured instructional work in our school. The 2019 New York State Assessment data and the B.O.Y. Diagnostic data were used to guide this work.
- Enrichment clustered were also arranged using the Renzulli Survey data. At CCMS scholars are matched to a cluster based on their interest from the survey. At CCHS scholars have the choice of two clusters. These clusters occur at CCHS during the lunch period.

SPECIAL EDUCATION SERVICES

- Grades 6-8 CLASSROOMS
 - At Grades 6-8, teachers have been recruited to provide SETSS tutoring during their prep times.
 - Ms. Jasmine Hunter has taken on the additional role of SPED Liaison for Grades 6-10 while maintaining services to Grade 8 IEP scholars.
- ENL services are provided on a consistent schedule by Ms. Ana Gomez.

DIGITAL PLATFORMS

- Grades 6-10 scholars are using a combination of digital notebooks and hardcover notebooks for all courses at this time to build writing and engagement stamina. We continue to utilize all our platforms with our eyes on maintaining remote learning strategies and the brick and mortar classroom.

PARENT AND SCHOLAR OUTREACH and ACCESSIBILITY

- Parent-Teacher Conferences were held on Thursday, November 18 from 5:00 PM to 7:00 PM and Friday, November 19 from 1:30 PM to 4:30 PM. For the parents who were unable to show up, we have opened up appointments for teachers to reach out to parents during their preps. Our Goal by December 23, 2021, is to reach 100% of our parents.
- 6-10th Grade Town Hall Meetings have been taking place in efforts to address issues of bullying and harassment and stress management.
- Efforts continue with respect to getting Parents to register in ParentSquare.

PROFESSIONAL DEVELOPMENT

- GRADE TEAM PLANNING AND ONGOING PROFESSIONAL DEVELOPMENT
 - Professional development takes place daily:
 - Mon-Thu 11:10 PM to 12:00 PM for Grade 6
 - Mon-Thu 12:50 PM to 1:40 PM for Grades 6-10 core instructors
 - Fridays from 1:30 PM to 4:00 PM
 - Close Reading - Lavinia Reading Group Consultants on site.



- Universal Design for Learning, Specially Designed Instruction PD, and Progress Monitoring PD were completed and implemented into lesson plans.
- VERTICAL DEPARTMENT PLANNING
 - Department Teams continue to meet to discuss instructional planning across disciplines.

INSTRUCTIONAL OBSERVATIONS

- The CCMS-CCHS Admin Team members have been regularly supporting instructional periods throughout the day to ensure that instruction is taking place and that outreach is performed as needed. Informal observations have begun in the form of Check-ins. TeachBoost is being used for this task, with a target of 2 long observations and 5 short observations across the board for the school year.



Attachment #5



Director of Pupil Personnel Services

December 2021 Board Report

Covid-19

Here are the current vaccination numbers for our staff:

154 Fully vaccinated

8 Partially vaccinated

1 exemption

- Hosted a Pop-up vaccination site from students aged 5-11. There were 22 families that took advantage of this opportunity.
- CIC Health is now a partner with our school to provide in-school testing. CIC Health offers comprehensive COVID-19 testing services that are accessible, fast, and easy. COVID testing occurs weekly on Tuesday and Wednesday. If a positive test comes back positive I'm emailed directly.
- I am in the process of training the newly hired School Health Liaison in all COVID-19 protocols
- Consistently update the COVID-19 tracker with updates on any individual that tests positive or presents symptoms
- Support the school community with answers to COVID-19 questions, and meet bi-weekly with leaders to discuss COVID-19 protocols
- Follow-up with families with any concerns during their scholars quarantine or isolation period
- Attend weekly Sector-Wide Q&A Calls with the NYC DOE & DOHMH to stay informed of all updated COVID-19 protocols, and inform all leaders about the updates
- Provide next steps for staff and scholars when they present COVID-19 symptoms or have a positive result
- Call in positive COVID cases to the local health department

Pupil Personnel Director

Elementary

- Meet with the elementary school principal and the elementary school student support team bi-weekly to communicate SEL next steps about the RTI flow chart for behavioral support, supporting

the 1526 Central location, and transition programming for the 5th grade scholars to successfully prepare them for Challenge Charter Middle School.

- Review Second Step lesson pacing data, to ensure all classes are on track with the SEL lesson schedule
- The elementary school locations has begun using the behavioral referral form to identify the scholars that are at-risk. There are now more scholars identified to receive these one-on-one counseling sessions.
- I conducted site visits to observe scholars classroom environments, and collaborated with the elementary Senior Director on ways we can support identified scholars as a school community. There will be upcoming collaborative meetings to support the implementation of structures within classrooms to allow stable learning environments to reduce triggers with specific students.

Middle and High School

- There is a continued effort to provide scholars with programs from the Cohen Children's Medical Center to provide classes on Body Image and Social Media and Healthy Relationships. We will continue to collaborate to service scholars in various areas of need.
- Conducted the monthly SEL meeting with the Middle and High School SEL team where we reviewed the Second Step strategies that best suit the scholars needs, SEL data collection, and a potential family SEL workshop in January
- Informal visits to classrooms during Second Step lesson time will continue this month

All sites

- Provided professional development opportunities for the student support teams in the following areas:
 1. Counselor Self-Care
 2. Principal Restorative Practices
 3. R.U.L.E.R. Yale Center for Emotional Intelligence

Family Engagement Coordinators

1. Met with the FEC, to collaborate with St. John's Episcopal Hospital to provide our school community with booster shots, vaccinations, flu shots. They provide all three brands of vaccinations.



Attachment #6



Challenge Charter School

Communications Report - December 2021

Kim Messer, Director of Communications

Thank you, Board Members for your service, guidance, and support. Happy Holidays to all of you!

CCS Communications & Updates

- Recently Dr. Mullings asked me to talk to our Leadership Team about Crisis Communications and following protocols for incident reporting. The full Crisis Communications plan was in draft before the pandemic closures, and I am working on it again this year.
- I led a PD session on 12/10 with middle and high school staff to help increase awareness of social engagement for those sites. Historically, we have not had a lot of photos and reports from MS/HS teachers & staff. I also reminded them about the importance of our Crisis Communications protocols.
- The past month, I have supported various staff members with event marketing such as our Vaccine Pop-ups and specific site events.

Recruitment/Application Season Marketing for SY 2022-23.

- Mrs. Vaughn and I are meeting regularly about our efforts. Updates:
 - Website now lists Open Houses, and I have made requested revisions on the main flier for printing
 - Social Media ads - *still pending Finance registration as of 10/18; no update as of 11/12 or 12/10*
 - Bus shelter ads are up! We will redesign slightly for January & February placements
 - Video "Commercial" - in process; waiting for E/R team next steps
 - General merchandise needed for "Challenge Charter School" to promote school in the community and at E/R events; *awaiting E/R team*
 - "Apply Now" Banners for buildings
 - Have sent estimates to E/R team & we are working together on design.

SLU Educational Hub Partnership

- *After launch event on 10/22, we hosted information sessions on 11/9 and 12/7 regarding Program, Application and Registration details led by the admissions staff at CUNY SLU.*
- *We are responsible for promotion in our area per the agreement with CUNY SLU.*

- *Dr. Mullings requested a general "Apply Now" flier and bus shelter ad used for our next marketing efforts.*
- *Various flyers and digital resources have been created with coordinated marketing efforts with CUNY staff.*
- *We have used print ads, email blasts to external and internal lists, and digital web ads (Rockaway Times, The Wave, Caribbean Life, QNS)*
- *Advertising has gone out to our families via ParentSquare and via Mrs. Wiggins for grassroots efforts around town*
- *Our Educational Hub page on the website has had about 190 visits so far*



Attachment #7



December 7, 2021

Ms. Natalie Zadok: Director of Special Education Grades K-10

I) Develop a Vision

- Developing a Streamlined Vision for the Special Education Department that exemplifies integrity, equity, collaboration and empowerment for all scholars and their families to attain best academic and social emotional achievements.
- Meeting with Administration and School building leaders to assess the current Special Education Program in order to incorporate tools to strengthen the management of Scholars with IEP's across all Grades K-10.

II) Special Education Scheduling and Planning

- **Maintaining the Special Education IEP Spreadsheet and Caseloads**
Requires entering every scholar's Grades (K-10) OSIS# in SESSIS to identify scholars with IEPs in order to align them with the correct services and providers needed.

III). IEP Mandates & Service Totals Grades K-10

Grade	Total # of IEPs	ICT	SETSS	Speech	Counseling	OT
K	17	7	1	14	6	10
1	21	15	2 At-Risk	17	4	15
2	17	10	2	7	4	11
3	11	10	1	7	3	2
4	14	8	1	13	3	2
5	12	10	1	4	4	1
6	17	11 pending a CSE switch to Setts	6	7	4	
7	7	1 pending a CSE switch to Setts	5	6	3	None
8	14	1 pending a CSE	7	8	8	None

		switch to Setts				
9	11	None	10	4	3	None
10	7		7	3	4	None
Total	148	71	33	90	46	5

IV). Staffing

- All Special Education Certified Instructors have filled vacancies.
- Grades 6-8 Admin has stated is seeking Certified Setts Teachers
- Grades 9-10 Admin has stated seeking Certified Setts Teachers

(V). Billing

- Collaborating with finance to ensure that all date is aligned for Vendor Portal
- Supporting Special Education Liaisons to deliver accurate data for Sped Billing
- Requested a Billing timeline for the remainder of the year so that Sped staff can be aware of pertinent billing deadlines to ensure seamless transmission to the billing department.
- Suggested an In-House excel sheet be circulated at all sites with a list of recent discharges as well as new admits to ensure Sesis data is compliance with In-House changes in order to assist with billing discrepancies

(VI). Current Action Items

- **Supporting the needs of K-5 as well as 6-10 Special Education Liaison with (CSE#4) Policies and Procedures** to ensure that all IEP cases are assigned an annual, tri-annual, re-evaluation , initial and misaligned IEP meeting dates. Gathering all data such as Teacher Reports, IREADY, F&P, Behavioral Anecdotal logs from designated staff in order to submit to the CSE. Coordinating, sitting in on as well as leading all CSE meetings Grades K-10 until the new hire in Grades 6-10 is trained as well as a new liaison to be hired in Grades K-5.
- **Ensuring the partnership with CSE District #4**
Ensuring that related service agencies are appointed to CPCS in order to ensure related service (Speech, OT, PT, and Para) services begin in a timely manner to avoid any lapse in services provided to scholars. Collaborating with CSE to assign related service providers as they are resolving shortage of employee barriers due to non-compliance of the vaccine mandate.
- Supporting the ELL provider's to send home 200 Home language Surveys for Grades K-2 as the data was missing hence not allowing for the Ell provider to administer the Nysitell Exams . Continuing to tally the surveys that get sent back by families.

- Assessing the Space in each facility in order to secure a private area for CSE Psychologists and Social Workers to interview parents as well as assess and test scholars. Collaborating with Admin to ensure that there are ample conditions for SETTS providers to efficiently pull scholars for individual and small Group interventions.
- Collaborating with Grades K-5 Provider Mr. Salazar to ensure all ELL scholars are re-assessed as well as initially assessed to gain clear benchmarks of scholar's ELL plans.
- Collaborating with ELL External Consultants to implement academic plans that will fully encourage our ELL scholar's overall success and achievements according to their individualized needs and goals.
- Aligning ELL Charter goals and policy to the Ell Program Grades K-10
- Weekly check-In's to manage Current caseload with District Psychologist to ensure alignment and discuss particular issues that arise within each case.
- Attending and supporting IEP meetings Grades K-10 to ensure compliance and continuity of suggested programs remain intact.

IV). Mobilizing Community Resources to support families with scholars with IEP's to secure the necessary external resources needed for scholars to maintain best academic as well as social emotional benchmarks this 2021-20220 school year.

- Partnering with New Horizons and Sheltering Arms Agencies in Far Rockaway to ensure that families receive the services needed upon initiating the need of community support.
- providing families with access to their parental rights under the IDEA Law that serves as a guide for parents with scholar's IEP compliance as well as parent empowerment support guidelines.
- Conducted one on one Parent meetings via Google Meet and Telephone conference to address specific needs that arise prior to the first day of school for scholars with IEP's services that include Initiating, Maintaining as well as Re-Evaluating scholar's IEP cases.
 - Providing support staff with Suicide Prevention resources for scholars.
- Collaborating with Liaisons and Parent Coordinator to secure appointment slots to assist parents to secure a Speech and OT provider via the RSA process.

VII). Sites (K-10) External Providers Covid 19 Preparation

- Delivering CPCS Covid Guidelines and Safety Protocol to all Related Service agencies providers that will be conducting in-person sessions with Scholars at all sites.
- Related Service agencies have received a copy of the CPCS Covid-19 safety policy and have agreed to

have their providers adhere to the CPCS Covid -19 Safety measures.

- Collaborating with CSE to conduct misaligned Scholar IEP meetings to ensure compliance
- Weekly Check-In's with providers to ensure session compliance
- Aligned with CSE Chairperson of Related Services to ensure Sesis Encounter Attendance for providers to conduct.
- Aligning with Related Service Agencies to request transmittal from the CSE for new admits that have an IEP.
- Managing provider's time sheets and attendance to ensure efficacy of session service.

VIII). Professional Development Resources

- Meeting with the Special Education Collaborative to review a package that will suit the needs of CPCS staff Grades K-5 for Special Education Workshops that include (Co-Team Teaching Strategies, Specially Designed Instruction, creating Behavior Intervention Plans as well as Functional Behavior Analysis plans etc.).
- Meeting with ELL External Consultants to create plans to enrich the ELL Department via identifying, testing and aligning ATS data to ensure that scholars' home language is precise in order to administer the NYSITELL Exam.



Attachment #8



Student Enrollment and Recruitment Monthly Report
 Janisa Vaughn, Director of Student Enrollment and Recruitment
 December 10, 2021

CCS STUDENT ENROLLMENT

TOTAL ENROLLED	954
Approved Charter Enrollment	1056

Site	Grade	2021-22 SY Charter Goal	Scholars Currently Enrolled 12/18/21
Elementary	K*	120	102
	1*	120	114
	2*	120	115
	3	96	92
	4*	96	89
	5	96	84
Total			606
Middle	6	96	92
	7	72	64
	8	72	73
Total			229
High	9	72	73
	10*	96	46
Total			119

2022-2023 SY Lottery Applications	
Grade	# of Applications Received as of 12/10/21
K	60
1	8
2	7
3	6
4	18
5	22
6	44
7	11
8	12
9	53
10	8
11	3
Total	252

* The waitlist is currently exhausted.

The Director of Student Enrollment and Recruitment conducted a thorough review of the student enrollment rosters in ATS and Powerschool and concluded that there were 21 discrepancies. There were students on the roster who did not attend the school and students who attended the school who were not listed on the roster. Student enrollment decreased due to the discharge of 9 additional students who registered in the summer but did not attend the school. We currently have 6 students pending removal from the school roster.

STUDENT RECRUITMENT

- 22 scholars were recruited from **11/12/21-12/10/21** for 2021-2022 school year. 10 scholars were newly enrolled.
- The Shelter Bus advertisements started on Monday, November 15, 2021. The first ad will run for 8 weeks. The advertisements are placed in 5 locations throughout the Rockaway peninsula and expected to attract over 450,00 viewers. We received 81 additional lottery applications.
- Recruitment packages will be delivered the week of December 15, 2021 to the daycare centers and UPK sites for kindergarten enrollment. Middle schools located in 11691-11694 will receive packages for their 8th grade families for high school enrollment.
- Vanguard Mailings will be sent this month to families in District 27 for Kindergarten-Grade 11 enrollment.
- Virtual Open Houses will begin in January 2022. Please see the schedule below.



Student Enrollment and Recruitment Winter Open Houses 2022



Location	Virtually via Zoom			
Day of the Week	Thursday's			Saturday's
Time	5:30pm-6:30pm			10:00am-11:00am*
Site	Elementary	Middle	High	(See notes below)
Date	January 27, 2022	January 20, 2022	January 13, 2022	January 22, 2022 (middle)
	February 17, 2022	February 10, 2022	February 3, 2022	February 12, 2022 (high)
	March 10, 2022	March 17, 2022	March 3, 2022	March 12, 2022 (elementary)

*Updated 12/6/21



Student Enrollment and Recruitment Winter Open Houses 2022



Location	Virtually via Zoom			
Day of the Week	Thursday's			Saturday's
Time	5:30pm-6:30pm			10:00am-11:00am*
Site	Elementary	Middle	High	(See notes below)
Date	January 27, 2022	January 20, 2022	January 13, 2022	January 22, 2022 (middle)
	February 17, 2022	February 10, 2022	February 3, 2022	February 12, 2022 (high)
	March 10, 2022	March 17, 2022	March 3, 2022	March 12, 2022 (elementary)
*Updated 12/6/21				



Attachment #9



Director of Operations

On Maternity Leave



Attachment #10



Director of Technology Report

Dec. 2021 - Dale Richardson

—

I: Current Work

A: Refinement of online security

- Working with vendors, in order to tailor security specific to Challenge's online environment for staff and scholars.

B: Interviews for Independent Cybersecurity Auditing have begun.

- An independent cyber security assessment should be completed, in order to satisfy insurance and state requirements. Ex: https://www.dfs.ny.gov/industry_guidance/cybersecurity
- We have interviewed one organization with experience in meeting the requirements for both our insurance and state.
- This organization was recommended by one of our Tech consultants.
- Upon initial assessment, the price will range from \$12,000 - \$18,000.
- We will seek at least one more company to review, as reviewing too many companies will reveal us to too many agents.
- A final decision will be made, once quotes are reviewed by myself and approved by finance.

II: Future Work

A: A single phone number to reach our entire organization?

- In an effort to increase customer experience. I have made an inquiry to revamp our phone system under a single unified number.
 - Once the user dials the new number, they will have the ability to choose the site they wish to contact.
-



- Having a single unified number will assist with advertising, by allowing flyers to be a little less cluttered.
- A single unified number will also be useful for our web presence. Ex: When one google's "Challenge Charter School," google currently presents the phone number for 710 Hartman Lane. Google should have a single number capable of reaching each site.
- A proposal will be provided by a vendor for consideration, with the goal of a summer implementation if approved.

B: Potential Security Cameras

- We are currently sourcing quotes for security video cameras, which are intended to be placed at 710 Hartman Lane and 1526 Central Avenue.
- These will be new systems and may incur the cost of additional servers and internet equipment, to manage the bandwidth.
- A proposal will be provided by a vendor(s) for consideration, with the goal of a summer implementation if approved.

C: NYSED/NYC DOE Digital Equity Questionnaire for ALL Scholars.

- The New York State Education Department (NYSED) requires all school districts, including charter schools, to collect information from families about student access to devices and the internet for the 2021-2022 school year.
- Collection is at an individual OSIS level and will be ongoing throughout the winter.
- The tech team is requesting the assistance of our principals, teachers, communications team, operations team, parent teacher coordinators, and any other staff member(s) willing to assist with contacting parents to encourage the completion of the survey.
- As to avoid the possibility of families filling out this form twice. We are currently awaiting instructions from the DOE.



D: Computer Lab at 1520 Central Ave

- Apple desktops have been ordered via RESO A Grant Funding.
- Interactive boards have been ordered via RESO A Grant Funding.
- Printers have been ordered via RESO A Grant Funding.
- We are currently awaiting the delivery of the ordered equipment.

III: Risk Factors or Challenges

A: WiFi Upgrades.

- E-rate funding is given based upon enrollment numbers. Due to our projected enrollment numbers from 2019 not matching our current enrollment numbers, E-rate has subtracted \$50,142 from our allocated budget.
- As a result, 66 wireless access points (equipment used to broadcast WiFi) have been removed from our allowance.
- For Category 2, our E-Rate budget is exhausted until the 2026/2027 funding year, or until our student count increases beyond 999 scholars.
- In order to follow through on scheduled upgrades for 710 Hartman Lane and 1526 Central Ave, an additional \$50,142 in alternative funding is needed.

B: Chromebook shortage

- Scholars are transferring without returning their assigned Chromebook, which is leaving older devices to be assigned to some newly enrolled scholars.
- Each Chromebook that is not returned is a loss of \$350 (pre - depreciation).
- The Operations Team at Middle School have begun tracking discharged scholars' and have retrieved eleven Chromebooks. Saving Challenge \$3,850 (pre - depreciation) this month.



Attachment #11



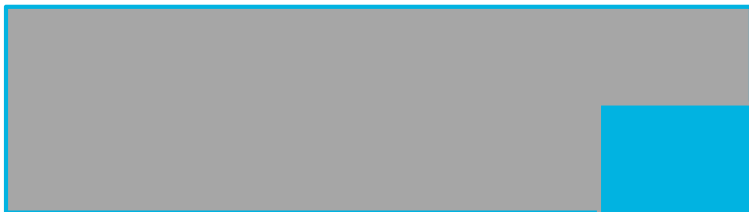
Helping you to focus on what's important:
STUDENT ACHIEVEMENT

CSBM
CHARTER SCHOOL
BUSINESS MANAGEMENT

experience. expertise. execution.

Challenge Prep Charter School

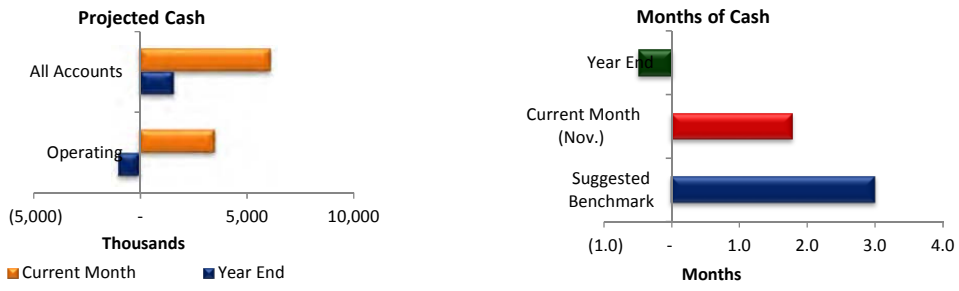
Monthly Financial Report
November 2021



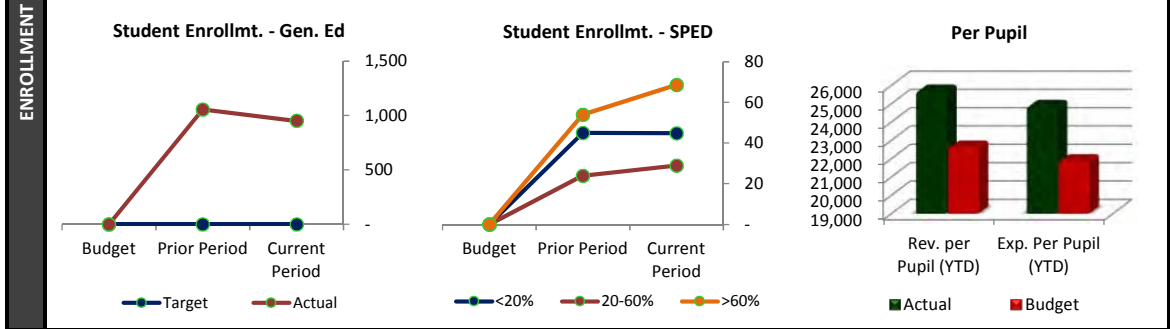
Challenge Prep Charter School

Financial Summary For Period Ended October 31, 2021

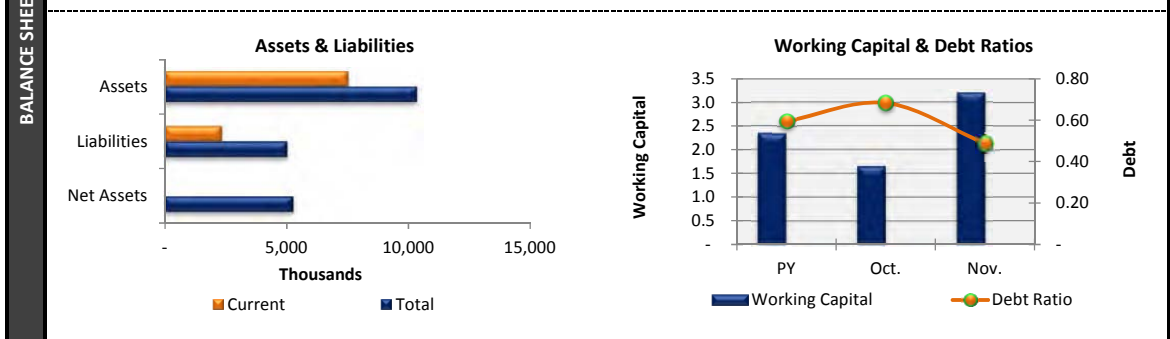
LIQUIDITY	Cash in Bank (Operating Account(s) Only: as of October 31, 2021)	\$ 3,531,133
	Projected months of cash on hand	1.8
	Cash in Bank (Total - All Accounts as of October 31, 2021)	\$ 6,118,844
	FY Ending Cash Available to Carryover to FY21-22 (Operating Account(s) Only)	\$ (986,338)
	<i>*Cash balance available once all FY21-22 obligations & receivables have been settled</i>	
	Projected months of cash on hand	(0.5)
FY Ending Cash Available to Carryover to FY20-21 (Total - All Accounts)	\$ 1,601,374	



	Actual	Budget	Variance	Actual	Budget	Variance
General Ed	954.39	1,021.00	(66.61)	\$ 15,413,463	\$ 15,629,468	\$ (216,005)
SPED						
0 - 20%	44.95	41.00	3.95	-	-	-
20 - 59%	26.93	25.00	1.93	279,761	259,750	\$ 20,011
60% - Over	66.02	53.00	13.02	1,257,653	1,009,597	\$ 248,056
Total SPED	137.90	119.00	18.90	1,537,414	1,269,347	\$ 268,067



Total Current Assets:	\$ 7,525,635
Total Current Liabilities:	\$ 2,356,323
Working Capital (Current) Ratio	3.19
Total Assets:	\$ 10,332,782
Total Liabilities:	\$ 5,042,467
Debt Ratio	0.49
Total Net Assets:	\$ 5,290,315

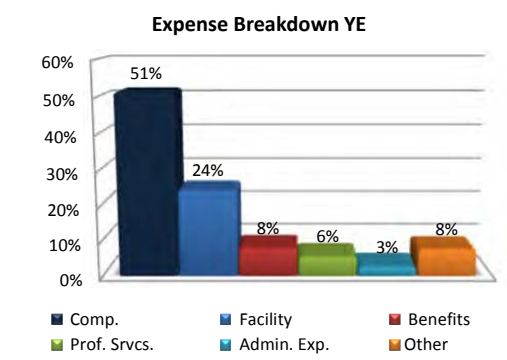
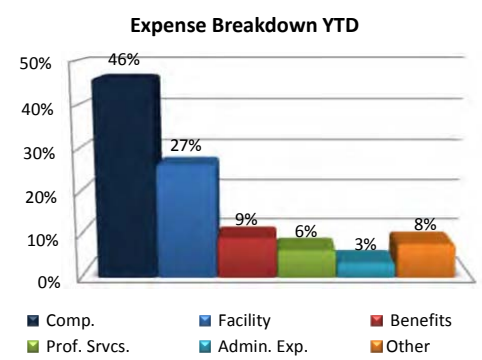
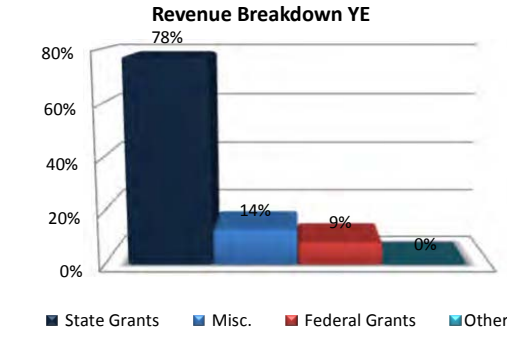
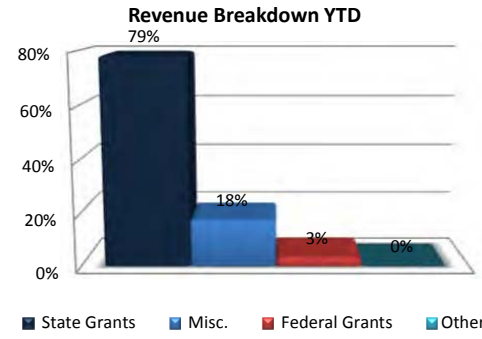
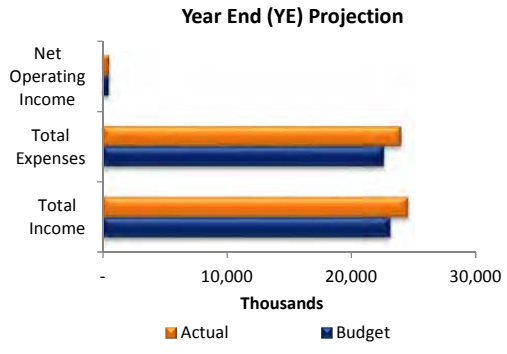
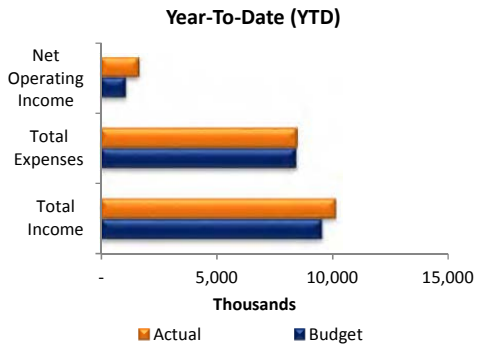


Challenge Prep Charter School

Financial Summary For Period Ended October 31, 2021

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Total Revenue YTD:	\$ 10,132,415	\$ 9,535,651	\$ 596,765
Total Expenses YTD:	(8,464,509)	(8,432,373)	(32,135)
Net Operating Surplus(Deficit):	\$ 1,667,907	\$ 1,103,278	\$ 564,629
	<u>Projected</u>	<u>Budget</u>	<u>Variance</u>
Annual Projected Revenue:	\$ 24,509,364	\$ 23,097,145	\$ 1,412,219
Annual Projected Expenses (before depreciation):	(23,720,112)	(22,343,952)	(1,376,160)
Projected Net Operating Surplus(Deficit) before Depreciation:	\$ 789,252	\$ 753,193	\$ 36,059
Annual Projected Depreciation:	(230,840)	(230,840)	-
Projected Net Operating Surplus(Deficit) after Depreciation:	\$ 558,412	\$ 522,353	\$ 36,059
Capital Expenditure Requirements	\$ (700,000)	\$ -	\$ (700,000)
Total Cash Expenditures	\$ (22,789,272)	\$ (22,113,112)	\$ (676,160)
Revenue per Pupil (YTD)	\$ 25,681	\$ 22,622	\$ 3,058
Expenditure per Pupil (YTD)	\$ 24,854	\$ 21,884	\$ 2,969

BUDGETING / REVENUE & EXPENSES



Challenge Prep Charter School

Financial Variance Summary

Fiscal Year Ending 6/30/2022	Comments
Net Budget Surplus after Depreciation	\$ 522,353
Increase in Projected Annual Expenses	1,376,160
Net Projected Deficit Variance after Depreciation	<u>\$ 558,412</u>

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

	October 31, 2021			YTD Through October 31, 2021			Projected FYE June 30, 2022 Current Month				Comments
	Actual	Budget	Variance	Actual	Budget	Variance	Actuals - August 2021 - September 30, 2021 + Projected - June 30, 2022	Projections thru June 30, 2022	Annual Budget	Variance	
Income											
4100 State Grants	1,199,355	1,631,484	(432,129)	7,986,375	8,157,418	(171,042)	11,123,700	19,110,075	19,616,816	(506,741)	GenEd based on 951.524 . SpEd budget based on 68.657 over 60%; 28.926 20-59%
4200 Federal Grants	27,548	164,967	(137,419)	332,007	753,233	(421,226)	1,751,858	2,083,865	1,980,329	103,536	
4300 Contributions	-	-	-	-	-	-	-	-	-	-	
4400 Miscellaneous Income	1,813,218	125,000	1,688,218	1,814,033	625,000	1,189,033	1,501,391	3,315,424	1,500,000	1,815,424	
Total Income	3,040,121	1,921,450	1,118,671	10,132,415	9,535,651	596,765	14,376,949	24,509,364	23,097,145	1,412,219	GenEd based on 954.394 . SpEd budget based on 66.022 over 60%; 26.926 20-59%; Adjustments made to Lease Assistance based on unearned revenue for FY21.
Expenses											
Compensation											
5100 Instructional Staff	658,231	721,155	(62,924)	2,474,225	2,732,071	(257,846)	5,987,378	8,461,603	8,653,862	(192,259)	Adjusted based on payroll with allowance for hiring
5200 Non-Instructional Staff	219,253	205,934	13,319	1,028,428	1,029,670	(1,243)	1,526,745	2,555,172	2,471,209	83,964	Based on budget
5300 Pupil Support	108,502	106,739	1,763	423,981	533,695	(109,713)	885,960	1,309,941	1,280,867	29,075	Based on budget
5000 Compensation	985,987	1,033,828	(47,841)	3,926,634	4,295,436	(368,802)	8,400,083	12,326,717	12,405,938	(79,221)	Salary projections based on budget
5400 Benefits	192,858	158,858	33,999	786,431	794,292	(7,861)	1,157,855	1,944,285	1,906,300	37,985	
6100 Administrative Expenses	38,261	46,802	(8,542)	282,019	238,879	43,141	348,582	630,602	566,494	64,107	Adjusted based on actuals
6200 Professional Services	130,512	75,167	55,345	544,717	358,833	185,884	800,130	1,344,847	921,500	423,347	Based on actuals
6300 Professional Development	3,918	14,424	(10,506)	98,549	61,030	37,518	232,611	331,160	162,000	169,160	Based on actuals
6400 Marketing and Staff/Student Rec	12,797	8,025	4,772	32,679	40,125	(7,446)	63,621	96,300	96,300	-	Based on budget
6500 Fundraising Expenses	-	4,458	(4,458)	-	22,292	(22,292)	53,500	53,500	53,500	-	Based on budget
7100 Curriculum & Classroom Expenses	21,382	30,130	(8,748)	207,052	122,194	84,858	415,277	622,329	372,120	250,208	Based on actuals
8100 Facility	490,536	472,131	18,405	2,249,496	2,360,656	(111,160)	3,604,498	5,853,994	5,665,575	188,419	Based on actuals
8200 Technology/Communication Expens	31,237	16,102	15,135	213,381	80,510	132,871	298,651	512,032	193,225	318,808	Based on actuals
8800 Miscellaneous Expenses	503	83	419	3,347	417	2,930	1,000	4,347	1,000	3,347	
8900 Depreciation Expense	-	-	-	120,204	57,710	62,494	110,636	230,840	230,840	-	
Total Expenses	1,907,990	1,860,010	47,980	8,464,509	8,432,373	32,135	15,486,444	23,950,952	22,574,792	1,376,160	
Net Income	1,132,131	61,440	1,070,691	1,667,907	1,103,278	564,629	(1,109,495)	558,412	522,353	36,059	
Capital Expenditures											
Furniture, Fixtures & Equipment	-	-	-	590,091	-	590,091	39,909	630,000	-	630,000	
Facility and Construction	-	-	-	45,223	-	45,223	24,778	70,000	-	70,000	
Website	-	-	-	-	-	-	-	-	-	-	
Total Capital Expenditures	-	-	-	635,314	-	635,314	64,686	700,000	-	700,000	

**Challenge Prep Charter School
Cash Flow Projection as of November 30, 2021**

Annual Budget FY21-22	Projected	Projected	December	January	February	March	April	May	June	July + Subsequent FY21-22 Items
	July 21 - June 22	Nov 21 - June 22								
Beginning Cash Balance (Operating) 4,804,870	6,645,873	3,531,133	3,531,133	4,479,590	2,465,798	3,614,666	1,601,373	2,756,557	749,581	(1,257,396)
Projected Cash Receipts from Operations (below)	14,376,949	10,949,204	3,234,688	199	3,162,359	199	3,162,359	199	199	1,389,003
Projected Cash Disbursements from Operations (below)	(22,574,792)	(15,129,748)	(2,003,170)	(2,003,170)	(2,002,670)	(2,002,670)	(2,000,041)	(2,000,041)	(2,000,041)	(1,117,945)
Net Cash from Operations 522,353	(1,109,495)	(4,180,544)	1,231,518	(2,002,971)	1,159,689	(2,002,471)	1,162,318	(1,999,842)	(1,999,842)	271,058
Cash Receipts from Accounts & Misc Receivables (not included in revenue below)	-	-	-	-	-	-	-	-	-	-
Cash Disbursements for Accounts Payable & Accrued Expenses	-	-	(272,240)	-	-	-	-	-	-	-
Capital Expenditures (below)	-	(64,686)	(64,686)	(10,821)	(10,821)	(10,821)	(7,134)	(7,134)	(7,134)	-
Accounts Receivable	-	-	-	-	-	-	-	-	-	-
PPP Loan Payable	-	-	-	-	-	-	-	-	-	-
PPP Loan Interest Payable	-	-	-	-	-	-	-	-	-	-
Ending Cash Balance (Operating Account) 5,327,223	5,601,065	(584,725)	4,479,590	2,465,798	3,614,666	1,601,373	2,756,557	749,581	(1,257,396)	(986,338)
Other Cash Accounts (Net of Transfers)	75,354	-	2,587,711	2,587,711	2,587,711	2,587,711	2,587,711	2,587,711	2,587,711	2,587,711
Total Cash (All Accounts) 5,402,577	5,601,065	(584,725)	7,067,301	5,053,509	6,202,377	4,189,085	5,344,268	3,337,292	1,330,316	1,601,374

Challenge Prep Charter School
Balance Sheet
YTD as of November 30, 2021

	Total	Comments
ASSETS		
Current Assets	-	
Bank Accounts		
1000 Cash		
1001 HSBC Checking - 0844	2,872,721	
1002 HSBC Checking - 0852	16,697	
1003 HSBC Checking - 0879	658,412	
1004 HSBC Checking - 0887	-	
1005 HSBC Money Market - 5972	2,501,014	
1006 Chase Escrow - 3060	70,000	
1007 Petty Cash	-	
Total 1000 Cash	\$ 6,118,844	
Total Bank Accounts	\$ 6,118,844	
Accounts Receivable		
1100 Accounts Receivable	565,837	
1200 Other Receivables - Salary Advance	-	
Total Accounts Receivable	\$ 565,837	
Other current assets		
1300 Prepaid Expenses	308,456	
1301 Prepaid Insurance	74,665	
1310 Prepaid Rent	457,832	
Total Other current assets	\$ 840,954	
Total Current Assets	\$ 7,525,635	
Fixed Assets		
1500 Furniture, Fixtures & Equipment		
1510 Office & Admin Computers & Equipment	304,403	
1511 Classroom Computers & Equipment	1,179,379	
1512 Classroom Furniture	469,059	
1513 Office Furniture	179,702	
Total 1513 Office Furniture	\$ 179,702	
1514 Musical Instruments	16,390	
1515 Computer Software	44,217	
Total 1500 Furniture, Fixtures & Equipment	2,193,150	
1519 Facility and Construction	127,589	
1520 Architect Fees	115,620	
1525 Fire Alarm System	7,500	
Total 1525 Fire Alarm System	\$ 7,500	
1530 Kitchen/Cafeteria	162,079	
1535 Construction In Progress	320,673	
1540 Leasehold Improvements	473,292	
Total 1519 Facility and Construction	1,206,752	
1610 Website	11,000	
Total 1610 Website	\$ 11,000	
1700 Accumulated Depreciation & Amortization		
1710 Accumulated Depreciation	(1,521,626)	
1750 Accumulated Amortization	(8,128)	
Total 1700 Accumulated Depreciation & Amortization	\$ (1,529,754)	
Total Fixed Assets	\$ 1,881,148	

Challenge Prep Charter School
Balance Sheet
YTD as of November 30, 2021

	<u>Total</u>	<u>Comments</u>
Other Assets		
1800 Security Deposits	925,999	
Total Other Assets	<u>\$ 925,999</u>	
TOTAL ASSETS	<u>\$ 10,332,782</u>	
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
2000 Accounts Payable	236,304	
Total Accounts Payable	<u>\$ 236,304</u>	
Other Current Liabilities		
2100 HSBC Loan Payable	-	
2300 Accrued Salaries/Taxes	-	
2301 Accrued Expenses	35,936	
2303 Accrued Interest - PPP	-	
2400 Unearned/Deferred Revenue	2,082,528	
Total Other Current Liabilities	<u>\$ 2,120,019</u>	
Total Current Liabilities	<u>\$ 2,356,323</u>	
Long-Term Liabilities		
2700 Deferred Rent Liability	2,686,144	
Total Long-Term Liabilities	<u>\$ 2,686,144</u>	
Total Liabilities	<u>\$ 5,042,467</u>	
Equity		
3100 Retained Earnings	3,622,409	
Net Income	1,667,907	
Total Equity	<u>\$ 5,290,315</u>	
TOTAL LIABILITIES AND EQUITY	<u>\$ 10,332,782</u>	

Challenge Prep Charter School
Statement of Cash Flows
YTD as of November 30, 2021

	Total	Comments
OPERATING ACTIVITIES		
Net Income	1,667,907	
Adjustments to reconcile Net Income to Net Cash provided by operations:		
1100 Accounts Receivable	(200,389)	
1200 Accounts Receivable:Other Receivables - Salary Advance	-	
1300 Prepaid Expenses	(99,707)	
1301 Prepaid Insurance	(74,665)	
1310 Prepaid Rent	(123,657)	
Inventory Asset	-	
2000 Accounts Payable	(446,083)	
2100 HSBC Loan Payable	(1,792,512)	
2300 Accrued Salaries/Taxes	(725,253)	
2301 Accrued Expenses	(70,524)	
2303 Accrued Interest - PPP	(17,160)	
2400 Unearned/Deferred Revenue	1,766,983	
Total Adjustments to reconcile Net Income to Net Cash provided by operations:	(1,782,968)	
Net cash provided by operating activities	(115,061)	
INVESTING ACTIVITIES		
1510 Furniture, Fixtures & Equipment:Office & Admin Computers & Equip	(55,254)	
1511 Furniture, Fixtures & Equipment:Classroom Computers & Equipment	(334,832)	
1512 Furniture, Fixtures & Equipment:Classroom Furniture	(77,287)	
1513 Furniture, Fixtures & Equipment:Office Furniture	(122,718)	
1515 Furniture, Fixtures & Equipment:Computer Software	-	
1540 Facility and Construction:Leasehold Improvements	(45,223)	
1800 Security Deposits	-	
1710 Accumulated Depreciation & Amortization:Accumula	120,204	
Net cash provided by investing activities	(515,110)	
FINANCING ACTIVITIES		
2700 Deferred Rent Liability	25,980	
3000 Opening Balance Equity	-	
Net cash provided by financing activities	\$ -	
Net cash increase for period	(604,191)	
Cash at beginning of period	\$ 6,705,874	
Total Cash at beginning of period	\$ 6,705,874	
Cash at end of period	\$ 6,101,683	



Attachment #12

Current Employees	Vacancies
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171

4

Campus	Current	Vacancies	New Hires
Elementary School	91	0	4
Middle School	40	2	3
High School	26	1	5
Network Operations	14	1	0

New Hires	Campus	Position
Jansen, Lauren	Elementary	Classroom Teacher
Sobieski, Shawn	Elementary	Classroom Teacher
Welcome, Lekishia	Elementary	Teaching Assistant
Whittaker, Deanna Kae	Elementary	Teaching Assistant
Charles, Anya	High	Teaching Assistant
Dillion, Kamoyya	High	Teaching Assistant
Gilbert, Nicole	High	Teaching Assistant
Medina Paula, Nestor	High	Teaching Assistant
Robertson, Rochelle	High	School Guidance Counselor
Bettineschi, Tonya	Middle	Classroom Teacher
Henry, Jinoye	Middle	Teaching Assistant
Ramirez, Indira	Middle	Teaching Assistant



2021-22 School Year Board Meeting #7 Minutes

Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2021-22 School Year Board Meeting #7 at 6:30 PM on January 19, 2022.

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

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

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

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

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

Members absent: Linda Plummer

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

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

1. The agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2021-22 School Year Board Meeting #6 [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 state of CPCS and the status of COVID-19 impact on learning.
 - Challenge has instituted the Test & Stay program for scholars.
 - Challenge has received free home rapid testing kits for all scholars and staff via NYC and DOE.
 - Challenge has hosted special testing & vaccination events for scholars.



- Challenge on January 29, 2022 will host a Community-wide Vaccination Event initiated by the NY Governor's office and sponsored by NY State Department of Health, Congressman Gregory Meeks, & Challenge will be held at 15-20 Central Avenue, Far Rockaway, NY 11691. Special efforts to get scholars ages 5-16, parents/guardians and community residents vaccinated.
- Challenge has received free home rapid testing kits for all scholars and staff via NYC and DOE.

Following discussion, the report was received with appreciation.

4. The Chair called attention to the printed report of Kentia Coreus, Senior Director of Elementary Teaching & Learning [Attachment #2]. The report was received with appreciation.
5. The Chair called attention to the printed report of Nicole Griffin, K-5 Principal [Attachment #3]. The report was received with appreciation.
6. The Chair called attention to the printed report of Mavgar Mondesir, Senior Director of Secondary Teaching & Learning and 6-10 Principal [Attachment #4]. The report was received with appreciation.
7. The Chair called attention to the printed report of Tameeka Richards, Director of Pupil Personnel Services [Attachment #5]. The report was received with appreciation.
8. The Chair called attention to the printed report of Kimberly Messer, Director of Communications [Attachment #6]. The report was received with appreciation.
9. The Chair called attention to the printed report of Natalie Zadok, Director of Special Education [Attachment #7]. The report was received with appreciation.
10. The Chair called attention to the printed report of Janis Vaughn, Director of Student Enrollment & Recruitment [Attachment #8]. The report was received with appreciation.
11. The Chair noted that the Director of Operations is on maturity leave. [Attachment #9].
12. The Chair called attention to the printed report of Dale Richardson, Director of Technology [Attachment #10]. The report was received with appreciation.



13. The Chair called for the December 2021 Financial Report [Attachment #11].

Following review, the report was received by common consent.

14. The Chair called for the presentation of the 2021-22 January Personnel report [Attachment #12]. Gertrudis Hernandez moved approval of 2021-22 December Personnel Report with a second from Karon McFarlane. The motion carried unanimously.

15. The Chair called on Dr. Mullings and Dr. Estep to give an update on the formation of the Friends of Challenge, Inc. The IRS has indicated to our legal counsel that approval of the organization's not for profit status should arrive soon.

The meeting adjourned by common consent.

Respectfully submitted:

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

Karon McFarlane
Secretary



Attachment #1
See Prior
Month
Minutes for
Minute
Attachments



2021-22 School Year Board Meeting #6 Minutes

Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2021-22 School Year Board Meeting #6 at 6:30 PM on December 15, 2021.

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

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

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

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

Members present: Frederica Jeffries, Linda Plummer and Gertrudis Hernandez

Members absent: Karon McFarlane, Andrew Barnes and Dr. Michelle Daniel-Robertson

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

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

1. The agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2021-22 School Year Board Meeting #5 [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 decision to move to a virtual learning model for Challenge Charter Middle School [effective December 14, 2021] and Challenge Charter High School [effective December 16, 2021] as a pre-caution due to recent trends in scholar and staff being tested positive for COVID-19. Both sights will reopen for in-person learning on January 3, 2022.



Dr. Mullings updated the Board on the progress of launching the CUNY School of Labor and Urban Studies site for the Spring Semester 2022.

Dr. Mullings and Dr. Estep gave an update on the establishment of the Friends of Challenge, Inc. In the January 2022 Board meeting documents and resolutions will be presented to the Board the lease at 15-20 Central Avenue, Far Rockaway, NY 11691.

Following discussion, the report was received with appreciation.

4. The Chair called attention to the printed report of Kentia Coreus, Senior Director of Elementary Teaching & Learning [Attachment #2]. The report was received with appreciation.
5. The Chair called attention to the printed report of Nicole Griffin, K-5 Principal [Attachment #3]. The report was received with appreciation.
6. The Chair called attention to the printed report of Mavgar Mondesir, Senior Director of Secondary Teaching & Learning and 6-10 Principal [Attachment #4]. The report was received with appreciation.
7. The Chair called attention to the printed report of Tameeka Richards, Director of Pupil Personnel Services [Attachment #5]. The report was received with appreciation.
8. The Chair called attention to the printed report of Kimberly Messer, Director of Communications [Attachment #6]. The report was received with appreciation.
9. The Chair called attention to the printed report of Natalie Zadok, Director of Special Education [Attachment #7]. The report was received with appreciation.
10. The Chair called attention to the printed report of Janis Vaughn, Director of Student Enrollment & Recruitment [Attachment #8]. The report was received with appreciation.
11. The Chair noted that the Director of Operations is on maturity leave. [Attachment #9].
12. The Chair called attention to the printed report of Dale Richardson, Director of Technology [Attachment #10]. The report was received with appreciation.
13. The Chair called for the November 2021 Financial Report [Attachment #11].



It was noted that the PPP Loan has been forgiven by the Federal Government and has been processed by our bank – HSBC.

Following review, the report was received by common consent.

14. The Chair called for the presentation of the 2021-22 December Personnel report [Attachment #12]. Gertrudis Hernandez moved approval of 2021-22 December Personnel Report with a second from Linda Plummer. The motion carried unanimously.

The meeting adjourned by common consent.

Respectfully submitted:

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

Karon McFarlane
Secretary



Attachment #2



Senior Director of Teaching and Learning K-5
January 2022 Board Report
 (Covering December 8, 2021- January 13, 2022)
Kentia Coreus

Enrollment Compliance

Grade	Total Scholars	# of scholars w/IEPs	# of ENL scholars*
K	103	19	0
1	116	22	0
2	116	18	1
3	97	14	6
4	94	14	9
5	95	13	2
Totals	621	100	18

source: Student Enrollment Weekly Report sent on January 7, 2021

* *In-progress*

Ongoing Teaching & Learning Tasks

- Manage personnel, curricula, and partnerships in support of the educational program
- Monitor the effectiveness of the educational program by reviewing data, observing instruction, school culture, and academic operations
- Supervise the K-5 principal by conducting regular check-ins and weekly supervision meetings
- Listen and respond to staff and family grievances

Ongoing COVID-19 Response

- Attend monthly webinars with the New York State Charter Association where information is provided by the Board of Regents and all three NYS charter authorizers. Share information with pertinent staff where needed
- Maintain awareness of DOE, NYS, and DOH guidelines related to COVID-19
- Connect with external school leaders to share/collect ideas for supporting scholars and staff
- Collaborate with COVID coordinator, human resources, and site principal to manage COVID-related issues

Self-Assessment for School Improvement- UPDATE

The SDTL initiated an internal audit of the K-5 teaching and learning program on December 2, 2021 and completed the process mid-December. Preliminary findings have been documented and shared with Dr. Mullings and the elementary leadership team via a DRAFT report.

A formal report that includes findings and suggested next steps is being developed and will be reviewed with the elementary leadership team.

Teacher Certification Support

The SDTL met virtually with any K-5 staff member or teacher whose certification was expired or whose certification will expire by August 2022. The goal of the meetings was to ensure the team member understood their current certification status and are equipped with the information needed to pursue certification. Each team member received a memo after their meeting. The memo contains their certification evaluation findings (from the NYC Charter Center), suggested next steps, and requirements for informing CCS about their certification progress. Attached is a sample of the memo.

