

# Application: Challenge Preparatory Charter School

Kentia Coreus - kcoreus@challengecharterschools.org  
2022-2023 Annual Report

## Applicant Custom Fields

None present

## Application Custom Fields

None present

## Application Notes

## Summary

**ID:** 0000000373

**Status:** Annual Report Submission

**Labels:** NYC DOE

## Entry 1 School Info and Cover Page

Completed - Sep 1 2023

### Instructions

#### Required of ALL Charter Schools

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

## Entry 1 School Information and Cover Page

(New schools that were not open for instruction for the 2022-2023 school year are not required to complete or submit an annual report this year).

Please be advised that you will need to complete this cover page (including signatures) before all of the other tasks assigned to you by your school's authorizer are visible on your task page. While completing this cover page task, please ensure that you select the correct authorizer (**as of June 30, 2023**) or you may not be assigned the correct tasks.

## BASIC INFORMATION

**a. SCHOOL NAME**

(Select name from the drop down menu)

CHALLENGE PREPARATORY CHARTER SCHOOL 800000067496

**a1. Popular School Name**

Challenge Prep

**b. CHARTER AUTHORIZER (As of June 30th, 2023)**

Please select the correct authorizer as of June 30, 2023 or you may not be assigned the correct tasks.

NEW YORK CITY CHANCELLOR OF EDUCATION

**c. School Unionized**

Is your charter school unionized?

No

**d. DISTRICT / CSD OF LOCATION**

CSD #27 - QUEENS

**e. Date of Approved Initial Charter**

Feb 1 2010

**f. Date School First Opened for Instruction**

Aug 1 2010

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## **g. Approved School Mission and Key Design Elements**

*(Regents, NYCDOE and Buffalo BOE authorized schools only)*

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

KDE 1 - Challenge Prep employs a balance of teacher centered and student-centered instruction, with both direct instruction and project-based instruction incorporating hands-on and student led activities and small student grouping and regrouping and, in the middle school, blended learning and flipped classroom instruction.

KDE 2 - Challenge Prep has a school-wide data culture where student needs are identified based on analysis of student exam data and teacher observations, to determine the appropriate balance between direct instruction and student centered activities. The data culture supports differentiated learning.

KDE 3 - Challenge Prep differentiates instruction. Challenge Prep's teachers—in coordination with administrators, parents and Special Education, ELL and counseling staff— assess each student's instructional needs on a continual basis and administer appropriate instructional interventions at appropriate times.

KDE 4 - Challenge Prep utilizes the workshop model to deliver balanced, Common Core State Standards (CCSS)-aligned curricula in all subjects in the elementary school. This model supports the School's balanced educational approach and builds capacity in teachers to differentiate instruction in a classroom of heterogeneous learners. The model facilitates differentiated instruction at Challenge Prep.

KDE 5 - In the middle school, Challenge Prep utilizes blended learning as the primary vehicle for delivering instruction in core content areas. Blended learning is a formal education program in which a student learns at least in part through online delivery of content and instruction with some element of student control over time, place, path or pace. While still attending a “brick and



mortar” school structure, in this case Challenge Prep’s middle and high schools, face-to-face classroom methods are combined with computer-mediated activities.

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**h. School Website Address**

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

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**i. Total Approved Charter Enrollment for 2022-2023 School Year**

1176

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**j. Total Enrollment on June 30, 2023 - excluding Pre-K program enrollment**

1296

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## k. Grades Served

Grades served during the 2022-2023 school year (exclude Pre-K program students):

Use the CTRL button to select multiple grades to accurately capture every grade level served.

### Responses Selected:

k
1
2
3
4
5
6
7
8
9
10
11

## I. Charter Management Organization

Do you have a [Charter Management Organization](#)?

No

## FACILITIES INFORMATION

**m. FACILITIES**

Will the school maintain or operate multiple sites in 2023-2024?

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

**m1. SCHOOL SITES**

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

	Physical Address	Phone Number	District/CSD	Grades to be Served at Site for previous year (K-5, 6-9, etc.)	Grades to be Served at Site for coming year (K-5, 6-9, etc.)	Receives Rental Assistance for Which Grades (If yes, enter the appropriate grades. If no, enter No).
Site 1	710 Hartman Lane, Far Rockaway, NY 11691	718-327-1352	NYC CSD 26	K-3	2-5	No

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

	Name	Title	Work Phone	Alternate Phone	Email Address
School Leader	Nicole Griffin	K-5 Principal	718-327-1352	646-919-7338	<a href="mailto:ngriffin@challengecharterschools.org">ngriffin@challengecharterschools.org</a>
Operational Leader	Janisa Vaughn	Director of Operations and Student Enrollment	646-830-6844	201-523-4188	<a href="mailto:jvaughn@challengecharterschools.org">jvaughn@challengecharterschools.org</a>
Compliance Contact	Donna Webster	Director of Finance and Human Resources	327-699-6702	332-270-5208	<a href="mailto:dwebster@challengecharterschools.org">dwebster@challengecharterschools.org</a>
Complaint Contact	Dr. Les Mullings	CEO	718-327-1352	696-789-1303	<a href="mailto:lsmullings@challengecharterschools.org">lsmullings@challengecharterschools.org</a>
DASA Coordinator	Nicole Griffin	K-5 Principal	718-327-1352	646-919-7338	<a href="mailto:ngriffin@challengecharterschools.org">ngriffin@challengecharterschools.org</a>
Phone Contact for After Hours Emergencies	Nicole Griffin	K-5 Principal	718-327-1352	646-919-7338	<a href="mailto:ngriffin@challengecharterschools.org">ngriffin@challengecharterschools.org</a>

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

Private Space

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

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

**Certificate of Occupancy and Fire Inspection. Provide a copy of a current and non-expired certificate of occupancy (if outside NYC or in private space in NYC). For schools that are not in district space (NYC co-locations), provide a copy of a current and non-expired certificate of occupancy, and a copy of the current annual fire inspection results, which should be dated on or after July 1, 2023.**

- **Fire inspection certificates must be updated annually. For the upcoming school year 2023-2024, submit a current fire inspection certificate.**
- **If the fire inspection certificate is dated after the August 1, 2022 submission of the Annual Report, please submit the new certificate with the Annual Report entries due on November 1, 2023.**

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

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**Site 1 Fire Inspection Report**

*This is required, marked optional for administrative purposes.*

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**School Site 2**

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## m2. SCHOOL SITES

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

	Physical Address	Phone Number	District/CSD	Grades to be Served at Site for previous year (K-5, 6-9, etc.)	Grades to be Served at Site for coming year (K-5, 6-9, etc.)	Receives Rental Assistance for Which Grades (If yes, enter the appropriate grades. If no, enter No).
Site 2	1526 Central Avenue, Far Rockaway, NY 11691	718-327-1352	NYC CSD 27	4-5	6-8	No

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

	Name	Title	Work Phone	Alternate Phone	Email Address
School Leader	Gasner Vil	6-8 Principal	347-990-1875	201-591-3257	<a href="mailto:gvil@challengecharterschools.org">gvil@challengecharterschools.org</a>
Operational Leader	Janisa Vaughn	Director of Operations and Student Enrollment	646-830-6844	201-523-4188	<a href="mailto:jvaughn@challengecharterschools.org">jvaughn@challengecharterschools.org</a>
Compliance Contact	Donna Webster	Director of Finance and Human Resources	327-699-6702	332-270-5208	<a href="mailto:dwebster@challengecharterschools.org">dwebster@challengecharterschools.org</a>
Complaint Contact	Dr. Les Mullings	CEO	718-327-1352	646-789-1303	<a href="mailto:ls Mullings@challengecharterschools.org">ls Mullings@challengecharterschools.org</a>
DASA Coordinator	Kareen Armstrong	6-8 Guidance Counselor	347-990-1875	201-523-4089	<a href="mailto:karmstrong@challengecharterschools.org">karmstrong@challengecharterschools.org</a>
Phone Contact for After Hours Emergencies	Gasner Vil	6-8 Principal	347-990-1875	201-591-3257	<a href="mailto:gvil@challengecharterschools.org">gvil@challengecharterschools.org</a>

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

Private Space

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

**m1d. Upload a current Certificate of Occupancy (COO) and the annual Fire Inspection Report for school site 2 if located in private space in NYC or located outside of NYC .**

**Certificate of Occupancy and Fire Inspection. Provide a copy of a current and non-expired certificate of occupancy (if outside NYC or in private space in NYC). For schools that are not in district space (NYC co-locations), provide a copy of a current and non-expired certificate of occupancy, and a copy of the current annual fire inspection results, which should be dated on or after July 1, 2023.**

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- **If the fire inspection certificate is dated after the August 1, 2022 submission of the Annual Report, please submit the new certificate with the Annual Report entries due on November 1, 2023.**

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

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**Site 2 Fire Inspection Report**

*This is required, marked optional for administrative purposes.*

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**School Site 3**

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**m3. SCHOOL SITES**

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

	Physical Address	Phone Number	District/CSD	Grades to be Served at Site for previous year (K-5, 6-9, etc.)	Grades to be Served at Site for coming year (K-5, 6-9, etc.)	Receives Rental Assistance for Which Grades (If yes, enter the appropriate grades. If no, enter No).
Site 3	1279 Redfern Avenue, Far Rockaway, NY 11691	718-327-4040	NYC CSD 27	6-8	K-1	No

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

	Name	Title	Work Phone	Alternate Phone	Email Address
School Leader	Nicole Griffin	K-5 Principal	718-327-1352	646-919-7338	<a href="mailto:ngriffin@challengecharterschools.org">ngriffin@challengecharterschools.org</a>
Operational Leader	Janisa Vaughn	Director of Operations and Student Enrollment	646-830-6844	201-523-4188	<a href="mailto:jvaughn@challengecharterschools.org">jvaughn@challengecharterschools.org</a>
Compliance Contact	Donna Webster	Director of Finance and Human Resources	327-699-6702	332-270-5208	<a href="mailto:dwebster@challengecharterschools.org">dwebster@challengecharterschools.org</a>
Complaint Contact	Dr. Les Mullings	CEO	718-327-1352	646-789-1303	<a href="mailto:lsmullings@challengecharterschools.org">lsmullings@challengecharterschools.org</a>
DASA Coordinator	Nicole Griffin	K-5 Principal	718-327-1352	646-919-7338	<a href="mailto:ngriffin@challengecharterschools.org">ngriffin@challengecharterschools.org</a>
Phone Contact for After Hours Emergencies	Nicole Griffin	K-5 Principal	718-327-1352	646-919-7338	<a href="mailto:ngriffin@challengecharterschools.org">ngriffin@challengecharterschools.org</a>

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

Private Space

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

m1d. Upload a current Certificate of Occupancy (COO) and the annual Fire Inspection Report for school site 3 if located in private space in NYC or located outside of NYC .

**Certificate of Occupancy and Fire Inspection.** Provide a copy of a current and non-expired certificate of occupancy (if outside NYC or in private space in NYC). For schools that are not in district space (NYC co-locations), provide a copy of a current and non-expired certificate of occupancy, and a copy of the current annual fire inspection results, which should be dated on or after July 1, 2023.

- Fire inspection certificates must be updated annually. For the upcoming school year 2023-2024, submit a current fire inspection certificate.
- If the fire inspection certificate is dated after the August 1, 2022 submission of the Annual Report, please submit the new certificate with the Annual Report entries due on November 1, 2023.

### Site 1 Certificate of Occupancy (COO)

[COO\\_All Sites.pdf](#)

**Filename:** COO\_All Sites.pdf **Size:** 160.1 kB

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### Site 3 Fire Inspection Report

*This is required, marked optional for administrative purposes.*

[Fire Inspection\\_All Sites.pdf](#)

**Filename:** Fire Inspection\_All Sites.pdf **Size:** 31.1 MB

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### School Site 4

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#### m4. SCHOOL SITES

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

	Physical Address	Phone Number	District/CSD	Grades to be Served at Site for coming year (K-5, 6-9, etc.)	Receives Rental Assistance for Which Grades (If yes, enter the appropriate grades. If no, enter No).
Site 4	1520 Central Avenue, Far Rockaway, NY 11691	347-699-7602	NYC CSD 27	6-12	No

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

	Name	Title	Work Phone	Alternate Phone	Email Address
School Leader	Mavgar Mondesir-Gordon	9-12 Principal	347-699-7602	646-919-7162	<a href="mailto:mmondesir@challengecharterschools.org">mmondesir@challengecharterschools.org</a>
Operational Leader	Janisa Vaughn	Director of Operations and Student Enrollment	646-830-6844	201-523-4188	<a href="mailto:jvaughn@challengecharterschools.org">jvaughn@challengecharterschools.org</a>
Compliance Contact	Donna Webster	Director of Finance and Human Resources	327-699-6702	332-270-5208	<a href="mailto:dwebster@challengecharterschools.org">dwebster@challengecharterschools.org</a>
Complaint Contact	Dr. Les Mullings	CEO	718-327-1352	646-789-1303	<a href="mailto:lsmullings@challengecharterschools.org">lsmullings@challengecharterschools.org</a>
DASA Coordinator	Kareen Armstrong	Guidance Counselor	347-990-1875	201-523-4089	<a href="mailto:karmstrong@challengecharterschools.org">karmstrong@challengecharterschools.org</a>
Phone Contact for After Hours Emergencies	Mavgar Mondesir-Gordon	9-12 Principal	347-699-7602	646-919-7162	<a href="mailto:mmondesir@challengecharterschools.org">mmondesir@challengecharterschools.org</a>

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

Private Space

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

**m1d. Upload a current Certificate of Occupancy (COO) and the annual Fire Inspection Report for school site 4 if located in private space in NYC or located outside of NYC .**

**Certificate of Occupancy and Fire Inspection. Provide a copy of a current and non-expired certificate of occupancy (if outside NYC or in private space in NYC). For schools that are not in district space (NYC co-locations), provide a copy of a current and non-expired certificate of occupancy, and a copy of the current annual fire inspection results, which should be dated on or after July 1, 2023.**

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- **If the fire inspection certificate is dated after the August 1, 2022 submission of the Annual Report, please submit the new certificate with the Annual Report entries due on November 1, 2023.**

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

[COO\\_All Sites.pdf](#)

**Filename:** COO\_All Sites.pdf **Size:** 160.1 kB

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**Site 4 Fire Inspection Report**

*This is required, marked optional for administrative purposes.*

[Fire Inspection\\_All Sites.pdf](#)

**Filename:** Fire Inspection\_All Sites.pdf **Size:** 31.1 MB

**n. List of owned, rented, leased facilities not used to educate students**

Separate by semi-colon (;)

N/a

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**CHARTER REVISIONS DURING THE 2022-2023 SCHOOL YEAR**

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**o. Were there any revisions to the school's charter during the 2022-2023 school year? (Please include approved or pending material and non-material charter revisions).**

*Please note, listing the revisions here does not constitute a request. Schools are advised to seek revision requests through their authorizer directly.*

(No response)

**o2. Summary of Charter Revisions**

	Category (Select Best Description)	Specific Revision (150 word limit)	Date Approved by BOT (if applicable)	Date Approved by Authorizer (if applicable)
1				
2				
3				
4				
5				

**More revisions to add?**

(No response)

**ATTESTATIONS**

p. Individual Primarily Responsible for Submitting the Annual Report. (To write type in a phone number with an extension, please use this format: 123-456-7890-3. The dash and number 3 at the end of the phone number refers to the individual's phone extension. Do not type in the work extension or the abbreviation for it - just the dash and the extension number after the phone number).

Name	Donna Webster
Position	Director of Finance and Human Resources
Phone/Extension	332-270-5208
Email	<a href="mailto:dwebster@challengecharterschools.org">dwebster@challengecharterschools.org</a>

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

**Responses Selected:**

Yes

As outlined in ENTRY 10:

Our signatures (Executive Director/School Leader/Head of School and Board President) below attest that our school has reviewed, understands and will comply with the employee clearance and fingerprint requirements as outlined in Entry 10 and found in the [NYSED CSO Fingerprint Clearance Oct 2019 Memo](#). Click **YES** to agree.

**Responses Selected:**

Yes

Signature, Head of Charter School

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Signature, President of the Board of Trustees



Date

Sep 1 2023



Thank you.

## Entry 2 Links to Critical Documents on School Website

Completed - Sep 1 2023

### Instructions

**Required of ALL Charter Schools noting that SUNY-authorized charter schools are not required to submit item 5: Authorizer-approved DASA policy and NYSED-Approved School Discipline Policy**

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

1. Current Annual Report (i.e., 2021-2022 Annual Report);[\[1\]](#)
2. Board meeting notices, agendas and documents;
3. New York State School Report Card;
4. Authorizer-approved DASA Policy and NYSED-Approved School Discipline Policy **(For Regents, NYCDOE, and Buffalo BOE-Authorized Charter Schools ONLY)**;
5. District-wide safety plan, not a building level safety plan (as per the September 2021 [Emergency Response Plan Memo](#));
6. Authorizer-approved FOIL Policy; and
7. Subject matter list of FOIL records. (Example: See [NYSED Subject Matter List](#))

[\[1\]](#) Each charter school is required to make the Annual Report publicly available by August 1 and to post on their respective charter school website. Each school should post an updated and complete version to include accountability data and financial statements that are not or may not be available until after the August deadline (i.e., Report when financials have been submitted in November.)

## Form for Entry 2 Links to Critical Documents on School Website

School Name: Challenge Preparatory Charter School

**Required of ALL Charter Schools noting that SUNY-authorized charter schools are not required to submit item 4: Authorizer-approved DASA policy and NYSED-Approved School Discipline Policy**

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

[New York State Report Card](#)

[Emergency Response Plan Memo](#)

[NYSED Subject Matter List](#)

	Link to Documents
1. Current Annual Report (i.e., 2022-2023 Annual Report)	<a href="https://challengecharterschools.org/charter-documents"><u>https://challengecharterschools.org/charter-documents</u></a>
2. Board meeting notices, agendas and documents	<a href="https://challengecharterschools.org/charter-documents"><u>https://challengecharterschools.org/charter-documents</u></a>
3. New York State School Report Card	<a href="https://challengecharterschools.org/policies-and-legal-notices"><u>https://challengecharterschools.org/policies-and-legal-notices</u></a>
4. Authorizer-approved DASA Policy and NYSED-Approved School Discipline Policy (For Regents, NYCDOE, and Buffalo BOE-Authorized Charter Schools ONLY)	<a href="https://challengecharterschools.org/policies-and-legal-notices"><u>https://challengecharterschools.org/policies-and-legal-notices</u></a>
5. District-wide safety plan, not a building level safety plan (as per the September 2021 Emergency Response Plan Memo)	<a href="https://challengecharterschools.org/policies-and-legal-notices"><u>https://challengecharterschools.org/policies-and-legal-notices</u></a>
6. Authorizer-approved FOIL Policy	<a href="https://challengecharterschools.org/policies-and-legal-notices"><u>https://challengecharterschools.org/policies-and-legal-notices</u></a>
7. Subject matter list of FOIL records. (Example: See NYSED Subject Matter List)	<a href="https://challengecharterschools.org/policies-and-legal-notices"><u>https://challengecharterschools.org/policies-and-legal-notices</u></a>

Thank you.



## Entry 3 Progress Toward Goals

Completed - Sep 1 2023

## Instructions

**Regents, NYCDOE, and Buffalo BOE-Authorized Charter Schools ONLY**

The following tables reflect formatting in the online portal required for Board of Regents, NYCDOE, and Buffalo BOE authorized charter schools only. These charter schools should report all Progress Toward Charter Goals as per their currently approved charters no later than **November 1, 2023**.

**PLEASE NOTE: This is a required task, and it is marked optional for administrative purposes only.**

## **Entry 3 Progress Toward Goals**

### **PROGRESS TOWARD CHARTER GOALS**

**Regents, NYCDOE, and Buffalo BOE-Authorized Charter Schools ONLY**

Complete the tables provided. List each goal and measure as contained in the school's currently approved charter, and indicate whether the school has met or not met the goal. Please provide information for all goals no later than November 1, 2023.

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#### **1. ACADEMIC STUDENT PERFORMANCE GOALS**

**Regents, NYCDOE, and Buffalo BOE-Authorized Charter Schools ONLY**

The following tables reflect formatting in the online portal required for Board of Regents, NYCDOE, and Buffalo BOE authorized charter schools only. These charter schools should report all Progress Toward Charter Goals as per their currently approved charters no later than **November 1, 2023**.

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2022-2023 Progress Toward Attainment of Academic Goals

	Academic Student Performance Goal	Measure Used to Evaluate Progress Toward Attainment of Goal	Goal - Met, Not Met or Unable to Assess	If not met, describe efforts the school will take to meet goal. If unable to assess goal, type N/A for Not Applicable
Academic Goal 1	1. Throughout the course of the charter term, Challenge Prep will show progress towards achieving 70% of its 3rd-8th graders, who have been enrolled at the school on BEDS day for at least two consecutive years, performing at a Level 3 on the NYS ELA exam.	NYS ELA exam	Met	N/A
Academic Goal 2	2. Throughout the course of the charter term, Challenge Prep will show progress towards achieving 30% of its 3rd-8th graders, who have been enrolled at the school on BEDS day for at least two consecutive years, performing above Level 3 on the NYS ELA exam.	NYS ELA exam	Met	N/A
Academic Goal 3	3. Throughout the course of the charter term, Challenge Prep will show	NYS Math exam	Met	N/A

	<p>progress towards achieving 70% of its 3rd-8th graders, who have been enrolled at the school on BEDS day for at least two consecutive years, performing at a Level 3 on the NYS Math exam.</p>			
Academic Goal 4	<p>4. Throughout the course of the charter term, Challenge Prep will show progress towards achieving 30% of its 3rd-8th graders, who have been enrolled at the school on BEDS day for at least two consecutive years, performing above Level 3 on the NYS Math exam.</p>	NYS Math exam	Met	N/A
Academic Goal 5	<p>5. Throughout the course of the charter term, Challenge Prep will show progress towards achieving 80% of 8th graders, who have been enrolled at the school on BEDS day for at least two consecutive years, performing at or above Level 3 on the NYS Science exam.</p>	NYS Science exam	Met	N/A
Academic Goal 6	<p>6. Throughout the course of the charter</p>	NYS Science exam	Met	N/A

	<p>term, Challenge Prep will show progress towards achieving 20% of 8th graders, who have been enrolled at the school on BEDS day for at least two consecutive years, making progress towards Level 3 on the NYS Science exam.</p>			
Academic Goal 7	<p>7. Throughout the charter term, 70% of grade 10-12 students in the relevant NYSED four-year graduation accountability cohort will show progress towards earning at least a mark of 70 in the English Regents (NGLS) Exam by the end of June of their fourth year.</p>	English Regents exam		N/A
Academic Goal 8	<p>8. Throughout the charter term, 30% of grade 10-12 students in the relevant NYSED four-year graduation accountability cohort will show progress towards earning at least a mark of 80 in the English Regents (NGLS) Exam by the end of June of their fourth year.</p>	English Regents exam		N/A
Academic Goal 9	<p>9. Throughout the charter term, 25% of</p>	English Regents exam		N/A

	<p>grade 10-12 students with disabilities in the relevant NYSED four-year graduation accountability cohort will show progress towards earning at least a final score of 70% in the English Regents Exam by the end of June of their final high school year.</p>			
Academic Goal 10	<p>10. Throughout the charter term, 50% of grades 10-12 English as a New Language students in the relevant NYSED four-year graduation accountability cohort will show progress towards earning at least a final score of 70% in the English Regents Exam by the end of June of their final high school year.</p>	English Regents exam		N/A

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

Yes

2022-2023 Progress Toward Attainment of Academic Goals

	Academic Student Performance Goal	Measure Used to Evaluate Progress Toward Attainment of Goal	Goal - Met, Not Met or Unable to Assess	2019-2020 progress toward attainment of goal Met/Not Met/Unable to Assess During Due to Closure
Academic Goal 11	11. Each year, the percent of Challenge Prep students earning a 75% on a mathematics Regents exam in each tested grade will, in the majority of grades, exceed the average performance of students tested in the same grades of CSD 27.	Mathematics Regents exams		N/A
Academic Goal 12	12. Throughout the course of the charter term, Challenge Prep will show progress towards achieving 70% (of students in grades 9-12), passing rate on the NYS Science Regents Examinations by the end of June of their fourth year in the cohort	NYS Science Regents exams		N/A
Academic Goal 13	13. Each year, the percent of Challenge Prep students earning a 70% on all Regents exams in each tested grade	All Regents exams		N/A



	will, in the majority of grades, exceed the average performance of students tested in the same grades of CSD 27.			
Academic Goal 14	14. Each year, 60% of all tested students in Grades 1-8 who were enrolled in Challenge Prep for at least two consecutive BEDS dates, will demonstrate progress towards proficiency by moving from Tier 1 to Tier 2 OR Tier 2 to Tier 3 on the end-of-year administration of the i-Ready Reading assessment.	i-Ready EOY Reading assessment		N/A
Academic Goal 15	15. Each year, 40% of all tested students in Grades 1-8 who were enrolled in Challenge Prep for at least two consecutive BEDS dates, will perform mid or above grade level on the end-of-year administration of the i-Ready Reading assessment.	i-Ready EOY Reading assessment		N/A
Academic Goal 16	16. Each year, 25% of all tested students with a disability in grades 1-8 who were enrolled in	i-Ready EOY Reading assessment		N/A

	<p>Challenge Prep for at least two consecutive BEDS dates, will perform above grade level on the end-of-year administration of the i-Ready Reading assessment.</p>			
Academic Goal 17	<p>17. Each year, 25% of all tested English as a New Language students in grades 1-8 who were enrolled in Challenge Prep for at least two consecutive BEDS dates, will be making progress towards being at or above grade level on the end-of-year administration of the i-Ready Reading assessment.</p>	<p>i-Ready EOY Reading assessment</p>		<p>N/A</p>
Academic Goal 18	<p>18. Each year, 70% of all tested students in Grades 1-8 who were enrolled in Challenge Prep for at least two consecutive BEDS dates, will demonstrate progress towards proficiency by moving from Tier 1 to Tier 2 OR Tier 2 to Tier 3 on the end-of-year administration of the i-Ready Mathematics assessment.</p>	<p>i-Ready EOY Mathematics assessment</p>		<p>N/A</p>

Academic Goal 19	19. Each year, 30% of all tested students in Grades 1-8 who were enrolled in Challenge Prep for at least two consecutive BEDS dates, will perform mid or above grade level on the end-of-year administration of the i-Ready Mathematics assessment.	i-Ready EOY Mathematics assessment		N/A
Academic Goal 20	20. Each year, 25% of all tested students with a disability in grades 1-8 who were enrolled in Challenge Prep for at least two consecutive BEDS dates, will perform above grade level on the end-of-year administration of the i-Ready mathematics assessment.	i-Ready EOY Mathematics assessment		N/A

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

Yes

2022-2023 Progress Toward Attainment of Academic Goals

	Academic Student Performance Goal	Measure Used to Evaluate Progress Toward Attainment of Goal	Goal - Met, Not Met or Unable to Meet	If not met, describe efforts the school will take to meet goal. If unable to assess goal, type N/A for Not Applicable
Academic Goal 21	21. Each year, 25% of all tested English as a New Language students in grades 1-8 who were enrolled in Challenge Prep for at least two consecutive BEDS dates, will be making progress towards being at or above grade level on the end-of-year administration of the i-Ready mathematics assessment.	i-Ready EOY Mathematics assessment		N/A
Academic Goal 22	Each year, grade-level cohorts of students will reduce by one-quarter, the gap between the percent at grade level, approaching grade level, and below grade level on the previous end-of-year administration of the i-Ready Reading assessment in the current end-of-year administration. If a grade-level cohort exceeds 70% at or above grade	i-Ready EOY Reading assessment		N/A

	level in the previous year, the cohort will remain above 70% at or above grade level in the current year.			
Academic Goal 23	Each year, grade-level cohorts of students will reduce by one-quarter, the gap between the percent at grade level, approaching grade level, and below grade level on the previous end-of-year administration of the i-Ready Mathematics assessment in the current end-of-year administration. If a grade-level cohort exceeds 70% at or above grade level in the previous year, the cohort will remain above 70% at or above grade level in the current year.	i-Ready EOY Mathematics assessment		N/A
Academic Goal 24				
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Academic Goal 62				

**4. ORGANIZATION GOALS**

**For the 2022-2023 school year, any organization goals that cannot be evaluated due to school closure resulting in a lack of data and changes in testing, surveying, and other usual practices should be reported as “N/A”.**

2022-2023 Progress Toward Attainment of Organization Goals

	Organizational Goal	Measure Used to Evaluate Progress	Goal - Met, Not Met, or Unable to Assess	If not met, describe efforts the school will take to meet goal. If unable to assess goal, type N/A for Not Applicable
Org Goal 1	Each year, the School will have an annual average daily student attendance rate of at least 95%. The figure will be calculated from ATS.	ATS Attendance data	Met	N/A
Org Goal 2	Each year, 95% of all students enrolled on the last day of the school year who do not move will return the following September.	Enrollment data.	Met	N/A
Org Goal 3	Each year, the School will comply with all applicable laws, rules, regulations and contract terms including, but not limited to, the New York Charter Schools Act, the New York Freedom of Information Law, the New York Open Meetings Law, the Federal IDEA, and FERPA	Board and school policies, Board minutes, Reports submitted to appropriate agencies, etc.	Met	N/A



Org Goal 4	As reflected in the Board minutes, the CEO and School Principal will present reports that outline enrollment, attendance, discharge status, IEP and ELL numbers as well as any available testing results at every regular meeting of the Board of Trustees. The CEO and Director Team will present an up-to-date financial report as well	Board minutes 2017-18.	Met	N/A
Org Goal 5	95% of the members of the Board of Trustees will be a member of a subcommittee of the Board.	100% of Board members were members of Board committees.	Met	N/A
Org Goal 6				
Org Goal 7				
Org Goal 8				
Org Goal 9				
Org Goal 10				
Org Goal 11				
Org Goal 12				
Org Goal 13				
Org Goal 14				
Org Goal 15				
Org Goal 16				

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Org Goal 17				
Org Goal 18				
Org Goal 19				
Org Goal 20				

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

No

**6. FINANCIAL GOALS**

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**2022-2023 Progress Toward Attainment of Financial Goals**

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

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

No

Thank you.

**Entry 3 Accountability Plan Progress Reports**

Incomplete - Hidden from applicant

## Instructions

### SUNY-Authorized Charter Schools ONLY- Complete Template and Upload to Epicenter

SUNY-authorized charter schools must download an Accountability Plan Progress Report template at [Accountability Plan Progress Report](#). After completing, SUNY-authorized charter schools must upload the document into the Annual Report Portal, and into the SUNY Epicenter document management system by September 15, 2023.

**PLEASE NOTE: This is a required task, and it is marked optional for administrative purposes only.**

## Entry 4 - Audited Financial Statements

Incomplete

### Required of ALL Charter Schools

**ALL SUNY-authorized charter schools** must upload the financial statements and related documents in PDF format into the [Annual Report Portal](#) and into the SUNY Epicenter document management system no later than **November 1, 2023**. **SUNY-authorized charter schools** are asked to ensure that security features such as password protection are turned off.

**ALL Regents, NYCDOE, and Buffalo BOE-authorized charter schools** must upload final, audited financial statements to the [Annual Report Portal](#) no later than **November 1, 2023**. Upload the independent auditor's report, any advisory and/or management letter, and the internal controls report as one submission, combined into a PDF file, ensuring that security features such as password protections are removed from all school uploaded documents.

**PLEASE NOTE: This task appears as visible and optional task in the online portal until August 1 2023 but will be identified as a required task thereafter and due on November 1, 2023. This is a required task, and it is marked optional for administrative purposes only.**

## Entry 4a – Audited Financial Report Template (SUNY)

Incomplete - Hidden from applicant

### Instructions - SUNY-Authorized Charter Schools ONLY

SUNY-authorized schools must download the Excel spreadsheet entitled “Audited Financial Statement Template” at <http://www.newyorkcharters.org/fiscal/>. After completing, schools must upload the document into the [Annual Report Portal](#) and into the SUNY Epicenter document management system no later than **November 1, 2023**.

**PLEASE NOTE: This is a required task, and it is marked optional for administrative purposes only.**

## Entry 4b – Audited Financial Report Template (BOR/NYC/BOE)

Incomplete

### Instructions - Regents-Authorized Charter Schools ONLY

Regents-authorized schools must download and complete the Excel spreadsheet entitled “Audited Financial Report Template” from the online portal or the [2022-2023 Annual Reports](#) webpage. Upload the completed file in Excel format and submit by **November 1, 2023**.

**Please complete one spreadsheet at the Education Corporation level and submit the same spreadsheet for each of the schools.**

**EDUCATION CORPORATIONS WITH MORE THAN ONE SCHOOL SHOULD COMPLETE THE EXCEL SPREADSHEET FOR THE EDUCATION CORPORATION AS A WHOLE, NOT FOR THE INDIVIDUAL SCHOOLS. PLEASE SUBMIT THE SAME EXCEL SPREADSHEET FOR EACH OF THE SCHOOLS.**

**PLEASE NOTE: This is a required task, and it is marked optional for administrative purposes only.**

## Entry 4c – Additional Financial Documents

Incomplete

**Regents, NYCDOE and Buffalo BOE authorized schools** must upload financial documents and submit by **November 1, 2023**. The items listed below should be uploaded, with an explanation if not applicable or available. For example, a "federal Single Audit was not required because the school did not expend federal funds of more than the \$750,000 Threshold."

1. Advisory and/or Management letter
2. Federal Single Audit
3. Agreed-Upon Procedure Report
4. Evidence of Required Escrow Account for each school<sup>[1]</sup>
5. Corrective Action Plan for Audit Findings and Management Letter Recommendations

<sup>[1]</sup> Note: For BOR schools chartered or renewed after the 2017-2018 school year, the escrow account per school is \$100,000.

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**PLEASE NOTE: This is a required task, and it is marked optional for administrative purposes only.**

## Entry 4d - Financial Contact Information

Completed - Sep 1 2023

**Regents, NYCDOE, and Buffalo BOE authorized schools** should enter financial contact information directly into the form within the portal by **November 1, 2023**.

## Form for "Financial Contact Information"

### 1. School Based Fiscal Contact Information

	School Based Fiscal Contact Name	School Based Fiscal Contact Email	School Based Fiscal Contact Phone
	Donna Webster	<a href="mailto:dwebster@challengecharterschools.org">dwebster@challengecharterschools.org</a>	332-270-5208

### 2. Audit Firm Contact Information

	School Audit Contact Name	School Audit Contact Email	School Audit Contact Phone	Years Working With This Audit Firm
	Gus Saliba, PKF O'Connor Davies	<a href="mailto:gsaliba@pkfod.com">gsaliba@pkfod.com</a>	914-381-8900	13

3. If applicable, please provide contact information for the school's outsourced financial services firm.

	Firm Name	Contact Person	Mailing Address	Email	Phone	Years With Firm
	Charter School Business Management	Karen Daniels	429 E79th St., Suite 1F, New York, NY 10075	<a href="mailto:kdaniels@csbm.com">kdaniels@csbm.com</a>	888-710-2726	13

## Entry 5 – Fiscal Year 2023-2024 Budget

Completed - Sep 1 2023

**SUNY-authorized charter schools** should download the [2023-2024 Budget and Quarterly Report Template and the 2023-2024 Budget Narrative Questionnaire](#) from the SUNY website and upload the completed templates into the Annual Report Portal and into the Epicenter document management system. **Due November 1, 2023.**

**Regents, NYCDOE, and Buffalo BOE authorized charter schools** should upload a copy of the school's FY22 Budget using the [2023-2024 Budget Template](#) into the Annual Report Portal or from the Annual Report website. **Due November 1, 2023.**

The Assumptions column should be completed for all revenue and expense items unless the item is self-explanatory. Where applicable, reference the page number or section in the application narrative that indicates the assumption being made. For instance, student enrollment would reference the applicable page number in Section I, C of the application narrative.

**PLEASE NOTE: This is a required task, and it is marked optional for administrative purposes only.**

### [CPCS-2023-2024-budget-DOE Template](#)

Filename: CPCS-2023-2024-budget-DOE\_Template.xlsx Size: 38.5 kB

## Entry 6 – Board of Trustees Disclosure of Financial Interest Form

Completed - Sep 1 2023

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

Each member of the charter school's Board of Trustees who served on a charter school education corporation governing one or more charter schools for any period during the 2022-2023 school year must complete and sign a Trustee [Disclosure of Financial Interest Form](#) is due on August 1, 2023. Acceptable signature formats include:

- Digitally certified PDF signature (i.e., DocuSign)
- Manual signature (1. download to print, 2. manually sign, 3. scan signed document to PDF, and 4. upload into portal)

All completed forms must be collected and uploaded in .PDF format for each individual member. **The education corporation is responsible for ensuring that each member who served on the board during the 2022-2023 school year completes the form.**

Charter schools **must** submit the latest version of the form. Forms completed from past years will not be accepted.

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

### [Trustee-Secretary Karon McFarlane](#)

Filename: Trustee-Secretary\_Karon\_McFarlane.pdf Size: 429.5 kB

### [Trustee-VP Andrew Barnes III](#)

Filename: Trustee-VP\_Andrew\_Barnes\_III.pdf Size: 553.0 kB

### [Trustee Gertrudis Hernandez](#)

Filename: Trustee\_Gertrudis\_Hernandez.pdf Size: 547.2 kB

### [Trustee-Chair Frederica Jefferies](#)

Filename: Trustee-Chair\_Frederica\_Jefferies.pdf Size: 1.4 MB

### [Trustee Ben Waxman](#)

Filename: Trustee\_Ben\_Waxman.pdf Size: 1.5 MB

### [Trustee-Treasurer Linda Plummer](#)

Filename: Trustee-Treasurer\_Linda\_Plummer.pdf Size: 99.6 kB

## Entry 7 BOT Membership Table

Completed - Sep 1 2023

## Instructions

### Required of ALL charter schools

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

## Entry 7 BOT Table

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

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**Authorizer:**

Who is the authorizer of your charter school?

NYCDOE

**1. 2022-2023 Board Member Information (Enter info for each BOT member)**

	Trustee Name	Trustee Email Address	Position on the Board	Committee Affiliations	Voting Member Per By-Laws (Y/N)	Number of Completed Terms Served	Start Date of Current Term (MM/DD/YYYY)	End Date of Current Term (MM/DD/YYYY)	Board Meetings Attended During 2022-2023
1	Frederica Jeffries	<a href="mailto:jeffrieslaw@gmail.com">jeffrieslaw@gmail.com</a>	Chair	Finance & Executive	Yes	9	6/30/2022	6/30/2023	12
2	Andrew Barnes III	<a href="mailto:andrew.barnes3@nationalgrid.com">andrew.barnes3@nationalgrid.com</a>	Vice Chair	Finance & Executive	Yes	10	6/30/2021	6/30/2023	7
3	Linda Plummer	<a href="mailto:lremaxlady@aol.com">lremaxlady@aol.com</a>	Treasurer	Finance & Executive	Yes	3	6/30/2022	6/30/2024	12
4	Ben Waxman	<a href="mailto:bwaxman31@gmail.com">bwaxman31@gmail.com</a>	Trustee/Member	None	Yes	10	9/14/2022	6/30/2023	7
5	Karon McFarlane	<a href="mailto:kkmcfarlane@yahoo.com">kkmcfarlane@yahoo.com</a>	Secretary	Academic & Executive	Yes	10	6/30/2020	6/30/2023	10
6	Gertrudis Hernandez	<a href="mailto:patti3939@gmail.com">patti3939@gmail.com</a>	Trustee/Member	Academic	Yes	6	06/30/2022	6/30/2024	12
7	Dr. Michelle Daniel-Robertson	<a href="mailto:mrobertson51@gmail.com">mrobertson51@gmail.com</a>	Trustee/Member	Academic	Yes	3	6/30/2022	6/30/2025	11
8									
9									



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

No

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

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

a. Total Number of BOT Members on June 30, 2023	7
b.Total Number of Members Added During 2022-2023	1
c. Total Number of Members who Departed during 2022-2023	0
d.Total Number of members, as set in Bylaws, Resolution or Minutes	Minimum of 5, maximum of 9

**3. Number of Board meetings held during 2022-2023**

12

**4. Number of Board meetings scheduled for 2023-2024**

12

**Total number of Voting Members on June 30, 2023:**

7

**Total number of Voting Members added during the 2022-2023 school year:**

1

**Total number of Voting Members who departed during the 2022-2023 school year:**

0

**Total Maximum Number of Voting members in 2022-2023, as set by the board in bylaws, resolution, or minutes:**

7

**Total number of Non-Voting Members on June 30, 2023:**

0

**Total number of Non-Voting Members added during the 2022-2023 school year:**

0

**Total number of Non-Voting Members who departed during the 2022-2023 school year:**

0

**Total Maximum Number of Non-Voting members in 2022-2023, as set by the board in bylaws, resolution or minutes:**

0

Thank you.

## Entry 8 Board Meeting Minutes

Completed - Sep 1 2023

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

Schools must upload a complete set of monthly board meeting minutes (July 2022-June 2023), which should match the number of meetings held during the 2022-2023 school year, as indicated in the above table. The minutes provided must be the final version approved by the school's Board of Trustees and may be uploaded individually or as one single combined file. Board meeting minutes must be submitted by **August 1, 2023**.

### **CPCS FY23 Board Meeting Minutes**

Filename: CPCS\_FY23\_Board\_Meeting\_Minutes.pdf Size: 103.9 MB

## Entry 9 Enrollment & Retention

Completed - Sep 1 2023

### **Instructions for submitting Enrollment and Retention Efforts**

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

Describe the good faith efforts the charter school has made in 2022-2023 toward meeting targets to attract and retain the enrollment of Students with Disabilities (SWDs), English Language Learners (ELLs), and students who are economically disadvantaged. In addition, describe the school's plans for meeting or making progress toward meeting its enrollment and retention targets in 2023-2024.

#### **\*SUNY-authorized charter schools**

The education corporation must include a plan for the charter to meet or exceed enrollment and retention targets established by the SUNY Trustees for students with disabilities, ELLs, and students who are eligible to participate in the FRPL program. See the [enrollment and retention target calculator](#) to find specific targets.

## Entry 9 Enrollment and Retention of Special Populations

**Good Faith Efforts to Meet Recruitment Targets (Attract)**

	Describe Recruitment Efforts in 2022-2023	Describe Recruitment Plans in 2023-2024
Economically Disadvantaged	Send mass mailers to families D27.	Send mass mailers to families D27.
English Language Learners	In 2020 the ELL preference was implemented into our lottery process and continued throughout the remainder of our charter term. The number of ELL applicants has increased by 41% since the implementation of the ELL preference.	Enrollment information was provided to families in our district using mass mailers, newspaper advertisements, social media platforms, SchoolMint, and the school website. All information regarding enrollment was translated. The school website was updated to include a translator tab.
Students with Disabilities	Challenge Prep does not screen for students with disabilities, however the school hosts various open houses at all locations as well as informational events at community feeder schools. At our open houses and informational events, the special education liaisons are present and available to inform families about the student support services offered at our school.	Challenge prep hired an Assistant Principal in Special Education to help support our school community with students with disabilities

**Good Faith Efforts To Meet Enrollment Retention Targets**

	Describe Retention Efforts in 2022-2023	Describe Retention Plans in 2023-2024
Economically Disadvantaged	Partner with community based organization to provide services to families.	Partner with community based organization to provide services to families. Example, Parent Academy, CUNY SLU.
English Language Learners	Provide services to eligible scholars.	Challenge Prep continues to use SchoolMint which allows parents to apply and register to the school in their home language. Also, ParentSquare is utilize to help streamline communications and have family notices in their home language.
Students with Disabilities	Provide services to eligible scholars.	To ensure that Challenge Prep meets it's enrollment targets and retention, the school will be expanding it's community based partnerships. In addition they will provide professional developments to all staff to better support the school community.

**Entry 10 – Teacher and Administrator Attrition**

Completed - Sep 1 2023

**Form for "Entry 10 – Teacher and Administrator Attrition" Revised to Employee Fingerprint Requirements Attestation**

## A. TEACH System – Employee Clearance

### Required of ALL Charter Schools

Charter schools must ensure that all prospective employees<sup>[1]</sup> receive clearance through [the NYSED Office of School Personnel Review and Accountability](#) (OSPRA) prior to employment. **This includes paraprofessionals and other school personnel who are provided or assigned by the district of location, or related/contracted service providers.** After an employee has been cleared, schools are required to maintain proof of such clearance in the file of each employee. For the safety of all students, charter schools must take immediate steps to terminate the employment of individuals who have been denied clearance. Once the employees have been terminated, the school must terminate the request for clearance in the TEACH system.

In the Annual Report, charter schools are asked to confirm that all employees have been cleared through the NYSED TEACH system; and, if denied clearance, confirm that the individual or employee has been removed from the TEACH system, and is not employed by the school.

#### 1. Emergency Conditional Clearances

Charter schools are **strongly discouraged** from using the emergency conditional clearance provisions for prospective employees. This is because the school must request clearance through NYSED TEACH, and the school's emergency conditional clearance of the employee terminates automatically once the school receives notification from NYSED regarding the clearance request. Status notification is provided for all prospective employees through the NYSED TEACH portal within 48 hours after the clearance request is submitted. Therefore, at most, a school's emergency conditional clearance will be valid for only 48 hours after approval by the board.

Schools are not permitted to renew or in any way re-establish a prospective employee's emergency conditional clearance after status notification is sent by NYSED through the TEACH portal.

Schools are asked to attest that they have reviewed and understand these requirements. More information can be found in the memo at [NYSED CSO Employee Clearance and Fingerprint Memo 10-2019](#).

<sup>[1]</sup> Employees who must be cleared include, but are not limited to, teachers, administrative staff, janitors, security personnel and cafeteria workers, and other staff who are present when children are in the school building. **This includes paraprofessionals and other school personnel that are provided or assigned by the district of location, as well as related/contracted service providers.** See NYSED memorandum dated October 1, 2019 at <http://www.nysed.gov/common/nysed/files/programs/charter-schools/employeefingerprintoct19.pdf> or visit the NYSED website at: <http://www.highered.nysed.gov/tsei/ospra/fingerprintingcharts.html> for more information regarding who must be fingerprinted. Also see, 8 NYCRR §87.2.

## B. Emergency Conditional Clearances

### Emergency Conditional Clearances

Charter schools are **strongly discouraged** from using the emergency conditional clearance provisions for prospective employees. This is because the school must request clearance through NYSED TEACH, and the school's emergency conditional clearance of the employee terminates automatically once the school receives notification from NYSED regarding the clearance request. Status notification is provided for all prospective employees through the NYSED TEACH portal within 48 hours after the clearance request is submitted. Therefore, at most, a school's emergency conditional clearance will be valid for only 48 hours after approval by the board.

Schools are not permitted to renew or in any way re-establish a prospective employee's emergency conditional clearance after status notification is sent by NYSED through the TEACH portal.

Schools are asked to attest that they have reviewed and understand these requirements. More information can be found in the memo at [NYSED CSO Employee Clearance and Fingerprint Memo 10-2019](#).

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### Attestation

#### Responses Selected:

I hereby attest that the school has reviewed, understands, and will comply with these requirements.

## Entry 11 Percent of Uncertified Teachers

Completed - Sep 1 2023

### Instructions

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

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

Enter the relevant full-time equivalent (FTE) count of teachers in each column. For example, a school with 20 full-time teachers and 5 half-time teachers would have an FTE count of 22.5.

## Entry 11 Uncertified Teachers

School Name:

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# Instructions for Reporting Percent of Uncertified Teachers

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

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

Enter the relevant full-time equivalent (FTE) count of teachers in each column. For example, a school with 20 full-time teachers and 5 half-time teachers would have an FTE count of 22.5.

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

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

	FTE Count
i. FTE count of uncertified teacher with at least three years of elementary, middle or secondary classroom teaching experience (as of June 30, 2023)	21
ii. FTE count of uncertified teachers who are tenured or tenure track college faculty (as of June 30, 2023)	0
iii. FTE count of uncertified teachers with two years of Teach for America experience (as of June 30, 2023)	0
iv. FTE count of uncertified teachers with exceptional business, professional, artistic, athletic, or military experience (as June 30, 2023)	0
Total Category A: 5 or 30% whichever is less	21.0



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

	FTE Count
i. Mathematics	2
ii. Science	2
iii. Computer Science	0
iv. Technology	0
v. Career and Technical Education	1
<b>Total Category B: not to exceed 5</b>	<b>5.0</b>

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

	FTE Count
i. FTE count of uncertified teacher with at least three years of elementary, middle or secondary classroom teaching experience (as of June 30, 2023)	5
ii. FTE count of uncertified teachers who are tenured or tenure track college faculty (as of June 30, 2023)	0
iii. FTE count of uncertified teachers with two years of Teach for America experience (as of June 30, 2023)	0
iv. FTE count of uncertified teachers with exceptional business, professional, artistic, athletic, or military experience (as June 30, 2023)	0
<b>Total Category C: not to exceed 5</b>	<b>5.0</b>

## TOTAL FTE COUNT OF UNCERTIFIED TEACHERS (Sum of Categories A, B AND C)

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

	FTE Count
Total	21

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

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

	FTE Count
Total Category D	15

## CATEGORY E: TOTAL FTE COUNT OF CERTIFIED TEACHERS

	FTE Count
Total Category E	54

## CATEGORY F: TOTAL FTE COUNT OF ALL TEACHERS

Please do not include paraprofessionals, such as teacher aides.

	FTE Count
Total Category F	75

Thank you.



## Entry 12 Organization Chart

Completed - Sep 1 2023

[Instructions](#)

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

Upload the 2022-2023 **Organization Chart**. The organization chart should be a graphic representation (A list will not be accepted.) and should include position titles and reporting (hierarchical) relationships. Employee names should **not** appear on the chart.