SAMPLE MEMO

Name/s redacted

Thank you for your time on Thursday, January 6, 2022 discussing your certification status. Below is a summary of the items we discussed and additional information to guide you towards full certification. **According to the NYS Teach database your current certification status is:**

Certificate Title	Issue / Effective Date	Expiration Date	Status
Bilingual Education Extension Transitional B Ext Annot	07/31/2018	01/31/2021	Expired
Childhood Education (Grades 1-6) Transitional B Certificate	09/05/2017	01/31/2021	Expired

As part of our membership with the NYC Charter Center, a certification analysis has been conducted for all educators. **Here are your next steps towards certification as identified by the NYC Charter Center:**

Trans B Child Ed 1-6 and Bilingual Ed Ext Annot certificates expired on 1/31/21

-If they are still enrolled in the master's program, they must IMMEDIATELY:

-Submit a letter to the SED from the Hunter College's certification officer verifying current enrollment in the Trans B program and include the estimated completion date in support of the pending time extension applications for the Trans B Child Ed 1-6 and Bilingual Ed Ext Annot certs

-If they completed the master's program, they must IMMEDIATELY and BEFORE 9/1/22, contact Hunter's certification officer for certification guidance re: exam requirements, application process for the Initial certs, Emergency COVID-19 cert(s), etc.

-If they did NOT complete the program or are no longer enrolled, they should complete the Personal Certification Consultation form, making sure to attach all required documentation before clicking submit.

-NOT currently eligible for the pending Emergency COVID-19 Child Ed 1-6 cert app because they have NOT applied, paid the fee, AND met ALL requirements (except certification exams) for the initial Child Ed 1-6 cert

Getting Support with the Process

If your next steps are complicated or you are unclear, we are able to contact the NYC Charter Center on your behalf. Please email HR@challengecharterschools.org (you MUST cc your supervisor and SDTL) to submit this request. If your case is particularly complicated, you may be eligible for personal certification counseling. See the below information from the NYC Charter Center:

Personal Certification Consultations for Teachers

Teachers with difficult or complicated situations are invited to request a [Teacher Personal Consultation](#). We have developed an on-line version of the evaluation to make it easier for most teachers to get the guidance they need without a trip to our office. Teachers must complete the form in its entirety and upload all documents requested. Missing information prevents the consultants from providing the best recommendation. Upon submission of the Personal Consultation form, teachers can expect the following:

1. They will receive an email confirmation to retain for their records.
2. Since our consultants are part-time, please allow about 3-4 weeks for an initial review. Expect a preliminary evaluation at the email address provided.
3. After reviewing the preliminary evaluation, the teacher can reply directly through the email if they need further clarification or an appointment to talk to one of the consultants. The consultants will set up a time to work with them online or by phone.

Complete Your Dignity for All Students Act (DASA) Workshop

Completion of a DASA workshop is required for NYS certification. Workshops are offered virtually and throughout the year. Here is one resource for workshops: <https://www.nassauboces.org/Page/7339>

Keep Us Updated

Please submit your certification plan of action to HR@challengecharterschools.org and cc your supervisor and SDTL by February 1, 2022 (after meeting with a certification consultant if needed). Include what you have accomplished since your certification meeting and your next steps moving forward (i.e Complete masters degree by June 20, already enrolled).



Attachment #3



Ms. Nicole Griffin

Challenge Preparatory Charter School- Elementary
Principal Report

January, 2022

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

Curriculum and Instruction

ELA Focus- The work continues as teachers unpack the standards to create Unit 3. The launch of the unit is January 20, 2022.

Organizing Center: Trail Blazers and Pioneers

Writing Focus: Informational and Opinion

Teachers continue to work on aligning the standards and objectives in reading, writing, speaking and listening. The curriculum writing team continues to develop Unit 3. Teachers will use the unit to create daily objectives. All grade teams will complete a pacing calendar for the Unit.

Feedback- Angela Labor from LCI (consultant) continues to provide PD and feedback on the unit plans.

I-Ready

MOY I-Ready testing will take place January 18- January 26, 2022.

Fountats and Pinnel

MOY F& P testing window - January 6- January 23rd.

Staff Attendance

Staff attendance has been drastically affected by positive Covid cases. For the start of January, 11 staff members have been absent due to Covid. Our electives such as PE, ART and SEL have been affected by COVID. Scholars continue to be mass prepped until attendance improves.

Internal Audit

An audit was conducted by the Senior Director of Teaching and Learning. Based on the results, there were areas of proven excellence.

These include:

- Common planning time is evident
- Child Study team, professional learning is evident
- High Expectations for scholars and staff is evident
- The culture of the building is positive
- Staff demonstrates understanding of professional learning and student achievement.

Areas of Improvement include:

- Develop a comprehensive Special Education program plan
- Attendance and outreach
- Professional development for staff to include assessments (formative and summative)

Professional Development

- Continued PD unpacking the standards- Specifically the reading, speaking and listening and writing standards
- Staff will partake in PD around the areas of assessment cards and questioning and discussion techniques (Continue)
- Grade Team Leaders meet twice a week with grade teams to work on lesson planning with a focus on the standards and objectives
- I-Ready PD- Grouping of scholars

Special Education

For the next three months, collaboration with the Director of Special Education and the Special Education Liason will take place to ensure we have the following in place:

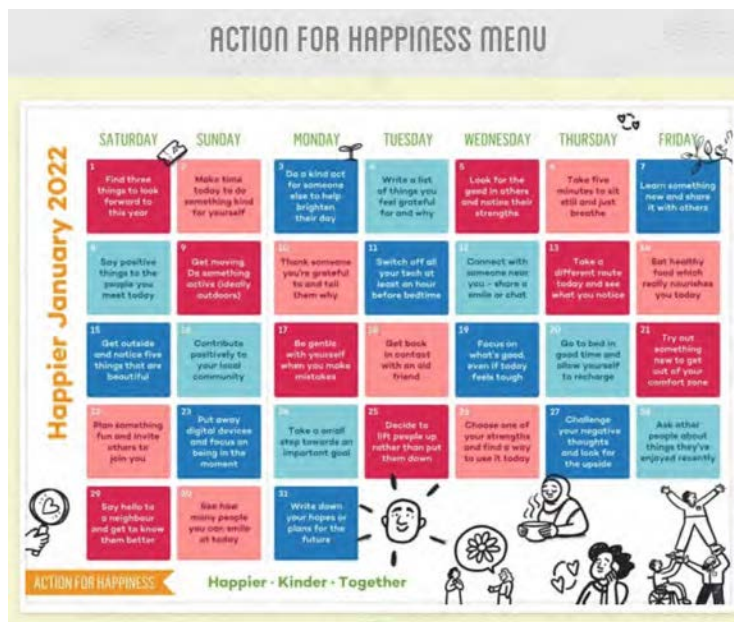
- Progress Monitoring systems in place
- Sped related professional development for our ICT staff
- Clear ICT expectations as our ICT classrooms have grown over this past school year.
- Action plans for at risk-scholars

Wellness and Self-Care

This month we focus on EDU C. A.R. E. - (Compassion, articles, resources and articles)

We will explore some of these dimensions in this newsletter with the goal of providing our staff with information and resources to continually pursue wellness in their personal and professional life.

In efforts to continue WELLNESS, a HAPPINESS MENU was created for staff.





Attachment #4



CHALLENGE CHARTER SCHOOL

2021-2022 Principal's Monthly Board Report

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

School Year 2021-2022 Report Jan 14, 2022

Current CCHS Enrollment:

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

Current CCMS Enrollment:

Cohort Group	Grade Level	Enrollment as of Oct. 1., 2021	Enrollment as of Nov. 12, 2021	Enrollment as of Dec. 10, 2021	Enrollment as of Jan. 14, 2022
#5	Gr. 8	76	76	73	72
#6	Gr. 7	70	69	64	63
#7	Gr. 6	93	92	92	91
TOTAL		239	237	229	226

CCMS Attendance Statistics:

C o h o r t g r o u p	G r a d e l e v e l	Attendance Rates	Attendance Rates		
		Seo 14. '21 - Oct 15. '21	Oct 18. '21 - Nov 12. '21	Nov. 15. '21 - Dec. 10. '21	Dec. 13, '21 - Jan. 14, '22
#3	Gr. 10	93%	91%	84%	76%
#4	Gr. 9	95%	94%	90%	77%
#5	Gr. 8	89%	90%	89%	78%
#6	Gr. 7	92%	89%	88%	82%
#7	Gr. 6	83%	84%	83%	84%
CCMS Average		88%	88%	86%	81%
CCHS Average		94%	93%	88%	76%
6-10 Average		90%	90%	87%	79%



*** Please note that these numbers are due to the errors in the enrollment and registration.**

ATTENDANCE:

- Staff and scholar attendance rates have been negatively affected by the recent uptick in reported COVID-19 cases.
- Remote Learning was the only instructional option offered from Dec 16 - January 7, 2022. There was no missed instructional time with the switch to remote learning, as our systems in place keeps us ready to use either instructional mode at any time.
- Scholars and staff have been vocal about their preference for in-person learning, but the teams did all that was possible to ensure that instruction, attendance, and engagement did not suffer too badly.

STAFFING:

- CCMS has made gains in staffing. To date only the following vacancies still stand:
 - Grade 7 Science Teacher
 - Grade 7 SS Teacher
 - Spanish Teacher
 - Grade 6 SWD Teacher - In the meantime teachers are scheduled to provide SETTS Services to scholars.
 - Grade 7 SWD Teacher - In the meantime teachers are scheduled to provide SETTS Services to scholars.
 - Family Engagement Coordinator (6-10)
- CCHS has made gains in staffing. To date only the following vacancies stand:
 - English 9 Teacher - Candidate is scheduled to begin on February 1, 2022.
 - English 10 Teacher - Principal Gordon is covering this class until a teacher is hired.
 - Grade 10 SETSS Teacher - In the meantime, a teacher is scheduled to provide SETTS Services to scholars.

NB: CCHS anticipates the exit of the PE/Health Teacher and the Grade 9 Math Teacher. To date The Principal has reached out to Ms. Luton who has urgently begun the search and is actively searching for the ELA and Health/PE teachers.

SOCIAL-EMOTIONAL LEARNING (SEL)

- Covered in the homeroom (8:00 a.m.-8:25 a.m.) Grades 6-10 continue with the Second Step SEL lessons focusing on Bullying and Harassment. Teachers have been provided with the PD for this Unit.
- The Mood Meter has also been incorporated as part of the classroom SEL support. As well as using the first seven minutes of classes at certain periods of the day to check in and establish scholars' moods. We believe that this support will help us improve our scholar's academic standing as well as we encourage them to speak about their feelings and as we validate their feelings as well—giving way to strategies to help them cope.
- The importance of the social-emotional lessons is to provide a foundation for safe and



positive learning to provide scholars with the strategies necessary to succeed in school, careers, and life. We continue to focus on all 5 of the SEL Competencies throughout the school year.

CURRICULUM, INSTRUCTION, AND ASSESSMENT

- i-Ready MOY Assessments began on January 13, 2022. 25% of our scholars in both CCMS and CCHS have not begun these assessments yet due to attendance. Following best practices, we are not administering the i-Ready assessments to students who are not in a controlled test environment on the premises where they can be monitored. This will ensure that our data is as valid as possible.
- The Lavana Group continues the Close Reading work with grades 6-10. Consultants coach and observe lessons in the classroom on demand alongside leadership and provide teachers with feedback on the teaching of Close Reading. On January 19, 2022, a Close Reading diagnostic will be conducted to take stock of where our scholars are in preparation for Test Prep.
- Scholars have been grouped to make RTI a more structured instructional work in our school. The 2019 New York State Assessment data and the B.O.Y. Diagnostic data were used to guide this work.
- Enrichment clusters were also arranged using the Renzulli Survey data, however, due to COVID Safety precautions, in-school enrichment clusters have been grouped by homeroom and mixed interest. At CCHS scholars have the choice of two clusters, which are being adjusted to incorporate as little contact as possible. These clusters occur at CCHS during the lunch period.

SPECIAL EDUCATION SERVICES

- Grades 6-8 CLASSROOMS
 - At Grades 6-8, teachers have been recruited to provide SETSS tutoring during their prep times.
 - Ms. Jasmine Hunter has taken on the additional role of SPED Liaison for Grades 6-10 while maintaining services to Grade 8 IEP scholars.
- ENL services are provided on a consistent schedule by Ms. Ana Gomez.

DIGITAL PLATFORMS

- Grades 6-10 scholars are using a combination of digital notebooks and hardcover notebooks for all courses at this time to build writing and engagement stamina. We continue to utilize all our platforms with our eyes on maintaining remote learning strategies and the brick and mortar classroom. A recent shift was implemented to curtail the use of chromebooks to just 9% of the instructional time in an effort to maximize engagement.

PARENT AND SCHOLAR OUTREACH and ACCESSIBILITY

- Attendance letters and nudge letters were sent out to parents via ParentSquare and hard US Mail at CCMS and CCHS.
- The CCHS Social Scientist Team has been working with scholars to bring about a clearer



understanding of their academic standing with respect to credits earned toward graduation.

- Efforts continue with respect to getting Parents to register in ParentSquare.

PROFESSIONAL DEVELOPMENT

- **GRADE TEAM PLANNING AND ONGOING PROFESSIONAL DEVELOPMENT**
 - Professional development takes place daily:
 - Mon-Thu 11:10 PM to 12:00 PM for Grade 6
 - Mon-Thu 12:50 PM to 1:40 PM for Grades 6-10 core instructors
 - Fridays from 1:30 PM to 4:00 PM
 - Close Reading - Lavinia Reading Group Consultants on site.
 - Universal Design for Learning, Specially Designed Instruction PD, and Progress Monitoring PD were completed and implemented into lesson plans.
- **VERTICAL DEPARTMENT PLANNING**
 - Department Teams continue to meet to discuss instructional planning across disciplines.

INSTRUCTIONAL OBSERVATIONS

- The CCMS-CCHS Admin Team members have been regularly supporting instructional periods throughout the day to ensure that instruction is taking place and that outreach is performed as needed. Informal observations have begun in the form of Check-ins. TeachBoost is being used for this task, with a target of 2 long observations and 5 short observations across the board for the school year.
- Mid-Year Evaluations have begun, with a goal to complete these meetings by January 26, 2022.



Attachment #5



Director of Pupil Personnel Services

January 2022 Board Report

Covid-19

Here are the current vaccination numbers for our staff:

169 Fully vaccinated

1 exemption

- Collaborated with St. Johns to provide a vaccination event. There were 92 families that took advantage of this opportunity.
- CIC Health is now a partner with our school to provide in-school testing. CIC Health offers comprehensive COVID-19 testing services that are accessible, fast, and easy. COVID testing occurs weekly on Tuesday's.
- The newly hired School Health Liaison is continuing to be trained in all COVID-19 protocols.
- Oversee all COVID-19 protocols and provide supervision to the School Health Liaison
- Support the school community with answers to COVID-19 questions
- Follow-up with families with any concerns during their scholars isolation period
- Attend weekly Sector-Wide Q&A Calls with the NYC DOE & DOHMH to stay informed of all updated COVID-19 protocols, and inform all leaders about the updates
- Oversee next steps for staff and scholars when they have a positive COVID-19 test result
- Coordinated the newly implemented Test & Stay program school-wide

Pupil Personnel Director

Elementary

- Met with the elementary school principal about next steps for the Attendance team to improve attendance for all grades
- Review Second Step lesson pacing data, to ensure all classes are on track with the SEL lesson schedule
- The elementary school locations has begun using the behavioral referral form to identify the scholars that are at-risk. There are now more scholars identified to receive these one-on-one counseling sessions.

- Collaborated with Cohen's Children Medical Center to provide workshops to the students about Mindfulness practices
- Supported the Social Worker at this site to create behavior support plans for scholars experiencing impulse control difficulties
- Attended CST meetings for scholars in grades K-5.

Middle and High School

- There is a continued effort to provide scholars with programs from the Cohen Children's Medical Center to provide classes on Body Image and Social Media and Healthy Relationships. We will continue to collaborate to service scholars in various areas of need.
- Conducted the monthly SEL meeting with the Middle and High School SEL team to prepare for the Second Step Mid-Year Check-in, and reflect on the impact the material is having on the scholars social and emotional well being
- Trained the Student Support Team on evaluating Second Step lessons
- Begin to administer the SEL survey for the scholars to determine where our students are socially and emotionally

All sites

- Provided professional development opportunities for the Student Support Teams in the following areas:
 1. Principal Restorative Practices
 2. R.U.L.E.R. Yale Center for Emotional Intelligence
- Provide Social Workers with tools to support our families in the shelter system

Family Engagement Coordinators

1. Met with the FEC, to collaborate with St. John's Episcopal Hospital to provide our school community with booster shots, vaccinations, flu shots. They provide all three brands of vaccinations.
2. Will collaborate with the FEC on attendance interventions to promote the importance of daily attendance and being on time.



Attachment #6



Challenge Charter School Communications Report - January 2022

Kim Messer, Director of Communications

This Mid-Year report was prepared for our staff and will go out the week of 1/17.

CCS COMMUNICATIONS MID-YEAR REVIEW 2021-22

As we begin 2022, let's take a moment to reflect on all the positive moments and highlights from the first few months of the 2021-22 school year. YOU have been instrumental in sharing our amazing story, and I thank you. Thank you for your submissions and post ideas, for your "likes, comments, and shares", and for your support so far this year. You are helping our families and the greater community see into the daily life of our school at a time when we have to limit visitors in our buildings.

You are doing great things. Our scholars are doing great things. My hope is that this Mid-Year Review reminds you of how important it is to our community to share the good that takes place in our halls and classrooms. As we talked about in August during Professional Development Week, we all have a responsibility in recruiting and promoting because enrollment affects each and every one of us. Your engagement can help us reach full enrollment for 2022-23.

I look forward to seeing all the new stories to come in 2022 featuring our Challenge Charter School Cheetahs.

Happy New Year,
Kim Messer

December
FOLLOWERS 1198

July 2021
1055

August 1 to December 31

535 STORIES
431 POSTS

On Facebook and Instagram

Do you believe in the power of positive male influence? Then, help us **#AddDad** to our accounts. **75-80% of our followers are women.** Invite dads to follow us!

TOP 5 POSTS

Based on People Reached

#1 BACK TO SCHOOL

#2 K-5 CAREER DAY

#3 SIBLING PREFERENCE APPLY NOW!

#4 DANCE VIDEO

#5 FIRST DAY OF SCHOOL PHOTOS FROM FAMILIES



Thank you!

Please keep sending your stories to photos@challengecharterschools.org.

Recruitment/Application Mid-year Review:

Expenses related to promotions between July 2021 and the first week of January 2022 total approximately \$20,000 for various print ads, printing brochures, bus shelter ads, and a special summer Vanguard mailing.

381 applications for 2021-22 (post-lottery) and 363 applications so far for 2022-23 have been received for our marketing efforts. **Of note:**

- Between 12/11-1/10, 24 applications were received AND 24 registered. Also, 135 applications were received for 2022-23.
- This does not include the Vanguard mailing as it had not gone out.
- Bus shelter ads that ran late November to end of December gained 29 applications. It was our only advertising out there at the time.
- We received 6 applications after a special ad that ran the last two weeks of December for families interested in making a mid-year school change.
- Outreach to 11 preschool and other school sites was done in December.
- Because I am doing almost all of the design in-house, we are saving thousands of dollars and streamlining our marketing efforts.

We hosted our first Virtual Open House of the season to promote our High School on Thursday, January 13. Over 20 were in attendance plus staff and teachers.

Open Houses continue through March.

We invite you to attend!



Now Accepting Applications for the 2022-23 School Year



RSVP via
QR Code
or website

Join us for a Virtual Open House

Thursdays at 5:30P or Saturdays at 10:00A

challengecharterschools.org/apply

Elementary

- Thursday, January 27
- Thursday, February 17
- Thursday, March 10

Middle School

- Thursday, January 20
- Thursday, February 10
- Thursday, March 17

High School

- Thursday, January 13
- Thursday, February 3
- Thursday, March 3

Grades K-11

- Saturday, January 22
- Saturday, February 12
- Saturday, March 12



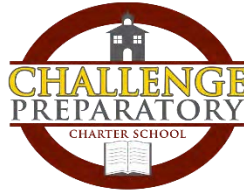
Questions?
Contact Enrollment
Call 347-990-1875 ext 5193
Or visit 1520 Central
Avenue, Far Rockaway

BE SURE TO
MENTION THIS AD!

Rev. Dr. Les Mullings,
Founder/CEO



Attachment #7



January 11, 2022

Ms. Natalie Zadok: Director of Special Education Grades K-10

1. Develop a Vision

- Developing a streamlined vision for the Special Education Department that exemplifies integrity, equity, collaboration and empowerment for all scholars and their families to be exhibit best academic and social emotional achievements.
- Meeting with Administration and School building leaders to assess the current Special Education Program in order to incorporate specific tools to strengthen the management of Scholars with IEP's across all Grades K-10.
- Gaining staff buy-in by means of empowering them to maximize scholar's with IEPs goals as well as academic achievements as well as social emotional milestones.

2. Special Education Scheduling and Planning: Maintaining the Special Education IEP Spreadsheet and Caseloads

Requires entering every scholar's Grades (K-10) OSIS# in SESIS to identify scholars with IEPs in order to align them with the correct services and providers needed

3. IEP Mandates & Service Totals Grades K-10

Site	Grade	Total # Of IEPs	Related Services				
			ICT	SETTS	Speech	Counseling	OT
Elementary	K	20	7	1	14	6	10
	1	21	15	2 (At Risk)	17	4	15
	2	17	10	2	7	4	11
	3	11	10	1	7	3	2
	4	14	8	1	13	3	2
	5	12	10	1	4	4	1
Middle	6	18		6	7	4	None
	7	7	1	5	6	3	None
	8	14	1 Pending a CSE Switch	7	8	8	None
High	9	11	None	10	4	3	None
	10	7		7	3	4	None
Totals		152	62	43	90	46	41

4. Staffing

- All Special Education Certified Instructors have filled vacancies.
- Grades 6-8 Admin has stated is seeking Certified Setss Teachers
- Grades 9-10 Admin has stated seeking Certified Setss Teachers

5. Billing

- Collaborating with finance to ensure that all date is aligned for Vendor Portal
- Supporting Special Education Liaisons to deliver accurate data for Sped Billing
- Requested a Billing timeline for the remainder of the year so that Sped staff can be aware of pertinent billing deadlines to ensure seamless transmission to the billing department.
- Suggested an In-House excel sheet be circulated at all sites with a list of recent discharges as well as new admits to ensure Sesis data is compliance with In-House changes in order to assist with billing discrepancies
- Continuous support to both Special Education Liaisons at K-5 as well as 9-10

6. Current Action Items

- Supporting the needs of K-5 as well as 6-10 Special Education Liaison with (CSE#4) Policies and Procedures to ensure that all IEP cases are assigned annual, tri-annual, re-evaluation , initial and misaligned IEP meeting dates. Gathering all data such as Teacher Reports, IREADY, F&P, Behavioral Anecdotal logs from designated staff in order to submit to the CSE. Coordinating, sitting in on as well as leading all CSE meetings Grades K-10 until the new hire in Grades 6-10 is trained as well as a new liaison to be hired in Grades K-5.
- Ensuring the partnership with CSE District #4
- Ensuring that related service agencies are appointed to CPCS in order to ensure related service (Speech, OT, PT, and Para) services begin in a timely manner to avoid any lapse in services provided to scholars.
- Collaborating with CSE to assign related service providers, as they are resolving a shortage of employee barriers due to non-compliance of the vaccine mandate.
- Supporting the ELL provider to send home 200 Home language surveys for Grades K-2 as the data was missing, hence not allowing the ELL provider to administer the Nysitell Exams.
- Continuing to tally the returned parents' surveys.
- Assessing the space in each facility in order to secure a private area for CSE Psychologists and Social Workers to interview parents as well as assess and test scholars. Collaborating with Admin to ensure that there are ample conditions for SETTS providers to efficiently pull scholars for individual and small Group interventions.
- Collaborating with Grades K-5 Provider, Mr. Salazar as well as CCMS ELL provider Ms.Gomez to ensure all ELL scholars are re-assessed as well as initially assessed to gain clear benchmarks of scholar's ELL plans.
- Collaborating with ELL External Consultants to implement academic plans that will fully encourage our ELL scholar's overall success and achievements according to their individualized needs and goals.
- Aligning ELL Charter goals and policy to the ELL Program Grades K-10.
- Weekly check-ins to manage current caseload with District Psychologist to ensure alignment and discuss particular issues that arise within each case.
- Attending and supporting IEP meetings Grades K-10 to ensure compliance and continuity of suggested programs remain intact.
- Attending CST meetings to support Social Emotional, Behavioral as well as Academic Supports Grades K-10
- Assisting newly hired employees to attain SESIS access by collaborating with the Director of Operations to enter them into the Galaxy system.

7. Mobilizing Community Resources to support families with scholars with IEPs to secure the necessary external resources needed for scholars to maintain best academic as well as social emotional benchmarks

this 2021-20220 school year.

- Partnering with New Horizons and Sheltering Arms Agencies in Far Rockaway to ensure that families receive the services needed upon initiating the need for community support.
- Providing families with access to their parental rights under the IDEA Law that serves as a guide for parents with scholar's IEP compliance as well as parent empowerment support guidelines.
- Conducted one on one Parent meetings via Google Meet and Telephone conference to address specific needs that arise prior to the first day of school for scholars with IEP's services that include Initiating, Maintaining as well as Re-Evaluating scholar's IEP cases.
- Providing support staff with Suicide Prevention resources for scholars.
- Collaborating with Liaisons and the Parent Coordinator to secure appointment slots to assist parents to secure a Speech and OT provider via the RSA process.
- Seeking Community and CSE support for scholars experiencing trauma-related incidents such as accidents and or inability to attend in-person school due to comorbidity conditions that promote greater risk with COVID-19 risks.
- Supporting parents of scholars with IEPs to attain door-to-door as well as closest curb pick up and drop off services.
- Supporting families with scholars that have IEP's attain necessary resources needed as a direct result of COVID-19.
- Aligning with Community Physicians and Health Care Clinics that can support families with IEPs, immediate health and social emotional well-being as well as assessments for initial IEPs.

8. Sites (K-10) External Providers COVID-19 Preparation

- Delivering CPCS COVID-19 Guidelines and Safety Protocol to all Related Service agencies providers that will be conducting in-person sessions with Scholars at all sites.
- Related Service agencies have received a copy of the CPCS COVID-19 safety policy and have agreed to have their providers adhere to the CPCS COVID-19 Safety measures.
- Collaborating with CSE to conduct misaligned Scholar IEP meetings to ensure compliance
- Weekly Check-Ins with providers to ensure session compliance
- Aligned with the CSE Chairperson of Related Services to ensure SESIS Encounter Attendance for providers to conduct.
- Aligning with Related Service Agencies to request transmittal from the CSE for new admits that have an IEP.
- Managing provider's time sheets and attendance to ensure efficiency of session service.

9. Professional Development Resources

- Meeting with the Special Education Collaborative to review a package that will suit the needs of CPCS staff Grades K-5 for Special Education Workshops that include (Co-Team Teaching Strategies, Specially Designed Instruction, creating Behavior Intervention Plans as well as Functional Behavior Analysis plans etc.).
- Meeting with ELL External Consultants to create plans to enrich the ELL Department via identifying, testing and aligning ATS data to ensure that scholars' home language is precise in order to administer the NYSITELL Exam.
- Creation of In-house Professional Development Presentations that highlight Special Education tools, resources and guidelines to staff.
- Mentoring Special Education Liaisons Grades K-5 & 6-10 on proper dialogue to conduct discussions with families on sensitive issues.
- Creating individual plans for scholars with IEP's that have missed extensive days due to medical conditions that can be complicated should they contract COVID-19 Plans include Teacher check-in's as well as distribution of instructional items on a bi-weekly basis , parent training on how to access instructional supports on scholars chrome books as well as social emotional check-ins and support .



Attachment #8



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

CCS STUDENT ENROLLMENT

TOTAL ENROLLED	963
Approved Charter Enrollment	1056

Site	Grade	2021-22 SY Charter Goal	Scholars Currently Enrolled 1/14/22
Elementary	K*	120	103
	1*	120	115
	2*	120	116
	3	96	96
	4*	96	94
	5	96	95
Total			619
Middle	6	96	91
	7*	72	63
	8	72	72
Total			226
High	9	72	73
	10	96	45
Total			118

2022-2023 SY Lottery Applications	
Grade	# of Applications Received as of 1/14/22
K	105
1	14
2	13
3	10
4	24
5	27
6	75
7	17
8	20
9	65
10	11
11	8
Total	389

* The waitlist is currently exhausted.

As of January 3, 2022, enrollment is beginning to increase due to active recruitment and marketing/advertising. Student enrollment was steadily declining for the first half of the school year. The waitlist is exhausted for grades K, 1, 2, 4, and 7. There are two 10th graders on the waitlist. They will enroll at the end of the month to avoid losing full credit for the semester at their current school. Student retention is still an area of concern at the elementary site.

STUDENT RECRUITMENT

- 24 scholars were recruited from **12/11/21-1/10/22** for the 2021-2022 school year. **24 scholars** were newly enrolled at the elementary site.
- The Shelter Bus advertisements will continue to be posted until the end of March 2022. The advertisements are placed in 5 locations throughout the Rockaway peninsula and are expected to attract over 450,00 viewers. We received 135 additional lottery applications.
- Vanguard Mailings was sent to families in District 27 for Kindergarten-Grade 11 enrollment.
- Virtual Open Houses will run every Thursday from 5:30 pm-6:30 pm and one Saturday each month from 10:00 am-11:00 am via Zoom. Please see the schedule below. The Director of Student Enrollment and Recruitment will work collaboratively with the Director of Communications, Director of Technology, Student Enrollment and Recruitment Coordinator, and Site Leaders to host the events. The first open house was held on Thursday, January 13, 2022. There were 49 registered attendees. 25 of them actively viewed the presentation. We received 10 additional applications from the event.



Student Enrollment and Recruitment Winter Open Houses 2022



Location	Virtually via Zoom			
Day of the Week	Thursday's			Saturday's (K-11)
Time	5:30pm-6:30pm			10:00am-11:00am*
Site	Elementary	Middle	High	(See notes below)
Date	January 27, 2022	January 20, 2022	January 13, 2022	January 22, 2022
	February 17, 2022	February 10, 2022	February 3, 2022	February 12, 2022
	March 10, 2022	March 17, 2022	March 3, 2022	March 12, 2022
*Updated 12/6/21				



Attachment #9



Director of Operations

On Maternity Leave



Attachment #10



Director of Technology Report

Jan. 2022 - Dale Richardson

—

I: Current Work

A: eRate information gathering

- Information is currently being gathered to submit our annual eRate application, as we are still eligible for Category 1 funding (internet service).
- The FCC's E-Rate program makes telecommunications and information services more affordable for schools and libraries. With funding from the Universal Service Fund (fcc.gov/general/universal-service-fund), E-Rate provides discounts for telecommunications, Internet access, and internal connections to eligible schools and libraries.
- Discounts range from 20 to 90 percent and are based on the poverty level of the schools. Rural schools and libraries may also receive a higher discount. Recipients must pay some portion of the service costs.
- See the list of eligible services at usac.org/e-rate/applicant-process/before-you-begin/eligible-services-list/.

B: NYSED/NYC DOE Digital Equity Questionnaire for ALL Scholars.

- The DOE created a new website in December, which has streamlined the process and made the collection of data much simpler for our families: <https://nysdigitalequity.osdcp.org/>
 - Notifications were sent to families via Parent Square on 12/22/21.
 - 287 responses have been entered into the NYCDOE-hosted Digital Equity Family Questionnaire system, as of 1/10/22.
 - The New York State Education Department (NYSED) requires all school districts, including charter schools, to collect information from families about student access to devices and the internet for the 2021-2022 school year.
 - Collection is at an individual OSIS level and will be ongoing throughout the winter.
-



- The tech team is requesting the assistance of our principals, teachers, communications team, operations team, parent teacher coordinators, and any other staff member(s) willing to assist with contacting parents to encourage the completion of the survey.
- Challenge's Director of Operations and Parent Engagement Coordinator have assisted thus far.

C: Remote distribution of Chromebooks and HotSpots.

- Our 1:1 assignment of grades k - 10 Chromebooks was completed in September of 2021.
- As stated in September's report: Scholar's at 1520 Central and 12-79 Redfern have all been assigned individual Chromebooks, which are taken to and from school.
- As stated in September's report: Scholar's at 710 Hartman and 1526 Central are assigned Chromebooks which are housed in the classrooms.
- Hotspots are distributed as a need arises.
- I suggest the creation of a vetting system, as to mitigate against individuals who seek to take advantage of the HotSpot initiative.

II: Future Work

A: A single phone number to reach our entire organization?

- In an effort to increase customer experience. I have made an inquiry to revamp our phone system under a single unified number.
- Once the user dials the new number, they will have the ability to choose the site they wish to contact.
- Having a single unified number will assist with advertising, by allowing flyers to be a little less cluttered.



- A single unified number will also be useful for our web presence. Ex: When one google's "Challenge Charter School," google currently presents the phone number for 710 Hartman Lane. Google should have a single number capable of reaching each site.
- A proposal will be provided by a vendor for consideration, with the goal of a summer implementation if approved.

B: Potential Security Cameras

- We are currently sourcing quotes for security video cameras, which are intended to be placed at 710 Hartman Lane and 1526 Central Avenue.
- These will be new systems and may incur the cost of additional servers and internet equipment, to manage the bandwidth.
- A proposal will be provided by a vendor(s) for consideration, with the goal of a summer implementation if approved.

D: Computer Lab at 1520 Central Ave

- Apple desktops have been ordered via RESO A Grant Funding.
- Interactive boards have been ordered via RESO A Grant Funding.
- Printers have been ordered via RESO A Grant Funding.
- We are currently awaiting the delivery of the ordered equipment.

III: Risk Factors or Challenges

A: eRate information gathering

- *Please note: In March of 2021, Challenge exhausted all Category 2 funding (Hardware and MIBS - Managed Internet Broadband Services, including our network administrators) for the next five years, while bringing 1520 Central online, as well as upgrading hardware throughout our sites at 710 Hartman and 1520 Central.



- As a result, for Category 2 our E-Rate budget is exhausted until the 2026/2027 funding year, or until our student count increases beyond 999 scholars.
- Challenge may be able to acquire further eRate funding once enrollment reaches over 999 scholars during an application period. 2023 - 2024 looks to be our next window of opportunity for eRate funding.

B: Chromebook shortage

- Scholars are transferring without returning their assigned Chromebook, which is leaving older devices to be assigned to some newly enrolled scholars.
- Each Chromebook that is not returned is a loss of \$350 (pre - depreciation).
- The Operations Team at Middle School have begun tracking discharged scholars' and have retrieved Chromebooks. This system should be implemented across all sites.



Attachment #11



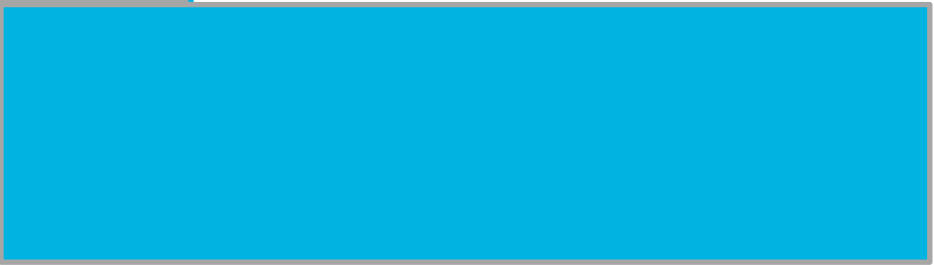
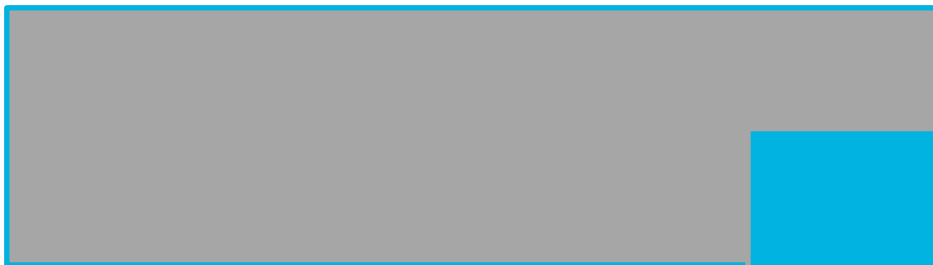
Helping you to focus on what's important
STUDENT ACHIEVEMENT

CSBM
CHARTER SCHOOL
BUSINESS MANAGEMENT

experience. expertise. execution.

Challenge Prep Charter School

Monthly Financial Report
December 2021

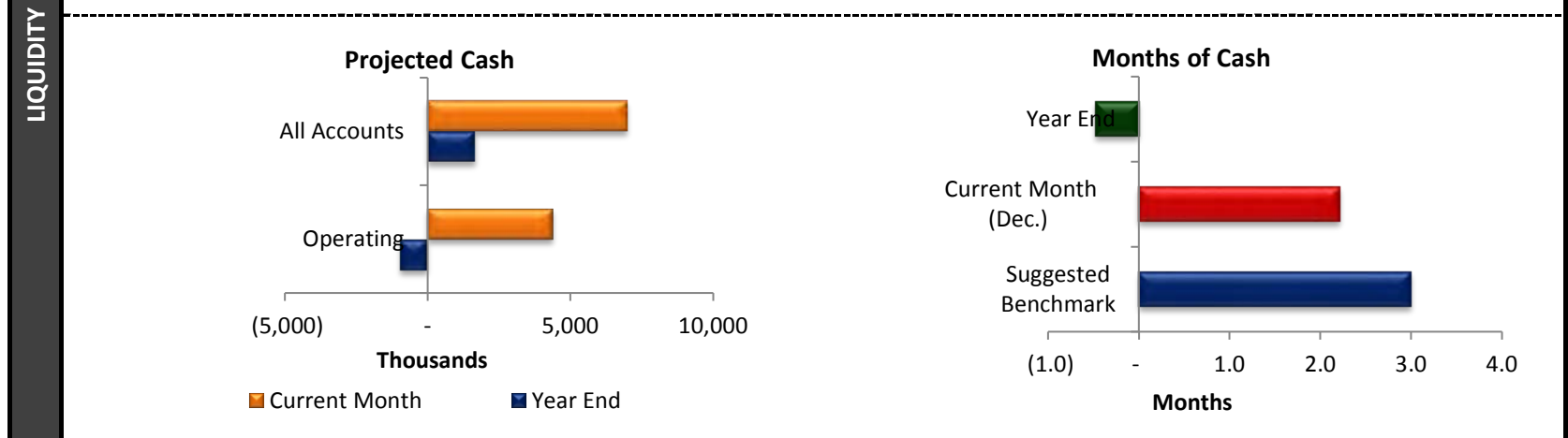


Challenge Prep Charter School

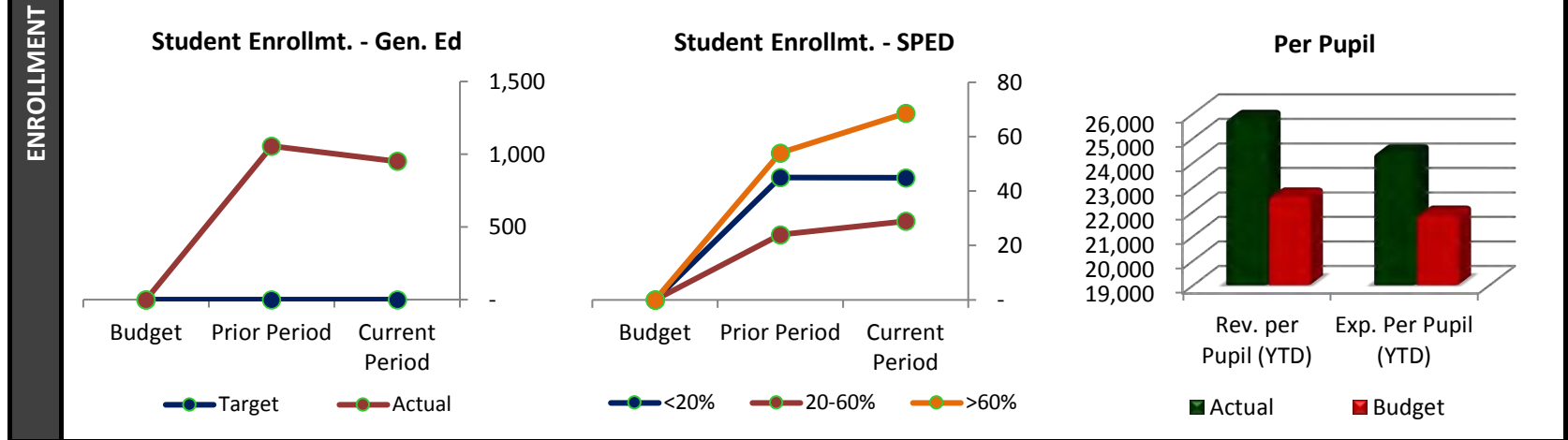
Financial Summary

For Period Ended December 31, 2021

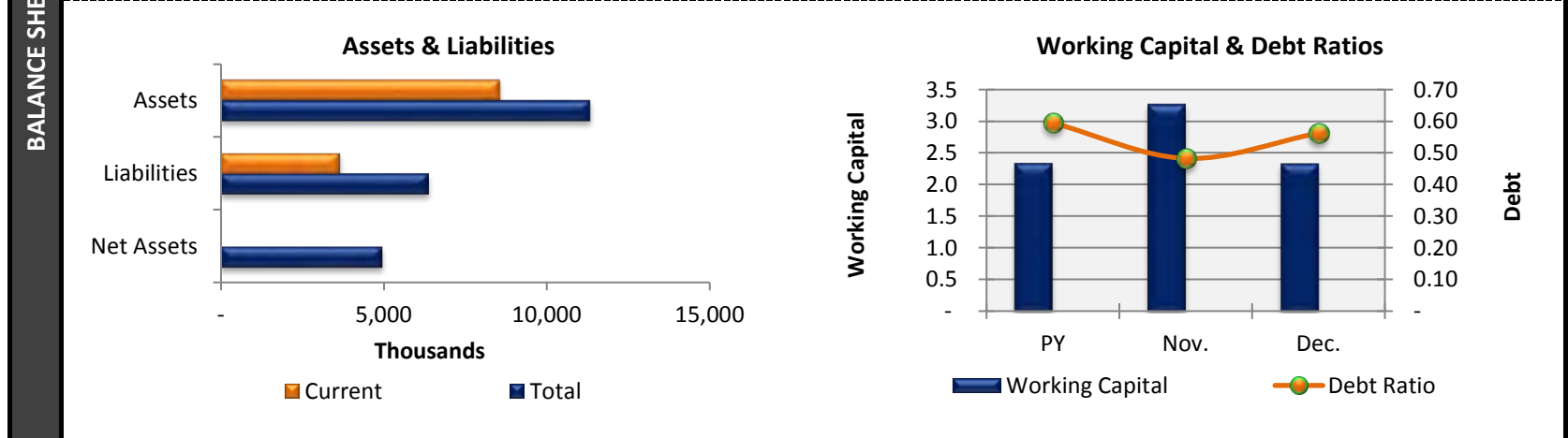
LIQUIDITY	Cash in Bank (Operating Account(s) Only: as of December 31, 2021)	\$ 4,378,444
	Projected months of cash on hand	2.2
	Cash in Bank (Total - All Accounts as of December 31, 2021)	\$ 6,969,950
	FY Ending Cash Available to Carryover to FY21-22 (Operating Account(s) Only)	\$ (937,958)
	<i>*Cash balance available once all FY21-22 obligations & receivables have been settled</i>	
Projected months of cash on hand	(0.5)	
FY Ending Cash Available to Carryover to FY20-21 (Total - All Accounts)	\$ 1,653,547	



	Actual	Budget	Variance	Actual	Budget	Variance
General Ed	954.39	1,021.00	(66.61)	\$ 15,413,463	\$ 15,629,468	\$ (216,005)
SPED						
0 - 20%	45.02	41.00	4.02	-	-	\$ -
20 - 59%	26.93	25.00	1.93	279,761	259,750	\$ 20,011
60% - Over	66.02	53.00	13.02	1,257,653	1,009,597	\$ 248,056
Total SPED	137.97	119.00	18.97	1,537,414	1,269,347	\$ 268,067



Total Current Assets:	\$ 8,549,892
Total Current Liabilities:	\$ 3,662,828
Working Capital (Current) Ratio	2.33
Total Assets:	\$ 11,330,513
Total Liabilities:	\$ 6,374,952
Debt Ratio	0.56
Total Net Assets:	\$ 4,955,560



	Actual	Budget	Variance
Total Revenue YTD:	\$ 12,083,514	\$ 11,529,430	\$ 554,084
Total Expenses YTD:	(10,750,362)	(10,350,093)	(400,269)
Net Operating Surplus(Deficit):	\$ 1,333,152	\$ 1,179,337	\$ 153,815

Challenge Prep Charter School

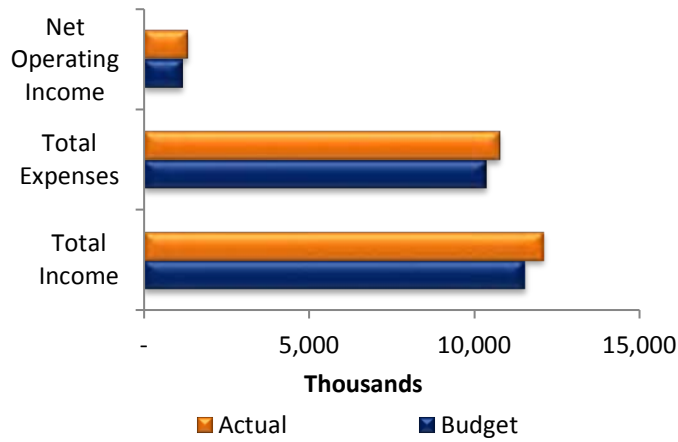
Financial Summary

For Period Ended December 31, 2021

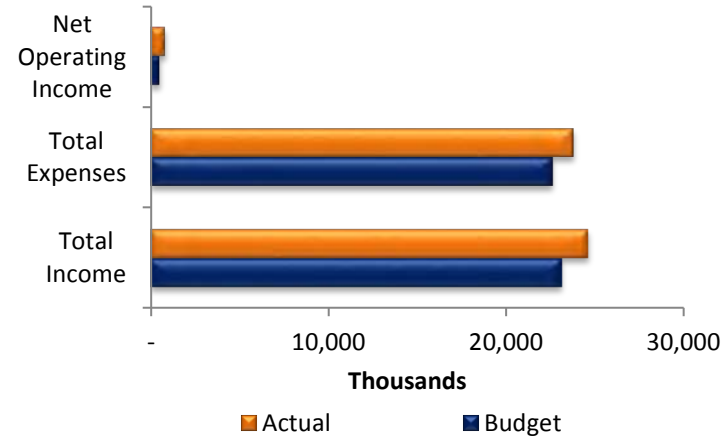
	<u>Projected</u>	<u>Budget</u>	<u>Variance</u>
Annual Projected Revenue:	\$ 24,613,724	\$ 23,097,145	\$ 1,516,579
Annual Projected Expenses (before depreciation):	(23,279,519)	(22,343,952)	(935,567)
Projected Net Operating Surplus(Deficit) before Depreciation:	\$ 1,334,205	\$ 753,193	\$ 581,012
Annual Projected Depreciation:	(500,995)	(230,840)	(270,155)
Projected Net Operating Surplus(Deficit) after Depreciation:	\$ 833,210	\$ 522,353	\$ 310,857
Capital Expenditure Requirements	\$ (900,000)	\$ -	\$ (900,000)
Total Cash Expenditures	\$ (21,878,524)	\$ (22,113,112)	\$ 234,588
Revenue per Pupil (YTD)	\$ 25,790	\$ 22,622	\$ 3,168
Expenditure per Pupil (YTD)	\$ 24,392	\$ 21,884	\$ 2,508

BUDGETING / REVENUE & EXPENSES

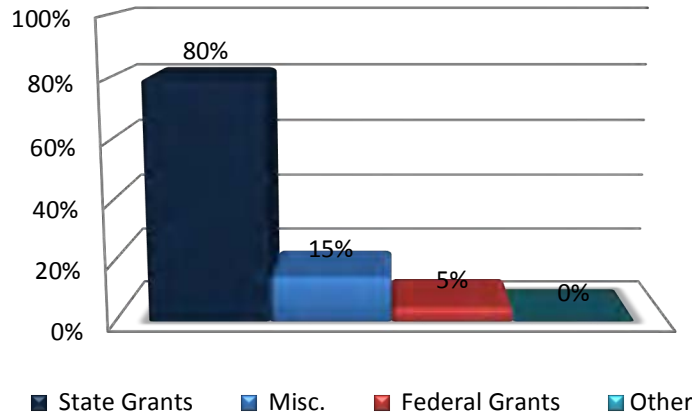
Year-To-Date (YTD)



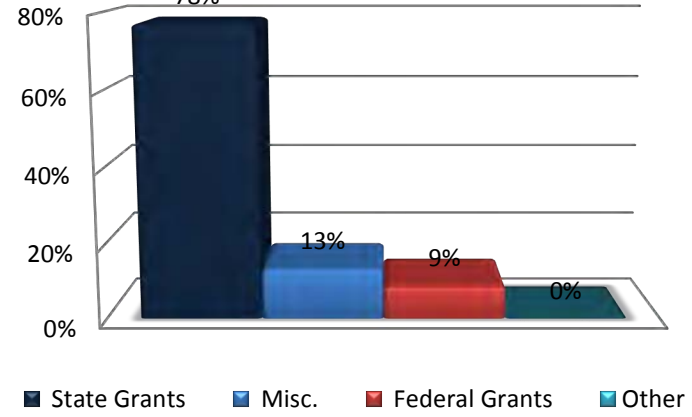
Year End (YE) Projection



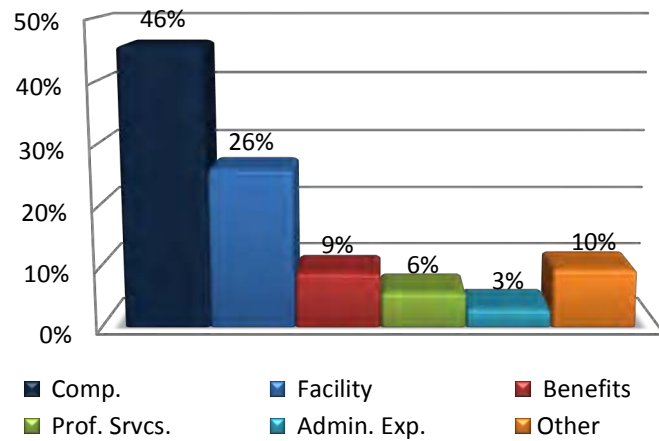
Revenue Breakdown YTD



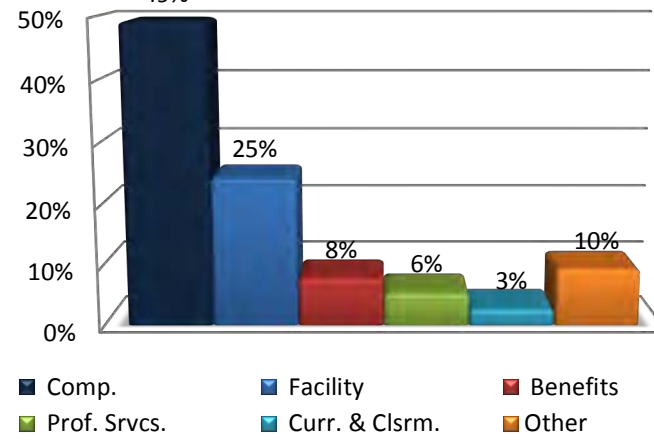
Revenue Breakdown YE



Expense Breakdown YTD



Expense Breakdown YE



Challenge Prep Charter School

Financial Variance Summary

Fiscal Year Ending 6/30/2022	Comments
Net Budget Surplus after Depreciation	\$ 522,353
Increase in Projected Annual Expenses	1,205,722
Net Projected Deficit Variance after Depreciation	<u>\$ 833,210</u>

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

	December 31, 2021			YTD Through December 31, 2021			Projected FYE June 30, 2022 Current Month				Comments
	Actual	Budget	Variance	Actual	Budget	Variance	Projected - June 30, 2022	Actuals - August 2021 - December 31, 2021 + Projections thru June 30, 2022	Annual Budget	Variance	
Income											
4100 State Grants	1,615,804	1,631,484	(15,680)	9,714,413	9,788,901	(74,488)	9,395,662	19,110,075	19,616,816	(506,741)	GenEd based on 954.394. SpEd budget based on 66.022 over 60%; 26.926 20-59%
4200 Federal Grants	222,524	237,296	(14,772)	554,862	990,529	(435,667)	1,633,315	2,188,177	1,980,329	207,848	
4300 Contributions	-	-	-	-	-	-	-	-	-	-	
4400 Miscellaneous Income	206	125,000	(124,794)	1,814,239	750,000	1,064,239	1,501,233	3,315,472	1,500,000	1,815,472	
Total Income	1,838,533	1,993,779	(155,246)	12,083,514	11,529,430	554,084	12,530,210	24,613,724	23,097,145	1,516,579	GenEd based on 954.394 . SpEd budget based on 66.022 over 60%; 26.926 20-59%; Adjustments made to Lease Assistance based on unearned revenue for FY21.
Expenses											
Compensation											
5100 Instructional Staff	679,614	721,155	(41,541)	3,148,244	3,453,226	(304,982)	4,784,119	7,932,362	8,653,862	(721,500)	Adjusted based on payroll with allowance for hiring
5200 Non-Instructional Staff	221,913	205,934	15,979	1,250,341	1,235,604	14,736	1,256,122	2,506,463	2,471,209	35,254	Based on budget
5300 Pupil Support	117,937	106,739	11,198	541,918	640,433	(98,515)	768,023	1,309,941	1,280,867	29,075	Based on budget
5000 Compensation	1,019,464	1,033,828	(14,365)	4,940,503	5,329,264	(388,762)	6,808,264	11,748,767	12,405,938	(657,171)	Salary projections based on budget
5400 Benefits	191,715	158,858	32,857	983,740	953,150	30,590	932,461	1,916,201	1,906,300	9,901	
6100 Administrative Expenses	47,889	46,802	1,087	332,107	285,681	46,426	289,621	621,728	566,494	55,234	Adjusted based on actuals
6200 Professional Services	85,673	75,167	10,506	629,520	434,000	195,520	691,728	1,321,248	921,500	399,748	Based on actuals
6300 Professional Development	56,747	14,424	42,323	174,633	75,455	99,179	262,921	437,554	162,000	275,554	Based on actuals
6400 Marketing and Staff/Student Rec	40,970	8,025	32,945	73,649	48,150	25,499	80,651	154,300	96,300	58,000	Based on budget
6500 Fundraising Expenses	-	4,458	(4,458)	-	26,750	(26,750)	53,500	53,500	53,500	-	Based on budget
7100 Curriculum & Classroom Expenses	65,599	30,130	35,468	300,473	152,324	148,149	363,039	663,512	372,120	291,392	Based on actuals
8100 Facility	558,689	472,131	86,558	2,812,146	2,832,787	(20,641)	3,044,180	5,856,326	5,665,575	190,751	Based on actuals
8200 Technology/Communication Expens	35,836	16,102	19,734	249,748	96,612	153,135	252,289	502,036	193,225	308,811	Based on actuals
8800 Miscellaneous Expenses	-	83	(83)	3,347	500	2,847	1,000	4,347	1,000	3,347	
8900 Depreciation Expense	133,774	57,710	76,064	250,497	115,420	135,077	250,498	500,995	230,840	270,155	
Total Expenses	2,236,355	1,917,720	318,635	10,750,362	10,350,093	400,269	13,030,152	23,780,514	22,574,792	1,205,722	
Net Income	(397,822)	76,059	(473,881)	1,333,152	1,179,337	153,815	(499,941)	833,210	522,353	310,857	
Capital Expenditures											
Furniture, Fixtures & Equipment	104,767	-	104,767	693,858	-	693,858	136,142	830,000	-	830,000	
Facility and Construction	-	-	-	45,223	-	45,223	24,778	70,000	-	70,000	
Website	-	-	-	-	-	-	-	-	-	-	
Total Capital Expenditures	104,767	-	104,767	739,080	-	739,080	160,920	900,000	-	900,000	

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

Annual Budget FY21-22	Projected July 21 - June 22	Projected Nov 21 - June 22	January	February	March	April	May	June	July + Subsequent FY21-22 Items
Beginning Cash Balance (Operating)	4,804,870	6,645,873	4,378,444	2,218,432	3,407,287	1,445,799	2,635,154	691,335	(1,252,485)
Projected Cash Receipts from Operations (below)	23,097,145	12,530,210	7,621,003	206	3,151,050	206	3,151,050	206	206
Projected Cash Disbursements from Operations (below)	(22,574,792)	(13,030,152)	(12,578,742)	(1,930,417)	(1,930,137)	(1,929,637)	(1,929,637)	(1,927,679)	(1,927,679)
Net Cash from Operations	522,353	(499,941)	(4,957,739)	(1,930,211)	1,220,913	(1,929,432)	1,221,413	(1,927,474)	(1,927,474)
Cash Receipts from Accounts & Misc Receivables (not included in revenue below)	-	-	-	-	-	-	-	-	-
Cash Disbursements for Accounts Payable & Accrued Expenses	-	-	-	(197,743)	-	-	-	-	-
Capital Expenditures (below)	-	(160,920)	(160,920)	(32,057)	(32,057)	(32,057)	(32,057)	(16,346)	(16,346)
Accounts Receivable	-	-	-	-	-	-	-	-	-
PPP Loan Payable	-	-	-	-	-	-	-	-	-
PPP Loan Interest Payable	-	-	-	-	-	-	-	-	-
Ending Cash Balance (Operating Account)	5,327,223	6,306,852	(418,375)	2,218,432	3,407,287	1,445,799	2,635,154	691,335	(1,252,485)
Other Cash Accounts (Net of Transfers)	75,354	-	-	2,591,506	2,591,506	2,591,506	2,591,506	2,591,506	2,591,506
Total Cash (All Accounts)	5,402,577	6,306,852	(418,375)	4,809,938	5,998,793	4,037,304	5,226,660	3,282,840	1,339,021

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

	Total	Comments
ASSETS		
Current Assets	-	
Bank Accounts		
1000 Cash		
1001 HSBC Checking - 0844	4,118,525	
1002 HSBC Checking - 0852	20,286	
1003 HSBC Checking - 0879	259,919	
1004 HSBC Checking - 0887	-	
1005 HSBC Money Market - 5972	2,501,219	
1006 Chase Escrow - 3060	70,000	
1007 Petty Cash	-	
Total 1000 Cash	\$ 6,969,950	
Total Bank Accounts	\$ 6,969,950	
Accounts Receivable		
1100 Accounts Receivable	538,718	
1200 Other Receivables - Salary Advance	-	
Total Accounts Receivable	\$ 538,718	
Other current assets		
1300 Prepaid Expenses	282,717	
1301 Prepaid Insurance	63,999	
1310 Prepaid Rent	694,509	
Total Other current assets	\$ 1,041,225	
Total Current Assets	\$ 8,549,892	
Fixed Assets		
1500 Furniture, Fixtures & Equipment		
1510 Office & Admin Computers & Equipment	256,303	
1511 Classroom Computers & Equipment	1,266,471	
1512 Classroom Furniture	523,884	
1513 Office Furniture	189,651	
Total 1513 Office Furniture	\$ 189,651	
1514 Musical Instruments	16,390	
1515 Computer Software	44,217	
Total 1500 Furniture, Fixtures & Equipment	2,296,916	
1519 Facility and Construction	127,589	
1520 Architect Fees	115,620	
1525 Fire Alarm System	7,500	
Total 1525 Fire Alarm System	\$ 7,500	
1530 Kitchen/Cafeteria	162,079	
1535 Construction In Progress	320,673	
1540 Leasehold Improvements	473,292	
Total 1519 Facility and Construction	1,206,752	
1610 Website	11,000	
Total 1610 Website	\$ 11,000	
1700 Accumulated Depreciation & Amortization		
1710 Accumulated Depreciation	(1,651,736)	

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

	Total	Comments
1750 Accumulated Amortization	(8,311)	
Total 1700 Accumulated Depreciation & Amortization	\$ (1,660,047)	
Total Fixed Assets	\$ 1,854,621	
Other Assets		
1800 Security Deposits	925,999	
Total Other Assets	\$ 925,999	
TOTAL ASSETS	\$ 11,330,513	
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
2000 Accounts Payable	186,418	
Total Accounts Payable	\$ 186,418	
Other Current Liabilities		
2100 HSBC Loan Payable	-	
2300 Accrued Salaries/Taxes	-	
2301 Accrued Expenses	11,325	
2303 Accrued Interest - PPP	-	
2400 Unearned/Deferred Revenue	3,463,530	
Total Other Current Liabilities	\$ 3,476,410	
Total Current Liabilities	\$ 3,662,828	
Long-Term Liabilities		
2700 Deferred Rent Liability	2,712,124	
Total Long-Term Liabilities	\$ 2,712,124	
Total Liabilities	\$ 6,374,952	
Equity		
3100 Retained Earnings	3,622,409	
Net Income	1,333,152	
Total Equity	\$ 4,955,560	
TOTAL LIABILITIES AND EQUITY	\$ 11,330,513	

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

	Total	Comments
OPERATING ACTIVITIES		
Net Income	1,333,152	
Adjustments to reconcile Net Income to Net Cash provided by operations:		
1100 Accounts Receivable	(173,270)	
1200 Accounts Receivable:Other Receivables - Salary Advance	-	
1300 Prepaid Expenses	(73,968)	
1301 Prepaid Insurance	(63,999)	
1310 Prepaid Rent	(360,334)	
Inventory Asset	-	
2000 Accounts Payable	(495,969)	
2100 HSBC Loan Payable	(1,792,512)	
2300 Accrued Salaries/Taxes	(725,253)	
2301 Accrued Expenses	(77,974)	
2303 Accrued Interest - PPP	(17,160)	
2400 Unearned/Deferred Revenue	3,147,985	
Total Adjustments to reconcile Net Income to Net Cash provided by operations:	(632,453)	
Net cash provided by operating activities	700,699	
INVESTING ACTIVITIES		
1510 Furniture, Fixtures & Equipment:Office & Admin Computers & Equip	(7,154)	
1511 Furniture, Fixtures & Equipment:Classroom Computers & Equipment	(421,923)	
1512 Furniture, Fixtures & Equipment:Classroom Furniture	(132,113)	
1513 Furniture, Fixtures & Equipment:Office Furniture	(132,667)	
1515 Furniture, Fixtures & Equipment:Computer Software	-	
1540 Facility and Construction:Leasehold Improvements	(45,223)	
1800 Security Deposits	-	
1710 Accumulated Depreciation & Amortization:Accumula	250,497	
Net cash provided by investing activities	(488,583)	
FINANCING ACTIVITIES		
2700 Deferred Rent Liability	51,960	
3000 Opening Balance Equity	-	
Net cash provided by financing activities	\$ -	
Net cash increase for period	264,076	
Cash at beginning of period	\$ 6,705,874	
Total Cash at beginning of period	\$ 6,705,874	
Cash at end of period	\$ 6,969,950	



Attachment #12

07 FY22 Monthly Personnel Report #7

Current Employees	Vacancies
170	6

Campus	Current	Vacancies	New Hires
Elementary School	90	1	0
Middle School	40	2	0
High School	26	2	1
Network Operations	14	1	0

New Hires	Campus	Position
Smith, Marquis	High	Teaching Assistant



2021-22 School Year Board Meeting #8 Minutes

Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2021-22 School Year Board Meeting #8 at 6:30 PM on February 28, 2022.

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

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

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

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

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

Members absent: Andrew Barnes

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

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

1. The agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2021-22 School Year Board Meeting #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 accidental death of Davina Afokoba, 5th Grade Scholar and the School Memorial Service being planned. Members of the Board expressed their sympathy for the family, her 5th grade class and the entire staff and scholars.

Dr. Mullings reported on the NYSED Charter School Expansion \$1.2 million dollar grant that has been awarded to Challenge covering July 1, 2022 to June 30, 2024. The grant will provide funding for the high school and the CTE pathways.



Dr. Mullings noted the pending announcement by Mayor Erick Adams of changes in COVID-19 protocols including the optional usage of masks at all NYC schools.

Following discussion, the report was received with appreciation.

4. The Chair called attention to the printed report of Kentia Coreus, Senior Director of Elementary Teaching & Learning [Attachment #2]. The report was received with appreciation.
5. The Chair called attention to the printed report of Nicole Griffin, K-5 Principal [Attachment #3]. The report was received with appreciation.
6. The Chair called attention to the printed report of Mavgar Mondesir, Senior Director of Secondary Teaching & Learning and 6-10 Principal [Attachment #4]. The report was received with appreciation.
7. The Chair called attention to the printed report of Tameeka Richards, Director of Pupil Personnel Services [Attachment #5]. The report was received with appreciation.
8. The Chair called attention to the printed report of Kimberly Messer, Director of Communications [Attachment #6]. The report was received with appreciation.
9. The Chair called attention to the printed report of Natalie Zadok, Director of Special Education [Attachment #7]. The report was received with appreciation.
10. The Chair called attention to the printed report of Janis Vaughn, Director of Student Enrollment & Recruitment [Attachment #8]. The report was received with appreciation.
11. The Chair noted that the Director of Operations is on maturity leave. [Attachment #9].
12. The Chair called attention to the printed report of Dale Richardson, Director of Technology [Attachment #10]. The report was received with appreciation.
13. The Chair called for the January 2022 Financial Report [Attachment #11].

Following review, the report was received by common consent.

14. The Chair called for the presentation of the 2021-22 February 2022 Personnel report [Attachment #12]. Gertrudis Hernandez moved approval of 2021-22



February 2022 Personnel Report with a second from Karon McFarlane. The motion carried unanimously.

The meeting adjourned by common consent.

Respectfully submitted:

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

Karon McFarlane
Secretary



Attachment #1
See Prior
Month
Minutes for
Minute
Attachments



2021-22 School Year Board Meeting #7 Minutes

Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2021-22 School Year Board Meeting #7 at 6:30 PM on January 19, 2022.

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

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

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

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

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

Members absent: Linda Plummer

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

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

1. The agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2021-22 School Year Board Meeting #6 [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 state of CPCS and the status of COVID-19 impact on learning.
 - Challenge has instituted the Test & Stay program for scholars.
 - Challenge has received free home rapid testing kits for all scholars and staff via NYC and DOE.
 - Challenge has hosted special testing & vaccination events for scholars.



- Challenge on January 29, 2022 will host a Community-wide Vaccination Event initiated by the NY Governor's office and sponsored by NY State Department of Health, Congressman Gregory Meeks, & Challenge will be held at 15-20 Central Avenue, Far Rockaway, NY 11691. Special efforts to get scholars ages 5-16, parents/guardians and community residents vaccinated.
- Challenge has received free home rapid testing kits for all scholars and staff via NYC and DOE.

Following discussion, the report was received with appreciation.

4. The Chair called attention to the printed report of Kentia Coreus, Senior Director of Elementary Teaching & Learning [Attachment #2]. The report was received with appreciation.
5. The Chair called attention to the printed report of Nicole Griffin, K-5 Principal [Attachment #3]. The report was received with appreciation.
6. The Chair called attention to the printed report of Mavgar Mondesir, Senior Director of Secondary Teaching & Learning and 6-10 Principal [Attachment #4]. The report was received with appreciation.
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8. The Chair called attention to the printed report of Kimberly Messer, Director of Communications [Attachment #6]. The report was received with appreciation.
9. The Chair called attention to the printed report of Natalie Zadok, Director of Special Education [Attachment #7]. The report was received with appreciation.
10. The Chair called attention to the printed report of Janis Vaughn, Director of Student Enrollment & Recruitment [Attachment #8]. The report was received with appreciation.
11. The Chair noted that the Director of Operations is on maturity leave. [Attachment #9].
12. The Chair called attention to the printed report of Dale Richardson, Director of Technology [Attachment #10]. The report was received with appreciation.



13. The Chair called for the December 2021 Financial Report [Attachment #11].

Following review, the report was received by common consent.

14. The Chair called for the presentation of the 2021-22 January Personnel report [Attachment #12]. Gertrudis Hernandez moved approval of 2021-22 December Personnel Report with a second from Karon McFarlane. The motion carried unanimously.

15. The Chair called on Dr. Mullings and Dr. Estep to give an update on the formation of the Friends of Challenge, Inc. The IRS has indicated to our legal counsel that approval of the organization's not for profit status should arrive soon.

The meeting adjourned by common consent.

Respectfully submitted:

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

Karon McFarlane
Secretary



Attachment #2



Senior Director of Teaching and Learning K-5
February 2022 Board Report
 (Covering January 14, 2022-February 14, 2022)
Kentia Coreus

Enrollment Compliance

Grade	Total Scholars	# of scholars w/IEPs
K	105	14
1	117	22
2	114	20
3	98	17
4	93	14
5	97	13
Totals	624	100

source: Student Enrollment Weekly Report sent on February 4, 2021

** In-progress*

Ongoing Teaching & Learning Tasks

- Manage personnel, curricula, and partnerships in support of the educational program
- Monitor the effectiveness of the educational program by reviewing data, observing instruction, school culture, and academic operations
- Supervise the K-5 principal by conducting regular check-ins and weekly supervision meetings
- Listen and respond to staff and family grievances

Ongoing COVID-19 Response

- Attend monthly webinars with the New York State Charter Association where information is provided by the Board of Regents and all three NYS charter authorizers. Share information with pertinent staff where needed
- Maintain awareness of DOE, NYS, and DOH guidelines related to COVID-19
- Connect with external school leaders to share/collect ideas for supporting scholars and staff
- Collaborate with COVID coordinator, human resources, and site principal to manage COVID-related issues

Internal Academic Audit

The SDTL reviewed the audit results with the K-5 leadership team. A school improvement planning tool has been drafted (with the content below already embedded) to document the planning process for the 2022-23 SY.

Document Folder	SDTL Feedback
1. Assessments	<p>Rating: Acceptable</p> <p>There is demonstrated understanding of the role assessment plays in student achievement. This work will flow naturally during or after the curriculum design work (based on teacher readiness).</p>
2. Attendance and Interventions	<p>Rating: Needs Improvement</p> <p>Attendance outreach and intervention documentation was minimal, especially for the size of the school. Proceed with attendance committee planning and implement immediately.</p>
3. Curriculum Maps/Pacing Guides	<p>Rating: Needs Improvement</p> <p>There is evidence of the shift to Next Generation standards. This work will get fleshed out as part of the curriculum design process. If curriculum maps/guides are not available explain WHY and provide lesson plans.</p>
4. Discipline Policy	<p>Rating: Needs Improvement</p> <p>There is evidence of an intended shift to Restorative Justice practices; however, policies have not been updated to reflect that. Create a plan for 2022-23 implementation.</p>
5. ELL Program Information	<p>Rating: Needs Improvement</p> <p>There is limited evidence that the school is implementing a complete ELL program. Utilize ENL Units of Study as a guide. Complete this Spring.</p>
6. Lesson Plans	<p>Rating: Needs Improvement</p> <p>Emphasis on “questioning” demonstrates an understanding of authentic student engagement. There is limited evidence of consistent implementation of DI and SDI. Begin this work this Spring (even with just ONE non-negotiable DI/SDI component that everyone complies with). Create a plan for 2022-23 training and implementation.</p>
7. Master Class Schedule	<p>Rating: Acceptable</p> <p>There is demonstrated understanding of NYSED requirements. Consider including the following in the master schedule:</p>

	Co-teacher planning time, grade level planning time, Child Study Team, professional learning, etc. This would provide evidence of how instructional time is utilized to support student achievement. Consider implementing for 2022-23 and future school years.
8. Parent/Family Communications	Rating: Acceptable Communication is both school-based and community-based.
9. Remote Learning Guidelines and Expectations	Rating: Acceptable Document demonstrates high expectations for both scholars and teachers.
10. Special Education	Rating: Needs Improvement Acceptable submissions- made to these subfolders: <ul style="list-style-type: none"> ● Action planning for at-risk scholars ● Program Information for Special Needs Students ● Student Progress Reports Needs Improvement- listed in order of priority: <ol style="list-style-type: none"> 1) Class Observations (DI, SDI, Modifications) 2) ICT Expectations 3) Progress Monitoring 4) Curricula and Instructional Support 5) SPED related professional learning 6) SPED related staff meeting minutes Begin with implementing items #1 and #2 immediately. Develop a comprehensive special education program plan to continue fleshing out the program.
11. Staff Evaluations	Rating: Needs Improvement There is evidence that teachers are receiving feedback after a classroom visit. There was no evidence of mid-year or end-of-year evaluations. Employ teacher evaluations (or at least “reflection meetings”) consistently for all staff. All staff must have an evaluation for the current school year.
12. Staff Handbook	Rating: Needs Improvement Some sections of the handbook need to be fleshed out. Is there an internal AND an external version? This work can be completed by following updated protocols for handbook development, sent by the Communications department (for the upcoming school year).
13. Student Performance Data	Rating: Acceptable There is evidence that the school is reviewing student performance at the state, district, school, and classroom levels.

Ensuring Continuous Learning

CPCS will provide all K-5 isolated scholars with a *Learning From Home* package. Packages are updated every two weeks to make sure they match what is happening in the classroom. When scholars are well enough, we encourage families to have their scholars complete the *Learning From Home* package so they can continue to practice their skills and reinforce their learning.

CPCS will provide remote instruction for scholars who:

- Continue to test positive [after the initial isolation period] and thus have to remain isolated.
- Have documented medical conditions which does not allow a scholar to physically be present in the school building*

*very rare

Responsibilities of the remote Instruction Teacher

- NOTE: The start time for this role is 8:00AM
- It is expected that the remote instruction teacher will create a schedule that allows for a minimum of 2 hours of live instruction in ELA/Math daily (this can include frequent but short breaks for scholars).
- The teacher will also be expected to offer reasonable office hours to both families and scholars.
- **Live instruction hours can go until 7:00pm if firmly agreed upon by the family.**
- Documenting the instruction that takes place during each session in this document

SAMPLE Schedule

The remote teacher is required to have a Google calendar that captures the entire day and is shared with Elementary Admin (including the SDTL). Admin must ALWAYS have the ability to virtually visit a session (REGARDLESS of the time).

Time	Monday	Tuesday	Wednesday	Thursday	Friday
8:00-8:30	Planning and Preparation	Planning and Preparation	Planning and Preparation	Planning and Preparation	Small Groups
8:30-9:30am	K & 1 ELA	K & 1 ELA	K & 1 ELA	K & 1 ELA	
9:30-10:30am	K & 1 MATH	K & 1 MATH	K & 1 MATH	K & 1 MATH	Small Groups
10:45-11:45am	2 & 3 ELA	2 & 3 ELA	2 & 3 ELA	2 & 3 ELA	Small Groups
11:45-12:45pm	2 & 3 MATH	2 & 3 MATH	2 & 3 MATH	2 & 3 MATH	SEL Friday
1:00-2:00pm	LUNCH				
2:00-3:00pm	4 & 5	4 & 5	4 & 5	4 & 5	Grading/Plannin

	ELA	ELA	ELA	ELA	g/ Documenting
3:00-4:00pm	4 & 5 MATH	4 & 5 MATH	4 & 5 MATH	4 & 5 MATH	
4:00-4:45pm	Collaborate w/in-person staff Office Hours for scholars and families	Collaborate w/in-person staff Office Hours for scholars and families	Collaborate w/in-person staff Office Hours for scholars and families	Collaborate w/in-person staff Office Hours for scholars and families	

What will the Remote Teacher need in order to be successfully onboarded?

The remote teacher will receive a copy of the at home packet created by the teacher. The remote teacher will also receive a copy of the math and reading lesson (shared by the classroom teacher) for that week. The remote teacher will receive a copy of a weekly updated list of scholars who are receiving remote instruction and his/her discharge date. The teacher will use Google Meet in which attendance is recorded.

Tools and Equipment

- Laptop
- HotSpot
- Professional Background/Backdrop while Espinal is online with scholars

Training

- ParentSquare
- Google Meet
- Zoom

Google Docs

Lesson Plans

Expectations for Staff

- Ms. Johnson will provide a spreadsheet that includes the scholars name, class, reason as to why they are receiving remote instruction
- Mrs. James will provide an attendance sheet for the remote instructor to use to take the daily attendance
- Mrs. Johnson will code the attendance during the isolation period or medically approved period
- The remote instructor will provide AP Ward-Brew a weekly summary of what took place during the week by 3:00pm every Friday.



Attachment #3



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

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

Enrollment

Site	Grade	2021-22 SY Charter Goal	Scholars Currently Enrolled 2/4/22
Elementary	K*	120	105
	1*	120	117
	2*	120	114
	3	96	98
	4*	96	93
	5	96	97
		Total	624

Curriculum and Instruction

ELA Focus- Organizing Center: Trail Blazers and Pioneers

Teachers continue to unpack this unit by bringing real life experiences to the classroom. This includes researching local officials in the school community as well as outside of the school. Speeches and presentations continue to be showcased throughout this month.

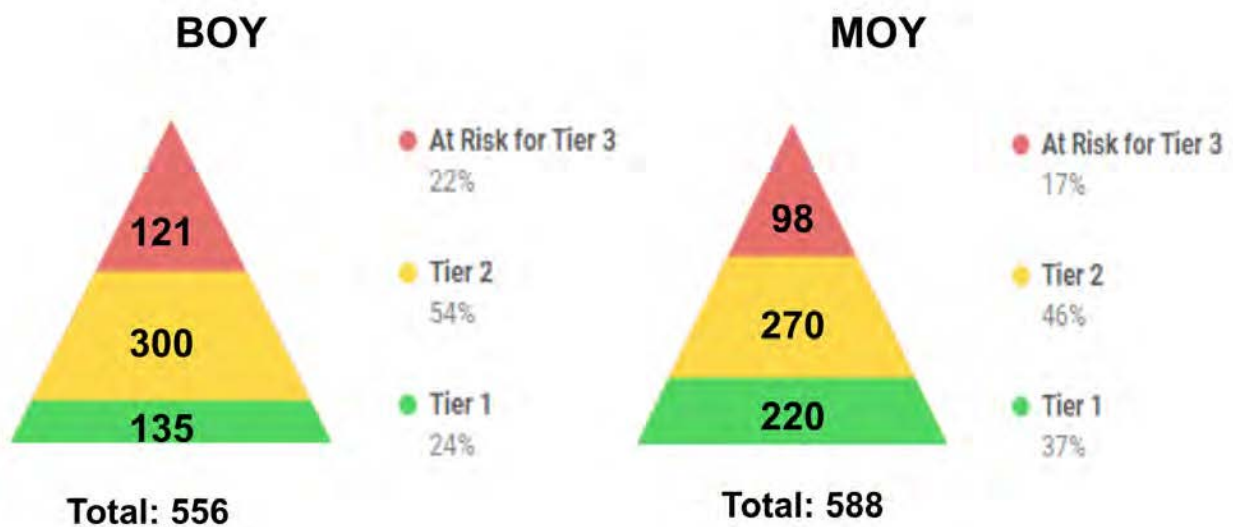
Data

Scholars completed the MOY assessment in i-Ready. A data cycle PD was conducted and facilitated by the principal and assistant principals.

Please see the results below:

ELA

School Wide ELA BOY vs MOY



School Wide ELA BOY vs MOY

Overall Placement

Students Assessed/Total: 556/624

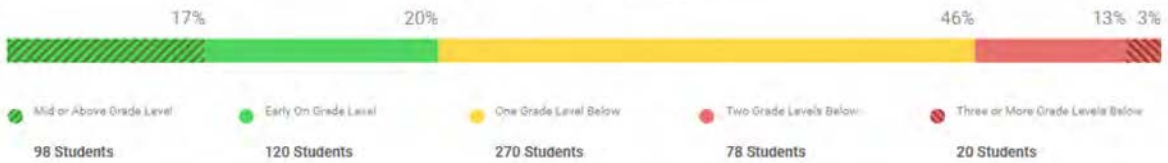
iReady BOY



Overall Placement

Students Assessed/Total: 586/624

iReady MOY

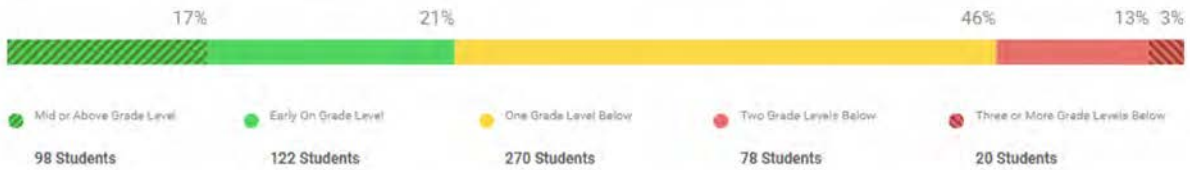


School Wide ELA MOY

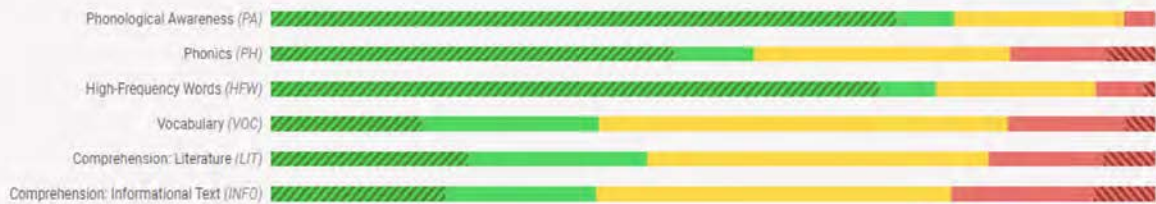


Overall Placement

Students Assessed/Total: 588/624



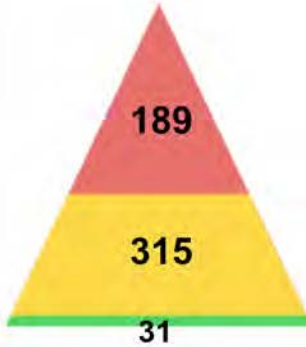
Placement by Domain



MATH

School Wide Math BOY vs MOY

BOY



- At Risk for Tier 3
35%
- Tier 2
59%
- Tier 1
6%

Total: 535

MOY



- At Risk for Tier 3
22%
- Tier 2
63%
- Tier 1
15%

Total: 568

School Wide Math BOY vs MOY

Overall Placement

Students Assessed/Total: 535/624

iReady BOY



Overall Placement

Students Assessed/Total: 568/624

iReady MOY



School Wide Math MOY

Overall Placement

Students Assessed/Total: 568/624



Placement by Domain



Action Plan

ACTION PLAN



- **SETTS providers will work with mandated scholars in Tier 2 and 3 and at risk scholars (schedule permitting)—utilizing Leveled Literacy for ELA**
- **TA's will work with scholars who are in Tier 3 and low level Tier 2 scholars utilizing i-Ready and GO MATH intervention with fidelity during the work period.**
- **MATH JOURNALS are to be utilized DAILY. Scholars are expected to complete a problem daily, show the strategy they used and explain their thinking in writing.**

Staff Attendance

Staff attendance has improved with less than 4% having to be out due to COVID.

Professional Development

- Continued PD unpacking the standards- Specifically the reading, speaking and listening and writing standards
- Staff will partake in PD around the areas of assessment in instruction
- Grade Team Leaders meet twice a week with grade teams to work on lesson planning with a focus on the standards and objectives
- I-Ready PD- Standards Mastery- using the standards to create standards based assessments

Special Education

For the next three months, collaboration with the Director of Special Education and the Special Education Liason will take place to ensure we have the following in place:

- Progress Monitoring systems in place
- Sped related professional development for our ICT staff
- Action plans for at risk-scholars
- With the increase in the number of scholars who receive special education services, we are looking to hire additional staff for the 2022-2023 school year. A plan of action is being put together to address the school needs.

Remote Instruction

Currently, we have three scholars on our roster who receive remote instruction. 2 are for medical reasons, the other is because of a suspension.



Attachment #4



CHALLENGE CHARTER SCHOOL

2021-2022 Principal's Monthly Board Report

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

School Year 2021-2022 Report Feb 16, 2022

Current CCHS Enrollment:

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

Current CCMS Enrollment:

Cohort Group	Grade Level	Enrollment as of Oct. 1, 2021	Enrollment as of Nov. 12, 2021	Enrollment as of Dec. 10, 2021	Enrollment as of Jan. 14, 2022	Enrollment as of Feb. 16, 2022
#5	Gr. 8	76	76	73	72	72
#6	Gr. 7	70	69	64	63	60
#7	Gr. 6	93	92	92	91	85
TOTAL		239	237	229	226	217

CCMS Attendance Statistics:

Cohort	Grade Level	Attendance Rates	Attendance Rates			
		Seo 14. '21 - Oct 15. '21	Oct 18. '21 - Nov 12. '21	Nov. 15. '21 - Dec, 10. '21	Dec, 13, '21 - Jan. 14, '22	Jan, 17, '21 - Feb. 16, '22
#3	Gr. 10	93%	91%	84%	76%	83%
#4	Gr. 9	95%	94%	90%	77%	89%
#5	Gr. 8	89%	90%	89%	78%	88%
#6	Gr. 7	92%	89%	88%	82%	91%
#7	Gr. 6	83%	84%	83%	84%	88%
CCMS Average		88%	88%	86%	81%	89%
CCHS Average		94%	93%	88%	76%	87%
6-10 Average		90%	90%	87%	79%	89%



Please note that these numbers are due to the errors in the enrollment and registration.

ATTENDANCE:

- Staff and scholar attendance rates have seen a 10% uptick given stabilizing reports of COVID-19 cases.

STAFFING:

- CCMS has made no gains in staffing. To date only the following vacancies still stand:
 - Grade 7 Science Teacher
 - Grade 7 SS Teacher
 - Spanish Teacher
 - Grade 6 SWD Teacher - In the meantime teachers are scheduled to provide SETTS Services to scholars.
 - Grade 7 SWD Teacher - In the meantime teachers are scheduled to provide SETTS Services to scholars.
 - Family Engagement Coordinator (6-10)
- CCHS has made no gains in staffing. To date only the following vacancies stand:
 - English 9 Teacher - Candidate declined the offer due to family issues.
 - English 10 Teacher - Principal Gordon is covering this class until a teacher is hired.
 - Grade 10 SETSS Teacher - In the meantime, a teacher is scheduled to provide SETTS Services to scholars.
 - Algebra I teacher - Classes are being covered by Ms. Reid and Mr. Merrell.

NB: CCHS anticipates the exit of the PE/Health Teacher. To date The Principal has reached out to Ms. Luton who has urgently begun the search and is actively searching for the ELA, Math and Health/PE teachers.

SOCIAL-EMOTIONAL LEARNING (SEL)

- Covered in the homeroom (8:00 a.m.-8:25 a.m.) Grades 6-10 continue with the Second Step SEL lessons focusing on Bullying and Harassment. Teachers have been provided with the PD for this Unit.
- The Mood Meter has also been incorporated as part of the classroom SEL support. As well as using the first seven minutes of classes at certain periods of the day to check in and establish scholars' moods. We believe that this support will help us improve our scholar's academic standing as well as we encourage them to speak about their feelings and as we validate their feelings as well—giving way to strategies to help them cope.
- The importance of the social-emotional lessons is to provide a foundation for safe and positive learning to provide scholars with the strategies necessary to succeed in school, careers, and life. We continue to focus on all 5 of the SEL Competencies throughout the school year.

CURRICULUM, INSTRUCTION, AND ASSESSMENT

- Test Prep has begun at CCMS, for ELA and Math. Scholars practice on bubble



sheets generated in PerformanceMatters and standards progress is tracked in the same program.

- The Lvania Group continues the Close Reading work with grades 6-10. Consultants coach and observe lessons in the classroom on demand alongside leadership and provide teachers with feedback on the teaching of Close Reading. The last visit for the CCMS Lvania Group consultant is on March 3, 2022. The CCHS Lvania Group consultant will be on the premises on February 28, 2022. He will be helping to produce Regents Prep mock exams for all Regents courses.
- Scholars have been grouped to make RTI a more structured instructional work in our school. The 2019 New York State Assessment data and the B.O.Y. Diagnostic data were used to guide this work.
- Enrichment clusters were also arranged using the Renzulli Survey data, however, due to COVID Safety precautions, in-school enrichment clusters have been grouped by homeroom and mixed interest. At CCHS scholars have the choice of two clusters, which are being adjusted to incorporate as little contact as possible. These clusters occur at CCHS during the lunch period.

SPECIAL EDUCATION SERVICES

- Grades 6-8 CLASSROOMS
 - At Grades 6-8, teachers have been recruited to provide SETSS tutoring during their prep times.
 - Ms. Jasmine Hunter has taken on the additional role of SPED Liaison for Grades 6-10 while maintaining services to Grade 6 IEP scholars.
- ENL services are provided on a consistent schedule by Ms. Ana Gomez.

DIGITAL PLATFORMS

- Grades 6-10 scholars are using a combination of digital notebooks and hardcover notebooks for all courses at this time to build writing and engagement stamina. We continue to utilize all our platforms with our eyes on maintaining remote learning strategies and the brick and mortar classroom. A recent shift was implemented to curtail the use of chromebooks to just 9% of the instructional time in an effort to maximize engagement.

PARENT AND SCHOLAR OUTREACH and ACCESSIBILITY

- Attendance letters and nudge letters are continuously sent out to parents via ParentSquare and hard US Mail at CCMS and CCHS. An Expectations reminder letter was sent to High School families via ParentSquare prior to the Mid-Winter Break with information about requirements for uniform and work quality.
- The CCHS Social Scientist Team has been working with scholars to bring about a clearer understanding of their academic standing with respect to credits earned toward graduation.
- Efforts continue with respect to getting Parents to register in ParentSquare.
- Quarter 2 Report Cards will be issued via secure document delivery in ParentSquare on March 1. This is in preparation for Parent Teacher Conferences that begin on March 10,



2022.

PROFESSIONAL DEVELOPMENT

- **GRADE TEAM PLANNING AND ONGOING PROFESSIONAL DEVELOPMENT**
 - Professional development takes place daily:
 - Mon-Thu 11:10 PM to 12:00 PM for Grade 6
 - Mon-Thu 12:50 PM to 1:40 PM for Grades 6-10 core instructors
 - Fridays from 1:30 PM to 4:00 PM
 - Close Reading - Lavinia Reading Group Consultants on site.
 - Universal Design for Learning, Specially Designed Instruction PD, and Progress Monitoring PD were completed and implemented into lesson plans.

- **VERTICAL DEPARTMENT PLANNING**
 - Department Teams continue to meet to discuss instructional planning across disciplines.

INSTRUCTIONAL OBSERVATIONS

- The CCMS-CCHS Admin Team members have been regularly supporting instructional periods throughout the day to ensure that instruction is taking place and that outreach is performed as needed. Informal observations have begun in the form of Check-ins. TeachBoost is being used for this task, with a target of 2 long observations and 5 short observations across the board for the school year.



Attachment #5



Director of Pupil Personnel Services

February 2022 Board Report

Covid-19 Coordinator

Here are the current vaccination numbers for our staff:

169 Fully vaccinated

1 exemption

Scholars Tested Weekly

175

January's Positive Test Results

66

- Collaborated with Clinical Staffing to provide additional COVID-19 testing for scholars and families during the Omicron Variant surge.
- CIC Health is now a partner with our school to provide in-school testing. CIC Health offers comprehensive COVID-19 testing services that are accessible, fast, and easy. COVID testing occurs weekly on Monday's.
- The School Health Liaison is now fully trained in all COVID-19 protocols.
- Oversee all COVID-19 protocols and provide supervision to the School Health Liaison
- Support the school community with answers to COVID-19 questions
- Follow-up with families with any concerns during their scholars isolation period
- Attend weekly Sector-Wide Q&A Calls with the NYC DOE & DOHMH to stay informed of all updated COVID-19 protocols, and inform all leaders about the updates
- Oversee next steps for staff and scholars when they have a positive COVID-19 test result
- The Test & Stay program is now implemented successfully school wide.
- Informed fearful families about our safety precautions to encourage consistent attendance for all scholars
- Coordinated a training for all custodians in COVID-19 protocols
- Supervised the system for data collection for all vaccinated scholars K-10. This will begin on Friday March, 4th.

Pupil Personnel Director

Elementary

- Planning to meet with the elementary school principal about the RULER SEL process rollout for the K-3 and 4-5 sites
- Reviewed Second Step lesson pacing data, to ensure all classes are on track with the SEL lesson schedule
- Collaborated with Cohen's Children Medical Center to provide workshops for the students about Mindfulness practices. The elementary sites have completed the three part Mindfulness Matters series
- Attended the Social Work Intern check-in meetings to provide guidance on ways to support our scholars
- Attended CST meetings for scholars in grades K-5
- Provided professional development sponsored by Bill & Melinda Gates Foundation that focused on an elementary counselors roundtable

Middle and High School

- Conducted the monthly SEL meeting with the Middle and High School SEL team to prepare for the implementation of the RULER process and to plan a date for the Second Step check-in presentation for advisory teachers.
- Supervised the pacing of the Second Step lessons to ensure all classes are on the same lesson each week.
- Provided counselors with NYC Youth Speaks materials for scholars to provide their input on key issues impacting the well-being of all New Yorkers; issues such as education, public safety, housing, as well as health and well-being, etc. Scholars completed this 45 minute survey during their advisory period.
- Provided materials including free asynchronous learning modules for the high school student support team for Career Exploration Month. This is a city-wide effort to help students identify career interests and gain an understanding of the postsecondary pathways that will help them achieve academic and professional success.

All sites

- Provided professional development opportunities for the Student Support Teams in the following areas:
 1. The six week R.U.L.E.R. Yale Center for Emotional Intelligence Institute
 2. Absenteeism during COVID lead by Rachel Natelson Executive Director of ACS
 3. Provided Respect for All Week celebratory materials that focus on celebrating diversity and preventing bias-based harassment, intimidation, and/or bullying
 4. Exploring Socio-Emotional Health & Wellness through Mindfulness in School & in Life
- Began the coordination for the roll out of the RULER learning experiences for the school community. The programs focus is to teach all adults emotional intelligence, to positively impact the school culture, environment, and learning.
- Lead the initiative to provide bereavement and trauma counseling for scholars because of the loss of Davina Afokoba. Twenty two students received counseling services during the first day.

- Partnered with Catholic Charities to provide additional counseling services to our school community

Family Engagement Coordinators

1. Met with the FEC, to revisit the parent survey and to re-issue a follow-up survey to provide our school community with family feedback to continue to make improvements and allow families voices to be heard
2. There is a full PA board at the K-5 site with all positions filled. They are currently working on the school year activities
3. Will collaborate with the FEC on attendance interventions to promote the importance of daily attendance and being on time
4. We have a newly hired Parent Academy Coordinator that will start on March 14th



Attachment #6



Challenge Charter School

Communications Report - February 2022

Kim Messer, Director of Communications

Communications:

Internal/External

- Assisted in several communications regarding CDC updates and our school policies related to exposure, positive COVID tests, isolation, and quarantine.
- Developed quick view guides to help our families understand quickly how these changes affect them and their scholars
- Communications school- and community-wide regarding the unexpected passing of Davina Afokoba have been a major focus this month

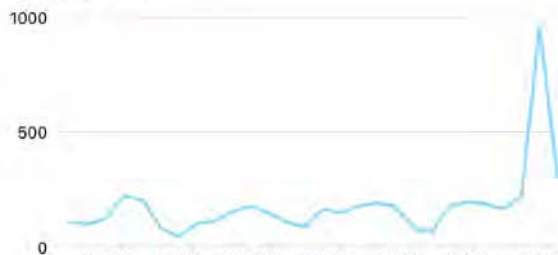
Website/Social Media

- A number of updates related to insights and analytics made to our Home page including new photos and Instagram live feed; see "Form and Button Conversions" insights below
- Reels and videos used more frequently to help aid in increasing Social Media traffic related to our application season; one video had over 3K views in the first 2 days
- Insights below include before and after Davina's passing; traffic increased dramatically

Reach

Facebook Page Reach

2,033 ↑ 82%



Instagram Reach

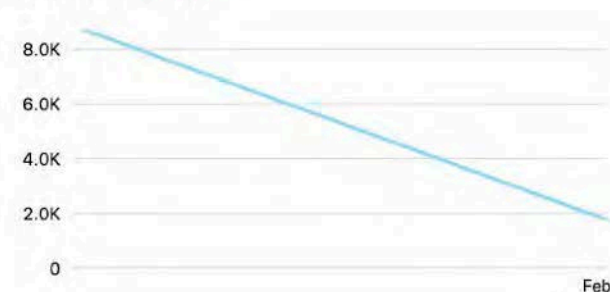
3,583 ↑ 689.2%



Reach

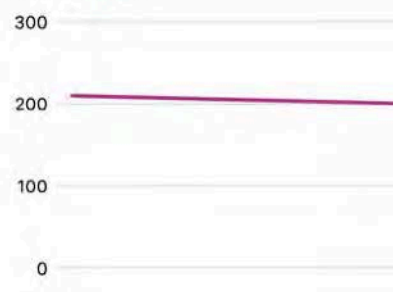
Facebook Page Reach

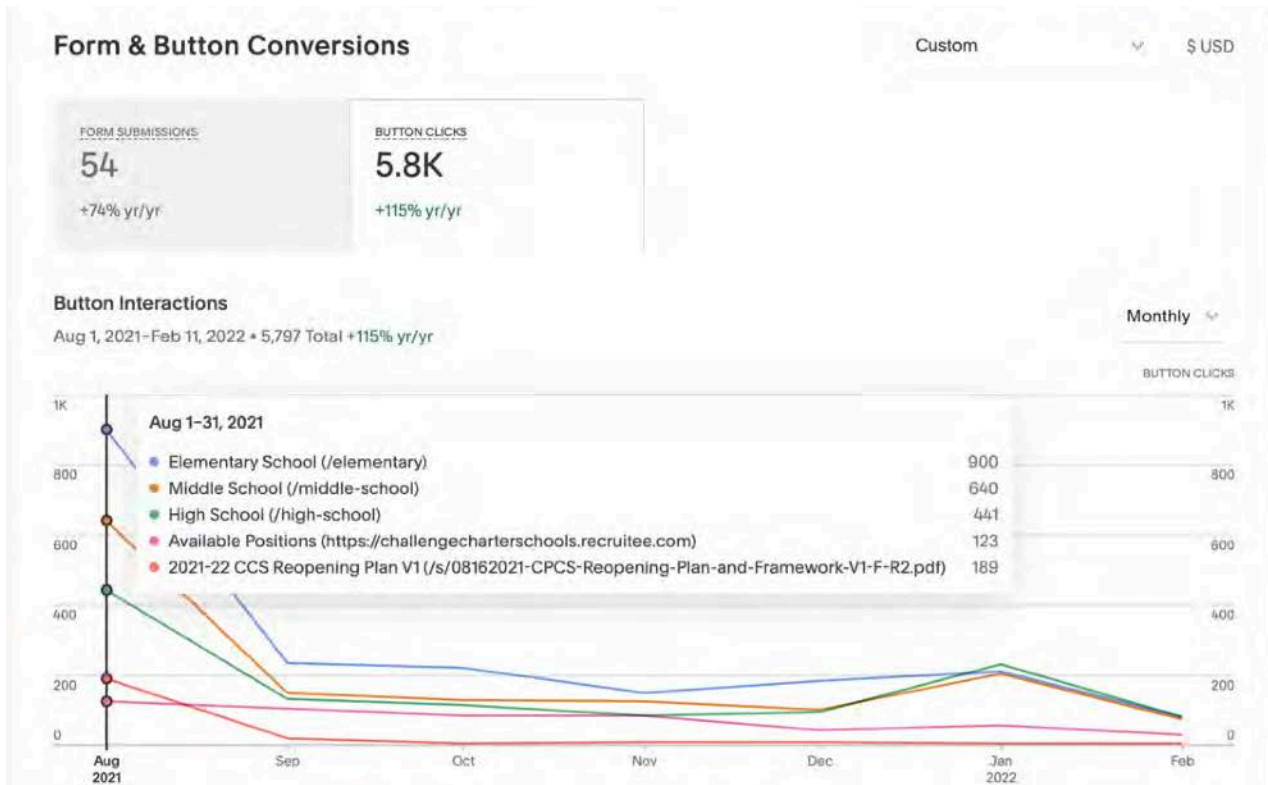
10,081 ↑ 3.0K%



Instagram Reach

262 ↑ 57.8%





Recruitment/Application Promotion:

- I'm continuing to work closely with Enrollment & Recruitment on our promotional needs
- Print and digital ads continue to promote our Open Houses; due to Davina Afokoba's passing, we are rescheduling several which also affect our marketing timelines



Attachment #7



February 7, 2022

Ms. Natalie Zadok: Director of Special Education Grades K-10

1. Develop a Vision

- Developing a streamlined vision for the Special Education Department that exemplifies integrity, equity, collaboration and empowerment for all scholars and their families to exhibit best academic and social emotional achievements.
- Meeting with Administration and School building leaders to assess the current Special Education Program in order to incorporate specific tools to strengthen the management of Scholars with IEP’s across all Grades K-10.
- Gaining staff buy-in by means of empowering them to maximize scholar’s with IEPs goals as well as academic achievements as well as social emotional milestones.