### [CPCS Organizational Chart](#)

Filename: CPCS\_Organizational\_Chart.pdf Size: 44.8 kB

## Entry 13 School Calendar

Completed - Sep 1 2023

[Instructions for submitting School Calendar](#)

### Required of ALL Charter Schools

If the charter school has a tentative calendar based on available information and guidance at the time, please submit with the August 1, 2023 submission. Charter schools must upload a final school calendar into the portal and may do so at any time but no later than **September 15, 2023**.

School calendars must meet the [minimum instructional requirements](#) as required of other public schools "... *unless the school's charter requires more instructional time than is required under the regulations.*"

Board of Regents-authorized charter schools also are required to submit school calendars that clearly indicate the start and end date of the instructional year AND the number of instructional hours and/or instructional days for each month (also used to align to schools with extended days/years referenced in their mission statements/key design elements). See an example of a calendar showing the requested information. Schools **must** use a calendar format and ensure there is a monthly tally of instructional days.

**PLEASE NOTE: This is a required task, and it is marked optional for administrative purposes only.**

### [FINAL Approved - Challenge K-12 Instructional Calendar for 2023-2024](#)

Filename: FINAL\_Approved\_-\_Challenge\_K-12\_In\_jlkunJg.pdf Size: 186.3 kB

## Entry 14 Staff Roster

Completed - Sep 1 2023

### [INSTRUCTIONS](#)

### Required of Regents and NYCDOE-authorized Charter Schools ONLY

Please click on the MS Excel [Faculty/Staff Roster Template](#) and provide the following information for **ANY and ALL** instructional and non-instructional employees (all faculty and staff employed by the school during the 2022-2023 school year).

**Use of the 2022-2023 Annual Report Faculty/Staff Roster Template is required. Each of the data elements, with the exception of the Notes, are required, and use of the drop-down options, when provided, is also required.**

**Reminders:** Please use the Notes section provided to add any additional information as deemed necessary. Failure to adhere to the guidelines and validations in the Faculty/Staff Roster Template will result in a resubmission of a fully corrected roster.

Here is the complete list of data elements in the roster template and an explanation of what information is required to correctly complete this task.

### [CPCS Faculty-Staff-Roster 2023 \(1\)](#)

Filename: CPCS\_Faculty-Staff-Roster\_2023\_1.xlsx Size: 130.6 kB

## Optional Additional Documents to Upload (BOR)

Completed - Sep 8 2023

[CPCS Annual Report FY23 Signature Page](#)

Filename: CPCS\_Annual\_Report\_FY23\_Signature\_Page.pdf Size: 131.3 kB

**Disclosure of Financial Interest by a Current  
or Former Trustee**

**Trustee Name:**

Karon McFarlane

---

**Name of Charter School Education Corporation:**

Challenge Preparatory Charter School

---

1. List all positions held on the education corporation Board of Trustees ("Board") (e.g., chair, vice-chair, treasurer, secretary, parent representative, etc.).  
Board Secretary, Executive Committee, Finance Committee

2. Are you related, by blood or marriage, to any person employed by the school and/or education corporation?

**Yes**    **No**

If **Yes**, please describe the nature of your relationship and the person's position, job description, and other responsibilities with the school.

My sister Shanique McFarlane is employed as the Chief of Staff. As a board member I refuse myself on any matters related to her employment.

3. Are you related by blood, or marriage, or legal adoption/guardianship to any student currently enrolled in a school operated by the education corporation?

**Yes**    **No**

If **Yes**, please describe the nature of your relationship and if the student could benefit from your participation.

4. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of the education corporation?

Yes  No

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

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

Yes  No

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

6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six months prior to such service. If there has been no such interest or transaction, check **None**.

**None**

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

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

**None**

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



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**Business Telephone:**

917-751-8436

---

**Business Address:**

2401 Liberty Heights Avenue, #2730, Baltimore, MD

---

**E-mail Address:**

Kkmcfarl@yahoo.com

---

**Home Telephone:**

9177518435

---

**Home Address:**

9200 Groveton Circle, Apt 313, Owings Mills MD 21117

---



8/11/23

---

**Signature**

**Date**

Acceptable signature formats include:

- Digitally certified PDF signature
- Print form, manually sign, scan to PDF

*last revised 04/2022*

**Disclosure of Financial Interest by a Current  
or Former Trustee**

**Trustee Name:**

Andrew Barnes

---

**Name of Charter School Education Corporation:**

Challenge Prep Charter School

---

1. List all positions held on the education corporation Board of Trustees ("Board") (e.g., chair, vice-chair, treasurer, secretary, parent representative, etc.).

Board member

2. Are you related, by blood or marriage, to any person employed by the school and/or education corporation?

Yes  No

If **Yes**, please describe the nature of your relationship and the person's position, job description, and other responsibilities with the school.

3. Are you related by blood, or marriage, or legal adoption/guardianship to any student currently enrolled in a school operated by the education corporation?

Yes  No

If **Yes**, please describe the nature of your relationship and if the student could benefit from your participation.

4. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of the education corporation?

Yes  No

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

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

Yes  No

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

6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six months prior to such service. If there has been no such interest or transaction, check **None**.

**None**

<b>Date(s)</b>	<b>Nature of financial interest / transaction</b>	<b>Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)</b>	<b>Name of person holding interest or engaging in transaction and relationship to you</b>

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

**None**

Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps taken to avoid conflict of interest

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

**Business Telephone:**

3475604348

---

**Business Address:**

2 Hanson Place, Brooklyn, NY 11217

---

**E-mail Address:**

Andrew.Barnes3@nationalgrid.com

---

**Home Telephone:**

3475604348

---

**Home Address:**

2 Hanson Place, Brooklyn, NY 11217

---



8/15/23

---

**Signature**

**Date**

Acceptable signature formats include:

- Digitally certified PDF signature
- Print form, manually sign, scan to PDF

**Disclosure of Financial Interest by a Current  
or Former Trustee**

**Trustee Name:**

Gertrudis Hernandez

---

**Name of Charter School Education Corporation:**

Challenge Preparatory Charter School

---

1. List all positions held on the education corporation Board of Trustees ("Board") (e.g., chair, vice-chair, treasurer, secretary, parent representative, etc.).  
Board Director

2. Are you related, by blood or marriage, to any person employed by the school and/or education corporation?

Yes  No

If **Yes**, please describe the nature of your relationship and the person's position, job description, and other responsibilities with the school.

3. Are you related by blood, or marriage, or legal adoption/guardianship to any student currently enrolled in a school operated by the education corporation?

Yes  No

If **Yes**, please describe the nature of your relationship and if the student could benefit from your participation.

4. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of the education corporation?

Yes  No

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

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

Yes  No

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



6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six months prior to such service. If there has been no such interest or transaction, check **None**.

**None**

<b>Date(s)</b>	<b>Nature of financial interest / transaction</b>	<b>Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)</b>	<b>Name of person holding interest or engaging in transaction and relationship to you</b>

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

**None**

Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps taken to avoid conflict of interest

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

**Business Telephone:**

347 699-7643

---

**Business Address:**

1526 Central avenue Queens, NY 11691

---

**E-mail Address:**

patti3939@gmail.com

---

**Home Telephone:**

347 585-6262

---

**Home Address:**

255 BAYBERRY DRIVE HEWLETT HARBORD, NY

---

*gertrudis hernandez*

08-16-2023

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**Signature**

**Date**

Acceptable signature formats include:

- Digitally certified PDF signature
- Print form, manually sign, scan to PDF

*last revised 04/2022*

**Disclosure of Financial Interest by a Current  
or Former Trustee**

**Trustee Name:**

FREDERICA JEFFRIES

---

**Name of Charter School Education Corporation:**

CHALLENGE PREPARATORY CHARTER SCHOOL

---

1. List all positions held on the education corporation Board of Trustees ("Board") (e.g., chair, vice-chair, treasurer, secretary, parent representative, etc.).

Chairperson

2. Are you related, by blood or marriage, to any person employed by the school and/or education corporation?

Yes  No

If **Yes**, please describe the nature of your relationship and the person's position, job description, and other responsibilities with the school.

3. Are you related by blood, or marriage, or legal adoption/guardianship to any student currently enrolled in a school operated by the education corporation?

Yes  No

If **Yes**, please describe the nature of your relationship and if the student could benefit from your participation.

4. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of the education corporation?

Yes  No

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

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

Yes  No

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

6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six months prior to such service. If there has been no such interest or transaction, check **None**.

None

Date(s)	Nature of financial interest / transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to you

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

**None**

Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps taken to avoid conflict of interest

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**Business Telephone:**

718-208-5615

---

**Business Address:**

130-64 226th Street, Laurelton, New York 11413

---

**E-mail Address:**

JeffriesLaw@gmail.com

---

**Home Telephone:**

718-525-7769

---

**Home Address:**

130-64 226th Street, Laurelton, New York 11413

---



**Signature**

8/14/23

**Date**

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*last revised 04/2022*



**Disclosure of Financial Interest by a Current  
or Former Trustee**

Trustee Name:

Benjamin Waxman

Name of Charter School Education Corporation:

Challenge Prep Charter School

1. List all positions held on the education corporation Board of Trustees ("Board") (e.g., chair, vice-chair, treasurer, secretary, parent representative, etc.).

member

2. Are you related, by blood or marriage, to any person employed by the school and/or education corporation?

Yes  No

If Yes, please describe the nature of your relationship and the person's position, job description, and other responsibilities with the school.

3. Are you related by blood, or marriage, or legal adoption/guardianship to any student currently enrolled in a school operated by the education corporation?

Yes  No

If Yes, please describe the nature of your relationship and if the student could benefit from your participation.

4. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of the education corporation?

Yes  No

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

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

Yes  No

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

Educators for Student Success - Employee  
Not-for-Profit

6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six months prior to such service. If there has been no such interest or transaction, check **None**.

**None**

Date(s)	Nature of financial interest / transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to you

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

None

Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps taken to avoid conflict of interest
Educators For Student Success (ESS)	<ul style="list-style-type: none"> <li>Grant Search</li> <li>Administrative support arranged</li> </ul>		Benjamin Waxman	I acted only as a referral agent, referring other employees to consult at the charter school with expertise in what is needed.

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

**Business Telephone:**

516-543-5184

**Business Address:**

803 Allerton Ave Bx, NY

**E-mail Address:**

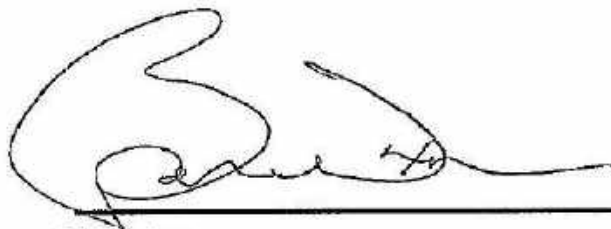
bwaxman@educators4ss.org

**Home Telephone:**

516-543-5184

**Home Address:**

106 Handing Ave Long Beach NY 11561



8-8-23

**Signature**

**Date**

Acceptable signature formats include:

- Digitally certified PDF signature
- Print form, manually sign, scan to PDF

*last revised 04/2022*

**Disclosure of Financial Interest by a Current  
or Former Trustee**

**Trustee Name:**

Linda Plummer

**Name of Charter School Education Corporation:**

---

1. List all positions held on the education corporation Board of Trustees ("Board") (e.g., chair, vice-chair, treasurer, secretary, parent representative, etc.).

*Treasurer, Accountability Committee*

2. Are you related, by blood or marriage, to any person employed by the school and/or education corporation?

Yes  No

If Yes, please describe the nature of your relationship and the person's position, job description, and other responsibilities with the school.

3. Are you related by blood, or marriage, or legal adoption/guardianship to any student currently enrolled in a school operated by the education corporation?

Yes  No

If Yes, please describe the nature of your relationship and if the student could benefit from your participation.

4. Are you related, by blood or marriage, to any person that could otherwise benefit from your participation as a board member of the education corporation?

Yes  No

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

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

Yes  No

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

6. Identify each interest/transaction (and provide the requested information) that you, any of your immediate family members, and/or any persons who you reside with have held or engaged in with the charter school(s) operated by the education corporation during the time you have served on the Board, and in the six months prior to such service. If there has been no such interest or transaction, check **None**.

**None**

Date(s)	Nature of financial interest / transaction	Steps taken to avoid a conflict of interest, (e.g., did not vote, did not participate in discussion)	Name of person holding interest or engaging in transaction and relationship to you



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

None

Organization conducting business with the school(s)	Nature of business conducted	Approximate value of the business conducted	Name of Trustee and/or immediate family member of household holding an interest in the organization conducting business with the school(s) and the nature of the interest	Steps taken to avoid conflict of interest

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

**Business Telephone:**

718-974-7628

**Business Address:**

529 Beach 55th street  
Far Rockaway, New York 11691

**E-mail Address:**

LREMAVLady@aol.com

**Home Telephone:**

**Home Address:**



**Signature**

8/30/2023

**Date**

Acceptable signature formats include:

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last revised 04/2022



## **2022-23 School Year Board Meeting #1 Minutes**

Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2022-23 School Year Board Meeting #1 at 6:30 PM on July 20, 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, Karon McFarlane, Linda Plummer, Dr. Michelle Daniel-Robertson and Gertrudis Hernandez

Members absent: Andrew Barnes

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

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

1. The agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2021-22 School Year Board Meeting #12 and Annual Meeting #13 [Attachment #1]. The minutes were approved by common consent.
3. The Chair called for the report of Dr. Les Mullings, CEO. Dr. Mullings updated the Board on Summer Boost. He highlighted the 6-8 Enrichment Program featuring Culinary Arts and Hip Hop.

Dr. Mullings shared with the Board that SLU has secured the Liberty Fund Grant of 1.5 million that will benefit our scholars and Far Rockaway residents. Additionally, SLU has secured College NOW funds for funding our high school



scholars. There are further indications that the JFK funding will be provided for the High School CTE pathways of Aviation, Culinary Arts and Hospitality.

Following discussion, the report was received with appreciation.

4. The Chair called for the June 2022 Financial Report [Attachment #2]. Following review, the report was received by common consent.
5. The Chair called for the review of the 2022-23 Annual Budget Report [Attachment #3]. Following discussion, made a motion by Dr. Michelle Daniel-Robertson with a second by Linda Plummer to approve the 2022-23 Annual Budget. The motion carried unanimously.
6. The Chair called for the presentation of the 2022-23 July Personnel report [Attachment #3]. Dr. Michelle Daniel-Robertson moved approval of 2022-23 contracts for all listed on the 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 #12 and 13<sup>th</sup> Annual Board Meeting Minutes**

Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2021-22 School Year Board Meeting #12 and the 13<sup>th</sup> Annual Board Meeting at 6:30 PM on June 22, 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, Dr. Michelle Daniel-Robertson, Andrew Barnes, and Linda Plummer

Members absent: None

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 #11 [Attachment #1]. The minutes were approved by common consent.
3. The Chari called for a review of the minutes of the 2021-22 School Year Special Called Board Meeting #1 [Attachment #2}. The minutes were approved by common consent.



4. The Chair called for the report of Dr. Les Mullings, CEO. Dr. Mullings shared with the Board about the visit of the NYC DOE Chancellor David C. Banks on Monday, June 6, 2022. Chancellor Banks visited the new high school facility at 15-20 Central Avenue, Far Rockaway, NY and the new CTE Culinary Arts Kitchen at 14-18 Central Avenue, Far Rockaway, NY. Chancellor Banks visited several classrooms and engaged with teachers and scholars. Additionally, he visited the 4<sup>th</sup> & 5<sup>th</sup> Grade site at 15-26 Central Avenue, Far Rockaway, NY.

The CEO announced the funding of \$7,000,000 for the short fall of the Arverne by the Sea School Construction site by the NYC City Council with the initiative being led by City Councilmember Selvena Brooks-Powers.

Dr. Mullings also announced the scholarship funding of \$147,000 for Challenge scholars and Far Rockaway residents secured by the School of Labor and Urban Studies for the classes being offered at the High School site at 15-20 Central Avenue, Far Rockaway, NY.

He shared about the exciting Annual Field Day held on June 23, 2022.

Following discussion, the report was received with appreciation.

5. The Chair called attention to the printed report of Kentia Coreus, Senior Director of Elementary Teaching & Learning [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 May 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 2022-23 Draft Budget [Attachment #12]. Following discussion, a motion was made by Gertrudis Hernandez to approve the 2022-23 Draft Budget and to authorize the expenditure of funds from July 1, 2022 - July 20, 2022, necessary to operate the school until the final approval of the 2022-23 Budget during the 2022-22 Board Meeting #1 on July 20, 2022 with a second by Linda Plummer. The motion carried unanimously.
15. The Chair called for the 2022-23 Personnel Report [Attachment #12] which included a list of positions to be hired for the 2022-23 school year. The list indicated the employees' names and projected salaries. For positions that have not been filled the list indicated the projected salary for those positions. Following discussion and review, a motion was made by Karon McFarlane and seconded by Linda Plummer to approve the entire report. Motion carried unanimously.
16. The Chair called for the review of the 2022-23 CPCS Employee Handbook [Attachment #13]. Following discussion, a motion was made by Gertrudis Hernandez and seconded by Karon McFarlane to approve the 2021-22 CPCS Employee Handbook. The motion carried unanimously.
17. The Chair called for the review of the 2022-23 CPCS Financial Policies and Procedures Manual [Attachment #14]. Following discussion, a motion was made by Gertrudis Hernandez and seconded by Karon McFarlane to approve the 2022-23 CPCS Financial Policies and Procedures Manual. The motion carried unanimously.





18. The Chair called for the 2022-23 Annual Board Elections Report [Attachment #15].
  19. A motion was made by Karon McFarlane and a seconded by Gertrudis Hernandez to elect Linda Plummer for a one-year term from July 1, 2022 to June 30, 2023. The motion carried unanimously.
  20. A motion was made by Karon McFarlane and a seconded by Gertrudis Hernandez to elect Dr. Michelle Daniel-Robertson for a three-year term from July 1, 2022 to June 30, 2025. The motion carried unanimously.
  21. A motion was made by Karon McFarlane and a seconded by Linda Plummer to elect Gertrudis Hernandez for a two-year term from July 1, 2022 to June 30, 2024. The motion carried unanimously.
  22. Gertrudis Hernandez made a motion with a second by Dr. Michelle Daniel-Robertson to elect the following officers for the 2021-22 school year:
    - Chair – Frederica Jeffries
    - Vice-Chair – Andrew Barnes
    - Secretary – Karon McFarlane
    - Treasurer – Linda Plummer
- The motion carried unanimously.
23. The Chair called on for the presentation of the 2022-23 Board of Trustees Calendar [Attachment #16]. The calendar was approved by common consent.

The meeting adjourned by common consent.

Respectfully submitted:

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

Karon McFarlane  
Secretary



# Attachment #2

**CHALLENGE  
PREPARATORY CHARTER  
SCHOOL**

**FINANCIAL REPORT  
JUNE 30, 2022**

**Challenge Prep Charter School**  
**Profit and Loss**  
 July 2021 - June 2022

	<b>Total</b>
<b>Income</b>	
<b>4100 State Grants</b>	
4101 Per Pupil Allocations	16,060,147.60
4102 Per Pupil Allocations for SPED	1,633,452.31
4103 NYSTL	18,901.00
4104 NYSSL	41,886.00
4105 NYSLIB	8,834.00
4109 Facilities Funding	1,810,927.29
<b>Total 4100 State Grants</b>	<b>\$ 19,574,148.20</b>
<b>4200 Federal Grants</b>	
4201 IDEA for Sp. Ed.	108,631.00
4202 Title I	206,076.61
4203 Title IIA	38,698.00
4206 E-Rate	196,224.75
4207 CARES Act ESSER	70,456.15
4208 Title IV	25,648.00
4210 CRRSA ESSER 2	236,781.31
4211 ARP ESSER 3	722,989.50
<b>Total 4200 Federal Grants</b>	<b>\$ 1,605,505.32</b>
<b>4300 Contributions</b>	
4301 Restricted Contributions	5,000.00
4302 Unrestricted Contributions	49,028.82
<b>Total 4300 Contributions</b>	<b>\$ 54,028.82</b>
<b>4400 Miscellaneous Income</b>	
4401 Interest Income	3,248.44
4405 Other Income	1,813,019.36
<b>Total 4400 Miscellaneous Income</b>	<b>\$ 1,816,267.80</b>
<b>Total Income</b>	<b>\$ 23,049,950.14</b>
<b>Gross Profit</b>	<b>\$ 23,049,950.14</b>
<b>Expenses</b>	
<b>5000 Compensation</b>	
<b>5100 Instructional Staff</b>	
5101 Administrative Leadership	237,989.04
5102 Instructional Leadership	1,183,297.21
5103 Classroom Teachers	3,240,972.13
5104 Teaching Assistants	1,140,768.19
5105 Special Education Teachers	718,441.31
5106 ELL Teachers	125,503.38
5107 Music Teacher	102,087.00
5108 Art Teacher	53,436.39
5109 Physical Education Teacher	239,095.02

5110 Specialty Teachers		99,018.46
<b>Total 5100 Instructional Staff</b>	<b>\$</b>	<b>7,140,608.13</b>
<b>5200 Non-Instructional Staff</b>		
5201 Finance & Human Resources		252,984.16
5202 Administration & Operations		1,093,609.07
5204 Administrative Assistant		212,768.83
5205 Custodians		568,718.78
5206 Security Guards		413,702.30
<b>Total 5200 Non-Instructional Staff</b>	<b>\$</b>	<b>2,541,783.14</b>
<b>5300 Pupil Support</b>		
5301 Pupil Support Services		980,203.51
5302 School Aides		281,800.51
<b>Total 5300 Pupil Support</b>	<b>\$</b>	<b>1,262,004.02</b>
<b>Total 5000 Compensation</b>	<b>\$</b>	<b>10,944,395.29</b>
<b>5400 Benefits</b>		
5402 NY State Unemployment Insurance		142,799.74
5403 Social Security - EmployER		666,884.02
5404 Social Security - EmployEE		0.00
5405 Medicare - EmployER		159,154.01
5406 Medicare - EmployEE		0.00
5408 NYS Disability		0.00
5409 Medical Insurance		841,622.28
5410 Dental Insurance		62,883.63
5411 Vision Insurance		13,354.82
5412 Life Insurance, STD, & LTD		75,219.74
5414 Retirement 403(B) Match		213,943.67
5415 Retirement 403(B) Clearing		-755.97
5420 Other Employer Taxes		34,448.70
5421 Garnishment Child Support (Clearing)		0.00
5422 HRA/FSA Diff Card Premium & Contributions		12,114.00
5423 Garnishments - Other		0.00
5425 AFLAC (Clearing)		0.00
<b>Total 5400 Benefits</b>	<b>\$</b>	<b>2,221,668.64</b>
<b>6100 Administrative Expenses</b>		
6101 Office Supplies		88,482.31
6102 Printer Supplies		59,674.84
6103 Office Furn (non-asset)		19,522.73
6104 Office Equipment (non-asset)		7,568.48
6105 Copy Machine Lease		56,657.19
6106 Postage and Delivery		7,797.01
6107 Temperature Scanning Kiosk Lease		10,812.00
6109 Administrative Licenses, Software, & Subscriptions		128,678.11
6110 Team Building/Staff Lunch & App		66,092.41
6111 Student/Family Appreciation		66,825.40
6112 Travel to/from Meetings		641.28
6113 Student Meals		759.41
6114 Signage (Indoor/Outdoor)		7,159.99

6115 Student Uniforms/Apparel	13,032.01
6119 Classroom Furniture and Equipment (non-asset)	19,780.75
6120 Insurance	
6121 Insurance Fees	142.13
6123 Insurance - Excess Liability	18,384.00
6124 Insurance - General Liability & Property	148,655.87
Total 6120 Insurance	<u>\$ 167,182.00</u>
Total 6100 Administrative Expenses	<u>\$ 720,665.92</u>
6200 Professional Services	
6201 Audit/Accounting Services	33,250.00
6202 Payroll Services	435,865.79
6203 Communication & Compliance Consulting Services	189,600.00
6204 Legal Services - Paid	42,303.00
6205 Educational Consulting	282,925.00
6206 Financial Management Services	107,806.25
6207 Substitute Teacher Services	49,917.62
6208 Temporary Staffing Services	22,325.00
6210 ERate Consulting	11,773.49
6212 Contracted Security Services	40,599.18
6216 Cleaning Services	118,390.25
Total 6200 Professional Services	<u>\$ 1,334,755.58</u>
6300 Professional Development	
6301 Instructional Staff PD	103,749.72
6302 Non-Instructional Staff PD	150,606.87
6303 Board Development/ Strategic Planning	13,780.00
6304 Tuition and Cert Reimbursement	118,464.00
Total 6300 Professional Development	<u>\$ 386,600.59</u>
6400 Marketing and Staff/Student Rec	
6401 Advertising	11,083.34
6402 Student Recruiting	61,810.33
6404 Staff Recruiting	16,082.42
6405 Website Maintenance	11,928.00
Total 6400 Marketing and Staff/Student Rec	<u>\$ 100,904.09</u>
7100 Curriculum & Classroom Expenses	
7101 Classroom Libraries	5,678.79
7102 Curric Textbooks and Other Curr	161,109.95
7103 Math	0.00
7104 Art Supplies	200.50
7105 Music	3,264.65
7107 Curriculum Licenses, Software, & Subscriptions	243,097.43
7108 Standardized Test Materials/Ass	29,480.86
7110 Classroom Supplies	70,819.18
7112 Physical Movement/Recess Suppli	13,816.59
7114 Non-Instructional Student Enric	3,583.88
7115 NYSTL Expense	18,901.00
7116 NYSSL Expense	41,886.00
7117 NYSLIB Expense	8,834.00

<b>Total 7100 Curriculum &amp; Classroom Expenses</b>	<b>\$ 600,672.83</b>
<b>8100 Facility</b>	
8102 Utilities	374,085.83
8104 Rent Expense	5,095,419.16
8105 Signage	-475.00
8106 Real Estate Taxes	400,968.59
8111 Relocation Expense	5,609.61
8114 Custodial Supplies	178,659.71
8115 Landscaping	8,675.00
8120 Repair & Maintenance	134,991.18
8125 Deferred Rent Expense	103,919.32
<b>Total 8100 Facility</b>	<b>\$ 6,301,853.40</b>
<b>8200 Technology Expenses</b>	
8201 Phone & Fax Expenses	42,485.60
8202 Mobile Phone Expenses	18,142.96
8203 Internet Connectivity Expenses	136,871.13
8204 Network Maintenance/Tech Support	750.00
8205 Technology Consultants	89,742.20
8208 Technology Supplies	26,202.41
8209 Technology Equipment (non-asset)	15,423.93
8210 Technology Licenses, Software, & Subscriptions	138,397.49
<b>Total 8200 Technology Expenses</b>	<b>\$ 468,015.72</b>
<b>8800 Miscellaneous Expenses</b>	
8801 Bank Service Charges	1,299.19
8802 Interest Expense/Late Charges	3,346.87
<b>Total 8800 Miscellaneous Expenses</b>	<b>\$ 4,646.06</b>
<b>8900 Depreciation Expense</b>	<b>521,406.05</b>
<b>Total Expenses</b>	<b>\$ 23,605,584.17</b>
<b>Net Operating Income</b>	<b>-\$ 555,634.03</b>
<b>Net Income</b>	<b>-\$ 555,634.03</b>

**Challenge Prep Charter School**  
**Balance Sheet**  
As of June 30, 2022

	<b>Total</b>
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Bank Accounts</b>	
<b>1000 Cash</b>	
1001 HSBC Checking - 0844	100,000.00
1002 HSBC Checking - 0852	24,225.25
1003 HSBC Checking - 0879	201,204.22
1004 HSBC Checking - 0887	0.00
1005 HSBC Money Market - 5972	2,503,248.44
1006 Chase Escrow - 3060	70,000.00
1007 Petty Cash	0.00
<b>Total 1000 Cash</b>	<b>\$ 2,898,677.91</b>
<b>Total Bank Accounts</b>	<b>\$ 2,898,677.91</b>
<b>Accounts Receivable</b>	
1100 Accounts Receivable	436,568.54
1200 Other Receivables - Salary Advance	0.00
<b>Total 1100 Accounts Receivable</b>	<b>\$ 436,568.54</b>
<b>Total Accounts Receivable</b>	<b>\$ 436,568.54</b>
<b>Other Current Assets</b>	
1300 Prepaid Expenses	155,415.30
1301 Prepaid Insurance	0.00
1310 Prepaid Rent	671,090.15
1400 Due From Challenge Charter Network	0.00
1401 Due From Friends of Challenge Prep, Inc.	5,000.00
Inventory Asset	0.00
<b>Total Other Current Assets</b>	<b>\$ 831,505.45</b>
<b>Total Current Assets</b>	<b>\$ 4,166,751.90</b>
<b>Fixed Assets</b>	
<b>1500 Furniture, Fixtures &amp; Equipment</b>	
1510 Office & Admin Computers & Equipment	256,303.34
1511 Classroom Computers & Equipment	1,384,067.62
1512 Classroom Furniture	523,884.23
1513 Office Furniture	199,023.65
1514 Musical Instruments	16,389.83
1515 Computer Software	44,217.42
<b>Total 1500 Furniture, Fixtures &amp; Equipment</b>	<b>\$ 2,423,886.09</b>
1519 Facility and Construction	127,588.58
1520 Architect Fees	115,619.76
1525 Fire Alarm System	7,500.00
1530 Kitchen/Cafeteria	162,079.22
1535 Construction In Progress	320,672.50



1540 Leasehold Improvements		489,795.99
Total 1519 Facility and Construction	\$	<u>1,223,256.05</u>
1610 Website		11,000.00
1700 Accumulated Depreciation & Amortization		
1710 Accumulated Depreciation		-1,922,278.32
1750 Accumulated Amortization		-8,677.78
Total 1700 Accumulated Depreciation & Amortization	-\$	<u>1,930,956.10</u>
Total Fixed Assets	\$	<u>1,727,186.04</u>
Other Assets		
1800 Security Deposits		925,999.20
2500 Sales Tax Receivable		0.00
Total Other Assets	\$	<u>925,999.20</u>
TOTAL ASSETS	\$	<u>6,819,937.14</u>
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
2000 Accounts Payable		796,576.73
Total Accounts Payable	\$	<u>796,576.73</u>
Other Current Liabilities		
2100 HSBC Loan Payable		0.00
2300 Accrued Salaries/Taxes		0.00
2301 Accrued Expenses		43,402.50
2302 Refunds Payable		1,500.00
2303 Accrued Interest - PPP		0.00
2304 Due To Friends of Challenge Prep, Inc.		234,070.00
2400 Unearned/Deferred Revenue		-86,470.35
Total Other Current Liabilities	\$	<u>192,502.15</u>
Total Current Liabilities	\$	<u>989,078.88</u>
Long-Term Liabilities		
2700 Deferred Rent Liability		2,764,083.78
Total Long-Term Liabilities	\$	<u>2,764,083.78</u>
Total Liabilities	\$	<u>3,753,162.66</u>
Equity		
3000 Opening Balance Equity		0.00
3100 Retained Earnings		3,622,408.51
Net Income		-555,634.03
Total Equity	\$	<u>3,066,774.48</u>
TOTAL LIABILITIES AND EQUITY	\$	<u>6,819,937.14</u>

**Challenge Prep Charter School**  
**Statement of Cash Flows**  
July 2021 - June 2022

	<b>Total</b>
<b>OPERATING ACTIVITIES</b>	
Net Income	-555,634.03
Adjustments to reconcile Net Income to Net Cash provided by operations:	
1100 Accounts Receivable	-71,120.45
1200 Accounts Receivable:Other Receivables - Salary Advance	0.00
1300 Prepaid Expenses	53,333.83
1301 Prepaid Insurance	0.00
1310 Prepaid Rent	-336,914.45
1401 Due From Friends of Challenge Prep, Inc.	-5,000.00
Inventory Asset	0.00
1710 Accumulated Depreciation & Amortization:Accumulated Depreciation	520,672.72
2000 Accounts Payable	114,189.26
2100 HSBC Loan Payable	-1,792,512.00
2300 Accrued Salaries/Taxes	-725,252.59
2301 Accrued Expenses	-45,896.59
2302 Refunds Payable	-55.00
2303 Accrued Interest - PPP	-17,160.49
2304 Due To Friends of Challenge Prep, Inc.	234,070.00
2400 Unearned/Deferred Revenue	-402,015.26
Total Adjustments to reconcile Net Income to Net Cash provided by operations:	<b>-\$ 2,473,661.02</b>
Net cash provided by operating activities	<b>-\$ 3,029,295.05</b>
<b>INVESTING ACTIVITIES</b>	
1510 Furniture, Fixtures & Equipment:Office & Admin Computers & Equipment	-7,154.12
1511 Furniture, Fixtures & Equipment:Classroom Computers & Equipment	-539,520.18
1512 Furniture, Fixtures & Equipment:Classroom Furniture	-132,112.70
1513 Furniture, Fixtures & Equipment:Office Furniture	-142,040.22
1540 Facility and Construction:Leasehold Improvements	-61,726.36
1750 Accumulated Depreciation & Amortization:Accumulated Amortization	733.33
Net cash provided by investing activities	<b>-\$ 881,820.25</b>
<b>FINANCING ACTIVITIES</b>	
2700 Deferred Rent Liability	103,919.32
3000 Opening Balance Equity	0.00
Net cash provided by financing activities	<b>\$ 103,919.32</b>
Net cash increase for period	<b>-\$ 3,807,195.98</b>
Cash at beginning of period	6,705,873.89
Cash at end of period	<b>\$ 2,898,677.91</b>

# Challenge Prep Charter School

## A/P Aging Summary

As of June 30, 2022

	Current	1 - 30	31 - 60	61 - 90	91 and over	Total
ADP					0.00	0.00
Aflac	2,425.12					2,425.12
Amplified IT	2,735.93					2,735.93
Atlantic A Program of De Lage Landen Financial Services	4,911.60	2,802.00				7,713.60
Atlantic Tomorrows Office	41,595.91					41,595.91
CDW Government	37,167.10	55,890.61				93,057.71
Charter School Business Management, Inc.	8,702.50	8,772.50				17,475.00
Charter Technology Solutions	3,790.00					3,790.00
Cohen Schneider Law, P.C.		8,233.00			-1,767.00	6,466.00
Cortevo Technologies, LLC	21,456.91					21,456.91
East Gate Security, Inc.	3,890.28	3,686.20				7,576.48
Level Data, Inc.	2,239.60					2,239.60
National Grid (60981-03010)	42.30					42.30
National Grid (76321-67015)	414.01					414.01
National Grid (94153-29028)	210.42					210.42
Payroll	501,551.80					501,551.80
Pitney Bowes Global Financial Services, LLC					0.00	0.00
PowerSchool Group, LLC		7,692.30				7,692.30
Procurify	12,000.00					12,000.00
PSEGLI (0084001203)	1,295.64					1,295.64
PSEGLI (0084009205)	3,732.65					3,732.65
PSEGLI (0084009221)	10,985.55					10,985.55
PSEGLI (0089070003)	5,671.55					5,671.55
ReadyRefresh by Nestle (6703321075)	309.68	337.12				646.80
Rocking Horse Ranch					-950.00	-950.00
School Professionals	2,182.88					2,182.88
SchoolMint, Inc.	10,837.60					10,837.60
Staples Advantage	796.97					796.97
T-Mobile	1,500.00					1,500.00
The Professionals Facilities Group, Inc.	16,280.00	1,480.00				17,760.00
Uline	6,568.32	7,030.83				13,599.15
Waterlogic Americas, LLC		74.85				74.85
<b>TOTAL</b>	<b>\$ 703,294.32</b>	<b>\$ 95,999.41</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>-\$ 2,717.00</b>	<b>\$ 796,576.73</b>

**Challenge Prep Charter School**  
**A/R Aging Summary**  
As of June 30, 2022

	Current	1 - 30	31 - 60	61 - 90	91 and over	Total
AFLAC 1					89.44	89.44
B'Above Worldwide					22,864.68	22,864.68
State of New York - Education Dept	47,872.31	-635,224.51		75,019.21	925,947.41	413,614.42
<b>TOTAL</b>	<b>\$ 47,872.31</b>	<b>-\$ 635,224.51</b>	<b>\$ 0.00</b>	<b>\$ 75,019.21</b>	<b>\$ 948,901.53</b>	<b>\$ 436,568.54</b>



# Attachment #3

FY23 CPCS Budget - BOARD FINAL

	FY23 Budget Lower Elementary	FY23 Budget Upper Elementary	FY23 Budget Middle	FY23 Budget High	FY23 Budget Network Operations	FY23 Budget Consolidated	Notes
<b>Assumptions:</b>							
Enrollment:	457	186	258	185	-	1,086	Assumption of variance of 90 students @ \$17,626 = (\$1,586,340)
SpEd 20-60%	-	1	11	15	-	27	
SpEd >60%	34	15	15	2	-	66	
Per Pupil Rate	17,626	17,626	17,626	17,626		17,626	Based on Approved \$17,626 Per Pupil Rate
Facilities Rate	0%	0%	30%	30%		30%	No Rental Assistance at LES & UES
<b>Income</b>							
4100 State Grants							
4101 Per Pupil Allocations	8,055,082	3,278,436	4,547,508	3,260,810	-	19,141,836	Based on Approved \$17,626 Per Pupil Rate
4102 Per Pupil Allocations for SPED	648,047	297,458	400,215	191,212	-	1,536,933	SpEd 20-60% @ \$10,390, SpEd >60% @ \$19,049
4103 NYSTL	6,993	2,835	4,158	4,914	-	18,901	FY22 Allocation
4104 NYSSL	17,559	7,119	10,441	12,339	-	47,458	FY22 Allocation
4105 NYSLIB	3,270	1,326	1,944	2,298	-	8,837	FY22 Allocation
4109 Facilities Funding	-	-	515,915	1,720,824	265,134	2,236,739	12-79 Redfern Avenue & 15-20 Central Avenue, FY22 Actuals
<b>Total 4100 State Grants</b>	<b>8,730,952</b>	<b>3,587,174</b>	<b>5,480,182</b>	<b>5,192,397</b>	<b>265,134</b>	<b>22,990,704</b>	
4200 Federal Grants							
4201 IDEA for Sp. Ed.	40,193	16,295	23,899	28,244	-	108,631	FY22 Actuals
4202 Title I - Part A	75,026	-	42,356	30,372	-	178,290	FY22 Allocation
4203 Title II - Part A	-	-	12,529	16,994	-	30,662	FY22 Allocation
4204 Title III - Part A	17,051	-	7,523	952	-	33,080	FY22 Allocation
4205 Charter School Expansion Grant						699,000	Charter School Expansion Grant, FY23 Allocation
4206 E-Rate							
4207 CARES Act ESSER	-	-	-	-	-	-	
4208 Title IV						14,030	
4210 CRRSA ESSER II	-	-	-	-	-	408,094	
4211 ARP ESSER III	-	-	-	-	-	608,671	FY23 Allocation
<b>Total 4200 Federal Grants</b>	<b>132,271</b>	<b>16,295</b>	<b>86,307</b>	<b>76,562</b>	<b>0</b>	<b>2,080,458</b>	
<b>Total Income</b>	<b>8,863,222</b>	<b>3,603,468</b>	<b>5,566,489</b>	<b>5,268,959</b>	<b>265,134</b>	<b>25,071,163</b>	
<b>Gross Profit</b>	<b>8,863,222</b>	<b>3,603,468</b>	<b>5,566,489</b>	<b>5,268,959</b>	<b>265,134</b>	<b>25,071,163</b>	
5000 Compensation							
5100 Instructional Staff							
5101 Administrative Leadership	-	-	-	53,148	630,995	684,144	Assume 3% increase , see Staffing Details
5102 Instructional Leadership	306,038	128,750	253,900	197,584	-	886,272	Assume 3% increase , see Staffing Details
5103 Classroom Teachers	1,281,956	727,384	621,005	939,006	-	3,569,351	Assume 3% increase , see Staffing Details
5104 Assistant Teachers	591,087	138,925	278,653	140,004	-	1,148,669	Assume 3% increase , see Staffing Details
5105 Special Education Teachers	928,752	192,816	164,932	65,000	-	1,351,500	Assume 3% increase , see Staffing Details
5106 ELL Teachers	70,600	-	82,466	-	-	153,066	Assume 3% increase , see Staffing Details
5107 Music Teacher	65,000	-	65,000	-	125,000	255,000	Assume 3% increase , see Staffing Details

FY23 CPCS Budget - BOARD FINAL

	FY23 Budget Lower Elementary	FY23 Budget Upper Elementary	FY23 Budget Middle	FY23 Budget High	FY23 Budget Network Operations	FY23 Budget Consolidated	Notes
5108 Art Teacher	65,000	-	65,000	65,000	-	195,000	Assume 3% increase , see Staffing Details
5109 Physical Education Teacher	63,481	68,820	65,000	77,250	-	274,551	Assume 3% increase , see Staffing Details
5110 Specialty Teachers	182,730	-	126,632	261,189	-	570,551	Assume 3% increase , see Staffing Details
<b>Total 5100 Instructional Staff</b>	<b>3,554,645</b>	<b>1,256,695</b>	<b>1,722,588</b>	<b>1,798,181</b>	<b>755,995</b>	<b>9,088,105</b>	
<b>5200 Non-Instructional Staff</b>							
5201 Finance & Human Resources	-	-	-	-	301,541	301,541	Assume 3% increase , see Staffing Details
5202 Administration & Operations	312,738	66,991	126,991	229,446	515,177	1,251,343	Assume 3% increase , see Staffing Details
5204 Administrative Assistant	71,080	-	65,004	-	79,568	215,652	Assume 3% increase , see Staffing Details
5205 Custodian	164,487	74,709	110,424	159,864	-	509,484	Assume 3% increase , see Staffing Details
5206 Security Guards	87,805	43,903	131,708	87,805	66,950	418,172	Assume 3% increase , see Staffing Details
<b>Total 5200 Non-Instructional Staff</b>	<b>636,111</b>	<b>185,603</b>	<b>434,128</b>	<b>477,115</b>	<b>963,235</b>	<b>2,696,191</b>	
<b>5300 Pupil Support</b>							
5301 Pupil Support Services	311,787	65,000	238,449	239,324	442,146	1,296,706	Assume 3% increase , see Staffing Details
5302 School Aides	87,805	45,000	46,350	142,395	-	321,551	Assume 3% increase , see Staffing Details
<b>Total 5300 Pupil Support</b>	<b>399,592</b>	<b>110,000</b>	<b>284,799</b>	<b>381,720</b>	<b>442,146</b>	<b>1,618,257</b>	
<b>Total 5000 Compensation</b>	<b>4,590,348</b>	<b>1,552,298</b>	<b>2,441,515</b>	<b>2,657,016</b>	<b>2,161,376</b>	<b>13,402,553</b>	
<b>5400 Benefits</b>							
5402 NY State Unemployment Insurance	52,480	21,276	31,205	22,694	14,184	141,839	FY22 Actuals
5403 Social Security - EmployER	302,886	122,792	180,095	130,978	81,861	818,612	6.2% of total salary - included in ADP admin fees
5405 Medicare - EmployER	70,836	28,717	42,119	30,632	19,145	191,449	1.45% of total salary - included in ADP admin fees
5409 Medical Insurance	366,433	148,554	217,879	158,458	99,036	990,360	Assumed 6% Increase
5410 Dental Insurance	24,043	9,747	14,296	10,397	6,498	64,980	Assumed 6% Increase
5411 Vision Insurance	4,884	1,980	2,904	2,112	1,320	13,200	Assumed 6% Increase
5412 Life Insurance, STD, & LTD	31,108	12,611	18,497	13,452	8,408	84,075	Assumed 6% Increase
5414 Retirement 403(B) Match	85,133	34,513	50,619	36,814	23,009	230,088	Assumed 3% Increase
5420 Other Employer Taxes	14,277	5,788	8,489	6,174	3,859	38,586	Assumed 6% Increase
5422 HRA/FSA Diff Card Premium & Contributions	4,440	1,800	2,640	1,920	1,200	12,000	Assumed 6% Increase
<b>Total 5400 Benefits</b>	<b>956,520</b>	<b>387,778</b>	<b>568,742</b>	<b>413,630</b>	<b>258,519</b>	<b>2,585,189</b>	
<b>6100 Administrative Expenses</b>							
6101 Office Supplies	39,600	10,800	10,800	7,200	3,600	72,000	
6102 Printer Supplies	8,250	2,250	2,250	1,500	750	15,000	
6103 Office Furn (non-asset)	8,250	2,250	2,250	1,500	750	15,000	
6104 Office Equipment (non-asset)	4,125	1,125	1,125	750	375	7,500	
6105 Copy Machine Lease	41,250	11,250	11,250	7,500	3,750	75,000	Atlantic A Program of De Lage Landen Financial Services: Copy Machines, TGI
6106 Postage and Delivery	3,905	1,065	1,065	710	355	7,100	FedEx, Purchase Power, Pitney Bowes: Assume 10% increase of actuals based on FY22
6107 Administrative Licenses, Software, & Subscriptions	5,451	1,487	1,487	991	496	9,911	Atlantic A Program of De Lage Landen Financial Services: Temperature Scanning & Facial
6109 Dues, Licenses, & Subscriptions	33,000	9,000	9,000	6,000	3,000	60,000	Costco, e-BizSoft, Intuit, Direct TV, Teamviewer, WISC, Zoom: Assume 10% increase of
6110 Team Building/Staff Lunch & App	33,000	9,000	9,000	6,000	3,000	60,000	Edible Arrangements, Food, Hilton: Assume 10% increase, Annual Staff Party, meals for
6111 Student/Family Appreciation	33,000	9,000	9,000	6,000	3,000	60,000	Lottery expenses, Graduations
6115 Student Uniforms/Apparel	2,929	799	799	533	266	5,326	MJM Uniforms, Omni Cheer, 333 Apparel, Barry Kimler: Assume 10% increase based on FY22 trends, offset with student collection
6119 Classroom Furniture and Equipment (non-asset)	10,914	2,977	2,977	1,984	992	19,844	School Outfitters: New 1st Grade class, COVID-19

FY23 CPCS Budget - BOARD FINAL

	FY23 Budget Lower Elementary	FY23 Budget Upper Elementary	FY23 Budget Middle	FY23 Budget High	FY23 Budget Network Operations	FY23 Budget Consolidated	Notes
6120 Insurance	-	-	-	-	-	-	
6121 Insurance Fees	78	21	21	14	7	142	Arthur J Gallagher
6122 Insurance - Directors & Officers	-	-	-	-	-	-	Arthur J Gallagher
6123 Insurance - Excess Liability	8,426	2,298	2,298	1,532	766	15,320	Arthur J Gallagher
6124 Insurance - General Liability & Property	70,082	19,113	19,113	12,742	6,371	127,422	Arthur J Gallagher
<b>Total 6120 Insurance</b>	<b>78,586</b>	<b>21,433</b>	<b>21,433</b>	<b>14,288</b>	<b>7,144</b>	<b>142,884</b>	
<b>Total 6100 Administrative Expenses</b>	<b>302,261</b>	<b>82,435</b>	<b>82,435</b>	<b>54,956</b>	<b>27,478</b>	<b>549,565</b>	
6200 Professional Services							
6201 Audit/Accounting Services	17,600	4,800	4,800	3,200	1,600	32,000	PKF O'Connor: Assume 3% increase based on FY22 actuals, audit & 990 preparation
6202 Payroll Services	258,775	70,575	70,575	47,050	23,525	470,500	ADP: Assume 3% increase ADP service fees
6203 Communication & Compliance Consulting Services	96,250	26,250	26,250	17,500	8,750	175,000	HCWC:
6204 Legal Services - Paid	13,750	3,750	3,750	2,500	1,250	25,000	Akerman: Assume 3% increase based on FY22 trends
6205 Educational Consulting	151,250	41,250	41,250	27,500	13,750	275,000	JPS, ESS
6206 Financial Management Services	46,750	12,750	12,750	8,500	4,250	85,000	CSBM: CFO & Controller level support
6207 Substitute Teacher Services	13,750	3,750	3,750	2,500	1,250	25,000	
6210 ERate Consulting	8,250	2,250	2,250	1,500	750	15,000	ERATE ADVANTAGE
6212 Contracted Security Services	27,500	7,500	7,500	5,000	2,500	50,000	EAST GATE SECURITY
6216 Cleaning Services	27,500	7,500	7,500	5,000	2,500	50,000	THE PROFESSIONALS
<b>Total 6200 Professional Services</b>	<b>661,375</b>	<b>180,375</b>	<b>180,375</b>	<b>120,250</b>	<b>60,125</b>	<b>1,202,500</b>	
6300 Professional Development							
6301 Instructional Staff PD	27,500	7,500	7,500	5,000	2,500	50,000	Power Schools, TeachBoost
6302 Non-Instructional Staff PD	5,500	1,500	1,500	1,000	500	10,000	
6303 Board Development/ Strategic Planning	8,250	2,250	2,250	1,500	750	15,000	
6304 Tuition and Cert Reimbursement	27,500	7,500	7,500	5,000	2,500	50,000	
6305 Conferences and Workshops	2,750	750	750	500	250	5,000	
<b>Total 6300 Professional Development</b>	<b>71,500</b>	<b>19,500</b>	<b>19,500</b>	<b>13,000</b>	<b>6,500</b>	<b>130,000</b>	
6400 Marketing and Staff/Student Rec							
6401 Advertising	6,050	1,650	1,650	1,100	550	11,000	
6402 Student Recruiting	27,500	7,500	7,500	5,000	2,500	50,000	VANGUARD
6404 Staff Recruiting	13,750	3,750	3,750	2,500	1,250	25,000	LINKEDIN, LEVER, INDEED
6405 Website Maintenance	7,425	2,025	2,025	1,350	675	13,500	HCWC
<b>Total 6400 Marketing and Staff/Student Rec</b>	<b>54,725</b>	<b>14,925</b>	<b>14,925</b>	<b>9,950</b>	<b>4,975</b>	<b>99,500</b>	
7100 Curriculum & Classroom Expenses							
7101 Classroom Libraries	8,250	2,250	2,250	1,500	750	15,000	
7102 Curric Textbooks and Other Curr	82,500	22,500	22,500	15,000	7,500	150,000	
7105 Music	11,000	3,000	3,000	2,000	1,000	20,000	
7106 Student Transportation	-	-	-	-	-	-	
7107 Curriculum Licenses & Subscriptions	99,000	27,000	27,000	18,000	9,000	180,000	
7108 Standardized Test Materials/Ass	16,214	4,422	4,422	2,948	1,474	29,481	
7109 Student Field Trips	11,000	3,000	3,000	2,000	1,000	20,000	
7110 Classroom Supplies	41,250	11,250	11,250	7,500	3,750	75,000	
7112 Physical Movement/Recess Suppli	8,250	2,250	2,250	1,500	750	15,000	