2. Special Education Scheduling and Planning: Maintaining the Special Education IEP Spreadsheet and Caseloads

Requires entering every scholar’s Grades (K-10) OSIS# in SESSIS to identify scholars with IEPs in order to align them with the correct services and providers needed

3. IEP Mandates & Service Totals Grades K-10

Site	Grade	Total # Of IEPs	Related Services				
			ICT	SETTS	Speech	Counseling	OT
Elementary	K	14	10	1	14	2	12
	1	22	16	2 (At Risk)	17	3	10
	2	20	17	2	7	7	05
	3	16	14	3	7	5	2
	4	14	10	2	11	5	2
	5	12	11	1	4	6	1
Middle	6	16	Pending a CSE Switch	9	7	4	None
	7	7	1	6	5	5	None
	8	15	1 Pending a CSE Switch	8	8	7	None
High	9	11	None	10	3	1	None
	10	8		7	3	4	None
Totals		149	62	43	90	46	41

4. Staffing

- All Special Education Certified Instructors have filled vacancies.
- Grades 6-8 Admin has stated is seeking Certified Setts Teachers
- Grades 9-10 Admin has stated seeking Certified Setts Teachers

5. Billing

- Collaborating with finance to ensure that all date is aligned for Vendor Portal
- Supporting Special Education Liaisons to deliver accurate data for SPED Billing
- Requested a Billing timeline for the remainder of the year so that SPED staff can be aware of pertinent billing deadlines to ensure seamless transmission to the billing department.
- Suggested an In-House excel sheet be circulated at all sites with a list of recent discharges as well as new admits to ensure SESIS data is compliance with In-House changes in order to assist with billing discrepancies
- Continuous support to both Special Education Liaisons at K-5 as well as 9-10

6. Current Action Items

- Supporting the needs of K-5 as well as 6-10 Special Education Liaison with (CSE#4) Policies and Procedures to ensure that all IEP cases are assigned annual, tri-annual, re-evaluation , initial and misaligned IEP meeting dates. Gathering all data such as Teacher Reports, IREADY, F&P, Behavioral Anecdotal logs from designated staff in order to submit to the CSE. Coordinating, sitting in on as well as leading all CSE meetings Grades K-10 until the new hire in Grades 6-10 is trained as well as a new liaison to be hired in Grades K-5.
- Ensuring the partnership with CSE District #4
- Ensuring that related service agencies are appointed to CPCS in order to ensure related service (Speech, OT, PT, and Para) services begin in a timely manner to avoid any lapse in services provided to scholars.
- Collaborating with CSE to assign related service providers, as they are resolving a shortage of employee barriers due to non-compliance of the vaccine mandate.
- Supporting the ELL provider to send home 200 Home language surveys for Grades K-2 as the data was missing hence not allowing for the ELL provider to administer the Nysitell Exams.
- Continuing to tally the returned parents' surveys.
- Assessing the space in each facility in order to secure a private area for CSE Psychologists and Social Workers to interview parents as well as assess and test scholars. Collaborating with Admin to ensure that there are ample conditions for SETTS providers to efficiently pull scholars for individual and small Group interventions.
- Collaborating with Grades K-5 Provider, Mr. Salazar as well as CCMS ELL provider Ms.Gomez to ensure all ELL scholars are re-assessed as well as initially assessed to gain clear benchmarks of scholar's ELL plans.
- Collaborating with ELL External Consultants to implement academic plans that will fully encourage our ELL scholar's overall success and achievements according to their individualized needs and goals.
- Aligning ELL Charter goals and policy to the ELL Program Grades K-10.
- Weekly check-Ins to manage current caseload with District Psychologist to ensure alignment and discuss particular issues that arise within each case.
- Attending and supporting IEP meetings Grades K-10 to ensure compliance and continuity of suggested programs remain intact.
- Attending CST meetings to support Social Emotional, Behavioral as well as Academic Supports Grades K-10
- Assisting newly hired employees to attain SESIS access by collaborating with the Director of Operations to enter them into the Galaxy system.
- Panelist on the Open-House Events Grades K-10
- Sped Coaching led by consultant Melinda Spataro
- TNTP Leadership Training

- gathering information for justification to purchase a reading program called S.P.I.R.E that assist with struggling readers as well as those that struggle with Dyslexia
- Delivering Professional Development to newly hired staff in the ICT classroom that are Gen Ed Certified
- Creating a calendar for ongoing PD's for remainder of the school year
- Gaining ATS access to access scantrons to test ELL scholars

7. Mobilizing Community Resources to support families with scholars with IEPs to secure the necessary external resources needed for scholars to maintain best academic as well as social emotional benchmarks this 2021-20220 school year.

- Partnering with New Horizons and Sheltering Arms Agencies in Far Rockaway to ensure that families receive the services needed upon initiating the need for community support.
- Providing families with access to their parental rights under the IDEA Law that serves as a guide for parents with scholar's IEP compliance as well as parent empowerment support guidelines.
- Conducted one on one Parent meetings via Google Meet and Telephone conference to address specific needs that arise prior to the first day of school for scholars with IEP's services that include Initiating, Maintaining as well as Re-Evaluating scholar's IEP cases.
- Providing support staff with Suicide Prevention resources for scholars.
- Collaborating with Liaisons and Parent Coordinator to secure appointment slots to assist parents to secure a Speech and OT provider via the RSA process.
- Seeking Community and CSE support for scholars experiencing trauma-related incidents such as accidents and or inability to attend in-person school due to comorbidity conditions that promote greater risk with COVID-19 risks.
- Supporting parents of scholars with IEPs to attain door-to-door as well as closest curb pick up and drop off services.
- Supporting families with scholars that have IEP's attain necessary resources needed as a direct result of COVID-19.
- Aligning with Community Physicians and Health Care Clinics that can support families with IEPs, immediate health and social emotional well-being as well as assessments for initial IEPs.

8. Sites (K-10) External Providers COVID-19 Preparation

- Delivering CPCS COVID-19 Guidelines and Safety Protocol to all Related Service agencies providers that will be conducting in-person sessions with Scholars at all sites.
- Related Service agencies have received a copy of the CPCS COVID-19 safety policy and have agreed to have their providers adhere to the CPCS COVID-19 Safety measures.
- Collaborating with CSE to conduct misaligned Scholar IEP meetings to ensure compliance
- Weekly Check-Ins with providers to ensure session compliance
- Aligned with the CSE Chairperson of Related Services to ensure SESIS Encounter Attendance for providers to conduct.
- Aligning with Related Service Agencies to request transmittal from the CSE for new admits that have an IEP.
- Managing provider's time sheets and attendance to ensure efficiency of session service.

9. Professional Development Resources

- Meeting with the Special Education Collaborative to review a package that will suit the needs of CPCS staff Grades K-5 for Special Education Workshops that include (Co-Team Teaching Strategies, Specially Designed Instruction, creating Behavior Intervention Plans as well as Functional Behavior Analysis plans etc.).
- Meeting with ELL External Consultants to create plans to enrich the ELL Department via identifying, testing and aligning ATS data to ensure that scholars' home language is precise in order to administer the NYSITELL Exam.
- Creation of In-house Professional Development Presentations that highlight Special Education tools, resources and guidelines to staff.

- Mentoring Special Education Liaisons Grades K-5 & 6-10 on proper dialogue to conduct discussions with families on sensitive issues.
- Creating individual plans for scholars with IEP's that have missed extensive days due to medical conditions that can be complicated should they contract COVID-19 Plans include Teacher check-in's as well as distribution of instructional items on a bi-weekly basis , parent training on how to access instructional supports on scholars chrome books as well as social emotional check-ins and support .



Attachment #8



Student Enrollment and Recruitment Monthly Report
 Janisa Vaughn, Director of Student Enrollment and Recruitment
 February 18, 2022

CCS STUDENT ENROLLMENT

TOTAL ENROLLED	961
Approved Charter Enrollment	1056

Site	Grade	2021-22 SY Charter Goal	Scholars Currently Enrolled 2/18/22
Elementary	K*	120	105
	1*	120	115
	2*	120	118
	3	96	98
	4*	96	92
	5	96	97
Total			625
Middle	6	96	86
	7*	72	62
	8	72	72
Total			220
High	9	72	71
	10*	96	45
	Total		

* The waitlist is currently exhausted.

2022-2023 SY Lottery Applications	
Grade	# of Applications Received as of 2/18/22
K	137
1	31
2	30
3	27
4	41
5	64
6	139
7	52
8	43
9	138
10	19
11	16
Total	737

Student enrollment has increased due to active recruitment and marketing/advertising. The waitlist is exhausted for grades K,1,2,4,6, 7, and 10. Student retention is still an area of concern for our school. 19 scholars were newly enrolled and **18 scholars were discharged**.

STUDENT RECRUITMENT

- Lottery Night- Thursday, April 7, 2022.
- February 1, 2022, Intent to Return Surveys was sent to all grade 5 and 8 families to confirm their seats for the next school year. The deadline for families to submit their responses is March 1, 2022. Once the data is received, seat availability will be determined for grades 6 and 9 for the 2022-2023 SY.

Projected Seat Availability for the 2022-2023 SY

K	1	2	3	4	5	6	7	8	9	10	11
120	12	4	2	-	-	-	6	6	-	1	-

- The Shelter Bus advertisements will continue to be posted until the end of March 2022. The advertisements are placed in 5 locations throughout the Rockaway peninsula and are expected to attract over 450,00 viewers.
- Vanguard Mailings was sent to families in District 27 for Kindergarten-Grade 11 enrollment. We received 357 additional applications.
- Virtual Open Houses will run every Thursday from 5:30 pm-6:30 pm and one Saturday each month from 10:00 am-11:00 am via Zoom. Please see the schedule below. The Director of Student Enrollment and Recruitment will work collaboratively with the Director of Communications, Director of Technology, Student Enrollment and Recruitment Coordinator, and Site Leaders to host the events.



**Student Enrollment and Recruitment
Winter Open Houses 2022**

Location	Virtually via Zoom			
Day of the Week	Thursday's			Saturday's (K-11)
Time	5:30pm-6:30pm			10:00am-11:00am*
Site	Elementary	Middle	High	(See notes below)
Date	January 27, 2022	January 20, 2022	January 13, 2022	January 22, 2022
	February 17, 2022	February 10, 2022	February 3, 2022	February 12, 2022
	March 10, 2022	March 17, 2022	March 3, 2022	March 12, 2022

*Updated 12/6/21



Attachment #9



Director of Operations

On Maturity Leave



Attachment #10



Director of Technology Report

Feb. 2022 - Dale Richardson

—

I: Current Work

A: Completion of Network upgrades

- 710 Hartman lane has been fully upgraded. WAPS and backbone are functioning well. This brings our install to an end.
- 1526 Central Avenue has been fully upgraded. WAPS and backbone are functioning well. This brings our project to an end.
- Additional monitoring and refining will continue.

B: Completion of eRate application

- Challenge's eRate application has been completed and submitted. Our "Allowable Contract Date" for the 2022/2023 Category application is 2/23/2022. We will not be able to choose a vendor or sign an agreement until after this date.
- Category 1 (internet) - Challenge currently has a multi-year contract which goes at least through June 30, 2023. As a result, Challenge will not be making any changes to this service/agreement for/during the 2022/2023 funding year... October of 2023 would be the date our current contract ends. Which means we may solicit quotes during the 2023/2034 funding year.
- Category 2 (MIBS and Hardware) - For 2022/2023 Challenge will NOT receive any funding for our Category 2 funding, which includes our MIBS (network administration) and hardware. MIBS for 2021 cost \$32,880 total. 2022/2023 will be an out-of-pocket-cost and should be around that number again unless there are adjustments to total equipment counts or inflation.

C: Combatting Chromebook shortage



- The tech team has begun a new project, intended to combat scholars leaving Challenge with Chromebooks; the Tech team is attempting to integrate an asset system into our current SIS (PowerSchool).
- Once the system rolls out, it will be easier for Operations to see the exact asset of the device that needs to be returned, before the scholar leaves the school.
- If too many scholars leave with devices, we may lose funding, which makes this project a high priority.

II: Future Work

A single phone number to reach our entire organization?

- In an effort to increase customer experience. I have made an inquiry to revamp our phone system under a single unified number.
- Once the user dials the new number, they will have the ability to choose the site they wish to contact.
- Having a single unified number will assist with advertising, by allowing flyers to be a little less cluttered.
- A single unified number will also be useful for our web presence. Ex: When one google's "Challenge Charter School," google currently presents the phone number for 710 Hartman Lane. Google should have a single number capable of reaching each site.
- A proposal will be provided by a vendor for consideration, with the goal of a summer implementation if approved.

B: Potential Security Cameras

- We are currently sourcing quotes for security video cameras, which are intended to be placed at 710 Hartman Lane and 1526 Central Avenue.



- These will be new systems and may incur the cost of additional servers and internet equipment, to manage the bandwidth.
- A proposal will be provided by a vendor(s) for consideration, with the goal of a summer implementation if approved.

C: Computer Lab at 1520 Central Ave

- Apple desktops have been ordered via RESO A Grant Funding.
- Interactive boards have been ordered via RESO A Grant Funding.
- Printers have been ordered via RESO A Grant Funding.
- We are currently awaiting the delivery of the ordered equipment.

III: Risk Factors or Challenges

A: Network stability

- Currently our WiFi network at 1520 Central Ave. is experiencing instabilities.
- The manufacturers of the WAPS and our network administrators are both aware and are working diligently in order to track down the issue.



Attachment #11



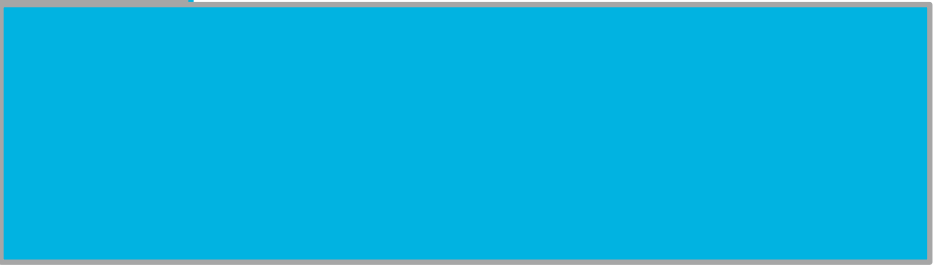
Helping you to focus on what's important:
STUDENT ACHIEVEMENT

CSBM
CHARTER SCHOOL
BUSINESS MANAGEMENT

experience. expertise. execution.

Challenge Prep Charter School

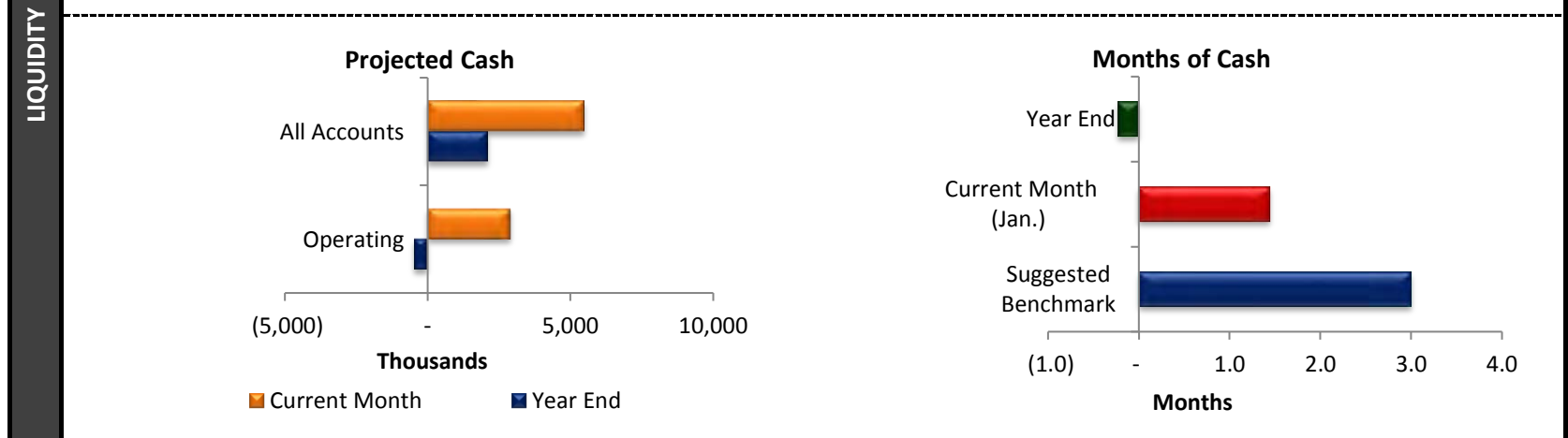
Monthly Financial Report
January 2022



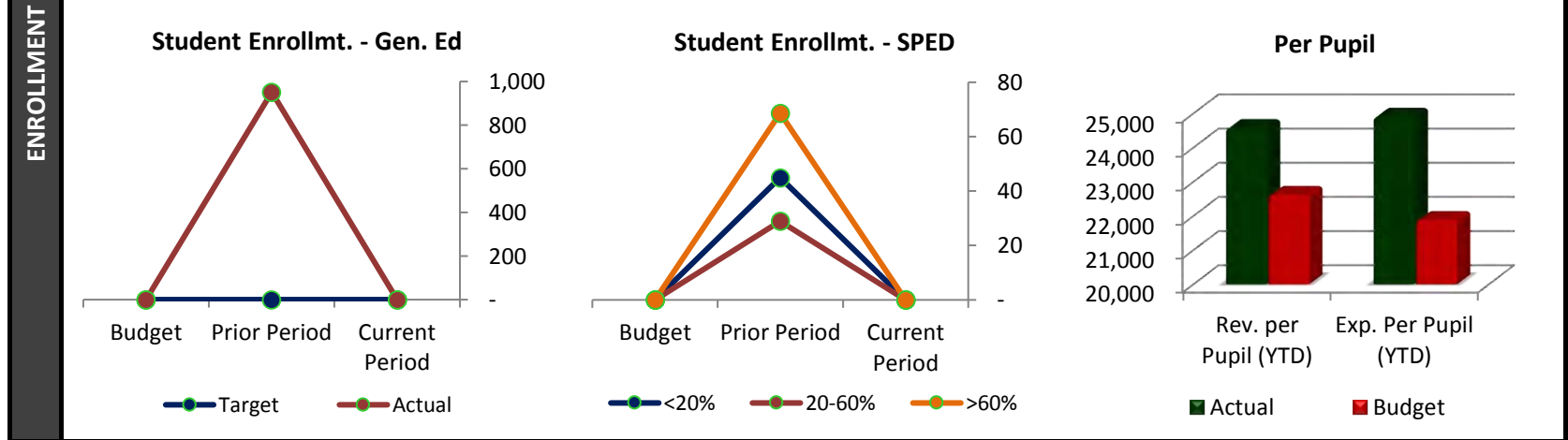
Challenge Prep Charter School

Financial Summary For Period Ended January 31, 2022

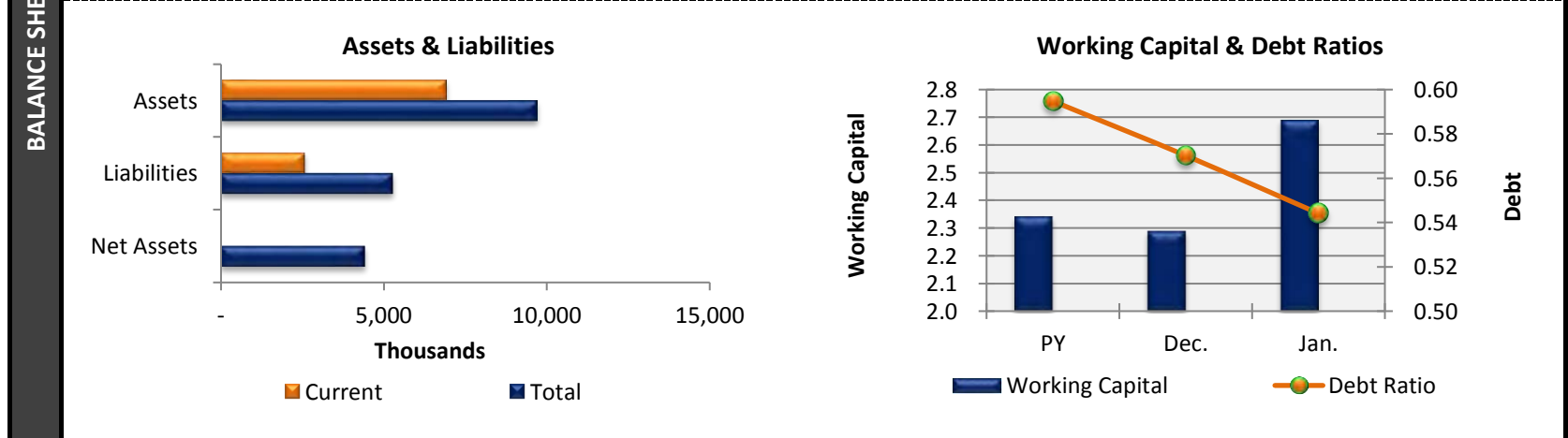
LIQUIDITY	Cash in Bank (Operating Account(s) Only: as of January 31, 2022) \$ 2,913,857
	Projected months of cash on hand 1.4
	Cash in Bank (Total - All Accounts as of January 31, 2022) \$ 5,496,369
	FY Ending Cash Available to Carryover to FY21-22 (Operating Account(s) Only) \$ (458,511)
	<i>*Cash balance available once all FY21-22 obligations & receivables have been settled</i>
Projected months of cash on hand (0.2)	
FY Ending Cash Available to Carryover to FY20-21 (Total - All Accounts) \$ 2,112,927	



	Actual	Budget	Variance	Actual	Budget	Variance
General Ed	951.75	1,021.00	(69.25)	\$ 15,370,811	\$ 15,629,468	\$ (258,657)
SPED						
0 - 20%	50.12	41.00	9.12	-	-	\$ -
20 - 59%	25.29	25.00	0.29	262,794	259,750	\$ 3,044
60% - Over	71.90	53.00	18.90	1,369,623	1,009,597	\$ 360,026
Total SPED	147.31	119.00	28.31	1,632,417	1,269,347	\$ 363,070



Total Current Assets:	\$ 6,939,982
Total Current Liabilities:	\$ 2,580,744
Working Capital (Current) Ratio	2.69
Total Assets:	\$ 9,727,305
Total Liabilities:	\$ 5,292,868
Debt Ratio	0.54
Total Net Assets:	\$ 4,434,437



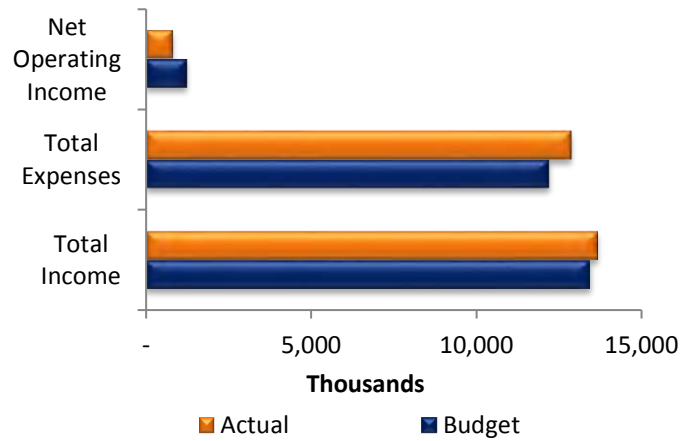
Challenge Prep Charter School

Financial Summary For Period Ended January 31, 2022

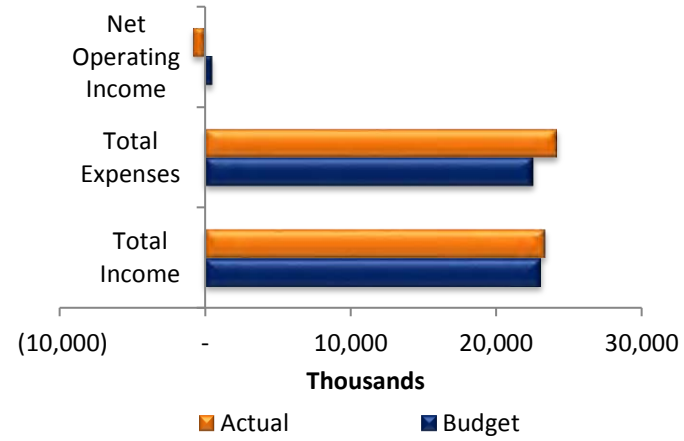
	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Total Revenue YTD:	\$ 13,694,473	\$ 13,450,880	\$ 243,593
Total Expenses YTD:	(12,882,445)	(12,210,103)	(672,341)
Net Operating Surplus(Deficit):	\$ 812,029	\$ 1,240,777	\$ (428,748)
	<u>Projected</u>	<u>Budget</u>	<u>Variance</u>
Annual Projected Revenue:	\$ 23,390,228	\$ 23,097,145	\$ 293,083
Annual Projected Expenses (before depreciation):	(23,702,857)	(22,343,952)	(1,358,905)
Projected Net Operating Surplus(Deficit) before Depreciation:	\$ (312,630)	\$ 753,193	\$ (1,065,823)
Annual Projected Depreciation:	(500,995)	(230,840)	(270,155)
Projected Net Operating Surplus(Deficit) after Depreciation:	\$ (813,625)	\$ 522,353	\$ (1,335,978)
Capital Expenditure Requirements	\$ (825,784)	\$ -	\$ (825,784)
Total Cash Expenditures	\$ (22,376,079)	\$ (22,113,112)	\$ (262,967)
Revenue per Pupil (YTD)	\$ 24,576	\$ 22,622	\$ 1,954
Expenditure per Pupil (YTD)	\$ 24,904	\$ 21,884	\$ 3,020

BUDGETING / REVENUE & EXPENSES

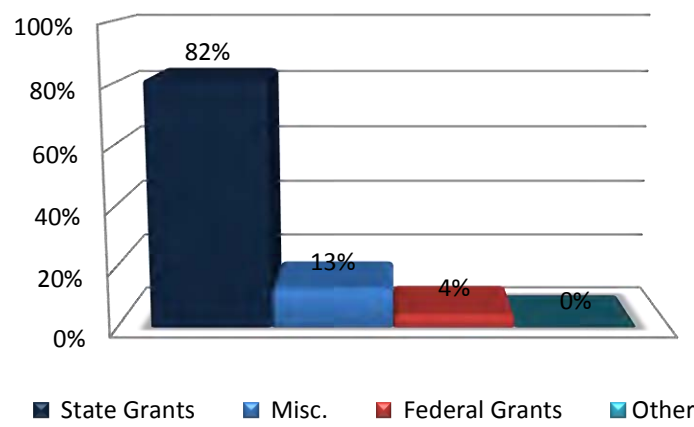
Year-To-Date (YTD)



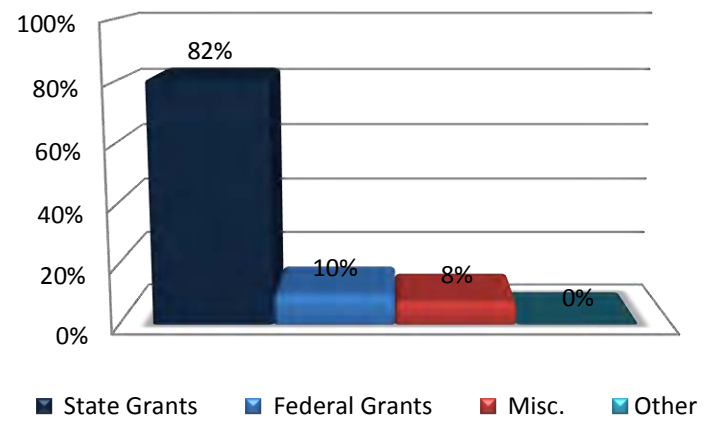
Year End (YE) Projection



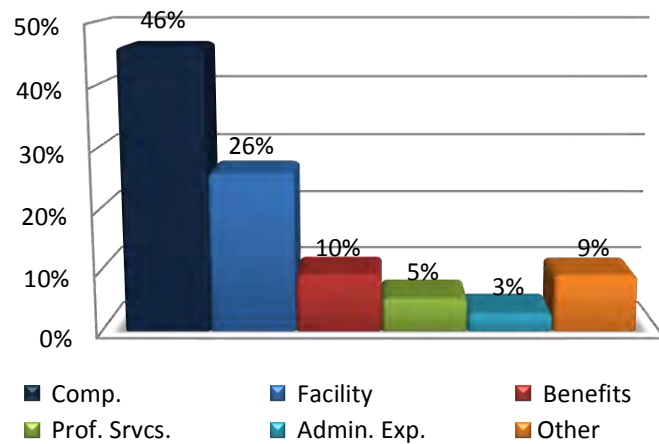
Revenue Breakdown YTD



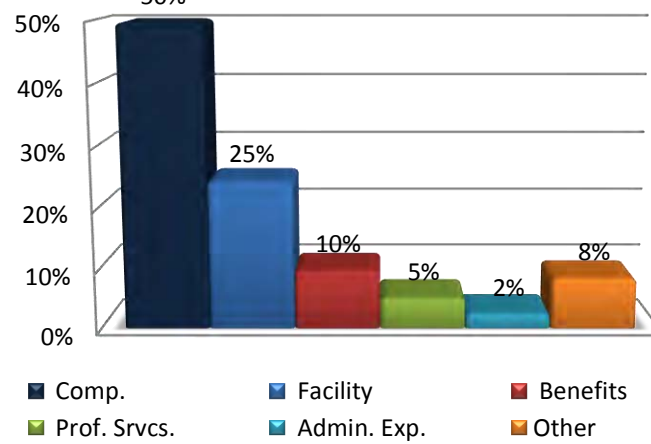
Revenue Breakdown YE



Expense Breakdown YTD



Expense Breakdown YE



Challenge Prep Charter School

Financial Variance Summary

Fiscal Year Ending 6/30/2022	Comments
Net Budget Surplus after Depreciation	\$ 522,353
Increase in Projected Annual Expenses	1,629,060
Net Projected Deficit Variance after Depreciation	<u>\$ (813,625)</u>

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

	January 31, 2022			YTD Through January 31, 2022			Projected FYE June 30, 2022					Comments	
	Actual	Budget	Variance	Actual	Budget	Variance	Current Month		Previous Month		Annual Budget		Variance
							Actuals - August 2021 - January 31, 2022 +	Projected - June 30, 2022	Actuals July 200 - Dec. 200 + Projections Jan. 201 - June 201	Variance between Dec. & Jan. Reporting			
Income													
4100 State Grants	1,602,602	1,631,484	(28,881)	11,292,605	11,420,385	(127,780)	7,848,399	19,141,004	19,110,075	30,929	19,616,816	(475,812)	GenEd based on 951.753 SpEd budget based on 71.900 over 60%; 25.293 20-59%
4200 Federal Grants	27,548	164,967	(137,419)	582,410	1,155,496	(573,085)	1,846,259	2,428,669	2,188,177	240,492	1,980,329	448,340	
4300 Contributions	-	-	-	-	-	-	-	-	-	-	-	-	-
4400 Miscellaneous Income	5,219	125,000	(119,781)	1,819,458	875,000	944,458	1,096	1,820,555	3,315,472	(1,494,918)	1,500,000	320,555	
Total Income	1,635,369	1,921,450	(286,081)	13,694,473	13,450,880	243,593	9,695,754	23,390,228	24,613,724	(1,223,497)	23,097,145	293,083	GenEd based on 951.753 . SpEd budget based on 71.900 over 60%; 25.293 20-59%; Adjustments made to Lease Assistance based on unearned revenue for FY21.
Expenses													
Compensation													
5100 Instructional Staff	691,643	721,155	(29,512)	3,843,444	4,174,381	(330,937)	4,318,594	8,162,038	7,932,362	229,675	8,653,862	(491,824)	Salary projections based on payroll averages
5200 Non-Instructional Staff	228,656	205,934	22,722	1,478,997	1,441,539	37,458	1,143,280	2,622,277	2,506,463	120,929	2,471,209	151,068	Adjusted based on payroll
5300 Pupil Support	117,365	106,739	10,626	654,303	747,172	(92,869)	619,903	1,274,206	1,309,941	(35,735)	1,280,867	(6,660)	Based on budget
5000 Compensation	1,037,664	1,033,828	3,836	5,976,744	6,363,092	(386,348)	6,081,777	12,058,521	11,748,767	314,869	12,405,938	(347,417)	Salary projections based on payroll averages
5400 Benefits	242,316	158,858	83,457	1,227,479	1,112,008	115,470	1,133,602	2,361,080	1,916,201	444,879	1,906,300	454,780	
6100 Administrative Expenses	43,616	46,802	(3,186)	381,497	332,483	49,014	199,798	581,295	621,728	(40,433)	566,494	14,801	Adjusted based on actuals
6200 Professional Services	64,849	75,167	(10,318)	704,369	509,167	195,202	518,302	1,222,671	1,321,248	(98,577)	921,500	301,171	Based on actuals
6300 Professional Development	12,440	14,424	(1,984)	191,823	89,879	101,945	174,349	366,172	437,554	(71,382)	162,000	204,172	Based on actuals
6400 Marketing and Staff/Student Rec	18,215	8,025	10,190	91,864	56,175	35,689	44,217	136,081	154,300	(18,219)	96,300	39,781	Based on budget
6500 Fundraising Expenses	-	4,458	(4,458)	-	31,208	(31,208)	3,500	3,500	53,500	(50,000)	53,500	(50,000)	Based on budget
7100 Curriculum & Classroom Expenses	52,742	30,130	22,612	380,063	182,454	197,609	179,415	559,478	663,512	(104,034)	372,120	187,358	Based on actuals
8100 Facility	512,029	472,131	39,897	3,383,743	3,304,919	78,824	2,562,084	5,945,827	5,856,326	89,501	5,665,575	280,252	Based on actuals
8200 Technology/Communication Expens	44,458	16,102	28,356	290,659	112,714	177,944	173,609	464,267	502,036	(37,769)	193,225	271,043	Based on actuals
8800 Miscellaneous Expenses	360	83	277	3,707	583	3,124	257	3,964	4,347	(383)	1,000	2,964	
8900 Depreciation Expense	-	-	-	250,497	115,420	135,077	250,498	500,995	500,995	-	230,840	270,155	
Total Expenses	2,028,688	1,860,010	168,678	12,882,445	12,210,103	672,341	11,321,408	24,203,852	23,780,514	428,453	22,574,792	1,629,060	
Net Income	(393,319)	61,440	(454,759)	812,029	1,240,777	(428,748)	(1,625,653)	(813,625)	833,210	(1,651,950)	522,353	(1,335,978)	
Capital Expenditures													
Furniture, Fixtures & Equipment	4,398	-	4,398	700,561	-	700,561	70,000	770,561	830,000	(59,439)	-	770,561	
Facility and Construction	-	-	-	45,223	-	45,223	10,000	55,223	70,000	(14,778)	-	55,223	
Website	-	-	-	-	-	-	-	-	-	-	-	-	
Total Capital Expenditures	4,398	-	4,398	745,784	-	745,784	80,000	825,784	900,000	(74,216)	-	825,784	

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

Annual Budget FY21-22	Projected July 21 - June 22	Projected Feb 22 - June 22	February	March	April	May	June	July + Subsequent FY21-22 Items
Beginning Cash Balance (Operating)	4,804,870	2,924,930	2,924,930	3,358,465	1,379,349	2,551,576	572,960	(1,403,157)
Projected Cash Receipts from Operations (below)	23,097,145	8,338,660	3,151,063	219	3,151,063	219	219	2,035,876
Projected Cash Disbursements from Operations (below)	(22,574,792)	(10,903,910)	(1,962,836)	(1,962,836)	(1,962,336)	(1,962,336)	(1,962,336)	(1,091,230)
Net Cash from Operations	522,353	(2,565,249)	1,188,228	(1,962,617)	1,188,728	(1,962,117)	(1,962,117)	944,646
Cash Receipts from Accounts & Misc Receivables (not included in revenue below)	-	-	-	-	-	-	-	-
Cash Disbursements for Accounts Payable & Accrued Expenses	-	(738,193)	(738,193)	-	-	-	-	-
Capital Expenditures (below)	(80,000)	(80,000)	(16,500)	(16,500)	(16,500)	(16,500)	(14,000)	-
Accounts Receivable	-	-	-	-	-	-	-	-
PPP Loan Payable	-	-	-	-	-	-	-	-
PPP Loan Interest Payable	-	-	-	-	-	-	-	-
Ending Cash Balance (Operating Account)	5,327,223	(458,512)	3,358,465	1,379,349	2,551,576	572,960	(1,403,157)	(458,511)
Other Cash Accounts (Net of Transfers)	75,354	2,571,439	2,571,439	2,571,439	2,571,439	2,571,439	2,571,439	2,571,439
Total Cash (All Accounts)	5,402,577	2,112,927	5,929,904	3,950,787	5,123,015	3,144,398	1,168,282	2,112,927

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

	Total	Comments
ASSETS		
Current Assets	-	
Bank Accounts		
1000 Cash		
1001 HSBC Checking - 0844	2,618,165	
1002 HSBC Checking - 0852	11,073	
1003 HSBC Checking - 0879	295,692	
1004 HSBC Checking - 0887	-	
1005 HSBC Money Market - 5972	2,501,439	
1006 Chase Escrow - 3060	70,000	
1007 Petty Cash	-	
Total 1000 Cash	\$ 5,496,369	
Total Bank Accounts	\$ 5,496,369	
Accounts Receivable		
1100 Accounts Receivable	520,115	
1200 Other Receivables - Salary Advance	-	
Total Accounts Receivable	\$ 520,115	
Other current assets		
1300 Prepaid Expenses	260,630	
1301 Prepaid Insurance	60,744	
1310 Prepaid Rent	602,124	
Total Other current assets	\$ 923,498	
Total Current Assets	\$ 6,939,982	
Fixed Assets		
1500 Furniture, Fixtures & Equipment		
1510 Office & Admin Computers & Equipment	256,303	
1511 Classroom Computers & Equipment	1,268,777	
1512 Classroom Furniture	523,884	
1513 Office Furniture	194,049	
Total 1513 Office Furniture	\$ 194,049	
1514 Musical Instruments	16,390	
1515 Computer Software	44,217	
Total 1500 Furniture, Fixtures & Equipment	2,303,620	
1519 Facility and Construction	127,589	
1520 Architect Fees	115,620	
1525 Fire Alarm System	7,500	
Total 1525 Fire Alarm System	\$ 7,500	
1530 Kitchen/Cafeteria	162,079	
1535 Construction In Progress	320,673	
1540 Leasehold Improvements	473,292	
Total 1519 Facility and Construction	1,206,752	
1610 Website	11,000	
Total 1610 Website	\$ 11,000	
1700 Accumulated Depreciation & Amortization		
1710 Accumulated Depreciation	(1,651,736)	
1750 Accumulated Amortization	(8,311)	
Total 1700 Accumulated Depreciation & Amortization	\$ (1,660,047)	
Total Fixed Assets	\$ 1,861,325	

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

	Total	Comments
Other Assets		
1800 Security Deposits	925,999	
Total Other Assets	\$ 925,999	
TOTAL ASSETS	\$ 9,727,305	
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
2000 Accounts Payable	735,431	
Total Accounts Payable	\$ 735,431	
Other Current Liabilities		
2100 HSBC Loan Payable	-	
2300 Accrued Salaries/Taxes	-	
2301 Accrued Expenses	2,762	
2303 Accrued Interest - PPP	-	
2400 Unearned/Deferred Revenue	1,841,052	
Total Other Current Liabilities	\$ 1,845,314	
Total Current Liabilities	\$ 2,580,744	
Long-Term Liabilities		
2700 Deferred Rent Liability	2,712,124	
Total Long-Term Liabilities	\$ 2,712,124	
Total Liabilities	\$ 5,292,868	
Equity		
3100 Retained Earnings	3,622,409	
Net Income	812,029	
Total Equity	\$ 4,434,437	
TOTAL LIABILITIES AND EQUITY	\$ 9,727,305	

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

	Total	Comments
OPERATING ACTIVITIES		
Net Income	812,029	
Adjustments to reconcile Net Income to Net Cash provided by operations:		
1100 Accounts Receivable	(154,667)	
1200 Accounts Receivable:Other Receivables - Salary Advance	-	
1300 Prepaid Expenses	(51,881)	
1301 Prepaid Insurance	(60,744)	
1310 Prepaid Rent	(267,948)	
Inventory Asset	-	
2000 Accounts Payable	52,988	
2100 HSBC Loan Payable	(1,792,512)	
2300 Accrued Salaries/Taxes	(725,253)	
2301 Accrued Expenses	(86,537)	
2303 Accrued Interest - PPP	(17,160)	
2400 Unearned/Deferred Revenue	1,525,507	
Total Adjustments to reconcile Net Income to Net Cash provided by operations:	(1,578,207)	
Net cash provided by operating activities	(766,179)	
INVESTING ACTIVITIES		
1510 Furniture, Fixtures & Equipment:Office & Admin Computers & Equip	(7,154)	
1511 Furniture, Fixtures & Equipment:Classroom Computers & Equipment	(424,229)	
1512 Furniture, Fixtures & Equipment:Classroom Furniture	(132,113)	
1513 Furniture, Fixtures & Equipment:Office Furniture	(137,065)	
1515 Furniture, Fixtures & Equipment:Computer Software	-	
1540 Facility and Construction:Leasehold Improvements	(45,223)	
1800 Security Deposits	-	
1710 Accumulated Depreciation & Amortization:Accumula	250,497	
Net cash provided by investing activities	(495,286)	
FINANCING ACTIVITIES		
2700 Deferred Rent Liability	51,960	
3000 Opening Balance Equity	-	
Net cash provided by financing activities	\$ -	
Net cash increase for period	(1,209,505)	
Cash at beginning of period	\$ 6,705,874	
Total Cash at beginning of period	\$ 6,705,874	
Cash at end of period	\$ 5,496,369	



Attachment #12

2021-22 CPCS Board Meeting #8

Current Employees	Vacancies
170	1

Campus	Current	Vacancies	New Hires
Elementary School	92	0	3
Middle School	38	0	1
High School	26	0	0
Network Operations	14	1	0

New Hires	Campus	Position
Johnson, Tyreke	Elementary	Academic Assistant
Espinal, Amanda	Elementary	Remote Instructor
Ramkarran, Baby	Elementary	Custodian
Ramirez, Robert	Middle	Security Guard



2021-22 School Year Board Meeting #9 Minutes

Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2021-22 School Year Board Meeting #9 at 6:30 PM on March 23, 2022.

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

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

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

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

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

Members absent: Andrew Barnes

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

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

1. The agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2021-22 School Year Board Meeting #8 [Attachment #1]. The minutes were approved by common consent.
3. The Chair called for the report of Dr. Les Mullings, CEO. Dr. Mullings shared with the Board the plans for the end of the school year Challenge Field Day 2022 scheduled for June 23, 2022 at Bayswater Park, Far Rockaway, NY 11691. The event will be a grand celebration of the hopeful end of the isolation our scholars and their families have experienced over the last two plus years of dealing with COVID-19. The expectation will be that the attendance will be 2000 plus.



Additionally, Dr. Mullings shared with the Board the upcoming NYS testing scheduled for the last week of March 2022 for our testing grades. This year's tests will focus on ELA and Math.

Following discussion, the report was received with appreciation.

4. The Chair called attention to the printed report of Kentia Coreus, Senior Director of Elementary Teaching & Learning [Attachment #2]. The report was received with appreciation.
5. The Chair called attention to the printed report of Nicole Griffin, K-5 Principal [Attachment #3]. The report was received with appreciation.
6. The Chair called attention to the printed report of Mavgar Mondesir, Senior Director of Secondary Teaching & Learning and 6-10 Principal [Attachment #4]. The report was received with appreciation.
7. The Chair called attention to the printed report of Tameeka Richards, Director of Pupil Personnel Services [Attachment #5]. The report was received with appreciation.
8. The Chair called attention to the printed report of Kimberly Messer, Director of Communications [Attachment #6]. The report was received with appreciation.
9. The Chair called attention to the printed report of Natalie Zadok, Director of Special Education [Attachment #7]. The report was received with appreciation.
10. The Chair called attention to the printed report of Janis Vaughn, Director of Student Enrollment & Recruitment [Attachment #8]. The report was received with appreciation.
11. The Chair noted that the Director of Operations is on maturity leave. [Attachment #9].
12. The Chair called attention to the printed report of Dale Richardson, Director of Technology [Attachment #10]. The report was received with appreciation.
13. The Chair called for the February 2022 Financial Report [Attachment #11].

Following review, the report was received by common consent.



14. The Chair called for the presentation of the 2021-22 March 2022 Personnel report [Attachment #12]. The report was received by common consent in that there were no new employees hired since the last meeting.
15. The Chair called on Dr. Mullings to present information about the Friends of Challenge Prep, Inc. and the progress related to the establishment of the organization with its objectives.

Following discussion, Michelle Daniel-Robertson made a motion with a second from Frederica Jeffries to approve the following resolutions involving 15-20 Central Avenue Real Estate, the motion carried unanimously.

RESOLUTIONS OF THE BOARD OF TRUSTEES

15-20 CENTRAL AVENUE REAL ESTATE

“The Board of Trustees (the “**Board**”) of Challenge Preparatory Charter School (the “**School**”) at a duly constituted meeting of the Board held on March 23, 2022, does hereby (i) approve and adopt the following resolutions and (ii) direct that these resolutions be recorded among the minutes of the proceedings of the School.

WHEREAS, the School is presently the subtenant pursuant to that certain Agreement of Sublease dated as of July 24, 2019 (the “**Original Sublease**”), which was amended by that certain First Amendment to Sublease dated April 16, 2020 (the “**April 2020 Amendment**”), that certain additional First Amendment to Sublease dated on or about January 4, 2021 (the “**First Amendment**”), and that certain Second Amendment to Sublease dated as of October 7, 2021 (the “**Second Amendment**”; along with the Original Sublease, the April 2020 Amendment, the First Amendment and the Second Amendment- the “**Sublease**”) by and between E Squared I LLC (“**Sublandlord**”), as sublandlord, and the School, as subtenant, pursuant to which Sublandlord leases to the School certain premises (as more particularly described in the Sublease, the “**Premises**”) located at 15-20 Central Avenue, Queens, NY 11691; and

WHEREAS, under the Sublease the School is responsible for many operational expenses related to the Premises; namely, the real property tax (the “**Property Tax**”) which as of the date hereof is projected to be approximately \$150,000.00 per year; and

WHEREAS, in conjunction with Friends of Challenge Prep, Inc. (“**Friends**”), and in order to meet the School’s long-term real estate needs, for strategic purposes and to enjoy the benefits of exemption from the Property Tax, for which



the School and Friends are eligible, the Board has determined it is in the best interest of the School to assign the Sublease to Friends pursuant to an assignment and assumption agreement (the “**Assignment**”) whereby Friends will assume the School’s obligations under the Sublease and sublease the Premises back to the School; and

WHEREAS, the School desires to sublease the Premises from Friends pursuant to a sub-sublease (the “**Sub-Sublease**”) as more fully set forth in the Sub-Sublease; and

WHEREAS, under the terms of the Assignment, as a material inducement to Sublandlord to approve the Assignment and Sub-Sublease, the School is required to guaranty the payment of rent and other expenses set forth in the Sublease, pursuant to a guaranty of lease (the “**Guaranty**”), and the School desires to issue the Guaranty to satisfy the Sublandlord’s requirements; and

WHEREAS, with Friends assuming the position as direct subtenant under the Sublease with the Sublandlord, a leasehold condominium structure (the “**Leasehold Condominium**”) becomes possible whereby the Premises are converted into condominium units (the “**Units**”) which are thereafter sublet to the School pursuant to the Sub-Sublease, and the Units are eligible for exemption from Property Tax, thereby saving the School the expense of the Property Tax; and

WHEREAS, Friends and Sublandlord desire to enter into, the Sublease whereby Friends is substituted as subtenant for the purposes of creating the Leasehold Condominium (which Sublandlord has approved), the School is designated as the sub-subtenant and an application will be filed with the New York State Attorney General’s Office for a “no action” letter to effectuate the creation of the Leasehold Condominium and thereafter an application will be filed with the New York City Department of Finance for an exemption from Property Tax; and

WHEREAS, subject to additional minor additions and changes (the “**Minor Modifications**”) to be made to the Assignment, Guaranty and Sub-Sublease through negotiations between the Sublandlord and Sublandlord’s legal counsel and the School’s Proper Representatives (defined herein) and the School’s and Friends’ legal counsel, as applicable, the School wishes to enter into the Assignment, the Sub-Sublease and the Guaranty for the Premises so that Friends can enter into the Sublease for the Premises.

NOW THEREFORE, BE IT RESOLVED, that the Board hereby approves the Assignment, the Sub-Sublease and the Guaranty, and authorizes the School’s



Proper Representatives to work with the School's and Friends' legal counsel to finalize the Assignment, the Sub-Sublease and the Guaranty with Minor Modifications;

BE IT FURTHER RESOLVED, that the School is hereby authorized and directed to execute and deliver the Assignment, the Sub-Sublease, the Guaranty and such further agreements, assignments, pledges, instruments, consents and any other documents ancillary to the Assignment, the Sub-Sublease or Guaranty necessary, proper and/or advisable in the determination of any Proper Representative (as defined below) and the payments related thereto as set forth above;

BE IT FURTHER RESOLVED, that any Trustee or officer of the School or the Board's designee or the School's Executive Director (each, a "**Proper Representative**"), be and hereby is authorized and directed, jointly and severally, to execute and deliver the Assignment, the Sub-Sublease, the Guaranty, and any other documents consistent with the transactions described above and such further agreements, assignments, pledges, instruments, consents and documents ancillary to the Assignment, the Sub-Sublease, the Guaranty or necessary in the determination of any Proper Representative, in the name of and on behalf of the School, and to pay all such expenses and taxes as in their judgment shall be necessary, proper and advisable in order to fully carry out the intent and accomplish the purposes of the foregoing resolutions; and

BE IT FURTHER RESOLVED, that all actions heretofore taken by any Proper Representative, for and on behalf of the School in connection with the Assignment, the Sub-Sublease and the Guaranty, including, but not limited to, the execution of the Assignment, the Sub-Sublease and the Guaranty shall be and hereby are ratified and approved, and that the authority given hereunder shall be retroactive and any and all acts hereunder performed prior to the passage of these resolutions are hereby ratified and approved."

The meeting adjourned by common consent.

Respectfully submitted:

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

Karon McFarlane
Secretary



Attachment #1
See Prior
Month
Minutes for
Minute
Attachments



2021-22 School Year Board Meeting #8 Minutes

Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2021-22 School Year Board Meeting #8 at 6:30 PM on February 28, 2022.

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

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

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

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

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

Members absent: Andrew Barnes

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

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

1. The agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2021-22 School Year Board Meeting #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 accidental death of Davina Afokoba, 5th Grade Scholar and the School Memorial Service being planned. Members of the Board expressed their sympathy for the family, her 5th grade class and the entire staff and scholars.

Dr. Mullings reported on the NYSED Charter School Expansion \$1.2 million dollar grant that has been awarded to Challenge covering July 1, 2022 to June 30, 2024. The grant will provide funding for the high school and the CTE pathways.



Dr. Mullings noted the pending announcement by Mayor Erick Adams of changes in COVID-19 protocols including the optional usage of masks at all NYC schools.

Following discussion, the report was received with appreciation.

4. The Chair called attention to the printed report of Kentia Coreus, Senior Director of Elementary Teaching & Learning [Attachment #2]. The report was received with appreciation.
5. The Chair called attention to the printed report of Nicole Griffin, K-5 Principal [Attachment #3]. The report was received with appreciation.
6. The Chair called attention to the printed report of Mavgar Mondesir, Senior Director of Secondary Teaching & Learning and 6-10 Principal [Attachment #4]. The report was received with appreciation.
7. The Chair called attention to the printed report of Tameeka Richards, Director of Pupil Personnel Services [Attachment #5]. The report was received with appreciation.
8. The Chair called attention to the printed report of Kimberly Messer, Director of Communications [Attachment #6]. The report was received with appreciation.
9. The Chair called attention to the printed report of Natalie Zadok, Director of Special Education [Attachment #7]. The report was received with appreciation.
10. The Chair called attention to the printed report of Janis Vaughn, Director of Student Enrollment & Recruitment [Attachment #8]. The report was received with appreciation.
11. The Chair noted that the Director of Operations is on maturity leave. [Attachment #9].
12. The Chair called attention to the printed report of Dale Richardson, Director of Technology [Attachment #10]. The report was received with appreciation.
13. The Chair called for the January 2022 Financial Report [Attachment #11].

Following review, the report was received by common consent.

14. The Chair called for the presentation of the 2021-22 February 2022 Personnel report [Attachment #12]. Gertrudis Hernandez moved approval of 2021-22



February 2022 Personnel Report with a second from Karon McFarlane. The motion carried unanimously.

The meeting adjourned by common consent.

Respectfully submitted:

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

Karon McFarlane
Secretary



Attachment #2



Senior Director of Teaching and Learning K-5
March 2022 Board Report
 (Covering February 15, 2022- March 15, 2022)
Kentia Coreus

Enrollment Compliance

Grade	Total Scholars	# of scholars w/IEPs	# of ENL scholars*
K	106	14	0
1	115	21	3
2	118	20	3
3	98	15	4
4	94	14	8
5	97	13	2
Totals	628	97	20

source: Student Enrollment Weekly Report sent on March 4, 2021

** In-progress*

Ongoing Teaching & Learning Tasks

- Manage personnel, curricula, and partnerships in support of the educational program
- Monitor the effectiveness of the educational program by reviewing data, observing instruction, school culture, and academic operations
- Supervise the K-5 principal by conducting regular check-ins and weekly supervision meetings
- Listen and respond to staff and family grievances

Ongoing COVID-19 Response

- Attend monthly webinars with the New York State Charter Association where information is provided by the Board of Regents and all three NYS charter authorizers. Share information with pertinent staff where needed
- Maintain awareness of DOE, NYS, and DOH guidelines related to COVID-19
- Connect with external school leaders to share/collect ideas for supporting scholars and staff
- Collaborate with COVID coordinator, human resources, and site principal to manage COVID-related issues

Responding to the passing of Davina Afokoba

The tragic and unexpected loss of Davina Afokoba (Class 503) was a devastating blow to our school community. The K-5 SDTL led several crisis response meetings to manage the internal response to Davina's passing. In collaboration with the CEO, Principal Griffin, and SDTL Gordon, the following activities were accomplished:

- Established protocol for communicating loss to scholars, staff, and the community
- Assisted FEC in managing communications between the family and the school
- Offered in-person and virtual counseling sessions were made available to scholars, staff, and families. Counselors and social workers from CCMS and CCHS made themselves available to K-5 scholars if/where needed
- Facilitated school-to-family supports during the funeral services
- Drafted a plan for a tentative memorial service

Removal Procedures

On March 3, 2022 CPCS was notified by our charter authorizer that our current student removal process does not follow due process as a hearing was not held. The K-5 SDTL drafted a hearing protocol and is awaiting feedback/approval from the CEO. The below protocol was drafted after researching the policies of local districts and reviewing the two samples sent to CCS by the NYCDOE.

CCS Disciplinary Hearing Protocol

Opening and Facilitating the Hearing

- The Hearing Officer calls the meeting to order and notes the date/time for the record
- The Hearing Officer introduces the parties (and representation where applicable) and advises that the meeting is being recorded
- The charges are introduced into the record by the School Site designee (Principal, AP, Dean, School Counselor, Social Worker)
- The School site presents its case by presenting evidence and witnesses (where applicable)
- The Hearing Officer has the right to accept hearsay and other evidence if he or she deems that the evidence is relevant or material
- The Scholar will be asked to present his/case by presenting evidence or witnesses
- The School Site may question any witnesses presented by the Scholar

Communicating Next Steps - *The Hearing Officer informs both parties of the following:*

- The Hearing Officer will determine if the Scholar is guilty of the charges
- If the Hearing Officer determines the charges are true, they will make a recommendation for disciplinary action to the CEO
- The Hearing Officer will review the Scholar's past academic and behavioral record before making a disciplinary action recommendation to the CEO. Both positive and negative factors will be considered
- The CEO will make the final decision about the disciplinary action. Every attempt will be made to do so within 24-48 hours
- The Hearing Officer will notify the School Site Building Leader of the CEO's final decision in writing
- The School Site Building Leader or his/her designee, will notify the Scholar's parent/guardian of the final decision by phone and in writing. The notice will state the reasons on which the decision is based and the disciplinary actions to be imposed. Said decision shall be based on the evidence presented at the hearing.
- A parent can appeal the CEO's decision to the Board of Trustees within ten days by writing to info@challengecharterschools.org
- If the parent is not satisfied with the decision of the Board of Trustees, they can contact the NYCDOE's Charter Office

Preparing to close the 2021-22 school year

With the end of the school year quickly approaching, it is imperative that CCS begin planning for the upcoming school year. The K-5 SDTL met with the Director of Finance to draft tentative EOY planning dates. Below are key EOY activities to ensure a successful launch to the 2022-23 SY:

EOY Planning Dates:

- March 18, 2022- Update K-10 teacher certification list
- April 8, 2022- Submit 22-23 SY Staff Projection list
- May 13, 2022- Submit 22-23 SY Instructional Purchase Requests list
- May 20, 2022- Principals inform staff of non-renewals
- May 23, 2022- Instructional contracts are distributed
- June 1, 2022- Non-instructional contracts are distributed



Attachment #3



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

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

Enrollment

At this time, enrollment has ceased due to the ELA test taking place March 29th- March 31st.

Attendance

February Attendance Tracker			
Instructional Days 14			
Present	7,724	Present %	88%
Absent	1,029	Absent %	12%

Preparing for Grade 5 to Exit

Grade 5 teachers and counselors have begun the process of having conversations regarding scholars exiting the Elementary School and moving on to Middle School. Articulation days are slated for May 27th and June 10th.

Below is the data of scholars who are expected to return to CCMS.

Homeroom	501	502	503	504	Total
Total Number of Scholars Attending CCMS	19	19	15	13	66
Not Returning	1	1	1	2	5

Curriculum and Instruction

ELA Focus- Organizing Center:

- **POETRY Grades K-2 (Launching March 21, 2022)**
The goal of this unit is to show how poetry can be used to promote social and emotional learning, build community, and establish relationships as well as strengthen speaking, listening, and writing skills.
- **Test Sophistication - Grades 3-5 (In Progress)**

DataResults from the Mock Assessment in ELA Scholars completed BOOK 1 of the 2020 ELA exam.

Based on the data collected:

Scholars in grades 3-5 struggle on the short response questions. Teachers will continue to work using the strategy R.A.C.E. during journal time and to answer questions based on the reading passage.

Staff Attendance

Staff attendance has improved with 0% having to be out due to COVID. The elementary school has experienced 5 teachers having to be absent due to medical conditions.

Professional Development

- NYS testing - analyzing the data
- Preparing and administering the Mock Assessments
- Continued PD unpacking the standards- Specifically the reading, speaking and listening and writing standards
- Building assessments into instruction
- Creating formative and summative assessments

- Grade Team Leaders meet twice a week with grade teams to work on lesson planning with a focus on the standards and objectives

Special Education - CONTINUED Collaboration

For the next three months, collaboration with the Director of Special Education and the Special Education Liason will take place to ensure we have the following in place:

- Sped related professional development for our ICT staff
- Action plans for at risk-scholars

Remote Instruction

Currently, we have three scholars on our roster who receive remote instruction. 2 are for medical reasons, the other is because of a suspension.

Upcoming Events

- **NYS ELA exam- March 29-March 31**
- **Grades 3-5 Pep Rally**
- **PTC - March 24th and March 25th**



Attachment #4



CHALLENGE CHARTER SCHOOL

2021-2022 Principal's Monthly Board Report

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

The school Year 2021-2022 Report Mar 22, 2022

Current CCHS Enrollment:

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

Current CCMS Enrollment:

Cohort Group	Grade Level	Enrollment as of Oct. 1, 2021	Enrollment as of Nov. 12, 2021	Enrollment as of Dec. 10, 2021	Enrollment as of Jan. 14, 2022	Enrollment as of Feb. 16, 2022	Enrollment as of Mar. 22, 2022
#5	Gr. 8	76	76	73	72	72	72
#6	Gr. 7	70	69	64	63	60	64
#7	Gr. 6	93	92	92	91	85	89
TOTAL		239	237	229	226	217	225

CCMS Attendance Statistics:

C o h o r t	G r a d e l	Attendance Rates	Attendance Rates				
		Seo 14. '21 - Oct 15. '21	Oct 18. '21 - Nov 12. '21	Nov. 15. '21 - Dec. 10. '21	Dec. 13, '21 - Jan. 14, '22	Jan. 17, '21 - Feb. 16, '22	Feb. 17, '21 - Mar. 21, '22
#3	Gr. 10	93%	91%	84%	76%	83%	86%
#4	Gr. 9	95%	94%	90%	77%	89%	85%
#5	Gr. 8	89%	90%	89%	78%	88%	93%
#6	Gr. 7	92%	89%	88%	82%	91%	94%
#7	Gr. 6	83%	84%	83%	84%	88%	93%
CCMS Average		88%	88%	86%	81%	89%	91%



CCHS Average	94%	93%	88%	76%	87%	90%
6-10 Average	90%	90%	87%	79%	89%	90%

Please note that these numbers are due to the errors in the enrollment and registration.

ATTENDANCE:

- Staff and scholar attendance rates have seen a 10% uptick given stabilizing reports of COVID-19 cases.

STAFFING:

- CCMS has made no gains in staffing and has two more vacancies added. To date, the following vacancies stand.
- Grade 7 Science Teacher
 - Grade 7 SS Teacher
 - Spanish Teacher
 - Grade 6 Math Teacher - Covered by Mr. Vil (Math Coach)
 - Grade 6 Math TA
 - Grade 6 Science Teacher - Covered by AP Sonnichsen
 - 6-8 - Spanish Teacher
 - Grade 6 SWD Teacher - In the meantime, teachers are scheduled to provide SETTS Services to scholars.
 - Grade 7 SWD Teacher - In the meantime teachers are scheduled to provide SETTS Services to scholars.
 - Family Engagement Coordinator (6-10)
 - Grade 8 Math TA
- CCHS has made no gains in staffing. To date, the following vacancies stand:
 - English 9 Teacher - Candidate declined the offer due to family issues.
 - English 10 Teacher - Principal Gordon is covering this class until a teacher is hired.
 - Grade 10 SETSS Teacher - In the meantime, a teacher is scheduled to provide SETTS Services to scholars.
 - Algebra I teacher - Classes are being covered by Ms. Reid and Mr. Merrell.
 - CCHS Spanish Teacher - Class is covered by Mr. Medina

NB: CCHS anticipates the exit of the PE/Health Teacher. To date, the Principal has reached out to Ms. Luton who has urgently begun the search and is actively searching for the ELA, Math, and Health/PE teachers and staff to fill the vacancies for the 2022-2023 school year.

SOCIAL-EMOTIONAL LEARNING (SEL)

- Covered in the homeroom (8:00 a.m.-8:25 a.m.) Grades 6-10 continue with the Second Step SEL lessons focusing on Bullying and Harassment. Teachers have been provided



with the PD for this Unit.

- The Mood Meter has also been incorporated as part of the classroom SEL support. As well as using the first seven minutes of classes at certain periods of the day to check-in and establish scholars' moods. We believe that this support will help us improve our scholar's academic standing as well as encourage them to speak about their feelings and as we validate their feelings as well—giving way to strategies to help them cope.
- The importance of the social-emotional lessons is to provide a foundation for safe and positive learning to provide scholars with the strategies necessary to succeed in school, careers, and life. We continue to focus on all 5 of the SEL Competencies throughout the school year.

CURRICULUM, INSTRUCTION, AND ASSESSMENT

- Test Prep has begun at CCMS, for ELA and Math. Scholars practice on bubble sheets generated in PerformanceMatters and standards progress is tracked in the same program.
- The Lavinia Group continues the Close Reading work with grades 6-10. Consultants coach and observe lessons in the classroom on demand alongside leadership and provide teachers with feedback on the teaching of Close Reading. The last visit for the CCMS Lavinia Group consultant is on March 3, 2022. The CCHS Lavinia Group consultant will be on the premises on February 28, 2022. He will be helping to produce Regents Prep mock exams for all Regents courses.
- Scholars have been grouped to make RTI a more structured instructional work in our school. The 2019 New York State Assessment data and the B.O.Y. Diagnostic data were used to guide this work.
- Enrichment clusters were also arranged using the Renzulli Survey data, however, due to COVID Safety precautions, in-school enrichment clusters have been grouped by homeroom and mixed interest. At CCHS scholars have the choice of two clusters, which are being adjusted to incorporate as little contact as possible. These clusters occur at CCHS during the lunch period.

SPECIAL EDUCATION SERVICES

- Grades 6-8 CLASSROOMS
 - At Grades 6-8, teachers have been recruited to provide SETSS tutoring during their prep times. We were also fortunate to get Ms. Grimes a SPED Teacher from Alternative Tutoring to support Grade 6.
 - Ms. Jasmine Hunter has taken on the additional role of SPED Liaison for Grades 6-10 while maintaining services to Grade 6 IEP scholars.
- ENL services are provided on a consistent schedule by Ms. Ana Gomez.

DIGITAL PLATFORMS

- Grades 6-10 scholars are using a combination of digital notebooks and hardcover notebooks for all courses at this time to build writing and engagement stamina. We continue to utilize all our platforms with our eyes on maintaining remote learning strategies and the brick and mortar classroom. A recent shift was implemented to curtail



the use of Chromebooks to just 9% of the instructional time in an effort to maximize engagement.

PARENT AND SCHOLAR OUTREACH and ACCESSIBILITY

- Attendance letters and nudge letters are continuously sent out to parents via ParentSquare and hard US Mail at CCMS and CCHS. An Expectations reminder letter was sent to High School families via ParentSquare prior to the Mid-Winter Break with information about requirements for uniform and work quality.
- The CCHS Social Scientist Team has been working with scholars to bring about a clearer understanding of their academic standing with respect to credits earned toward graduation.
- Efforts continue with respect to getting Parents to register in ParentSquare.
- Parent-Teacher Conferences for Q2 were completed on March 10 and 11, with 91 CCMS scholars represented (40%) and 29 CCHS scholars represented (25%).

PROFESSIONAL DEVELOPMENT

- **GRADE TEAM PLANNING AND ONGOING PROFESSIONAL DEVELOPMENT**
 - Professional development take place daily:
 - Mon-Thu 11:10 AM to 12:00 PM for Grade 6
 - Mon-Thu 12:50 PM to 1:40 PM for Grades 6-10 core instructors
 - Fridays from 1:30 PM to 4:00 PM
 - Close Reading - Lavinia Reading Group Consultants on site.
 - Universal Design for Learning, Specially Designed Instruction PD, and Progress Monitoring PD were completed and implemented into lesson plans.
- **VERTICAL DEPARTMENT PLANNING**
 - Department Teams continue to meet to discuss instructional planning across disciplines.

INSTRUCTIONAL OBSERVATIONS

- The CCMS-CCHS Admin Team members have been regularly supporting instructional periods throughout the day to ensure that instruction is taking place and that outreach is performed as needed. Informal observations have begun in the form of Check-ins. TeachBoost is being used for this task, with a target of 2 long observations and 5 short observations across the board for the school year.



Attachment #5



Director of Pupil Personnel Services

March 2022 Board Report

Covid-19 Coordinator

Here are the current vaccination numbers for our staff:

169 Fully vaccinated

1 exemption

Scholars Tested Weekly

175

February's Positive Test Results

10

- CIC Health is now a partner with our school to provide in-school testing. CIC Health offers comprehensive COVID-19 testing services that are accessible, fast, and easy. COVID testing occurs weekly on Monday's.
- The School Health Liaison is now fully trained in all COVID-19 protocols.
- Oversee all COVID-19 protocols and provide supervision to the School Health Liaison
- Support the school community with answers to COVID-19 questions
- Attend weekly Sector-Wide Q&A Calls with the NYC DOE & DOHMH to stay informed of all updated COVID-19 protocols, and inform all leaders about the updates
- Lead weekly COVID-19 meetings with Site COVID-19 coordinators and Health Liaison
- Oversee next steps for staff and scholars when they have a positive COVID-19 test result
- The Test & Stay program is now implemented successfully school wide
- Supervise the internal data collection for all vaccinated scholars K-10.
- Communicated new face covering policy updates and quarantine and isolation updates to the school community

Pupil Personnel Director

Elementary

- Met with the elementary school principal about the RULER adult SEL rollout process for the K-3 and 4-5 sites
- Reviewed Second Step lesson pacing data, to ensure all classes are on track with the SEL lesson schedule

- Collaborated with the Student Support team to celebrate SEL Day on March 11th. Scholars participated in many activities such as yoga, mindful coloring stations, etc.
- Attended the Social Work Intern check-in meetings to provide guidance on ways to support our scholars
- Attended CST meetings for scholars in grades K-5
- Supervised continued grief and bereavement counseling for the school community
- Provided the principal with the Crisis response protocol to support the school through the loss of Davina Afkoba
- Updated the Second Step Pacing chart to ensure all classes are on the correct weekly lesson
- Followed up on the transition activities for our rising 5th graders to prepare them for the middle school experience
- Provided an Elementary School Counselor round table training supported by a grant from the Bill & Melinda Gates Foundation
- Concluded the final part of the Mindfulness Matters workshop for the elementary school location

Middle and High School

- Conducted the monthly SEL meeting with the Middle and High School SEL team to prepare for the implementation of the RULER Adult SEL process.
- Supervised the pacing of the Second Step lessons to ensure all classes are on the same lesson each week.
- Followed up on the transition activities for our rising 8th graders to prepare them for the high school experience
- Provided materials including free asynchronous learning modules for the high school student support team for Career Exploration Month. This is a city-wide effort to help students identify career interests and gain an understanding of the postsecondary pathways that will help them achieve academic and professional success.

All sites

- Re-established the bi-weekly meetings with the Student Support Teams
- Planning to meet with all site RULER implementation teams about the rollout for Adult SEL opportunities
- Began the planning sessions for our school-wide comprehensive counseling planning program

Family Engagement Coordinators

1. Supported the NYC School Survey for families and staff
2. Met with the creator of the Family Resiliency training program, to begin promoting this program
3. We have a newly hired Parent Academy Coordinator that will start on March 16th



Attachment #6



Challenge Charter School

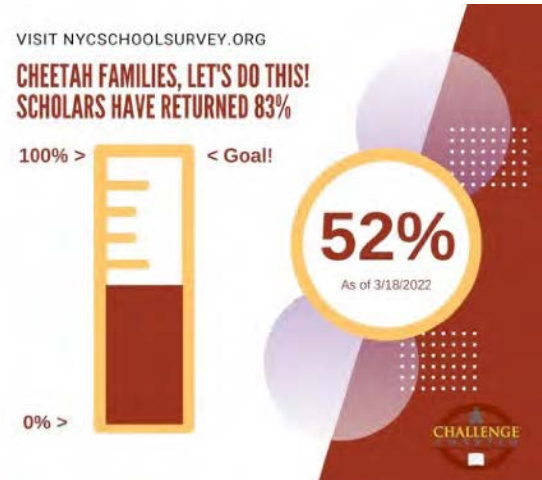
Communications Report - March 2022

Kim Messer, Director of Communications

Communications:

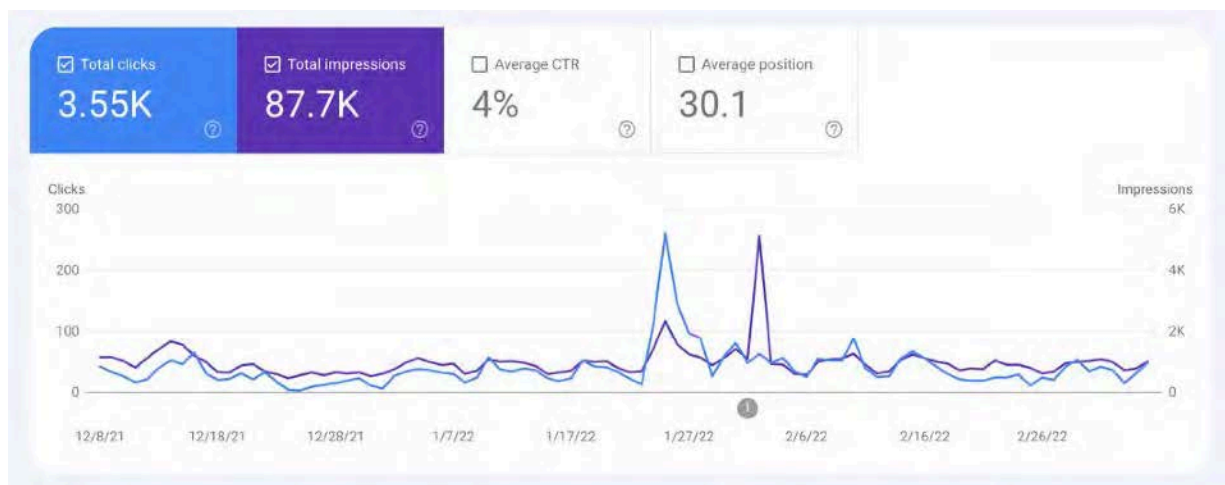
Internal/External

- The remainder of Women's History Month will feature some of our own influential women in a series of short articles on SM and the website.
- Work with a team on the annual NYC School Survey has been going on for the past few weeks with image and graphic support as well as regular notices from Communications via ParentSquare.



Website

- While we are ranking okay in Google searches, we are in need of SEO optimization which I proposed in my Communications plan for this year. This should be considered in the budget for 2022-23.
- Overall stats for the past three months can be seen in the graphic below. With our current CTR of 4%, we rank between #7 & #8 of a top 10 search.



<https://www.contentpowered.com/blog/good-ctr-search-console/>

Recruitment/Application Promotion:

- Our paid advertising in local papers is done for now as we prepare for Lottery Night.
- Social media and website promotion continues.
- Advertising proposals have been given to Enrollment/Recruitment and Dr. Mullings for continued promotion after the Lottery to help fill any remaining seats.



Bigger Projects

- Development of a Communications Guidebook that gives an overall view of our process and work in communications is being developed. This document will include our Brand Guidelines, an annual calendar of campaigns across our school, and more.
- Mrs. Richards and I are partnering to work on the Emergency Response Plan for the school - this entails the Crisis Response Plan (grief response), Crisis Communications Plan (detailed strategic response), Safety Plan (operations) & possibly other documents. We will be reaching out to principals and other staff for a committee.



Attachment #7



March 9, 2022

Ms. Natalie Zadok: Director of Special Education Grades K-10

1. Develop a Vision

- Developing a streamlined vision for the Special Education Department that exemplifies integrity, equity, collaboration and empowerment for all scholars and their families to exhibit best academic and social emotional achievements.
- Meeting with Administration and School building leaders to assess the current Special Education Program in order to incorporate specific tools to strengthen the management of Scholars with IEP’s across all Grades K-10.
- Gaining staff buy-in by means of empowering them to maximize scholar’s with IEPs goals as well as academic achievements as well as social emotional milestones.

2. Special Education Scheduling and Planning: Maintaining the Special Education IEP Spreadsheet and Caseloads

Requires entering every scholar’s Grades (K-10) OSIS# in SESIS to identify scholars with IEPs in order to align them with the correct services and providers needed

3. IEP Mandates & Service Totals Grades K-10

Site	Grade	Total # Of IEPs	Related Services				
			ICT	SETTS	Speech	Counseling	OT
Elementary	K	14	14	2	13	3	9
	1	21	20	4	18	2	10
	2	20	17	2	14	9	05
	3	15	10	9	8	4	2
	4	14	10	4	11	5	2
	5	13	11	5	3	6	1
Middle	6	16	5	9	7	4	3
	7	7	1	6	5	5	None
	8	15	2	10	8	8	None
High	9	11	None	10	4	4	None
	10	8	None	7	3	3	None
Totals		149	94	68	94	53	41

4. Staffing

- continuing to seek Special Education Certified Instructors to fill vacancies.
- Grades 6-8 Admin has stated is seeking Certified Setts Teachers
- Grades 9-10 Admin has stated seeking Certified Setts Teachers

5. Billing

- Collaborating with finance to ensure that all data is aligned for Vendor Portal
- Supporting Special Education Liaisons to deliver accurate data for SPED Billing
- Requested a Billing timeline for the remainder of the year so that SPED staff can be aware of pertinent billing deadlines to ensure seamless transmission to the billing department.
- Suggested an In-House excel sheet be circulated at all sites with a list of recent discharges as well as new admits to ensure SESIS data is compliance with In-House changes in order to assist with billing discrepancies
- Continuous support to both Special Education Liaisons at K-5 as well as 9-10

6. Current Action Items

- Supporting the needs of K-5 as well as 6-10 Special Education Liaison with (CSE#4) Policies and Procedures to ensure that all IEP cases are assigned annual, tri-annual, re-evaluation , initial and misaligned IEP meeting dates. Gathering all data such as Teacher Reports, IREADY, F&P, Behavioral Anecdotal logs from designated staff in order to submit to the CSE. Coordinating, sitting in on as well as leading all CSE meetings Grades K-10 until the new hire in Grades 6-10 is trained as well as a new liaison to be hired in Grades K-5.
- Ensuring the partnership with CSE District #4
- Ensuring that related service agencies are appointed to CPCS in order to ensure related service (Speech, OT, PT, and Para) services begin in a timely manner to avoid any lapse in services provided to scholars.
- Collaborating with CSE to assign related service providers, as they are resolving a shortage of employee barriers due to non-compliance of the vaccine mandate.
- Supporting the ELL provider to send home 200 Home language surveys for Grades K-2 as the data was missing, hence not allowing the ELL provider to administer the Nysitell Exams.
- Continuing to tally the returned parents' surveys.
- Assessing the space in each facility in order to secure a private area for CSE Psychologists and Social Workers to interview parents as well as assess and test scholars. Collaborating with Admin to ensure that there are ample conditions for SETTS providers to efficiently pull scholars for individual and small Group interventions.
- Collaborating with Grades K-5 Provider, Mr. Salazar as well as CCMS ELL provider Ms.Gomez to ensure all ELL scholars are re-assessed as well as initially assessed to gain clear benchmarks of scholar's ELL plans.
- Collaborating with ELL External Consultants to implement academic plans that will fully encourage our ELL scholar's overall success and achievements according to their individualized needs and goals.
- Aligning ELL Charter goals and policy to the ELL Program Grades K-10.
- Weekly check-Ins to manage current caseload with District Psychologist to ensure alignment and discuss particular issues that arise within each case.
- Attending and supporting IEP meetings Grades K-10 to ensure compliance and continuity of suggested programs remain intact.
- Attending CST meetings to support Social Emotional, Behavioral as well as Academic Supports Grades K-10
- Assisting newly hired employees to attain SESIS access by collaborating with the Director of Operations to enter them into the Galaxy system.
- Panelist on the Open-House Events Grades K-10
- Sped Coaching led by consultant Melinda Spataro
- TNTP Leadership Training

- gathering information for justification to purchase a reading program called S.P.I.R.E that assist with struggling readers as well as those that struggle with Dyslexia
- Delivering Professional Development to newly hired staff in the ICT classroom that are Gen Ed Certified
- Creating a calendar for ongoing PD's for remainder of the school year
- Gaining ATS access to access scantrons to test ELL scholars
- NCI Crisis Intervention Training Certification

7. Mobilizing Community Resources to support families with scholars with IEPs to secure the necessary external resources needed for scholars to maintain best academic as well as social emotional benchmarks this 2021-20220 school year.

- Partnering with New Horizons and Sheltering Arms Agencies in Far Rockaway to ensure that families receive the services needed upon initiating the need for community support.
- Providing families with access to their parental rights under the IDEA Law that serves as a guide for parents with scholar's IEP compliance as well as parent empowerment support guidelines.
- Conducted one on one Parent meetings via Google Meet and Telephone conference to address specific needs that arise prior to the first day of school for scholars with IEP's services that include Initiating, Maintaining as well as Re-Evaluating scholar's IEP cases.
- Providing support staff with Suicide Prevention resources for scholars.
- Collaborating with Liaisons and Parent Coordinator to secure appointment slots to assist parents to secure a Speech and OT provider via the RSA process.
- Seeking Community and CSE support for scholars experiencing trauma-related incidents such as accidents and or inability to attend in-person school due to comorbidity conditions that promote greater risk with COVID-19 risks.
- Supporting parents of scholars with IEPs to attain door-to-door as well as closest curb pick up and drop off services.
- Supporting families with scholars that have IEP's attain necessary resources needed as a direct result of COVID-19.
- Aligning with Community Physicians and Health Care Clinics that can support families with IEPs, immediate health and social emotional well-being as well as assessments for initial IEPs.

8. Sites (K-10) External Providers COVID-19 Preparation

- Delivering CPCS COVID-19 Guidelines and Safety Protocol to all Related Service agencies providers that will be conducting in-person sessions with Scholars at all sites.
- Related Service agencies have received a copy of the CPCS COVID-19 safety policy and have agreed to have their providers adhere to the CPCS COVID-19 Safety measures.
- Collaborating with CSE to conduct misaligned Scholar IEP meetings to ensure compliance
- Weekly Check-Ins with providers to ensure session compliance
- Aligned with the CSE Chairperson of Related Services to ensure SESIS Encounter Attendance for providers to conduct.
- Aligning with Related Service Agencies to request transmittal from the CSE for new admits that have an IEP.
- Managing provider's time sheets and attendance to ensure efficiency of session service.

9. Professional Development Resources

- Meeting with the Special Education Collaborative to review a package that will suit the needs of CPCS staff Grades K-5 for Special Education Workshops that include (Co-Team Teaching Strategies, Specially Designed Instruction, creating Behavior Intervention Plans as well as Functional Behavior Analysis plans etc.).
- Meeting with ELL External Consultants to create plans to enrich the ELL Department via identifying, testing and aligning ATS data to ensure that scholars' home language is precise in order to administer the NYSITELL Exam.
- Creation of In-house Professional Development Presentations that highlight Special Education tools, resources and guidelines to staff.

- Mentoring Special Education Liaisons Grades K-5 & 6-10 on proper dialogue to conduct discussions with families on sensitive issues.
- Creating individual plans for scholars with IEP's that have missed extensive days due to medical conditions that can be complicated should they contract COVID-19 Plans include Teacher check-in's as well as distribution of instructional items on a bi-weekly basis , parent training on how to access instructional supports on scholars chrome books as well as social emotional check-ins and support .



Attachment #8



Student Enrollment and Recruitment Monthly Report
 Janisa Vaughn, Director of Student Enrollment and Recruitment
 March 17, 2022

CCS STUDENT ENROLLMENT

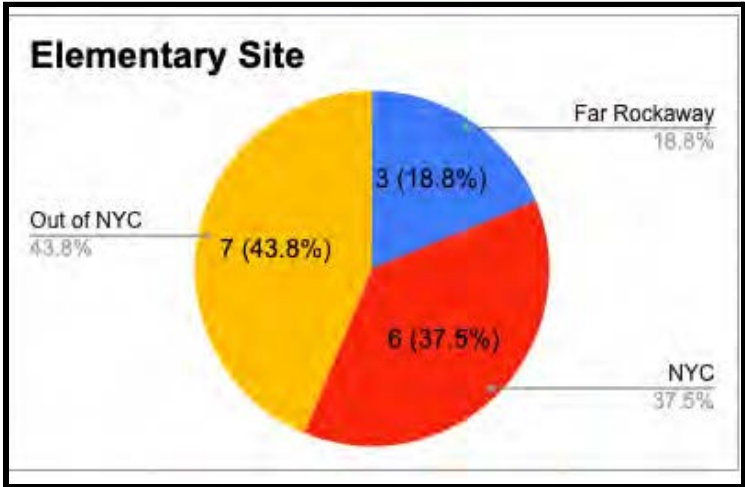
TOTAL ENROLLED	967
Approved Charter Enrollment	1056

Site	Grade	2021-22 SY Charter Goal	Scholars Currently Enrolled 3/17/22
Elementary	K*	120	106
	1*	120	116
	2*	120	118
	3	96	97
	4*	96	94
	5	96	95
Total			626
Middle	6	96	89
	7*	72	64
	8	72	72
Total			225
High	9	72	71
	10*	96	45
Total			116

* The waitlist is currently exhausted.

2022-2023 SY Lottery Applications	
Grade	# of Applications Received as of 3/17/22
K	152
1	33
2	36
3	35
4	52
5	82
6	173
7	61
8	56
9	170
10	31
11	22
Total	903

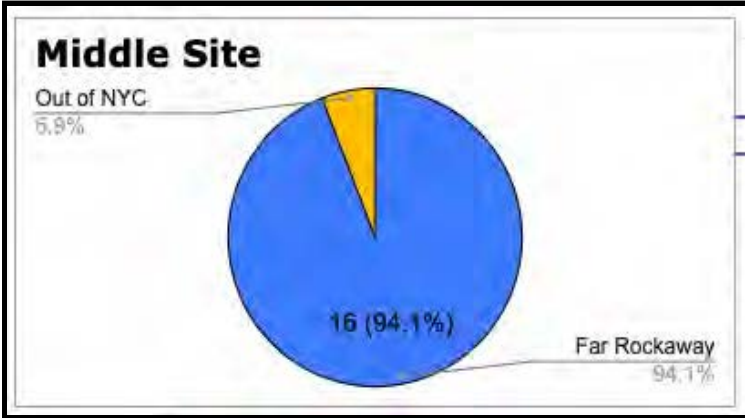
CCS Discharge Summary Report December 2021-February 2022



Total: **16**

Notes:

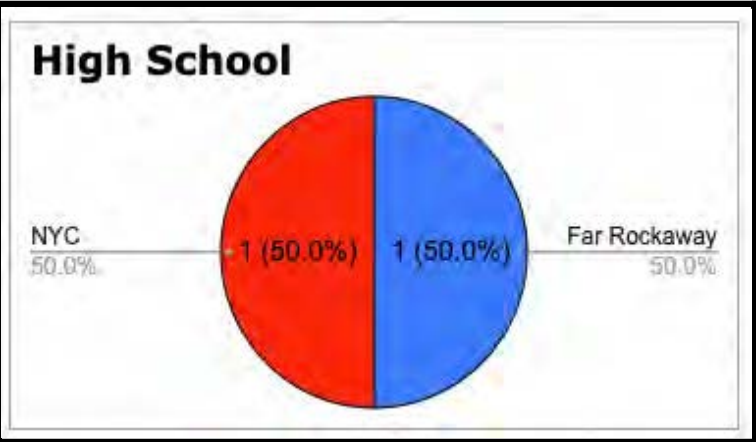
- **Transportation**-A family removed their children from the school due to the elementary site being located in two different buildings.
- **Moved**- Families moved to another location outside of Rockaway.



Total: **17**

Notes:

- Grade 6 scholars who were on the waitlist for Scholars Academy were offered a seat in February.
- Newly enrolled scholars who transferred from Village Academy were disrupting the school culture. Their parent placed them in another school.



Total: **2**

Notes:

The scholars moved.



STUDENT RECRUITMENT

- Lottery Night- Thursday, April 7, 2022, via Zoom. (*Invitation is located on the last page.*) Ms. Vaughn, Cortivo staff, the technology team, and the site operations managers will be having rehearsals on 3/17/22, 3/24/22, and 4/4/22 to prepare for the event. All staff was sent an invitation via ParentSquare. All applicants were sent an invitation via SchoolMint. **There are currently 67 families registered to attend.** Additional reminders will be sent before the event.
- February 1, 2022, The Intent to Return Surveys was sent to all grade 5 and 8 families to confirm their seats for the next school year. The deadline for families to submit their responses is March 1, 2022. The week of March 9th the school counselors and enrollment coordinator contacted the parents who did not complete the survey.

Projected Seat Availability for the 2022-2023 SY

K	1	2	3	4	5	6*	7	8	9*	10	11*
120	14	4	2	-	2	~ 30	6	6	~ 21	1	-

- The Shelter Bus advertisements will continue to be posted until the end of March 2022. The advertisements are placed in 5 locations throughout the Rockaway peninsula and are expected to attract over 450,00 viewers.
- Challenge Charter School enrollment team was invited to speak to parents at one of our feeder schools, Blanche Community Progress. There were 30 parent attendees who are applying for a kindergarten seat. Ms. Vaughn and Ms. Wiggins attended the event and received great feedback from parents. Blanche Community Progress posted the link to apply to our school on their ParentSquare site. Additional paper applications will be delivered to their site.
- The scheduled open houses will conclude on Thursday, March 17, 2022. After lottery night the team will determine if additional open houses will be held in the spring.

Dear Cheetah Staff,

Challenge Charter School's Annual Lottery Night will be held via Zoom on Thursday, April 7, 2022, from 7:00 pm - 8:00 pm. All staff is encouraged to attend. Come witness this exciting time for our school community as we welcome our new families!

Pre-registration is required to attend the event. Please visit the link below to register

<https://challengecharterschools-org.zoom.us/j/81866251466>

We look forward to seeing you.

Best regards,

Janisa Vaughn

Director of Student Enrollment and Recruitment



YOU'RE INVITED TO

Lottery Night

Thursday, April 7, 2022
7:00 p.m. via Zoom

Questions? Contact Mrs. Janisa Vaughn at
enrollment@challengecharterschools.org
or call (347)-990-1875 ext 5193

www.challengecharterschools.org

 @CHALLENGECHARTER  @CHALLENGEPREPCHARTER



Attachment #9



Attachment #9

Director of Operations on Maturity/Family Leave



Attachment #10



Director of Technology Report

Mar. 2022 - Dale Richardson

—

I: Current Work

A: Printer Procurement

- Our lease on printers for 710 Hartman Lane, 1526 Central Avenue, and 1279 Redfern Avenue are expiring in June of 2022.
- We are currently working with vendors to source and secure machines.

B: Open House @ Challenge

- The tech team is working alongside the Director of Enrollment to ensure presentations are well supported and flaws are minimized.

C: Auditing equipment functionality

- Some of the high ticket equipment (smart boards, printers, etc.) at 1520 Central Avenue and 1526 Central Avenue are not functioning exactly as they should. I suspect this to be from the electricity.
- We should look into upgrading to 30 amp breakers, if our current breaker boxes can handle that capacity.
- We should also invest in power surge protectors for high ticket items.

II: Future Work

A: Independent Cyber Security Audit.

- An independent cyber security assessment should be completed by June 2022, in order to satisfy various insurance and state requirements. Ex: https://www.dfs.ny.gov/industry_guidance/cybersecurity
 - We have sourced a credible vendor that is willing to access all sites for a total of \$42,327.00.
-



B: A single phone number to reach our entire organization?

- In an effort to increase customer experience. I have made an inquiry to revamp our phone system under a single unified number.
- Once the user dials the new number, they will have the ability to choose the site they wish to contact.
- Having a single unified number will assist with advertising, by allowing flyers to be a little less cluttered.
- A single unified number will also be useful for our web presence. Ex: When one google's "Challenge Charter School," google currently presents the phone number for 710 Hartman Lane. Google should have a single number capable of reaching each site.
- A proposal will be provided by a vendor for consideration, with the goal of a summer implementation if approved.

C: Potential Security Cameras

- We are currently sourcing quotes for security video cameras, which are intended to be placed at 710 Hartman Lane and 1526 Central Avenue.
- These will be new systems and may incur the cost of additional servers and internet equipment, to manage the bandwidth.
- A proposal will be provided by a vendor(s) for consideration, with the goal of a summer implementation if approved.

III: Risk Factors or Challenges

A: Reso A funding



- Challenge Prep Charter School was allocated \$250K in Fiscal Year 2022 (FY22) for a Reso A Technology project by the Council Member.
- We were requested to complete paperwork, notarize, and send in order to ensure a timely delivery. This was completed in January.
- On 3.15.2022 we were told by the Reso A vendor, "We have not yet received the FY22 Tech/procurement certificate to proceed from the office of management and budget, but do anticipate it coming shortly. Once we do, the principal can expect outreach from DOE's DIIT."
- We should be thinking of other funding sources to outfit our high school location @ 1520 Central Ave, as these funds may not be distributed anytime soon, and our school will be expanding in the 2022/2023 school year.

B: Computer Lab at 1520 Central Ave (with Reso A)

- Apple desktops have been ordered via RESO A Grant Funding.
- Interactive boards have been ordered via RESO A Grant Funding.
- Printers have been ordered via RESO A Grant Funding.
- We have been updated on 3.15.2022 that Apple Desktops have been discontinued.
- We have been updated on 3.15.2022 that Interactive boards are on backorder, with a current cue of 12 - 18 months.
- We have been updated on 3.15.2022 that the vendor is unsure of delivery time, as equipment will take "some time" to arrive at their warehouse and will take "some time" after that to arrive at Challenge.

D: Inventory shortage

- The Lenovos currently being used by teachers are beginning to age and fail.
- New laptops should be purchased via Reso A funding. However, Reso A funding has not been released as yet.



Attachment #11



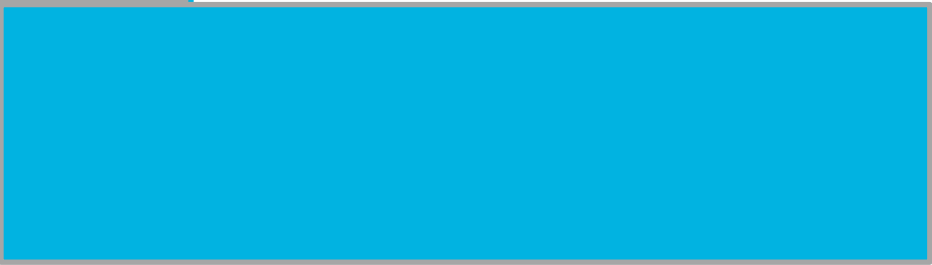
Helping you to focus on what's important
STUDENT ACHIEVEMENT

CSBM
CHARTER SCHOOL
BUSINESS MANAGEMENT

experience. expertise. execution.

Challenge Prep Charter School

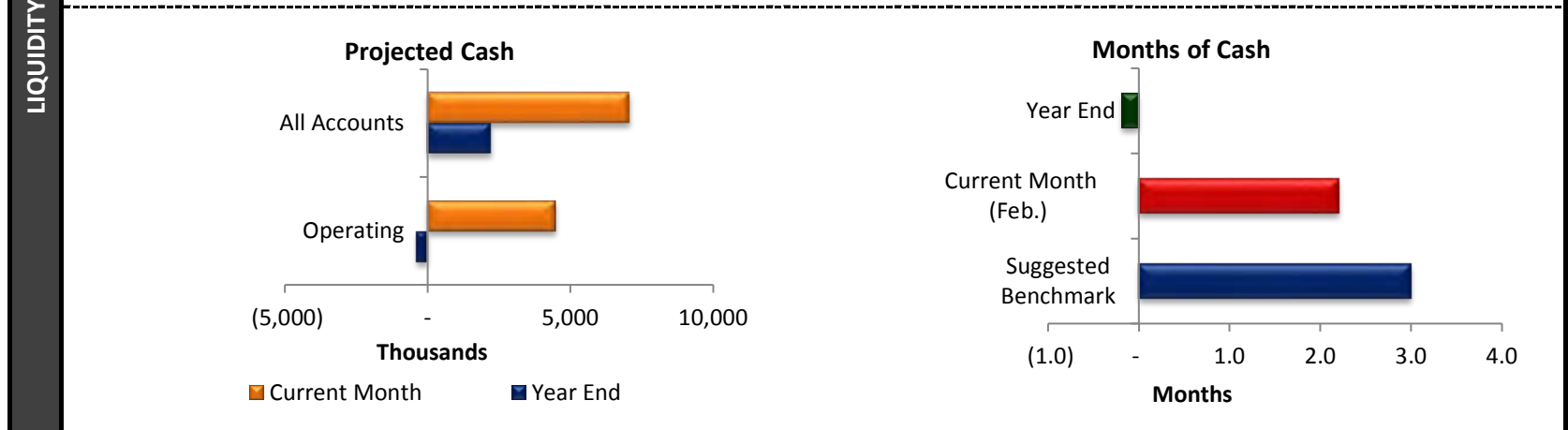
Monthly Financial Report
February 2022



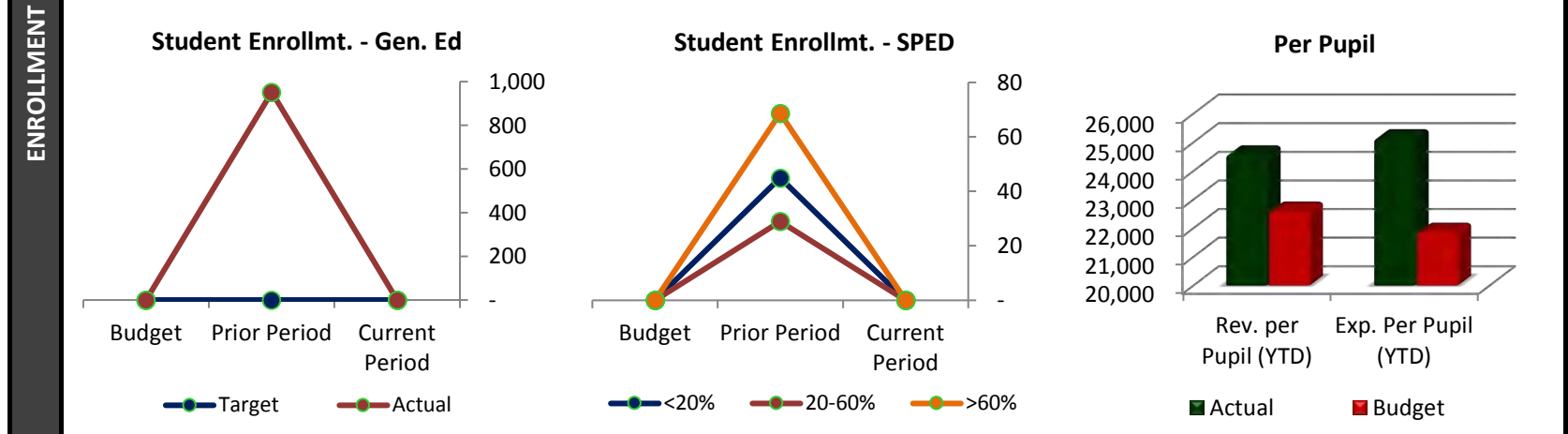
Challenge Prep Charter School

Financial Summary For Period Ended February 28, 2022

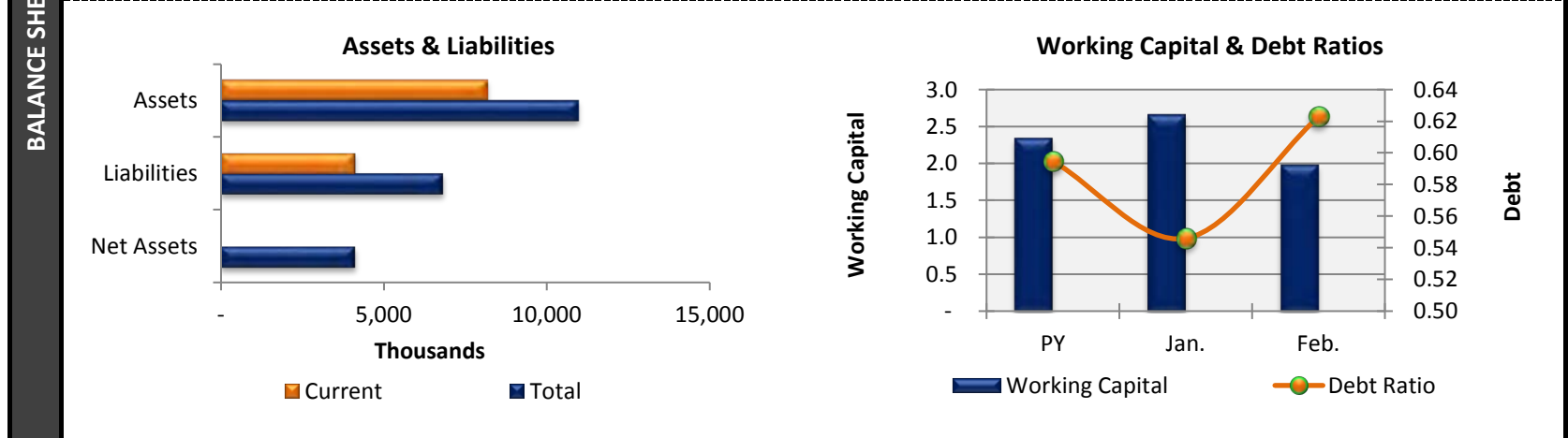
LIQUIDITY	Cash in Bank (Operating Account(s) Only: as of February 28, 2022) \$ 4,484,280
	Projected months of cash on hand 2.2
	Cash in Bank (Total - All Accounts as of February 28, 2022) \$ 7,070,479
	FY Ending Cash Available to Carryover to FY21-22 (Operating Account(s) Only) \$ (373,691)
	<i>*Cash balance available once all FY21-22 obligations & receivables have been settled</i>
	Projected months of cash on hand (0.2)
	FY Ending Cash Available to Carryover to FY20-21 (Total - All Accounts) \$ 2,197,953



	Actual	Budget	Variance	Actual	Budget	Variance
General Ed	951.75	1,021.00	(69.25)	\$ 15,370,811	\$ 15,629,468	\$ (258,657)
SPED						
0 - 20%	50.12	41.00	9.12	-	-	\$ -
20 - 59%	25.29	25.00	0.29	262,794	259,750	\$ 3,044
60% - Over	71.90	53.00	18.90	1,369,623	1,009,597	\$ 360,026
Total SPED	147.31	119.00	28.31	1,632,417	1,269,347	\$ 363,070



Total Current Assets:	\$ 8,175,517
Total Current Liabilities:	\$ 4,123,088
Working Capital (Current) Ratio	1.98
Total Assets:	\$ 10,973,295
Total Liabilities:	\$ 6,835,212
Debt Ratio	0.62
Total Net Assets:	\$ 4,138,083



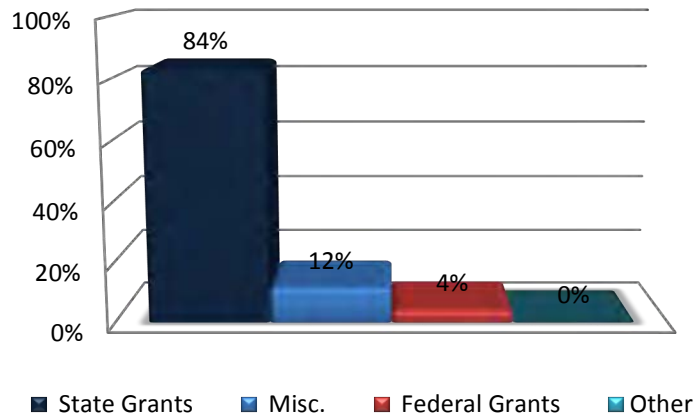
Challenge Prep Charter School

Financial Summary For Period Ended February 28, 2022

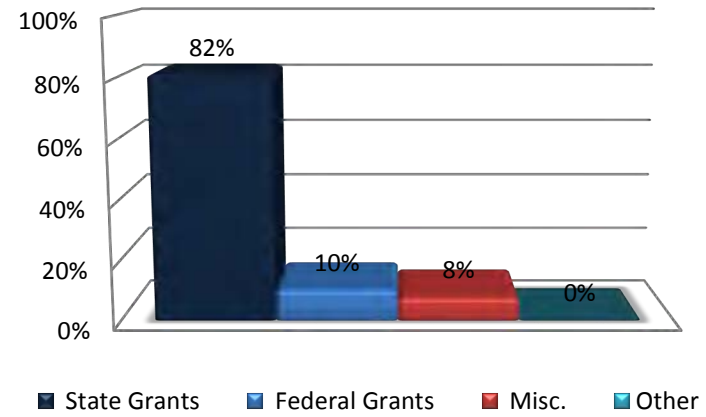
	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Total Revenue YTD:	\$ 15,387,992	\$ 15,372,330	\$ 15,662
Total Expenses YTD:	(14,872,317)	(14,070,113)	(802,204)
Net Operating Surplus(Deficit):	\$ 515,675	\$ 1,302,217	\$ (786,543)
	<u>Projected</u>	<u>Budget</u>	<u>Variance</u>
Annual Projected Revenue:	\$ 23,400,090	\$ 23,097,145	\$ 302,945
Annual Projected Expenses (before depreciation):	(23,936,007)	(22,343,952)	(1,592,055)
Projected Net Operating Surplus(Deficit) before Depreciation:	\$ (535,917)	\$ 753,193	\$ (1,289,110)
Annual Projected Depreciation:	(500,995)	(230,840)	(270,155)
Projected Net Operating Surplus(Deficit) after Depreciation:	\$ (1,036,912)	\$ 522,353	\$ (1,559,265)
Capital Expenditure Requirements	\$ (836,238)	\$ -	\$ (836,238)
Total Cash Expenditures	\$ (22,598,774)	\$ (22,113,112)	\$ (485,662)
Revenue per Pupil (YTD)	\$ 24,586	\$ 22,622	\$ 1,964
Expenditure per Pupil (YTD)	\$ 25,149	\$ 21,884	\$ 3,265