FY23 CPCS Budget - BOARD FINAL

	FY23 Budget Lower Elementary	FY23 Budget Upper Elementary	FY23 Budget Middle	FY23 Budget High	FY23 Budget Network Operations	FY23 Budget Consolidated	Notes
7114 Non-Instructional Student Enrichment	-	-	-	-	47,200	47,200	SUMMER BOOST NYC
7115 NYSTL Expense	10,396	2,835	2,835	1,890	945	18,901	FAMIS: FY22 Allocation
7116 NYSSL Expense	26,102	7,119	7,119	4,746	2,373	47,458	FAMIS: FY22 Allocation
7117 NYSLIB Expense	4,860	1,326	1,326	884	442	8,837	FAMIS: FY22 Allocation
7118 Student Information Management System	11,000	3,000	3,000	2,000	1,000	20,000	POWER SCHOOL
<b>Total 7100 Curriculum &amp; Classroom Expenses</b>	<b>329,822</b>	<b>89,952</b>	<b>89,952</b>	<b>59,968</b>	<b>77,184</b>	<b>646,877</b>	
8100 Facility							
8102 Utilities	137,500	37,500	37,500	25,000	12,500	250,000	PSEG, Superior Elevator Tech, National Grid
8103 Building Permits	-	-	-	-	-	-	
8104 Rent Expense	2,916,470	795,401	795,401	530,267	265,134	5,302,674	3% Increase on all rent, includes 15-20 Central Avenue
8105 Signage	-	-	-	-	-	-	
8106 Real Estate Taxes	165,000	45,000	45,000	30,000	15,000	300,000	Actual Real Estate Taxes per NYC Department of Buildings, includes 15-20 Central
8111 Relocation Expense	-	-	-	-	-	-	
8114 Custodial Supplies	44,000	12,000	12,000	8,000	4,000	80,000	ULINE
8115 Landscaping	8,250	2,250	2,250	1,500	750	15,000	
8120 Repair & Maintenance	41,250	11,250	11,250	7,500	3,750	75,000	
8125 Deferred Rent Expense	-	-	-	-	-	-	
<b>Total 8100 Facility</b>	<b>3,312,470</b>	<b>903,401</b>	<b>903,401</b>	<b>602,267</b>	<b>301,134</b>	<b>6,022,674</b>	
8200 Technology/Communication Expense							
8201 Phone/Fax Expenses	22,000	6,000	6,000	4,000	2,000	40,000	FUSION
8202 Mobile Phone Expenses	8,250	2,250	2,250	1,500	750	15,000	AT&T
8203 Internet Connectivity Expenses	66,000	18,000	18,000	12,000	6,000	120,000	CTS, INTERGLOBE
8204 Network Maintenance/Tech Support	8,250	2,250	2,250	1,500	750	15,000	
8205 Technology Consultants	48,400	13,200	13,200	8,800	4,400	88,000	CTS
8207 Website Consultants/Expenses	8,250	2,250	2,250	1,500	750	15,000	
8208 Technology Supplies	11,000	3,000	3,000	2,000	1,000	20,000	Assume 5% increase based on FY22 trends, Chrome book Ins, misc parts/supplies - 300
8209 Technology Equipment (non-asset)	8,250	2,250	2,250	1,500	750	15,000	Assume 5% increase based on FY22 trends, computer Ins, Wasp Inv mgmt, virus protection, central station monitoring
8210 Technology Licenses, Software, & Subscriptions	55,000	15,000	15,000	10,000	5,000	100,000	
<b>Total 8200 Technology/Communication Expense</b>	<b>235,400</b>	<b>64,200</b>	<b>64,200</b>	<b>42,800</b>	<b>21,400</b>	<b>428,000</b>	
8800 Miscellaneous Expenses							
8801 Bank Service Charges	660	180	180	120	60	1,200	
<b>Total 8800 Miscellaneous Expenses</b>	<b>660</b>	<b>180</b>	<b>180</b>	<b>120</b>	<b>60</b>	<b>0</b>	
8900 Depreciation Expense	-	-	-	-	-	-	
<b>Total Expenses</b>	<b>10,515,081</b>	<b>3,295,044</b>	<b>4,365,224</b>	<b>3,973,958</b>	<b>2,918,751</b>	<b>25,066,857</b>	
<b>Net Operating Income for FY23</b>	<b>(1,651,859)</b>	<b>308,425</b>	<b>1,201,265</b>	<b>1,295,001</b>	<b>(2,653,617)</b>	<b>4,305</b>	

# FY23 ENROLLMENT PROJECTIONS

Lower Elementary School		5% Delta				
	Kindergarten	1st	2nd	3rd	Total	
FY22	120	120	120	96	456	
FY23	120	120	120	120	480	Charter
FY23	113	115	115	114	457	Budget
<b>Variance</b>					<b>23</b>	

Upper Elementary School		3% Delta		
	4th	5th	Total	
FY22	96	96	192	
FY23	96	96	192	Charter
FY23	93	93	186	Budget
<b>Variance</b>			<b>6</b>	

Middle School		3% Delta			
	6th	7th	8th	Total	
FY22	96	72	72	240	
FY23	96	96	72	264	Charter
FY23	93	93	72	258	Budget
<b>Variance</b>				<b>6</b>	

High School		3% Delta, sans 11th			
	9th	10th	11th	Total	
FY22	72	96	0	168	
FY23	72	72	96	240	Charter
FY23	70	70	45	185	Budget
<b>Variance</b>				<b>55</b>	

FY 2022	20-60	>60
K	0.000	0.000
1	0.000	10.240
2	0.000	16.000
3	0.000	7.780
	<b>0.000</b>	<b>34.020</b>
4	1.000	7.000
5	0.000	8.070
	<b>1.000</b>	<b>15.070</b>
6	0.000	8.140
7	6.000	6.870
8	5.000	0.000
	<b>11.000</b>	<b>15.010</b>
9	8.020	1.900
10	2.950	0.000
11	3.950	0.000
	<b>14.920</b>	<b>1.900</b>

Grant	Multiplier	Rate/Allocation	Total
<b>Per Pupil: GenEd</b>			
K-3	457	17,626.00	\$ 8,055,082.00
4-5	186	17,626.00	\$ 3,278,436.00
6-8	258	17,626.00	\$ 4,547,508.00
9-11	185	17,626.00	\$ 3,260,810.00

Per Pupil: SpEd	20-60
K-3	0.000 \$ 10,390.00 \$ -
4-5	1.000 \$ 10,390.00 \$ 10,390.00
6-8	11.000 \$ 10,390.00 \$ 114,290.00
9-11	14.920 \$ 10,390.00 \$ 155,018.80

Per Pupil: SpEd	>60
K-3	34.020 \$ 19,049.00 \$ 648,046.98
4-5	15.070 \$ 19,049.00 \$ 287,068.43
6-8	15.010 \$ 19,049.00 \$ 285,925.49
9-11	1.900 \$ 19,049.00 \$ 36,193.10

Facilities Funding

Rate	30%	Enrollment	PPA Total	% of PPA
Location	Annual Rent	Grades		
1279 Red Fern	\$ 515,915.21	6-8	246 \$ 4,335,996.00	\$ 1,300,798.80
1520 Central	\$ 2,879,061.00	9-11	177 \$ 3,119,802.00	\$ 935,940.60
	<b>\$ 3,394,976.21</b>		<b>423.00</b>	<b>7,455,798.00</b>
FY22 Amounts	\$ 3,360,884.00		342.235	5,764,606.34

	FY22	FY23	FY23 (Reduced)
6	89.242	93	89
7	64.997	93	89
8	73.267	72	68
9	70.706	70	66
10	44.023	70	66
11	0	45	45
	<b>342.235</b>	<b>443</b>	

Title Revenue

Title I Allocation	178,290.00
K-3	457 \$ 75,026.27
4-5	186 \$ 30,535.86
6-8	258 \$ 42,356.19
9-11	185 \$ 30,371.69
	<b>1,086.00 \$ 178,290.00</b>

Title II Allocation	30,662.00
K-3	457 \$ 12,902.89
4-5	186 \$ 5,251.50
6-8	258 \$ 7,284.34
9-11	185 \$ 5,223.27
	<b>1,086.00 30,662.00</b>

Title III Immigrant /	33,080.00
K-3	457 \$ 13,920.41
4-5	186 \$ 5,665.64
6-8	258 \$ 7,858.78
9-11	185 \$ 5,635.17
	<b>1,086.00 33,080.00</b>

Title IV Allocation	14,030.00
K-3	457 \$ 5,903.97
4-5	186 \$ 2,402.93
6-8	258 \$ 3,333.09
9-11	185 \$ 2,390.01
	<b>1,086.00 14,030.00</b>

Allocation	Projected Recognition		
	FY22	FY23	FY24
CRRSA-ESSER 2	623,843.00	215,748.52	408,094.48
ARP ESSER 3	1,402,075.00	422,854.50	608,671.00
		370,549.50	

## FY23 STAFFING PROJECTIONS

	Description	Employee	Total
	CEO	Mullings, Leslie	
	Senior Director of Elementary Teaching & Learning	Coreus, Kentia	
	Senior Director of Secondary Teaching & Learning	Mondesir, Mavgar	
	Senior Director of Secondary Teaching & Learning	Mondesir, Mavgar	
<b>5101</b>	<b>5101 Administrative Leadership</b>	<b>3</b>	<b>684,144</b>
	Principal	Griffin, Nicole	
	Assistant Principal	Ward-Brew, Jacqueline	
	Assistant Principal	Thomas, Carolyn	
	Assistant Principal	Lyle, Sheila	
	Assistant Principal	Vil, Gasner	
	Instructional Coach	Manniello, Peter	
	Assistant Principal	Canzoneri, Melissa	
<b>5102</b>	<b>5102 Instructional Leadership</b>	<b>7</b>	<b>886,272</b>
	Classroom Teacher	Perino, Jessica	
	Classroom Teacher	Harry, Cornetta	
	Classroom Teacher	Choily, Dawn	
	Classroom Teacher	Belifore, Kimberly	
	Classroom Teacher	Vanella, Marisa	
	Classroom Teacher	Pilgrim, Candacy	
	Classroom Teacher	Kelly, Erin	
	Classroom Teacher	Ortiz, Christine	
	Classroom Teacher	Sciacca, Marissa	
	Classroom Teacher	Grant, Syvine	
	Classroom Teacher	Ackah, Akiysha	
	Classroom Teacher	Jansen, Lauren	
	Classroom Teacher	Rodriguez-Salazar, Naika	
	Classroom Teacher	Droblas, Zachary	
	Classroom Teacher	Scaraglino, Taylor	
	Classroom Teacher	Sobieski, Shawn	
	Classroom Teacher	Kelly, Kimberly	
	Classroom Teacher	Alexander, Catherine	
	Classroom Teacher	Baker, Marilyn	
	Classroom Teacher	Charles-Cummings, Denise	
	Classroom Teacher	Cruz, Laura	
	Classroom Teacher	Davy, Mia	
	Classroom Teacher	Lubin, Rebecca	

## FY23 STAFFING PROJECTIONS

	Description	Employee	Total
	Classroom Teacher	McClean, Lonzil	
	Classroom Teacher	Patrizio, Kaitlyn	
	Classroom Teacher	Smith, Bria	
	Classroom Teacher	Woods, Latonia	
	Classroom Teacher	Sylvester, Cornelia	
	Classroom Teacher	Dancy, Nyajah	
	Classroom Teacher	Curwen, Dwight	
	Classroom Teacher	Tramell, Shaquira	
	Classroom Teacher	<b>Chapman, Terrell</b>	
	Classroom Teacher	Vilus, Savin	
	Classroom Teacher	Vidal, Corine	
	Classroom Teacher	Kelly, Kurt	
	Classroom Teacher	Charles, Anya	
	Classroom Teacher	Allen, Ashley	
	Classroom Teacher	Hill, Damon	
	Classroom Teacher	Reid, Maya	
	Classroom Teacher	TBH	
	Classroom Teacher	Merrell, Scott	
	Classroom Teacher	Wade Gabb, Gloria	
	Classroom Teacher	TBH	
	Classroom Teacher	Thomas, Rayon	
	Classroom Teacher	TBH	
	Classroom Teacher	TBH	
	Classroom Teacher	TBH	
	Classroom Teacher	Giotta, Jacquelyn	
<b>5103</b>	<b>5103 Classroom Teachers</b>	<b>48</b>	<b>3,569,351</b>
	Teacher Assistant	Alfonso Carrasco, Carlina	
	Teacher Assistant	Alfonso Carrasco, Shainy	
	Teacher Assistant	Devallon, Joanne	
	Teacher Assistant	Harris, Tylicia	
	Teacher Assistant	Makinde, Blessing	
	Teacher Assistant	Proverbs, Khristie	
	Teacher Assistant	Reed, Elizabeth	
	Teacher Assistant	Rose, Sharon	
	Teacher Assistant	Russell, Ericka	
	Teacher Assistant	Welcome, Lekisha	
	Teacher Assistant	Welcome, Maira	

## FY23 STAFFING PROJECTIONS

	Description	Employee	Total
	Teacher Assistant	Whittaker, Deanna Kae	
	Teacher Assistant	Williams, Undra	
	Teacher Assistant	Stabiner, Casey	
	Teacher Assistant	Duncan-Hinds, Kimani	
	Teacher Assistant	Gordon, Marleen	
	Teacher Assistant	TBH	
	Teacher Assistant	Rivera, Mildred	
	Teacher Assistant	Williams, Imani	
	Teacher Assistant	Outlaw, Jasmine	
	Teacher Assistant	TBH	
	Teacher Assistant	TBH	
	Teacher Assistant	Channer, Kaydian	
	Teacher Assistant	TBH	
	Teacher Assistant	Isaacs, Shannela	
<b>5104</b>	<b>5104 Teacher Assistants</b>	<b>25</b>	<b>1,148,669</b>
	Special Education Teacher	Wess, Michael	
	Special Education Teacher	Gray, Nickeisha	
	Special Education Teacher	Lloyd, Evelyn	
	Special Education Teacher	Denker, Darlene	
	Special Education Teacher	Naqvi, Sadaf	
	Special Education Teacher	Sarfati, Melissa	
	Special Education Teacher	Flores, Jamilex	
	Special Education Teacher	Lande, Judy	
	Special Education Teacher	Lang, Deborah	
	Special Education Teacher	TBH	
	Special Education Teacher	Jones, Simone	
	Special Education Teacher	Meyers, De'Anna	
	Special Education Teacher	Kurz, Timothy	
	Special Education Teacher	Grimes, Melicia	
	Special Education Teacher	TBH	
	Special Education Teacher	White, Taylor	
<b>5105</b>	<b>5105 Special Education Teachers</b>	<b>16</b>	<b>1,351,500</b>
	ENL Teacher	Salazar, Sebastian	
	ENL Teacher	Gomez, Ana	
<b>5106</b>	<b>5106 ELL Teachers</b>	<b>2</b>	<b>153,066</b>
	Music Teacher	TBH	
	Music Teacher	TBH	

## FY23 STAFFING PROJECTIONS

	Description	Employee	Total
	Music Teacher	Robinson, Anwar	
<b>5107</b>	<b>5107 Music Teacher</b>	<b>3</b>	<b>255,000</b>
	Art Teacher	TBH	
	Art Teacher	TBH	
	Art Teacher	TBH	
<b>5108</b>	<b>5108 Art Teacher</b>	<b>3</b>	<b>195,000</b>
	Physical Education Teacher	Rizzo, Rick	
	Physical Education Teacher	Hassel, Ryan	
	Physical Education Teacher	TBH	
	Physical Education Teacher	Parisi, Daniel	
<b>5109</b>	<b>5109 Physical Education Teacher</b>	<b>4</b>	<b>274,551</b>
	Reading Specialist	Simone, Samantha	
	Spanish Teacher	Ortiz, Martha	
	Spanish Teacher	Ramirez, Indira	
	Spanish Teacher	Paula Medina, Nestor	
	Culinary Arts	TBH	
	Health Sciences	TBH	
	FACS	TBH	
	Career and Financial Management Teacher	Hogan, Laura	
<b>5110</b>	<b>5110 Specialty Teachers</b>	<b>8</b>	<b>570,551</b>
	Director of Finance	Armstrong, Eunice	
	Director of Human Resources	TBH	
	Staff Accountant	Bruce, Kareen	
<b>5201</b>	<b>5201 Finance &amp; Human Resources</b>	<b>3</b>	<b>301,541</b>
	Special Projects Coordinator	Camporeale, Therese	
	Director of Operations	TBH	
	Operations Manager	Johnson, Renee	
	Operations Manager	TBH	
	Operations Manager	Luton, Lisa	
	Director of Technology	Richardson, Dale	
	Technology Coordinator	Megie, Nicholson	
	Technology Coordinator	Gowins, Shanequa	
	Technology Coordinator	Mullings, Johnathon	
	Technology Coordinator	Wilson-Hernandez, Luis	
	Data and Information Systems Specialist	TBH	
	Data and Information Systems Specialist	Samuels, Annella	

## FY23 STAFFING PROJECTIONS

	Description	Employee	Total
	Director of Communications	Messer, Kimberly	
	Director of Student Enrollment & Recruitment Manager	Rose, Janisa	
	Student Enrollment & Recruitment Coordinator	Rosario, Vicky	
<b>5202</b>	<b>5202 Administration &amp; Operations</b>	<b>15</b>	<b>1,251,343</b>
	Administrative Assistant	Marquez-James, Carlene	
	Administrative Assistant	Marquis Smith	
	Chief of Staff	McFarlane, Shanique	
<b>5204</b>	<b>5204 Administrative Assistant</b>	<b>3</b>	<b>215,652</b>
	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	
<b>5205</b>	<b>5205 Custodian</b>	<b>10</b>	<b>509,484</b>
	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	
<b>5206</b>	<b>5206 Security Guard</b>	<b>9</b>	<b>418,172</b>
	Director of Special Education	Zadok, Natalie	
	SpEd Liasion	Novello, Nicole	
	Director of Pupil Personnel Services	Richards, Tameeka	
	School Health Liaison	Mullings Bailey, Mauline	
	Dean of Student Culture	TBH	
	Dean of Student Culture	Russell, Jason	
	Dean of Student Culture	Thomas, Kevaun	



## FY23 STAFFING PROJECTIONS

	Description	Employee	Total
	Social Worker	Nedd, Melissa	92,700
	Social Worker	Colón, Dannielle	72,201
	Social Worker	Robles, Luis	79,488
	Parent Academy Coordinator	Sanford, Janelle	66,954
	Family Engagement Coordinator	Daure-Wiggins, Cherry	61,800
	Guidance Counselor	Harper Anglin, Hollyann	72,448
	Guidance Counselor	Armstrong, Kareen	90,216
	Guidance Counselor	Robertson, Rochelle	77,276
<b>5301</b>	<b>5301 Pupil Support Services</b>	<b>15</b>	<b>1,296,706</b>
	Operations Aide	Hernandez, Pearline	43,903
	Operations Aide	Young, Michelle	43,903
	Operations Aide	Anderson, Dorveeda	45,000
	Operations Aide	Tomlin, Michelle	46,350
	Operations Aide	Thompson, Suzette	43,903
	Academic Assistant	Johnson, Tyreke	43,903
	Academic Assistant	Brown, Devaney	54,590
<b>5302</b>	<b>5302 School Aides</b>	<b>7</b>	<b>321,551</b>
	<b>Totals</b>		<b>\$ 13,402,553</b>

FY23 Projected Staff Count 181.00



Attachment #4

Personnel Report

See Attachment #3



## **2022-23 School Year Board Meeting #2 Minutes**

Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2022-23 School Year Board Meeting #2 at 6:30 PM on August 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

Gertrudis Hernandez, Secretary Pro Tem of the Board of Trustees called the roll of the board.

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

Members absent: Andrew Barnes, Karon McFarlane

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

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

1. The agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2022-23 School Year Board Meeting #1 [Attachment #1]. The minutes were approved by common consent.
3. The Chair called for the report of Dr. Les Mullings, CEO. Dr. Mullings updated the Board on upcoming school year. He highlighted the Pre-Service week that was full of training and professional development.

Following discussion, the report was received with appreciation.



4. The Chair called for the July 2022 Financial Report [Attachment #2]. Following review, the report was received by common consent.
5. The Chair called for the presentation of the 2022-23 August Personnel report [Attachment #3]. The report was received by common consent.

The meeting adjourned by common consent.

Respectfully submitted:

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

Gertrudis Hernandez  
Secretary Pro Tem



Attachment #1  
See Prior  
Month  
Minutes for  
Minute  
Attachments



## **2022-23 School Year Board Meeting #1 Minutes**

Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2022-23 School Year Board Meeting #1 at 6:30 PM on July 20, 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, Karon McFarlane, Linda Plummer, Dr. Michelle Daniel-Robertson and Gertrudis Hernandez

Members absent: Andrew Barnes

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

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

1. The agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2021-22 School Year Board Meeting #12 and Annual Meeting #13 [Attachment #1]. The minutes were approved by common consent.
3. The Chair called for the report of Dr. Les Mullings, CEO. Dr. Mullings updated the Board on Summer Boost. He highlighted the 6-8 Enrichment Program featuring Culinary Arts and Hip Hop.

Dr. Mullings shared with the Board that SLU has secured the Liberty Fund Grant of 1.5 million that will benefit our scholars and Far Rockaway residents. Additionally, SLU has secured College NOW funds for funding our high school



scholars. There are further indications that the JFK funding will be provided for the High School CTE pathways of Aviation, Culinary Arts and Hospitality.

Following discussion, the report was received with appreciation.

4. The Chair called for the June 2022 Financial Report [Attachment #2]. Following review, the report was received by common consent.
5. The Chair called for the review of the 2022-23 Annual Budget Report [Attachment #3]. Following discussion, made a motion by Dr. Michelle Daniel-Robertson with a second by Linda Plummer to approve the 2022-23 Annual Budget. The motion carried unanimously.
6. The Chair called for the presentation of the 2022-23 July Personnel report [Attachment #3]. Dr. Michelle Daniel-Robertson moved approval of 2022-23 contracts for all listed on the 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 #2



**CHALLENGE  
PREPARATORY CHARTER  
SCHOOL**

**FINANCIAL REPORT  
JULY 31, 2022**

**Challenge Prep Charter School**  
**Profit and Loss**  
July 2022

	Total
<b>Income</b>	
<b>4100 State Grants</b>	
4101 Per Pupil Allocations	1,615,716.67
4102 Per Pupil Allocations for SPED	128,077.73
4109 Facilities Funding	42,992.54
<b>Total 4100 State Grants</b>	<b>\$ 1,786,786.94</b>
<b>4200 Federal Grants</b>	
4206 E-Rate	4,536.00
4210 CRRSA ESSER 2	99,619.23
4211 ARP ESSER 3	33,310.75
<b>Total 4200 Federal Grants</b>	<b>\$ 137,465.98</b>
<b>4300 Contributions</b>	
4301 Restricted Contributions	299,712.00
<b>Total 4300 Contributions</b>	<b>\$ 299,712.00</b>
<b>4400 Miscellaneous Income</b>	
4401 Interest Income	1,200.00
<b>Total 4400 Miscellaneous Income</b>	<b>\$ 1,200.00</b>
<b>Total Income</b>	<b>\$ 2,225,164.92</b>
<b>Gross Profit</b>	<b>\$ 2,225,164.92</b>
<b>Expenses</b>	
<b>5000 Compensation</b>	
<b>5100 Instructional Staff</b>	
5101 Administrative Leadership	21,022.34
5102 Instructional Leadership	144,907.92
5103 Classroom Teachers	117,238.00
5104 Teaching Assistants	100,662.10
5105 Special Education Teachers	26,000.00
5106 ELL Teachers	8,000.00
5107 Music Teacher	16,760.68
5110 Specialty Teachers	14,620.00
<b>Total 5100 Instructional Staff</b>	<b>\$ 449,211.04</b>
<b>5200 Non-Instructional Staff</b>	
5201 Finance & Human Resources	23,795.10
5202 Administration & Operations	103,390.34
5204 Administrative Assistant	29,747.02
5205 Custodians	42,262.02
5206 Security Guards	34,847.98
<b>Total 5200 Non-Instructional Staff</b>	<b>\$ 234,042.46</b>
<b>5300 Pupil Support</b>	
5301 Pupil Support Services	89,539.54
5302 School Aides	32,796.08

Total 5300 Pupil Support	\$	122,335.62
Total 5000 Compensation	\$	805,589.12
<b>5400 Benefits</b>		
5402 NY State Unemployment Insurance		84.50
5403 Social Security - EmployER		49,430.16
5404 Social Security - EmployEE		0.00
5405 Medicare - EmployER		11,990.97
5406 Medicare - EmployEE		0.00
5408 NYS Disability		0.00
5409 Medical Insurance		81,976.18
5410 Dental Insurance		5,065.60
5411 Vision Insurance		1,041.59
5412 Life Insurance, STD, & LTD		6,126.39
5415 Retirement 403(B) Clearing		0.00
5420 Other Employer Taxes		4,079.88
5421 Garnishment Child Support (Clearing)		0.00
5422 HRA/FSA Diff Card Premium & Contributions		1,004.00
5423 Garnishments - Other		0.00
5425 AFLAC (Clearing)		0.00
Total 5400 Benefits	\$	160,799.27
<b>6100 Administrative Expenses</b>		
6101 Office Supplies		4,969.40
6102 Printer Supplies		1,261.37
6104 Office Equipment (non-asset)		2,081.32
6105 Copy Machine Lease		4,001.93
6106 Postage and Delivery		29.76
6107 Temperature Scanning Kiosk Lease		901.00
6109 Administrative Licenses, Software, & Subscriptions		12,046.31
6110 Team Building/Staff Lunch & App		600.00
Total 6100 Administrative Expenses	\$	25,891.09
<b>6200 Professional Services</b>		
6202 Payroll Services		51,070.19
6203 Communication & Compliance Consulting Services		27,504.00
6204 Legal Services - Paid		10,000.00
6205 Educational Consulting		18,562.50
6206 Financial Management Services		7,157.50
6208 Temporary Staffing Services		31,400.00
Total 6200 Professional Services	\$	145,694.19
<b>6300 Professional Development</b>		
6301 Instructional Staff PD		1,366.11
6302 Non-Instructional Staff PD		9,250.00
6303 Board Development/ Strategic Planning		792.00
Total 6300 Professional Development	\$	11,408.11
<b>6400 Marketing and Staff/Student Rec</b>		
6404 Staff Recruiting		130.65
6405 Website Maintenance		994.00
Total 6400 Marketing and Staff/Student Rec	\$	1,124.65

<b>7100 Curriculum &amp; Classroom Expenses</b>		
7107 Curriculum Licenses, Software, & Subscriptions		6,915.00
7114 Non-Instructional Student Enric		113,353.43
7118 Student Information Management System		840.00
<b>Total 7100 Curriculum &amp; Classroom Expenses</b>	<b>\$</b>	<b>121,108.43</b>
<b>8100 Facility</b>		
8102 Utilities		18,910.61
8113 Personal Protective Equipment (PPE)		300.00
8114 Custodial Supplies		13,087.11
8115 Landscaping		1,300.00
8120 Repair & Maintenance		8,591.40
<b>Total 8100 Facility</b>	<b>\$</b>	<b>42,189.12</b>
<b>8200 Technology Expenses</b>		
8201 Phone & Fax Expenses		3,960.44
8203 Internet Connectivity Expenses		11,186.60
8205 Technology Consultants		6,578.91
8209 Technology Equipment (non-asset)		0.00
8210 Technology Licenses, Software, & Subscriptions		7,568.45
<b>Total 8200 Technology Expenses</b>	<b>\$</b>	<b>29,294.40</b>
<b>Total Expenses</b>	<b>\$</b>	<b>1,343,098.38</b>
<b>Net Operating Income</b>	<b>\$</b>	<b>882,066.54</b>
<b>Net Income</b>	<b>\$</b>	<b>882,066.54</b>

**Challenge Prep Charter School**  
**Balance Sheet**  
As of July 31, 2022

	<b>Total</b>
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Bank Accounts</b>	
<b>1000 Cash</b>	
1001 HSBC Checking - 0844	3,673,178.30
1002 HSBC Checking - 0852	5,638.25
1003 HSBC Checking - 0879	-153,713.66
1004 HSBC Checking - 0887	0.00
1005 HSBC Money Market - 5972	1,001,200.00
1006 Chase Escrow - 3060	70,000.00
1007 Petty Cash	0.00
<b>Total 1000 Cash</b>	<b>\$ 4,596,302.89</b>
<b>Total Bank Accounts</b>	<b>\$ 4,596,302.89</b>
<b>Accounts Receivable</b>	
1100 Accounts Receivable	626,865.68
1200 Other Receivables - Salary Advance	0.00
<b>Total 1100 Accounts Receivable</b>	<b>\$ 626,865.68</b>
<b>Total Accounts Receivable</b>	<b>\$ 626,865.68</b>
<b>Other Current Assets</b>	
1300 Prepaid Expenses	275,445.67
1301 Prepaid Insurance	0.00
1310 Prepaid Rent	1,111,335.62
1400 Due From Challenge Charter Network	0.00
1401 Due From Friends of Challenge Prep, Inc.	5,000.00
Inventory Asset	0.00
<b>Total Other Current Assets</b>	<b>\$ 1,391,781.29</b>
<b>Total Current Assets</b>	<b>\$ 6,614,949.86</b>
<b>Fixed Assets</b>	
<b>1500 Furniture, Fixtures &amp; Equipment</b>	
1510 Office & Admin Computers & Equipment	256,303.34
1511 Classroom Computers & Equipment	1,377,667.62
1512 Classroom Furniture	523,884.23
1513 Office Furniture	202,764.11
1514 Musical Instruments	16,389.83
1515 Computer Software	44,217.42
<b>Total 1500 Furniture, Fixtures &amp; Equipment</b>	<b>\$ 2,421,226.55</b>
1519 Facility and Construction	127,588.58
1520 Architect Fees	115,619.76
1525 Fire Alarm System	7,500.00
1530 Kitchen/Cafeteria	162,079.22
1535 Construction In Progress	0.00

1540 Leasehold Improvements		816,468.49
Total 1519 Facility and Construction	\$	<u>1,229,256.05</u>
1610 Website		11,000.00
1700 Accumulated Depreciation & Amortization		
1710 Accumulated Depreciation		-1,930,431.84
1750 Accumulated Amortization		-8,677.77
Total 1700 Accumulated Depreciation & Amortization	-\$	<u>1,939,109.61</u>
Total Fixed Assets	\$	<u>1,722,372.99</u>
Other Assets		
1800 Security Deposits		925,999.20
2500 Sales Tax Receivable		0.00
Total Other Assets	\$	<u>925,999.20</u>
TOTAL ASSETS	\$	<u>9,263,322.05</u>
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
2000 Accounts Payable		1,099,603.27
Total Accounts Payable	\$	<u>1,099,603.27</u>
Other Current Liabilities		
2100 HSBC Loan Payable		0.00
2300 Accrued Salaries/Taxes		312,249.99
2301 Accrued Expenses		166,516.85
2302 Refunds Payable		2,255.97
2303 Accrued Interest - PPP		0.00
2304 Due To Friends of Challenge Prep, Inc.		0.00
2400 Unearned/Deferred Revenue		1,895,805.16
Total Other Current Liabilities	\$	<u>2,376,827.97</u>
Total Current Liabilities	\$	<u>3,476,431.24</u>
Long-Term Liabilities		
2700 Deferred Rent Liability		3,744,306.58
Total Long-Term Liabilities	\$	<u>3,744,306.58</u>
Total Liabilities	\$	<u>7,220,737.82</u>
Equity		
3000 Opening Balance Equity		0.00
3100 Retained Earnings		1,160,517.69
Net Income		882,066.54
Total Equity	\$	<u>2,042,584.23</u>
TOTAL LIABILITIES AND EQUITY	\$	<u>9,263,322.05</u>

**Challenge Prep Charter School**  
**Statement of Cash Flows**  
July 2022

	<b>Total</b>
<b>OPERATING ACTIVITIES</b>	
Net Income	882,066.54
Adjustments to reconcile Net Income to Net Cash provided by operations:	
1100 Accounts Receivable	-99,619.23
1300 Prepaid Expenses	-141,487.28
1310 Prepaid Rent	-440,246.91
2000 Accounts Payable	903,074.77
2300 Accrued Salaries/Taxes	-1,117,266.31
2301 Accrued Expenses	43,466.34
2400 Unearned/Deferred Revenue	1,753,476.19
Total Adjustments to reconcile Net Income to Net Cash provided by operations:	<b>\$ 901,397.57</b>
Net cash provided by operating activities	<b>\$ 1,783,464.11</b>
<b>INVESTING ACTIVITIES</b>	
1511 Furniture, Fixtures & Equipment:Classroom Computers & Equipment	-86,657.71
1513 Furniture, Fixtures & Equipment:Office Furniture	-4,172.46
Net cash provided by investing activities	<b>-\$ 90,830.17</b>
Net cash increase for period	<b>\$ 1,692,633.94</b>
Cash at beginning of period	2,899,496.49
Cash at end of period	<b>\$ 4,592,130.43</b>

**Challenge Prep Charter School**  
**A/P Aging Summary**  
As of July 31, 2022

	Current	1 - 30	31 - 60	61 - 90	91 and over	Total
Advanced Pest Management	759.23	704.23				1,463.46
Amplified IT	20,747.50	2,735.93				23,483.43
Atlantic A Program of De Lage Landen Financial Services	4,924.93					4,924.93
Atlantic Tomorrows Office	533.73	41,595.91				42,129.64
Bricks 4 Kidz		6,625.00				6,625.00
Champion Elevator Corp.	1,610.00					1,610.00
Charter School Business Management, Inc.	7,157.50	8,702.50				15,860.00
Charter Technology Solutions	4,004.00	1,615.00				5,619.00
Cohen Schneider Law, P.C.	10,000.00				-351.25	9,648.75
Cortevo Technologies, LLC	6,498.91					6,498.91
Cross-Fire & Security Co., Inc.	4,013.00					4,013.00
Denzel Dunbar	900.00					900.00
Eden Balogun	900.00					900.00
Educators For Student Success		9,250.00				9,250.00
Fusion, LLC	412.15					412.15
HCWC, Inc.		6,336.00				6,336.00
Jamie Mullings	4,000.00					4,000.00
Jayd Diamond	2,000.00					2,000.00
Joe's Academy of Music		17,900.00				17,900.00
JPS Solutions, LLC		15,000.00				15,000.00
Kimtrel Jones	2,000.00					2,000.00
Lakeshore		1,202.57				1,202.57
Lavinia Group, LLC	8,750.00	49,000.00				57,750.00
Mackin Book Company		719.12				719.12
National Grid (60981-03010)	44.42					44.42
National Grid (76321-67015)	351.50					351.50
National Grid (94153-29028)	190.17					190.17
New York City Charter School Center	21,938.00					21,938.00
Notable, Inc. (Kami)	3,515.00					3,515.00
OMY Art Gallery	5,000.00					5,000.00
Payroll	727,711.28					727,711.28
Procurify		12,000.00				12,000.00
PSEGLI (0084001203)	1,654.28					1,654.28
PSEGLI (0084009205)	3,791.81					3,791.81
PSEGLI (0084009221)	10,866.48					10,866.48
PSEGLI (0089070003)	4,438.22					4,438.22
Rocking Horse Ranch					-950.00	-950.00
School Professionals			818.58			818.58
Shajeim Headley	900.00					900.00
Staples Advantage	6,134.56					6,134.56
T-Mobile	1,500.00					1,500.00



<b>TeachBoost</b>		6,240.00				6,240.00
<b>Tequipment Incorporated</b>	4,693.00					4,693.00
<b>TRU SK Consultants, LLC.</b>		17,500.00				17,500.00
<b>Uline</b>	13,605.55	6,568.32	7,030.83			27,204.70
<b>Waterlogic Americas, LLC</b>				74.85		74.85
<b>TOTAL</b>	<b>\$ 885,545.22</b>	<b>\$ 203,694.58</b>	<b>\$ 7,849.41</b>	<b>\$ 74.85</b>	<b>-\$ 1,301.25</b>	<b>\$ 1,095,862.81</b>

**Challenge Prep Charter School**  
**A/R Aging Summary**  
As of July 31, 2022

	Current	1 - 30	31 - 60	61 - 90	91 and over	Total
AFLAC 1					89.44	89.44
B'Above Worldwide					22,864.68	22,864.68
State of New York - Education Dept	99,619.23		-610,693.78	110,519.49	1,004,466.62	603,911.56
<b>TOTAL</b>	<b>\$ 99,619.23</b>	<b>\$ 0.00</b>	<b>-\$ 610,693.78</b>	<b>\$ 110,519.49</b>	<b>\$ 1,027,420.74</b>	<b>\$ 626,865.68</b>



## **2022-23 School Year Board Meeting #3 Minutes**

Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2022-23 School Year Board Meeting #3 at 6:30 PM on September 14, 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, Linda Plummer, Dr. Michelle Daniel-Robertson, Karon McFarlane and Gertrudis Hernandez

Members absent: Andrew Barnes

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

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

1. The agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2022-23 School Year Board Meeting #1 [Attachment #1]. The minutes were approved by common consent.
3. The Chair called on the CEO to present Ben Waxman founding CPCS Board Member to be considered for reelection for a three-year term (June 2025). Karon McFarlane moved to nominate Ben Waxman with a second from Gertrudis Hernandez. The Chair called for a vote on Ben Waxman to be elected for a three-year term. Motion carried unanimously.
4. The Chair called for the report of Dr. Les Mullings, CEO. Dr. Mullings shared that Alexyia McNeil is the new Director of Operations. Dr. Mullings expressed



appreciation to Dr. Estep for his coverage of the position since May 1, 2022. He indicated that Ms. McNeil is off to a great start. He also reported that Anwar Robinson had been named the Director of Performing Arts.

Dr. Mullings reported that enrollment is up, and it appears Challenge will have a record enrollment this year.

Dr. Mullings updated the Board on the transition in the Finance/HR department. CSBM who has been working with CPCS since 2010 will expand their services until a Director of Finance is hired. He reported that he had asked Dr. Estep to provide coverage for the position.

Following discussion, the report was received with appreciation.

5. 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.
6. The Chair called attention to the printed report of Nicole Griffin, K-5 Principal [Attachment #3]. The report was received with appreciation.
7. 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.
8. The Chair called attention to the printed report of Tameeka Richards, Director of Pupil Personnel Services [Attachment #5]. The report was received with appreciation.
9. The Chair called attention to the printed report of Kimberly Messer, Director of Communications [Attachment #6]. The report was received with appreciation.
10. The Chair called attention to the printed report of Natalie Zadok, Director of Special Education [Attachment #7]. The report was received with appreciation.
11. The Chair called attention to the printed report of Janis Vaughn, Director of Student Enrollment & Recruitment [Attachment #8]. The report was received with appreciation.
12. The Chair called attention to the printed report of Michael R. Estep, Director of Operations (Acting) [Attachment #8]. The report was received with appreciation.



13. The Chair called attention to the printed report of Dale Richardson, Director of Technology [Attachment #10]. The report was received with appreciation.
14. The Chair called for the August 2022 Financial Report [Attachment #11]. Following review and discussion, the report was received by common consent.
15. The Chair called for the presentation of the 2022-23 September Personnel report [Attachment #12]. A motion was made by Dr. Michelle Daniel-Robertson to approve the report with a second from Gertrudis Hernandez. Motion carried unanimously.
16. The report was received by common consent.

The meeting adjourned by common consent.

Respectfully submitted:

A handwritten signature in cursive script, reading "Karon K. McFarlane", enclosed in a thin black rectangular box.

Karon McFarlane  
Secretary



Attachment #1  
See Prior  
Month  
Minutes for  
Minute  
Attachments



## **2022-23 School Year Board Meeting #2 Minutes**

Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2022-23 School Year Board Meeting #2 at 6:30 PM on August 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

Gertrudis Hernandez, Secretary Pro Tem of the Board of Trustees called the roll of the board.

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

Members absent: Andrew Barnes, Karon McFarlane

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

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

1. The agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2022-23 School Year Board Meeting #1 [Attachment #1]. The minutes were approved by common consent.
3. The Chair called for the report of Dr. Les Mullings, CEO. Dr. Mullings updated the Board on upcoming school year. He highlighted the Pre-Service week that was full of training and professional development.

Following discussion, the report was received with appreciation.



4. The Chair called for the July 2022 Financial Report [Attachment #2]. Following review, the report was received by common consent.
5. The Chair called for the presentation of the 2022-23 August Personnel report [Attachment #3]. The report was received by common consent.

The meeting adjourned by common consent.

Respectfully submitted:

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

Gertrudis Hernandez  
Secretary Pro Tem





# Attachment #2



**Senior Director of Teaching and Learning K-5**  
**September 2022 Board Report**  
**Kentia Coreus**

### Enrollment Compliance

Grade	Total Scholars	Target Enrollment	Difference
K	123	120	+3
1	119	125	-6
2	120	125	-5
3	120	125	-5
4	101	104	-3
5	101	104	-3
<b>Totals</b>	<b>684</b>	<b>703</b>	

**source:** Student Enrollment Weekly Report sent on August 26, 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

- 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

## 2022-23SY Elementary Teaching and Learning Initiatives and Priorities

### Our Why:

Our theme for the 2021-22 school year was *The Rebound: Accelerating learning through care, clarity, and collaboration*. There is ample evidence that we lived up to the charge of this year's theme and mantra. We accelerated learning by welcoming back and caring for our scholars, their families, and one another. We accelerated learning by gaining clarity on the Next Generation standards and collaborating to create engaging units of studies for our scholars. We accelerated learning by collaboratively resolving unexpected challenges caused by a myriad of obstacles we refused to keep us down as we rebounded in person after the pandemic.

Although we have rebounded, it is clear that we are not fully restored as the work continues to feel difficult and unpredictable, albeit rewarding. To ensure we can healthily sustain ourselves and each other while we service scholars, we must return to the practices that nurture both children and adults so that we may restore the nurturing impact of learning in a professional learning community. To that end, the theme for our elementary division for the upcoming school year is:

**The Year of Restoration: *Nurturing learning and growth for children and adults through practices that work***

### Our Priorities:

The above theme will be our guiding post as we tackle the following essential questions connected to the three priority areas for the school year.

#### **PRIORITY #1- The Instructional Core**

- How will we deeply engage scholars in learning?
- How will we ensure that all scholars have access to academically challenging content?
- How will we ensure that teachers are intellectually prepared to teach?

#### **PRIORITY #2- Supporting Scholars**

- How can we intervene early to support the whole child?
- How can effective systems support students, families, and staff?

#### **PRIORITY #3- Supporting Adults**

- How can we provide more targeted and effective professional learning opportunities?
- How can we effectively learn from one another?
- How can we improve and enhance our professional practices?

## Key Programs and Initiatives for Each Priority Area

### **Assessment Design Project- Priority #1**

As a follow-up to the curriculum design work with Angela Lalor, CPCS has contracted with Ms. Lalor for an assessment design project for the 2022-23SY. The goals of the program are to: examine the role of different assessment types and moments in the classroom, identify and use formative assessments to

adjust instruction, engage students in the formative assessment cycle, and design and implement a variety of assessments. Ms. Lalor will engage teachers in grade teams during Friday professional learning afternoons.

### **Dyslexia Screener- Priority #2**

CPCS has secured a small grant from the Heckscher foundation to partner up with EarlyBird. EarlyBird is an early literacy benchmark tool and early dyslexia screener that was developed and scientifically validated at Boston Children’s Hospital in partnership with faculty at the Florida Center for Reading Research. Additional information from EarlyBird:

- Aligned to the Science of Reading; supporting teachers at varying levels of familiarity with the research and its associated practices.
- EarlyBird Workshops are focused on student need and instruction; not product functionality.
- Game-based platform with automatic scoring allows for a broader group of educators to help with administration (i.e. don't need a specialist to administer, record, analyze, and translate results back to teachers. EarlyBird does all of that work)
- Gamified, doesn't require reading so can assess children earlier

### **RTI/MTSS Training and Implementation- Priority #2**

Our commitment to serving the whole child was put to the test during the pandemic but we responded. As we returned in-person, we were met with new and unfamiliar challenges from a variety of sources. These challenges negatively impacted us because we did not have a school-wide comprehensive approach to dealing with the volume of both academic and behavioral challenges we faced. To strengthen our ability to respond and intervene for all scholars, CPCS will strengthen its multi-tiered systems of support over the next few school years. This work will be ongoing and will launch with professional learning by Jim Wright, an expert in this area. This work will begin with an assessment of where we are now and a collaborative plan for moving forward.

### **Leadership Training and Support- Priority #3**

“Tell me and I forget, teach me and I may remember, involve me and I learn.” — Benjamin Franklin

The above quote has been selected as the quote for the 2022-23SY because it speaks to scholar engagement. As we focus on nurturing both adults and children next year, the above quote will also be utilized to frame learning experiences for adults. Towards this goal, all instructional leaders will be supported by the senior director of teaching and learning (SDTL) who will lead the Network Elementary Instructional Leadership Team (NEILT). The NEILT will meet regularly to collaborate, learn, and problem-solve. The SDTL will also provide external opportunities for leadership development.

**Comprehensive Talent Assessment and Support- Priority #3**

In the upcoming school year, the SDTL aims to assess the talent of all staff to support federal HR compliance, staffing, and the certification process. Individual information will be collected electronically at the beginning of the school year. Processes for updating information will also be shared. A deeper understanding of our talent will help in developing personal and school-wide goals.

**Preparing to Launch the 2022-23 School Year**

To support the heavy organizational planning that needs to occur to properly launch a successful school year, the K-5 principal was provided with guidance and templates to complete the following key documents for the upcoming school year in collaboration with key staff.

ITEM
Staff Directory
CPCS Special Education Handbook
Pre-Service Overview
CPCS Scholar/Family Handbook
CPCS Chromebook Policies and Procedures
Instructional Vision Memo
School Improvement Plan
Master Bell schedule
Staff Handbook
Monthly internal calendar
Leadership Roles and Responsibilities
Teacher Development and Evaluation Process
2022-23 ENL Scholar Data
2022-23 SPED Scholar Data
2022-23 Professional Learning Calendar
2022-23 CCS Assessment Calendar
2022-23 SPED Compliance Checklist
2022-23 Student Discipline Compliance
SY 2022-23 Calendar (1-pager)
SY 2022-23 Instructional Calendar (FullYr)
2022-23 Staff Projection List

In addition to documents needed at the beginning of the school year, an outline of documents that will be collected and reviewed during the entire school year was also provided and reviewed with the principal.

### Immediately by Occurrence

1. Incident reports
2. Complaints/grievances
3. Suspension notices
4. Staff reprimands

### Weekly

5. Scholar attendance report
6. Ongoing: Respond to grievances from internal and external stakeholders

### Monthly

7. Board report (include enrollment data)
8. Staff attendance report
9. CST [i.e. student support team] meeting notes

### August

1. Pre-service schedule and all presentation materials.
2. Staff evaluation plan and calendar
3. Personal and professional goals
4. School year calendar

### September

1. [Instructional] Staff Handbook
2. Curriculum maps and syllabi. *Led by assistant principals*
3. Unit/course pre and post assessments. *Led by assistant principals*
4. IEP spreadsheet
5. ENL spreadsheet
6. **New!** Culture and climate walkthrough evaluation. *Will initially be modeled by SDTL*
7. **New!** RTI/MTSS Self-Evaluation

### October

1. BOY iReady and F&P scholar data. *Led by assistant principals.*

### November

1. Internal academic audit documents
2. Student academic data
3. Student behavior and discipline data
4. Teacher scholarship reports. *Led by assistant principals*

### December

1. **New!** Staff and student survey data. *Will be initially modeled by SDTL*

### January

1. Annual Comprehensive Report (ACR) data
2. Spring curriculum maps and syllabi. *Led by assistant principals*
3. Spring unit/course pre and post assessments. *Led by assistant principals*

### February

1. MOY iReady action plans
2. Fall teacher and staff evaluations. *Led by assistant principals*
3. PID action plans

### March

1. Proposed staffing list for upcoming school year
2. Family participation rates in Parent-Teacher conferences

### April

1. Academic purchasing needs
2. **New!** Spring staff and scholar survey data. *Will be initially modeled by SDTL*
3. Staff preferences
4. Spring teacher scholarship reports

**May**

1. Professional Learning calendar for the upcoming school year. *Led by assistant principals.*
2. Quarter 3 scholar data. *Led by assistant principals.*

**June**

1. Spring teacher and staff evaluations

2. School-wide theme and instructional vision for upcoming school year
3. Elementary walkthrough checklists
4. Scholar/Family Handbook
5. Technology Handbook
6. Master bell schedule for upcoming school year
7. Articulation meetings notes

**Staffing K-5**

The K-5 special projects coordinator managed the recruitment process for instructional and leadership positions at the elementary level. The process is detailed and “hands-on” allowing for a high level of engagement with candidates from initial interview to contract signing. We hired Ms. Elizabeth Ofori, approved by CEO, the K-5 Data, Information and Assessment Systems Specialist role as a leadership role. This role will mirror the data specialist role at middle and high school. We currently have seven remaining vacancies: one grade 2 and one grade 3 general education teacher; one art teacher, one music teacher, one school counselor, one special education liaison; and dean of scholars.