BUDGETING / REVENUE & EXPENSES

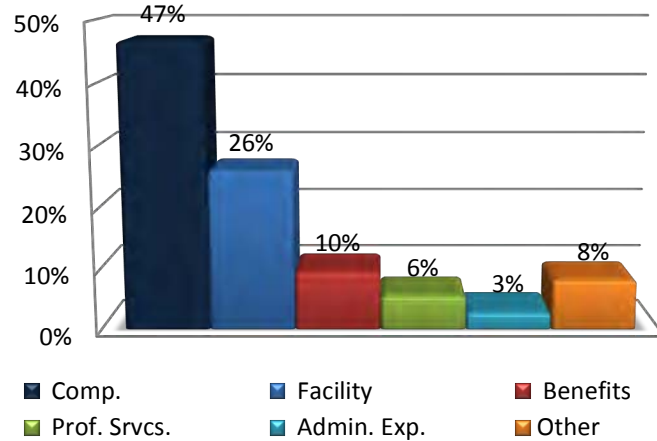
Revenue Breakdown YTD



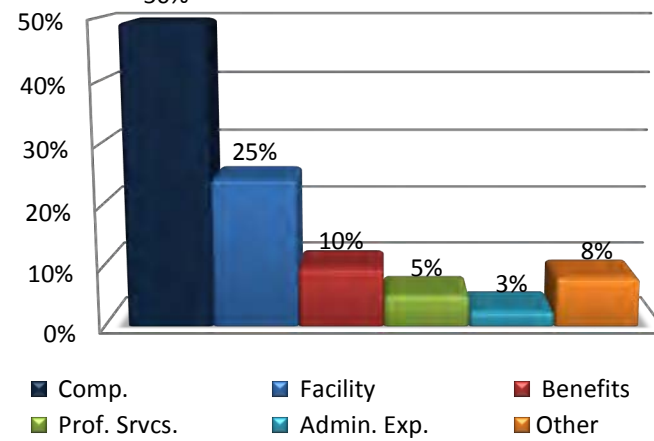
Revenue Breakdown YE



Expense Breakdown YTD



Expense Breakdown YE



Challenge Prep Charter School

Financial Variance Summary

Fiscal Year Ending 6/30/2022	Comments
Net Budget Surplus after Depreciation	\$ 522,353
Increase in Projected Annual Expenses	1,862,210
Net Projected Deficit Variance after Depreciation	<u>\$ (1,036,912)</u>

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

	February 28, 2022			YTD Through February 28, 2022			Projected FYE June 30, 2022 Current Month				Comments
	Actual	Budget	Variance	Actual	Budget	Variance	Actuals - August 2021 - February 28, 2022 + Projected - June 30, 2022	Projections thru June 30, 2022	Annual Budget	Variance	
Income											
4100 State Grants	1,637,065	1,631,484	5,582	12,929,670	13,051,868	(122,198)	6,212,894	19,142,564	19,616,816	(474,252)	GenEd based on 951.753 . SpEd budget based on 71.900 over 60%; 25.293 20-59%
4200 Federal Grants	56,248	164,967	(108,719)	638,658	1,320,462	(681,804)	1,798,382	2,437,040	1,980,329	456,711	
4300 Contributions	-	-	-	-	-	-	-	-	-	-	
4400 Miscellaneous Income	206	125,000	(124,794)	1,819,664	1,000,000	819,664	822	1,820,486	1,500,000	320,486	
Total Income	1,693,519	1,921,450	(227,931)	15,387,992	15,372,330	15,662	8,012,098	23,400,090	23,097,145	302,945	GenEd based on 951.753 . SpEd budget based on 71.900 over 60%; 25.293 20-59%; Adjustments made to Lease Assistance based on unearned revenue for FY21.
Expenses											
Compensation											
5100 Instructional Staff	674,764	721,155	(46,391)	4,518,208	4,895,537	(377,328)	3,684,117	8,202,326	8,653,862	(451,536)	Salary projections based on payroll averages
5200 Non-Instructional Staff	219,236	205,934	13,302	1,698,233	1,647,473	50,760	926,944	2,625,177	2,471,209	153,968	Adjusted based on payroll
5300 Pupil Support	120,289	106,739	13,550	774,592	853,911	(79,319)	518,618	1,293,210	1,280,867	12,343	Based on budget
5000 Compensation	1,014,289	1,033,828	(19,539)	6,991,033	7,396,920	(405,887)	5,129,680	12,120,713	12,405,938	(285,225)	Salary projections based on payroll averages
5400 Benefits	226,768	158,858	67,910	1,454,247	1,270,867	183,380	955,115	2,409,362	1,906,300	503,062	
6100 Administrative Expenses	41,371	46,802	(5,432)	429,365	379,285	50,080	191,420	620,785	566,494	54,291	Adjusted based on actuals
6200 Professional Services	127,278	75,167	52,111	844,792	584,333	260,458	444,643	1,289,435	921,500	367,935	Based on actuals
6300 Professional Development	6,505	14,424	(7,920)	207,081	104,303	102,778	94,334	301,415	162,000	139,415	Based on actuals
6400 Marketing and Staff/Student Rec	4,135	8,025	(3,890)	83,864	64,200	19,664	43,223	127,087	96,300	30,787	Based on budget
6500 Fundraising Expenses	-	4,458	(4,458)	-	35,667	(35,667)	3,500	3,500	53,500	(50,000)	Based on budget
7100 Curriculum & Classroom Expenses	25,296	30,130	(4,835)	384,733	212,585	172,148	212,253	596,986	372,120	224,866	Based on actuals
8100 Facility	512,985	472,131	40,853	3,909,026	3,777,050	131,976	2,084,340	5,993,366	5,665,575	327,791	Based on actuals
8200 Technology/Communication Expens	33,131	16,102	17,029	313,973	128,817	185,157	155,499	469,472	193,225	276,247	Based on actuals
8800 Miscellaneous Expenses	-	83	(83)	3,707	667	3,040	180	3,887	1,000	2,887	
8900 Depreciation Expense	-	-	-	250,497	115,420	135,077	250,498	500,995	230,840	270,155	
Total Expenses	1,991,757	1,860,010	131,747	14,872,317	14,070,113	802,204	9,564,685	24,437,002	22,574,792	1,862,210	
Net Income	(298,238)	61,440	(359,678)	515,675	1,302,217	(786,543)	(1,552,587)	(1,036,912)	522,353	(1,559,265)	
Capital Expenditures											
Furniture, Fixtures & Equipment	3,680	-	3,680	704,241	-	704,241	70,000	774,241	-	774,241	
Facility and Construction	-	-	-	51,997	-	51,997	10,000	61,997	-	61,997	
Website	-	-	-	-	-	-	-	-	-	-	
Total Capital Expenditures	3,680	-	3,680	756,238	-	756,238	80,000	836,238	-	836,238	

**Challenge Prep Charter School
Cash Flow Projection as of February 28, 2022**

	Annual Budget FY21-22	Projected July 21 - June 22	Projected Mar 22 - June 22	March	April	May	June	July + Subsequent FY21-22 Items
Beginning Cash Balance (Operating)	4,804,870	6,645,873	4,498,835	4,498,835	1,708,140	2,798,354	763,483	(1,271,388)
Projected Cash Receipts from Operations (below)	23,097,145	8,012,098	5,126,718	206	3,125,791	206	206	2,000,311
Projected Cash Disbursements from Operations (below)	(22,574,792)	(9,564,685)	(9,163,921)	(2,015,577)	(2,015,577)	(2,015,077)	(2,015,077)	(1,102,614)
Net Cash from Operations	522,353	(1,552,587)	(4,037,202)	(2,015,371)	1,110,214	(2,014,871)	(2,014,871)	897,697
Cash Receipts from Accounts & Misc Receivables (not included in revenue below)	-	-	-	-	-	-	-	-
Cash Disbursements for Accounts Payable & Accrued Expenses	-	-	(755,324)	(755,324)	-	-	-	-
Capital Expenditures (below)	-	(80,000)	(80,000)	(20,000)	(20,000)	(20,000)	(20,000)	-
Accounts Receivable	-	-	-	-	-	-	-	-
PPP Loan Payable	-	-	-	-	-	-	-	-
PPP Loan Interest Payable	-	-	-	-	-	-	-	-
Ending Cash Balance (Operating Account)	5,327,223	5,173,286	(373,691)	1,708,140	2,798,354	763,483	(1,271,388)	(373,691)
Other Cash Accounts (Net of Transfers)	75,354	-	2,571,644	2,571,644	2,571,644	2,571,644	2,571,644	2,571,644
Total Cash (All Accounts)	5,402,577	5,173,286	2,197,953	4,279,785	5,369,998	3,335,127	1,300,256	2,197,953

Challenge Prep Charter School
Balance Sheet
YTD as of February 28, 2022

	Total	Comments
ASSETS		
Current Assets	-	
Bank Accounts		
1000 Cash		
1001 HSBC Checking - 0844	4,260,442	
1002 HSBC Checking - 0852	14,556	
1003 HSBC Checking - 0879	223,837	
1004 HSBC Checking - 0887	-	
1005 HSBC Money Market - 5972	2,501,644	
1006 Chase Escrow - 3060	70,000	
1007 Petty Cash	-	
Total 1000 Cash	\$ 7,070,479	
Total Bank Accounts	\$ 7,070,479	
Accounts Receivable		
1100 Accounts Receivable	263,733	
1200 Other Receivables - Salary Advance	-	
Total Accounts Receivable	\$ 263,733	
Other current assets		
1300 Prepaid Expenses	257,144	
1301 Prepaid Insurance	48,595	
1310 Prepaid Rent	535,565	
Total Other current assets	\$ 841,305	
Total Current Assets	\$ 8,175,517	
Fixed Assets		
1500 Furniture, Fixtures & Equipment		
1510 Office & Admin Computers & Equipment	259,983	
1511 Classroom Computers & Equipment	1,268,777	
1512 Classroom Furniture	523,884	
1513 Office Furniture	194,049	
Total 1513 Office Furniture	\$ 194,049	
1514 Musical Instruments	16,390	
1515 Computer Software	44,217	
Total 1500 Furniture, Fixtures & Equipment	2,307,300	
1519 Facility and Construction	127,589	
1520 Architect Fees	115,620	
1525 Fire Alarm System	7,500	
Total 1525 Fire Alarm System	\$ 7,500	
1530 Kitchen/Cafeteria	162,079	
1535 Construction In Progress	320,673	
1540 Leasehold Improvements	480,067	
Total 1519 Facility and Construction	1,213,527	

Challenge Prep Charter School
Balance Sheet
YTD as of February 28, 2022

	<u>Total</u>	<u>Comments</u>
1610 Website	11,000	
Total 1610 Website	\$ 11,000	
1700 Accumulated Depreciation & Amortization		
1710 Accumulated Depreciation	(1,651,736)	
1750 Accumulated Amortization	(8,311)	
Total 1700 Accumulated Depreciation & Amortization	\$ (1,660,047)	
Total Fixed Assets	\$ 1,871,779	
Other Assets		
1800 Security Deposits	925,999	
Total Other Assets	\$ 925,999	
TOTAL ASSETS	\$ 10,973,295	
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
2000 Accounts Payable	735,697	
Total Accounts Payable	\$ 735,697	
Other Current Liabilities		
2100 HSBC Loan Payable	-	
2300 Accrued Salaries/Taxes	-	
2301 Accrued Expenses	19,627	
2303 Accrued Interest - PPP	-	
2400 Unearned/Deferred Revenue	3,366,264	
Total Other Current Liabilities	\$ 3,387,391	
Total Current Liabilities	\$ 4,123,088	
Long-Term Liabilities		
2700 Deferred Rent Liability	2,712,124	
Total Long-Term Liabilities	\$ 2,712,124	
Total Liabilities	\$ 6,835,212	
Equity		
3100 Retained Earnings	3,622,409	
Net Income	515,675	
Total Equity	\$ 4,138,083	
TOTAL LIABILITIES AND EQUITY	\$ 10,973,295	

Challenge Prep Charter School
Statement of Cash Flows
YTD as of February 28, 2022

	<u>Total</u>	<u>Comments</u>
OPERATING ACTIVITIES		
Net Income	515,675	
Adjustments to reconcile Net Income to Net Cash provided by operations:		
1100 Accounts Receivable	101,715	
1200 Accounts Receivable:Other Receivables - Salary Advance	-	
1300 Prepaid Expenses	(48,395)	
1301 Prepaid Insurance	(48,595)	
1310 Prepaid Rent	(201,390)	
Inventory Asset	-	
2000 Accounts Payable	53,309	
2100 HSBC Loan Payable	(1,792,512)	
2300 Accrued Salaries/Taxes	(725,253)	
2301 Accrued Expenses	(69,727)	
2303 Accrued Interest - PPP	(17,160)	
2400 Unearned/Deferred Revenue	3,050,719	
Total Adjustments to reconcile Net Income to Net Cash provided by operations:	302,712	
Net cash provided by operating activities	818,387	
INVESTING ACTIVITIES		
1510 Furniture, Fixtures & Equipment:Office & Admin Computers & Equip	(10,834)	
1511 Furniture, Fixtures & Equipment:Classroom Computers & Equipment	(424,229)	
1512 Furniture, Fixtures & Equipment:Classroom Furniture	(132,113)	
1513 Furniture, Fixtures & Equipment:Office Furniture	(137,065)	
1515 Furniture, Fixtures & Equipment:Computer Software	-	
1540 Facility and Construction:Leasehold Improvements	(51,997)	
1800 Security Deposits	-	
1710 Accumulated Depreciation & Amortization:Accumula	250,497	
Net cash provided by investing activities	(505,741)	
FINANCING ACTIVITIES		
2700 Deferred Rent Liability	51,960	
3000 Opening Balance Equity	-	
Net cash provided by financing activities	\$ -	
Net cash increase for period	364,606	
Cash at beginning of period	\$ 6,705,874	
Total Cash at beginning of period	\$ 6,705,874	
Cash at end of period	\$ 7,070,479	



Attachment #12

2021-22 CPCS Board Meeting #9

Current Employees

170

Vacancies

1

Campus

Current

Vacancies

New Hires

Elementary School

92

0

0

Middle School

38

0

0

High School

26

0

0

Network Operations

14

1

0

New Hires

Campus

Position



2021-22 School Year Board Meeting #10 Minutes

Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2021-22 School Year Board Meeting #10 at 6:30 PM on April 27, 2022.

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

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

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

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

Members present: Frederica Jeffries, Gertrudis Hernandez, Karon McFarlane, Linda Plummer and Andrew Barnes

Members absent: Dr. Michelle Daniel-Robertson

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

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

1. The agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2021-22 School Year Board Meeting #9 [Attachment #1]. The minutes were approved by common consent.
3. The Chair called for the report of Dr. Les Mullings, CEO. Dr. Mullings shared with the Board that the NYS Testing for Math and ELA continues for our scholars. We continue to monitor COVID-19 with our staff and scholars. Challenge is applying for the Summer Boost NYC grant that focuses on providing a 24-day academic program for scholars that suffered significantly from learning loss during the last two school years. The focus is on ELA & Math. We are applying for 282 scholars to be in the program that would begin on July 5 and end



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

Following discussion, the report was received with appreciation.

4. The Chair called attention to the printed report of Kentia Coreus, Senior Director of Elementary Teaching & Learning [Attachment #2]. The report was received with appreciation.
5. The Chair called attention to the printed report of Nicole Griffin, K-5 Principal [Attachment #3]. The report was received with appreciation.
6. The Chair called attention to the printed report of Mavgar Mondesir, Senior Director of Secondary Teaching & Learning and 6-10 Principal [Attachment #4]. The report was received with appreciation.
7. The Chair called attention to the printed report of Tameeka Richards, Director of Pupil Personnel Services [Attachment #5]. The report was received with appreciation.
8. The Chair called attention to the printed report of Kimberly Messer, Director of Communications [Attachment #6]. The report was received with appreciation.
9. The Chair called attention to the printed report of Natalie Zadok, Director of Special Education [Attachment #7]. The report was received with appreciation.
10. The Chair called attention to the printed report of Janis Vaughn, Director of Student Enrollment & Recruitment [Attachment #8]. The report was received with appreciation.
11. The Chair noted that the Director of Operations is on maturity leave. [Attachment #9].
12. The Chair called attention to the printed report of Dale Richardson, Director of Technology [Attachment #10]. The report was received with appreciation.
13. The Chair called for the March 2022 Financial Report [Attachment #11].

Following review, the report was received by common consent.



14. The Chair called for the presentation of the 2021-22 April 2022 Personnel report [Attachment #12]. The report was received by common consent in that there were no new employess hired since the last meeting.

The meeting adjourned by common consent.

Respectfully submitted:

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

Karon McFarlane
Secretary



Attachment #1
See Prior
Month
Minutes for
Minute
Attachments



2021-22 School Year Board Meeting #9 Minutes

Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2021-22 School Year Board Meeting #9 at 6:30 PM on March 23, 2022.

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

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

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

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

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

Members absent: Andrew Barnes

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

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

1. The agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2021-22 School Year Board Meeting #8 [Attachment #1]. The minutes were approved by common consent.
3. The Chair called for the report of Dr. Les Mullings, CEO. Dr. Mullings shared with the Board the plans for the end of the school year Challenge Field Day 2022 scheduled for June 23, 2022 at Bayswater Park, Far Rockaway, NY 11691. The event will be a grand celebration of the hopeful end of the isolation our scholars and their families have experienced over the last two plus years of dealing with COVID-19. The expectation will be that the attendance will be 2000 plus.



Additionally, Dr. Mullings shared with the Board the upcoming NYS testing scheduled for the last week of March 2022 for our testing grades. This year's tests will focus on ELA and Math.

Following discussion, the report was received with appreciation.

4. The Chair called attention to the printed report of Kentia Coreus, Senior Director of Elementary Teaching & Learning [Attachment #2]. The report was received with appreciation.
5. The Chair called attention to the printed report of Nicole Griffin, K-5 Principal [Attachment #3]. The report was received with appreciation.
6. The Chair called attention to the printed report of Mavgar Mondesir, Senior Director of Secondary Teaching & Learning and 6-10 Principal [Attachment #4]. The report was received with appreciation.
7. The Chair called attention to the printed report of Tameeka Richards, Director of Pupil Personnel Services [Attachment #5]. The report was received with appreciation.
8. The Chair called attention to the printed report of Kimberly Messer, Director of Communications [Attachment #6]. The report was received with appreciation.
9. The Chair called attention to the printed report of Natalie Zadok, Director of Special Education [Attachment #7]. The report was received with appreciation.
10. The Chair called attention to the printed report of Janis Vaughn, Director of Student Enrollment & Recruitment [Attachment #8]. The report was received with appreciation.
11. The Chair noted that the Director of Operations is on maturity leave. [Attachment #9].
12. The Chair called attention to the printed report of Dale Richardson, Director of Technology [Attachment #10]. The report was received with appreciation.
13. The Chair called for the February 2022 Financial Report [Attachment #11].

Following review, the report was received by common consent.



14. The Chair called for the presentation of the 2021-22 March 2022 Personnel report [Attachment #12]. The report was received by common consent in that there were no new employees hired since the last meeting.
15. The Chair called on Dr. Mullings to present information about the Friends of Challenge Prep, Inc. and the progress related to the establishment of the organization with its objectives.

Following discussion, Michelle Daniel-Robertson made a motion with a second from Frederica Jeffries to approve the following resolutions involving 15-20 Central Avenue Real Estate, the motion carried unanimously.

RESOLUTIONS OF THE BOARD OF TRUSTEES

15-20 CENTRAL AVENUE REAL ESTATE

“The Board of Trustees (the “**Board**”) of Challenge Preparatory Charter School (the “**School**”) at a duly constituted meeting of the Board held on March 23, 2022, does hereby (i) approve and adopt the following resolutions and (ii) direct that these resolutions be recorded among the minutes of the proceedings of the School.

WHEREAS, the School is presently the subtenant pursuant to that certain Agreement of Sublease dated as of July 24, 2019 (the “**Original Sublease**”), which was amended by that certain First Amendment to Sublease dated April 16, 2020 (the “**April 2020 Amendment**”), that certain additional First Amendment to Sublease dated on or about January 4, 2021 (the “**First Amendment**”), and that certain Second Amendment to Sublease dated as of October 7, 2021 (the “**Second Amendment**”; along with the Original Sublease, the April 2020 Amendment, the First Amendment and the Second Amendment- the “**Sublease**”) by and between E Squared I LLC (“**Sublandlord**”), as sublandlord, and the School, as subtenant, pursuant to which Sublandlord leases to the School certain premises (as more particularly described in the Sublease, the “**Premises**”) located at 15-20 Central Avenue, Queens, NY 11691; and

WHEREAS, under the Sublease the School is responsible for many operational expenses related to the Premises; namely, the real property tax (the “**Property Tax**”) which as of the date hereof is projected to be approximately \$150,000.00 per year; and

WHEREAS, in conjunction with Friends of Challenge Prep, Inc. (“**Friends**”), and in order to meet the School’s long-term real estate needs, for strategic purposes and to enjoy the benefits of exemption from the Property Tax, for which



the School and Friends are eligible, the Board has determined it is in the best interest of the School to assign the Sublease to Friends pursuant to an assignment and assumption agreement (the “**Assignment**”) whereby Friends will assume the School’s obligations under the Sublease and sublease the Premises back to the School; and

WHEREAS, the School desires to sublease the Premises from Friends pursuant to a sub-sublease (the “**Sub-Sublease**”) as more fully set forth in the Sub-Sublease; and

WHEREAS, under the terms of the Assignment, as a material inducement to Sublandlord to approve the Assignment and Sub-Sublease, the School is required to guaranty the payment of rent and other expenses set forth in the Sublease, pursuant to a guaranty of lease (the “**Guaranty**”), and the School desires to issue the Guaranty to satisfy the Sublandlord’s requirements; and

WHEREAS, with Friends assuming the position as direct subtenant under the Sublease with the Sublandlord, a leasehold condominium structure (the “**Leasehold Condominium**”) becomes possible whereby the Premises are converted into condominium units (the “**Units**”) which are thereafter sublet to the School pursuant to the Sub-Sublease, and the Units are eligible for exemption from Property Tax, thereby saving the School the expense of the Property Tax; and

WHEREAS, Friends and Sublandlord desire to enter into, the Sublease whereby Friends is substituted as subtenant for the purposes of creating the Leasehold Condominium (which Sublandlord has approved), the School is designated as the sub-subtenant and an application will be filed with the New York State Attorney General’s Office for a “no action” letter to effectuate the creation of the Leasehold Condominium and thereafter an application will be filed with the New York City Department of Finance for an exemption from Property Tax; and

WHEREAS, subject to additional minor additions and changes (the “**Minor Modifications**”) to be made to the Assignment, Guaranty and Sub-Sublease through negotiations between the Sublandlord and Sublandlord’s legal counsel and the School’s Proper Representatives (defined herein) and the School’s and Friends’ legal counsel, as applicable, the School wishes to enter into the Assignment, the Sub-Sublease and the Guaranty for the Premises so that Friends can enter into the Sublease for the Premises.

NOW THEREFORE, BE IT RESOLVED, that the Board hereby approves the Assignment, the Sub-Sublease and the Guaranty, and authorizes the School’s



Proper Representatives to work with the School's and Friends' legal counsel to finalize the Assignment, the Sub-Sublease and the Guaranty with Minor Modifications;

BE IT FURTHER RESOLVED, that the School is hereby authorized and directed to execute and deliver the Assignment, the Sub-Sublease, the Guaranty and such further agreements, assignments, pledges, instruments, consents and any other documents ancillary to the Assignment, the Sub-Sublease or Guaranty necessary, proper and/or advisable in the determination of any Proper Representative (as defined below) and the payments related thereto as set forth above;

BE IT FURTHER RESOLVED, that any Trustee or officer of the School or the Board's designee or the School's Executive Director (each, a "**Proper Representative**"), be and hereby is authorized and directed, jointly and severally, to execute and deliver the Assignment, the Sub-Sublease, the Guaranty, and any other documents consistent with the transactions described above and such further agreements, assignments, pledges, instruments, consents and documents ancillary to the Assignment, the Sub-Sublease, the Guaranty or necessary in the determination of any Proper Representative, in the name of and on behalf of the School, and to pay all such expenses and taxes as in their judgment shall be necessary, proper and advisable in order to fully carry out the intent and accomplish the purposes of the foregoing resolutions; and

BE IT FURTHER RESOLVED, that all actions heretofore taken by any Proper Representative, for and on behalf of the School in connection with the Assignment, the Sub-Sublease and the Guaranty, including, but not limited to, the execution of the Assignment, the Sub-Sublease and the Guaranty shall be and hereby are ratified and approved, and that the authority given hereunder shall be retroactive and any and all acts hereunder performed prior to the passage of these resolutions are hereby ratified and approved."

The meeting adjourned by common consent.

Respectfully submitted:

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

Karon McFarlane
Secretary



Attachment #2



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

Enrollment Compliance

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

source: Student Enrollment Weekly Report sent on April 1, 2021

* *In-progress*

Ongoing Teaching & Learning Tasks

- Manage personnel, curricula, and partnerships in support of the educational program
- Monitor the effectiveness of the educational program by reviewing data, observing instruction, school culture, and academic operations
- Supervise the K-5 principal by conducting regular check-ins and weekly supervision meetings
- Coach and mentor staff when needed
- Listen and respond to staff and family grievances

Ongoing COVID-19 Response

- Attend monthly webinars with the New York State Charter Association where information is provided by the Board of Regents and all three NYS charter authorizers. Share information with pertinent staff where needed
- Maintain awareness of DOE, NYS, and DOH guidelines related to COVID-19
- Connect with external school leaders to share/collect ideas for supporting scholars and staff
- Collaborate with COVID coordinator, human resources, and site principal to manage COVID-related issues

ELA and Mathematics State Exams

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

Working with Learner-Centered Initiatives (LCI)

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

MOY Principal Effectiveness

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

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

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

Preparing to launch the 2022-23 school year

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

Instructional Staff Recruitment Process- SY 2022-23

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



Attachment #3



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

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

Enrollment

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

Attendance

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

Curriculum and Instruction

ELA Focus- Organizing Center:

- POETRY Grades K-2 (End of unit April 29th)
The goal of this unit is to show how poetry can be used to promote social and emotional learning, build community, and establish relationships as well as strengthen speaking, listening, and writing skills.

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

MATH FOCUS

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

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

TESTING Information

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

Staff Attendance

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

Professional Development

- NYS testing - analyzing the data
- Preparing and administering the FINAL Mock Assessments
- Continued PD unpacking the standards- Specifically the reading, speaking and listening and writing standards
- Building assessments into instruction
- Designing Unit 4 and 5 of ELA and Writing
- Grade Team Leaders continues to meet twice a week with grade teams to work on lesson planning with a focus on the standards and objectives

Special Education - CONTINUED Collaboration

For the next two months, collaboration with the Director of Special Education and the Special Education Liason will take place to ensure we have the following in place:

- Sped related professional development for our ICT staff
- Action plans for at risk-scholars

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

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

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

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

Remote Instruction

Currently, we have three scholars on our roster who receive remote instruction. 2 are for medical reasons, the other is because of a suspension. The two scholars who are out for medical reasons will return on April 26, 2022.

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

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

Upcoming Events

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



Attachment #4



CHALLENGE CHARTER SCHOOL

2021-2022 Principal's Monthly Board Report

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

School Year 2021-2022 Report Apr 14, 2022

Current CCHS Enrollment:

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

Current CCMS Enrollment:

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

CCMS Attendance Statistics:

Cohort Group	Grade Level	Attendance Rates						
		Seo 14. '21 - Oct 15. '21	Oct 18. '21 - Nov 12. '21	Nov. 15. '21 - Dec. 10. '21	Dec, 13, '21 - Jan. 14, '22	Jan, 17, '22 - Feb. 16, '22	Feb, 17, '22 - Mar. 21, '22	Mar, 21, '22 - Apr. 14, '22
#3	Gr. 10	93%	91%	84%	76%	83%	86%	86%
#4	Gr. 9	95%	94%	90%	77%	89%	85%	92%
#5	Gr. 8	89%	90%	89%	78%	88%	93%	91%
#6	Gr. 7	92%	89%	88%	82%	91%	94%	93%
#7	Gr. 6	83%	84%	83%	84%	88%	93%	93%
CCMS Average		88%	88%	86%	81%	89%	91%	92%
CCHS Average		94%	93%	88%	76%	87%	90%	89%



6-10 Average	90%	90%	87%	79%	89%	90%	91%
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Please note that these numbers are due to errors in the enrollment and registration.

ATTENDANCE:

- Staff and scholar attendance rates have seen a 10% uptick given stabilizing reports of COVID-19 cases.

STAFFING:

- CCMS has made no gains in staffing and has two more vacancies added. To date the following vacancies stand.
- Grade 7 Science Teacher
 - Grade 7 SS Teacher
 - Spanish Teacher
 - Grade 6 Math Teacher - Covered by Mr. Vil (Math Coach)
 - Grade 6 Math TA
 - Grade 6 Science Teacher - Covered by AP Sonnichsen.
 - Grade 6 SWD Teacher - In the meantime teachers are scheduled to provide SETTS Services to scholars.
 - Grade 7 SWD Teacher - In the meantime teachers are scheduled to provide SETTS Services to scholars.
 - Family Engagement Coordinator (6-10)
 - Grade 8 Math TA
 - SPED LIASON/SETTS Teacher Grade 8 - To be covered by Dr. Lyle
- CCHS has made no gains in staffing. To date, the following vacancies stand:
 - English 9 Teacher - The candidate declined the offer due to family issues.
 - English 10 Teacher - Principal Gordon is covering this class until a teacher is hired.
 - Grade 10 SETSS Teacher - In the meantime, a teacher is scheduled to provide SETTS Services to scholars.
 - Ms. Reid and Mr. Merrell are covering Algebra I teacher - Classes.
 - CCHS Spanish Teacher - Class is covered by Mr. Medina

NB: CCHS anticipates the exit of the PE/Health Teacher. To date, the Principal has reached out to Ms. Luton who has urgently begun the search and is actively searching for the ELA, Math, and Health/PE teachers and staff to fill the vacancies for the 2022-2023 school year.

SOCIAL-EMOTIONAL LEARNING (SEL)

- Covered in the homeroom (8:00 a.m.-8:25 a.m.) Grades 6-10 continue with the Second Step SEL lessons focusing on Bullying and Harassment. Teachers have been provided with the PD for this Unit.
- The Mood Meter has also been incorporated as part of the classroom SEL support. As



well as using the first seven minutes of classes at certain periods of the day to check-in and establish scholars' moods. We believe that this support will help us improve our scholar's academic standing and we encourage them to speak about their feelings and we validate their feelings as well—giving way to strategies to help them cope.

- The importance of the social-emotional lessons is to provide a foundation for safe and positive learning to provide scholars with the strategies necessary to succeed in school, careers, and life. We continue to focus on all 5 of the SEL Competencies throughout the school year.

CURRICULUM, INSTRUCTION, AND ASSESSMENT

- Test Prep has begun at CCMS, for ELA and Math. Scholars practice on bubble sheets generated in PerformanceMatters and standards progress is tracked in the same program.
- The Lavinia Group continues the Close Reading work with grades 6-10. Consultants coach and observe lessons in the classroom on demand alongside leadership and provide teachers with feedback on the teaching of Close Reading. The last visit for the CCMS Lavinia Group consultant was on March 3, 2022. The CCHS Lavinia Group consultant was on the premises on April 11, 2022. He was able to help grade some ELA Regents mock exams. He will aid in the production of strategic instructional work for CCHS scholars.
- Scholars have been grouped to make RTI a more structured instructional work in our school. The 2019 New York State Assessment data and the B.O.Y. Diagnostic data were used to guide this work.
- Enrichment clusters were also arranged using the Renzulli Survey data, however, due to COVID Safety precautions, in-school enrichment clusters have been grouped by homeroom and mixed interest. At CCHS scholars have the choice of two clusters, which are being adjusted to incorporate as little contact as possible. These clusters occur at CCHS during the lunch period.

SPECIAL EDUCATION SERVICES

- Grades 6-8 CLASSROOMS
 - In Grades 6-8, teachers have been recruited to provide SETSS tutoring during their prep times. We were also fortunate to get Ms. Grimes a SPED Teacher from Alternative Tutoring to support Grade 6.
 - Ms. Jasmine Hunter who had taken on the additional role of SPED Liaison for Grades 6-10 while maintaining services to Grade 6 IEP scholars has handed in her resignation as of Friday, April 15, 2022. She has also offered us a candidate from Alternative Tutoring—the Director of SPED Ms. Zadok and Ms. Luton are working to get the candidate so that support services can continue for our scholars in grade 8 urgently. In the interim, Dr. Lyle will support the work.
- Ms. Ana Gomez provides ENL services on a consistent schedule.

DIGITAL PLATFORMS



- Grades 6-10 scholars are using a combination of digital notebooks and hardcover notebooks for all courses now to build writing and engagement stamina. We continue to utilize all our platforms with our eyes on maintaining remote learning strategies and the brick and mortar classroom. A recent shift was implemented to curtail the use of Chromebooks to just 9% of the instructional time to maximize engagement.

PARENT AND SCHOLAR OUTREACH and ACCESSIBILITY

- Attendance letters and nudge letters are continuously sent out to parents via ParentSquare and hard US Mail at CCMS and CCHS. An Expectations reminder letter was sent to High School families via ParentSquare prior to the Mid-Winter Break with information about requirements for uniform and work quality.
- The CCHS Social Scientist Team has been working with scholars to bring about a clearer understanding of their academic standing with respect to credits earned toward graduation.
- Efforts continue with respect to getting Parents to register in ParentSquare.
- Parent-Teacher Conferences for Q2 were completed on March 10 and 11, with 91 CCMS scholars represented (40%) and 29 CCHS scholars represented (25%).

PROFESSIONAL DEVELOPMENT

- GRADE TEAM PLANNING AND ONGOING PROFESSIONAL DEVELOPMENT
 - Professional development take place daily:
 - Mon-Thu 11:10 PM to 12:00 PM for Grade 6
 - Mon-Thu 12:50 PM to 1:40 PM for Grades 6-10 core instructors
 - Fridays from 1:30 PM to 4:00 PM
 - Close Reading - Lavinia Reading Group Consultants on site.
 - Universal Design for Learning, Specially Designed Instruction PD, and Progress Monitoring PD were completed and implemented into lesson plans.
- VERTICAL DEPARTMENT PLANNING
 - Department Teams continue to meet to discuss instructional planning across disciplines.

INSTRUCTIONAL OBSERVATIONS

- The CCMS-CCHS Admin Team members have been regularly supporting instructional periods throughout the day to ensure that instruction is taking place and that outreach is performed as needed. Informal observations have begun in the form of Check-ins. TeachBoost is being used for this task, with a target of 2 long observations and 5 short observations across the board for the school year.



Attachment #5



Director of Pupil Personnel Services

April 2022 Board Report

Covid-19 Coordinator

Here are the current vaccination numbers for our staff:

169 Fully vaccinated

1 exemption

Scholars Tested Weekly

175

February's Positive Test Results

3

- CIC Health is now a partner with our school to provide in-school testing. CIC Health offers comprehensive COVID-19 testing services that are accessible, fast, and easy. COVID testing occurs weekly on Monday's.
- The School Health Liaison is now fully trained in all COVID-19 protocols.
- Oversee all COVID-19 protocols and provide supervision to the School Health Liaison
- Support the school community with answers to COVID-19 questions
- Attend weekly Sector-Wide Q&A Calls with the NYC DOE & DOHMH to stay informed of all updated COVID-19 protocols, and inform all leaders about the updates
- Oversee next steps for staff and scholars when they have a positive COVID-19 test result
- The Test & Stay program is now implemented successfully school wide, and scholars will be receiving at-home test kits for the upcoming Spring Break.
- Supervise the internal data collection for all vaccinated scholars K-10.
- Oversee the process of providing all scholars at-home testing kits for the upcoming Spring Break
- Followed up on dental services for all of our scholars K-10 to receive a dental check-up and cleaning at all sites

Pupil Personnel Director

Elementary

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

- Attended the Social Work Intern check-in meetings to provide guidance on ways to support our scholars
- Attended CST meetings for scholars in grades K-5
- Updated the Second Step Pacing chart to ensure all classes are on the correct weekly lesson
- Lead the bi-weekly meeting with the student support team to begin the process of aligning the counseling program school-wide
- Followed up on the transition activities for the rising 6th graders, that will be occurring in the beginning of May

Middle and High School

- Observed the Work based learning course and identified a curriculum for the course entitled Overcoming Obstacles. This curriculum merges SEL components and teaching skills to prepare our scholars for the world of work.
- Supervised the pacing of the Second Step lessons to ensure all classes are on the same lesson each week.
- Followed up on the transition activities for our rising 8th graders to prepare them for the high school experience

All sites

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

Family Engagement Coordinators

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



Attachment #6



Challenge Charter School

Communications Report - April 2022

Kim Messer, Director of Communications

Communications:

Internal/External

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



Budget

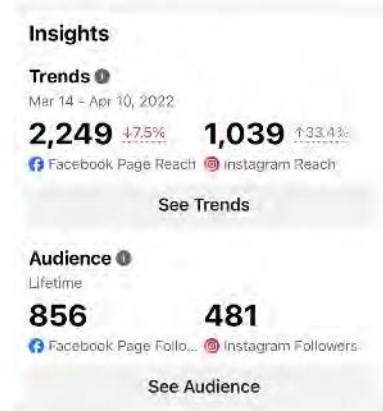
- I proposed a social media management company to partner in my Communications plan for this school year. Dr. Mullings had approved the expense, but due to finance delays, we lost the contract. As our school and my workload grows, I am spending a lot of time on social media and graphic development.
-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

Social Media

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



September 2021



April 2022

Recruitment/Application Promotion:

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

Bigger Projects

- Development of a Communications Guidebook that gives an overall view of our process and work in communications continues. This document will include our Brand Guidelines, an annual calendar of campaigns across our school, and more.
- Mrs. Richards and I are partnering to work on the Emergency Response Plan for the school - this entails the Crisis Response Plan (grief response), Crisis Communications Plan (detailed strategic response), Safety Plan (operations) & possibly other documents. We will be reaching out to principals and other staff for a committee.



Attachment #7



April 2022

Ms. Natalie Zadok: Director of Special Education Grades K-10

1. Develop a Vision

- Developing a streamlined vision for the Special Education Department that exemplifies integrity, equity, collaboration and empowerment for all scholars and their families to exhibit best academic and social emotional achievements.
- Meeting with Administration and School building leaders to assess the current Special Education Program in order to incorporate specific tools to strengthen the management of Scholars with IEP’s across all Grades K-10.
- Gaining staff buy-in by means of empowering them to maximize scholar’s with IEPs goals as well as academic achievements as well as social emotional milestones.

2. Special Education Scheduling and Planning: Maintaining the Special Education IEP Spreadsheet and Caseloads

Requires entering every scholar’s Grades (K-10) OSIS# in SESIS to identify scholars with IEPs in order to align them with the correct services and providers needed

3. IEP Mandates & Service Totals Grades K-10

Site	Grade	Total # Of IEPs	Related Services				
			ICT	SETTS	Speech	Counseling	OT
Elementary	K	10	11	2	17	3	13
	1	21	14	0	18	3	10
	2	20	17	0	14	8	5
	3	14	10	4	8	5	1
	4	15	10	6	11	6	2
	5	12	12	5	4	6	1
Middle	6	16	5	9	7	4	3
	7	7	1	6	5	5	None
	8	15	2	10	8	8	None
High	9	11	None	10	4	4	None
	10	8	None	7	3	3	None
Totals		149	82	59	99	55	35

4. Staffing

- continuing to seek Special Education Certified Instructors to fill vacancies.
- Grades 6-8 Admin has stated is seeking Certified Setts Teachers
- Grades 9-10 Admin has stated seeking Certified Setts Teachers
- Physical Therapist appointed directly from the DOE start date 4/12/2022 at K-5 Site

5. Billing

- Collaborating with finance to ensure that all data is aligned for Vendor Portal
- Supporting Special Education Liaisons to deliver accurate data for SPED Billing
- Requested a Billing timeline for the remainder of the year so that SPED staff can be aware of pertinent billing deadlines to ensure seamless transmission to the billing department.
- Suggested an In-House excel sheet be circulated at all sites with a list of recent discharges as well as new admits to ensure SESIS data is compliance with In-House changes in order to assist with billing discrepancies
- Continuous support to both Special Education Liaisons at K-5 as well as 9-10
- Attended Sped Billing Webinar along with K-5 & 6-10 Liaisons

6. Current Action Items

- Supporting the needs of K-5 as well as 6-10 Special Education Liaison with (CSE#4) Policies and Procedures to ensure that all IEP cases are assigned annual, tri-annual, re-evaluation , initial and misaligned IEP meeting dates. Gathering all data such as Teacher Reports, IREADY, F&P, Behavioral Anecdotal logs from designated staff in order to submit to the CSE. Coordinating, sitting in on as well as leading all CSE meetings Grades K-10 until the new hire in Grades 6-10 is trained as well as a new liaison to be hired in Grades K-5.
- Ensuring the partnership with CSE District #4
- Ensuring that related service agencies are appointed to CPCS in order to ensure related service (Speech, OT, PT, and Para) services begin in a timely manner to avoid any lapse in services provided to scholars.
- Collaborating with CSE to assign related service providers, as they are resolving a shortage of employee barriers due to non-compliance of the vaccine mandate.
- Supporting the ELL provider to send home 200 Home language surveys for Grades K-2 as the data was missing, hence not allowing the ELL provider to administer the Nysitell Exams.
- Continuing to tally the returned parents' surveys.
- Assessing the space in each facility in order to secure a private area for CSE Psychologists and Social Workers to interview parents as well as assess and test scholars. Collaborating with Admin to ensure that there are ample conditions for SETTS providers to efficiently pull scholars for individual and small Group interventions.
- Collaborating with Grades K-5 Provider, Mr. Salazar as well as CCMS ELL provider Ms.Gomez to ensure all ELL scholars are re-assessed as well as initially assessed to gain clear benchmarks of scholar's ELL plans.
- Collaborating with ELL External Consultants to implement academic plans that will fully encourage our ELL scholar's overall success and achievements according to their individualized needs and goals.
- Aligning ELL Charter goals and policy to the ELL Program Grades K-10.
- Weekly check-Ins to manage current caseload with District Psychologist to ensure alignment and discuss particular issues that arise within each case.
- Attending and supporting IEP meetings Grades K-10 to ensure compliance and continuity of suggested programs remain intact.
- Attending CST meetings to support Social Emotional, Behavioral as well as Academic Supports Grades K-10
- Assisting newly hired employees to attain SESIS access by collaborating with the Director of Operations to enter them into the Galaxy system.
- Panelist on the Open-House Events Grades K-10
- TNTP Leadership Training

- gathering information for justification to purchase a reading program called S.P.I.R.E that assist with struggling readers as well as those that struggle with Dyslexia
- Delivering Professional Development to newly hired staff in the ICT classroom that are Gen Ed Certified
- Creating a calendar for ongoing PD's for remainder of the school year
- Gaining ATS access to access scantrons to test ELL scholars
- NCI Crisis Intervention Training Certification
- Supporting ELL Team with Nyseslat Administration and test distribution
- Creating Behavior intervention plans in collaboration with the 9-10 support team
- Aligned with Parent Academy Coordinator to create ways to deliver IEP empowerment and information to families

7. Mobilizing Community Resources to support families with scholars with IEPs to secure the necessary external resources needed for scholars to maintain best academic as well as social emotional benchmarks this 2021-20220 school year.

- Partnering with New Horizons and Sheltering Arms Agencies in Far Rockaway to ensure that families receive the services needed upon initiating the need for community support.
- Providing families with access to their parental rights under the IDEA Law that serves as a guide for parents with scholar's IEP compliance as well as parent empowerment support guidelines.
- Conducted one on one Parent meetings via Google Meet and Telephone conference to address specific needs that arise prior to the first day of school for scholars with IEP's services that include Initiating, Maintaining as well as Re-Evaluating scholar's IEP cases.
- Providing support staff with Suicide Prevention resources for scholars.
- Collaborating with Liaisons and Parent Coordinator to secure appointment slots to assist parents to secure a Speech and OT provider via the RSA process.
- Seeking Community and CSE support for scholars experiencing trauma-related incidents such as accidents and or inability to attend in-person school due to comorbidity conditions that promote greater risk with COVID-19 risks.
- Supporting parents of scholars with IEPs to attain door-to-door as well as closest curb pick up and drop off services.
- Supporting families with scholars that have IEP's attain necessary resources needed as a direct result of COVID-19.
- Aligning with Community Physicians and Health Care Clinics that can support families with IEPs, immediate health and social emotional well-being as well as assessments for initial IEPs.

8. Sites (K-10) External Providers COVID-19 Preparation

- Delivering CPCS COVID-19 Guidelines and Safety Protocol to all Related Service agencies providers that will be conducting in-person sessions with Scholars at all sites.
- Related Service agencies have received a copy of the CPCS COVID-19 safety policy and have agreed to have their providers adhere to the CPCS COVID-19 Safety measures.
- Collaborating with CSE to conduct misaligned Scholar IEP meetings to ensure compliance
- Weekly Check-Ins with providers to ensure session compliance
- Aligned with the CSE Chairperson of Related Services to ensure SESIS Encounter Attendance for providers to conduct.
- Aligning with Related Service Agencies to request transmittal from the CSE for new admits that have an IEP.
- Managing provider's time sheets and attendance to ensure efficiency of session service.

9. Professional Development Resources

- Meeting with the Special Education Collaborative to review a package that will suit the needs of CPCS staff Grades K-5 for Special Education Workshops that include (Co-Team Teaching Strategies, Specially Designed Instruction, creating Behavior Intervention Plans as well as Functional Behavior Analysis plans etc.).
- Meeting with ELL External Consultants to create plans to enrich the ELL Department via identifying, testing and aligning ATS data to ensure that scholars' home language is precise in order to administer the NYSITELL Exam.

- Creation of In-house Professional Development Presentations that highlight Special Education tools, resources and guidelines to staff.
- Mentoring Special Education Liaisons Grades K-5 & 6-10 on proper dialogue to conduct discussions with families on sensitive issues.
- Creating individual plans for scholars with IEP's that have missed extensive days due to medical conditions that can be complicated should they contract COVID-19 Plans include Teacher check-in's as well as distribution of instructional items on a bi-weekly basis , parent training on how to access instructional supports on scholars chrome books as well as social emotional check-ins and support .
- On-going alignment with Director of Pupil Personnel Services to collaborate on Restorative practices for next school year



Attachment #8



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

CCS STUDENT ENROLLMENT



Student Enrollment and Recruitment Weekly Report

TOTAL ENROLLED	961
Approved Charter Enrollment	1056

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

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

High	9	72	70
	10*	96	45
Total			115

* The waitlist is currently exhausted.

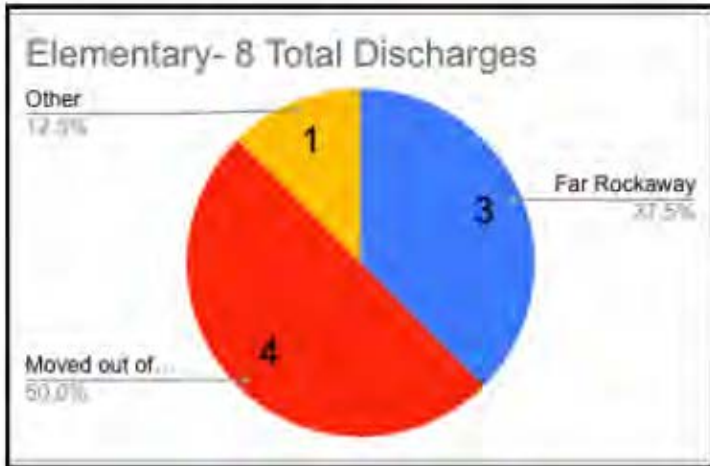
2022-2023 SY Enrollment		
Grade	Available Seats	Currently in Registration (4/14/22)
K	120	104
1	18	11
2	4	2
3	2	2
4	-	-
5	1	1
6	-	-
7	10	5
8	8	3
9	-	-
10	2	-
11	5	-
Total	170	128

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

CCS Discharge Summary Report

March 1, 2022-April 14, 2022

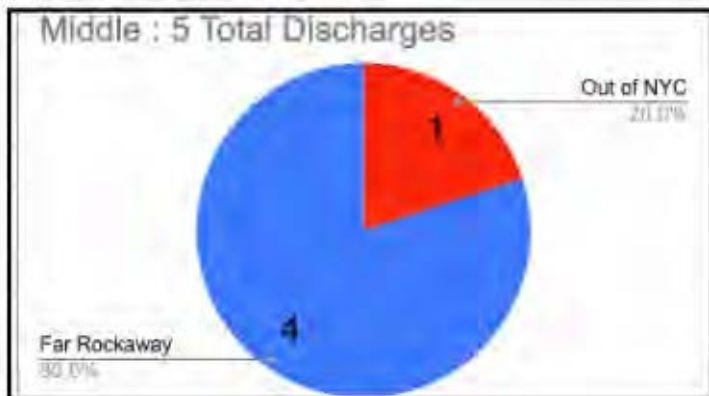
Total Discharges: 14 scholars



Total: 8

Notes:

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



Total: 5

Notes:

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



Total: 1

Notes:

The scholars moved out of NYC.



STUDENT RECRUITMENT

CCS Lottery Night Highlights:

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

Rising 6th and 9th Grade Update:

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

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



Attachment #9



Attachment #9

Director of Operations on Maturity/Family Leave



Attachment #10



Director of Technology Report

Mar. 2022 - Dale Richardson

—

I: Current Work

A: Supporting during state testing

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

B: Auditing equipment functionality

- Some of the high ticket equipment (smart boards, printers, etc.) at 1520 Central Avenue and 1526 Central Avenue are not functioning exactly as they should. I suspect this to be from the electricity.
- We should look into upgrading to 30 amp breakers, if our current breaker boxes can handle that capacity.
- We should also invest in power surge protectors for high ticket items.

C: Auditing Staff and Student Technology devices.

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

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

A: Independent Cyber Security Audit.

- An independent cyber security assessment should be completed by June 2022, in order to satisfy various insurance and state requirements. Ex: https://www.dfs.ny.gov/industry_guidance/cybersecurity
 - We have sourced a credible vendor that is willing to access all sites for a total of \$42,327.00.
-



B: A single phone number to reach our entire organization?

- In an effort to increase customer experience. I have made an inquiry to revamp our phone system under a single unified number.
- Once the user dials the new number, they will have the ability to choose the site they wish to contact.
- Having a single unified number will assist with advertising, by allowing flyers to be a little less cluttered.
- A single unified number will also be useful for our web presence. Ex: When one google's "Challenge Charter School," google currently presents the phone number for 710 Hartman Lane. Google should have a single number capable of reaching each site.
- A proposal will be provided by a vendor for consideration, with the goal of a summer implementation if approved.

C: Potential Security Cameras

- We are currently sourcing quotes for security video cameras, which are intended to be placed at 710 Hartman Lane and 1526 Central Avenue.
- These will be new systems and may incur the cost of additional servers and internet equipment, to manage the bandwidth.
- A proposal will be provided by a vendor(s) for consideration, with the goal of a summer implementation if approved.