# Attachment #3





**Nicole Griffin**

**Elementary School Principal**

**September 2022 Report**

**School Year Theme: The Year of Restoration:** *Nurturing learning and growth for children and adults through practices that work.*

### **ENROLLMENT**

As of August 26, 2022- our enrollment totaled 684 scholars. We are in the process of updating our rosters. As we continue to enroll new scholars, we have seen an increase in our ELL population and SWD's. This is due to the huge push of increasing our ELL enrollment.

### **INSTRUCTIONAL GOALS and PLAN of ACTION**

Challenge Preparatory Charter school believes in high levels of student engagement across all content areas. As an instructional priority, we want to ensure that all scholars are questioning and having time for discussion, are working on rigorous tailored assignments and understand the criteria in order to master assignments. Therefore, we have chosen the following school wide goals when implementing instructional strategies:

- **Questioning and Discussion Techniques-** Focus on high levels of discussion in all content areas (3B)
- **Engaging Students in Learning-** Grouping of Students; Activities and assignments (3C)
- **Assessments in Instruction-** Assessment Criteria; Monitoring Student Learning (3D)

### **Intellectual Rigor:**

Teachers will devise lessons that promote critical thinking for all students. Teachers will provide the necessary scaffolds to support student learning at the highest level.

#### **Rigor in the classrooms looks like:**

- Students engaged vs. compliant
- Students are involved through inquiry, response and peer discussion
- Use of technology is evident throughout all content and instruction
- Students are brought together in a small group based on their level of development, needs, or interests

<p><b>Reading:</b> By June of 2023, at least 75% of ALL students in grades K-5 will read on or above grade level.</p> <ul style="list-style-type: none"> <li>50% of the class will move from level 1 and level 2</li> <li>Tier 3 scholars will move at least one grade level by the end of the school year evident of F&amp;P</li> </ul> <p><b>Teachers will:</b></p> <ul style="list-style-type: none"> <li>Implement the Next Generation Learning Standards</li> <li>Implement a Balanced Literacy Approach</li> <li>Implement the Workshop Model for reading and writing</li> <li>Implement close reading strategies</li> <li>Build students' knowledge through complex literary and informational texts</li> <li>Engage students in daily <u>guided reading</u> and documented reading conferences</li> <li>Provide individual support in reading development utilizing a small group structure for both Tier I and Tier II interventions.</li> <li>Ensure that each student has access to the I-Ready on-line Reading Intervention Program for 45 minutes per week.</li> </ul>	<p><b>Writing:</b> By June of 2023, at least 75% of ALL students in grades K-5 will write on or above grade level.</p> <ul style="list-style-type: none"> <li>50% of the class will move from level 1 and level 2</li> <li>Tier 3 scholars will move at least one grade level by the end of the school year evident unit post assessments</li> </ul> <p><b>Teachers will:</b></p> <ul style="list-style-type: none"> <li>Use data to inform their planning and instruction. (Where is the student in their writing development per genre)</li> <li>Teach each stage of the writing process in a systematic manner.</li> <li>Reinforce the use of grade level academic vocabulary in students' writing.</li> <li>Confer with students and provide feedback</li> </ul>
<p><b>Mathematics:</b> MATH 75% of students will score levels 3 and 4 on curriculum mid/unit tests and/or school-created grade level math standard based assessments this school year, 2022-2023.</p> <ul style="list-style-type: none"> <li>50% of the class will move from level 1 and level 2</li> <li>Tier 3 scholars will move at least one grade level by the end of the school year as evident from the EOY i-Ready data.</li> </ul> <p><b>Teachers will:</b></p> <ul style="list-style-type: none"> <li>Implement the Next Generation Learning Standards</li> <li>Implement the Math Workshop Model</li> <li>Implement the Math journal</li> <li>Use the CUBES strategy when answering math word problems</li> <li>Use appropriate tools strategically</li> </ul>	<p><b>Professional Development:</b> <i>Develop and Sustain a Professional Learning Community, in which collaboration is embedded into every aspect of our school culture. A "School-Based Staff Development Committee" will ensure that all members of the staff receive adequate professional support in the following areas:</i></p> <ul style="list-style-type: none"> <li>Assessments in Instruction- Creating rubrics, assessments, monitoring students and providing feedback</li> <li>Stages of the Writing Process/Development</li> <li>Writing Conferences</li> <li>i-Ready</li> <li>Danielson Frameworks for Teaching</li> </ul> <p><b>New Teacher Instruction-</b></p> <ul style="list-style-type: none"> <li>Differentiated Training on interpreting the Danielson Framework throughout the school year</li> <li>Opportunities throughout the school year for interventions</li> <li>Real-Time Coaching paired with co-teaching will take place periodically.</li> </ul>

*Learning Walks will take place with members of the Instructional Team 4 times for the school year as evidence of the instructional program.*

## **SOCIAL-EMOTIONAL GOALS**

Smart Goal # 1- By June of 2023, 100% of students will demonstrate different levels of awareness of compassion and kindness.

### **Action Plan:**

- Social Worker and Guidance Counselor will continue to teach the Second Step curriculum in its entirety.
- All staff members will use colored CHEETAH BUCKS to reinforce kind/compassionate behavior in the school.
- Students will give each other CHEETAH BUCKS to reinforce kind/compassionate behavior in the school.
- Morning meetings will occur in every classroom daily to build and reinforce positive relationships between students and staff members.
- All students will be directly taught multiple methods for asking for help when they need it.

**As part of the Enrichment Model, all scholars will partake in a school- wide community service project.**

**Smart Goal # 2- By June 2023, 100% of grade levels will participate in a community facing service project tied to the units of study by May, 2023.**

- Scholars will decide on a problem they would like to solve in bringing awareness of kindness, compassion and citizenship
- Work in partnership with families and community members to complete service project(s)
- Possible Suggestions: Recycle, Read Alouds to the Nursing Homes, food bank, canned food drive.
- Highlight and celebrate examples of students providing service.

**READING AND WRITING PROGRAM**

- Teachers will implement the teacher created units with fidelity
- Balanced Literacy Approach to learning will be implemented; books for scholars to read is needed and has been ordered
- Professional Development for teachers will take place around Assessments in Instruction
- We made adjustments to the teachers schedule when teaching the reading, writing and math workshop in efforts to streamline learning

**READING**

**We have increased the reading level expectations this year in efforts to meet our reading goals.**

This year we will monitor student goals closely. 75% Scholars are expected to read on or above grade level by the end of the school year. Level 1 and level 2 will move. This breaks down to 24 students (75%) is 18; 18 scholars on or above grade level. That leaves 6 students who are Tier 2/Tier 3- RTI .

**CPCS INDEPENDENT READING GOALS BY ROUND:**

Round	Kindergarten	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5
1	N/A	D/E	J/K	M/N	P/Q	S/T
2	B	F	K	N	Q	T
3	C	H	L	O	R	U
4	D	J/K	M/N	P/Q	S/T	V/W

**Topics We Explored August 16- Present**

- What does INSTRUCTION LOOK LIKE:
  - Writing- What is the Writers Workshop? What are Mentor Texts? The First 20 Days
  - Math- Unpacking the Math Next Generation Standards
  - ELA- Units of Study
- School Discipline Policy
  - Student Code of Conduct
  - Teacher Code of Conduct
- RTI/ SPED
  - RTI Plan
  - Special Education- What does collaborative team teaching look like at CPCS?
- NYS Teaching Standards

### **EVENTS**

- Curriculum night will be held for parents/guardians on September 14, 2022. Two sessions will be offered for families who have multiple children within the organization.
- I-Ready Diagnostics will begin on September 14, 2022 and end on September 23, 2022
- F&P assessments have commenced. This diagnostic will inform scholars' instructional reading levels.
- 9/28/22- Progress Reports distributed to parents
- 9/30/22- Character Assembly w/ Steve Pennignton



# Attachment #4





#8	Gr. 6										
CCMS Average											
CCHS Average											
6-11 Average											

**ATTENDANCE:**

- Attendance data is not yet available at the time of this report. This is due to inaccuracies that may have been caused by the student information systems. Based on anecdotal records one can deduce that classrooms are filled hence causing a shortage of furniture.

**STAFFING:**

This year, CCMS/CCHS began the year 2022-2023 with teaching staff shortage yet again due to the gap of time between candidates referred for hiring and the offering of contracts. Eligible, licensed candidates moved on to other schools that offered them contracts at a much nimbler rate. To date, here are the vacancies:

- CCMS:
  - Music Teacher 6-8 - Covered by Social Worker
  - FACS Teacher 6-8 - Covered by various staff members
  - Math Teacher G8 - Covered by AP Vil
  - PE/Health 6-8 - Covered by Dean Russell
- CCMS/CCHS: ENL Teacher
- CCHS:
  - Global II - Covered by AP Canzoneri
  - English 10 - Covered by SDTL/Principal Gordon
  - English 11 - Covered by Dean Kevaun Thomas
  - Culinary Arts - Covered by Operations Manager
  - PE/Health (2) - Covered by Marquis Smith -Principal's Admin. Assistant.
  - Spanish II Teacher - Covered by Ms. Gomez ENL Teacher and Mr. Medina

**CURRICULUM, INSTRUCTION, AND ASSESSMENT**

All curriculum, Instruction, and Assessment work will be supported by the Next Generation Standards and the NYS Scope and Sequence.

- Spring 2022 ELA and Math Assessments are [linked here in an overview](#).
- This year, the first period of the day begins with core instruction across CCMS. This is to ensure that punctuality is a priority for scholars.
- CCMS has adopted the Lavinia Humanities Insight as a non-material change. The rationale for such change is the strong SEL work that humanities bring while raising the bar in reading and writing. We also see the need to close the gap in reading due to the COVID-19 pandemic's effects on our scholars' learning.





- For Math, CCMS will continue to use the HMH curriculum alongside Lavinia Math Stories.
- Science will follow Amplify curriculum, and HMH
- iReady will be used as our main assessment tool for B.O.Y, M.O.Y E.O.Y. Out of iReady will also come the Adaptive Learning Lab, which focuses on scholars' dedication to path and teacher assigned lessons.
- CCMS has also added a Math Intensive Class which is focused on building the fluency and basic prerequisites needed to navigate the math curriculum on all grade levels.
  
- This year, the first period of the day begins with core instructions across CCHS. This is to ensure that punctuality is a priority for scholars.
  
- CCHS will continue to use the HMH curriculum in all areas of the curriculum except for English, where the Engage NY continues to be used.
- CCHS has launched the CTE Experience offering Health I and Culinary Arts.
- At CCHS, APEX will also be used in the Adaptive Learning Lab, which focuses on scholars' dedication to recover their credits and placing them on a path to graduation.

#### **SOCIAL-EMOTIONAL LEARNING (SEL)**

- At this time, CCMS/CCHS teachers are engaged in growing their knowledge in the RULER - MTSS for adults. Teachers are given portions to work on every week, and then this is discussed at the beginning of our Friday PDs.
- CCMS will work with the Second Step Curriculum, and CCHS will work with the Overcoming Obstacles Curriculum.
- CCMS and CCHS will also partner with Northwell Children's Hospital and Cohen's Children Hospital to provide support as part of our SEL work. In these sessions, the scholars will continue to be guided on topics that have reared their unwanted presence in this pandemic era—impeding the socialization process for our scholars.

#### **SPECIAL EDUCATION SERVICES**

- Dr. Lyle will lead the SPED work on all grade levels 6-11. She is the AP with responsibilities for SPED.
- Ms. Ana Gomez will provide ENL services but will need support as we search for another ENL teacher due to the increase in the ENL population at our school.
- RTI will also continue this year coupled with MTSS for scholars who need the intervention as per the IDEA and IDEiA Law.

#### **DIGITAL PLATFORMS**

- Grades 6-11 scholars will continue using a combination of digital notebooks and hardcover notebooks for all courses to build writing and engagement stamina. We will curtail the use of Chromebooks to just 9% of the instructional time in an effort to maximize engagement.





### **PARENT AND SCHOLAR OUTREACH and ACCESSIBILITY**

- Efforts continue with respect to getting Parents to register in ParentSquare at 100% with a deadline date of September 28, 2022.
- CCMS hosted Orientation on September 8, 2022, and CCHS will host theirs on September 15, 2022.

### **PROFESSIONAL DEVELOPMENT**

- CCMS and CCHS have begun their second cohort at Saint Francis College in an effort to continue to minimize the gap of unlicensed teachers. This will go a long way in closing the certification gap and providing teachers for our scholars in the face of teacher shortage.
- We have also begun our work with the Collaborative at the Charter School Center - joining sub cohorts such as the SPED and MLL/ELL Bootcamps, Principal Cohort, and the SPED Pipeline Programs.
- GRADE TEAM PLANNING AND ONGOING PROFESSIONAL DEVELOPMENT
  - Professional development take place daily:
- VERTICAL DEPARTMENT PLANNING
  - Department Teams continue to meet to discuss instructional planning across disciplines.

### **INSTRUCTIONAL OBSERVATIONS**

- The CCMS-CCHS Admin Team members have begun supporting instructional periods throughout the day to ensure that instruction is taking place and that outreach is performed as needed. Informal observations and coaching have begun in the form of check-ins and 1:1 Instructional Supervision. TeachBoost will continue to be 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**

### **September 2022 Board Report**

#### **Pupil Personnel Director**

##### **All sites**

- Developing a structured practice for school-wide Social and Emotional learning that involves all stakeholders to increase positive school climate for all
- Leading the creation of the school-wide comprehensive counseling program, and aligning the services to the ASCA standards
- Conducted the RULER planning session with all RULER implementation teams to prepare for PD week presentation
- Presented the RULER Approach to all sites for the adult Social and Emotional component of the program
- Planned and presented the Social and Emotional layout to the Student Support Teams of for all sites
- Met with principals about the year-long RULER Adult SEL timeline for the current school year
- Created a support schedule for the Student Support team to ensure for accountability and reflection of our social and emotional practices
- Met with the elementary and secondary leadership to collaborate on creating a crisis intervention protocol for high risk behavior
- Scheduled 2 site employees to be trained in CPI Nonviolent de-escalation methods
- There is a new SEL curriculum H.E.A.L. that all sites will be implementing. We are in the beginning implementation stages

##### **Elementary Site**

- Finalized the Catholic Charities Satellite location at the 710 Hartman Lane location

#### **Parent Academy Coordinator/ Family Engagement Coordinators**

- The Parent Academy Open house will kick off the week of September 21<sup>st</sup>
- The Parent Academy calendar will have at least two workshops per month
- The Parent Association will be developed for the Middle school location
- Parent Ambassadors will also be selected to help promote the Parent Academy and the initiatives
- There will be a parent survey that will be distributed to families to help tailor the workshops and resources to their needs

### **Health Initiatives Information**

- There will be a series of health initiatives to support the wellness of our scholars. Here is a list of the health initiatives:
  1. Eye on education
  2. Smile NY
  3. Healthy eating & Food Shopping a partnership with St. John's Episcopal Hospital
  4. Nutrition Month school-wide activities
- The vaccination tracker will continue to be updated this school-year
- Our partnership with Cohen Children's Hospital will continue

### **COVID Updates**

- The COVID protocols Family notice has been sent to all families via Parent Square
- Scholars will be receiving 4 at home COVID test kits every month as a preventative measure
- Visitors will be allowed in the school buildings with at least one vaccination dose
- Health screening and temperature checks will no longer be required upon entry to campus sites
- Air purifiers are present in classroom spaces void of windows
- Weekly in-school COVID testing will be discontinued for the 2022-23 school year
- PCR testing are no longer requires upon return post isolation



# Attachment #6



# Challenge Charter School Communications Report - Sept 2022

Kim Messer, Director of Communications

### Website

We reached almost 2000 clicks through Google Search in 28 days. Our home page had almost 1000 visits with our Middle School and High School pages the next 2 highest pages.

### Social Media

Engagement has been up the past few weeks. See the graphic below for our insights for August 2022:

### Your August performance on Google Search



<https://challengecharterschools.org/>



1.99K  
Clicks (web)



33.8K  
Impressions (web)



16  
Pages with first impressions (estimated)

### Insights

#### Trends ⓘ

Aug 3 - Aug 30, 2022

**29.1K** ↑2.33K%    **5,444** ↑474.9%

Facebook Page Reach   Instagram Reach

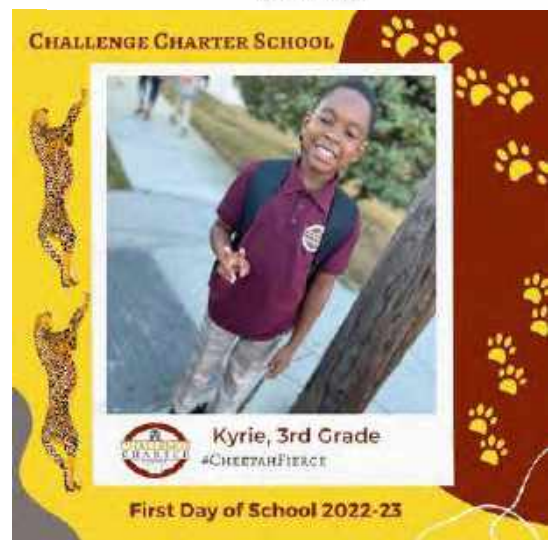
See Trends

#### Audience ⓘ

Lifetime

**895**                      **576**

Facebook Page Follo...   Instagram Followers



First Day of School - our families sent over 30 images of scholars on their first day of school which were used in a social media campaign over several days.

## Internal/External

- **A NEW School-wide Newsletter** has been launched. This joint effort came about when I was approached about it back in June by Mrs. Wiggins and Mrs. Sanford. This benefits our families in multiple ways with calendar updates, featured stories, and a combined effort across our school sites to tell our amazing story. We have a great team of people working on the newsletter. Click the link above to see the full edition.
- **ParentSquare rollover** was not without bumps, but we were better prepared going into this school year. Middle & High are working on contacting families directly who have not registered their accounts. Unregistered users cannot use the application to its full extent. Mrs. Samuels and I would like to develop a SOP for our data/record procedures for end of school into a new school year by next spring.



## Recruitment/Application Promotion:

- Begins October 1; will work with Mrs. Vaughn to coordinate our plans and efforts specific to marketing
- Our school flyer will be completely redesigned this year to reflect more data with an updated look

## Summer Projects Completed

- **Handbooks** - K-5, Middle, and High - all 3 were published by the first day of school!
- **Back to School** section and pages were redesigned to better aid our families
- **SEO** work began and will continue in the fall with a goal to increase web traffic by 10% or more. See the website insights above.
- **Brand Guidelines** - Have been completed. Pending approval of Dr. Mullings, this will be rolled out with training. Some guidelines have been communicated over the summer as we retire old letterhead, mascots, and formats
- **Crisis/Emergency Response Plan** - final is due at the end of September



# Attachment #7





September 14, 2022

Ms. Natalie Zadok: Director of Special Education Grades K-11

### **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. Deciphering IEP Mandates & Service Totals Grades K-11**

### **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

Related Services have begun as of 9/9/22

- Continue to participant as a panelist for new staff recruitment all Grades

### **5. 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
- Closing out the 2021-2022school year
- Deliver IEP sign out Sheets to all staff that serves students with IEP's direct
- Evaluate projected number of scholars that will be receiving related services for the 2022-2023 school year
- Reviewing resources for purchase to support scholars with IEP's reading and academic fluency
- Align with external agencies to deliver EOY reports to families of scholar's with IEPs

**6. 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.

## **7. Sites (K-11) 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.

## **8. 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 BOARD REPORT #1**

**DATE: SEPTEMBER 9, 2022  
PREPARED BY: JANISA VAUGHN,  
DIRECTOR OF STUDENT ENROLLMENT AND RECRUITMENT**

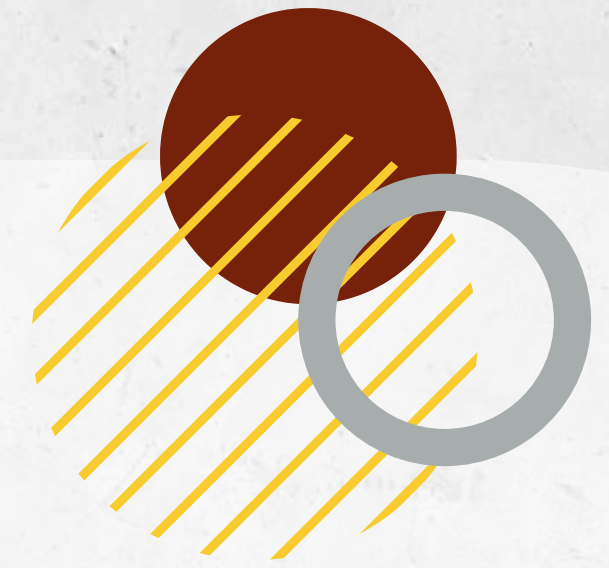


# Table Of Content

- **Enrollment Goals 2022-23 SY**
- **Scholar Recruitment Lottery 2023-24**
- **Looking Ahead| Lottery 2023-24**



# Enrollment Goals 2022-23 SY



<b>Projected Enrollment</b>	<b>1207</b>
<b>Approved Charter Enrollment</b>	<b>1176</b>

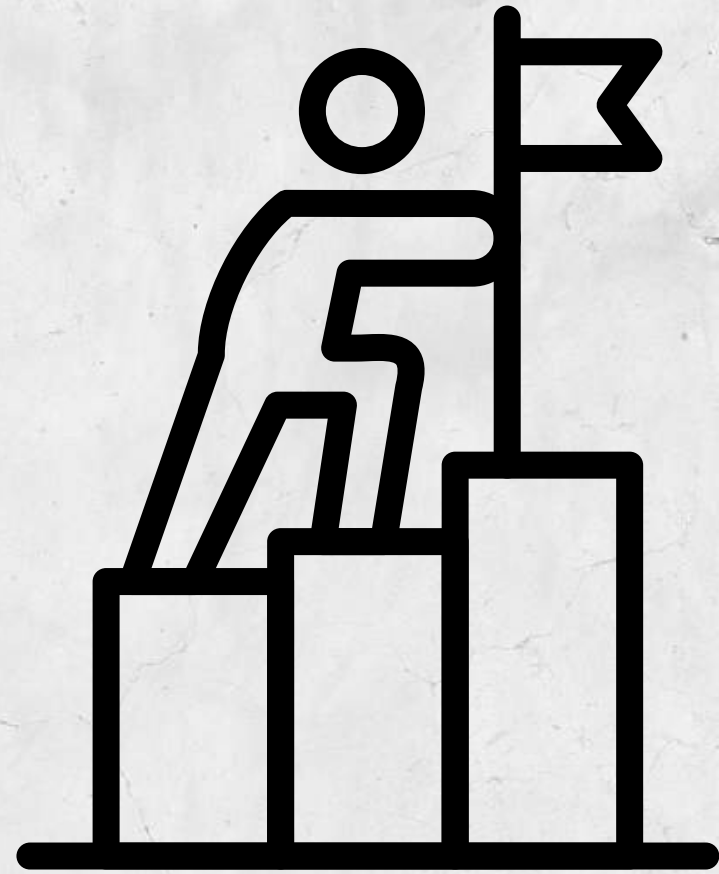
Site	Grade	2022-23 Enrollment Goal
<b>Elementary</b>	K	120
	1	125
	2	125
	3	125
	4	104
	5	104
	<b>Total</b>	<b>703</b>

<b>Middle</b>	6	104
	7	104
	8	78
	<b>Total</b>	<b>286</b>

<b>High</b>	9	90
	10	75
	11	53
	<b>Total</b>	<b>218</b>

# Enrollment Goals

## 2022-23 SY



### **99% Enrollment**

Achieve at least 99% of CCS-approved charter enrollment.



### **English Language Learners (ELL)**

Increase the number of enrolled ELL scholars by at least 3%.



### **Scholar Retention**

Maintain at least 75% of our scholars at each grade level.



# Scholar Recruitment Lottery 2023-2024

Theme:

**Begin A Lifetime Of Learning**



## **School Wide Recruitment Initiative**

The staff, scholars, and parents will have opportunities throughout the school year to participate in scholar recruitment.



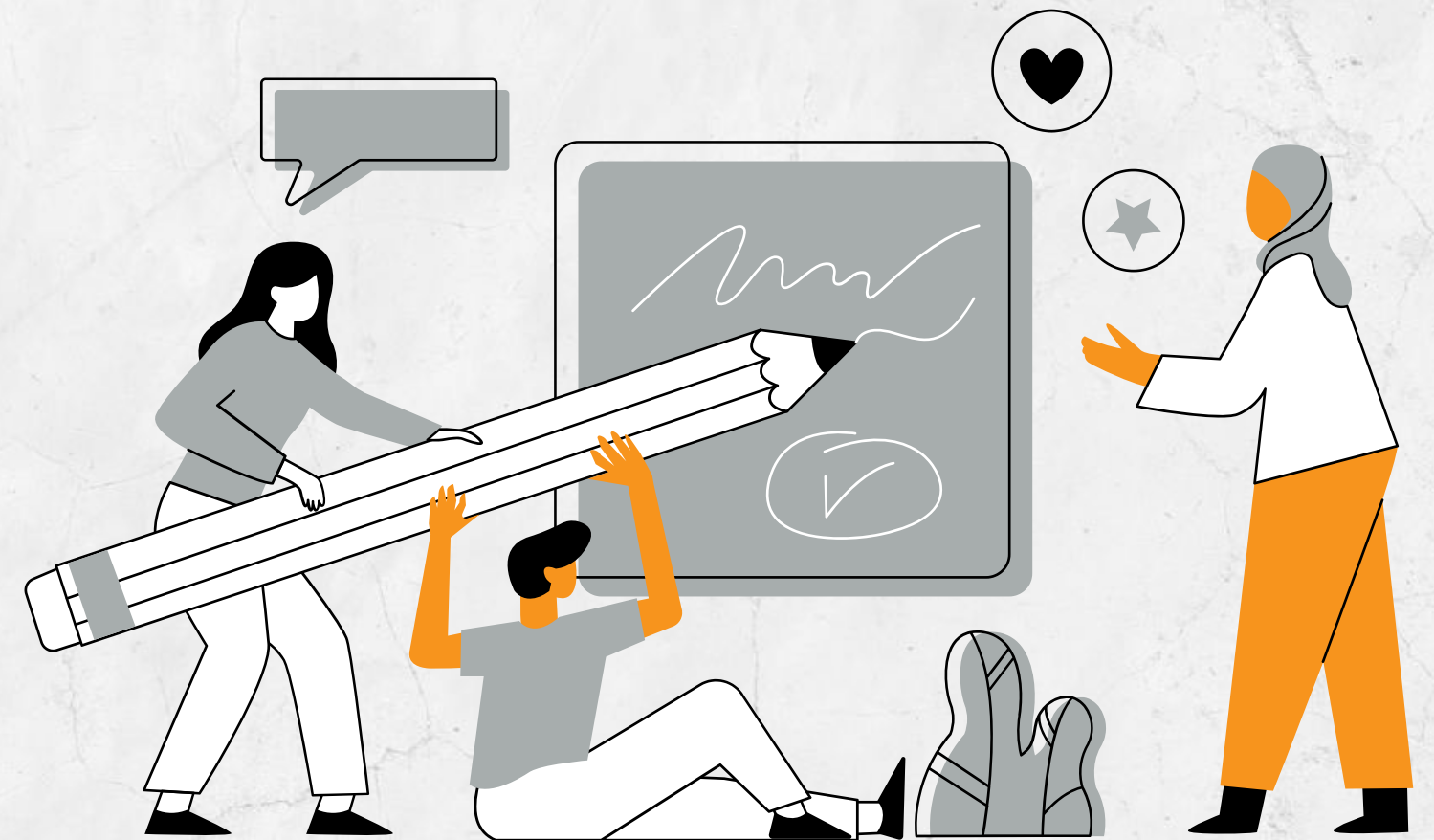
## **Community Outreach**

Continue to partner with feeder schools in the Rockaways to recruit new families.

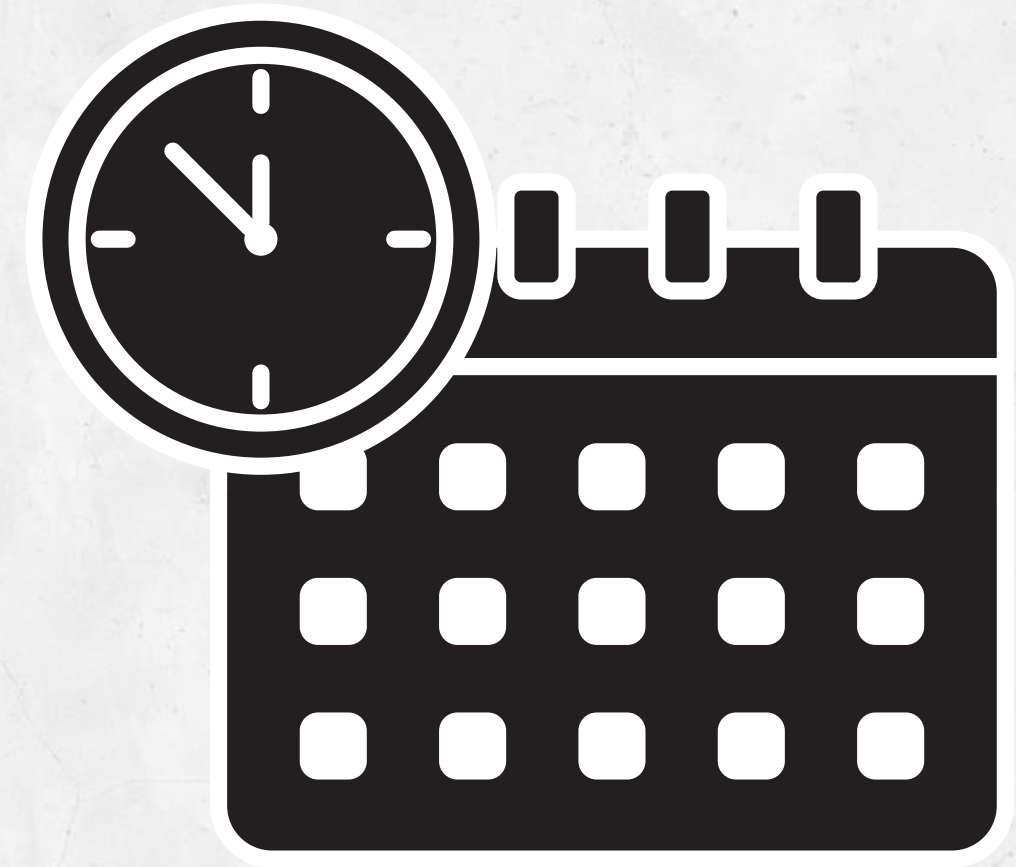


## **Host Recruitment Events**

Partner with the school community to host open houses and retention events.



# Looking Ahead Lottery 2023-2024



## Lottery Application

The 2023-2024  
Lottery Application will  
launch October 2022.

## Recruitment Events

Open houses will begin  
in the winter through  
early spring.

## Retention

We will actively monitor  
scholar discharges to  
make improvements in  
our school community.



# Attachment #9





**Director of Operations (Acting)  
September 2022 Board Report  
September 14, 2022**

I am happy to bring you this final report as Director of Operations (Acting).

Since my last report our Operations team spent the summer preparing for the new school year. Deep cleans and updated painting of our four sites took place. Our Operations Managers took the time to prepare for a smooth opening of the new school year. Curriculum and the necessary supplies were ordered with some difficulties due to the supply chain issues as a result of COVID-19.

I have enjoyed working with the Operations team since I assumed my role on May 1, 2022.

I am happy to report that Dr. Mullings has chosen a new full time Director of Operations that began her duties on Monday, September 12, 2022.

Alexyia McNeal has been selected as the new Director of Operations.

Ms. McNeal was serving at the NYC Department of Education as a Teacher Mentor. She has served in various positions at the NYC Department of Education since September 2014.

She holds a Master's Degree in Educational Leadership from CUNY Hunter College. She also holds certifications in School Building Leadership and School District Leadership. She also holds a Master's Degree in Childhood Education from NYIT.

I know you will welcome Ms. McNeal and will support her as she transitions to her new role at Challenge.

Dr. Mullings has asked me to assist her in her orientation to all things Challenge.

Respectfully submitted,

A handwritten signature in black ink that reads "Michael R. Estep". The signature is written in a cursive style with a large, prominent "M" and "E".

Michael R. Estep  
Director of Operations (Acting)



# Attachment #10



**Director of Technology Report 2022/2023 Plans**  
**- pending budget approval -**  
Sep. 2022 - Dale Richardson

—  
*Work that should be prioritized*  
—

**I: Firewall @ 12-79 Redfern Ave (Top Priority - Mission Critical).**

1. Firewall at 12-79 Redfern will expire in January of 2023.
  - a. Quote received: \$11,180.70

**II: Security Upgrade at 15-20 Central Ave.**

1. Bullet proof glass for security (awaiting quote approval).
  - a. Quote received: \$9,300 - Bullet resistance level 1.
  - b. Quote received: \$11,650 - Bullet resistance level 3.
2. Upgrades to security monitoring station
  - a. Quote received: \$3,209.24 - Two TV 55" TVs, mount cables, & installation.

**III: Independent Cyber Security Audit.**

1. An independent cyber security assessment should be completed, in order to satisfy various insurance and state requirements. Ex:  
[https://www.dfs.ny.gov/industry\\_guidance/cybersecurity](https://www.dfs.ny.gov/industry_guidance/cybersecurity)
  - a. Quote received: \$42,327.00.

**IV: Upgrades to Challenge's phone systems.**

1. A single phone number to reach our entire organization?
  2. The phone systems at 710 Hartman Lane & 1526 Central Ave should be upgraded as soon as possible.
-



- a. One of our current vendors is offering us free phones, in exchange for a 3 year contract.
- b. Due to a volume discount, our total bill will be reduced from \$3,426.29 to \$2,990.20 per month.

**V: Security Camera Installs at 710 Hartman Ln & 1526 Central Ave.**

1. Security Cameras for 710 Hartman Lane.
  - a. Quote pending.
2. Security Cameras for 1526 Central Avenue.
  - a. Quote pending.

—  
*Risk Factors*  
—

**1. Reso- A**

- a. Challenge Prep Charter School was allocated \$250K in Fiscal Year 2022 (FY22) for a Reso A Technology project by the Council Member.
- b. We were requested to complete paperwork, notarize, and send in order to ensure a timely delivery. This was completed in January.
- c. 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."
- d. 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.

**2. Computer Lab at 1520 Central Ave (with Reso A)**

- a. Apple desktops have been ordered via RESO A Grant Funding.
- b. Interactive boards have been ordered via RESO A Grant Funding.
- c. Printers have been ordered via RESO A Grant Funding.
- d. We have been updated on 3.15.2022 that Apple Desktops have been discontinued.
- e. It was updated on 3.15.2022 that Interactive boards are backordered, with a current cue of 12 - 18 months.
- f. 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.

**3. Power upgrades for 1520 Central Ave Parent Academy & Computer Lab .**

- a. Running power lines for 14 new quads receptacles.
- b. Installing 28 new receptacles.
- c. Installing power strips to 14 computer tables.
- d. Installing wire protectors on the floor.
- e. Quote received: \$11,000.

**4. Lenovo Laptop Inventory shortage**

- a. The Lenovos currently being used by teachers are beginning to age and fail.
- b. 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.*

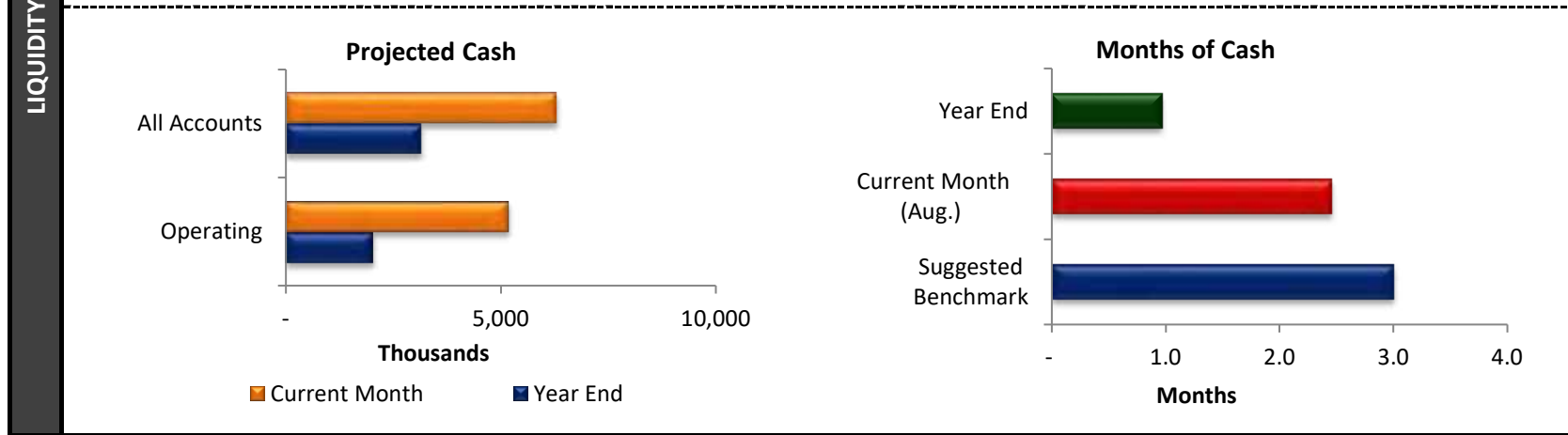
## **Challenge Prep Charter School**

Monthly Financial Report  
August 2022

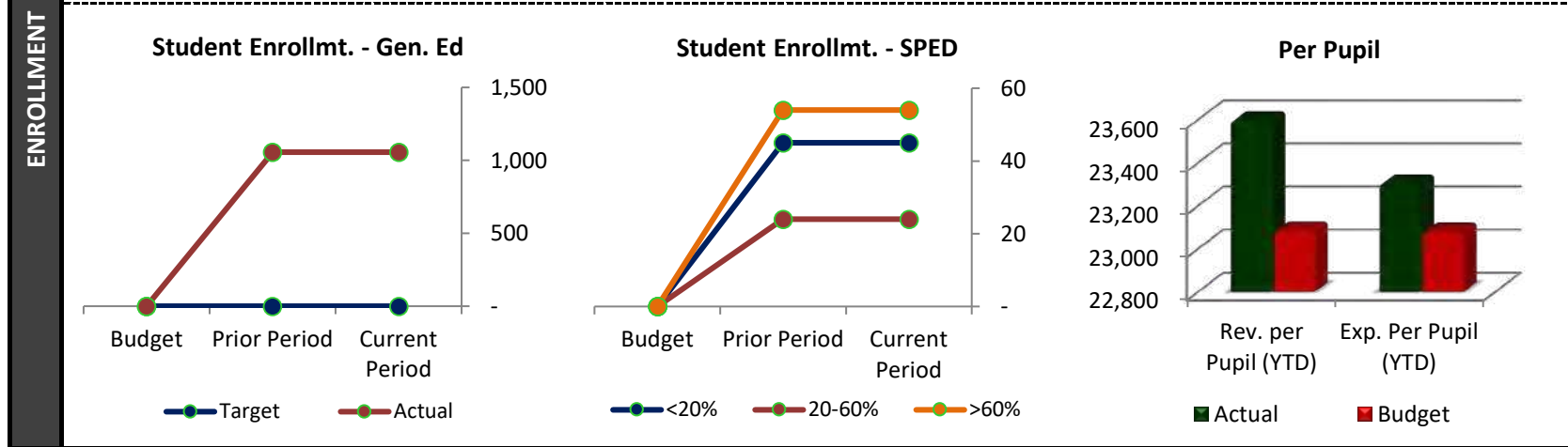
# Challenge Prep Charter School

## Financial Summary For Period Ended August 31, 2022

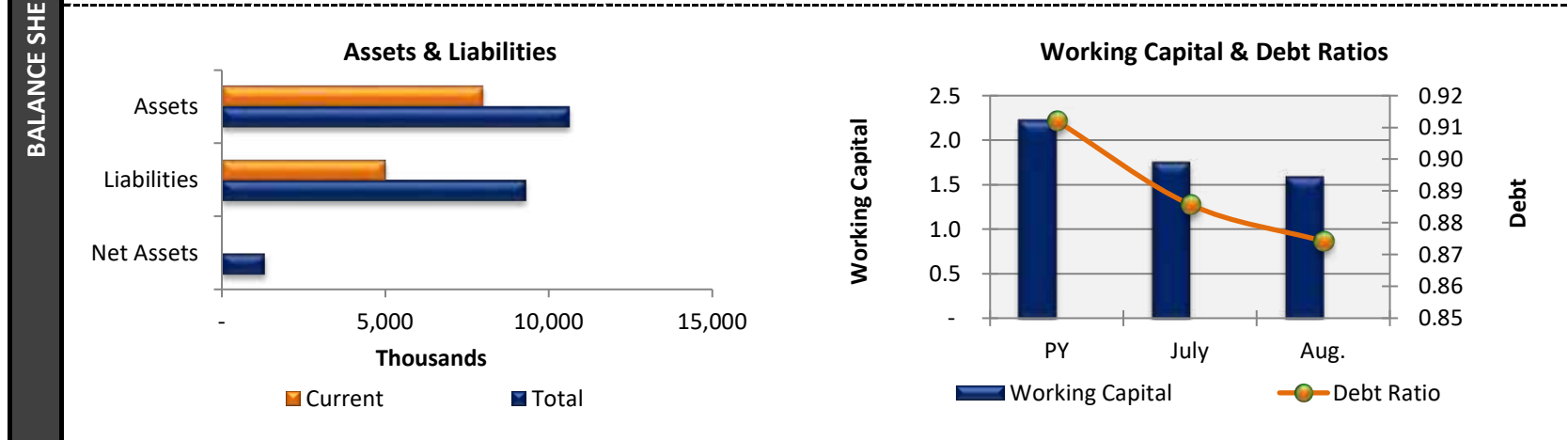
LIQUIDITY	<b>Cash in Bank</b> (Operating Account(s) Only: as of August 31, 2022)	\$ 5,178,295
	<b>Projected months of cash on hand</b>	2.5
	<b>Cash in Bank</b> (Total - All Accounts: as of August 31, 2022)	\$ 6,290,060
	<b>FY Ending Cash Available to Carryover to FY23-24</b> (Operating Account(s) Only)	\$ 2,035,386
	<i>*Cash balance available once all FY22-23 obligations &amp; receivables have been settled</i>	
	<b>Projected months of cash on hand</b>	1.0
	<b>FY Ending Cash Available to Carryover to FY23-24</b> (Total - All Accounts)	\$ 3,147,151



	Actual	Budget	Variance	Actual	Budget	Variance
<b>General Ed</b>	1,086.00	1,086.00	-	\$ 17,538,900	\$ 16,624,488	\$ 914,412
<b>SPED</b>						
0 - 20%	45.00	45.00	-	-	-	\$ -
20 - 59%	27.00	27.00	-	280,530	280,530	\$ -
60% - Over	66.00	66.00	-	1,257,234	1,257,234	\$ -
<b>Total SPED</b>	<b>138.00</b>	<b>138.00</b>	-	<b>1,537,764</b>	<b>1,537,764</b>	\$ -



<b>Total Current Assets:</b>	\$ 7,971,815
<b>Total Current Liabilities:</b>	\$ 4,991,555
<b>Working Capital (Current) Ratio</b>	1.60
<b>Total Assets:</b>	\$ 10,623,270
<b>Total Liabilities:</b>	\$ 9,287,267
<b>Debt Ratio</b>	0.87
<b>Total Net Assets:</b>	\$ 1,336,003



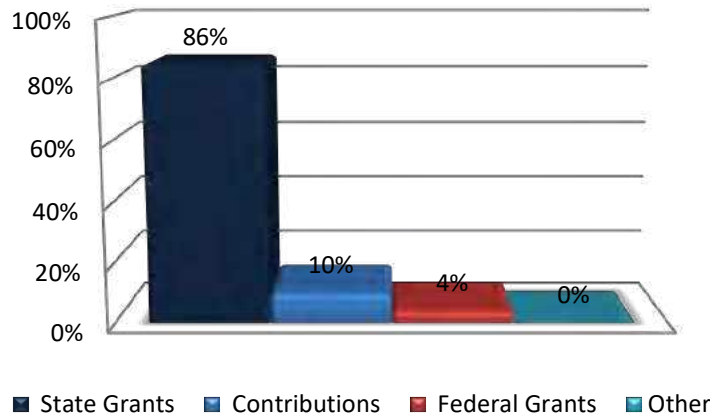
# Challenge Prep Charter School

## Financial Summary For Period Ended August 31, 2022

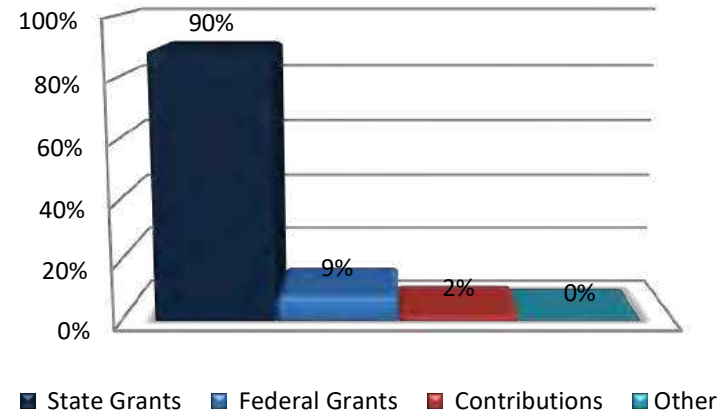
BUDGETING / REVENUE & EXPENSES

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Total Revenue YTD:	\$ 4,178,275	\$ 4,105,212	\$ 73,063
Total Expenses YTD:	(3,439,618)	(3,182,565)	(257,053)
<b>Net Operating Surplus(Deficit):</b>	<b>\$ 738,657</b>	<b>\$ 922,647</b>	<b>\$ (183,990)</b>
	<u>Projected</u>	<u>Budget</u>	<u>Variance</u>
Annual Projected Revenue:	\$ 25,626,771	\$ 25,071,163	\$ 555,609
Annual Projected Expenses (before depreciation):	(25,308,111)	(25,066,857)	(241,253)
<b>Projected Net Operating Surplus(Deficit) before Depreciation:</b>	<b>\$ 318,661</b>	<b>\$ 4,305</b>	<b>\$ 314,355</b>
Annual Projected Depreciation:	-	-	-
<b>Projected Net Operating Surplus(Deficit) after Depreciation:</b>	<b>\$ 318,661</b>	<b>\$ 4,305</b>	<b>\$ 314,355</b>
<b>Capital Expenditure Requirements</b>	<b>\$ (195,000)</b>	<b>\$ -</b>	<b>\$ (195,000)</b>
<b>Total Cash Expenditures</b>	<b>\$ (25,113,111)</b>	<b>\$ (25,066,857)</b>	<b>\$ (46,253)</b>
<b>Revenue per Pupil (YTD)</b>	<b>\$ 23,597</b>	<b>\$ 23,086</b>	<b>\$ 512</b>
<b>Expenditure per Pupil (YTD)</b>	<b>\$ 23,304</b>	<b>\$ 23,082</b>	<b>\$ 222</b>

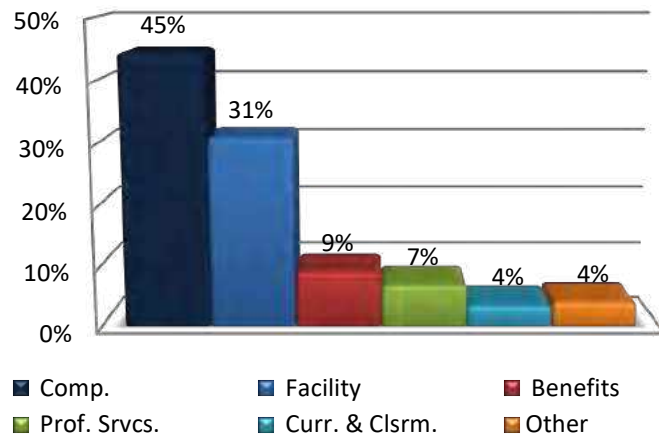
**Revenue Breakdown YTD**



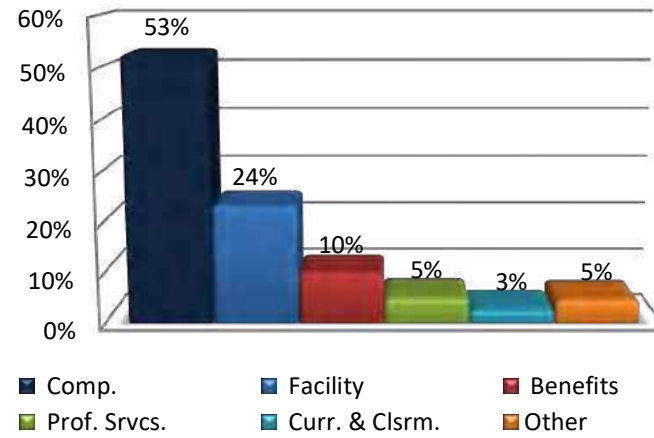
**Revenue Breakdown YE**



**Expense Breakdown YTD**



**Expense Breakdown YE**



# Challenge Prep Charter School

## Financial Variance Summary

Fiscal Year Ending 6/30/2023	Comments
Net Budget Surplus after Depreciation	\$ 4,305
Increase in Projected Annual Expenses	241,253
Net Projected Deficit Variance after Depreciation	<u>\$ 318,661</u>