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

A: Reso A funding

- Challenge Prep Charter School was allocated \$250K in Fiscal Year 2022 (FY22) for a Reso A Technology project by the Council Member.
- We were requested to complete paperwork, notarize, and send in order to ensure a timely delivery. This was completed in January.
- On 3.15.2022 we were told by the Reso A vendor, "We have not yet received the FY22 Tech/procurement certificate to proceed from the office of management and budget, but do anticipate it coming shortly. Once we do, the principal can expect outreach from DOE's DIIT."
- We should be thinking of other funding sources to outfit our high school location @ 1520 Central Ave, as these funds may not be distributed anytime soon, and our school will be expanding in the 2022/2023 school year.

B: Computer Lab at 1520 Central Ave (with Reso A)

- Apple desktops have been ordered via RESO A Grant Funding.
- Interactive boards have been ordered via RESO A Grant Funding.
- Printers have been ordered via RESO A Grant Funding.
- We have been updated on 3.15.2022 that Apple Desktops have been discontinued.
- We have been updated on 3.15.2022 that Interactive boards are on backorder, with a current cue of 12 - 18 months.
- We have been updated on 3.15.2022 that the vendor is unsure of delivery time, as equipment will take "some time" to arrive at their warehouse and will take "some time" after that to arrive at Challenge.



D: Inventory shortage

- The Lenovos currently being used by teachers are beginning to age and fail.
- New laptops should be purchased via Reso A funding. However, Reso A funding has not been released as yet.



Attachment #11



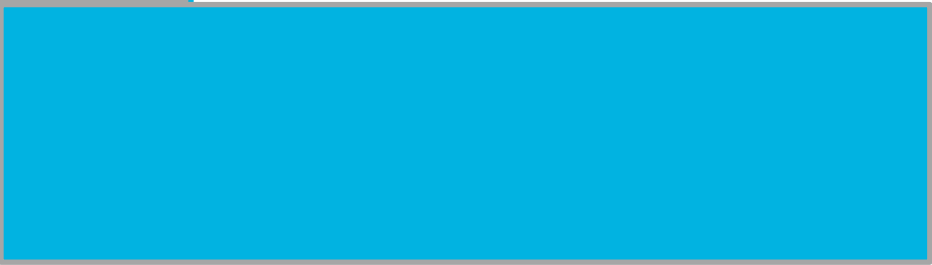
Helping you to focus on what's important
STUDENT ACHIEVEMENT

CSBM
CHARTER SCHOOL
BUSINESS MANAGEMENT

experience. expertise. execution.

Challenge Prep Charter School

Monthly Financial Report
March 2022

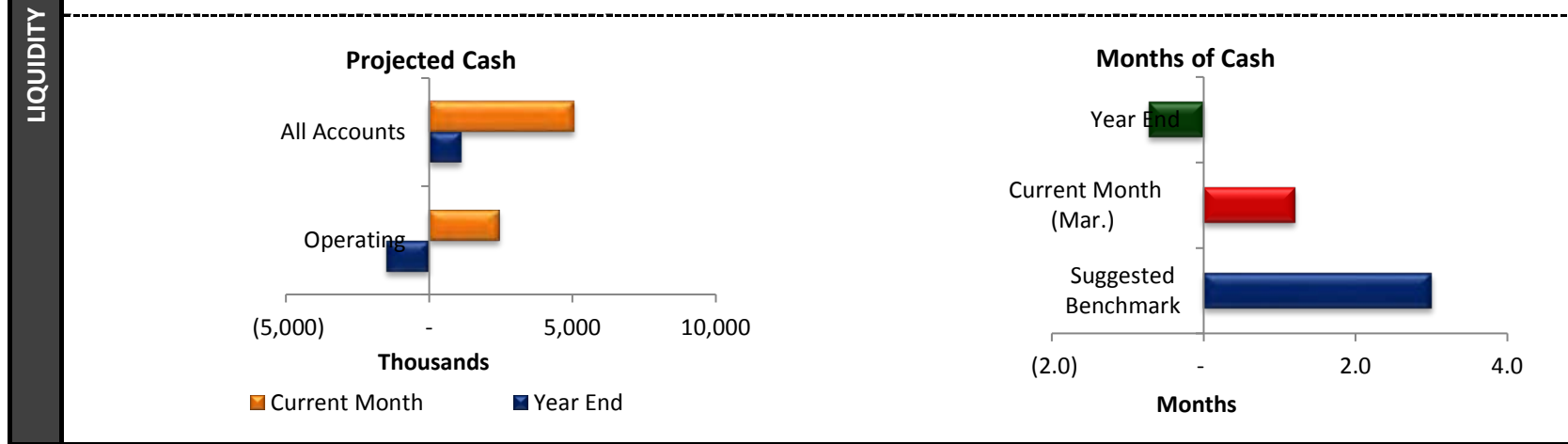


Challenge Prep Charter School

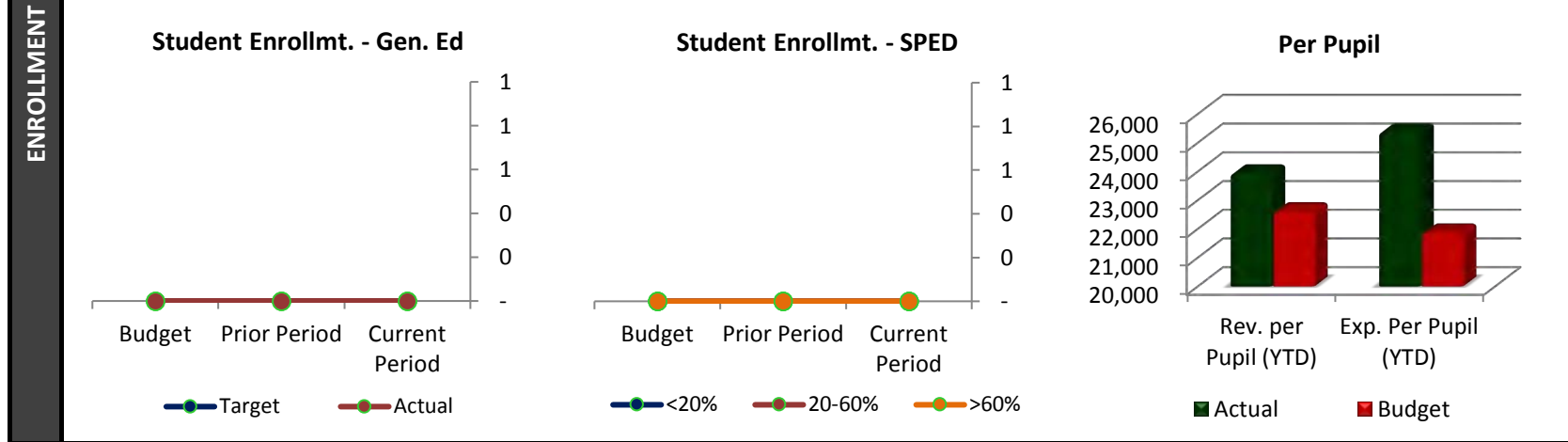
Financial Summary

For Period Ended March 31, 2022

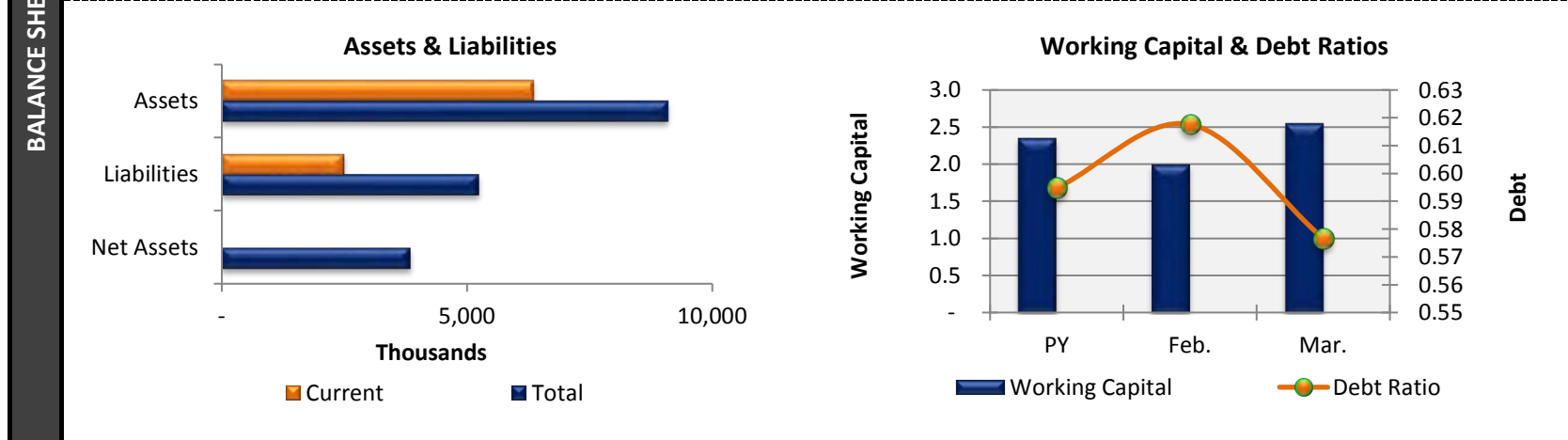
LIQUIDITY	Cash in Bank (Operating Account(s) Only: as of March 31, 2022)	\$ 2,465,037
	Projected months of cash on hand	1.2
	Cash in Bank (Total - All Accounts as of March 31, 2022)	\$ 5,052,057
	FY Ending Cash Available to Carryover to FY21-22 (Operating Account(s) Only)	\$ (1,480,849)
	<i>*Cash balance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



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



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



Challenge Prep Charter School

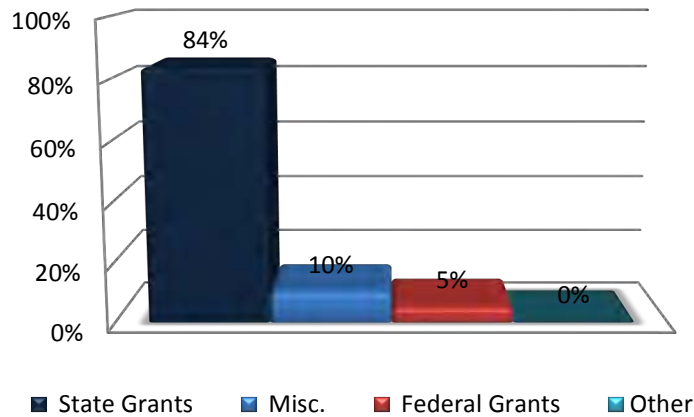
Financial Summary

For Period Ended March 31, 2022

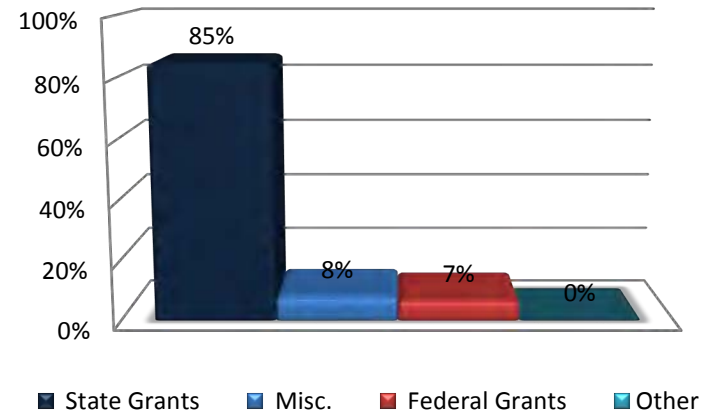
	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Total Revenue YTD:	\$ 17,370,379	\$ 17,332,795	\$ 37,584
Total Expenses YTD:	(17,143,618)	(16,031,347)	(1,112,271)
Net Operating Surplus(Deficit):	\$ 226,761	\$ 1,301,447	\$ (1,074,686)
	<u>Projected</u>	<u>Budget</u>	<u>Variance</u>
Annual Projected Revenue: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

BUDGETING / REVENUE & EXPENSES

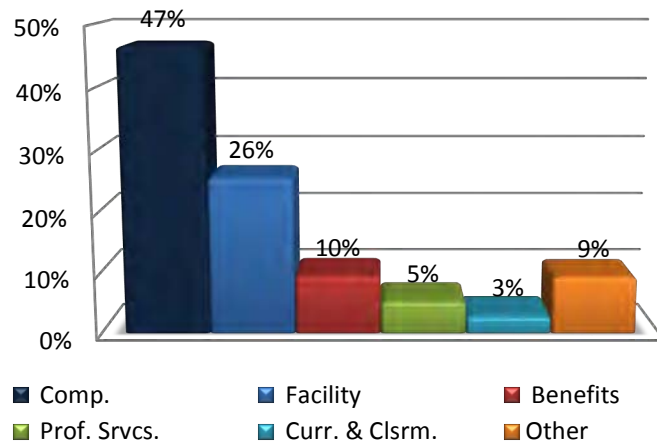
Revenue Breakdown YTD



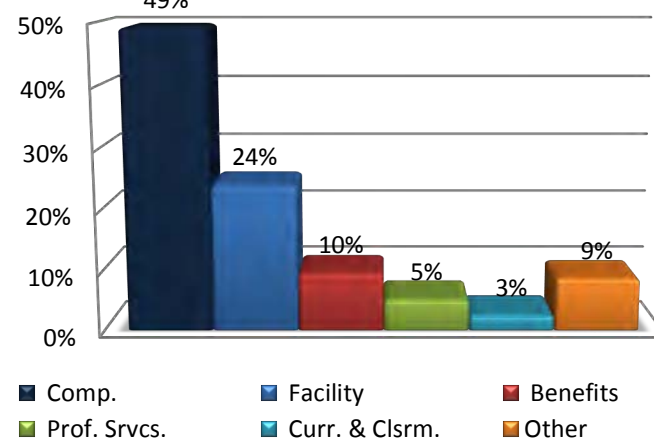
Revenue Breakdown YE



Expense Breakdown YTD



Expense Breakdown YE



Challenge Prep Charter School

Financial Variance Summary

Fiscal Year Ending 6/30/2022	Comments
Net Budget Surplus after Depreciation	\$ 522,353
Increase in Projected Annual Expenses	2,123,949
Net Projected Deficit Variance after Depreciation	<u>\$ (1,872,510)</u>

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

	March 31, 2022			YTD Through March 31, 2022			Projected FYE June 30, 2022				Comments
	Actual	Budget	Variance	Actual	Budget	Variance	Current Month Actuals - August 2021 - March 31, 2022 + Projected - June 30, 2022	Projections thru June 30, 2022	Annual Budget	Variance	
Income											
4100 State Grants	1,723,718	1,670,498	53,221	14,653,388	14,722,366	(68,977)	4,839,214	19,492,603	19,616,816	(124,213)	GenEd based on 953.464 SpEd budget based on 70.996 over 60%; 27.05 20-59%
4200 Federal Grants	161,131	164,967	(3,836)	897,135	1,485,429	(588,294)	616,062	1,513,197	1,980,329	(467,132)	
4300 Contributions	-	-	-	-	-	-	-	-	-	-	
4400 Miscellaneous Income	192	125,000	(124,808)	1,819,856	1,125,000	694,856	576	1,820,431	1,500,000	320,431	
Total Income	1,885,041	1,960,464	(75,423)	17,370,379	17,332,795	37,584	5,455,852	22,826,231	23,097,145	(270,914)	GenEd based on 951.753 SpEd budget based on 71.900 over 60%; 25.293 20-59%; Adjustments made to Lease Assistance based on unearned revenue for FY21.
Expenses											
Compensation											
5100 Instructional Staff	682,145	721,155	(39,010)	5,200,354	5,616,692	(416,338)	3,042,566	8,242,920	8,653,862	(410,942)	Salary projections based on payroll averages
5200 Non-Instructional Staff	224,196	205,934	18,262	1,922,429	1,853,407	69,022	722,588	2,645,017	2,471,209	173,808	Adjusted based on payroll
5300 Pupil Support	123,626	106,739	16,887	898,218	960,650	(62,432)	409,283	1,307,500	1,280,867	26,633	Based on budget
5000 Compensation	1,029,967	1,033,828	(3,861)	8,021,000	8,430,749	(409,748)	4,174,437	12,195,437	12,405,938	(210,501)	Salary projections based on payroll averages
5400 Benefits	203,014	158,858	44,156	1,657,261	1,429,725	227,536	743,377	2,400,638	1,906,300	494,338	
6100 Administrative Expenses	45,806	46,802	(997)	469,697	426,088	43,609	150,175	619,871	566,494	53,377	Adjusted based on actuals
6200 Professional Services	79,478	79,667	(189)	919,277	664,000	255,277	369,177	1,288,454	921,500	366,954	Based on actuals
6300 Professional Development	100,535	14,424	86,110	307,615	118,727	188,888	122,627	430,242	162,000	268,242	Based on actuals
6400 Marketing and Staff/Student Rec	2,164	8,025	(5,861)	94,372	72,225	22,147	39,512	133,884	96,300	37,584	Based on budget
6500 Fundraising Expenses	-	4,458	(4,458)	-	40,125	(40,125)	3,500	3,500	53,500	(50,000)	Based on budget
7100 Curriculum & Classroom Expenses	113,082	69,144	43,938	497,815	281,729	216,086	131,350	629,165	372,120	257,044	Based on actuals
8100 Facility	544,152	472,131	72,020	4,424,846	4,249,181	175,664	1,582,703	6,007,549	5,665,575	341,974	Based on actuals
8200 Technology/Communication Expens	42,962	16,102	26,860	363,049	144,919	218,131	121,817	484,866	193,225	291,642	Based on actuals
8800 Miscellaneous Expenses	234	83	151	3,941	750	3,191	198	4,140	1,000	3,140	
8900 Depreciation Expense	134,248	57,710	76,538	384,745	173,130	211,615	116,250	500,995	230,840	270,155	
Total Expenses	2,295,640	1,961,234	334,406	17,143,618	16,031,347	1,112,271	7,555,123	24,698,741	22,574,792	2,123,949	
Net Income	(410,599)	(770)	(409,829)	226,761	1,301,447	(1,074,686)	(2,099,271)	(1,872,510)	522,353	(2,394,862)	
Capital Expenditures											
Furniture, Fixtures & Equipment	20,859	-	20,859	767,245	-	767,245	45,461	812,706	-	812,706	
Facility and Construction	9,729	-	9,729	61,726	-	61,726	20,575	82,302	-	82,302	
Website	-	-	-	-	-	-	-	-	-	-	
Total Capital Expenditures	30,588	-	30,588	828,972	-	828,972	66,036	895,008	-	895,008	

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

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

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

	Total	Comments
ASSETS		
Current Assets	-	
Bank Accounts		
1000 Cash		
1001 HSBC Checking - 0844	2,240,208	
1002 HSBC Checking - 0852	15,184	
1003 HSBC Checking - 0879	224,829	
1005 HSBC Money Market - 5972	2,501,836	
1006 Chase Escrow - 3060	70,000	
Total 1000 Cash	\$ 5,052,057	
Total Bank Accounts	\$ 5,052,057	
Accounts Receivable		
1100 Accounts Receivable	515,344	
Total Accounts Receivable	\$ 515,344	
Other current assets		
1300 Prepaid Expenses	220,031	
1301 Prepaid Insurance	36,446	
1310 Prepaid Rent	530,756	
Total Other current assets	\$ 787,234	
Total Current Assets	\$ 6,354,636	
Fixed Assets		
1500 Furniture, Fixtures & Equipment		
1510 Office & Admin Computers & Equipment	256,303	
1511 Classroom Computers & Equipment	1,335,461	
1512 Classroom Furniture	523,884	
1513 Office Furniture	194,049	
Total 1513 Office Furniture	\$ 194,049	
1514 Musical Instruments	16,390	
1515 Computer Software	44,217	
Total 1500 Furniture, Fixtures & Equipment	2,370,304	
1519 Facility and Construction	127,589	
1520 Architect Fees	115,620	
1525 Fire Alarm System	7,500	
Total 1525 Fire Alarm System	\$ 7,500	
1530 Kitchen/Cafeteria	162,079	
1535 Construction In Progress	320,673	
1540 Leasehold Improvements	489,796	
Total 1519 Facility and Construction	1,223,256	

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

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

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

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



Attachment #12

2021-22 CPCS Board Meeting #10

Current Employees	Vacancies
170	1

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

New Hires	Campus	Position
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2021-22 School Year Board Meeting #11 Minutes

Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2021-22 School Year Board Meeting #11 at 6:30 PM on May 25, 2022.

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

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

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

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

Members present: Frederica Jeffries, Gertrudis Hernandez, Karon McFarlane, and Linda Plummer

Members absent: Dr. Michelle Daniel-Robertson and Andrew Barnes

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

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

1. The agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2021-22 School Year Board Meeting #10 [Attachment #1]. The minutes were approved by common consent.
3. The Chair called for the report of Dr. Les Mullings, CEO. Dr. Mullings shared with the Board about the year-end activities including the Kindergarten Moving Up Ceremony, 5th Grade Graduation, 8th Grade Graduation and Field Day June 23, 2022. He announced that Challenge has been selected for the Summer Boost NYC program with a grant of \$593,040 that will be used for 353 scholars in grades 1-8 to attack learning loss they experienced the last two years. The program will also have an Enrichment program during the afternoon sessions. It will run from July 5 – August 5, 2022. Challenge will host a Career and Job Fair



on June 9, 2022 in the Challenge High School Gym sponsored by the NYS Department of labor. 52 Exhibitors will offer 4200 job opportunities to our community residents.

Following discussion, the report was received with appreciation.

4. The Chair called attention to the printed report of Kentia Coreus, Senior Director of Elementary Teaching & Learning [Attachment #2]. The report was received with appreciation.
5. The Chair called attention to the printed report of Nicole Griffin, K-5 Principal [Attachment #3]. The report was received with appreciation.
6. The Chair called attention to the printed report of Mavgar Mondesir, Senior Director of Secondary Teaching & Learning and 6-10 Principal [Attachment #4]. The report was received with appreciation.
7. The Chair called attention to the printed report of Tameeka Richards, Director of Pupil Personnel Services [Attachment #5]. The report was received with appreciation.
8. The Chair called attention to the printed report of Kimberly Messer, Director of Communications [Attachment #6]. The report was received with appreciation.
9. The Chair called attention to the printed report of Natalie Zadok, Director of Special Education [Attachment #7]. The report was received with appreciation.
10. The Chair called attention to the printed report of Janis Vaughn, Director of Student Enrollment & Recruitment [Attachment #8]. The report was received with appreciation.
11. The Chair called attention to the printed report of Michael R. Estep, Acting Director of Operations [Attachment #9]. The report was received with appreciation.
12. The Chair called attention to the printed report of Dale Richardson, Director of Technology [Attachment #10]. The report was received with appreciation.
13. The Chair called for the April 2022 Financial Report [Attachment #11]. The report highlighted the tight financial year the school was experiencing due to the onboarding of the new high school facilities and the equipping of the building



along with other factors. Following review, the report was received by common consent.

14. The Chair called for the presentation of the 2021-22 May 2022 Personnel report [Attachment #12]. The report contained the recommendation to approve the renewal of academic year employees for the 2022-23 school year contracts. Gertrudis Hernandez moved for the reports approval with a second from Linda Plummer, the motion carried unanimously.

15. The Chair called for the 2022-23 Budget Assumptions Report. The report calls for a 3% raise for existing employees for the 2022-23 school year. Gertrudis Hernandez moved for the reports approval with a second from Linda Plummer, the motion carried unanimously.

The meeting adjourned by common consent.

Respectfully submitted:

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

Karon McFarlane
Secretary



ATTACHMENT #1

CPCS

2021-22 School Year

Board Meeting #10

Minutes

See Prior Month

Minutes for Attachments



2021-22 School Year Board Meeting #10 Minutes

Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2021-22 School Year Board Meeting #10 at 6:30 PM on April 27, 2022.

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

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

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

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

Members present: Frederica Jeffries, Gertrudis Hernandez, Karon McFarlane, Linda Plummer and Andrew Barnes

Members absent: Dr. Michelle Daniel-Robertson

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

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

1. The agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2021-22 School Year Board Meeting #9 [Attachment #1]. The minutes were approved by common consent.
3. The Chair called for the report of Dr. Les Mullings, CEO. Dr. Mullings shared with the Board that the NYS Testing for Math and ELA continues for our scholars. We continue to monitor COVID-19 with our staff and scholars. Challenge is applying for the Summer Boost NYC grant that focuses on providing a 24-day academic program for scholars that suffered significantly from learning loss during the last two school years. The focus is on ELA & Math. We are applying for 282 scholars to be in the program that would begin on July 5 and end



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

Following discussion, the report was received with appreciation.

4. The Chair called attention to the printed report of Kentia Coreus, Senior Director of Elementary Teaching & Learning [Attachment #2]. The report was received with appreciation.
5. The Chair called attention to the printed report of Nicole Griffin, K-5 Principal [Attachment #3]. The report was received with appreciation.
6. The Chair called attention to the printed report of Mavgar Mondesir, Senior Director of Secondary Teaching & Learning and 6-10 Principal [Attachment #4]. The report was received with appreciation.
7. The Chair called attention to the printed report of Tameeka Richards, Director of Pupil Personnel Services [Attachment #5]. The report was received with appreciation.
8. The Chair called attention to the printed report of Kimberly Messer, Director of Communications [Attachment #6]. The report was received with appreciation.
9. The Chair called attention to the printed report of Natalie Zadok, Director of Special Education [Attachment #7]. The report was received with appreciation.
10. The Chair called attention to the printed report of Janis Vaughn, Director of Student Enrollment & Recruitment [Attachment #8]. The report was received with appreciation.
11. The Chair noted that the Director of Operations is on maturity leave. [Attachment #9].
12. The Chair called attention to the printed report of Dale Richardson, Director of Technology [Attachment #10]. The report was received with appreciation.
13. The Chair called for the March 2022 Financial Report [Attachment #11].

Following review, the report was received by common consent.



14. The Chair called for the presentation of the 2021-22 April 2022 Personnel report [Attachment #12]. The report was received by common consent in that there were no new employess hired since the last meeting.

The meeting adjourned by common consent.

Respectfully submitted:

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

Karon McFarlane
Secretary



Attachment #2



Senior Director of Teaching and Learning K-5
May 2022 Board Report
 (Covering April 11, 2022 - May 17, 2022))
Kentia Coreus

Enrollment Compliance

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

source: Student Enrollment Weekly Report sent on May 6, 2022

* *In-progress*

Ongoing Teaching & Learning Tasks

- Manage personnel, curricula, and partnerships in support of the educational program
- Monitor the effectiveness of the educational program by reviewing data, observing instruction and scholars at each K-5 site , school culture, and academic operations
- Supervise the K-5 principal by conducting regular check-ins and weekly supervision meetings
- Coach and mentor staff when needed
- Listen and respond to staff and family grievances
- Planning for SY 2022-2023

Ongoing COVID-19 Response

- Attend monthly webinars with the New York State Charter Association where information is provided by the Board of Regents and all three NYS charter authorizers. Share information with pertinent staff where needed
- Maintain awareness of DOE, NYS, and DOH guidelines related to COVID-19
- Connect with external school leaders to share/collect ideas for supporting scholars and staff
- Collaborate with COVID coordinator, human resources, and site principal to manage COVID-related issues

Charter Compliance

ACR Visit- scheduled for June 2, 2022

SDTLs, principals, and the senior advisor met with our authorizer on May 13 for a pre-acr planning meeting. Below is the agenda for the DOE-School Leader meeting. The SDTL shared complete notes.

Agenda for DOE & School Leader meeting

- Describe challenges and victories from this school year.
- Overall enrollment discussion
 - DATA: **CCS' current enrollment is 954. This is -3% of the 85% enrollment requirement**
 - What is causing a decrease in enrollment?
 - What are our enrollment projections for the upcoming school year? [Authorized enrollment is 1272, our goal must be at least 85% of that which would be 1082]
- Please provide an update on the facilities plans
- Discussion of overall enrollment
 - CCS's overall retention from Oct 2020-Oct 2021 is 80%
 - CSD's overall retention rate from the same period is **N/A**. Ms. Hazeley will get this info to us
- Discussion of enrollment and retention of special populations: ELL STUDENTS
 - DATA: **CCS' ELL student enrollment rate is 5%. The CSD is at 18%**
 - DATA: **CCS' ELL student retention rate is 84%. The CSD is at 83%. This meets charter law requirements.**
 - What impact did implementing an ELL preference have on ELL enrollment?
 - What actions were taken to increase ELL enrollment? What actions will be taken in the future?
- Discussion of enrollment and retention of special populations: SWD & ED
 - DATA: **CCS' SWD student enrollment rate is 16%. The CSD is at 20%**
 - DATA: **CCS' SWD student retention rate is 81%. The CSD is at 85%**
 - DATA: **CCS' ED student enrollment rate is 79%. The CSD is at 76%**
CCS' ED student retention rate is 81%. The CSD is at 85%
 - **Discussion Question: Does 79% accurately represent your student demographics?**
- Discussion of Assessment Data
 - Comparison of CCS vs. CSD ELA & Math State Assessment data (2019)
 - What internal assessments are you using? What do our internal assessments tell us?
 - How do we use data at different levels in the organization to make decisions?
 - How do teachers use data on a day-to-day basis?
- Discussion of scholar wellness
 - How are we addressing the SEL needs of our scholars?
- Discussion of ACR Report
 - Visitor may ask questions about staffing/board etc.
- Discussion of plans for the summer
- Discussion of any material charter revisions that may be coming up
- Discussion of discipline policy drafting, board approval, implementation timelines (LH confirmed this is a non-material charter revision and that a *Letter of Deficiency* is forthcoming)

Teacher Certification

The SDTL reviewed the Spring 2022 teacher certification analysis spreadsheet and identified necessary next steps. Teachers with certifications expiring within the upcoming school year received a memo containing specific details about their certification, their current TEACH status, and directions on how to seek a certification consultation from the NYC Charter Center via our participating in their certification services. Updates about certification requirements were also sent to K-5 teachers via email.

Leadership reflection meetings with assistant principals

The K-5 SDTL met with both elementary principals to facilitate a reflective discussion about leadership. Through observations and supervision meetings, it has become evident that additional leadership is needed at the school to carry out all of the academic and social-emotional programming the school needs to deliver on. In order to get a sense of the AP's leadership stories and trajectories, the SDTL met with each one separately. Below is the agenda for the meetings:

Part I. Reflective Discussion (25)

1. Describe your personal leadership journey at Challenge Charter School.
2. Describe the strengths and areas in need of improvement of the K-5 Leadership Team. What did the team accomplish this year? What does the team want to achieve next school year?
3. Describe the next chapter in your leadership journey

Part II. K-5 Updates (15)

This is where I will ask about teaching and learning items.

Part III. Open (10)

This time is for us to discuss anything you would like to discuss.

EOY Learning Walks

The senior director of teaching and learning joined the elementary school learning walks. Classrooms at both sites were observed. The K-5 Executive Coach and interim director of operations joined the walk and assisted with data collection. The principal will summarize the team's findings and will share with the entire school community. It should be noted that while scholars are participating and are joyful, we need to examine how engaged in learning scholars truly are.

Special Education

The SDTL facilitated a special education meeting with the principal and director of special education on April 26, 2022. The director of special education shared that there are two ICT teams of concern. The ACR visit was discussed. The SDTL shared a planning tool for special education focused visits. The tool is at the end of this report.

Special Education Program Visit Questions

1. Provide a link to your most updated Appendix C:
Are any changes needed now? What changes do you anticipate for 2022-23?
2. Do you regularly complete the Initial Referral Form (Appendix B) when students are initially referred for special education evaluations? (Y/N) What accompanying information do you give the CSE and parents regarding initial referrals? **Provide sample documents via links.**
3. How do you work with your CSE to prepare for and conduct IEP meetings? Provide three example [high, medium, low] teacher reports and link them here.
4. How do you ensure that all teachers and related service providers have access to their students' IEPs and are informed of their responsibility to implement the IEP accommodations, modifications, and supports? **Provide samples if applicable.**
5. How do you ensure that classroom teachers, SETSS teachers, and related service providers collaborate to support students with disabilities? **Provide 1-2 sample meeting notes.**
6. What do you do when a student enters your school with an IEP program recommendation that the school does not currently have?
7. What types of specially designed instruction do you implement and how are they reflected in your students' IEPs? **Please provide examples regarding content, methodology and delivery of specially designed instruction.**
8. What trainings, professional development, or coaching does the school provide to teachers and staff regarding specially designed instruction? **Be specific.**

9. What other academic and behavioral supports do you use to ensure that students with IEPs receive meaningful educational benefit?
10. *How many behavior intervention plans are in place for students with an IEP? Are the plans being implemented and progress-monitored?*
11. What methods do you use to monitor academic and behavioral progress for students with disabilities? **Provide a sample.**
12. How do you inform parents of their child's progress toward meeting the IEP annual goals? **Provide a sample.**
13. Do you have any overall feedback regarding your work with your CSE?
14. Do you have any overall feedback regarding the Guide to Special Education Procedures for Students attending charter schools?

Student Observations

During the student observations, the NYCDOE will consider the questions below for each student in the sample:

1. Is the student participating in the program(s) recommended on the IEP?
2. Is the student receiving the related services recommended on the IEP?
3. Are the accommodations recommended on the student's IEP being implemented?
4. Are the modifications recommended on the student's IEP being implemented?
5. Is the student receiving specially designed instruction in accordance with the IEP recommendations?
6. If the student has any behavioral challenges reflected on the IEP, are those challenges being addressed in accordance with the IEP recommendations?
7. If the student has a behavior intervention plan, is it being implemented and progress-monitored?
8. How is the school monitoring the student's academic progress and how does the school report progress to the parent?



Attachment #3



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

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

Enrollment

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

Attendance

Attendance Report - APRIL 2022

Instructional Days - 15

PRESENT - 8,305
PRESENT % - 89%

ABSENT - 1022
ABSENT % - 11%

Curriculum and Instruction

ELA Focus- Organizing Center:

- Rising to the Challenge- The goal of this unit for scholars to create an essential around a problem and figure out ways to solve it. Scholars in each class will work independently on the research and present their findings orally.
- POETRY Grades K-2 (Ended on April 29th)
The goal of this unit is to show how poetry can be used to promote social and emotional learning, build community, and establish relationships as well as strengthen speaking, listening, and writing skills.

- As a culminating activity, Grade 2 scholars presented their poems and received feedback from their peers and teachers. This form of assessment is evidence of one the goals we have worked on this year.

MATH FOCUS (CON'TD)

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

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

TESTING Information

- Grade 4 Science hands on preparation will begin on May 3, 2022
- NYSESLAT Testing is complete. Teachers will score the exams by June 13, 2022.

Professional Development

- NYS testing - analyzing the data
- Preparing and administering the i-Ready EOY assessments
- Continued PD unpacking the standards- Specifically the reading, speaking and listening and writing standards
- Building assessments into instruction
- Designing Unit 5 of ELA and Writing
- Grade Team Leaders continues to meet twice a week with grade teams to work on lesson planning with a focus on the standards and objectives

Special Education - CONTINUED Collaboration

For the next two months, collaboration with the Director of Special Education and the Special Education Liason will take place to ensure we have the following in place:

- Sped related professional development for our ICT staff
- Action plans for at risk-scholars

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

	# Of SWD Students
K	11
1	21
2	21
3	16
4	16
5	13
	Total 98

Remote Instruction

Currently, we have one scholar on our roster who receives remote instruction due to a suspension.

Highlights

- Scholastic Book Fair- We raised over \$5,000
- Cheetah Snack Shack Store- We raised \$900.00 Proceeds will be used to purchase strategic games such as chess and checkers for scholars to use during recess



Attachment #4



CHALLENGE CHARTER SCHOOL

2021-2022 Principal's Monthly Board Report

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

School Year 2021-2022 Report May 20, 2022

Current CCHS Enrollment:

Cohort Group	Grade Level	Enrollment as of...							
		Oct. 15, 2021	Nov. 12, 2021	Dec. 10, 2021	Jan. 14, 2022	Feb. 16, 2022	Mar. 22, 2022	Apr. 14, 2022	May20, 2022
#3	G. 10	44	46	45	45	45	45	45	45
#4	G. 9	71	73	73	73	71	71	70	70
TOTAL		115	119	118	118	116	116	115	115

Current CCMS Enrollment:

Cohort Group	Grade Level	Enrollment as of...							
		Oct. 15, 2021	Nov. 12, 2021	Dec. 10, 2021	Jan. 14, 2022	Feb. 16, 2022	Mar. 22, 2022	Apr. 14, 2022	May20, 2022
#5	Gr. 8	76	76	73	72	72	72	72	72
#6	Gr. 7	70	69	64	63	60	64	64	63
#7	Gr. 6	93	92	92	91	85	89	86	84
TOTAL		239	237	229	226	217	225	222	219

CCMS Attendance Statistics:

C o r p o u r p t	G r a d e l e v e l	Attendance Rates							
		Sep 14, '21 - Oct 15, '21	Oct 18, '21 - Nov 12, '21	Nov 15, '21 - Dec 10, '21	Dec 13, '21 - Jan 14, '22	Jan 17, '22 - Feb 16, '22	Feb 17, '22 - Mar 21, '22	Mar 21, '22 - Apr 14, '22	Apr 15, '22 - May 20, '22
#3	Gr. 10	93%	91%	84%	76%	83%	86%	86%	77%
#4	Gr. 9	95%	94%	90%	77%	89%	85%	92%	91%
#5	Gr. 8	89%	90%	89%	78%	88%	93%	91%	90%
#6	Gr. 7	92%	89%	88%	82%	91%	94%	93%	90%
#7	Gr. 6	83%	84%	83%	84%	88%	93%	93%	89%
CCMS Average		88%	88%	86%	81%	89%	91%	92%	90%
CCHS Average		94%	93%	88%	76%	87%	90%	89%	86%
6-10 Average		90%	90%	87%	79%	89%	90%	91%	87%



Please note that these numbers are due to errors in enrollment and registration.

ATTENDANCE:

- Staff and scholar attendance rates are showing the typical dip we experience near the end of the school year during in-person programming. Several incentives like dress-down days, increased club events, and fun social activities have been implemented to combat attendance issues.

STAFFING:

- CCMS has made no gains in staffing and has one more vacancy added. To date, the following vacancies stand.
- Grade 7 Science Teacher
 - Grade 7 SS Teacher
 - Spanish Teacher
 - Grade 6 Math Teacher - Covered by Mr. Vil (Math Coach)
 - Grade 6 Math TA
 - Grade 6 Science Teacher - Covered by AP Sonnichsen.
 - Grade 6 SWD Teacher - In the meantime, teachers are scheduled to provide SETTS Services to scholars.
 - Grade 7 SWD Teacher - Teachers are scheduled to provide SETTS Services to scholars in the meantime.
 - Family Engagement Coordinator (6-10)
 - Grade 8 Math TA
 - Grades 6-8 Assistant Principal
- CCHS has made no gains in staffing. To date, the following vacancies stand:
 - English 9 Teacher - Candidate declined the offer due to family issues.
 - English 10 Teacher - Principal Gordon covers this class until a teacher is hired.
 - Grade 10 SETSS Teacher - In the meantime, a teacher is scheduled to provide SETTS Services to scholars.
 - Ms. Reid and Mr. Merrell are covering Algebra I teacher - Classes.
 - CCHS Spanish Teacher - Class is covered by Mr. Medina

NB: To date, the Principal has reached out to Ms. Luton, who has urgently begun the search and is actively searching for the ELA, Math, and Health/PE teachers and staff to fill the vacancies for the 2022-2023 school year.

SOCIAL-EMOTIONAL LEARNING (SEL)

- Covered in the homeroom (8:00 a.m.-8:25 a.m.) Grades 6-10 continue with the Second Step SEL lessons focusing on Bullying and Harassment. Teachers have been provided with the PD for this Unit.
- The Mood Meter has also been incorporated into the classroom SEL support. As well as



using the first seven minutes of classes at certain periods of the day to check in and establish scholars' moods. We believe that this support will help us improve our scholar's academic standing and encourage them to speak about their feelings and as we validate their feelings as well—giving way to strategies to help them cope.

- The importance of the social-emotional lessons is to provide a foundation for safe and positive learning to provide scholars with the strategies necessary to succeed in school, careers, and life. We continue to focus on all 5 of the SEL Competencies throughout the school year.
- CCMS and CCHS Have also partnered with Northwell Children's Hospital and Cohen's Children's Hospital to provide support as part of our SEL work. In these sessions, the scholars are presented with guidance on topics that have reared their unwanted presence in this pandemic era—impeding the socialization process for our scholars.

CURRICULUM, INSTRUCTION, AND ASSESSMENT

- Grade 8 State Science Performance Testing begins on Tuesday, May 24, 2022. Grade 8 State Exam Field Tests in Grade 8 ELA will be administered on Thursday, May 26, 2022. Scholars enrolled in Regents courses continue to engage in Regents Prep work.
- iReady EOY testing begins on Wednesday, May 25, 2022. This will ensure that we gather all required data for required state reporting in June.
- The Lavania Group has begun its training sessions with the Grades 6-8 teachers who have been identified as the humanities teachers for the 2022-2023 school year. Electing a humanities curriculum offers us more flexibility in scheduling and--given the difficulty we have experienced in this school year concerning filling instructional positions--eliminates six instructional positions, as it combines the ELA and the Social Studies teacher for each grade level.
- Scholars have been grouped to make RTI a more structured instructional work in our school. The 2019 New York State Assessment data and the B.O.Y. Diagnostic data guided this work.
- Enrichment clusters were also arranged using the Renzulli Survey data; however, due to COVID Safety precautions, in-school enrichment clusters have been grouped by homeroom and mixed interest. At CCHS, scholars have the choice of two clusters, which are being adjusted to incorporate as little contact as possible. These clusters occur at CCHS during the lunch period.

SPECIAL EDUCATION SERVICES

- Grades 6-8 CLASSROOMS
 - In Grades 6-8, teachers have been recruited to provide SETSS tutoring during their prep times. We were also fortunate to get Ms. Grimes, a SPED Teacher from Alternative Tutoring, to support Grade 6 and 8
 - Dr. Lyle continues to support SPED work on all grade levels while we continue searching for a Grades 6-10 SPED Liaison.
- Ms. Ana Gomez provides ENL services consistently and has successfully and efficiently completed all NYSESLAT testing at the Grades 6-10 level.



DIGITAL PLATFORMS

- Grades 6-10 scholars are using a combination of digital notebooks and hardcover notebooks for all courses now to build writing and engagement stamina. We continue to utilize all our platforms with our eyes on maintaining remote learning strategies and the brick and mortar classroom. A recent shift was implemented to curtail the use of Chromebooks to just 9% of the instructional time to maximize engagement.

PARENT AND SCHOLAR OUTREACH and ACCESSIBILITY

- Attendance letters and nudge letters are continuously sent out to parents via ParentSquare and hard US Mail at CCMS and CCHS. An Expectations reminder letter was sent to High School families via ParentSquare with information about requirements for uniform and work quality.
- The CCHS Social Scientist Team has been working with scholars to better understand their academic standing concerning credits earned toward graduation.
- Efforts continue with respect to getting Parents to register in ParentSquare.

PROFESSIONAL DEVELOPMENT

- CCMS and CCHS have successfully graduated seven staff members in The Inaugural Class of 2022 at Saint Francis College. This will go a long way in closing the certification gap and providing teachers for our scholars in the face of teacher shortage.
- GRADE TEAM PLANNING AND ONGOING PROFESSIONAL DEVELOPMENT
 - Professional development takes place daily:
 - Mon-Thu 11:10 PM to 12:00 PM for Grade 6
 - Mon-Thu 12:50 PM to 1:40 PM for Grades 6-10 core instructors
 - Fridays from 1:30 PM to 4:00 PM
 - Humanities Curriculum - Lavinia Reading Group Consultants via Zoom.
 - Universal Design for Learning, Specially Designed Instruction PD, and Progress Monitoring PD were completed and implemented into lesson plans.
- VERTICAL DEPARTMENT PLANNING
 - Department Teams continue to meet to discuss instructional planning across disciplines.

INSTRUCTIONAL OBSERVATIONS

- The CCMS-CCHS Admin Team members have been regularly supporting instructional periods throughout the day to ensure that instruction is taking place and that outreach is performed as needed. Informal observations have begun in the form of Check-ins. TeachBoost is being used for this task, with a target of 2 long observations and five short observations across the board for the school year.



Attachment #5



Director of Pupil Personnel Services

May 2022 Board Report

Covid-19 Coordinator

Here are the current vaccination numbers for our staff:

169 Fully vaccinated

1 exemption

Scholars Tested Weekly

175

April and May Positive Test Results

31

- CIC Health is now a partner with our school to provide in-school testing. CIC Health offers comprehensive COVID-19 testing services that are accessible, fast, and easy. COVID testing occurs weekly on Monday's.
- The School Health Liaison is now fully trained in all COVID-19 protocols.
- Oversee all COVID-19 protocols and provide supervision to the School Health Liaison
- Support the school community with answers to COVID-19 questions
- Attend weekly Sector-Wide Q&A Calls with the NYC DOE & DOHMH to stay informed of all updated COVID-19 protocols, and inform all leaders about the updates
- Oversee next steps for staff and scholars when they have a positive COVID-19 test result
- The Test & Stay program is now implemented successfully school wide, and scholars will be receiving at-home test kits for the upcoming Spring Break.
- Supervise the internal data collection for all vaccinated scholars K-10.
- Oversee the process of incoming test kit shipments to all sites
- Dental services for all of our scholars K-10 will begin next month
- Oversaw the planning of parental and scholar Vaping 101 workshops to inform and prevent our students from vaping and to inform families of what to look for
- Oversee the upcoming workshops for middle and high school students in sexual health
- Oversee the planning for next year's wellness program for grades K-11

Pupil Personnel Director

Elementary

- Reviewed Second Step lesson pacing data, to ensure all classes are on track with the SEL lesson schedule
- Lead the bi-weekly meeting with the student support team to begin the process of aligning the counseling program school-wide
- Supported the social work interns during weekly check-in's

Middle and High School

- Supported the student support team with the creation of behavioral intervention plans and progress monitoring for at-risk scholars
- Lead the advisory planning meeting with the advisory committee for the new advisory program for our 7th-11th grade scholars

All sites

- Re-established the bi-weekly meetings with the Student Support Teams
- Began the planning sessions for our school-wide comprehensive counseling planning program
- Met with principals about the year-long RULER Adult SEL timeline for next school year
- Assigned a four part training series to support the guidance and social workers with creating the comprehensive counseling program
- Continued building the advisory program for our scholars in grades 7-11
- Collaborated with the Special Education Coordinator on creating a crisis intervention protocol for high risk behavior
- Scheduled a meeting with all principals and senior directors to confirm our school-wide crisis intervention protocol for high risk behaviors
- Planning to train the student support teams next month in CPI de-escalation strategies to prepare them to effectively respond to a scholar in crisis, and to support the scholar and family after the crisis
- Acted as Hearing officer in four hearing proceedings and provided supportive feedback to sites on smoothly welcoming the students back into the school community

Parent Academy Coordinator/ Family Engagement Coordinators

1. The Parent Academy has begun the first workshop entitled The Parent Leadership Academy Training. Parents are enjoying this training and are growing from the information provided.
2. Encourage the collaboration of the Parent Academy coordinator and staff to develop programming for parents next school year, and to prepare all parents to support their children academically and socially and emotionally
3. Meet weekly with the Parent Academy Coordinator on current and future initiatives

4. Established monthly meetings for the Parent Academy Coordinator and the Family Engagement Coordinator for collaboration purposes



Attachment #6



Challenge Charter School

Communications Report - May 2022

Kim Messer, Director of Communications

Communications:

Internal/External

- Class 401 & Class 501 recently celebrated the results of a long Recycling Project to aid a homelessness organization. See the story at: www.challengecharterschools.org/news
- Review of ParentSquare data reveals that 75% of our families are using the app with close to 100% being contactable. I'm in conversation with Mrs. Vaughn and others about how we onboard new families for SY 2022-23.

End of Year Prep

- A lot of EOY Events are in the works which means the creation of fliers, save the date notices, website updates, and coordination of efforts across departments and school sites. See the schedule below:

School-Wide

- Career Fair - June 9 - 10A-2P at 1520 Central in the gym
- Field Day - June 23 - 9A-3P

Elementary School

- 5th Grade Senior Dance - May 20 - 4:00-6:00 pm at 710 Hartman Ln
- Kindergarten Virtual Awards Ceremony - June 8 - 6:30 pm
- 5th Grade Senior Trip AND Kindergarten Playdate - June 9 (Playdate at 9 and 10)
- 5th Grade Senior Brunch in the Park - June 10
- Kindergarten Picnic & Bubbles in the Park - June 14 (Rain date June 15) @ 9:00-12:00 pm
- Kindergarten Virtual Stepping Up - June 16th @ 9:00-10:00 am
 - ALSO Photos & Celebration following the ceremony @ 10:30-12:30 pm
- 5th Grade Virtual Awards Ceremony - June 16 @ 6:30P
- 5th Grade Virtual Graduation/Autograph Day - June 21 @ 9:00 and 10:30

Middle School

- 8th Grade Prom - June 9
- 8th Grade Graduation - Live at Far Rockaway High School - June 13 @ 9:30A

- Senior Picnic - June 17
- Plans and deadlines for Parent/Scholar Handbooks will be released in June for school sites; Branding for all of our manuals, guides, etc. will be done to update the look of all of these crucial documents
- ParentSquare rollover: I have alerted Dr. Estep as interim DOO and Mrs. Samuels as data coordinator that we will need to identify dates for rollover for the SY 2021-22 to be archived and begin our new SY 2022-23

Communications Strategic Plans/Budget items

- Being finalized for Mullings review this month
- Meeting with Mrs. Vaughn to coordinate our plans and efforts

Recruitment/Application Promotion:

- Application promotion has slowed but continues via our website and social media to help boost our waitlist numbers.

Bigger Projects

- Continued Development of a Communications Guidebook continues. This document includes our Brand Guidelines, an annual calendar of campaigns across our school, and more.
- Continued work the Crisis/Emergency Response Plan for the school - this entails the Crisis Response Plan (grief response), Crisis Communications Plan (detailed strategic response), Safety Plan (operations) & possibly other documents.



Attachment #7



May 13, 2022

Ms. Natalie Zadok: Director of Special Education Grades K-10

1. Develop a Vision

- Developing a streamlined vision for the Special Education Department that exemplifies integrity, equity, collaboration and empowerment for all scholars and their families to exhibit best academic and social emotional achievements.
- Meeting with Administration and School building leaders to assess the current Special Education Program in order to incorporate specific tools to strengthen the management of Scholars with IEP’s across all Grades K-10.
- Gaining staff buy-in by means of empowering them to maximize scholar’s with IEPs goals as well as academic achievements as well as social emotional milestones.

2. Special Education Scheduling and Planning: Maintaining the Special Education IEP Spreadsheet and Caseloads

Requires entering every scholar’s Grades (K-10) OSIS# in SESIS to identify scholars with IEPs in order to align them with the correct services and providers needed

3. IEP Mandates & Service Totals Grades K-10

Site	Grade	Total # Of IEPs	Related Services				
			ICT	SETTS	Speech	Counseling	OT
Elementary	K	11	08	2	13	2	6
	1	21	15	0	18	2	10
	2	21	17	0	14	8	05
	3	15	13	4	8	5	1
	4	16	12	2	12	4	1
	5	13	10	1	3	6	1
Middle	6	16	5	9	7	4	3
	7	7	1	6	5	5	None
	8	15	2	10	8	8	None
High	9	11	None	10	4	4	None
	10	8	None	7	3	3	None
Totals		154	83	51	95	51	27

4. Staffing

- Continuing to seek Special Education Certified Instructors to fill vacancies.
- Grades 6-8 Admin has stated is seeking Certified Setts Teachers
- Grades 9-10 Admin has stated seeking Certified Setts Teachers
- Seeking Connections with Community Colleges for Pathway to Certification for existing staff to build from within

5. Billing

- Collaborating with finance to ensure that all data is aligned for Vendor Portal
- Supporting Special Education Liaisons to deliver accurate data for SPED Billing
- Requested a Billing timeline for the remainder of the year so that SPED staff can be aware of pertinent billing deadlines to ensure seamless transmission to the billing department.
- Suggested an In-House excel sheet be circulated at all sites with a list of recent discharges as well as new admits to ensure SESIS data is compliance with In-House changes in order to assist with billing discrepancies
- Continuous support to both Special Education Liaisons at K-5 as well as 9-10

6. Current Action Items

- Supporting the needs of K-5 as well as 6-10 Special Education Liaison with (CSE#4) Policies and Procedures to ensure that all IEP cases are assigned annual, tri-annual, re-evaluation, initial and misaligned IEP meeting dates. Gathering all data such as Teacher Reports, IREADY, F&P, Behavioral Anecdotal logs from designated staff in order to submit to the CSE. Coordinating, sitting in on as well as leading all CSE meetings Grades K-10 until the new hire in Grades 6-10 is trained as well as a new liaison to be hired in Grades K-5.
- Ensuring the partnership with CSE District #4
- Ensuring that related service agencies are appointed to CPCS in order to ensure related service (Speech, OT, PT, and Para) services begin in a timely manner to avoid any lapse in services provided to scholars.
- Collaborating with CSE to assign related service providers, as they are resolving a shortage of employee barriers due to non-compliance of the vaccine mandate.
- Supporting the ELL provider to send home 200 Home language surveys for Grades K-2 as the data was missing, hence not allowing the ELL provider to administer the Nysitell Exams.
- Continuing to tally the returned parents' surveys.
- Assessing the space in each facility in order to secure a private area for CSE Psychologists and Social Workers to interview parents as well as assess and test scholars. Collaborating with Admin to ensure that there are ample conditions for SETTS providers to efficiently pull scholars for individual and small Group interventions.
- Collaborating with Grades K-5 Provider, Mr. Salazar as well as CCMS ELL provider Ms.Gomez to ensure all ELL scholars are re-assessed as well as initially assessed to gain clear benchmarks of scholar's ELL plans.
- Collaborating with ELL External Consultants to implement academic plans that will fully encourage our ELL scholar's overall success and achievements according to their individualized needs and goals.
- Aligning ELL Charter goals and policy to the ELL Program Grades K-10.
- Weekly check-Ins to manage current caseload with District Psychologist to ensure alignment and discuss particular issues that arise within each case.
- Attending and supporting IEP meetings Grades K-10 to ensure compliance and continuity of suggested programs remain intact.
- Attending CST meetings to support Social Emotional, Behavioral as well as Academic Supports Grades K-10
- Assisting newly hired employees to attain SESIS access by collaborating with the Director of Operations to enter them into the Galaxy system.
- Panelist on the Open-House Events Grades K-10
- Sped Coaching led by Lauren Barkan
- TNTP Leadership Training

- gathering information for justification to purchase a reading program called S.P.I.R.E that assist with struggling readers as well as those that struggle with Dyslexia
- Delivering Professional Development to newly hired staff in the ICT classroom that are Gen Ed Certified
- Creating a calendar for ongoing PD's for remainder of the school year
- Gaining ATS access to access scantrons to test ELL scholars
- NCI Crisis Intervention Training Certification
- Prepared Projected related service cases for Agency outreach
- Attended Related Service Fair for Network and PR purposes
- Preparing items for Medicaid Reimbursement for related services via DOE request

7. Mobilizing Community Resources to support families with scholars with IEPs to secure the necessary external resources needed for scholars to maintain best academic as well as social emotional benchmarks this 2021-20220 school year.

- Partnering with New Horizons and Sheltering Arms Agencies in Far Rockaway to ensure that families receive the services needed upon initiating the need for community support.
- Providing families with access to their parental rights under the IDEA Law that serves as a guide for parents with scholar's IEP compliance as well as parent empowerment support guidelines.
- Conducted one on one Parent meetings via Google Meet and Telephone conference to address specific needs that arise prior to the first day of school for scholars with IEP's services that include Initiating, Maintaining as well as Re-Evaluating scholar's IEP cases.
- Providing support staff with Suicide Prevention resources for scholars.
- Collaborating with Liaisons and Parent Coordinator to secure appointment slots to assist parents to secure a Speech and OT provider via the RSA process.
- Seeking Community and CSE support for scholars experiencing trauma-related incidents such as accidents and or inability to attend in-person school due to comorbidity conditions that promote greater risk with COVID-19 risks.
- Supporting parents of scholars with IEPs to attain door-to-door as well as closest curb pick up and drop off services.
- Supporting families with scholars that have IEP's attain necessary resources needed as a direct result of COVID-19.
- Aligning with Community Physicians and Health Care Clinics that can support families with IEPs, immediate health and social emotional well-being as well as assessments for initial IEPs.

8. Sites (K-10) External Providers COVID-19 Preparation

- Delivering CPCS COVID-19 Guidelines and Safety Protocol to all Related Service agencies providers that will be conducting in-person sessions with Scholars at all sites.
- Related Service agencies have received a copy of the CPCS COVID-19 safety policy and have agreed to have their providers adhere to the CPCS COVID-19 Safety measures.
- Collaborating with CSE to conduct misaligned Scholar IEP meetings to ensure compliance
- Weekly Check-Ins with providers to ensure session compliance
- Aligned with the CSE Chairperson of Related Services to ensure SESIS Encounter Attendance for providers to conduct.
- Aligning with Related Service Agencies to request transmittal from the CSE for new admits that have an IEP.
- Managing provider's time sheets and attendance to ensure efficiency of session service.

9. Professional Development Resources

- Meeting with the Special Education Collaborative to review a package that will suit the needs of CPCS staff Grades K-5 for Special Education Workshops that include (Co-Team Teaching Strategies, Specially Designed Instruction, creating Behavior Intervention Plans as well as Functional Behavior Analysis plans etc.).
- Meeting with ELL External Consultants to create plans to enrich the ELL Department via identifying, testing and aligning ATS data to ensure that scholars' home language is precise in order to administer the NYSITELL Exam.
- Creation of In-house Professional Development Presentations that highlight Special Education tools, resources and guidelines to staff.
- Mentoring Special Education Liaisons Grades K-5 & 6-10 on proper dialogue to conduct discussions with families on sensitive issues.
- Creating individual plans for scholars with IEP's that have missed extensive days due to medical conditions that can be complicated should they contract COVID-19 Plans include Teacher check-in's as well as distribution of instructional items on a bi-weekly basis , parent training on how to access instructional supports on scholars chrome books as well as social emotional check-ins and support .



Attachment #8



Student Enrollment and Recruitment Monthly Report
 Janisa Vaughn, Director of Student Enrollment and Recruitment
 May 20, 2022

CCS STUDENT ENROLLMENT

TOTAL ENROLLED	955
Approved Charter Enrollment	1056

Site	Grade	2021-22 SY Charter Goal	Scholars Currently Enrolled 5/20/22
Elementary	K*	120	102
	1*	120	115
	2*	120	118
	3	96	96
	4*	96	95
	5	96	95
Total			621

Middle	6	96	84
	7*	72	63
	8	72	72
Total			219

High	9	72	70
	10*	96	45
Total			115

* The waitlist is currently exhausted.

2022-2023 SY Enrollment		
Grade	Available Seats	Currently in Registration (5/20/22)
K	120	120
1	18	19
2	10	5
3	7	6
4	4	4
5	5	4
6	-	10
7	16	15
8	12	12
9	-	12
10	5	2
11	-	11
Total	197	220

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

CCS DISCHARGE SUMMARY REPORT

Dates: April 15, 2022-May 20, 2022

Total: 7 scholars

Scholars were discharged from grades 1,2,4,6, and 7.

All scholars that were discharged moved out of Far Rockaway, NY.

STUDENT RECRUITMENT

CCS 2020-23 SY Enrollment

- 220 families accepted their seats and are in registration. This will bring our total enrollment to 1,175 for August 2022. We will continue to offer seats and enroll scholars to meet our charter enrollment goal.
- The kindergarten playdate will occur on Thursday, June 9, 2022. 96 families registered for the event. Ideal Uniform will be onsite to assist parents with uniform purchasing and ordering.

Rising 6th and 9th Grade Update:

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

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



Attachment #9



**Director of Operations (Acting)
May 2022 Board Report
May 20, 2022**

With the resignation of Venessa Lynch effective April 30, 2022, Dr. Mullings that I assume the duties of the Director of Operations on a coverage basis until a new full-time Director could be hired as of May 2, 2022.

As a reminder the Director of Operations oversees matters related to the operational management of Challenge.

Responsibilities

- Creates a detailed start-up checklist and ordering list to ensure that the school starts each year prepared and fully stocked;
- Facility: Overseeing site management and development and ensuring that the school site is maintained as a safe and clean environment.
- Food and Transportation: Manages food and transportation services;
- Student Data: Manages primarily student attendance at each site and generates reports as needed in conjunction with the Principals;
- Manage logistics of all special school wide events and projects;
- Manages the registration process of each scholar updating and maintaining each scholar's student records;
- Creates and oversees each site's Safety Plans;
- Oversee and maintains school facilities ensuring that building rules and regulations are met for all government agencies i.e. DOH, FDNY.
- Manages and maintains the Purchase Order System with the Director of Finance;
- Regulations and Reporting: Ensures school-wide compliance with health and safety laws, state education mandates and all federal and state workplace regulations in coordination with the CEO and Senior Advisor;
- Manages the K-5 Operations Manager, 6-8 Operations Manager, and the 9-12 Operations Manager, assigned School Aides, Custodial staff, and contracted/assigned Department of Health Nurses;
- Manages and maintains [in conjunction with the Director of Finance] the inventory of all equipment, furniture, etc. being "audit" ready at all times;
- Performs other related duties as required and assigned;
- Overseeing operations in a manner consistent with all applicable local, State and Federal statutes and in compliance with the organization's by-laws, policies and procedures.

Assessment

Over the last three weeks I have been doing an assessment of where we stand on an operational front. With Mrs. Lynch being on maternity leave followed by an extended Family



leave the supervision of Operations personnel was shared by several individuals. With my appointment by the CEO to serve as “acting” Director of Operations the supervision of all operations staff returned to the Director of Operations.

I am in the process of meeting with each principal to make sure the operations at each site is being handled appropriately and to begin the process of identifying summer site facility updates for the 2022-23 school year.

The Operations team is a very dedicated group of individuals who are committed to serving the needs of our scholars and staff.

New Operations Manager – High School

Lisa Luton has been hired with the approval of the CEO to serve as the Operations Manager for the High School. Ms. Luton will continue to cover her role as Talent and Recruitment Manager until her successor is hired.

Respectfully submitted,

A handwritten signature in black ink that reads "Michael R. Estep". The signature is written in a cursive style with a large, stylized "M" and "E".

Michael R. Estep
Director of Operations (Acting)



Attachment #10



Director of Technology Report

May, 2022 - Dale Richardson

—

I: Current Work

A: FCC's Emergency Connectivity Fund

- The FCC's Emergency Connectivity Fund (ECF) is a \$7.17 billion program that will help schools and libraries provide the tools and services their communities need for remote learning during the COVID-19 emergency period: <https://www.fcc.gov/emergency-connectivity-fund>
- Challenge has applied for 458 Chromebooks, to be purchased on the 1st of 2023. Only 458 were applied for, as the FCC has enacted strict rules, which prohibits any device from being stored - all devices must be distributed to students and can not be held in a cart. Additionally, this is a needs based program and parents/guardians will have to sign a declaration form.
- This fund is subject to approval.

B: Potential ID machines

- In order to re-active on premises sign in/out a new ID system is being sourced.
- At the moment Instacard looks to offer the best integration with ADP. <https://instantcard.net/instantcard-for-adp-workforce-now/>

C: iPads

- Challenge has received a donation of \$5,000 towards purchasing iPads for our students
 - We are currently working with Apple to secure devices.
-



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

A: Independent Cyber Security Audit.

- An independent cyber security assessment should be completed by June 2022, in order to satisfy various insurance and state requirements. Ex: https://www.dfs.ny.gov/industry_guidance/cybersecurity
- We have sourced a credible vendor that is willing to access all sites for a total of \$42,327.00.

B: A single phone number to reach our entire organization?

- In an effort to increase customer experience. I have made an inquiry to revamp our phone system under a single unified number.
- Once the user dials the new number, they will have the ability to choose the site they wish to contact.
- Having a single unified number will assist with advertising, by allowing flyers to be a little less cluttered.
- A single unified number will also be useful for our web presence. Ex: When one google's "Challenge Charter School," google currently presents the phone number for 710 Hartman Lane. Google should have a single number capable of reaching each site.
- A proposal will be provided by a vendor for consideration, with the goal of a summer implementation if approved.

C: Potential Security Cameras

- We are currently sourcing quotes for security video cameras, which are intended to be placed at 710 Hartman Lane and 1526 Central Avenue.



- These will be new systems and may incur the cost of additional servers and internet equipment, to manage the bandwidth.
- A proposal will be provided by a vendor(s) for consideration, with the goal of a summer implementation if approved.

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

A: Reso A funding

- Challenge Prep Charter School was allocated \$250K in Fiscal Year 2022 (FY22) for a Reso A Technology project by the Council Member.
- We were requested to complete paperwork, notarize, and send in order to ensure a timely delivery. This was completed in January.
- On 3.15.2022 we were told by the Reso A vendor, "We have not yet received the FY22 Tech/procurement certificate to proceed from the office of management and budget, but do anticipate it coming shortly. Once we do, the principal can expect outreach from DOE's DIIT."
- We should be thinking of other funding sources to outfit our high school location @ 1520 Central Ave, as these funds may not be distributed anytime soon, and our school will be expanding in the 2022/2023 school year.

B: Computer Lab at 1520 Central Ave (with Reso A)

- Apple desktops have been ordered via RESO A Grant Funding.
- Interactive boards have been ordered via RESO A Grant Funding.
- Printers have been ordered via RESO A Grant Funding.
- We have been updated on 3.15.2022 that Apple Desktops have been discontinued.



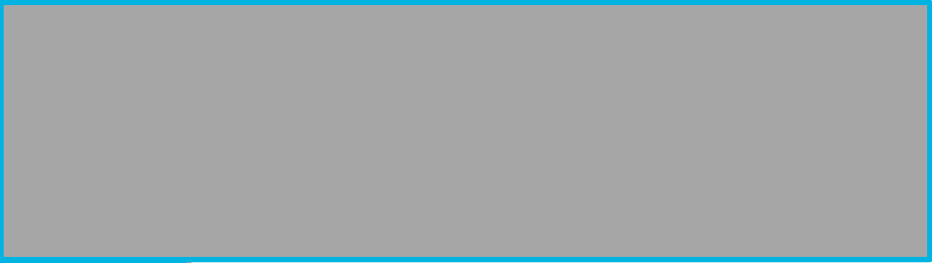
- It has been updated on 3.15.2022 that Interactive boards are backordered, with a current cue of 12 - 18 months.
- We have been updated on 3.15.2022 that the vendor is unsure of delivery time, as equipment will take "some time" to arrive at their warehouse and will take "some time" after that to arrive at Challenge.

D: Inventory shortage

- The Lenovos currently being used by teachers are beginning to age and fail.
- New laptops should be purchased via Reso A funding. However, Reso A funding has not been released yet.



Attachment #11



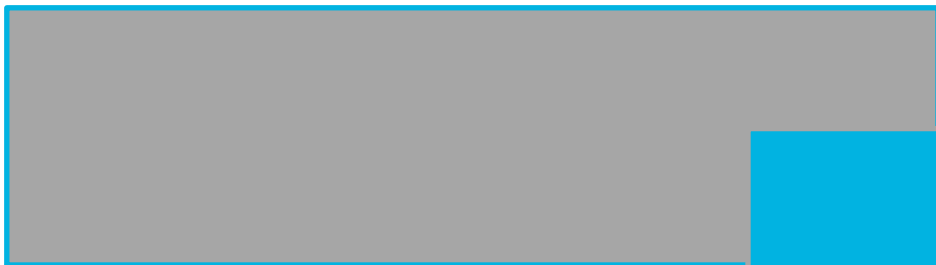
Helping you to focus on what's important
STUDENT ACHIEVEMENT

CSBM
CHARTER SCHOOL
BUSINESS MANAGEMENT

experience. expertise. execution.

Challenge Prep Charter School

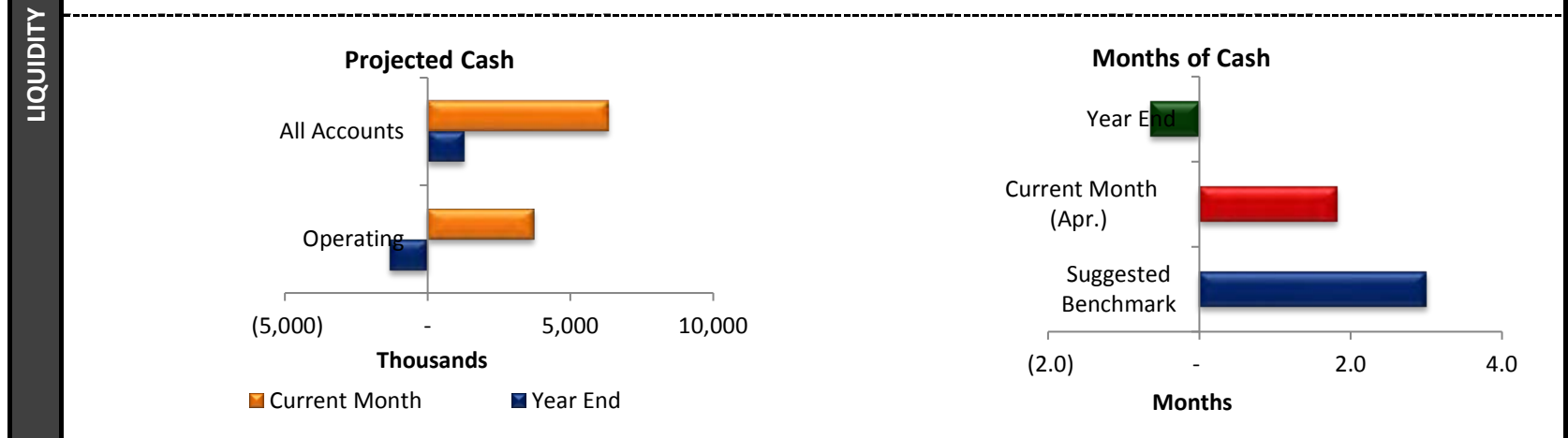
Monthly Financial Report
April 2022



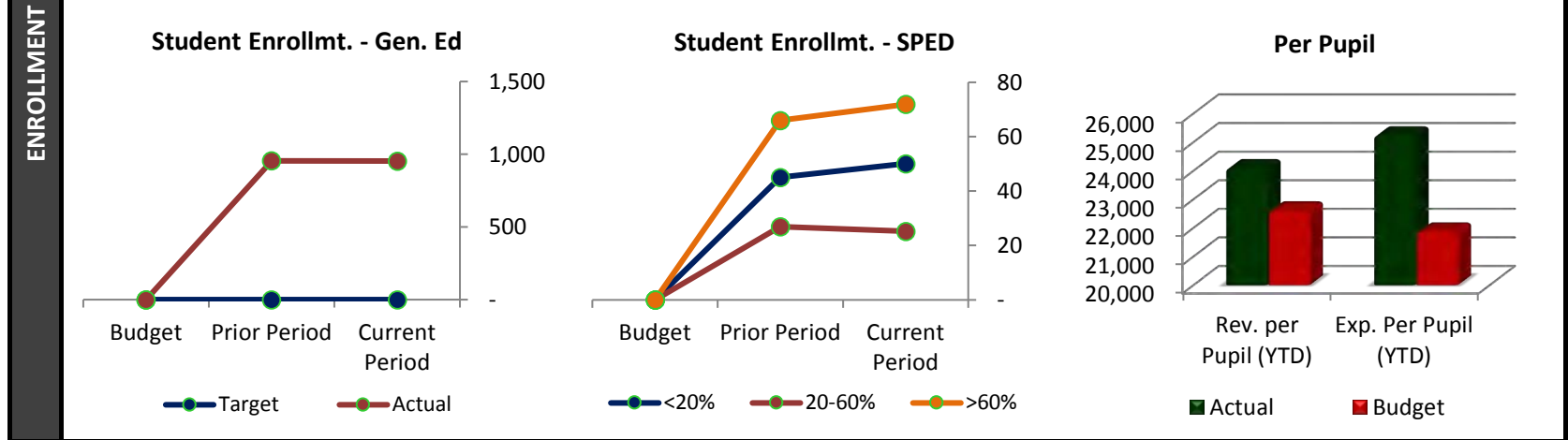
Challenge Prep Charter School

Financial Summary For Period Ended April 30, 2022

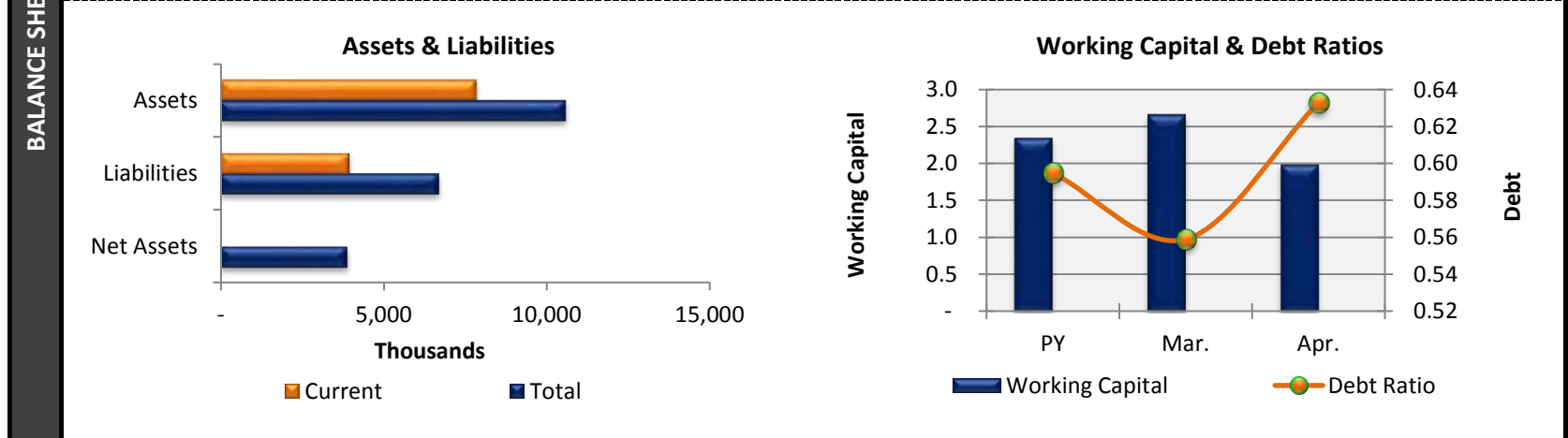
LIQUIDITY	Cash in Bank (Operating Account(s) Only: as of April 30, 2022) \$ 3,715,814
	Projected months of cash on hand 1.8
	Cash in Bank (Total - All Accounts as of April 30, 2022) \$ 6,309,751
	FY Ending Cash Available to Carryover to FY21-22 (Operating Account(s) Only) \$ (1,318,728)
	<i>*Cash balance available once all FY21-22 obligations & receivables have been settled</i>
Projected months of cash on hand (0.6)	
FY Ending Cash Available to Carryover to FY22-23 (Total - All Accounts) \$ 1,275,209	



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



Total Current Assets:	\$ 7,833,610
Total Current Liabilities:	\$ 3,952,237
Working Capital (Current) Ratio	1.98
Total Assets:	\$ 10,569,874
Total Liabilities:	\$ 6,690,341
Debt Ratio	0.63
Total Net Assets:	\$ 3,879,533



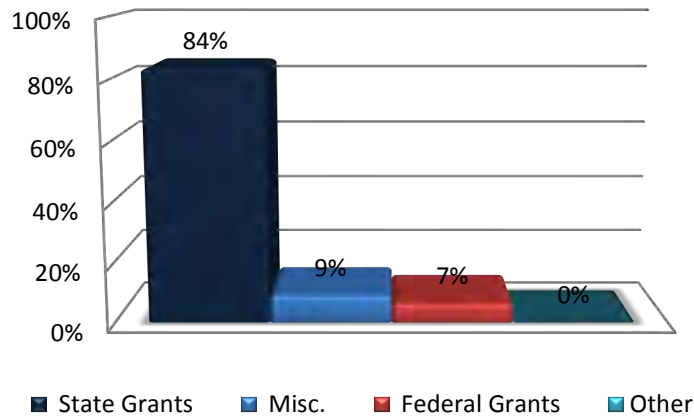
Challenge Prep Charter School

Financial Summary For Period Ended April 30, 2022

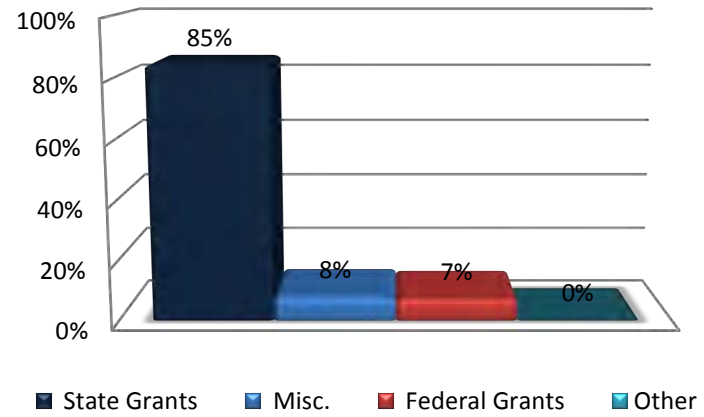
BUDGETING / REVENUE & EXPENSES

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Total Revenue YTD:	\$ 19,372,718	\$ 19,254,245	\$ 118,474
Total Expenses YTD:	(19,115,593)	(17,891,357)	(1,224,236)
Net Operating Surplus(Deficit):	\$ 257,125	\$ 1,362,888	\$ (1,105,763)
	<u>Projected</u>	<u>Budget</u>	<u>Variance</u>
Annual Projected Revenue:	\$ 22,976,334	\$ 23,097,145	\$ (120,811)
Annual Projected Expenses (before depreciation):	(24,067,643)	(22,343,952)	(1,723,691)
Projected Net Operating Surplus(Deficit) before Depreciation:	\$ (1,091,309)	\$ 753,193	\$ (1,844,502)
Annual Projected Depreciation:	(500,995)	(230,840)	(270,155)
Projected Net Operating Surplus(Deficit) after Depreciation:	\$ (1,592,304)	\$ 522,353	\$ (2,114,657)
Capital Expenditure Requirements	\$ (886,778)	\$ -	\$ (886,778)
Total Cash Expenditures	\$ (22,679,870)	\$ (22,113,112)	\$ (566,758)
Revenue per Pupil (YTD)	\$ 24,098	\$ 22,622	\$ 1,476
Expenditure per Pupil (YTD)	\$ 25,242	\$ 21,884	\$ 3,358

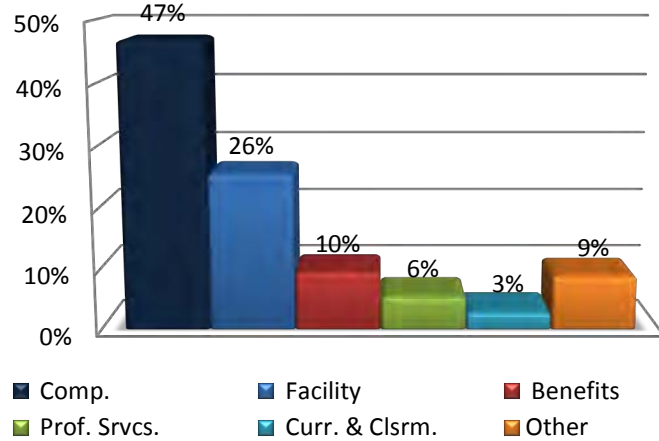
Revenue Breakdown YTD



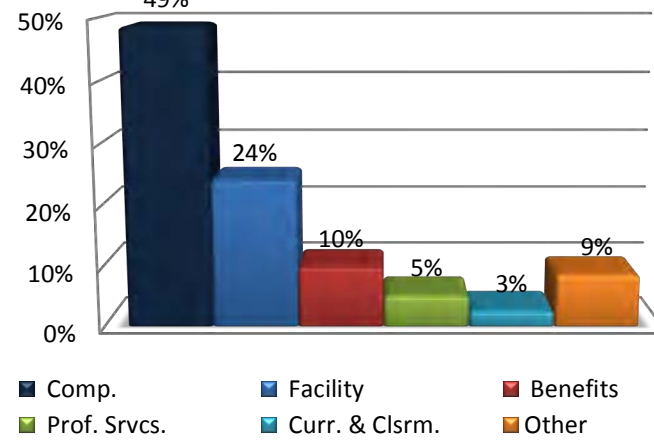
Revenue Breakdown YE



Expense Breakdown YTD



Expense Breakdown YE



Challenge Prep Charter School

Financial Variance Summary

Fiscal Year Ending 6/30/2022	Comments
Net Budget Surplus after Depreciation	\$ 522,353
Increase in Projected Annual Expenses	1,993,846
Net Projected Deficit Variance after Depreciation	<u>\$ (1,592,304)</u>

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

	April 30, 2022			YTD Through April 30, 2022			Projected FYE June 30, 2022				Comments
	Actual	Budget	Variance	Actual	Budget	Variance	Current Month Actuals - August 2021 - April 30, 2022 + Projected - June 30, 2022	Projections thru June 30, 2022	Annual Budget	Variance	
Income											
4100 State Grants	1,634,164	1,631,484	2,680	16,287,552	16,353,849	(66,297)	3,205,051	19,492,603	19,616,816	(124,213)	GenEd based on 953.464 SpEd budget based on 70.996 over 60%; 27.05 20-59%
4200 Federal Grants	82,759	164,967	(82,207)	1,265,084	1,650,396	(385,311)	398,113	1,663,197	1,980,329	(317,132)	
4300 Contributions	-	-	-	-	-	-	-	-	-	-	-
4400 Miscellaneous Income	226	125,000	(124,774)	1,820,082	1,250,000	570,082	452	1,820,534	1,500,000	320,534	
Total Income	1,717,149	1,921,450	(204,301)	19,372,718	19,254,245	118,474	3,603,616	22,976,334	23,097,145	(120,811)	GenEd based on 953.464 SpEd budget based on 70.996 over 60%; 27.050 20-59%; Adjustments made to Lease Assistance based on unearned revenue for FY21.
Expenses											
Compensation											
5100 Instructional Staff	654,217	721,155	(66,938)	5,854,570	6,337,847	(483,276)	2,262,672	8,117,242	8,653,862	(536,620)	Salary projections based on most recent payroll processing
5200 Non-Instructional Staff	205,423	205,934	(511)	2,127,852	2,059,341	68,511	460,846	2,588,697	2,471,209	117,488	Salary projections based on most recent payroll processing
5300 Pupil Support	126,334	106,739	19,595	1,024,552	1,067,389	(42,837)	291,074	1,315,626	1,280,867	34,759	
5000 Compensation	985,974	1,033,828	(47,854)	9,006,974	9,464,577	(457,603)	3,014,592	12,021,565	12,405,938	(384,373)	Salary projections based on most recent payroll processing
5400 Benefits	183,184	158,858	24,326	1,840,445	1,588,583	251,861	630,281	2,470,726	1,906,300	564,426	
6100 Administrative Expenses	42,902	46,802	(3,900)	512,599	472,890	39,709	114,539	627,138	566,494	60,643	Adjusted based on actuals
6200 Professional Services	127,603	75,167	52,437	1,063,540	739,167	324,374	217,922	1,281,462	921,500	359,962	Based on actuals
6300 Professional Development	6,310	14,424	(8,114)	323,425	133,151	190,274	94,828	418,253	162,000	256,253	Based on actuals
6400 Marketing and Staff/Student Rec	2,270	8,025	(5,755)	96,642	80,250	16,392	27,894	124,536	96,300	28,236	Based on budget
6500 Fundraising Expenses	-	4,458	(4,458)	-	44,583	(44,583)	3,500	3,500	53,500	(50,000)	
7100 Curriculum & Classroom Expenses	53,017	30,130	22,887	550,832	311,859	238,973	88,906	639,739	372,120	267,618	Based on actuals
8100 Facility	510,924	472,131	38,793	4,934,093	4,721,312	212,781	1,061,585	5,995,678	5,665,575	330,103	Based on actuals
8200 Technology/Communication Expens	35,108	16,102	19,006	398,194	161,021	237,173	82,596	480,790	193,225	287,566	Based on actuals
8800 Miscellaneous Expenses	163	83	79	4,104	833	3,271	152	4,256	1,000	3,256	
8900 Depreciation Expense	-	-	-	384,745	173,130	211,615	116,250	500,995	230,840	270,155	
Total Expenses	1,947,455	1,860,010	87,445	19,115,593	17,891,357	1,224,236	5,453,045	24,568,638	22,574,792	1,993,846	
Net Income	(230,306)	61,440	(291,746)	257,125	1,362,888	(1,105,763)	(1,849,429)	(1,592,304)	522,353	(2,114,657)	
Capital Expenditures											
Furniture, Fixtures & Equipment	-	-	-	767,245	-	767,245	45,461	812,706	-	812,706	
Facility and Construction	-	-	-	61,726	-	61,726	12,345	74,072	-	74,072	
Website	-	-	-	-	-	-	-	-	-	-	
Total Capital Expenditures	-	-	-	828,972	-	828,972	57,806	886,778	-	886,778	

**Challenge Prep Charter School
Cash Flow Projection as of April 30, 2022**

	Annual Budget FY21-22	Projected July 21 - June 22	Projected May 22 - June 22	May	June	July + Subsequent FY21-22 Items
Beginning Cash Balance (Operating Account)	4,804,870	6,645,873	3,737,688	3,715,814	854,539	(1,256,791)
Projected Cash Receipts from Operations	23,097,145	3,603,616	831,466	226	226	831,014
(below)						
Projected Cash Disbursements from Operations (below)	(22,574,792)	(5,453,045)	(5,282,238)	(2,083,652)	(2,082,652)	(1,115,934)
Net Cash from Operations	522,353	(1,849,429)	(4,450,772)	(2,083,426)	(2,082,426)	(284,919)
Cash Receipts from Accounts & Misc Receivables (not included in revenue below)	-	-	-	-	-	222,982
Cash Disbursements for Accounts Payable & Accrued Expenses	-	-	(748,946)	(748,946)	-	-
Capital Expenditures (below)	-	(57,806)	(57,806)	(28,903)	(28,903)	-
Accounts Receivable	-	-	-	-	-	-
PPP Loan Payable	-	-	-	-	-	-
PPP Loan Interest Payable	-	-	-	-	-	-
Ending Cash Balance (Operating Account)	5,327,223	4,854,251	(1,519,836)	854,539	(1,256,791)	(1,318,728)
Other Cash Accounts (Net of Transfers)	75,354	-	2,593,937	2,593,937	2,593,937	2,593,937
Total Cash (All Accounts)	5,402,577	4,854,251	1,074,101	3,448,475	1,337,146	1,275,209

Challenge Prep Charter School
Balance Sheet
YTD as of April 30, 2022

	Total	Comments
ASSETS		
Current Assets	-	
Bank Accounts		
1000 Cash		
1001 HSBC Checking - 0844	3,400,591	
1002 HSBC Checking - 0852	21,874	
1003 HSBC Checking - 0879	315,223	
1005 HSBC Money Market - 5972	2,502,062	
1006 Chase Escrow - 3060	70,000	
Total 1000 Cash	\$ 6,309,751	
Total Bank Accounts	\$ 6,309,751	
Accounts Receivable		
1100 Accounts Receivable	819,671	
Total Accounts Receivable	\$ 819,671	
Other current assets		
1300 Prepaid Expenses	177,687	
1301 Prepaid Insurance	24,298	
1310 Prepaid Rent	497,204	
Total Other current assets	\$ 704,188	
Total Current Assets	\$ 7,833,610	
Fixed Assets		
1500 Furniture, Fixtures & Equipment		
1510 Office & Admin Computers & Equipment	256,303	
1511 Classroom Computers & Equipment	1,335,461	
1512 Classroom Furniture	523,884	
1513 Office Furniture	194,049	
Total 1513 Office Furniture	\$ 194,049	
1514 Musical Instruments	16,390	
1515 Computer Software	44,217	
Total 1500 Furniture, Fixtures & Equipment	2,370,304	
1519 Facility and Construction	127,589	
1520 Architect Fees	115,620	
1525 Fire Alarm System	7,500	
Total 1525 Fire Alarm System	\$ 7,500	
1530 Kitchen/Cafeteria	162,079	
1535 Construction In Progress	320,673	
1540 Leasehold Improvements	489,796	
Total 1519 Facility and Construction	1,223,256	

Challenge Prep Charter School
Balance Sheet
YTD as of April 30, 2022

	Total	Comments
1610 Website	11,000	
Total 1610 Website	\$ 11,000	
1700 Accumulated Depreciation & Amortization		
1710 Accumulated Depreciation	(1,785,801)	
1750 Accumulated Amortization	(8,494)	
Total 1700 Accumulated Depreciation & Amortization	\$ (1,794,295)	
Total Fixed Assets	\$ 1,810,265	
Other Assets		
1800 Security Deposits	925,999	
Total Other Assets	\$ 925,999	
TOTAL ASSETS	\$ 10,569,874	
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
2000 Accounts Payable	725,746	
Total Accounts Payable	\$ 725,746	
Other Current Liabilities		
2301 Accrued Expenses	23,200	
2302 Refundable Advance	1,500	
2400 Unearned/Deferred Revenue	3,201,791	
Total Other Current Liabilities	\$ 3,226,491	
Total Current Liabilities	\$ 3,952,237	
Long-Term Liabilities		
2700 Deferred Rent Liability	2,738,104	
Total Long-Term Liabilities	\$ 2,738,104	
Total Liabilities	\$ 6,690,341	
Equity		
3100 Retained Earnings	3,622,409	
Net Income	257,125	
Total Equity	\$ 3,879,533	
TOTAL LIABILITIES AND EQUITY	\$ 10,569,874	

Challenge Prep Charter School
Statement of Cash Flows
YTD as of April 30, 2022

OPERATING ACTIVITIES	<u>Total</u>	<u>Comments</u>
Net Income	257,125	
Adjustments to reconcile Net Income to Net Cash provided by operations:	-	
1100 Accounts Receivable	(454,223)	
1300 Prepaid Expenses	31,062	
1301 Prepaid Insurance	(24,298)	
1310 Prepaid Rent	(163,028)	
1710 Accumulated Depreciation & Amortization: Accumulated Depreciation	384,195	
2000 Accounts Payable	43,359	
2100 HSBC Loan Payable	(1,792,512)	
2300 Accrued Salaries/Taxes	(725,253)	
2301 Accrued Expenses	(66,099)	
2302 Refunds Payable	(55)	
2303 Accrued Interest - PPP	(17,160)	
2304 Due To Friends of Challenge Prep, Inc.	-	
2400 Unearned/Deferred Revenue	2,886,246	
Total Adjustments to reconcile Net Income to Net Cash provided by operations:	<u>97,234</u>	
Net cash provided by operating activities	<u>354,359</u>	
INVESTING ACTIVITIES	-	
1500 Furniture, Fixtures & Equipment	-	
1510 Furniture, Fixtures & Equipment: Office & Admin Computers & Equipment	(7,154)	
1511 Furniture, Fixtures & Equipment: Classroom Computers & Equipment	(490,913)	
1512 Furniture, Fixtures & Equipment: Classroom Furniture	(132,113)	
1513 Furniture, Fixtures & Equipment: Office Furniture	(137,065)	
1540 Facility and Construction: Leasehold Improvements	(61,726)	
1750 Accumulated Depreciation & Amortization: Accumulated Amortization	<u>550</u>	
Net cash provided by investing activities	<u>(828,422)</u>	
FINANCING ACTIVITIES	-	
2700 Deferred Rent Liability	<u>77,939</u>	
Net cash provided by financing activities	<u>77,939.49</u>	
Net cash increase for period	<u>-396,123.30</u>	
Total Cash at beginning of period	<u>\$ 6,705,873.89</u>	
Cash at end of period	<u>\$ 6,309,750.59</u>	



Attachment #12

CPCS FY23 Returning Academic Personnel - Academic Year Contracts - May 25, 2022

Location	Title	Employee Name	Contract
Elementary School	Classroom Teacher	Ackah, Akiysha	ACADEMIC
Elementary School	Classroom Teacher	Alexander, Catherine	ACADEMIC
Elementary School	Teaching Assistant	Alfonso Carrasco, Carlina	ACADEMIC
Elementary School	Teaching Assistant	Alfonso Carrasco, Shainy	ACADEMIC
Elementary School	Guidance Counselor	Anglin, Hollyann	ACADEMIC
Elementary School	Classroom Teacher	Baker, Marilyn	ACADEMIC
Elementary School	Special Education Teacher	Brady, Corrina	ACADEMIC
Elementary School	Classroom Teacher	Charles-Cummings, Denise	ACADEMIC
Elementary School	Classroom Teacher	Choily, Dawn	ACADEMIC
Elementary School	Classroom Teacher	Cruz, Laura	ACADEMIC
Elementary School	Classroom Teacher	Davy, Mia	ACADEMIC
Elementary School	Special Education Teacher	Denker, Darlene	ACADEMIC
Elementary School	Teaching Assistant	Devallon, Joanne	ACADEMIC
Elementary School	Classroom Teacher	Droblas, Zachary	ACADEMIC
Elementary School	Teaching Assistant	Duncan, Kimani	ACADEMIC
Elementary School	Art Teacher	Durso, Briana	ACADEMIC
Elementary School	Classroom Teacher	Flores, Jamilex	ACADEMIC
Elementary School	Teaching Assistant	Gordon, Marleen	ACADEMIC
Elementary School	Classroom Teacher	Grant, Syvine	ACADEMIC
Elementary School	Classroom Teacher	Gray, Nickeisha	ACADEMIC
Elementary School	Teaching Assistant	Harris, Tylicia	ACADEMIC
Elementary School	Classroom Teacher	Harry, Cornetta	ACADEMIC
Elementary School	PE Teacher	Hassel, Ryan	ACADEMIC
Elementary School	Classroom Teacher	Jansen, Lauren	ACADEMIC
Elementary School	Special Education Teacher	Jones, Simone	ACADEMIC
Elementary School	Classroom Teacher	Kelly, Erin	ACADEMIC
Elementary School	Classroom Teacher	Kelly, Kimberly	ACADEMIC
Elementary School	Special Education Teacher	Kurz, Timothy	ACADEMIC
Elementary School	Classroom Teacher	Lang, Deborah	ACADEMIC
Elementary School	Special Education Teacher	Lloyd, Evelyn	ACADEMIC
Elementary School	Classroom Teacher	Lubin, Rebecca	ACADEMIC
Elementary School	Teaching Assistant	Makinde, Blessing	ACADEMIC
Elementary School	Classroom Teacher	Mclean, Lonzil	ACADEMIC
Elementary School	Special Education Teacher	Meyers, De'Anna	ACADEMIC
Elementary School	Special Education Teacher	Naqvi, Sadaf	ACADEMIC
Elementary School	Social Worker	Nedd, Melissa	ACADEMIC

Elementary School	Special Education Liasion	Novello, Nicole	ACADEMIC
Elementary School	Classroom Teacher	Ortiz, Christine	ACADEMIC
Elementary School	Spanish Teacher	Ortiz, Martha	ACADEMIC
Elementary School	Classroom Teacher	Patrizio, Kaitlyn	ACADEMIC
Elementary School	Classroom Teacher	Perino, Jessica	ACADEMIC
Elementary School	Classroom Teacher	Pilgrim, Candacy	ACADEMIC
Elementary School	Teaching Assistant	Proverbs, Khristie	ACADEMIC
Elementary School	Teaching Assistant	Reed, Elizabeth	ACADEMIC
Elementary School	PE Teacher	Rizzo, Rick	ACADEMIC
Elementary School	Classroom Teacher	Rodriguez-Salazar, Naika	ACADEMIC
Elementary School	Teaching Assistant	Rose, Sharon	ACADEMIC
Elementary School	Teaching Assistant	Russell, Ericka	ACADEMIC
Elementary School	ELL Teacher	Salazar, Sebastian	ACADEMIC
Elementary School	Classroom Teacher	Sarfati, Melissa	ACADEMIC
Elementary School	Classroom Teacher	Scaraglino, Taylor	ACADEMIC
Elementary School	Classroom Teacher	Sciacca, Marissa	ACADEMIC
Elementary School	Classroom Teacher	Simone, Samantha	ACADEMIC
Elementary School	Classroom Teacher	Smith, Bria	ACADEMIC
Elementary School	Classroom Teacher	Sobieski, Shawn	ACADEMIC
Elementary School	Teaching Assistant	Stabiner, Casey	ACADEMIC
Elementary School	Classroom Teacher	Vanella, Marisa	ACADEMIC
Elementary School	Teaching Assistant	Welcome, Lekishia	ACADEMIC
Elementary School	Teaching Assistant	Welcome, Maira	ACADEMIC
Elementary School	Special Education Teacher	Wess, Michael	ACADEMIC
Elementary School	Teaching Assistant	Whittaker, Deanna Kae	ACADEMIC
Elementary School	Teaching Assistant	Williams, Undra	ACADEMIC
Elementary School	Classroom Teacher	Woods, Latonia	ACADEMIC
High School	Teaching Assistant	Channer, Kaydian	ACADEMIC
High School	Teaching Assistant	Charles, Anya	ACADEMIC
High School	Classroom Teacher	Giotta, Jacquelyn	ACADEMIC
High School	ENL Teacher	Gomez, Ana	ACADEMIC
High School	Classroom Teacher	Hill, Damon	ACADEMIC
High School	Classroom Teacher	Hogan, Laura	ACADEMIC
High School	Teaching Assistant	Isaacs, Shannela	ACADEMIC
High School	Classroom Teacher	Manniello, Peter	ACADEMIC
High School	Classroom Teacher	Medina Paula, Nestor	ACADEMIC

High School	Classroom Teacher	Merrell, Scott	ACADEMIC
High School	PE Teacher	Parisi, Daniel	ACADEMIC
High School	Classroom Teacher	Reid, Maya	ACADEMIC
High School	Guidance Counselor	Robertson, Rochelle	ACADEMIC
High School	Social Worker	Robles Jr., Luis	ACADEMIC
High School	Classroom Teacher	Wade Gabb, Gloria	ACADEMIC
High School	Classroom Teacher	White, Taylor	ACADEMIC
Middle School	Guidance Counselor	Armstrong, Kareen	ACADEMIC
Middle School	Classroom Teacher	Chapman, Terrell	ACADEMIC
Middle School	Social Worker	Colón, Dannielle	ACADEMIC
Middle School	Classroom Teacher	Curwen, Dwight	ACADEMIC
Middle School	Classroom Teacher	Dancy, Nyajah	ACADEMIC
Middle School	Classroom Teacher	Kelly, Kurt	ACADEMIC
Middle School	Teaching Assistant	Outlaw, Jasmine	ACADEMIC
Middle School	Classroom Teacher	Ramirez, Indira	ACADEMIC
Middle School	Teaching Assistant	Rivera, Mildred	ACADEMIC
Middle School	Classroom Teacher	Sylvester, Cornelia	ACADEMIC
Middle School	Classroom Teacher	Thomas, Rayon	ACADEMIC
Middle School	Classroom Teacher	Tramell, Shaquira	ACADEMIC
Middle School	Classroom Teacher	Vidal, Corine	ACADEMIC
Middle School	Classroom Teacher	Vilus, Savin	ACADEMIC
Middle School	Teaching Assistant	Williams, Imani	ACADEMIC



2021-22 School Year Special Called Board Meeting #1 Minutes

Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2021-22 School Year Special Called Board Meeting #1 at 6:30 PM on June 9, 2022.

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

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

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

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

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

Members absent: and 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 the 2022-23 Special Personnel Report [Attachment #1]. The report contained the recommendation to approve the renewal of annual year employees for the 2022-23 school year contracts. Gertrudis Hernandez moved for the reports approval with a second from Linda Plummer, the motion carried unanimously.



The meeting adjourned by common consent.

Respectfully submitted:

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

Karon McFarlane
Secretary



ATTACHMENT #1

2022-23 Special Personnel Report – Annual Employees

CPCS 2022-23 Annual Employees for Approval

Description	Employee
CEO	Mullings, Leslie
Senior Director of Elementary Teaching & Learning	Coreus, Kentia
Senior Director of Secondary Teaching & Learning	Mondesir, Mavgar
5101 Administrative Leadership	3
Principal	Griffin, Nicole
Assistant Principal	Ward-Brew, Jacqueline
Assistant Principal	Thomas, Carolyn
Assistant Principal	Lyle, Sheila
Assistant Principal	Vil, Gasner
Assistant Principal	Canzoneri, Melissa
5102 Instructional Leadership	6
Director of Finance	Armstrong, Eunice
Staff Accountant	Bruce, Karen
5201 Finance	2
Special Projects Coordinator	Camporeale, Therese
Operations Manager	Johnson, Renee
Operations Manager	Lecoin, Nadine
Operations Manager	Luton, Lisa
Operations	Anderson, Dorveeda
Director of Technology	Richardson, Dale
Technology Coordinator	Megie, Nicholson
Technology Coordinator	Gowins, Shanequa
Technology Coordinator	Mullings, Johnathon
Technology Coordinator	Wilson-Hernandez, Luis
Data & Systems Specialist	Samuels, Annella
Director of Communications	Messer, Kimberly
Director of Student Enrollment & Recruitment Manager	Rose, Janisa
Student Enrollment & Recruitment Coordinator	Rosario, Vicky
5202 Administration & Operations	14
Administrative Assistant	Marquez-James, Carlene
Administrative Assistant	Marquis Smith
Chief of Staff	McFarlane, Shanique
5204 Administrative Assistant	3
Custodian	Clarke, Evrol
Custodian	Justin Joseph
Custodian	Robinson, Christopher
Custodian	Bennett, Gary
Custodian	Ramkarran, Baby

Custodian	Retana Garcia, Hugo
Custodian	Heywood, Dwight
Custodian	Campbell, Robert
Custodian	Davis, Ian
Custodian	Seville, Malik
5205 Custodian	10
Security Guard	Ogbu, Chikezie
Security Guard	Martinez, Leslie
Security Guard	Webber, Derrick
Security Guard	Anderson, Ewan
Security Guard	Scott Lobell, Donna
Security Guard	Ramirez, Robert
Security Guard	Shand, Lindsayroy
Security Guard	Smith, Latoya
Security Guard	Brown, Jason
5206 Security Guard	9
Director of Special Education	Zadok, Natalie
Director of Pupil Personnel Services	Richards, Tameeka
School Health Liaison	Mullings Bailey, Mauline
Dean of Student Culture	Russell, Jason
Dean of Student Culture	Thomas, Kevaun
Parent Academy Coordinator	Sanford, Janelle
Family Engagement Coordinator	Daure-Wiggins, Cherry
5301 Pupil Support Services	7
Operations Aide	Hernandez, Pearline
Operations Aide	Young, Michelle
Operations Aide	Tomlin, Michelle
Operations Aide	Thompson, Suzette
Academic Assistant	Johnson, Tyreke
Academic Assistant	Brown, Devaney
5302 School Aides	6

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