**Challenge Prep Charter School  
Budget vs. Actuals  
Fiscal Year Ending June 30, 2023**

	August 31, 2022			YTD Through August 31, 2022			Projected FYE June 30, 2023				Comments
	Actual	Budget	Variance	Actual	Budget	Variance	Projected - August 31, 2022	Current Month Actuals - July 2022-August 31, 2022 + Projections thru June 30, 2023	Annual Budget	Variance	
<b>Income</b>											
4100 State Grants	1,786,787	1,909,626	(122,839)	3,573,574	3,819,251	(245,677)	19,417,130	22,990,704	22,990,704	-	Projected based on budget: Per Pupil GenEd based on 1,086 students, SpEd based on 27 (20-60); 66 (>60)
4200 Federal Grants	4,536	142,980	(138,444)	171,411	285,961	(114,550)	2,020,936	2,192,346	2,080,458	111,888	Title projection based on preliminary allocation per NYSED
4300 Contributions	131,493	-	131,493	431,205	-	431,205	-	431,205	-	431,205	
4400 Miscellaneous Income	886	-	886	2,086	-	2,086	10,430	12,516	-	12,516	
<b>Total Income</b>	<b>1,923,702</b>	<b>2,052,606</b>	<b>(128,904)</b>	<b>4,178,275</b>	<b>4,105,212</b>	<b>73,063</b>	<b>21,448,496</b>	<b>25,626,771</b>	<b>25,071,163</b>	<b>555,609</b>	Projected based on budget: Per Pupil GenEd based on 1,086 students, SpEd based on 27 (20-60); 66 (>60); Title projections based on preliminary allocation
<b>Expenses</b>											
<b>Compensation</b>											
5100 Instructional Staff	426,531	444,105	(17,574)	875,742	574,973	300,769	8,212,362	9,088,104	9,088,104	-	Projection based on budget
5200 Non-Instructional Staff	205,785	224,683	(18,898)	439,827	449,365	(9,538)	2,256,364	2,696,192	2,696,192	-	Projection based on budget
5300 Pupil Support	100,263	134,855	(34,592)	222,598	269,710	(47,111)	1,395,659	1,618,257	1,618,257	-	Projection based on budget
<b>5000 Compensation</b>	<b>732,579</b>	<b>803,642</b>	<b>(71,064)</b>	<b>1,538,168</b>	<b>1,294,048</b>	<b>244,120</b>	<b>11,864,385</b>	<b>13,402,553</b>	<b>13,402,553</b>	<b>-</b>	Projection based on budget
5400 Benefits	157,857	215,432	(57,576)	318,656	430,865	(112,209)	2,289,189	2,607,845	2,585,189	22,656	Projection updated to include Workers Compensation
6100 Administrative Expenses	25,783	48,808	(23,025)	52,759	92,161	(39,402)	499,006	551,765	549,565	2,200	Projection updated to include travel and student meals
6200 Professional Services	91,315	90,042	1,274	242,950	180,083	62,866	1,085,150	1,328,100	1,202,500	125,600	Projection updated to include temporary staffing (unbudgeted)
6300 Professional Development	2,541	10,795	(8,254)	17,423	17,045	378	132,577	150,000	130,000	20,000	Projection updated to increase non-instructional staff PD
6400 Marketing and Staff/Student Rec	1,725	8,292	(6,567)	3,801	16,583	(12,782)	95,699	99,500	99,500	-	
6500 Fundraising Expenses	-	-	-	-	-	-	-	-	-	-	
7100 Curriculum & Classroom Expenses	5,219	38,333	(33,114)	123,162	76,667	46,495	591,695	714,856	646,877	67,979	Projection updated to increase non-instructional enrichment
8100 Facility	543,735	501,890	41,845	1,073,218	1,003,779	69,439	4,950,456	6,023,674	6,022,674	1,000	
8200 Technology/Communication Expens	30,897	35,667	(4,770)	69,179	71,333	(2,154)	358,821	428,000	428,000	-	
8800 Miscellaneous Expenses	303	-	303	303	-	303	1,515	1,818	-	1,818	
8900 Depreciation Expense	-	-	-	-	-	-	-	-	-	-	
<b>Total Expenses</b>	<b>1,591,954</b>	<b>1,752,901</b>	<b>(160,947)</b>	<b>3,439,618</b>	<b>3,182,565</b>	<b>257,053</b>	<b>21,868,493</b>	<b>25,308,111</b>	<b>25,066,857</b>	<b>241,253</b>	
<b>Net Income</b>	<b>331,748</b>	<b>299,705</b>	<b>32,043</b>	<b>738,657</b>	<b>922,647</b>	<b>(183,990)</b>	<b>(419,997)</b>	<b>318,661</b>	<b>4,305</b>	<b>314,355</b>	
<b>Capital Expenditures</b>											
Furniture, Fixtures & Equipment	5,869	-	5,869	93,482	-	93,482	51,518	145,000	-	145,000	
Facility and Construction	-	-	-	-	-	-	50,000	50,000	-	50,000	
Website	-	-	-	-	-	-	-	-	-	-	
<b>Total Capital Expenditures</b>	<b>5,869</b>	<b>-</b>	<b>5,869</b>	<b>93,482</b>	<b>-</b>	<b>93,482</b>	<b>101,518</b>	<b>195,000</b>	<b>-</b>	<b>195,000</b>	Fixed Assets not included in board-approved budget

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

Annual Budget FYE June 30, 2023	Projected Aug 22 - June 23	Projected Aug 22 - June 23	September	October	November	December	January	February	March	April	May	June	July + Subsequent FY22-23 Items
<b>Beginning Cash Balance (Operating Account)</b> 4,804,870	6,645,873	5,217,974	5,178,295	2,194,236	3,989,350	1,998,415	3,902,160	1,848,363	3,643,476	1,589,680	4,493,919	3,549,248	2,247,242
Projected Cash Receipts from Operations (below)	21,448,496	17,321,032	5,166	3,854,076	68,028	3,962,707	5,166	3,854,076	5,166	3,854,076	5,166	756,956	950,448
Projected Cash Disbursements from Operations (below)	(21,868,493)	(21,650,412)	(2,048,811)	(2,048,811)	(2,048,811)	(2,048,811)	(2,048,811)	(2,048,811)	(2,048,811)	(2,048,811)	(2,048,811)	(2,048,811)	(1,162,304)
<b>Net Cash from Operations</b> 4,305	(419,997)	(4,329,380)	(2,043,645)	1,805,265	(1,980,783)	1,913,896	(2,043,645)	1,805,265	(2,043,645)	1,805,265	(2,043,645)	(1,291,854)	(211,856)
Cash Receipts from Accounts & Misc Receivables (not included in revenue below)	-	-	-	-	-	-	-	-	-	-	-	-	-
Cash Disbursements for Accounts Payable & Accrued Expenses	-	-	(930,262)	-	-	-	-	-	-	-	-	-	-
Capital Expenditures (below)	(101,518)	(101,518)	(10,152)	(10,152)	(10,152)	(10,152)	(10,152)	(10,152)	(10,152)	(10,152)	(10,152)	(10,152)	-
Accounts Receivable	-	-	-	-	-	-	-	-	-	-	-	-	-
PPP Loan Payable	-	-	-	-	-	-	-	-	-	-	-	-	-
PPP Loan Interest Payable	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Ending Cash Balance (Operating Account)</b> 4,809,175	6,327,395	787,075	2,194,236	3,989,350	1,998,415	3,902,160	1,848,363	3,643,476	1,589,680	3,384,793	2,440,123	2,247,242	2,035,386
Other Cash Accounts (Net of Transfers)	75,354	-	1,111,765	1,111,765	1,111,765	1,111,765	1,111,765	1,111,765	1,111,765	1,111,765	1,111,765	1,111,765	1,111,765
<b>Total Cash (All Accounts)</b> 4,884,529	6,327,395	1,898,840	3,306,001	5,101,115	3,110,180	5,013,924	2,960,128	4,755,241	2,701,445	4,496,558	3,551,887	3,359,007	3,147,151

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

	Total	Comments
<b>ASSETS</b>		
<b>Current Assets</b>	-	
<b>Bank Accounts</b>		
<b>1000 Cash</b>		
1001 HSBC Checking - 0844	4,069,169	
1002 HSBC Checking - 0852	39,679	
1003 HSBC Checking - 0879	1,109,126	
1005 HSBC Money Market - 5972	1,002,086	
1006 Chase Escrow - 3060	70,000	
<b>Total 1000 Cash</b>	<b>\$ 6,290,060</b>	
<b>Total Bank Accounts</b>	<b>\$ 6,290,060</b>	
<b>Accounts Receivable</b>		
1100 Accounts Receivable	787,767	
<b>Total Accounts Receivable</b>	<b>\$ 787,767</b>	
<b>Other current assets</b>		
1300 Prepaid Expenses	283,093	
1301 Prepaid Insurance	-	
1310 Prepaid Rent	596,895	
<b>Total Other current assets</b>	<b>\$ 893,988</b>	
<b>Total Current Assets</b>	<b>\$ 7,971,815</b>	
<b>Fixed Assets</b>		
<b>1500 Furniture, Fixtures &amp; Equipment</b>		
1510 Office & Admin Computers & Equipment	256,303	
1511 Classroom Computers & Equipment	1,374,450	
1512 Classroom Furniture	529,753	
1513 Office Furniture	203,196	
<b>Total 1513 Office Furniture</b>	<b>\$ 203,196</b>	
1514 Musical Instruments	16,390	
1515 Computer Software	44,217	
<b>Total 1500 Furniture, Fixtures &amp; Equipment</b>	<b>2,424,310</b>	
<b>1519 Facility and Construction</b>	127,589	
1520 Architect Fees	115,620	
1525 Fire Alarm System	7,500	
<b>Total 1525 Fire Alarm System</b>	<b>\$ 7,500</b>	
1530 Kitchen/Cafeteria	162,079	
1535 Construction In Progress	-	
1540 Leasehold Improvements	816,468	
<b>Total 1519 Facility and Construction</b>	<b>1,229,256</b>	



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

	Total	Comments
1610 Website	11,000	
<b>Total 1610 Website</b>	<b>\$ 11,000</b>	
1700 Accumulated Depreciation & Amortization		
1710 Accumulated Depreciation	(1,930,432)	
1750 Accumulated Amortization	(8,678)	
<b>Total 1700 Accumulated Depreciation &amp; Amortization</b>	<b>\$ (1,939,110)</b>	
<b>Total Fixed Assets</b>	<b>\$ 1,725,456</b>	
<b>Other Assets</b>		
1800 Security Deposits	925,999	
<b>Total Other Assets</b>	<b>\$ 925,999</b>	
<b>TOTAL ASSETS</b>	<b>\$ 10,623,270</b>	
<b>LIABILITIES AND EQUITY</b>		
<b>Liabilities</b>		
<b>Current Liabilities</b>		
<b>Accounts Payable</b>		
2000 Accounts Payable	712,429	
<b>Total Accounts Payable</b>	<b>\$ 712,429</b>	
<b>Other Current Liabilities</b>		
2301 Accrued Expenses	217,833	
2302 Refunds Payable	2,256	
2400 Unearned/Deferred Revenue	4,055,312	
<b>Total Other Current Liabilities</b>	<b>\$ 4,279,126</b>	
<b>Total Current Liabilities</b>	<b>\$ 4,991,555</b>	
<b>Long-Term Liabilities</b>		
2700 Deferred Rent Liability	4,295,712	
<b>Total Long-Term Liabilities</b>	<b>\$ 4,295,712</b>	
<b>Total Liabilities</b>	<b>\$ 9,287,267</b>	
<b>Equity</b>		
3100 Retained Earnings	597,345	
Net Income	738,657	
<b>Total Equity</b>	<b>\$ 1,336,003</b>	
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ 10,623,270</b>	

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

OPERATING ACTIVITIES	<u>Total</u>	<u>Comments</u>
Net Income	738,657	
Adjustments to reconcile Net Income to Net Cash provided by operations:		
1100 Accounts Receivable	(260,521)	
1200 Accounts Receivable:Other Receivables - Salary Advance	-	
1300 Prepaid Expenses	(149,134)	
1301 Prepaid Insurance	-	
1310 Prepaid Rent	74,194	
1400 Due From Challenge Charter Network		
1401 Due From Friends of Challenge Prep, Inc.	(9,000)	
1710 Accumulated Depreciation & Amortization:Accumulated Depreciation	-	
2000 Accounts Payable	519,641	
2100 HSBC Loan Payable	-	
2300 Accrued Salaries/Taxes	(1,425,791)	
2301 Accrued Expenses	94,782	
2302 Refunds Payable	(11,767)	
2303 Accrued Interest - PPP	-	
2304 Due To Friends of Challenge Prep, Inc.	-	
2400 Unearned/Deferred Revenue	3,912,983	
Total Adjustments to reconcile Net Income to Net Cash provided by operations:	<u>2,745,387</u>	
Net cash provided by operating activities	<u>3,484,045</u>	
INVESTING ACTIVITIES		
1500 Furniture, Fixtures & Equipment		
1510 Furniture, Fixtures & Equipment:Office & Admin Computers & Equipment	-	
1511 Furniture, Fixtures & Equipment:Classroom Computers & Equipment	(83,440)	
1512 Furniture, Fixtures & Equipment:Classroom Furniture	(5,869)	
1513 Furniture, Fixtures & Equipment:Office Furniture	(4,172)	
1540 Facility and Construction:Leasehold Improvements	-	
1750 Accumulated Depreciation & Amortization:Accumulated Amortization	-	
Net cash provided by investing activities	<u>-93,482</u>	
FINANCING ACTIVITIES		
2700 Deferred Rent Liability	-	
Net cash provided by financing activities	<u>-</u>	
Net cash increase for period	<u>3,390,563</u>	
Cash at beginning of period	<u>2,899,496</u>	
Total Cash at beginning of period	<u>2,899,496</u>	
Cash at end of period	<u>6,290,060</u>	



# Attachment #12

NAME	POSITION ID	HIRE DATE	PRIMARY POSITION	HOME DEPARTMENT
Adamson, Tonisha	4IR000553	08/16/2022	Yes	005104-Assistant Teachers
Ajayi, Aderonke A	4IR000555	08/16/2022	Yes	005302-School Aides
Belifore, Kimberly	4IR000548	08/16/2022	Yes	005103-Classroom Teachers
Butler, Wenzler	4IR000561	08/16/2022	Yes	005103-Classroom Teachers
Dixon Clarke, Grace	4IR000563	08/16/2022	Yes	005103-Classroom Teachers
Greene, Joycelyn	4IR000552	08/16/2022	Yes	005103-Classroom Teachers
Grimes, Melica	4IR000560	08/16/2022	Yes	005103-Classroom Teachers
Lande, Judith	4IR000549	08/16/2022	Yes	005105-Special Education Teachers
Rebenstock, Amy	4IR000551	08/16/2022	Yes	005105-Special Education Teachers
Taylor, Daniel	4IR000550	08/16/2022	Yes	005103-Classroom Teachers
McKoy, Patrice	4IR000554	08/18/2022	Yes	005104-Assistant Teachers
Rodney, Athlone A	4IR000559	08/22/2022	Yes	005202-Administration and Operations
Diamond, Jayd	4IR000562	08/23/2022	Yes	005104-Assistant Teachers
Jones, Kimtrel	4IR000556	08/23/2022	Yes	005104-Assistant Teachers
Anderson, Javair A	4IR000558	08/24/2022	Yes	005104-Assistant Teachers
Ramkirath, Rabindra	4IR000557	08/25/2022	Yes	005103-Classroom Teachers
Burke, Shavonna	4IR000565	08/29/2022	Yes	005104-Assistant Teachers
Henry, Tequan	4IR000564	08/29/2022	Yes	005104-Assistant Teachers
Romero, Luis	4IR000566	08/29/2022	Yes	005103-Classroom Teachers
Zak, Michelle	4IR000567	08/29/2022	Yes	005105-Special Education Teachers
McNeil, Alexyia	4IR000568	09/12/2022	Yes	005101-Administrative Leadership

Count Of Employees In Report: 166

**September 2022 Personnel Report**



## **2022-23 School Year Board Meeting #4**

Minutes Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2022-23 School Year Board Meeting #4 at 6:30 PM on October 12, 2022.

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

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

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

Frederica Jeffries, Chair of the Board of Trustees called the roll of the board.

Members present: Frederica Jeffries, Ben Waxman, Linda Plummer, Gertrudis Hernandez, Andrew Barnes

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

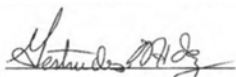
Also present: Dr. Mullings, Dr. Estep, and Auditors: Donna Webster, Gus Saliba, James

The Chair offered an 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 2022-23 School Year Board Meeting #3. The minutes were approved by common consent.
3. Audit Report. The Board had copies of the audit to refer to as the presentation occurred.
  - a. Gus Saliba - audit is complete; we will issue a clean unmodified opinion with no substantial deficiencies; legal confirm is needed and then this will go through our final quality review. This is the first year of a single audit due to the fact the school extended \$750K expenditures due to ESSER funding like most schools. Some corrected statements occurred due to the transition with Eunice Armstrong leaving, but this did not affect our report. The new lease pronouncement will affect FY 23 which will be a large asset and liability. This is a major change for next year, and we can help you with that process.
  - b. Friends of Challenge is the next thing we need to tackle. James will now go over the financial statements highlights.

- c. James Mercaldo - the first couple of pages are our opinion which reflects our unmodified opinion, the best opinion you can get. Page 4, cash is down by \$3.8M which was expected due to Operations expenses. Liabilities - Forgiveness of the paycheck protection loan and the deferred rent related to the 1520 Central Avenue lease are the biggest variances. Statement of Activities: Increase in revenue \$3.5M or 20%; per pupil up \$1.8M; facilities funding up; Federal grants up \$960K in ESSER and ARP. Expenses are up \$10M or 63% due to the lease at 1520 Central and \$3.4M in salaries and benefits; raises across the board. Operating expenses up \$600K with the opening of the high school. Cash flow notes are fairly standard. No findings and no recommendations on the single or regular audit.
  - d. Gus asked if we anticipated any enrollment issues. Dr. Mullings expressed there are no concerns at all. We are a school in demand in our community. We have a great Director of Enrollment and a good reputation in the community. Gus said there is a trend in DOE schools going down but charters are not as susceptible to these downtrends.
  - e. Gus expressed concerns about expenses and asked about the budget for 2023: without funds from PPP and Federal grants from the pandemic there could be a deficit of \$5M causing the school to go through cash reserves very fast. Dr. Mullings said that we are aware and will be tightening our belts and that we are working on and looking for additional funding.
  - f. The Board will have a chance to look at 990 and review it before submission of the audit.
  - g. Dr. Estep noted the relationship with our auditors over 12 years and thanked them for their cooperation and how happy we are with the team there. Gus thanked the CSBM team.
4. Dr. Mullings expressed gratefulness related to the audit being cleaned. Ben Waxman stated that there has been a crackdown on non-profits the past year.
  5. Frederica Jeffries asked for the financial report which was sent to the Board in advance:
    - Dr. Estep gave the report emphasizing the cash issues and that as Dr. Mullings mentioned, we are in a place where we have to tighten the belt. There is an anticipation of a \$3-6M JFK grant that we hope to get this SY.
    - He reminded the Board that we have weathered other cash issues as we have added each building to accommodate our enrollment.
    - The Chair asked for a motion and common consent of approval of the financial report. Seconded by Dr. Robertson.
  6. Personnel Report:
    - a. Dr. Estep reminded the Board that the budgeting for personnel already occurred, but that now approval is needed for any new hires.
    - b. Board Chair Jeffries asked for a motion to accept the report and it was seconded by Dr. Robertson.
11. The next meeting was announced for November. The report was received, and the meeting adjourned by common consent.

Respectfully Submitted,



Gertrudis Hernandez  
Secretary Pro Tem



Attachment #1  
See Prior  
Month  
Minutes for  
Minute  
Attachments



## **2022-23 School Year Board Meeting #3 Minutes**

Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2022-23 School Year Board Meeting #3 at 6:30 PM on September 14, 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, Linda Plummer, Dr. Michelle Daniel-Robertson, Karon McFarlane and Gertrudis Hernandez

Members absent: Andrew Barnes

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

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

1. The agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2022-23 School Year Board Meeting #1 [Attachment #1]. The minutes were approved by common consent.
3. The Chair called on the CEO to present Ben Waxman founding CPCS Board Member to be considered for reelection for a three-year term (June 2025). Karon McFarlane moved to nominate Ben Waxman with a second from Gertrudis Hernandez. The Chair called for a vote on Ben Waxman to be elected for a three-year term. Motion carried unanimously.
4. The Chair called for the report of Dr. Les Mullings, CEO. Dr. Mullings shared that Alexyia McNeil is the new Director of Operations. Dr. Mullings expressed





appreciation to Dr. Estep for his coverage of the position since May 1, 2022. He indicated that Ms. McNeil is off to a great start. He also reported that Anwar Robinson had been named the Director of Performing Arts.

Dr. Mullings reported that enrollment is up, and it appears Challenge will have a record enrollment this year.

Dr. Mullings updated the Board on the transition in the Finance/HR department. CSBM who has been working with CPCS since 2010 will expand their services until a Director of Finance is hired. He reported that he had asked Dr. Estep to provide coverage for the position.

Following discussion, the report was received with appreciation.

5. 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.
6. The Chair called attention to the printed report of Nicole Griffin, K-5 Principal [Attachment #3]. The report was received with appreciation.
7. 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.
8. The Chair called attention to the printed report of Tameeka Richards, Director of Pupil Personnel Services [Attachment #5]. The report was received with appreciation.
9. The Chair called attention to the printed report of Kimberly Messer, Director of Communications [Attachment #6]. The report was received with appreciation.
10. The Chair called attention to the printed report of Natalie Zadok, Director of Special Education [Attachment #7]. The report was received with appreciation.
11. The Chair called attention to the printed report of Janis Vaughn, Director of Student Enrollment & Recruitment [Attachment #8]. The report was received with appreciation.
12. The Chair called attention to the printed report of Michael R. Estep, Director of Operations (Acting) [Attachment #8]. The report was received with appreciation.



13. The Chair called attention to the printed report of Dale Richardson, Director of Technology [Attachment #10]. The report was received with appreciation.
14. The Chair called for the August 2022 Financial Report [Attachment #11]. Following review and discussion, the report was received by common consent.
15. The Chair called for the presentation of the 2022-23 September Personnel report [Attachment #12]. A motion was made by Dr. Michelle Daniel-Robertson to approve the report with a second from Gertrudis Hernandez. Motion carried unanimously.
16. The report was received by common consent.

The meeting adjourned by common consent.

Respectfully submitted:

A handwritten signature in cursive script, reading "Karon K. McFarlane", enclosed in a thin black rectangular border.

Karon McFarlane  
Secretary



# Attachment #2



## Senior Director of Teaching and Learning K-5

### October 2022 Board Report

Covering September 8- October 7, 2022

Kentia Coreus

## Enrollment Compliance

Grade	Total Scholars	Target Enrollment	Difference	# ELL scholars	# scholars w/IEP
K	121	120	+1	7	12
1	116	125	-9	0	14
2	118	125	-7	9	24
3	119	125	-6	2	23
4	100	104	-4	6	20
5	99	104	-5	8	20
<b>Totals</b>	<b>673</b>	<b>703</b>		<b>32</b>	<b>113</b>

source: Student Enrollment Weekly Report sent on October 7, 2022

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## Ongoing Teaching & Learning Tasks

- Manage personnel, curricula, relationships, 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 at both elementary sites
- Supervise the K-5 principal by conducting regular check-ins and weekly supervision meetings
- Provide instructional leadership feedback to assistant principals
- Listen and respond to staff and family grievances

## Staffing and Leadership Recruitment

The elementary division currently has seven vacancies in the following areas: Grade K- GEN Teacher, Grade 2- GEN Teacher, Grade 3- GEN Teacher, Art Teacher, Music Teacher, SPED Liaison, and Dean of Scholars. A music teacher is scheduled to start in one week.

We have submitted requests for substitute teachers with School Professionals and Alternative Tutoring with little success. One class is being covered by a substitute teacher which results in the need for intervention (reading specialist and SETTS) teachers to cover classes and preparation periods. All efforts are being made to ensure students who are mandated for services receive instruction from their intervention teacher; however, this has not always been possible due to staff absences and vacancies.

The CEO and SDTL agree that additional talent with a proven-track record of excellent instructional leadership will be beneficial to the elementary division in the long-term (especially as we prepare for an early childhood site). To that end, the SDTL has interviewed two potential leadership candidates for the SPED Liaison and Dean of Scholar vacancies. The Dean of Scholars candidate spent a day visiting both elementary sites and had a panel interview led by the SDTL. Both positions may serve in alternative titles as their experience supersedes what is currently asked of those roles. The questions below are provided to illustrate the scope of knowledge and experiences expected in future leadership candidates.

Question 1: Tell us about a time when you took responsibility for developing and/or leading a teacher team at your school. Please tell us the situation, the actions you took, and the result. What things did the team do well/not do well? How did you go about building their capacity? What did the teacher team accomplish? What did you learn from leading this team?

Question 2: Give us an example of a time when you used data to identify and solve a specific problem or issue related to student achievement. Please tell us what data you used, what the problem was, what actions you took and the results/outcomes. What data do you believe is most informative for monitoring progress of students in your school?

Question 3: Tell us about a time when you implemented a strategy to involve parents to improve student achievement. Please tell us what you were trying to improve, the actions you took and the results/outcomes. How would you involve parents in developing and achieving the vision for your school as the principal?

Question 4: Tell us about a time when you implemented a new instructional strategy. What was the strategy, the actions you took and the results? Why did you think the strategy was the best solution? How did the strategy align to standards? How was it differentiated to meet the needs of all students, across grade levels? What happened with the strategy?

Question 5: Tell us about a time when you had to resolve a difficult disciplinary issue with a student. Please tell us the situation, your overall philosophy on student discipline, the actions you took to remedy the situation and the ultimate results.

## **Updating our Discipline Matrix**

CCS has been asked to update its discipline policies to ensure we uphold the civil rights of all scholars and families via our due process protocols; and to align our consequences with CCS values and culture (as opposed to following the DOE matrix). SDTL Gordon began this work with her team over the summer. The elementary division did not have a dean or school counselor to engage in a similar process. Thus, the SDTL advocated for two separate submission dates with our authorizer to allow additional time for the work to be completed authentically. This updated approach was framed to elementary administrators as follows:

### **Phase I- Due Process**

CCS will submit updated due process procedures and documentation to our authorizer by August 31, 2022. Dr. Estep has drafted this document.

### **Phase II- CCS-specific infractions and consequences**

ES will submit an updated discipline matrix specific to the CCS community by September 30, 2022. The matrix will align with the updated matrix developed by the middle/high division.

### **Phase III- RTI/MTSS-Behavior Implementation**

CCS will employ RTI/MTSS based strategies to improve Tier 1-3 interventions in support of a discipline program that begins with a positive learning environment where all scholars are supported and where interventions are monitored. This work will be on-going and will start after the updated discipline matrix has been approved and shared with the school community.

### **Preparing to Launch this Work**

We will meet on Thursday September 15 from 10:00-11:30am to begin this work. You are required to complete the pre-work below to ensure readiness for this work. It is recommended that you keep structured notes/questions as you read so that you can follow-up during the meeting.

#### **Part I. Understanding Discipline Procedures**

- Read the [NYC Charter Center Discipline Guide](#)
- Read guidance from [NYSED regarding disciplining students with disabilities \(July 2022\)](#)
- Watch [video](#) from July 20, 2022 discipline training recommended by our authorizer
- Read and review the [CCS Disciplinary Hearing Protocol](#)
- Read and review the [suspension letter templates](#)
- Read [CPCS Waiver of Due Process](#)

#### **Part II. Pre-Work for Updating the CPCS Discipline Matrix**

- Review the [NYCDOE K-5 discipline code](#)
- Review the [new 6-11 discipline code of conduct](#)
- Review [sample discipline codes](#). Specifically levels of behaviors and appropriate consequences.
- Review [abbreviated version of NYCDOE discipline code](#)

### **Our Process**

The SDTL led the Elementary Behavior & Discipline committee in completing this work (in multiple phases). Final committee members included: the principal, both assistant principals, the data coordinator, the 4th grade level lead, and the Spanish teacher. All members completed the required pre-work before the initial meeting with the SDTL. Afterwards, the SDTL surveyed the teaching staff about supports and interventions to ensure the ones selected for the matrix are immediately actionable considering the knowledge, experience, and skill level of the current staff configuration.

### **Sample Pre-Work Questions for the Behavior and Discipline Committee**

A scholar has caused serious physical harm to another student. The principal calls the family and informs them of the incident. She further advised that their scholar is immediately suspended for five days. Upon arrival, the parent is given the suspension letter. *Was the scholar offered due process in the above scenario? Explain why or why not.*

A scholar has caused serious physical harm to another student. The principal calls the family and informs them of the incident. She further advised that their scholar is immediately suspended for ten days. Upon arrival, the parent is given the suspension letter and offered an opportunity to have an informal hearing. *Was the scholar offered due process in the above scenario? Explain why or why not.*

A scholar's anecdotal record may be used to determine whether or not they are guilty of the charges they are accused of during a hearing. *True or False*

Schools MUST present witnesses under all circumstances because the scholar has the right to represent evidence. *True or False*

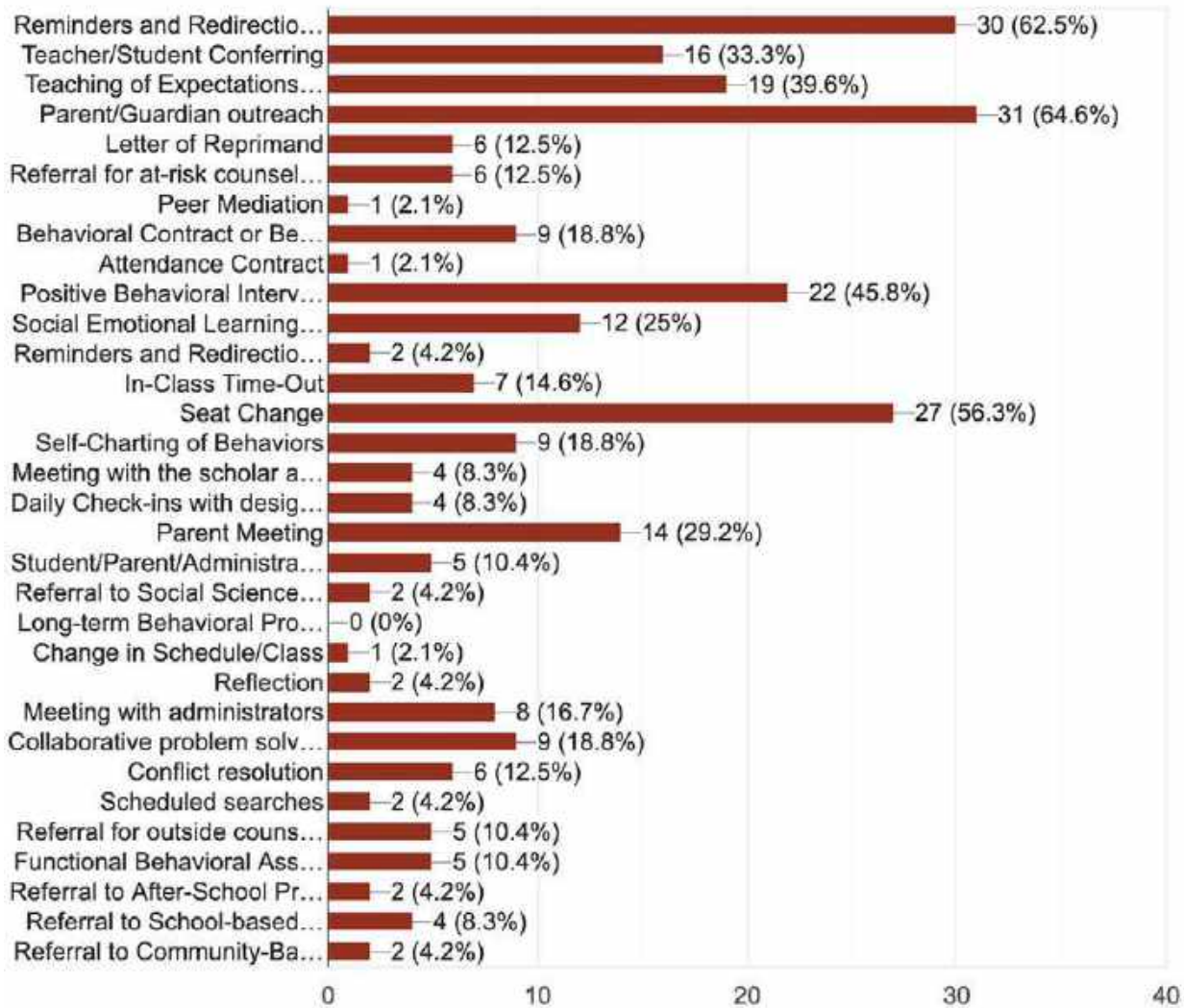
### **Teaching Staff Survey: Supports and Interventions**

Teachers were given a list of thirty-three interventions and asked the four questions listed below. The survey was developed and administered by the Data, Assessment, and Systems Coordinator. A summary of responses for Questions 1 and 3 are provided at the end of this document.

- 1) Which interventions have worked well for our scholars in the past?
- 2) Which interventions are we equipped to deliver consistently?
- 3) Which interventions are we currently NOT equipped to deliver well?
- 4) Which interventions should we prioritize this year?

1. Which interventions have worked well for our scholars in the past? Select your top responses (Select at least 4-6).

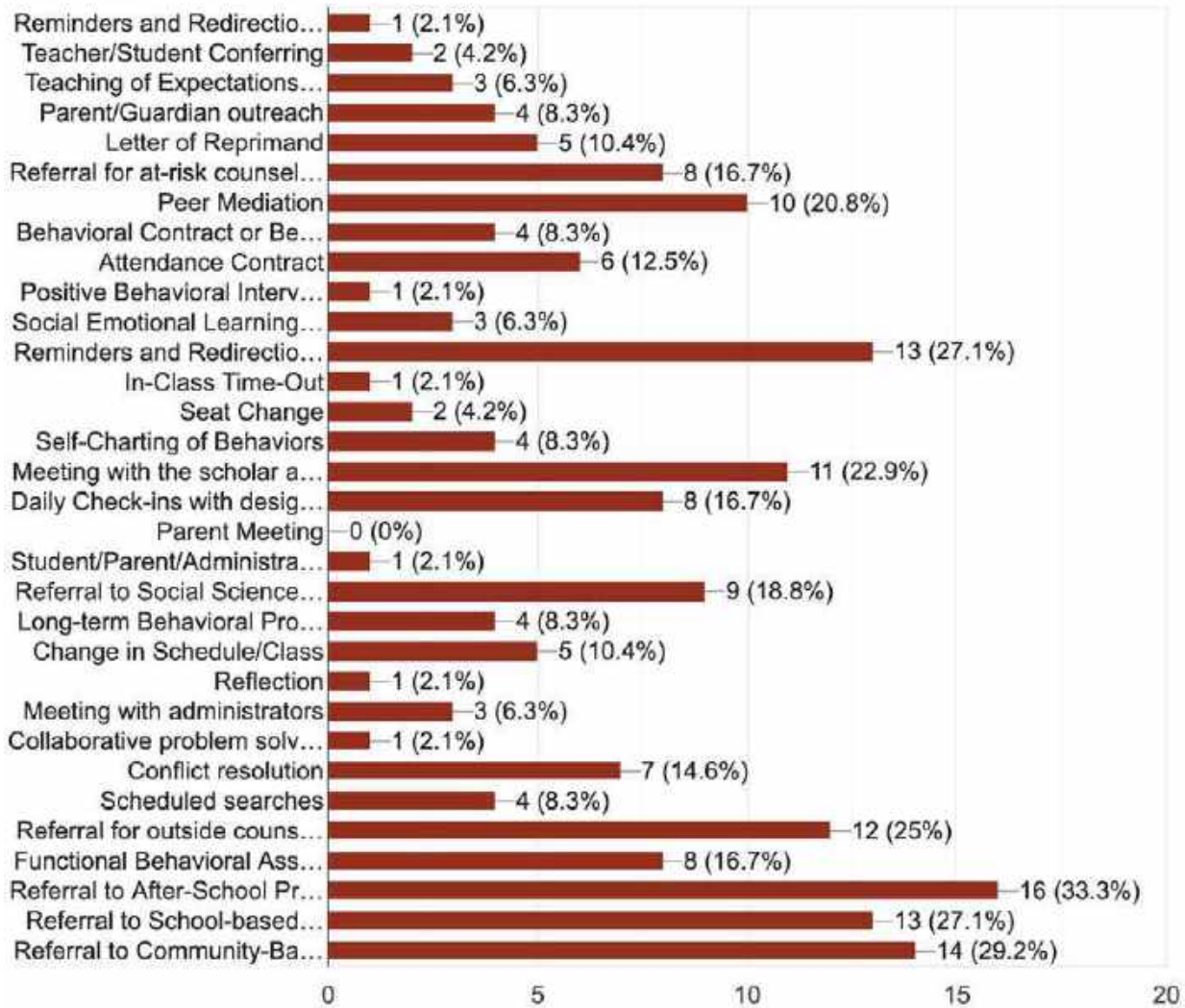
48 responses





3. Which interventions are we currently NOT equipped to deliver well? Select your top responses (select up to 4).

48 responses





# Attachment #3





#8	Gr. 6	96%	93%								
CCMS Average		<b>90%</b>	<b>96%</b>								
CCHS Average		<b>65%</b>	<b>70%</b>								
<b>6-11 Average</b>		<b>81%</b>	<b>81%</b>								

**ATTENDANCE:**

- Please note that attendance reported for Grades 9 and 10 in red are the numbers reported in PowerSchool, but these numbers do not reflect the actual attendance, as it appears that in the first period when attendance has been taken teachers are not looping back to keep mark late scholars present. At this time the Dean, School Conselor and AP will be task with ensuring that teachers are going back to mark tardy scholars present.

**STAFFING:**

The teaching staff shortage still exists, especially in finding certified teachers for the roles. At the time of this reporting, we are working on improvements in closing the gap of time between candidates referred for hiring and the offering of contracts. To date, here are the vacancies:

- CCMS:
  - FACS Teacher 6-8 - Covered by various staff members (contract offered and accepted awaiting a start date due to fingerprint clearance)
  - PE/Health 6-8 - Covered by Dean Russell
- CCMS/CCHS: ENL Teacher
- CCMS SETTS Teachers
  
- CCHS:
  - Global II - Covered by AP Canzoneri and Instructional Coach Manniello
  - English 11 - The teacher resigned due to personal geographical reasons. This class will be covered by Principal Gordon until a teacher is found.
  - Culinary Arts - Covered by the Operations manager and other staff members
  - Spanish II Teacher - Covered by Ms. Gomez ENL Teacher and Mr. Medina

**CURRICULUM, INSTRUCTION, AND ASSESSMENT**

CCMS/CCHS scholars completed their B.O.Y assessments, and we had our Data PD on September 30, 2022. At this time, teachers have the data needed to engage scholars in flexible grouping. The most significant shift, however, will be the re-grouping of the scholars in grade 6. This will occur at beginning of the second quarter. As per CORTEVO, it will be a more manageable workload to make these changes at the beginning of Quarter Two. However, with the use of the data, teachers are tasked with the continuation of Station Rotation, Small Groups, and SDI methods to allow all scholars access to the content.

Please see the BOY data here:



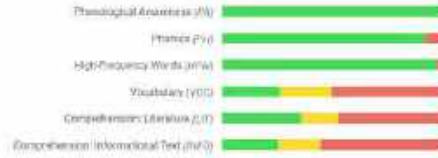
### Grades 6-8 Reading:

Students Assessed/Total: 240/244

Overall Placement



Placement By Domain



[The Mapping Between 5-Level and 3-Level Placements](#)

Switch Table View | Show Results By: Grade

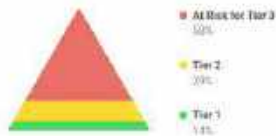
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Grade	Overall Grade-Level Placement	Students Assessed/Total
Grade 6	28% Tier 1, 27% Tier 2, 45% At Risk for Tier 3	84/86
Grade 7	33% Tier 1, 15% Tier 2, 52% At Risk for Tier 3	82/90
Grade 8	24% Tier 1, 18% Tier 2, 58% At Risk for Tier 3	68/68

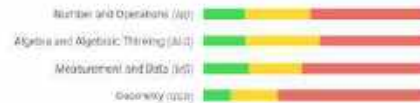
### Grades 6-8 Math:

Students Assessed/Total: 240/244

Overall Placement



Placement By Domain



[The Mapping Between 5-Level and 3-Level Placements](#)

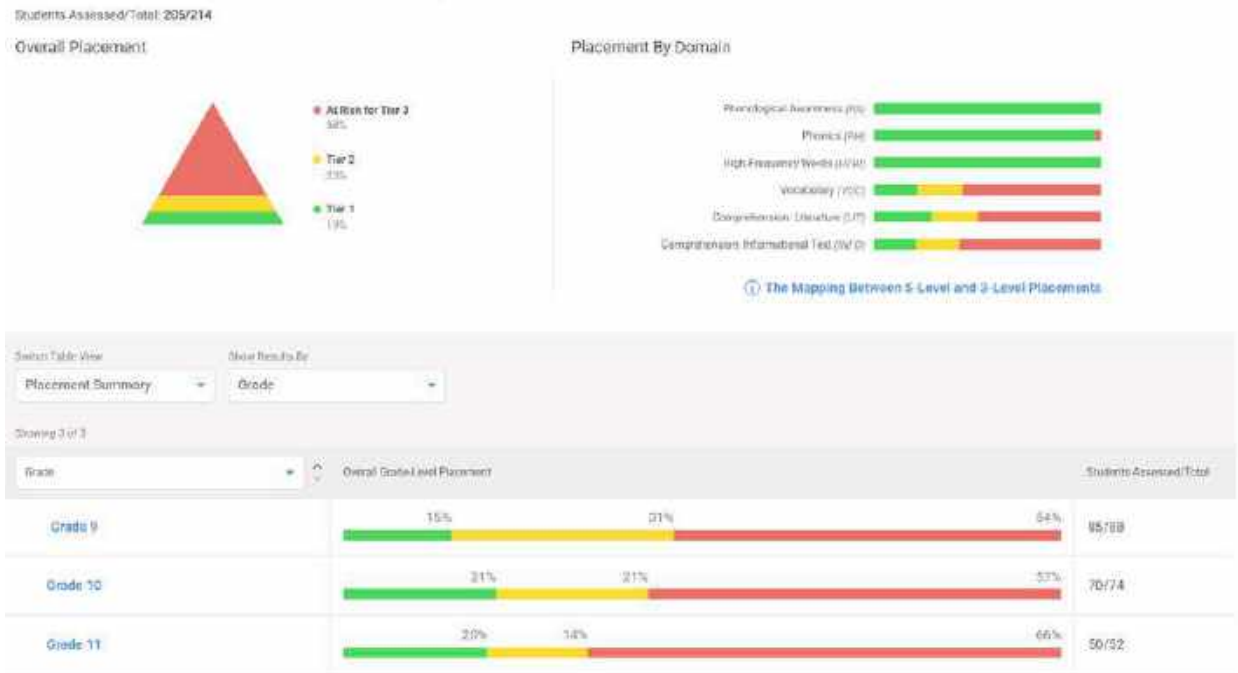
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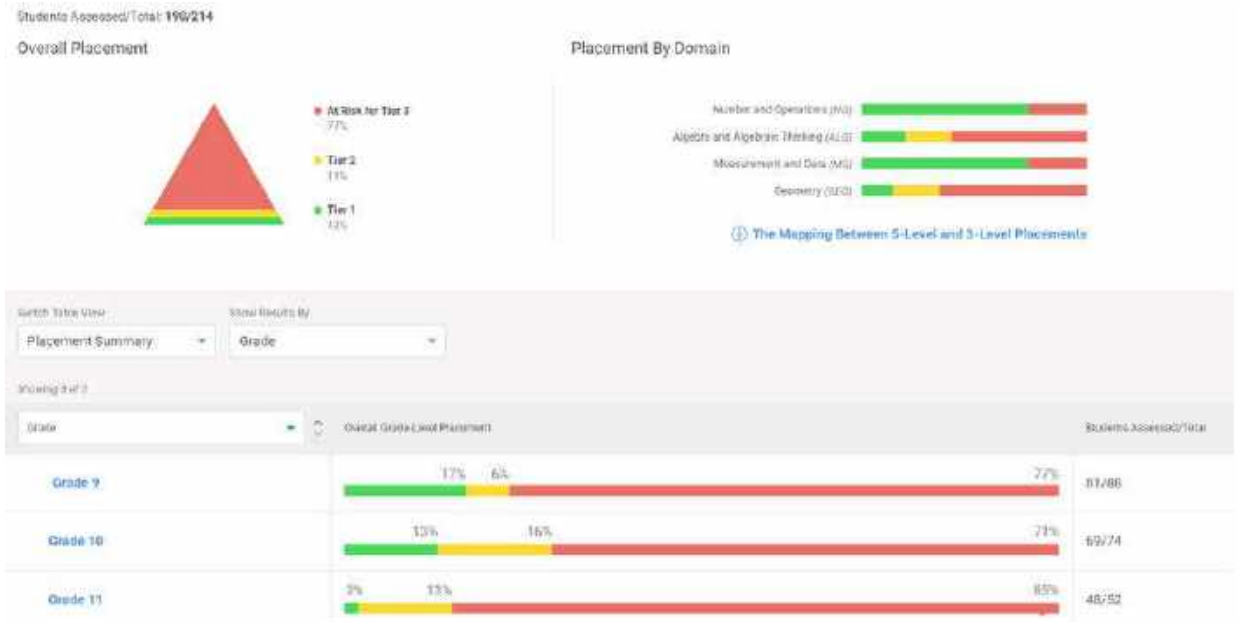
Grade	Overall Grade-Level Placement	Students Assessed/Total
Grade 6	13% Tier 1, 34% Tier 2, 53% At Risk for Tier 3	85/86
Grade 7	18% Tier 1, 30% Tier 2, 52% At Risk for Tier 3	85/90
Grade 8	9% Tier 1, 21% Tier 2, 70% At Risk for Tier 3	67/68



### Grades 9-11 Reading:



### Grades 9-11 Math:





- Spring 2022 ELA and Math Assessments are [linked here in an overview](#).
- Beginning the first period of the day with core instruction across CCMS/CCHS has yielded an improvement in punctuality. By 8:10 a.m. classrooms are at a 98% capacity. We have also used the outreach process to call parents and sent nudge letters home. The main issue now is the ability to ensure that teachers are looping back to mark tardy scholars present. SLT has been charged with supporting this work.
- iReady has become the Adaptive Learning Lab, which focuses on scholars' dedication to path and teacher assigned lessons.
- CCMS has also added a Math Intensive Class which is focused on building the fluency and essential prerequisites needed to navigate the math curriculum on all grade levels. With the Compensatory Services
- CCHS continues to use the HMH curriculum in all areas of the curriculum except for English, where the Engage NY continues to be used.
- CCHS has launched the CTE Experience offering Health I and Culinary Arts. We are also getting ready to launch the Aviation experience.
- At CCHS, APEX will also be used in the Adaptive Learning Lab, which focuses on scholars' dedication to recovering their credits and placing them on a path to graduation. We also have the Study Hall where teachers push in to help scholars with projects and assignments.
- i-Ready BOY Reading and Math diagnostics are mostly complete. As we enroll scholars the data will be updated.

### **SOCIAL-EMOTIONAL LEARNING (SEL)**

- At this time, CCMS/CCHS teachers are engaged in growing their knowledge in the RULER - MTSS for adults. Teachers are given portions to work on every week, and then this is discussed at the beginning of our Friday PDs.
- The SST Team has also received invitations to work on the RULER with Ms. Richards - Director of Pupil Personnel Services. They also meet every First Friday of the month to engage in PD with her.
- CCMS will work with the Second Step Curriculum, and CCHS will work with the Overcoming Obstacles Curriculum.
- CCMS and CCHS will also partner with Northwell Children's Hospital and Cohen's Children Hospital to provide support as part of our SEL work. In these sessions, the scholars will continue to be guided on topics that have reared their unwanted presence in this pandemic era—impeding the socialization process for our scholars.

### **SPECIAL EDUCATION and ENL SERVICES**

- Dr. Lyle continues to lead the SPED work on all grade levels 6-11. She is the AP with responsibilities for SPED.
- Ms. Ana Gomez provides ENL services but will need support as we search for another ENL teacher due to the increase in the ENL population at our school.





- RTI will also continue this year coupled with MTSS for scholars who need the intervention as per the IDEA and IDEiA Law.
- IEPs meetings are in full swing and thus far have been doing well—As the CSE now has a new team in place.
- Principal Gordon has also joined the Principal Cohort at the Collaborative to ensure that the school is in full compliance and maintains the knowledge needed to do this work. Our staff has also been strong attendees at the SPED and ENL boot camps and the Pipeline Program

#### **DIGITAL PLATFORMS**

- Grades 6-11 scholars will continue using a combination of digital notebooks and hardcover notebooks for all courses to build writing and engagement stamina. We will curtail the use of Chromebooks to just 9% of the instructional time in an effort to maximize engagement.

#### **PARENT AND SCHOLAR OUTREACH and ACCESSIBILITY**

- Efforts continue with respect to getting Parents to register in ParentSquare at 100% with an extended deadline of October 31, 2022. The numbers now stand at 95 scholars overall due to
- CCMS hosted Orientation on September 8, 2022, and CCHS hosted theirs on September 15, 2022. These sessions were very successful, yielding at least 50 families in each session. Teachers also reached out to families who were unable to attend in an attempt to foster positive school-to-family relationships.

#### **PROFESSIONAL DEVELOPMENT**

- We have also begun our work with the Collaborative at the Charter School Center - joining sub cohorts such as the SPED and MLL/ELL Bootcamps, Principal Cohort, and the SPED Pipeline Programs.
- GRADE TEAM PLANNING AND ONGOING PROFESSIONAL DEVELOPMENT
  - Professional development take place daily:
- VERTICAL DEPARTMENT PLANNING
  - Department Teams continue to meet to discuss instructional planning across disciplines.

#### **INSTRUCTIONAL OBSERVATIONS**

- The CCMS-CCHS Admin Team members have begun supporting instructional periods throughout the day to ensure that instruction is taking place and that outreach is performed as needed. Informal observations and coaching have begun in the form of check-ins and 1:1 Instructional Supervision. TeachBoost will continue to be used for this task, with a target of 2 long observations and 5 short observations across the board for the school year.





# Attachment #4



## **Director of Pupil Personnel Services**

### **September 2022 Board Report**

#### **Covid-19 Coordinator**

##### **Here are the current vaccination numbers for our staff:**

159 Fully vaccinated

1 exemption

##### **September Positive COVID Results**

25 Positive cases

- 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 receive 4 at-home COVID test kits a month for health and safety purposes.
- Supervise the internal data collection for all vaccinated scholars K-11.
- Oversee the process of incoming test kit shipments to all sites
- Dental services by Smile NY Dentists and crew serviced over 60 students with cleaning and X-ray services at the Hartman Lane and High school locations
- Oversee the planning and execution of the sexual health education workshops for our high school scholars
- Oversaw and supervised Nutrition month activities that included fruit week, nutrition workshops from Addobbo Health
- Collaborated with St. John's Episcopal Hospital health eating & food shopping experience for parents
- Collaborated with Cohen's Medical Children's Center to provide our middle school scholars with a workshop to prevent vaping
- Collaborated with Columbia University on a program entitled Old School Hip Hop. Research study & educational program to empower 4th & 5th grade students /communities to be champions of their own health by learning and sharing important & practical health information

#### **Pupil Personnel Director**

### **Elementary School**

- Observed Second Step lessons and provided support and feedback to the social worker
- Started the 1:1 professional development sessions with the social worker, and will focus on delivery of the SEL lessons to align with our program goals and priorities
- Set up a planning meeting with Hal Eisenberg creator of the SEL H.E.A.L. curriculum to support the implementation of the H.E.A.L. curriculum at the elementary school location
- Planning to meet with the K-5 Senior director and principal of the elementary school on the complete SEL school-wide plan up to date for alignment and collaboration support
- Planning to meet with the new elementary school counselor to advise her on our school SEL approach and curriculum and to provide her with on the job training in areas of need

### **Middle and High School**

- Led the SEL meetings with the team and our focus will be the advisory program, supporting the advisors to implement the lessons with fidelity
- Led the process for creating a vision for the SEL program and three of our top priorities of focus
- Planning for the 1:1 professional developments with the social workers and counselors

### **All sites**

- Spearheaded the beginning process of all sites outlining their counseling programs, and aligning the services, and all SEL lessons to the ASCA standards and NYS SEL Benchmarks
- Supervising record keeping activities of Second Step lessons and RULER modules
- Visited all sites to ensure SEL programming is effective and following the pacing schedule
- Continuously follow-up with RULER leads to ensure we are on schedule and actively conducting the in-person activities to build an environment of emotional safety
- Created a school-wide crisis intervention protocol for high risk behaviors and ensured members are trained in CPI non-violent interventions
- Created a support schedule for the Student Support team to ensure for accountability and reflection of our social and emotional practices
- Meeting with data specialist to ensure we have attendance, behavior, and course passing data to measure the effectiveness of our schools current counseling progr

### **Parent Academy Coordinator/ Family Engagement Coordinators**

1. The Parent Academy had its open house and is now open for parents to receive resources and information to uplift the school community as a whole.
2. The Workforce 1 session provided families with career readiness skills and knowledge
3. The Parent Academy hosted Health and Nutrition workshop in collaboration with the Addabbo Health Center
4. Kindergarten and First Grade families were also introduced to the Kids Rise Program where they can begin to set up college accounts for their scholars' future.



# Attachment #5



## Challenge Charter School Communications Report - October 2022

Kim Messer, Director of Communications

### **Application Season 2023-24**

Marketing plans and website updates are beginning for our next application season.

Tentative plans include:

- Redesigned school flyer/brochure
- Bus shelter ads - this new channel was a great ROI last year, so we will use it again
- Social Media/Google Ads
- Vanguard - increased mailing as we grow to full enrollment of our charter
- Local print ads

### **Website**

Attention will turn back to working on SEO as well as updating all of the Apply sections on the site. September Google Analytics: 1.3 clicks; 34.3 impressions.

### **Social Media**

We have gained 20 new followers on Instagram and 7 new followers on Facebook.

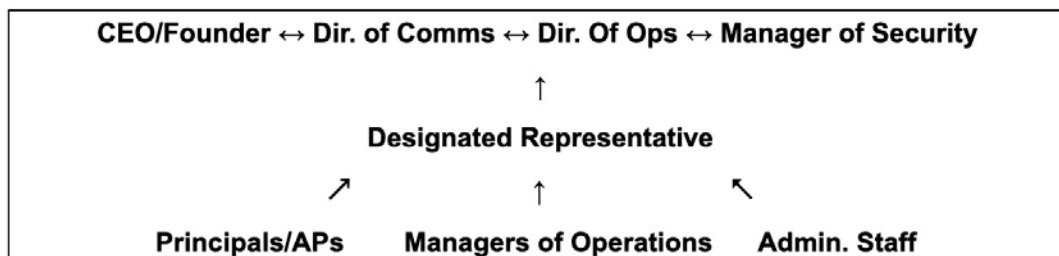
### **Internal/External**

- **ParentSquare** - Work continues to correct records that affect unregistered families. As of 10/11 there are 206 families unregistered across K-11.
- **Brand Guidelines** - were completed last month and sent to any staff members creating advertising assets for our school. This initiative reflects many conversations with Dr. Mullings and his desire to elevate our image in the community.
- **Crisis Communication Plan** - the deadline for the larger plan was extended to the end of the year. At the September Leadership Team meeting, Principals and Leadership were reminded about our Crisis Communication Flow (per below) anytime Emergency Responders are contacted at a school site.

### CRISIS COMMUNICATION FLOW

Step 1: Contact 911 - Emergency Responders

Step 2: Inform Crisis Communications Team





# Attachment #6



October 15, 2022

Ms. Natalie Zadok: Director of Special Education Grades K-11

### 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

K-5 is currently 38 cases out of compliance due to the CSE not replacing their Special Education teacher to serve our annuals since last March 2022.

Grades 6-11 are currently 27 cases out of compliance for the same reason mentioned above .

All cases are said and promised to be scheduled and finalized by no later than the end of October 2022 .

### 3. Staffing

- Continuing to seek Special Education Certified Instructors to fill vacancies.
- Grades 6-8 Admin has stated is seeking Certified Setts Teachers
- Grades 9-11 Admin has stated seeking Certified Setts Teachers

Related Services have begun as of 9/9/22

- Continue to participant as a panelist for new staff recruitment all Grades

### 4. Current Action Items

- Supporting the needs of K-5 as well as 6-11 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 6-11 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-11.
  - 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-11 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-11
  - 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-11
  - 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 9-11 support team
  - Aligned with Parent Academy Coordinator to create ways to deliver IEP empowerment and information to families
  - Closing out the 2021-2022school year
  - Deliver IEP sign out Sheets to all staff that serves students with IEP's direct
  - Evaluate projected number of scholars that will be receiving related services for the 2022-2023 school year
  - Reviewing resources for purchase to support scholars with IEP's reading and academic fluency
  - Align with external agencies to deliver EOY reports to families of scholar's with IEPs
- 5. 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 2022-2023 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.

## **6. Sites (K-11) External Providers COVID-19 Preparation**

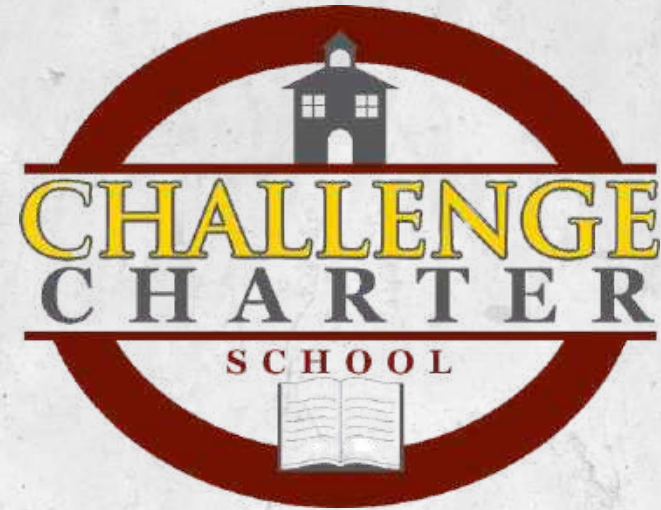
- Delivering CPCS COVID-19 Guidelines and Safety Protocol to all Related Service agencies providers that will be conducting in-person sessions with Scholars at all sites.
- Related Service agencies have received a copy of the CPCS COVID-19 safety policy and have agreed to have their providers adhere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

## **7. 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 & 6-11 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 #7



# **STUDENT ENROLLMENT AND RECRUITMENT BOARD REPORT #2**

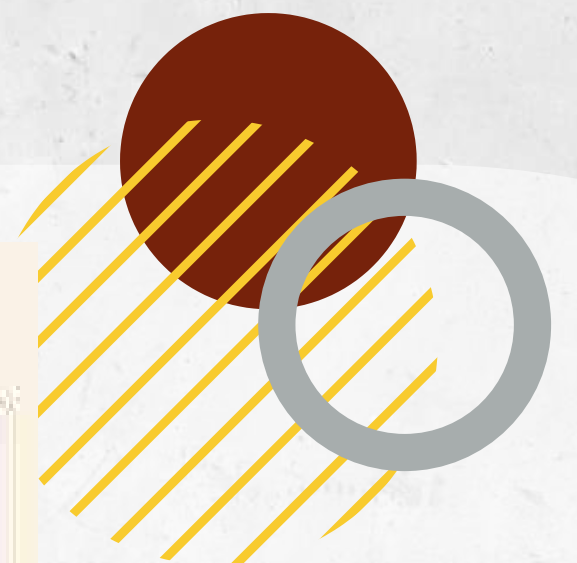
**DATE: OCTOBER 11, 2022  
PREPARED BY: JANISA VAUGHN,  
DIRECTOR OF STUDENT ENROLLMENT AND RECRUITMENT**



# Table Of Content

- **Enrollment Overview 2022-23 SY**
- **Enrollment Goals 2022-23 SY**
- **Looking Ahead| Lottery 2023-24**
- **Scholar Recruitment Lottery 2023-24**

# Enrollment Overview



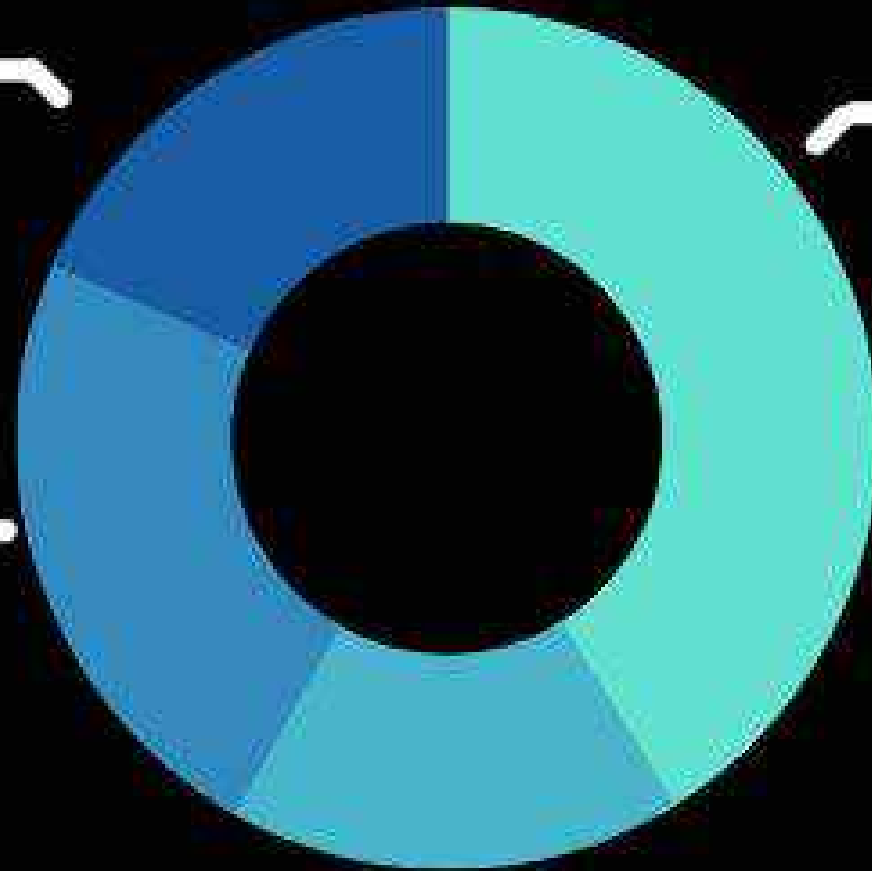
## K-11 OVERVIEW

CURRENT ENROLLMENT: **1,140 SCHOLARS**

Grades 9-11  
**218 scholars**

Kindergarten-Grade 3  
**474 scholars**

Grades 6-8  
**249 scholars**



Grades 4-5  
**199 scholars**





# Enrollment Overview

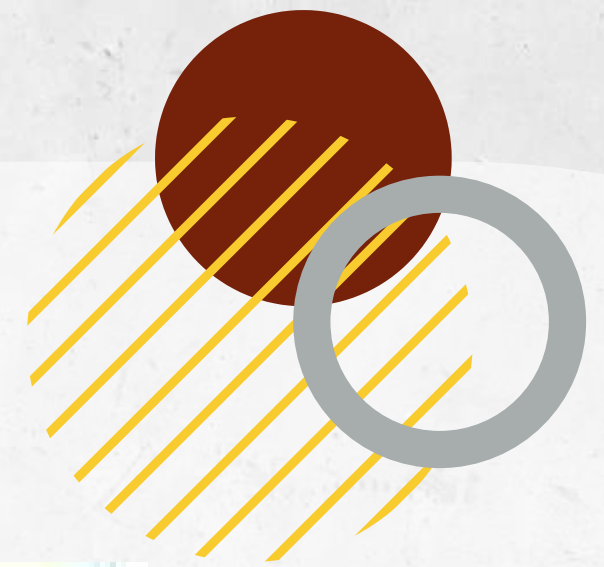
## Elementary Site



Site	Grade	CCS Enrollment Goal 2022-23	Total Number of Scholars Currently Enrolled 10/07/22
Elementary	K	120	121
	1	125	116
	2	125	118
	3	125	119
	4	104	100
	5	104	99
	<b>Total</b>	<b>703</b>	<b>673</b>

# Enrollment Overview

## Middle Site



Site	Grade	CCS Enrollment Goal 2022-23	Total Number of Scholars Currently Enrolled 10/07/22
Middle	6	104	88
	7	104	92
	8	78	69
	<b>Total</b>	<b>286</b>	<b>249</b>



# Enrollment Overview

## High School Site

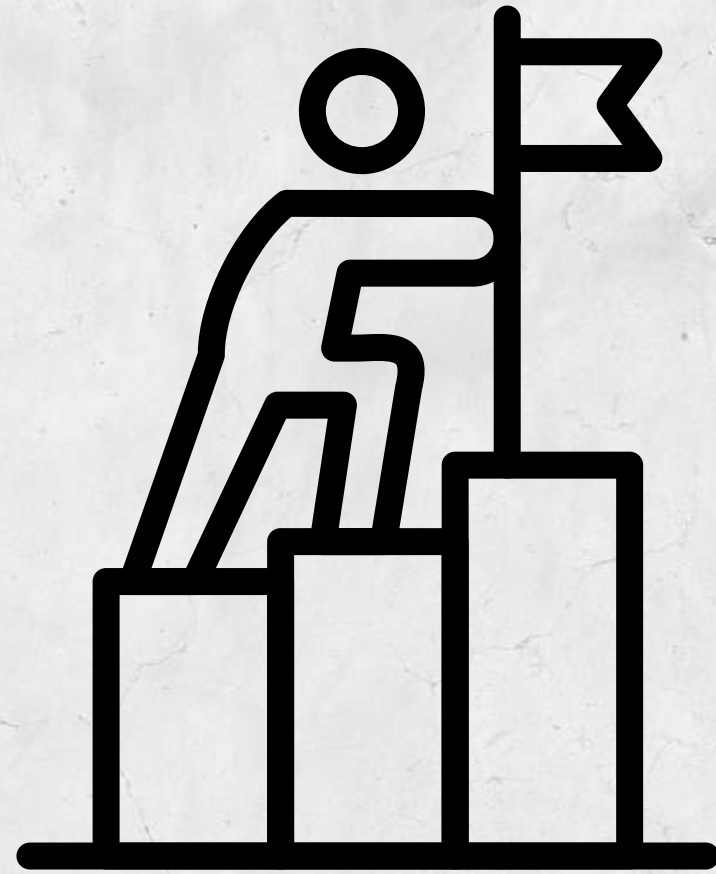


Site	Grade	CCS Enrollment Goal 2022-23	Total Number of Scholars Currently Enrolled 10/07/22
High	9	90	89
	10	75	77
	11	53	52
	<b>Total</b>	<b>218</b>	<b>218</b>



# Enrollment Goals

## 2022-23 SY



### **99% Enrollment**

Achieve at least 99% of CCS-approved charter enrollment.



### **English Language Learners (ELL)**

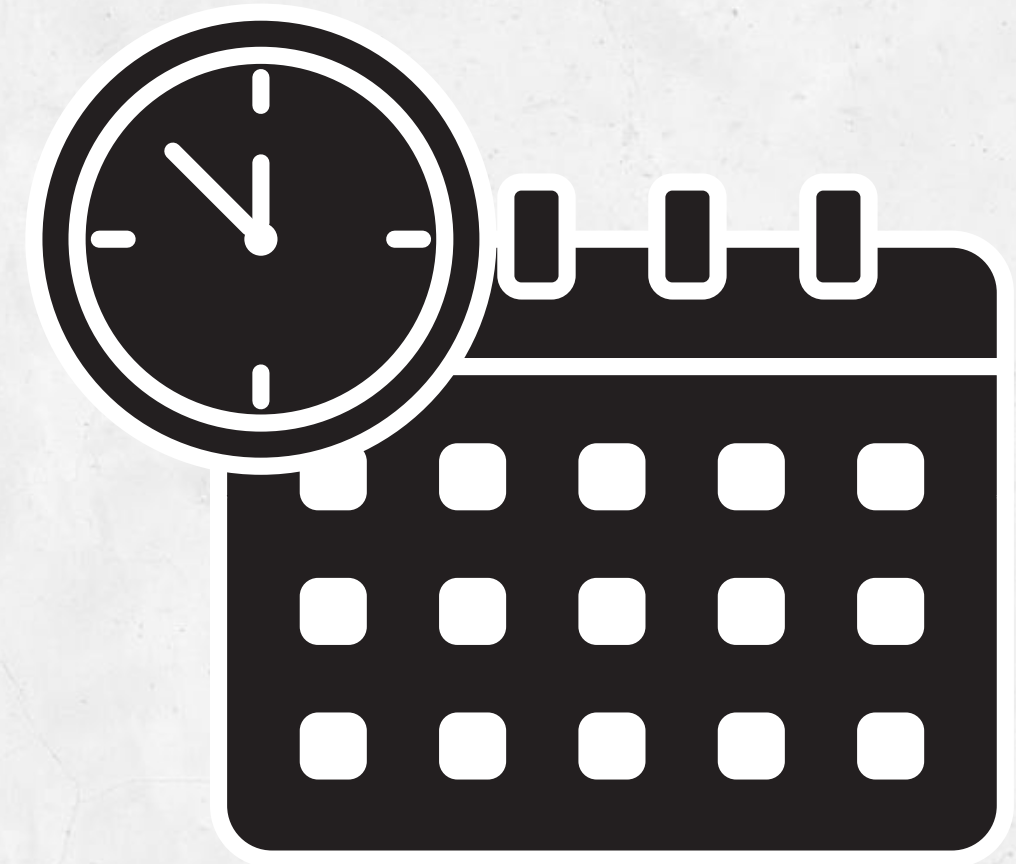
Increase the number of enrolled ELL scholars by at least 3%.



### **Scholar Retention**

Maintain at least 75% of our scholars at each grade level.

# Looking Ahead- Lottery 2023-2024



**Lottery Date: April 4, 2023**

## **Lottery Application**

**The 2023-2024  
Lottery Application will  
launch October 31 2022.**

## **Recruitment Events**

**Open houses will begin  
January 2023 through  
early spring.**

## **Retention**

**We will actively monitor  
scholar discharges to  
make improvements in  
our school community.**



# Scholar Recruitment Lottery 2023-2024

Theme:  
**Begin A Lifetime Of Learning**



### **School Wide Recruitment Initiative**

The staff, scholars, and parents will have opportunities throughout the school year to participate in scholar recruitment.



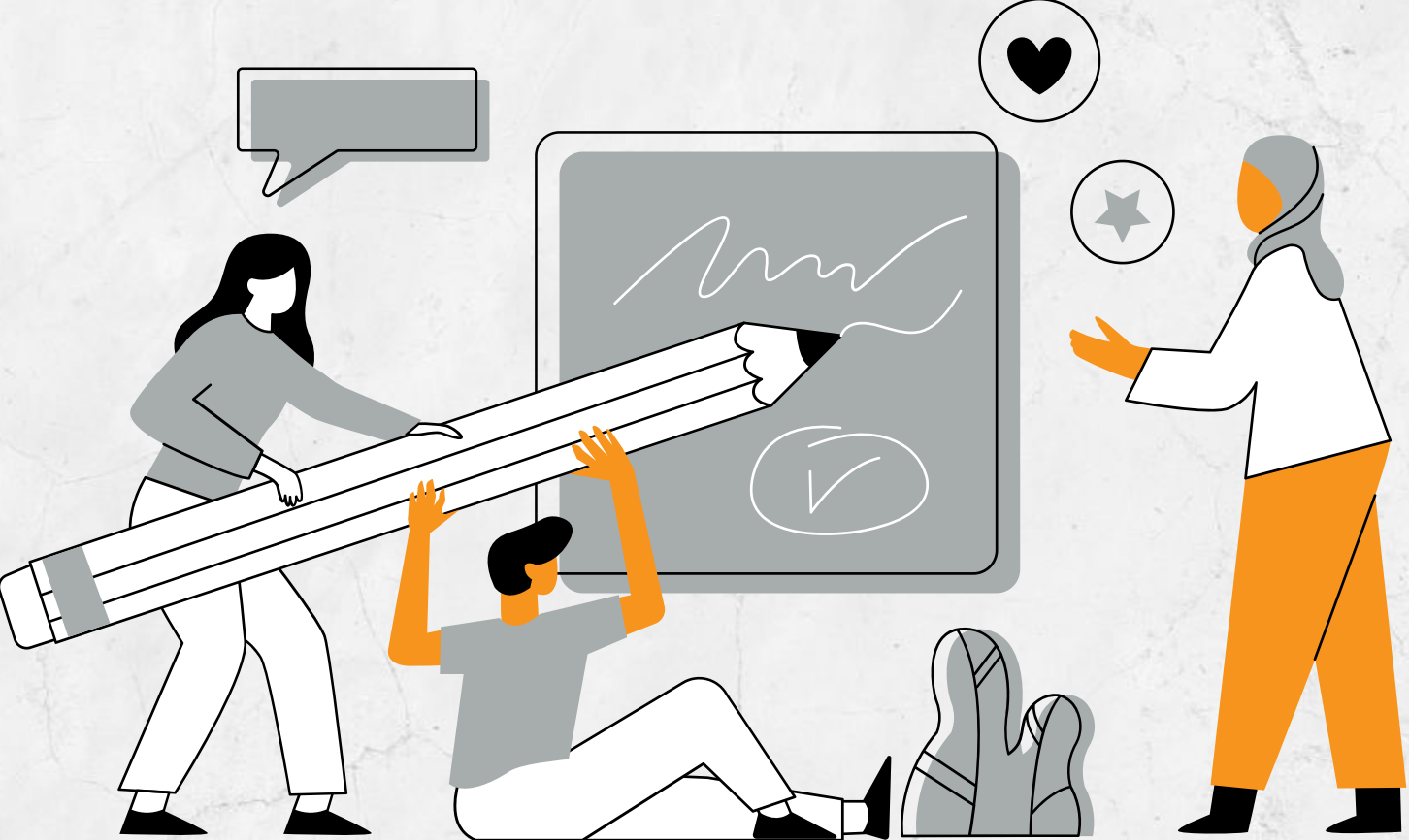
### **Community Outreach**

Continue to partner with feeder schools in the Rockaways to recruit new families.



### **Host Recruitment Events**

Partner with the school community to host open houses and retention events.





# Attachment #8



Director of Operations  
October Board Report  
October 11, 2022

I am happy to bring to you my first report as the newly hired Director of Operations. My name is Alexyia N. McNeil and as a Far Rockaway Native I believe that Challenge Charter Schools provide an abundance of opportunities for our community. As I assume this new role my goal is to become acclimated with the school culture in order to support the needs of our buildings and the operations that allow them to function safely. Since appointed I have done the following:

- Reported to my direct Supervisor Dr. Mullings
- Attended training for the following programs: Procurify, Parent Square, and Powerschool
- Manage Operations Managers and Operation School Aides by meeting individually as well as a group to discuss responsibilities and goals
- Facilitated a custodial group meeting to discuss custodial responsibilities and maintenance protocol
- Interviewed and hired the newest member of our custodial staff, Mr. Terrance Harris
- Met with the Senior Director of Teaching and Learning to determine how to best support the needs of our schools
- Met with enrollment department for collaboration
- Overseen each site as well as perform weekly site visits to ensure that schools maintain a safe and clean environment
- Reported to site landlords regarding maintenance and facility repairs
- Manage and maintain the Purchase Order System in conjunction with the finance department
- Attended the September CCS Networking Meeting where I discussed the current transportation data
- Initiated adequate filtration for our water filters systems at all Challenge locations
- Provided Administration and SDTL teams with curriculum shipment information
- Collaborated with the Health Liaison Ms. Bailey to establish a goal of 100% immunization for scholars



Director of Operations  
October Board Report  
October 11, 2022

I am currently in the process of meeting with each principal to make sure the operations at each site are being handled appropriately for the 2022-23 school year.

The operations staff is a dedicated team and we are committed to taking the necessary steps to fully support the needs of our schools, scholars, staff, and parents.

Respectfully Submitted,

*Alexyia N. McNeil*

Alexyia N. McNeil  
Director of Operations



# Attachment #9



## Director of Technology Report

Oct. 2022 - Dale Richardson

---

### I: Current Work

1. Parent Academy at 15-20 Central Ave.
    - a. The electrical work to convert the space from a basic room to a computer lab has been completed.
    - b. Room is outfitted with 7 Apple Desktop computers via our 2019 Reso-A inventory, as we await our overdue 2021 delivery.
    - c. Room is temporarily (pending arrival of new Reso-A order) outfitted with an Interactive board, which is allocated as an auxiliary board.
  
  2. Computer Lab at 15-20 Central Ave.
    - a. The electrical work to convert the space from a basic room to a computer lab has been completed.
    - b. We await our overdue Reso-A delivery from 2021, in order to begin the outfitting of desktop computers, a printer, and an interactive board.
  
  3. Cyber Security at 12-79 Redfern Ave.
    - a. There is a persistent issue on the network which allows scholars to access a game site which is hosted on google's server.
    - b. As the tech team works with CTS to block this site a few academic sites which are hosted by google are being caught in the crossfire.
    - c. We are working to resolve intermittent service to the following sites
      - i. SoundTrap
      - ii. Google Translate
      - iii. Google Search
-





—

**II: Pending budget approval - These items should be prioritized.**

1. Firewall at 12-79 Redfern Ave (Top Priority - Mission Critical).
  - a. Firewall at 12-79 Redfern will expire in January of 2023.
    - i. Quote received: \$11,180.70
2. Security Upgrade at 15-20 Central Ave.
  - a. Bullet proof glass for security (awaiting quote approval).
    - i. Quote received: \$9,300 - Bullet resistance level 1.
    - ii. Quote received: \$11,650 - Bullet resistance level 3.
  - b. Upgrades to security monitoring station
    - i. Quote received: \$3,209.24 - Two TV 55" TVs, mount cables, & installation.
3. Independent Cyber Security Audit for the entire organization.
  - a. An independent cyber security assessment should be completed, in order to satisfy various insurance and state requirements. Ex: [https://www.dfs.ny.gov/industry\\_guidance/cybersecurity](https://www.dfs.ny.gov/industry_guidance/cybersecurity)
    - i. Quote received: \$42,327.00.
4. Upgrades to Challenge's phone systems.
  - a. A single phone number to reach our entire organization?
  - b. The phone systems at 710 Hartman Lane & 1526 Central Ave should be upgraded as soon as possible.
  - c. One of our current vendors is offering us free phones, in exchange for a three year contract.



- d. Due to a volume discount, our total bill will be reduced from \$3,426.29 to \$2,990.20 per month.
5. Security Camera Installs at 710 Hartman Ln & 1526 Central Ave.
- a. Security Cameras for 710 Hartman Lane.
    - i. Quote pending.
  - b. Security Cameras for 1526 Central Avenue.
    - i. Quote pending.

—

### III: Risk Factors

1. Reso- A
  - a. Challenge Prep Charter School was allocated \$250K in Fiscal Year 2022 (FY22) for a Reso A Technology project by the Council Member.
  - b. We were requested to complete paperwork, notarize, and send in order to ensure a timely delivery. This was completed in January.
  - c. 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."
  - d. We consider alternative funding sources to outfit our high school location at 1520 Central Ave, as these funds may not be distributed in the foreseeable future, and our school is scheduled to expand in the 2022/2023 school year.
  
2. Computer Lab at 1520 Central Ave.



- a. Apple desktops have been ordered via RESO A Grant Funding.
  - b. Interactive boards have been ordered via RESO A Grant Funding.
  - c. Printers have been ordered via RESO A Grant Funding.
  - d. We have been updated on 3.15.22 that Apple Desktops have been discontinued.
  - e. We were updated on 3.15.22 that Interactive boards are backordered, with a current cue of 12 - 18 months.
  - f. We have been updated on 3.15.22 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.
3. Lenovo Laptop Inventory shortage.
- a. The Lenovos currently being used by teachers are beginning to age and fail.
  - b. New laptops should be purchased via Reso A funding. However, Reso A funding has not yet been released yet.
  - c. (note) Laptop and desktop computers which are ordered via the DOE also come with apps, security, and system optimizations from the doe which are paid for by the DOE. It is not recommended that Challenge purchases devices outside of the Reso-A. This will save our organization dollars annually in 3rd party subscription fees.



# Attachment #10

**Performing Arts Department Update**  
**Board of Trustees Meeting**  
**October 2022**  
**Challenge Preparatory Charter School**  
**Prepared By:**  
**Anwar Robinson, MEd**  
**Director of Performing Arts**

**Summary**

This comprehensive outline provides a glance at the facets of the Department, while also framing gains and needs for stakeholders of the Challenge Preparatory Charter School.

**Department Vision Statement**

*Challenge Scholars will find their voice and point of view through refined and rigorous practice, manifesting their artistic abilities through high-quality music, performance, and fine arts exhibitions for their schools, families, and community.*

**Objectives**

Performing & Fine Arts Department Vision (SY2022-2023) available per request.

**Challenge Charter High School**

- ❖ Music Curriculum Development Approved by A. Robinson
- ❖ Music Teacher: TBD (as of October 7, 2022) — Robinson will teach in the interim
- ❖ Program Highlights
  - Beginner to Intermediate Music Sight Reading
  - Independent and Guided Piano Practice

**Challenge Charter Middle School**

- ❖ Music Curriculum Developed, Approved, and Launched by A. Robinson
  - 3 weeks of instruction provided by A. Robinson to Grades 6-8
  - Coverages provided by Middle School Faculty / Staff when Robinson is at other sites
  - Mr. Alvin Jones, Music Teacher Assistant—Start Date TBA (please see **Needs** for more information)

**Challenge Preparatory Charter School**

- ❖ Performing Arts: Music Program
  - A. Robinson launched Music Program for 15-26 Central Avenue (Grades 4-5) site on October 3, 2022
  - Search for FT Instructor still underway (please see **Needs** section for more details)

- ❖ Fine Arts: Visual Arts Instructor
  - Offer letter extended, per Ms. Coreus, Senior Director of Teaching and Learning for Elementary School. Start date TBD.
  - Curriculum will be reviewed by A. Robinson and N. Griffin

### **Proposed Programming for SY2022-2023**

- ❖ Network & Community-Wide Events
  - Winter Holiday Extravaganza
  - Black History Month Celebration
  - Spring Concert
- ❖ Site-Specific Events
  - Special Assemblies
  - Visiting Guest Artists

### **Gains**

- ❖ Offer Letter Extended for CCMS Music Teacher Assistant
- ❖ Performing & Fine Arts Department Vision created

### **Needs**

- ❖ Because of the certification requirements of NYS, our candidate pool for vacant positions were limited. With one Elementary Music Teacher candidate that elevated to the final interviewing stages, they accepted a position within the NYCDOE. This has caused the search to continue—with a pending initial phone interview with a non-certified Music Candidate for the week of October 10, 2022.
- ❖ In this vein, the Department Head successfully petitioned the Organization to make an amendment for the Middle School Music Teacher position to be for a Music Teacher Assistant. This has allowed for an experienced candidate with additional skills in production, engineering, and recording to be offered a FT position with the organization. Start date TBD.
- ❖ High School Music Teacher position vacant as of October 7, 2022
- ❖ Budgetary Parameters
  - Department Head and High School Music Teacher will submit receipts for music supplies / instruments to Accounting
  - Guest Teaching Artist Programs
    - Jazz at Lincoln Center
    - Alvin Ailey
    - Carnegie Hall

### **Closing**

As our Network continues to expand, our Department is deeply invested in and committed to providing Scholars with the tools necessary to foster talent and personal development. The Arts remains a viable and vital part of bringing together our Network and Community, and will continue to support the vision of our Charter and Founder.



# Attachment #11

# **Challenge Preparatory Charter School**

Financial Statements and  
Uniform Guidance Schedules  
Together With Independent Auditors' Reports

June 30, 2022 and 2021



**Challenge Preparatory Charter School**  
Financial Statements and  
Uniform Guidance Schedules  
Together With Independent Auditors' Reports  
June 30, 2022 and 2021

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Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance With <i>Government Auditing Standards</i>	
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## **Independent Auditors' Report**

**Board of Trustees  
Challenge Preparatory Charter School**

### **Report on the Audit of the Financial Statements**

#### ***Opinion***

We have audited the accompanying financial statements of Challenge Preparatory Charter School (a nonprofit organization), which comprise the statements of financial position as of June 30, 2022 and 2021, and the related statements of activities, functional expenses and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Challenge Preparatory Charter School as of June 30, 2022 and 2021, 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.

#### ***Basis for Opinion***

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. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Challenge Preparatory Charter School and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

#### ***Responsibilities of Management for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for 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.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Challenge Preparatory Charter School's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

***Auditors' Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit 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 Challenge Preparatory Charter School's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Challenge Preparatory Charter School's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

***Report on Supplementary Information***

Our audits were conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying schedule of expenditures of federal awards, as required by Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

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

In accordance with *Government Auditing Standards*, we have also issued our report dated October 13, 2022, on our consideration of Challenge Preparatory Charter 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 Challenge Preparatory Charter 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 Challenge Preparatory Charter School's internal control over financial reporting and compliance.

*PKF O'Connor Davies, LLP*

Harrison, New York  
October 13, 2022

## Challenge Preparatory Charter School

### Statements of Financial Position

	June 30,	
	2022	2021
<b>ASSETS</b>		
Current Assets		
Cash	\$ 2,829,496	\$ 6,635,874
Grants and contracts receivable	527,246	365,449
Prepaid expenses and other current assets	805,047	542,925
Due from related party	5,000	-
Total Current Assets	4,166,789	7,544,248
Property and equipment, net	1,631,974	1,366,039
Restricted cash	70,000	70,000
Security deposits	925,999	925,999
	\$ 6,794,762	\$ 9,906,286
<b>LIABILITIES AND NET ASSETS</b>		
Current Liabilities		
Accounts payable and accrued expenses	\$ 329,846	\$ 363,585
Accrued payroll and payroll taxes	1,429,516	1,152,059
Refundable advances	142,329	315,546
Deferred rent, current portion	1,643,524	103,919
Total Current Liabilities	3,545,215	1,935,109
Paycheck Protection Program loan payable	-	1,792,512
Deferred rent	1,399,119	2,556,245
Total Liabilities	4,944,334	6,283,866
Net assets, without donor restrictions	1,850,428	3,622,420
	\$ 6,794,762	\$ 9,906,286

See notes to financial statements

## Challenge Preparatory Charter School

### Statements of Activities

	Year Ended June 30,	
	2022	2021
<b>REVENUE AND SUPPORT</b>		
State and local per pupil operating revenue	\$ 17,643,377	\$ 15,854,084
State and local per pupil facilities funding	1,721,827	1,064,272
Federal grants	1,606,708	582,156
State grants	69,621	59,460
Contributions, grants and other income	45,509	8,345
Rental income	-	9,408
Total Revenue and Support	21,087,042	17,577,725
<b>EXPENSES</b>		
Program Services		
Regular education	17,165,805	11,200,358
Supporting services	5,583,589	2,714,491
Total Program Services	22,749,394	13,914,849
Supporting Services		
Management and general	3,134,400	2,011,517
Fundraising	60,301	33,925
Total Expenses	25,944,095	15,960,291
<b>OTHER REVENUE</b>		
Gain on forgiveness of		
Paycheck Protection Program Loan	1,813,019	-
Gain on transfer of lease to related party	1,272,042	-
	3,085,061	-
Change in Net Assets	(1,771,992)	1,617,434
<b>NET ASSETS</b>		
Beginning of year	3,622,420	2,004,986
End of year	\$ 1,850,428	\$ 3,622,420

See notes to financial statements

**Challenge Preparatory Charter School**

Statement of Functional Expenses  
Year Ended June 30, 2022

	No. of Positions	Program Services			Management and General	Fundraising	Total
		Regular Education	Special Education	Total			
Personnel Services Costs							
Administrative staff personnel	27	\$ 534,758	\$ 296,094	\$ 830,852	\$ 949,091	\$ 17,409	\$ 1,797,352
Instructional personnel	96	4,783,722	1,728,145	6,511,867	-	-	6,511,867
Non-Instructional personnel	39	2,437,099	639,081	3,076,180	423,805	-	3,499,985
Total Personnel Services Costs	<u>162</u>	<u>7,755,579</u>	<u>2,663,320</u>	<u>10,418,899</u>	<u>1,372,896</u>	<u>17,409</u>	<u>11,809,204</u>
Fringe benefits and payroll taxes		1,416,369	486,391	1,902,760	250,726	3,179	2,156,665
Retirement		140,505	48,251	188,756	24,872	315	213,943
Legal services		-	-	-	38,388	-	38,388
Accounting and auditing services		-	-	-	33,250	-	33,250
Other professional and consulting services		882,387	253,379	1,135,766	195,735	18,062	1,349,563
Building and land rent		4,555,443	1,564,371	6,119,814	812,016	10,226	6,942,056
Repairs and maintenance		90,873	31,207	122,080	16,086	204	138,370
Insurance		109,795	37,704	147,499	19,436	246	167,181
Utilities		383,982	131,862	515,844	67,973	862	584,679
Supplies and materials		720,927	163,892	884,819	50,401	1,562	936,782
Equipment and furnishings		29,551	7,454	37,005	2,270	7,597	46,872
Staff development		243,835	44,471	288,306	164,387	-	452,693
Marketing and recruiting		85,340	15,564	100,904	-	-	100,904
Technology		107,433	34,198	141,631	18,068	522	160,221
Food service		642	117	759	-	-	759
Student service		67,540	12,318	79,858	-	-	79,858
Office expense		151,956	36,134	188,090	9,898	117	198,105
Depreciation and amortization		423,648	52,956	476,604	52,956	-	529,560
Other		-	-	-	5,042	-	5,042
Total Expenses		<u>\$ 17,165,805</u>	<u>\$ 5,583,589</u>	<u>\$ 22,749,394</u>	<u>\$ 3,134,400</u>	<u>\$ 60,301</u>	<u>\$ 25,944,095</u>

See notes to the financial statements

**Challenge Preparatory Charter School**

Statement of Functional Expenses  
Year Ended June 30, 2021

	No. of Positions	Program Services			Management and General	Fundraising	Total
		Regular Education	Special Education	Total			
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 Personnel Services Costs	<u>138</u>	<u>6,129,227</u>	<u>1,534,909</u>	<u>7,664,136</u>	<u>1,075,525</u>	<u>16,597</u>	<u>8,756,258</u>
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		-	-	-	29,000	-	29,000
Other professional and consulting services		657,665	142,120	799,785	164,042	1,195	965,022
Building and land rent		1,918,336	484,701	2,403,037	343,860	5,306	2,752,203
Repairs and maintenance		59,481	15,029	74,510	10,662	165	85,337
Insurance		87,099	22,007	109,106	15,612	241	124,959
Utilities		190,207	48,059	238,266	34,094	526	272,886
Supplies and materials		269,712	45,685	315,397	11,275	300	326,972
Equipment and furnishings		8,374	1,550	9,924	549	5,085	15,558
Staff development		56,374	8,239	64,613	18,473	-	83,086
Marketing and recruiting		78,770	11,512	90,282	-	-	90,282
Technology		67,889	14,079	81,968	10,261	723	92,952
Student service		34,884	5,098	39,982	-	-	39,982
Office expense		106,943	19,918	126,861	7,216	111	134,188
Depreciation and amortization		206,464	25,808	232,272	25,808	-	258,080
Other		-	-	-	16,844	-	16,844
Total Expenses		<u>\$ 11,200,358</u>	<u>\$ 2,714,491</u>	<u>\$ 13,914,849</u>	<u>\$ 2,011,517</u>	<u>\$ 33,925</u>	<u>\$ 15,960,291</u>



## Challenge Preparatory Charter School

### Statements of Cash Flows

	Year Ended June 30,	
	2022	2021
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Change in net assets	\$ (1,771,992)	\$ 1,617,434
Adjustments to reconcile change in net assets to net cash from operating activities		
Depreciation and amortization	529,560	258,080
Deferred rent	1,654,521	172,454
Gain on forgiveness of Paycheck Protection Program loan	(1,813,019)	-
Gain on transfer of leases to related party	(1,272,042)	-
Changes in operating assets and liabilities		
Grants and contracts receivable	(161,797)	86,791
Prepaid expenses and other current assets	(262,122)	(168,444)
Due from related party	(5,000)	-
Security deposits	-	7,000
Accounts payable and accrued expenses	(13,232)	142,705
Accrued payroll and payroll taxes	277,457	124,808
Refundable advances	(173,217)	315,546
Net Cash from Operating Activities	(3,010,883)	2,556,374
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchases of property and equipment	(795,495)	(730,725)
Net Change in Cash and Restricted Cash	(3,806,378)	1,825,649
<b>CASH AND RESTRICTED CASH</b>		
Beginning of year	6,705,874	4,880,225
End of year	\$ 2,899,496	\$ 6,705,874

See notes to financial statements

# Challenge Preparatory Charter School

Notes to Financial Statements  
June 30, 2022 and 2021

## 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 950 students in kindergarten through tenth grade during the 2021-2022 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, 2022 and 2021

### 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, 2022 and 2021.

#### ***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>2022</u>	<u>2021</u>
Cash	\$ 2,829,496	\$ 6,635,874
Restricted Cash	<u>70,000</u>	<u>70,000</u>
	<u>\$ 2,899,496</u>	<u>\$ 6,705,874</u>

## Challenge Preparatory Charter School

Notes to Financial Statements  
June 30, 2022 and 2021

### 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, 2022 and 2021.

#### ***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”). There were no refundable advances associated with rent subsidy at June 30, 2022. During the year ended June 30, 2021, the school received funds from NYCDOE in excess of the amounts earned. A liability of \$315,546 was established at 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, 2022 and 2021

### **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, 2022 and 2021 amounted to \$100,904 and \$90,282.

#### ***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 bases 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, 2019.

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

Management has evaluated subsequent events for disclosure and/or recognition in the financial statements through the date that the financial statements were available to be issued, which date is October 13, 2022.

## Challenge Preparatory Charter School

Notes to Financial Statements  
June 30, 2022 and 2021

### 3. Grants and Contracts Receivable

Grants and contracts receivable consist of federal, state, city entitlements and grants. The School expects to collect these receivables within one year. Management has assessed the need for an allowance and has determined that such allowance is not necessary.

### 4. Property and Equipment

Property and equipment consisted of the following at June 30:

	<u>2022</u>	<u>2021</u>
Computers and equipment	\$ 1,563,703	\$ 1,110,086
Furniture and fixtures	722,908	448,755
Software and website development	55,217	55,217
Standby generator	127,589	127,589
Leasehold improvements	1,101,667	713,269
Construction in progress	-	320,673
	<u>3,571,084</u>	<u>2,775,589</u>
Accumulated depreciation and amortization	<u>(1,939,110)</u>	<u>(1,409,550)</u>
	<u>\$ 1,631,974</u>	<u>\$ 1,366,039</u>

Construction in progress at June 30, 2021 consisted of soft costs associated with the new facilities at 15-20 Central Avenue, Queens, New York (see Note 10). The construction was completed, and the facilities were placed into service during the year ended June 30, 2022.

### 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:

	<u>2022</u>	<u>2021</u>
Cash	\$ 2,829,496	\$ 6,635,874
Grants and contracts receivable	527,246	365,449
Due from related party	5,000	-
	<u>\$ 3,361,742</u>	<u>\$ 7,001,323</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 letter of credit in the amount of \$50,000, which it could draw upon as further disclosed in Note 11. The School will continue to rely on funding received from the New York City Department of Education to cover its future operating costs (see Note 8).

## **Challenge Preparatory Charter School**

Notes to Financial Statements  
June 30, 2022 and 2021

### **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, 2022 and 2021 amounted to \$213,943 and \$177,127.

### **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, 2022 and 2021, approximately \$2,580,000 and \$6,390,000 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, 2022 and 2021, the School received approximately 92% and 96% of total revenue and support from the New York City Department of Education. If the charter school laws were modified, reducing or eliminating these revenues, the School's finances could be materially adversely affected.

### **9. Related Party Transactions (not disclosed elsewhere)**

The School is an affiliate of Friends of Challenge Prep. Inc. ("FOCP"), a New York State not-for-profit corporation, through common management. FOCP supports the School through real estate and facilities-related needs. At June 30, 2022 and 2021, the balance due from FOCP was \$5,000 and \$0.

Effective May 1, 2022, the lease agreement for one facility used by the School was transferred to FOCP (see Note 10) and a new sublease agreement was entered into between FOCP (sublandlord) and the School (subtenant). As a result of this transfer, an unamortized deferred rent liability was written off resulting in a non-operating gain of \$1,272,042 which is reported as gain on transfer of lease to related party in the statements of activities for year ended June 30, 2022.

## Challenge Preparatory Charter School

Notes to Financial Statements  
June 30, 2022 and 2021

### 10. 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-3.

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 houses grades 4-5.

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 9-10. In May 2022, the lease agreement was transferred to FOCP (see Note 9) and a new sublease agreement between FOCP (sublandlord) and the School (subtenant) was executed effective May 1, 2022 for a period of 29 years ending on June 30, 2051.

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. It currently houses grades 6-8.



## Challenge Preparatory Charter School

Notes to Financial Statements  
June 30, 2022 and 2021

### 10. Commitments (continued)

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

2023	\$ 5,294,612
2024	5,453,452
2025	5,617,054
2026	5,221,208
2027	5,265,627
Thereafter	<u>124,177,935</u>
	<u>\$151,029,888</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, 2022 and 2021 amounted to \$6,942,056 and \$2,752,203.

### 11. 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, 2022 and 2021.

### 12. Paycheck Protection Program Loan Payable

On May 4, 2020, the School received loan proceeds in the amount of \$1,792,512 under the Paycheck Protection Program (the "PPP"). The PPP, established as part of the Coronavirus Aid, Relief and Economic Security Act (the "CARES Act"), provides for loans to qualifying entities for amounts up to 2.5 times the 2019 average monthly payroll expenses of the qualifying entity. The PPP loan bears an interest rate of 1% per annum. All or a portion of the PPP loan principal and accrued interest were forgivable as long as the borrower used the loan proceeds for eligible purposes, as described in the CARES Act, over a period of between eight and twenty-four weeks (the "Covered Period"). Loan payments of principal or interest are deferred until the amount of loan forgiveness is determined by the United States Small Business Administration ("SBA").

On November 4, 2021, \$1,792,512 of principal and \$20,507 of accrued interest were forgiven by the SBA, and as such, the School has recognized the proceeds as gain on forgiveness of Paycheck Protection Program Loan in the accompanying statements of activities.

## **Challenge Preparatory Charter School**

Notes to Financial Statements  
June 30, 2022 and 2021

### **13. 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.

### **14. 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.

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# **Challenge Preparatory Charter School**

Uniform Guidance  
Schedules and Reports

June 30, 2022

**Challenge Preparatory Charter School**

Schedule of Expenditures of Federal Awards  
Year Ended June 30, 2022

Federal Grantor/Pass-Through Grantor/ Program or Cluster Title	Federal Assistance Listing Number	Pass-Through Entity Identifying Number	Provided to Subrecipients	Total Federal Expenditures
U.S. Department of Education				
Pass-Through New York State Education Department:				
Title I Grants to Local Educational Agencies	84.010	0021-22-4785	\$ -	\$ 192,479
Title I Grants to Local Educational Agencies	84.010	0021-21-4785	-	13,598
			<u>-</u>	<u>206,077</u>
Supporting Effective Instruction State Grants (Formerly Improving Teacher Quality State Grants)	84.367	0147-22-4785	-	38,698
Student Support and Academic Enrichment Program	84.424	0204-22-4785	-	14,030
Student Support and Academic Enrichment Program	84.424	0204-19-4785	-	11,618
			<u>-</u>	<u>25,648</u>
Education Stabilization Fund/Elementary and Secondary School Emergency Relief Fund	84.425D	5890-21-4785	-	70,456
Education Stabilization Fund/Elementary and Secondary School Emergency Relief Fund II	84.425D	5891-21-4785	-	237,983
Education Stabilization Fund/Elementary and Secondary School Emergency Relief Fund ARP	84.425U	5880-21-4785	-	722,990
			<u>-</u>	<u>1,031,429</u>
Total U.S. Department of Education			<u>-</u>	<u>1,301,852</u>
Total Expenditures of Federal Awards			<u>\$ -</u>	<u>\$ 1,301,852</u>

See independent auditors' report and notes to schedule of expenditures of federal awards

## **Challenge Preparatory Charter School**

Notes to Schedule of Expenditures of Federal Awards  
Year Ended June 30, 2022

### **1. Basis of Presentation**

The accompanying schedule of expenditures of federal awards (the "Schedule") includes the federal award activity of Challenge Preparatory Charter School (the "School"), under programs of the federal government for the year ended June 30, 2022. The information in this Schedule is presented in accordance with the requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* ("Uniform Guidance"). Because the Schedule presents only a selected portion of the operations of the School, it is not intended to and does not present the financial position, changes in net assets or cash flows of the School.

### **2. Summary of Significant Accounting Policies**

Expenditures reported on the Schedule are reported on the accrual basis of accounting. Such expenditures are recognized following the cost principles contained in the Uniform Guidance, wherein certain types of expenditures are not allowable or are limited as to reimbursement.

### **3. Indirect Cost Rate**

The School has elected not to use the 10-percent de minimis indirect cost rate allowed under the Uniform Guidance.



**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") (a nonprofit organization), which comprise the statement of financial position as of June 30, 2022, and the related statements of activities, functional expenses and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated October 13, 2022.

**Report on 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 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 or significant deficiencies may exist that were not identified.

**Report on 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.

*PKF O'Connor Davies, LLP*

Harrison, New York  
October 13, 2022



## **Report on Compliance for Each Major Federal Program and Report on Internal Control Over Compliance Required by the Uniform Guidance**

### **Independent Auditors' Report**

**Board of Trustees  
Challenge Preparatory Charter School**

#### **Report on Compliance for Each Major Federal Program**

##### ***Opinion on Each Major Federal Program***

We have audited Challenge Preparatory Charter School's (the "School") compliance with the types of compliance requirements identified as subject to audit in the OMB *Compliance Supplement* that could have a direct and material effect on each of the School's major federal programs for the year ended June 30, 2022. The School's major federal programs are identified in the summary of auditors' results section of the accompanying schedule of findings and questioned costs.

In our opinion, the School complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2022.

##### ***Basis for Opinion on Each Major Federal Program***

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Our responsibilities under those standards and the Uniform Guidance are further described in the Auditors' Responsibilities for the Audit of Compliance section of our report.

We are required to be independent of the School and to meet our other ethical responsibilities, in accordance with relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on compliance for each major federal program. Our audit does not provide a legal determination of the School's compliance with the compliance requirements referred to above.

##### ***Responsibilities of Management for Compliance***

Management is responsible for compliance with the requirements referred to above and for the design, implementation, and maintenance of effective internal control over compliance with the requirements of laws, statutes, regulations, rules, and provisions of contracts or grant agreements applicable to the School's federal programs.



***Auditors' Responsibilities for the Audit of Compliance***

Our objectives are to obtain reasonable assurance about whether material noncompliance with the compliance requirements referred to above occurred, whether due to fraud or error, and express an opinion on the School's compliance based on our audit. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards, *Government Auditing Standards*, and the Uniform Guidance will always detect material noncompliance when it exists. The risk of not detecting material noncompliance resulting from fraud is higher than for that resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Noncompliance with the compliance requirements referred to above is considered material if there is a substantial likelihood that, individually or in the aggregate, it would influence the judgment made by a reasonable user of the report on compliance about the School's compliance with the requirements of each major federal program as a whole.

In performing an audit in accordance with generally accepted auditing standards, *Government Auditing Standards*, and the Uniform Guidance, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material noncompliance, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the School's compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.
- Obtain an understanding of the School's internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of the School's internal control over compliance. Accordingly, no such opinion is expressed.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and any significant deficiencies and material weaknesses in internal control over compliance that we identified during the audit.

### **Report on Internal Control Over Compliance**

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

Our consideration of internal control over compliance was for the limited purpose described in the Auditors' Responsibilities for the Audit of Compliance section above and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies in internal control over compliance. Given these limitations, during our audit we did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses, as defined above. However, material weaknesses or significant deficiencies in internal control over compliance may exist that were not identified.

Our audit was not designed for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, no such opinion is expressed.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

*PKF O'Connor Davies, LLP*

Harrison, New York  
October 13, 2022

## Challenge Preparatory Charter School

Schedule of Findings and Questioned Costs  
Year Ended June 30, 2022

### **Section I - Summary of Auditors' Results**

#### Financial Statements

Type of report the auditor issued on whether the financial statements audited were prepared in accordance with U.S. GAAP:

Unmodified

Internal control over financial reporting:

Material weakness(es) identified?

\_\_\_\_\_ yes X no

Significant deficiency(ies) identified?

\_\_\_\_\_ yes X none reported

Noncompliance material to the financial statements noted?

\_\_\_\_\_ yes X no

#### Federal Awards

Internal control over major federal programs:

Material weakness(es) identified?

\_\_\_\_\_ yes X no

Significant deficiency(ies) identified?

\_\_\_\_\_ yes X none reported

Type of auditors' report issued on compliance for major federal programs:

Unmodified

Any audit findings disclosed that are required to be reported in accordance with 2 CFR 200.516(a)?

\_\_\_\_\_ yes X no

Identification of major federal programs:

#### Federal Assistance Listing Number(s)

#### Name of Federal Program or Cluster

84.425D

Education Stabilization Fund/Elementary and Secondary School Emergency Relief Fund

84.425D

Education Stabilization Fund/Elementary and Secondary School Emergency Relief Fund II

84.425U

Education Stabilization Fund/Elementary and Secondary School Emergency Relief Fund ARP

Dollar threshold used to distinguish between Type A and Type B programs:

\$750,000

Auditee qualified as low-risk auditee?

\_\_\_\_\_ yes X no

### **Section II – Financial Statement Findings**

During our audit, we noted no material findings for the year ended June 30, 2022.

### **Section III – Federal Award Findings and Questioned Costs**

During our audit, we noted no material instance of noncompliance and none of the costs tested which were reported in the federal financially assisted programs are questioned or recommended to be disallowed.

### **Section IV – Prior Year Findings**

There were no findings in the prior year.



# Attachment #12

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

**CSBM**  
CHARTER SCHOOL  
BUSINESS MANAGEMENT

*experience. expertise. execution.*

## **Challenge Prep Charter School**

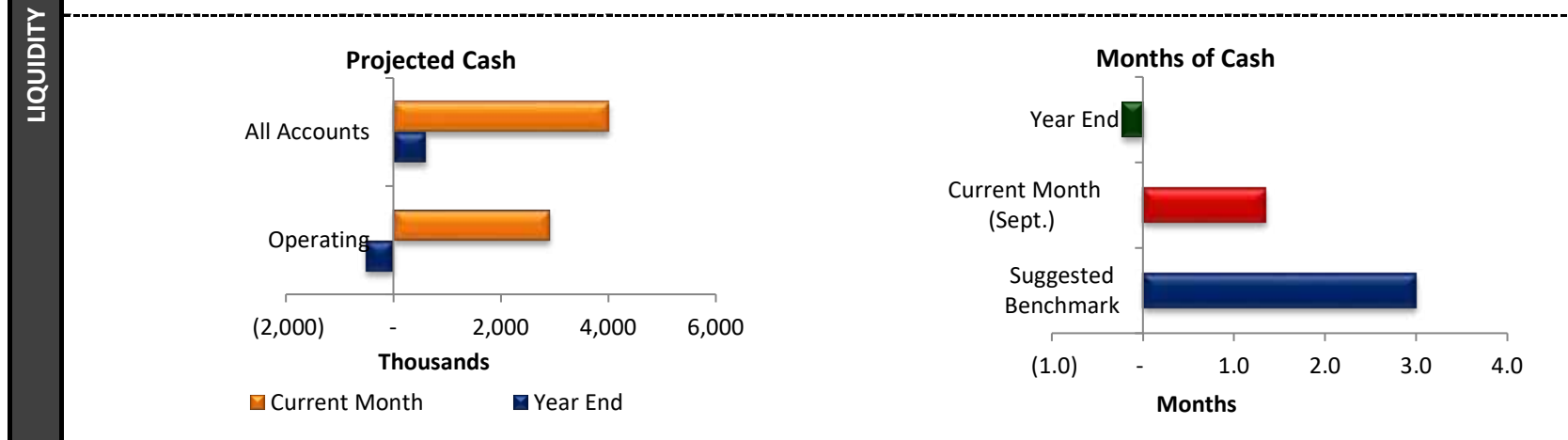
Monthly Financial Report  
September 2022

# Challenge Prep Charter School

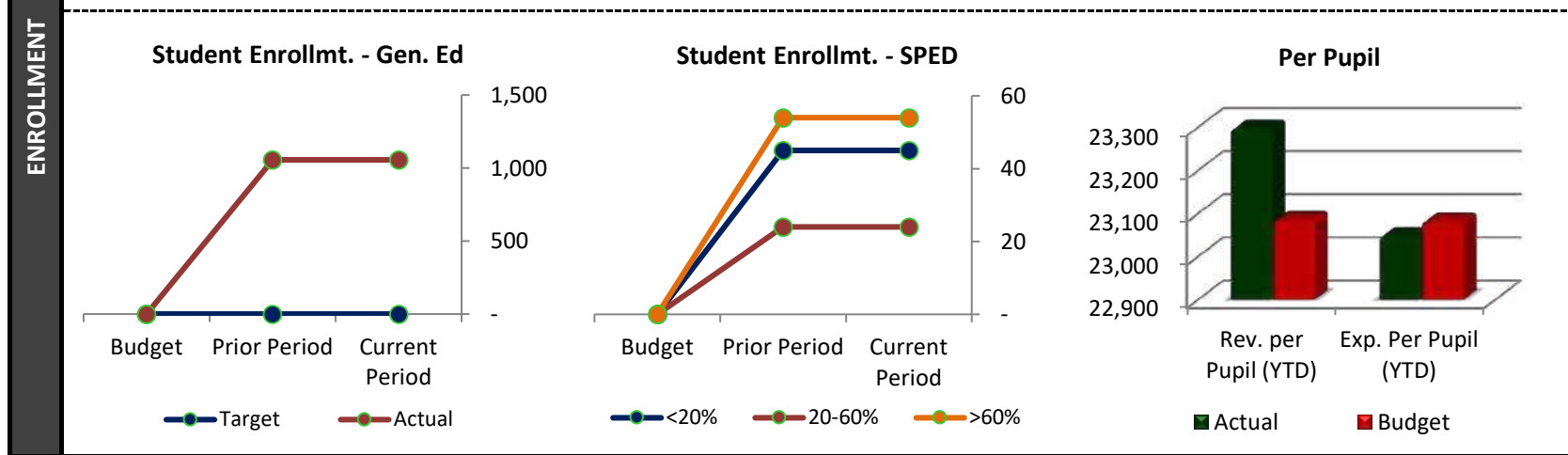
## Financial Summary

For Period Ended September 30, 2022

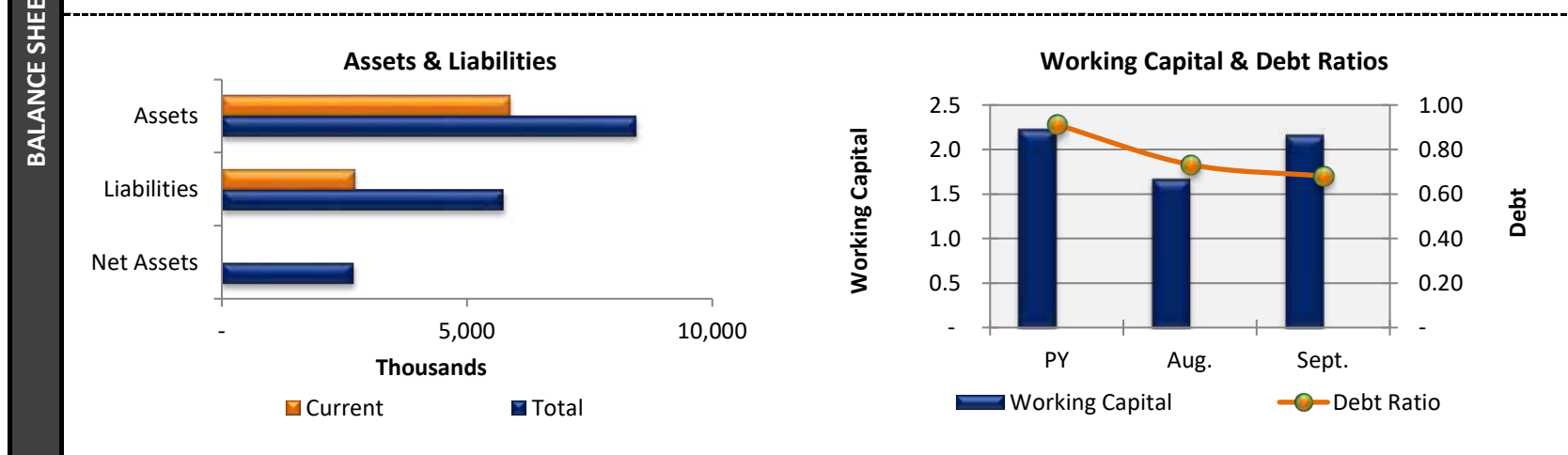
LIQUIDITY	<b>Cash in Bank</b> (Operating Account(s) Only: as of September 30, 2022)	\$ 2,911,547
	<b>Projected months of cash on hand</b>	1.3
	<b>Cash in Bank</b> (Total - All Accounts: as of September 30, 2022)	\$ 4,010,114
	<b>FY Ending Cash Available to Carryover to FY23-24</b> (Operating Account(s) Only)	\$ (498,621)
	<i>*Cash balance available once all FY22-23 obligations &amp; receivables have been settled</i>	
	<b>Projected months of cash on hand</b>	(0.2)
	<b>FY Ending Cash Available to Carryover to FY23-24</b> (Total - All Accounts)	\$ 599,945



	Actual	Budget	Variance	Actual	Budget	Variance
<b>General Ed</b>	1,100.00	1,086.00	14.00	\$ 17,765,000	\$ 16,624,488	\$ 1,140,512
<b>SPED</b>						
0 - 20%	45.02	45.00	0.02	-	-	\$ -
20 - 59%	26.92	27.00	(0.08)	279,699	280,530	\$ (831)
60% - Over	66.00	66.00	-	1,257,234	1,257,234	\$ -
<b>Total SPED</b>	<b>137.94</b>	<b>138.00</b>	<b>(0.06)</b>	<b>1,536,933</b>	<b>1,537,764</b>	<b>\$ (831)</b>



<b>Total Current Assets:</b>	\$ 5,869,343
<b>Total Current Liabilities:</b>	\$ 2,711,495
<b>Working Capital (Current) Ratio</b>	2.16
<b>Total Assets:</b>	\$ 8,454,163
<b>Total Liabilities:</b>	\$ 5,754,138
<b>Debt Ratio</b>	0.68
<b>Total Net Assets:</b>	\$ 2,700,025



# Challenge Prep Charter School

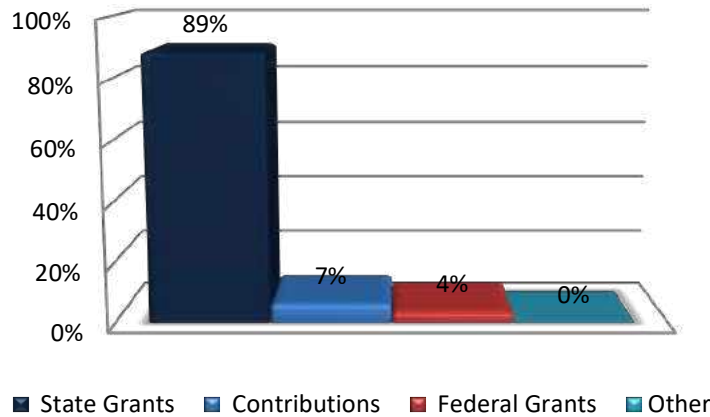
## Financial Summary

For Period Ended September 30, 2022

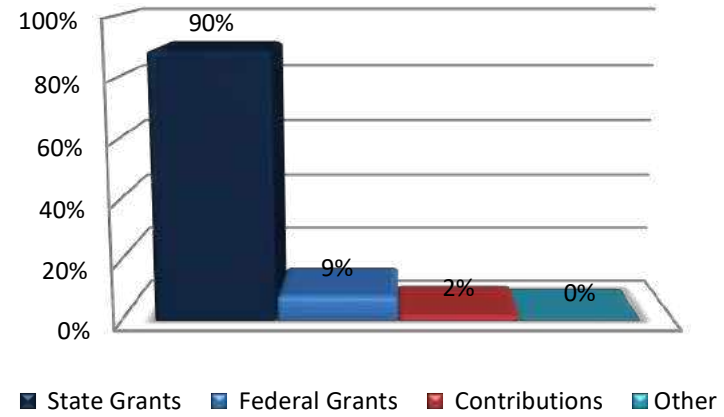
	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Total Revenue YTD:	\$ 6,511,461	\$ 6,183,424	\$ 328,036
Total Expenses YTD:	(5,661,850)	(5,258,683)	(403,167)
<b>Net Operating Surplus(Deficit):</b>	<b>\$ 849,610</b>	<b>\$ 924,741</b>	<b>\$ (75,131)</b>
	<u>Projected</u>	<u>Budget</u>	<u>Variance</u>
Annual Projected Revenue:	\$ 25,626,771	\$ 25,071,163	\$ 555,609
Annual Projected Expenses (before depreciation):	(25,352,678)	(25,066,857)	(285,821)
<b>Projected Net Operating Surplus(Deficit) before Depreciation:</b>	<b>\$ 274,093</b>	<b>\$ 4,305</b>	<b>\$ 269,788</b>
Annual Projected Depreciation:	(561,939)	-	(561,939)
<b>Projected Net Operating Surplus(Deficit) after Depreciation:</b>	<b>\$ (287,846)</b>	<b>\$ 4,305</b>	<b>\$ (292,151)</b>
<b>Capital Expenditure Requirements</b>	<b>\$ (230,000)</b>	<b>\$ -</b>	<b>\$ (230,000)</b>
<b>Total Cash Expenditures</b>	<b>\$ (24,560,739)</b>	<b>\$ (25,066,857)</b>	<b>\$ 506,118</b>
<b>Revenue per Pupil (YTD)</b>	<b>\$ 23,297</b>	<b>\$ 23,086</b>	<b>\$ 211</b>
<b>Expenditure per Pupil (YTD)</b>	<b>\$ 23,048</b>	<b>\$ 23,082</b>	<b>\$ (34)</b>

BUDGETING / REVENUE & EXPENSES

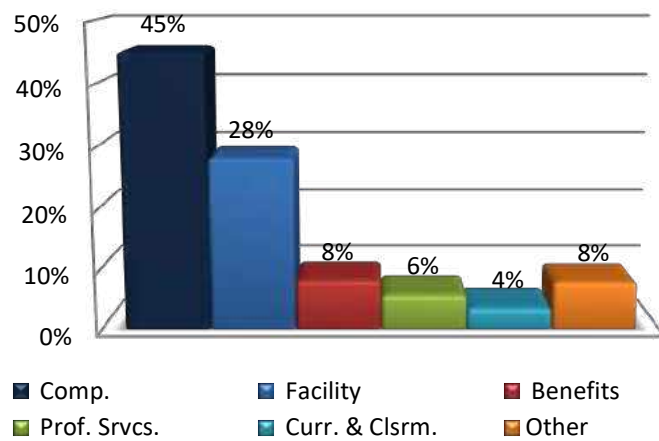
**Revenue Breakdown YTD**



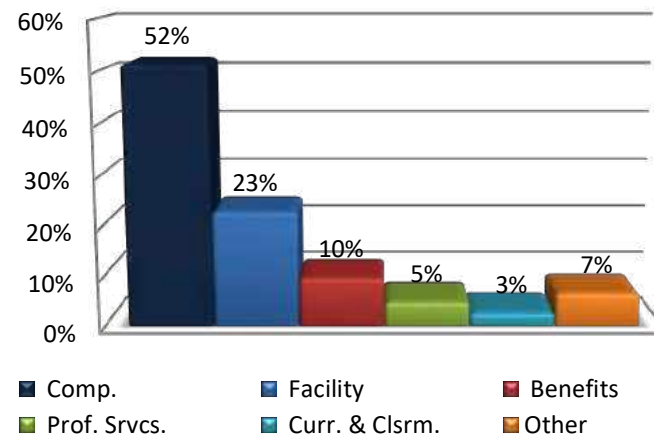
**Revenue Breakdown YE**



**Expense Breakdown YTD**



**Expense Breakdown YE**



# Challenge Prep Charter School

## Financial Variance Summary

Fiscal Year Ending 6/30/2023	Comments
Net Budget Surplus after Depreciation	\$ 4,305
Increase in Projected Annual Expenses	847,760
Net Projected Deficit Variance after Depreciation	<u>\$ (287,846)</u>



**Challenge Prep Charter School  
Budget vs. Actuals  
Fiscal Year Ending June 30, 2023**

	September 30, 2022			YTD Through September 30, 2022			Projected FYE June 30, 2023 Current Month				Comments
	Actual	Budget	Variance	Actual	Budget	Variance	Projected - September 30, 2022	Actuals - July 2022-September 30, 2022 + Projections thru June 30, 2023	Annual Budget	Variance	
<b>Income</b>											
4100 State Grants	1,942,087	1,909,626	32,461	5,826,261	5,728,877	97,384	17,164,444	22,990,704	22,990,704	-	Projected based on budget: Per Pupil GenEd based on 1,086 students, SpEd based on 27 (20-60); 66 (>60)
4200 Federal Grants	64,313	168,587	(104,274)	250,803	454,547	(203,745)	1,941,544	2,192,346	2,080,458	111,888	Title projection based on preliminary allocation per NYSED
4300 Contributions	-	-	-	431,205	-	431,205	-	431,205	-	431,205	
4400 Miscellaneous Income	1,106	-	1,106	3,192	-	3,192	9,324	12,516	-	12,516	
<b>Total Income</b>	<b>2,007,506</b>	<b>2,078,212</b>	<b>(70,706)</b>	<b>6,511,461</b>	<b>6,183,424</b>	<b>328,036</b>	<b>19,115,311</b>	<b>25,626,771</b>	<b>25,071,163</b>	<b>555,609</b>	Projected based on budget: Per Pupil GenEd based on 1,086 students, SpEd based on 27 (20-60); 66 (>60); Title projections based on preliminary allocation
<b>Expenses</b>											
<b>Compensation</b>											
5100 Instructional Staff	709,429	757,342	(47,913)	1,585,171	1,332,315	252,856	7,502,933	9,088,104	9,088,104	-	Projection based on budget
5200 Non-Instructional Staff	208,708	224,683	(15,975)	648,535	674,048	(25,513)	2,047,657	2,696,192	2,696,192	-	Projection based on budget
5300 Pupil Support	115,712	134,855	(19,142)	338,311	404,564	(66,253)	1,279,946	1,618,257	1,618,257	-	Projection based on budget
<b>5000 Compensation</b>	<b>1,033,850</b>	<b>1,116,879</b>	<b>(83,030)</b>	<b>2,572,017</b>	<b>2,410,927</b>	<b>161,090</b>	<b>10,830,535</b>	<b>13,402,553</b>	<b>13,402,553</b>	<b>-</b>	Projection based on budget
5400 Benefits	198,091	215,432	(17,341)	476,563	646,297	(169,734)	2,131,549	2,608,112	2,585,189	22,923	Projection updated to include Workers Compensation
6100 Administrative Expenses	19,173	49,340	(30,167)	136,660	141,501	(4,841)	415,105	551,765	549,565	2,200	Projection updated to include travel and student meals
6200 Professional Services	108,497	92,542	15,955	335,223	272,625	62,598	992,877	1,328,100	1,202,500	125,600	Projection updated to include temporary staffing (unbudgeted)
6300 Professional Development	42,655	11,295	31,359	61,780	28,341	33,439	88,220	150,000	130,000	20,000	Projection updated to increase non-instructional staff PD
6400 Marketing and Staff/Student Rec	2,167	8,292	(6,125)	6,920	24,875	(17,955)	92,580	99,500	99,500	-	
6500 Fundraising Expenses	-	-	-	-	-	-	-	-	-	-	
7100 Curriculum & Classroom Expenses	66,726	44,781	21,945	208,745	121,448	87,297	550,411	759,157	646,877	112,280	Projection updated to increase non-instructional enrichment
8100 Facility	537,606	501,890	35,716	1,610,824	1,505,669	105,155	4,412,850	6,023,674	6,022,674	1,000	
8200 Technology/Communication Expens	41,752	35,667	6,085	111,991	107,000	4,991	316,009	428,000	428,000	-	
8800 Miscellaneous Expenses	338	-	338	641	-	641	1,177	1,818	-	1,818	
8900 Depreciation Expense	140,485	-	140,485	140,485	-	140,485	421,454	561,939	-	561,939	
<b>Total Expenses</b>	<b>2,191,339</b>	<b>2,076,119</b>	<b>115,221</b>	<b>5,661,850</b>	<b>5,258,683</b>	<b>403,167</b>	<b>20,252,767</b>	<b>25,914,617</b>	<b>25,066,857</b>	<b>847,760</b>	
<b>Net Income</b>	<b>(183,833)</b>	<b>2,094</b>	<b>(185,927)</b>	<b>849,610</b>	<b>924,741</b>	<b>(75,131)</b>	<b>(1,137,456)</b>	<b>(287,846)</b>	<b>4,305</b>	<b>(292,152)</b>	
<b>Capital Expenditures</b>											
Furniture, Fixtures & Equipment	28,710	-	28,710	28,710	-	28,710	151,290	180,000	-	180,000	
Facility and Construction	27,061	-	27,061	27,061	-	27,061	22,939	50,000	-	50,000	
Website	-	-	-	-	-	-	-	-	-	-	
<b>Total Capital Expenditures</b>	<b>55,772</b>	<b>-</b>	<b>55,772</b>	<b>55,772</b>	<b>-</b>	<b>55,772</b>	<b>174,228</b>	<b>230,000</b>	<b>-</b>	<b>230,000</b>	Fixed Assets not included in board-approved budget

**Challenge Prep Charter School  
Cash Flow Projection as of September 30, 2022**

Annual Budget FYE June 30, 2023	Projected Aug 22 - June 23	Projected Aug 22 - June 23	October	November	December	January	February	March	April	May	June	July + Subsequent FY22-23 Items
<b>Beginning Cash Balance (Operating Account)</b> 4,804,870	6,645,873	2,936,922	2,911,547	3,800,989	1,796,063	3,685,817	1,618,030	3,399,152	1,331,365	3,112,488	1,044,700	(271,297)
Projected Cash Receipts from Operations (below) 25,071,163	19,115,311	17,319,926	3,854,527	68,479	3,963,158	5,617	3,854,527	5,617	3,854,527	5,617	757,408	950,448
Projected Cash Disbursements from Operations (below) (25,066,857)	(20,252,767)	(19,666,159)	(2,056,020)	(2,054,046)	(2,054,046)	(2,054,046)	(2,054,046)	(2,054,046)	(2,054,046)	(2,054,046)	(2,054,046)	(1,177,773)
<b>Net Cash from Operations</b> 4,305	(1,137,456)	(2,346,234)	1,798,507	(1,985,567)	1,909,112	(2,048,429)	1,800,481	(2,048,429)	1,800,481	(2,048,429)	(1,296,638)	(227,325)
Cash Receipts from Accounts & Misc Receivables (not included in revenue below) -	-	-	-	-	-	-	-	-	-	-	-	-
Cash Disbursements for Accounts Payable & Accrued Expenses (below) -	-	-	(889,707)	-	-	-	-	-	-	-	-	-
Capital Expenditures (below) -	(174,228)	(174,228)	(19,359)	(19,359)	(19,359)	(19,359)	(19,359)	(19,359)	(19,359)	(19,359)	(19,359)	-
Accounts Receivable -	-	-	-	-	-	-	-	-	-	-	-	-
PPP Loan Payable -	-	-	-	-	-	-	-	-	-	-	-	-
PPP Loan Interest Payable -	-	-	-	-	-	-	-	-	-	-	-	-
<b>Ending Cash Balance (Operating Account)</b> 4,809,175	5,682,645	416,460	3,800,989	1,796,063	3,685,817	1,618,030	3,399,152	1,331,365	3,112,488	1,044,700	(271,297)	(498,621)
Other Cash Accounts (Net of Transfers) 75,354	-	1,098,567	1,098,567	1,098,567	1,098,567	1,098,567	1,098,567	1,098,567	1,098,567	1,098,567	1,098,567	1,098,567
<b>Total Cash (All Accounts)</b> 4,884,529	5,682,645	1,515,027	4,899,556	2,894,630	4,784,384	2,716,597	4,497,719	2,429,932	4,211,055	2,143,267	827,270	599,945

Challenge Prep Charter School  
Balance Sheet  
YTD as of September 30, 2022

	Total	Comments
<b>ASSETS</b>		
<b>Current Assets</b>	-	
<b>Bank Accounts</b>		
<b>1000 Cash</b>		
1001 HSBC Checking - 0844	2,068,831	
1002 HSBC Checking - 0852	25,374	
1003 HSBC Checking - 0879	842,717	
1005 HSBC Money Market - 5972	1,003,192	
1006 Chase Escrow - 3060	70,000	
<b>Total 1000 Cash</b>	<b>\$ 4,010,114</b>	
<b>Total Bank Accounts</b>	<b>\$ 4,010,114</b>	
<b>Accounts Receivable</b>		
1100 Accounts Receivable	875,805	
<b>Total Accounts Receivable</b>	<b>\$ 875,805</b>	
<b>Other current assets</b>		
1300 Prepaid Expenses	265,252	
1301 Prepaid Insurance	145,751	
1310 Prepaid Rent	558,421	
<b>Total Other current assets</b>	<b>\$ 983,424</b>	
<b>Total Current Assets</b>	<b>\$ 5,869,343</b>	
<b>Fixed Assets</b>		
<b>1500 Furniture, Fixtures &amp; Equipment</b>		
1510 Office & Admin Computers & Equipment	256,303	
1511 Classroom Computers & Equipment	1,374,450	
1512 Classroom Furniture	564,041	
1513 Office Furniture	203,196	
<b>Total 1513 Office Furniture</b>	<b>\$ 203,196</b>	
1514 Musical Instruments	16,390	
1515 Computer Software	44,217	
<b>Total 1500 Furniture, Fixtures &amp; Equipment</b>	<b>2,458,598</b>	
<b>1519 Facility and Construction</b>	127,589	
1520 Architect Fees	115,620	
1525 Fire Alarm System	7,500	
<b>Total 1525 Fire Alarm System</b>	<b>\$ 7,500</b>	
1530 Kitchen/Cafeteria	162,079	
1535 Construction In Progress	-	
1540 Leasehold Improvements	856,030	
<b>Total 1519 Facility and Construction</b>	<b>1,268,817</b>	

Challenge Prep Charter School  
Balance Sheet  
YTD as of September 30, 2022

	Total	Comments
1610 Website	11,000	
<b>Total 1610 Website</b>	<b>\$ 11,000</b>	
1700 Accumulated Depreciation & Amortization		
1710 Accumulated Depreciation	(2,070,733)	
1750 Accumulated Amortization	(8,861)	
<b>Total 1700 Accumulated Depreciation &amp; Amortization</b>	<b>\$ (2,079,594)</b>	
<b>Total Fixed Assets</b>	<b>\$ 1,658,821</b>	
<b>Other Assets</b>		
1800 Security Deposits	925,999	
<b>Total Other Assets</b>	<b>\$ 925,999</b>	
<b>TOTAL ASSETS</b>	<b>\$ 8,454,163</b>	
<b>LIABILITIES AND EQUITY</b>		
<b>Liabilities</b>		
<b>Current Liabilities</b>		
<b>Accounts Payable</b>		
2000 Accounts Payable	853,592	
<b>Total Accounts Payable</b>	<b>\$ 853,592</b>	
<b>Other Current Liabilities</b>		
2301 Accrued Expenses	36,115	
2302 Refunds Payable	2,256	
2400 Unearned/Deferred Revenue	1,815,807	
<b>Total Other Current Liabilities</b>	<b>\$ 1,857,903</b>	
<b>Total Current Liabilities</b>	<b>\$ 2,711,495</b>	
<b>Long-Term Liabilities</b>		
2700 Deferred Rent Liability	3,042,643	
<b>Total Long-Term Liabilities</b>	<b>\$ 3,042,643</b>	
<b>Total Liabilities</b>	<b>\$ 5,754,138</b>	
<b>Equity</b>		
3100 Retained Earnings	1,850,415	
Net Income	849,610	
<b>Total Equity</b>	<b>\$ 2,700,025</b>	
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ 8,454,163</b>	

**Challenge Prep Charter School**  
**Statement of Cash Flows**  
**YTD as of September 30, 2022**

OPERATING ACTIVITIES	<u>Total</u>	<u>Comments</u>
Net Income	849,610	
Adjustments to reconcile Net Income to Net Cash provided by operations:		
1100 Accounts Receivable	(348,558)	
1200 Accounts Receivable:Other Receivables - Salary Advance	-	
1300 Prepaid Expenses	(131,294)	
1301 Prepaid Insurance	(145,751)	
1310 Prepaid Rent	112,667	
1710 Accumulated Depreciation & Amortization:Accumulated Depreciation	140,301	
2000 Accounts Payable	660,804	
2100 HSBC Loan Payable	-	
2300 Accrued Salaries/Taxes	-	
2301 Accrued Expenses	(1,425,791)	
2302 Refunds Payable	(86,936)	
2303 Accrued Interest - PPP	(11,767)	
2304 Due To Friends of Challenge Prep, Inc.	-	
2400 Unearned/Deferred Revenue	-	
2600 Exchange Transactions (deleted)	1,673,478	
Total Adjustments to reconcile Net Income to Net Cash provided by operations:	<u>428,155</u>	
Net cash provided by operating activities	<u>1,277,765</u>	
INVESTING ACTIVITIES		
1500 Furniture, Fixtures & Equipment		
1510 Furniture, Fixtures & Equipment:Office & Admin Computers & Equipment	-	
1511 Furniture, Fixtures & Equipment:Classroom Computers & Equipment	-	
15111 Furniture, Fixtures & Equipment:pp (deleted)	(83,440)	
1512 Furniture, Fixtures & Equipment:Classroom Furniture	-	
1513 Furniture, Fixtures & Equipment:Office Furniture	(40,157)	
1514 Furniture, Fixtures & Equipment:Musical Instruments	(4,172)	
1610 Website	(39,561)	
Net cash provided by investing activities	<u>(167,147)</u>	
FINANCING ACTIVITIES		
2700 Deferred Rent Liability	-	
Net cash provided by financing activities	-	
Net cash increase for period	<u>1,110,618</u>	
Cash at beginning of period	<u>2,899,496</u>	
Total Cash at beginning of period	<u>2,899,496</u>	
Cash at end of period	<u>4,010,114</u>	



## **2022-23 School Year Board Meeting #5**

Minutes Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2022-23 School Year Board Meeting #5 at 6:30 PM on November 29, 2022.

Frederica Jeffries, Chair requested verification from the members present of “The Notice of Meeting” sent to each board member 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

Frederica Jeffries, Chair of the Board of Trustees called the roll of the board.

Members present: Frederica Jeffries, Dr. Michelle Daniel-Robertson, Karon McFarlane, Ben Waxman, Gertrudis Hernandez, Andrew Barnes, Linda Plummer

Members absent: Dr. Michelle Daniel-Robertson

Also present: Dr. Mullings, Donna Webster

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

1. Dr. Mullings introduced Ms. Webster as the meeting began.
2. The agenda was approved by common consent.
3. Due to the death of Senior Advisor Dr. Michael Estep, the minutes from the previous meeting could not be reviewed at this time.
4. The Board Chair asked for Dr. Mullings’ report.
5. Dr. Mullings reflected on Dr. Estep’s involvement. He said that through the years, there was nothing that Mike couldn’t do. He never said no. He always said there is a way or we will find a way. He was generous, and the foundation that Mike and all of us established put us in a good position as we continue. As we received attention for our accomplishments, we said we are crazy and we are getting good things done. I thank God for the man and for meeting him. Ben Waxman said we have two feet on the ground, and we have so much to thank Mike for.
  - a. Dr. Mullings circled back to the help that Ms. Webster is providing to fill in the financial leadership gap.

- b. Dr. Mullings spoke about the holiday shows coming up.
6. The various reports provided by CPCS Directors and Principals that were sent prior to the meeting were referenced.
  7. Frederica Jeffries recognized the report saying:
    - Mike's work was finished. We are in a great position. He was extraordinary.
    - She called for the financial report.
  8. Donna Webster reported from the November financials:
    - She brought condolences regarding Dr. Estep. She said he had always made her feel comfortable. She said he never got off the phone or left a meeting without expressing appreciation. He was one of the best and most remarkable people I have ever known.
    - Up to the end of October cash on hand is \$6.5M. Projecting into the next school year based on the budget, we would carry over \$1.7M.
    - The first per-pupil invoice was based on 1101 students trending above the projected 1086. \$23K per pupil was budgeted, but \$23.9K per pupil is the actual number.
    - Expenditures are slightly over budget so far this year. Total assets are \$10.4M with \$7.7M in liabilities, so we are in good standing.
    - The January and February per-pupil invoice was just finished today and looks to be on target. Instructional staff salaries compared to budget are holding steady, but there is not a lot of wiggle room there.
    - Projected expenses are \$25.9M with a projected end of \$437K income for 2023.
    - Dr. Mullings responded to the budget: we have been speaking to experts and we are a bit top-heavy administratively. We will look to conserve related to staffing. That moved the discussion to the Personnel Report.
  9. The ability to serve ELLs came up related to the migrant population and the demographics of our district. Dr. Mullings affirmed that this is a population that is growing here. Discussion about testing and DOE requirements to see academic improvement is not balanced with the needs that ELLs and SPED students have.
  10. Personnel Report: Dr. Mullings reported that our Director of SPED resigned. We will fill other SPED positions that have been vacant to service scholars. There are no other hires.
  11. The Chair mentioned the next meeting in December. The report was received, and the meeting adjourned by common consent.

After the meeting was over, a call to Kim Messer, Director of Communications, was made to express condolences from the Board over the passing of her father.

Respectfully Submitted,



Karon McFarlane  
Secretary



Attachment #1  
See Prior  
Month  
Minutes for  
Minute  
Attachments





## **2022-23 School Year Board Meeting #4**

Minutes Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2022-23 School Year Board Meeting #4 at 6:30 PM on October 12, 2022.

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

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

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

Frederica Jeffries, Chair of the Board of Trustees called the roll of the board.

Members present: Frederica Jeffries, Ben Waxman, Linda Plummer, Gertrudis Hernandez, Andrew Barnes

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

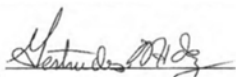
Also present: Dr. Mullings, Dr. Estep, and Auditors: Donna Webster, Gus Saliba, James

The Chair offered an 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 2022-23 School Year Board Meeting #3. The minutes were approved by common consent.
3. Audit Report. The Board had copies of the audit to refer to as the presentation occurred.
  - a. Gus Saliba - audit is complete; we will issue a clean unmodified opinion with no substantial deficiencies; legal confirm is needed and then this will go through our final quality review. This is the first year of a single audit due to the fact the school extended \$750K expenditures due to ESSER funding like most schools. Some corrected statements occurred due to the transition with Eunice Armstrong leaving, but this did not affect our report. The new lease pronouncement will affect FY 23 which will be a large asset and liability. This is a major change for next year, and we can help you with that process.
  - b. Friends of Challenge is the next thing we need to tackle. James will now go over the financial statements highlights.

- c. James Mercado - the first couple of pages are our opinion which reflects our unmodified opinion, the best opinion you can get. Page 4, cash is down by \$3.8M which was expected due to Operations expenses. Liabilities - Forgiveness of the paycheck protection loan and the deferred rent related to the 1520 Central Avenue lease are the biggest variances. Statement of Activities: Increase in revenue \$3.5M or 20%; per pupil up \$1.8M; facilities funding up; Federal grants up \$960K in ESSER and ARP. Expenses are up \$10M or 63% due to the lease at 1520 Central and \$3.4M in salaries and benefits; raises across the board. Operating expenses up \$600K with the opening of the high school. Cash flow notes are fairly standard. No findings and no recommendations on the single or regular audit.
  - d. Gus asked if we anticipated any enrollment issues. Dr. Mullings expressed there are no concerns at all. We are a school in demand in our community. We have a great Director of Enrollment and a good reputation in the community. Gus said there is a trend in DOE schools going down but charters are not as susceptible to these downtrends.
  - e. Gus expressed concerns about expenses and asked about the budget for 2023: without funds from PPP and Federal grants from the pandemic there could be a deficit of \$5M causing the school to go through cash reserves very fast. Dr. Mullings said that we are aware and will be tightening our belts and that we are working on and looking for additional funding.
  - f. The Board will have a chance to look at 990 and review it before submission of the audit.
  - g. Dr. Estep noted the relationship with our auditors over 12 years and thanked them for their cooperation and how happy we are with the team there. Gus thanked the CSBM team.
4. Dr. Mullings expressed gratefulness related to the audit being cleaned. Ben Waxman stated that there has been a crackdown on non-profits the past year.
  5. Frederica Jeffries asked for the financial report which was sent to the Board in advance:
    - Dr. Estep gave the report emphasizing the cash issues and that as Dr. Mullings mentioned, we are in a place where we have to tighten the belt. There is an anticipation of a \$3-6M JFK grant that we hope to get this SY.
    - He reminded the Board that we have weathered other cash issues as we have added each building to accommodate our enrollment.
    - The Chair asked for a motion and common consent of approval of the financial report. Seconded by Dr. Robertson.
  6. Personnel Report:
    - a. Dr. Estep reminded the Board that the budgeting for personnel already occurred, but that now approval is needed for any new hires.
    - b. Board Chair Jeffries asked for a motion to accept the report and it was seconded by Dr. Robertson.
11. The next meeting was announced for November. The report was received, and the meeting adjourned by common consent.

Respectfully Submitted,



Gertrudis Hernandez  
Secretary Pro Tem



# Attachment #2



**Senior Director of Teaching and Learning K-5**  
**November 2022 Board Report**  
 Covering October 10-November 16  
**Kentia Coreus**

### Enrollment Compliance

Grade	Total Scholars	Target Enrollment	Difference	# ELL scholars	# scholars w/IEP
K	124	120	4	7	12
1	119	125	-6	0	16
2	118	125	-7	9	24
3	119	125	-6	2	23
4	101	104	-3	6	21
5	101	104	-3	8	18
<b>Totals</b>	<b>682</b>	<b>703</b>		<b>32</b>	<b>114</b>

**source:** Student Enrollment Weekly Report sent on October 21, 2022

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### Ongoing Teaching & Learning Tasks

- Manage personnel, curricula, relationships, 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 at both elementary sites
- Supervise the K-5 principal by conducting regular check-ins and weekly supervision meetings
- Provide instructional leadership feedback to assistant principals
- Listen and respond to staff and family grievances
- Support human resource activities such as reviewing the credentials of international candidates, recommending teacher salaries, conducting final interviews

### Staffing and Leadership Recruitment

The current teacher vacancies exist at the elementary division: Grade 2 Gen-Ed Teacher, Grade 2 Gen-Ed-ICT Leave Replacement (2), Grade 3 Teacher Assistant. Non-classroom teacher vacancies include: special education liaison, special education instructional coach, and assistant principal of school culture (an offer letter is pending for this role with a January 2023 start date).

The K-5 special projects coordinator is taking the following action steps to support recruitment:

- Posting vacancies on Lever which gets distributed to Indeed and LinkedIn
- Sharing of the SPED Liaison job description with the principal for internal recruitment
- Listing vacancies with Alternative Tutoring, School Professionals and Practice Benefit Corp.
- Vacancies sent to Ms. Messer to post on our Facebook, Instagram, and our monthly newsletter
- Posting vacancies on personal LinkedIn Page
- Connecting with all local area colleges with teaching programs for early access to December graduates
- Reviewing all candidates in Lever who have applied to other instructional roles at the school

**Preparing for Renewal: Our MLL/ELL programming at K-5**

On November 9, 2022, the elementary division hosted Ms. Jennifer Hall from the Collaborative. The purpose of the visit was to provide us with a preview of what our authorizer will ask about various compliance items as it relates to: recruitment, language access, enrollment and identification of this special population as dictated by charter law and our charter agreement. Below is a summary of her findings and feedback that is applicable to K-11.

Topic	Next Step Considerations
<p><b>Recruitment</b>  <i>Charter schools are state mandated to make good faith efforts to recruit and retain ELLs in comparable numbers to their CSD counterparts</i></p>	<ul style="list-style-type: none"> <li>● Collect evidence of reaching out to immigrant/multilingual communities               <ul style="list-style-type: none"> <li>○ Your authorizer will want to see evidence of reach-out even if you don't meet your MLL enrollment target, they at least want to see effort in reaching out.</li> <li>○ In the resources, check out the list of Immigrant-based CBOs by borough (<b>this seemed to be the target growth area during our conversation</b>)</li> </ul> </li> <li>● Attend the <a href="#">11/14 Webinar on MLL Recruitment Mandates &amp; Best Practices for School Charters</a></li> <li>● JH will connect Janisa Vaughn w/ colleague Sherita Smith (Dir. of School Supports &amp; Development) to talk through adding MLL preference to the lottery among other items that Janisa would like to talk through.</li> </ul>

<p><b>Language Access</b>  <i>Schools are federally mandated to provide free translation and interpretation for parents/guardians who prefer a language other than English</i></p>	<p><i>Under the Civil Rights Act of 1964, families who speak a language other than English are entitled to receive the same information as English-speaking families in the language that they understand. To do otherwise would be discrimination.</i></p> <p>Based on our conversation, this is an area of strength. <b>Below are some additional items to consider:</b></p> <ul style="list-style-type: none"> <li>● School communications must be provided to ALL families (Not only current MLL students families) in the language they prefer. Some items below to consider for translation:             <ul style="list-style-type: none"> <li>○ School Policy Handbooks, are they translated to the home languages of students?</li> <li>○ Create a language access policy for staff                 <ul style="list-style-type: none"> <li>■ Review Language Access Policy with staff and maintain documentation of attendance and agreement</li> </ul> </li> <li>○ Systemize how teachers submit documents for translation</li> <li>○ Add translation option to school website (See <a href="#">LINK</a> for how to add google translate to your webpage)</li> <li>○ <b>Create a one-pager or video tutorial for families on how to receive Parent Square communications in their preferred language</b></li> </ul> </li> </ul> <p>*See Translation Folder in resources for items that can support with the above.</p>
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<p><b>Enrollment and Identification</b>  <i>Schools are federally mandated to administer a home language survey, assess potential MLLs for English language proficiency, and inform parents/guardians of MLL status and services.</i></p>	<p>Based on our conversation, sounds like you all have fairly strong systems already in place for identifying and supporting MLL/ELL families during enrollment. Below are the growth area items we discussed:</p> <ul style="list-style-type: none"> <li>● Home Language Identification Survey</li> <li>● Train up member(s) of enrollment staff to administer the HLIS in partnership with families</li> <li>● Binder for copy of HLIS at Enrollment that has another language other than English listed to provide to MLL/ELL teachers to confirm with families and provide orientation to MLL/ELL services for potential MLLs/ELLs</li> <li>● Can pull 3-year history of current/former ELs through the RLAT report( be sure to run report for non-entitled students to see former MLLs)</li> <li>● Pull HISE Report for a snapshot of their individual MLL test history if needed</li> </ul> <p>*See ATS Folder in resources for MLL report cheat sheets</p>
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**Supporting School Improvement**

The senior director of teaching and learning (“SDTL”) will be collecting evidence of how the members of the elementary team are implementing action plans in support of the [instructional goals](#) that are part of the school improvement plan. A template was provided as a check-in tool for how the team is working towards ensuring high levels of student achievement for all scholars. This work will happen in a series of meetings. The questions below are being considered for the reading and math goals:

Data: According to our baseline data, where are we starting from? Is our goal realistic? What data are we relying on to assess progress?

Teacher actions: What prescription, resource, tool, reference are we utilizing to support this work? What is the current status (use dropdown)? For the sake of time, we will only discuss 1-2 accomplishments and 1-2 barriers for each teacher action.

Later: Enter assessment types and windows under BOY, MOY, EOY. Enter accomplishments and barriers/needs for each teacher action.

The initial meeting resulted in the refinement of the ELA goal identifying a mastery goal for K-1 using the F&P assessment and a growth goal for grades 2-5 using iReady data. The SDTL will lead another conversation about math before expecting the team to refine the writing and professional development goals on their own.

## Learning Walk #2

The SDTL joined the elementary leadership team in its second learning walk for the 2022-23 school year. The following are high-level areas in need of improvement:

- There is evidence that some teachers need continued support with unpacking NextGeneration standards and developing lesson plan objectives that clearly align with those standards
- There is evidence that some teachers struggle with creating engaging lesson activities that are clearly aligned to lesson objectives
- There is evidence that some teachers are not differentiating for scholars
- There is evidence that some teachers are not providing specially designed instruction for scholars with individual education plans
- There is evidence that some teachers need continued support with creating systems that encourage scholars to create their own questions
- There is evidence that some teachers need support with utilizing scaffolded questions to encourage rigorous scholar thinking processes

As an immediate next step, the elementary team was asked to assign teachers to upcoming professional development opportunities from the Collaborative. The principal is drafting internal next steps which will involve opportunities for teachers to learn from one another and to reflect on their teaching by watching a recording of their teaching. The SDTL will also review the staffing model and make recommendations to the CEO.

## Celebrating the Work Happening at Challenge Charter School

On Sunday October 16, 2022, the SDTL facilitated a presentation highlighting CCS' implementation of the School-Wide Enrichment Model. Our implementation of Enrichment clusters/electives was highlighted. On Tuesday November 8, 2022, the SDTL was honored to represent CCS during a presentation at the New York Charter School Association highlighting what we are thankful for as an organization. In addition to recognizing our gratitude for families, teachers and staff who continue to choose it, the presentation was an awesome opportunity to demonstrate gratitude for our CEO and Founder, Dr. Les Mullings for his community work through partnership and relationship building with our elected officials. Governor's Hochul's visit on October 28, 2022 was a highlight of the presentation.





# Attachment #3



# CHALLENGE CHARTER SCHOOL

## 2021-2022 Principal's Monthly Board Report

*Mavgar Mondesir-Gordon, Principal (Grades 6-11)*

### School Year 2022-2023 Report November 21, 2022

Current CCHS Enrollment:

Cohort Group	Grade Level	Enrollment as of...									
		Sept, 9, 2022	Oct. 15, 2022	Nov. 28, 2022	Dec. 10, 2022	Jan. 14, 2023	Feb. 16, 2023	Mar. 22, 2023	Apr. 14, 2023	May 20, 2023	Jun. 21, 2023
#3	G. 11	51	52	53							
#4	G. 10	73	77	77							
#5	Gr. 9	90	89	96							
<b>TOTAL</b>		<b>214</b>	<b>218</b>	<b>226</b>							

Current CCMS Enrollment:

Cohort Group	Grade Level	Enrollment as of...									
		Sept, 9, 2022	Oct. 15, 2022	Nov. 28, 2022	Dec. 10, 2022	Jan. 14, 2023	Feb. 16, 2023	Mar. 22, 2023	Apr. 14, 2023	May 20, 2023	Jun. 21, 2023
#6	Gr. 8	73	88	92							
#7	Gr. 7	95	92	96							
#8	Gr. 6	92	69	71							
<b>TOTAL</b>		<b>260</b>	<b>249</b>	<b>259</b>							

CCMS/CCHS Attendance Statistics:

C G o r h o u r p t	G L r e a v e l	Attendance Rates									
		Aug 31, '22 - Sep 9, '22	Sep 12, '22 - Oct 15, '22	Oct 18, '22 - Nov 28, '22	Nov 29, '22 - Dec 10, '22	Dec 13, '22 - Jan 14, '23	Jan 17, '22 - Feb 16, '23	Feb 17, '22 - Mar 21, '23	Mar 21, '22 - Apr 14, '23	Apr 15, '22 - May 20, '23	May 21, '22 - Jun 20, '23
#3	Gr. 11	82%	84%	84%							
#4	Gr. 10	46%*	50%*	82%							
#5	Gr. 9	71%*	78%*	83%							
#6	Gr. 8	96%	88%	97%							
#7	Gr. 7	97%	94%	99%							



#8	Gr. 6	96%	93%	100%							
CCMS Average		<b>90%</b>	<b>96%</b>	<b>99%</b>							
CCHS Average		<b>65%</b>	<b>70%</b>	<b>84%</b>							
<b>6-11 Average</b>		<b>81%</b>	<b>81%</b>	<b>91%</b>							

**ATTENDANCE:**

Administrative efforts aimed at improving attendance rates have been successful so far. Grades 6-11 participate in a mandatory Buy-back program wherein scholars are required to sit for instruction during lunch or from 3:50 PM to 4:30 PM in order to make up for time and work that they missed by being late to school.

**STAFFING:**

CCMS and CCHS learning spaces are still experiencing a shortage of staff. As it stands at this time, the Principal has had to promote TAs with a Bachelor's degree in line with the course of study to teach the classes as we continue to seek talent. SPED is hardest hit and ENL as our student populations have grown in these sub-groups. Thus another strategic move had to be made to use teachers with Gen Ed. New York State Licenses to provide SETSS services to scholars. In addition to teaching their core classes. They work in tandem with teachers who are SPED certified to get the large number of SETSS services done. This work is led by Dr. Lyle in addition to her tasks as an AP. Please see the layout below:

**SPED SETSS Service Providers**

Teacher	Certification Status	Grade for Services
J. Giotta	Professional	SWD Grade 6
C. Sylvester	Initial	SWD Grade 8
M. Grimes	SPED COVID-19 Emergency	SWD Grade 7
T. Chapman	Initial	SWD Grade 7
M. Krasnicki	SPED COVID-19 Emergency	SWD 11
M.Zak	SPED Professional	SDW 10
T. White	Pending (BS in SPED)	SWD Grade 9
AP Dr. S. Lyle	SBL/SDL/Reading Specialist	SPED Liaison



Please see the vacancies below:

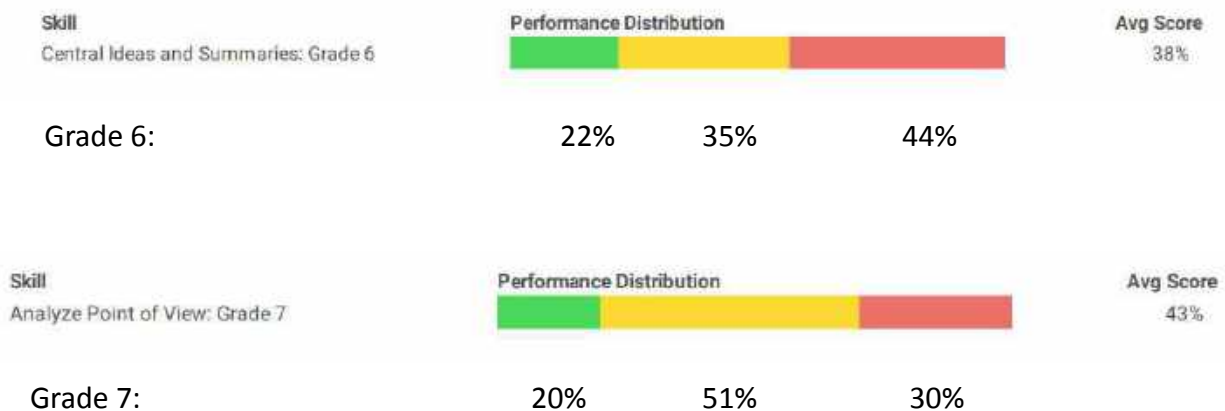
- CCMS:
  - PE/Health 6-8 - TBA- Covered by Dean Russell
  - Grade 8 - Math Teacher - TBA - Covered by AP Vil
- CCMS/CCHS: ENL Teacher ( Based on the number of ELLs enrolled and their levels of language proficiency)
- CCMS SPED Certified SETSS Teachers: Grades 6, 7, 8
- CCHS:
  - English 11 - This class is covered by Principal Gordon until a teacher is found.
  - Spanish II Teacher - Covered by Ms. Gomez, ENL Teacher, and Mr. Medina
  - PE/Health Teacher #2 - Based on the student enrollment.
  - CTE - Health 1

**CURRICULUM, INSTRUCTION, AND ASSESSMENT**

CCMS and CCHS will focus on weekly mini-assessments in all areas using iReady for the Math and ELA core. All other subject areas will use the Performance Matters software to create their weekly mini-assessments. We will enter into the: Teach - Assess- Analyze Data - RTI - Assess cycle. Further, on December 5-7th, 2022, CCMS and CCHS will complete Test Prep Benchmarks in ELA and Math. The analyses of the data will be the soft launch of our Test Prep Unit. At CCHS, Regents Review will begin the Week of November 28, 2022, and will be held from 3:50 p.m.- 4:30 p.m. This will begin now until June. We have also bought into Castle Learning to support our teachers and scholars in helping them increase and improve their study habits

Please see a snapshot of the Mini assessment Standards Mastery done for November 18, 2022.

**READING:**





Skill	Performance Distribution	Avg Score
Central Ideas and Summaries: Grade 8		54%
Grade 8:	31%      47%      32%	
<b>MATH:</b>		
Absolute Value and Ordering Numbers		46%
Grade 6:	18%      50%      32%	
Equations for Proportional Relationships		31%
Grade 7:	8%      28%      64%	
Solutions of Linear Equations		38%
Grade 8:	11%      44%      46%	

Our Two CTE experiential classes are continuing with scholars placing a deep interest in the content and practicality of these classes. We are pleased to announce the arrival of Mr. Brickel, our Culinary Arts Teacher, who is certified and highly experienced, as well as Ms. McKoy, who came as a TA but is CNA certified and has a wealth of experience in the field. She has enrolled at Queens College for the RN program and will cover the class in the meantime as we seek to fill this vacancy.

- Beginning the first period of the day with core instruction across CCMS/CCHS has yielded an improvement in punctuality. However, we have scholars who are habitually late. CCMS/CCHS have begun the Buy Back Initiative. Scholars who are late must stay in school for an extended period from 3:50 p.m. to 4:30 pm. Working on the instructional time lost in the morning.
- iReady has become the Adaptive Learning Lab, which focuses on scholars' dedication to path and teacher-assigned lessons.
- CCMS has also added a Math Intensive Class which is focused on building the fluency and essential prerequisites needed to navigate the math curriculum on all grade levels. With the Compensatory Services guidelines, this class will help



with supporting our scholars with IEPs as well.

- CCHS continues to use the HMH curriculum in all areas of the curriculum except for English, where the Engage NY continues to be used.
- CCHS has launched the CTE Experience offering Health I and Culinary Arts. We are also getting ready to launch the Aviation experience.
- At CCHS, APEX will also be used in the Adaptive Learning Lab, which focuses on scholars' dedication to recovering their credits and placing them on a path to graduation. We also have the Study Hall, where teachers push in to help scholars with projects and assignments.
- i-Ready BOY Reading and Math diagnostics are mostly complete. As we enroll scholars, the data will be updated.

### **SOCIAL-EMOTIONAL LEARNING (SEL)**

- At this time, CCMS/CCHS teachers are engaged in growing their knowledge in the RULER - MTSS for adults. Teachers are given portions to work on every week, and then this is discussed at the beginning of our Friday PDs.
- The SST Team has also received invitations to work on the RULER with Ms. Richards - Director of Pupil Personnel Services. They also meet every First Friday of the month to engage in PD with her.
- CCMS will work with the Second Step Curriculum, and CCHS will work with the Overcoming Obstacles Curriculum.
- Ms. Richards, Principal Gordon, and the SST team met with a consulting firm, Windows of Opportunity - Hal Eisenberg – to work on a curriculum titled “HEAL” for Advisory, which will launch in the first week of December for advisory.
- Naviance was also launched this month to help support our scholars make their transition to college readiness.
- CCMS and CCHS will also partner 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 will continue to be guided on topics that have reared their unwanted presence in this pandemic era—impeding the socialization process for our scholars.

### **SPECIAL EDUCATION and ENL SERVICES**

- Dr. Lyle continues to lead the SPED work on all grade levels 6-11. Ms. Ana Gomez provides ENL services but will need support as we search for another ENL teacher due to the increase in the ENL population at our school.
- RTI will also continue this year, coupled with MTSS for scholars who need the intervention as per the IDEA and IDEiA Law.
- IEP meetings are in full swing and thus far have been doing well—As the CSE now has a new team in place.
- Principal Gordon has also joined the Principal Cohort at the Collaborative to ensure that the school is in full compliance and maintains the knowledge needed to do this work. Our staff has also been strong attendees at the SPED and ENL boot camps and the Pipeline Program



### **DIGITAL PLATFORMS**

- Grades 6-11 scholars will continue using a combination of digital notebooks and hardcover notebooks for all courses to build writing and engagement stamina. We will curtail the use of Chromebooks to just 9% of the instructional time in an effort to maximize engagement.

### **PARENT AND SCHOLAR OUTREACH and ACCESSIBILITY**

We hosted our first in-person Parent-teacher conferences and the attendance was astounding. Many families turned out to meet their scholar's teachers. It was an afternoon and evening of warm and cheerful discourse.

### **PROFESSIONAL DEVELOPMENT**

- AP Canzoneri and Instructional Coach Manniello have begun their studies in SBL at Molloy University and Ms. Sylvester and Ms. Vidal have returned to St. Francis College to pursue their Masters in Special Education. CCMS/CCHS will see another graduating cohort of teachers who are certified in May 2023.
- We have also begun our work with the Collaborative at the Charter School Center - joining sub-cohorts such as the SPED and MLL/ELL Bootcamps, Principal Cohort, and the SPED Pipeline Programs.
- GRADE TEAM PLANNING AND ONGOING PROFESSIONAL DEVELOPMENT
  - Professional development take place daily:
- VERTICAL DEPARTMENT PLANNING
  - Department Teams continue to meet to discuss instructional planning across disciplines.

### **INSTRUCTIONAL OBSERVATIONS**

- The CCMS-CCHS Admin Team members have begun supporting instructional periods throughout the day to ensure that instruction is taking place and that outreach is performed as needed. Informal observations and coaching have begun in the form of check-ins and 1:1 Instructional Supervision. TeachBoost will continue to be used for this task, with a target of 2 long observations and 5 short observations across the board for the school year.



# Attachment #4





## Challenge Charter School Communications Report - November 2022

Kim Messer, Director of Communications

### **Social Media**

Our Family Fall Photo Challenge Brought in some great images across all grade levels. Parent engagement is a key goal with these fun challenges.

### **Internal/External**

- **ParentSquare** - Work continues to correct records that affect unregistered families. Monthly reports have been sent to help Operations have data to correct or update records for our families
- **Community Events** - 'Tis the season for many community events that we share with our families. Career fairs, Turkey Distribution, Toy Distribution, and Healthcare Screening are just a few of the opportunities we have or will be providing to our families before the end of the year.
- **Harvest Feast** - Our annual event is back! We changed this event to be school-wide and over 200 Cheetah family members along with staff celebrated on Friday, November 18.



### **Application Season 2023-24**

Marketing plans and website updates are continuing for our next application season. Due to budgetary limitations, we will have to choose to be targeted and not expand as much as is needed. Our current budget is .02% of our potential scholar income based on per pupil amounts. This is much lower than standard marketing spends typically in the 2-5% range.

- Redesigned school flyer/brochure - running behind due to workload
- Bus shelter ads - we will need to limit the amount of placements
- Social Media/Google Ads - will likely not be possible this year
- Vanguard - we will have to be creative about how to use this service
- Local print ads - we will utilize these in similar ways as we have in the past

### **Website**

Due to my workflow load there are still a number of updates needed including more SEO work. Daily work involves keeping events updated and monthly work involves updating staff lists, refreshing photos, and the site specific pages.



# Attachment #5



# **STUDENT ENROLLMENT AND RECRUITMENT BOARD REPORT #3**

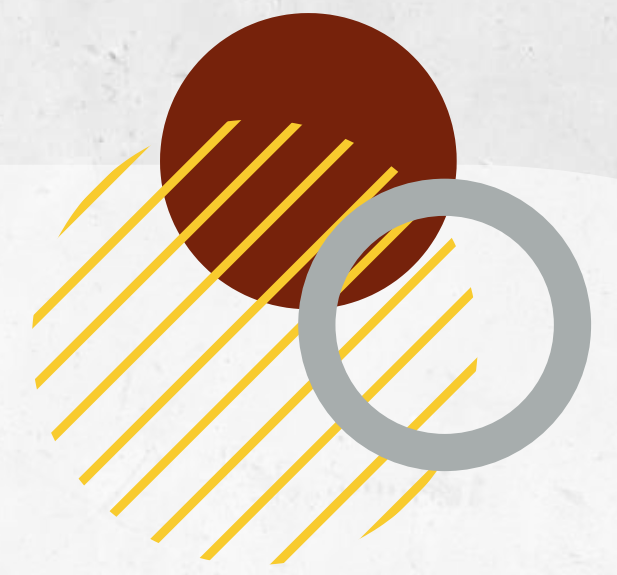
**DATE: NOVEMBER 21, 2022  
PREPARED BY: JANISA VAUGHN,  
DIRECTOR OF STUDENT ENROLLMENT AND RECRUITMENT**



# Table Of Content

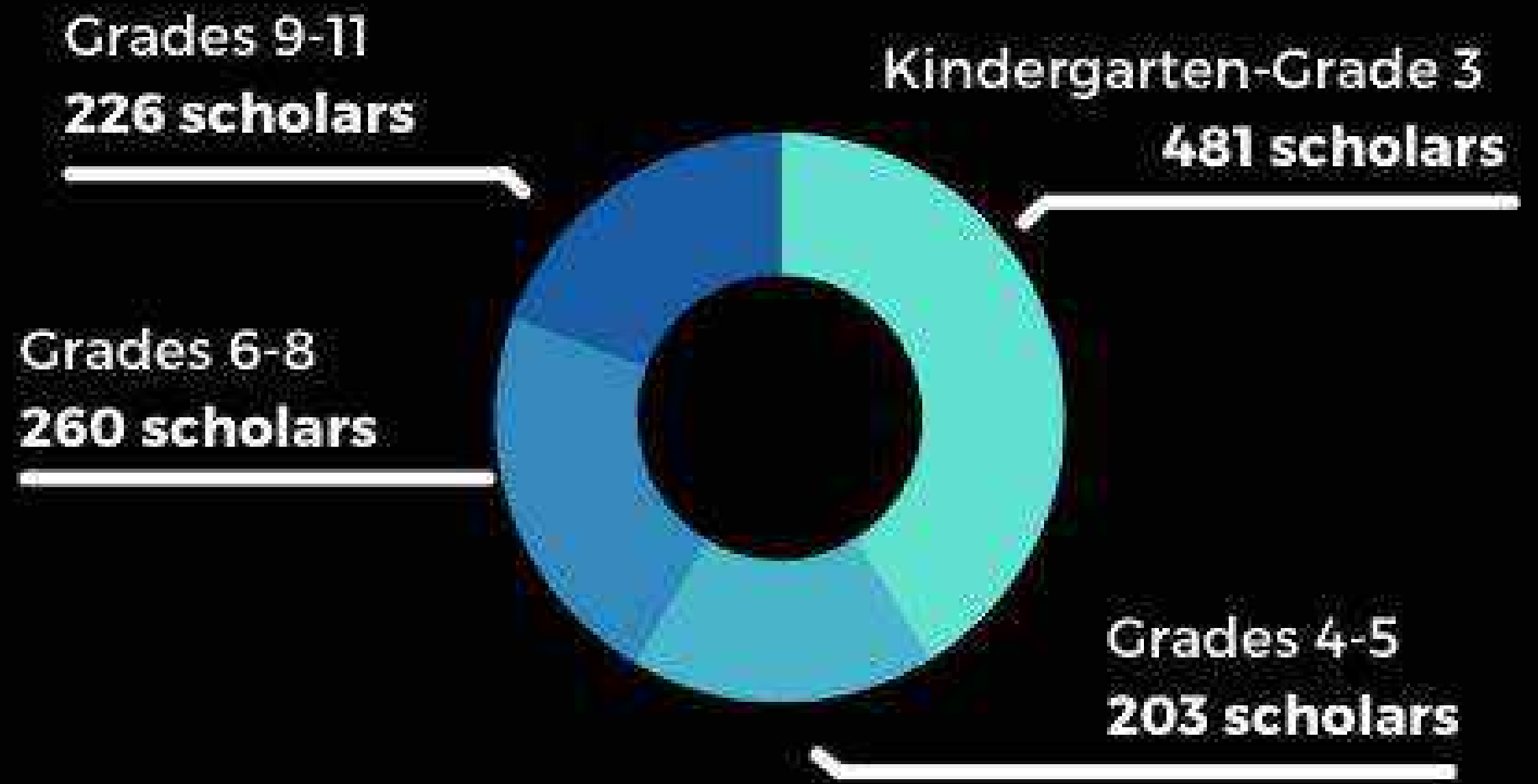
- **Enrollment Overview 2022-23 SY**
- **Enrollment Goals 2022-23 SY**
- **Looking Ahead| Lottery 2023-24**
- **Scholar Recruitment Lottery 2023-24**

# Enrollment Overview



## K-11 OVERVIEW

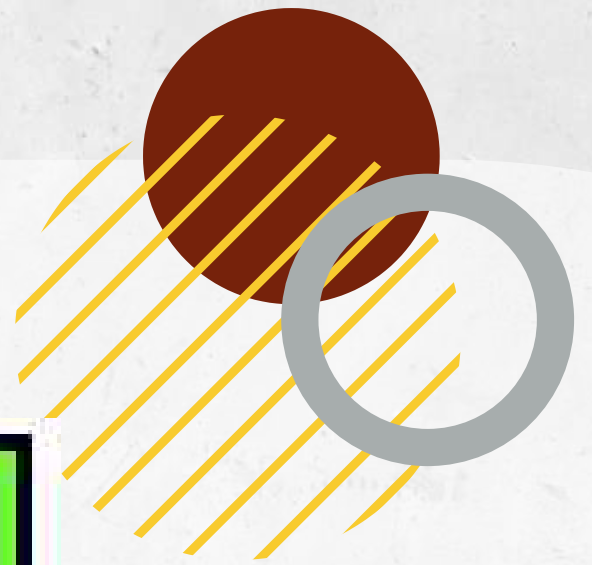
CURRENT ENROLLMENT: **1,170 SCHOLARS**





# Enrollment Overview

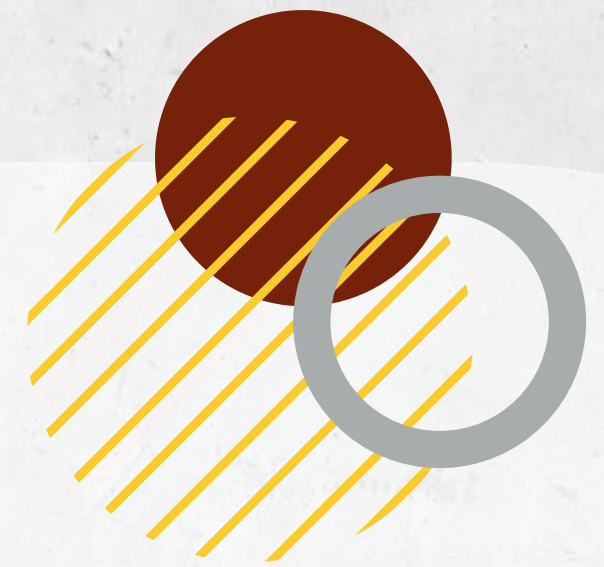
## Elementary Site



Site	Grade	CCS Enrollment Goal 2022-23	Total Number of Scholars Currently Enrolled 11/18/22
Elementary	K	120	123
	1	125	122
	2	125	117
	3	125	119
	4	104	102
	5	104	101
	<b>Total</b>	<b>703</b>	<b>684</b>

# Enrollment Overview

## Middle Site



Site	Grade	CCS Enrollment Goal 2022-23	Total Number of Scholars Currently Enrolled 11/18/22
Middle	6	104	92
	7	104	97
	8	78	71
	<b>Total</b>	<b>286</b>	<b>260</b>



# Enrollment Overview

## High School Site

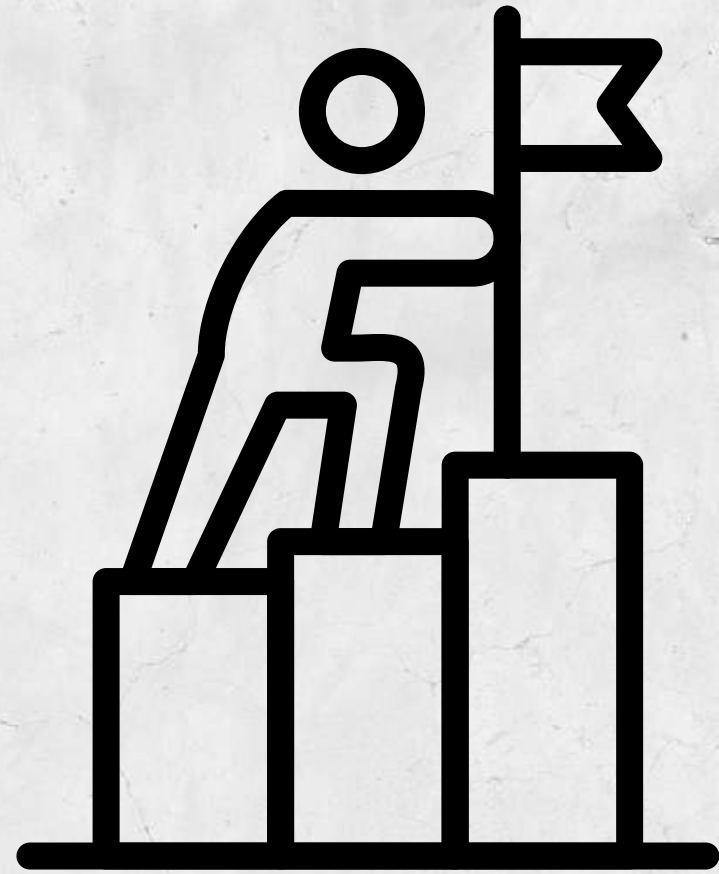


Site	Grade	CCS Enrollment Goal 2022-23	Total Number of Scholars Currently Enrolled 11/18/22
High	9	90	96
	10	75	77
	11	53	53
	<b>Total</b>	<b>218</b>	<b>226</b>



# Enrollment Goals

## 2022-23 SY



### **99% Enrollment**

Achieve at least 99% of CCS-approved charter enrollment.



### **English Language Learners (ELL)**

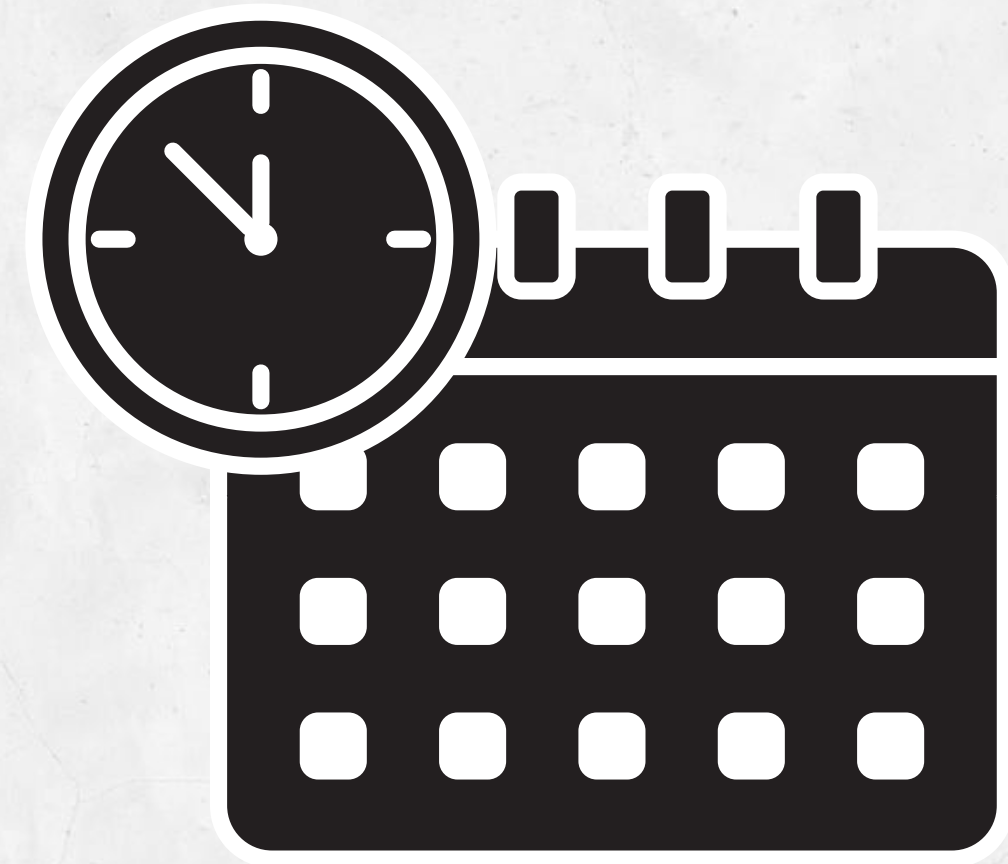
Increase the number of enrolled ELL scholars by at least 3%.



### **Scholar Retention**

Maintain at least 75% of our scholars at each grade level.

# Looking Ahead- Lottery 2023-2024



**Lottery Date: April 4, 2023**

## **Lottery Application**

**The 2023-2024  
Lottery Application will  
launch October 31 2022.**

## **Recruitment Events**

**Open houses will begin  
January 2023 through  
early spring.**

## **Retention**

**We will actively monitor  
scholar discharges to  
make improvements in  
our school community.**



# Scholar Recruitment Lottery 2023-2024

Theme:  
**Begin A Lifetime Of Learning**



### **School Wide Recruitment Initiative**

The staff, scholars, and parents will have opportunities throughout the school year to participate in scholar recruitment.



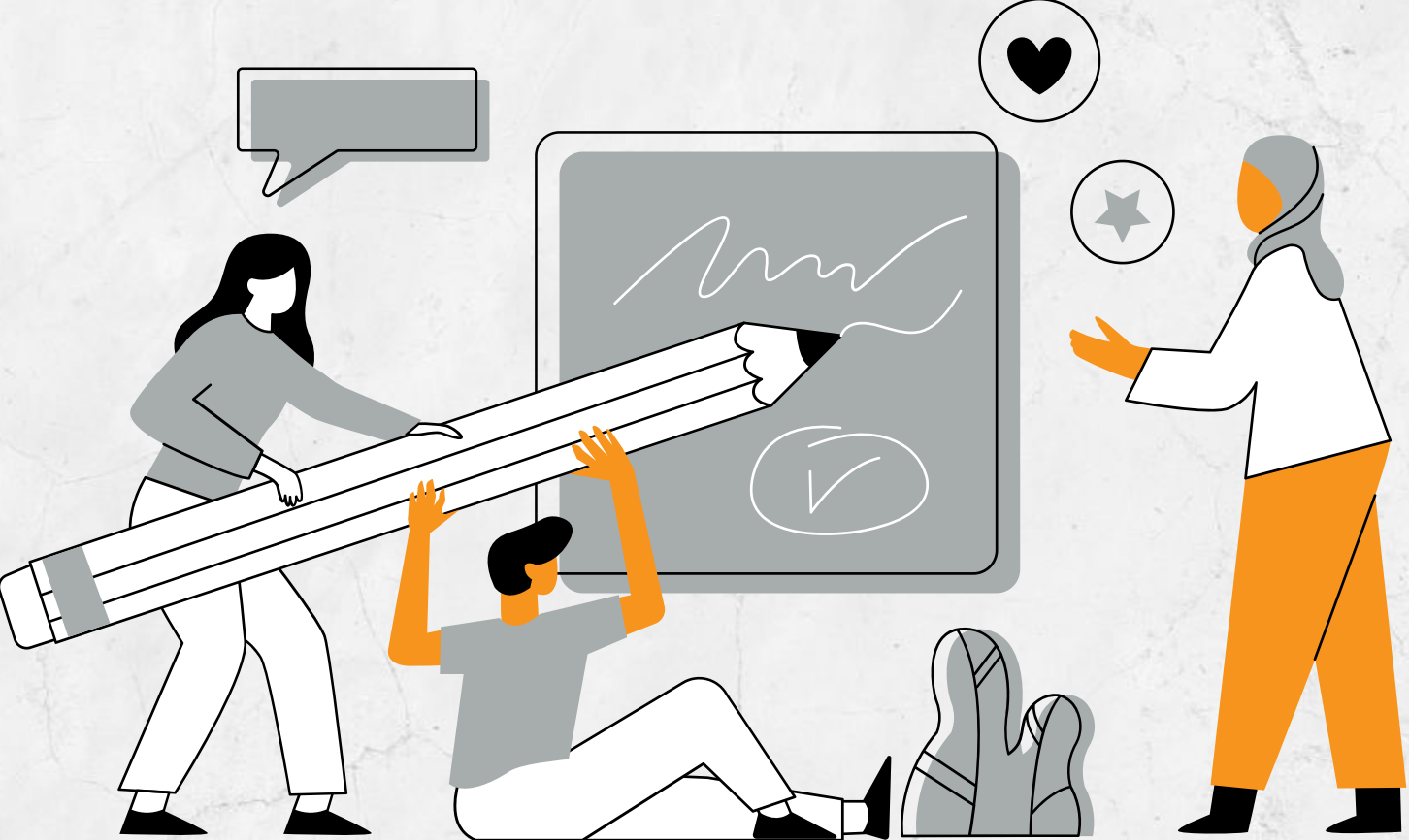
### **Community Outreach**

Continue to partner with feeder schools in the Rockaways to recruit new families.



### **Host Recruitment Events**

Partner with the school community to host open houses and retention events.





# Attachment #6



Director of Operations  
November Board Report  
November 21, 2022

I am happy to bring to you this report of activity as the director of Operations for November 2022. As I assume this newly appointed role as the Director of Operations I have overseen matters related to the operation management of Challenge Charter School. I will provide you with an update of each operation management task thus far.

- Creates a detailed start-up checklist and ordering list to ensure that the school starts each: **In progress**
- Facility: Overseeing site management and development and ensuring that the school site is maintained as a safe and clean environment: **Obtained a contract for snow removal for all 4 Challenge Charter School locations; completed an adequate filtration for our water filter systems at all Challenge Charter locations; changed air filters at 2/4 locations**
- Food and Transportation: Manages food and transportation services; **Conducted strategic outreach to obtain the return of 836 2022-2023 Survey of Charter School Enrollments and Poverty Status forms**
- Student Data: Manages primarily student attendance at each site and generates **Obtained ATS Access. Will receive training starting 11/22/22; Initiated internal audits to ensure accuracy at all sites, established an outreach plan to reach a goal of 100% registered families on parent square**
- Manage logistics of all special school wide events and projects; **Major events this month Harvest Feast, Community Turkey Give away**
- Manages the registration process of each scholar updating and maintaining each scholar's: **Managed a system to request and receive student records**
- Creates and oversees each site's Safety Plans; **Submitted in October 2022; Successfully conducted 1st fire drill at all Challenge Charter locations;**
- Oversee and maintains school facilities ensuring that building rules and regulations are met for all government agencies i.e. DOH, FDNY. – **FDNY report completed at 710 Hartman Lane on 11/11/22-2 Violations were eradicated; Sprinkler systems at Elementary and High School are up to date**
- Manages and maintains the Purchase Order System with the Director of Finance: **This is a daily activity handled by each site's Operations Managers along with the Supervision of the Director of Operations**
- 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; **Collaborated with the Health Liaison Ms.**



Director of Operations  
November Board Report  
November 21, 2022

bailey to move from 70%-89.1% Immunization status complete; Created a Covid-19 Testing Kit Inventory system; Distribute tests to continue to minimize the spread of COVID-19

- Manages the operations Managers at each site; Operations School Aides, Operation Assistants, and Custodial Staff; Conduct weekly meetings with the Operations Managers; Initiated Cycle 1 of Employee evaluations: Self Reflection; Conducted an Operations staff meeting to set expectations with School Aides and Operation Assistants; Meet with the custodial staff several times a week
- Manages and maintains [in conjunction with the Director of Finance] the inventory of all equipment, furniture, etc. being “audit” ready at all times; To date we have not had a request from the auditors for this information: Created an inventory tracking system to document curriculum, technology, and furniture ordered/received
- Performs other related duties as required and assigned; Developed a Professionalism Professional Development Series that will be implemented in December 2022

The operations staff is a dedicated team and we are committed to taking the necessary steps to fully support the needs of our schools, scholars, staff, and parents.

Respectfully Submitted,

*Alexyia N. McNeil*

Alexyia N. McNeil  
Director of Operations



# Attachment #7





## Director of Technology Report

Nov. 2022 - Dale Richardson

---

### I: Current Work

1. Firewall at 12-79 Redfern Ave
    - a. (Formerly in the "pending budget approval" section) This item should not be postponed much longer, in order to ensure we meet compliance on student internet safety at our middle school.
    - b. This device will expire in January of 2023.
      - i. Quote for new device: \$11,180.70 for new firewall.
      - ii. Quote for a one year extended license: \$2,620.00.
  2. Reso-A delivery at 15-20 Central Ave.
    - a. We have received 4 Lexmark CX725 series printers.
    - b. We have received 5 Promethean AP9-B864 Active panels (often referred to as smart boards).
    - c. The Apple laptops that we ordered have been discontinued and are no longer available. Depending on the pricing for the new/replacement Apple MacBook Pro Laptops, the school will have approximately \$58,681.00 in Grant Funding still available within the budget for this Grant Allocation.
  3. Smart-Board Guys delivery at 15-20 Central Ave.
    - a. We have received 4 Newline AP9-B864 Active panels (often referred to as smart boards).
  4. (Formerly in the "pending budget approval" section) Security Camera Installs at 710 Hartman Ln & 1526 Central Ave.
    - a. Security Cameras for 710 Hartman Lane.
      - i. Quote pending.
    - b. Security Cameras for 1526 Central Avenue.
-





- i. Quote pending.
5. eRate 2023 - 2024
- a. eRate season is approaching.
  - b. We will need to submit our total certifiable scholar count.
  - c. We will also need to submit how many scholars qualify for free/reduced lunch.
  - d. For an overview of the program, please use the following url:  
<https://www.usac.org/e-rate/>

—

**II: Pending budget approval - These items should be prioritized.**

1. Security Upgrade at 15-20 Central Ave.
  - a. Bullet proof glass for security (awaiting quote approval).
    - i. Quote received: \$9,300 - Bullet resistance level 1.
    - ii. Quote received: \$11,650 - Bullet resistance level 3.
  - b. Upgrades to security monitoring station
    - i. Quote received: \$3,209.24 - Two TV 55" TVs, mount cables, & installation.
2. Independent Cyber Security Audit for the entire organization.
  - a. An independent cyber security assessment should be completed, in order to satisfy various insurance and state requirements. Ex:  
[https://www.dfs.ny.gov/industry\\_guidance/cybersecurity](https://www.dfs.ny.gov/industry_guidance/cybersecurity)
    - i. Quote received: \$42,327.00.



3. Upgrades to Challenge's phone systems.
  - a. A single phone number to reach our entire organization?
  - b. The phone systems at 710 Hartman Lane & 1526 Central Ave should be upgraded as soon as possible.
  - c. Our quote from last season has expired. A new quote will be generated, when we decide to move forward with the project. I suggest we approve a quote soon, which will allow us to implement this change during the summer months.

—

### III: Risk Factors

1. Reso- A
  - a. Challenge Prep Charter School was allocated \$250K in Fiscal Year 2022 (FY22) for a Reso A Technology project by the Council Member.
  - b. Funds are now being released and we should begin assessing each site for necessary upgrades.
2. Computer Lab at 1520 Central Ave.
  - a. This item is being removed from risk factor shortly, as it is currently up and running now.
  - b. As Apple desktops are discontinued, I suggest ordering Windows desktops via Reso A, removing the current Macs, and distributing them for staff.



3. Lenovo Laptop Inventory shortage.
  - a. The Lenovos currently being used by teachers are beginning to age and fail.
  - b. New laptops should be purchased via Reso A funding. (note) Laptop and desktop computers which are ordered via the DOE also come with apps, security, and system optimizations from the doe which are paid for by the DOE. It is not recommended that Challenge purchases devices outside of the Reso-A. This will save our organization dollars annually in 3rd party subscription fees.
  
4. Student Chromebooks
  - a. The warranty on Chromebooks at Middle School is now expired.
  - b. We should prepare to replace them soon.
  - c. As a heads up, warranties on chromebooks expire 3 years after purchase.
  - d. Spacing out purchases and ordering 300 - 400 chromebooks each year will be best. It will not hit the budget, or logistics as hard. Plus it gives us room to repair and scale up/down if necessary. This is known as "order throttling" and you may read up on a similar concept at the following url: <https://olosupport.zendesk.com/hc/en-us/articles/115002752386-Order-Throttling-Strategies-Overview>



# Attachment #8

**Performing Arts Department Update**  
**Board of Trustees Meeting**  
**November 2022**  
**Challenge Preparatory Charter School**  
**Prepared By:**  
**Anwar Robinson, MEd / SDL / SBL**  
**Director of Performing Arts**

**Summary**

This comprehensive outline provides a glance at the facets of the Department, while also framing gains and needs for stakeholders of the Challenge Preparatory Charter School.

**Department Vision Statement**

*Challenge Scholars will find their voice and point of view through refined and rigorous practice, manifesting their artistic abilities through high-quality music, performance, and fine arts exhibitions for their schools, families, and community.*

**Objectives**

Performing & Fine Arts Department Vision (SY2022-2023) available per request.

**Major Project** (for November-December 2022)

- ❖ Winter Extravaganza — Thursday, December 22, 2022 at 6:00PM EST
  - Grades 4 – 11 will participate
  - Concert includes Scholar Ensemble performances according to their Grade Cohorts
  - Special Vocal Ensembles will also be featured
  - Dance performances (2) will commence
  - Directed by A. Robinson
  - Featuring Live Band (Rhythm Section), directed by Alvin Jones (Performing Arts Teacher Assistant)
  - Will elicit support from Communications Department, Parent Liaisons, and other Administrative Team Members

**Challenge Charter High School**

- ❖ Music Curriculum Development Approved and in Progress by A. Robinson
- ❖ Music Teacher: Candidate — Tamara Kachelmeier — is in the Reference Check Stage
- ❖ Instruction continues under the purview of A. Robinson, assisted by Tequan Henry
- ❖ Unit 2 Assessments given Week of 11.14.2022
  - 63% of Scholars achieved Proficiency
  - Focus on Music History & Industry Practices, as experienced through notable Black American Music Creatives
- ❖ Ms. Henry received feedback via [Short Observation Form](#)
- ❖ Unit 3: Intermediate Piano Lab & CyberOrchestra
- ❖ Dance: Cheetah Divas will perform at the **Winter Extravaganza**

### Challenge Charter Middle School

- ❖ Music Curriculum Developed, Approved, and Launched by A. Robinson
  - Curriculum in implementation and revision stage in cooperation with Performing Arts Teaching Assistant, Alvin Jones
  - General Music Classes for Grades 6 – 8
  - Inspirational Vocal Ensembles (2): Grade 6 & 7
  - Mr. Jones has received feedback via [Short Observation Forms](#)
  - SoundTrap® DAW (digital audio workstation) featured as major teaching platform for Quarter 2 (October 28, 2022 – January 30, 2023)

### Challenge Preparatory Charter School

- ❖ Performing Arts: Music Program
  - Nicholas Green, Music Teacher — began November 7, 2022
    - Orientation and Observations / Intros to CPCS Scholars took place during first week
    - Mr. Green began formal instruction on CPCS sites week of 11.14.2022
    - [First Short Observation](#) & Post-Observation Conference took place on 11.15.2022
    - Mr. Green will be taking the NYSTCE Music Content Area (165) Teacher Certification Exam on Saturday, 11.26.2022 — under the purview of A. Robinson
    - This is part of providing a **supported pathway to certification** for Mr. Green
- ❖ Fine Arts: Visual Arts Instructor — Maria Tapia
  - Program Launched October 2022
  - [First Short Observation](#) on 11.15.2022
  - Ms. Tapia is a **certified**, veteran Visual Arts instructor who is proving to be an asset to the CPCS community

### Programming for SY2022-2023

- ❖ Network & Community-Wide Events
  - Winter Holiday Extravaganza (Thursday, 12.22.2022)
  - Black History Month Celebration
  - Spring Concert
- ❖ Site-Specific Events
  - Special Assemblies
  - Visiting Guest Artists
  - **Liaising with Community Arts Provider Programs**

### Gains

- ❖ All CCS sites have Fine and Performing Arts Programming being delivered to Scholars
- ❖ Communications Department support in promoting Performing Arts Events

### Needs

- ❖ Continued logistical support for Winter Extravaganza
  - Will be solidified in next follow up meeting on Friday, December 2, 2022
- ❖ Funding for Rhythm Section / Band for Winter Extravaganza: **\$2,500.00 USD**

- ❖ Support from Organization for the Professional Development and Continued Education for Performing Arts Teacher Assistants – proposal pending on assessment of program, post-Winter Extravaganza

### **Closing**

The Fine and Performing Arts Department will continue to develop, through the parameters of the NYS required instructional programs, replete with standards-based instruction in the Arts. The foundation of this programming will serve as the basis to launch extra-curricular programming, that will be available to our almost 1,200 Scholars in the greater Far Rockaway Community.



# Attachment #9



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

**CSBM**  
CHARTER SCHOOL  
BUSINESS MANAGEMENT

*experience. expertise. execution.*

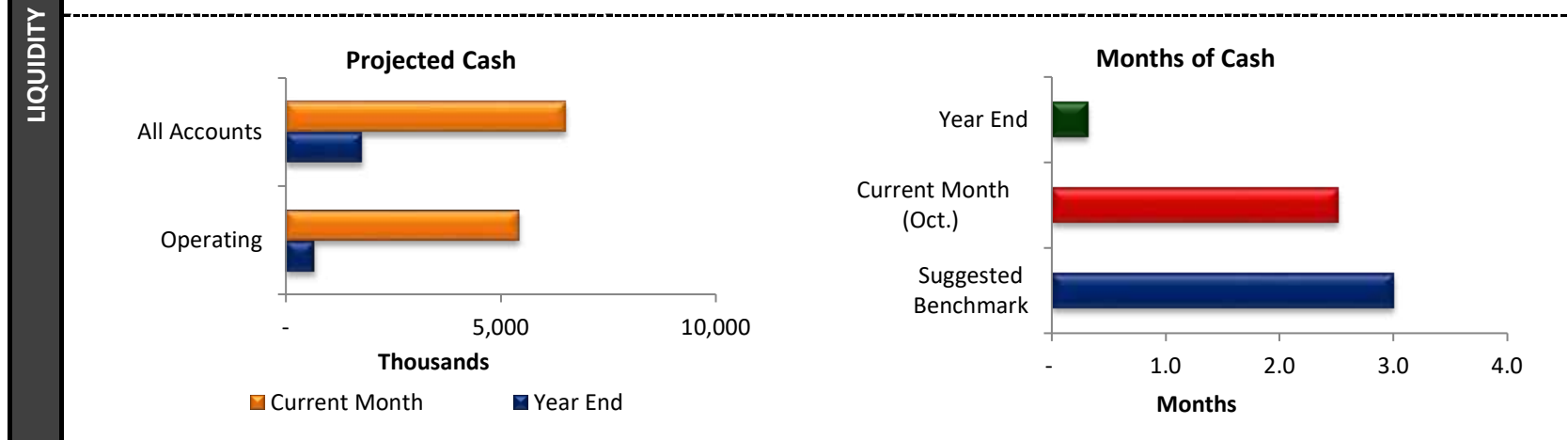
## **Challenge Prep Charter School**

Monthly Financial Report  
October 2022

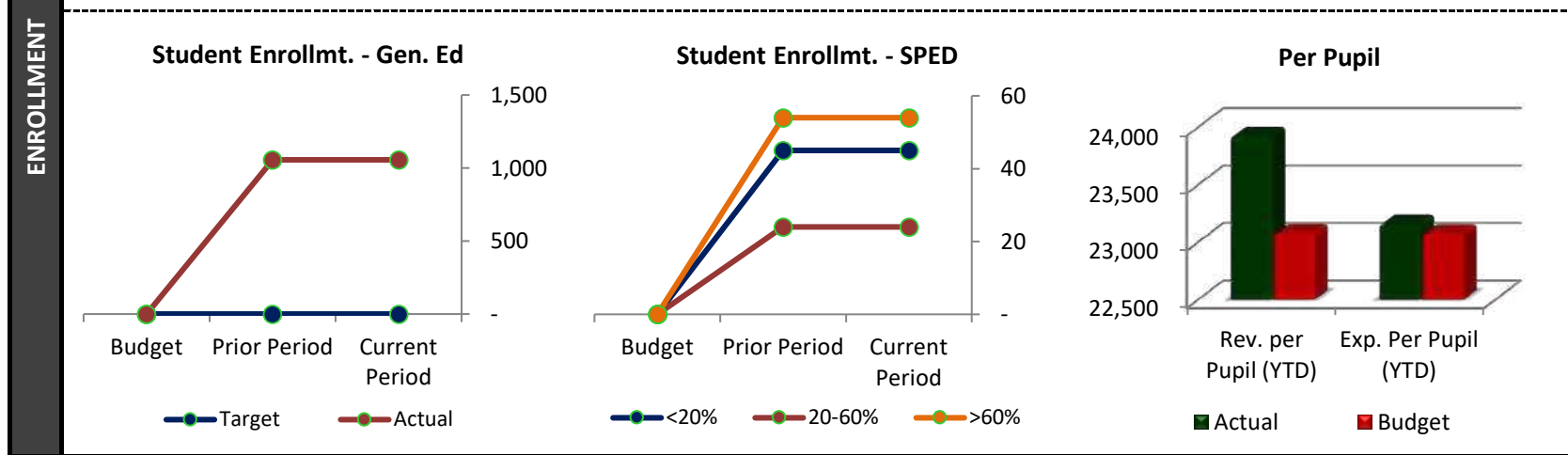
# Challenge Prep Charter School

## Financial Summary For Period Ended October 31, 2022

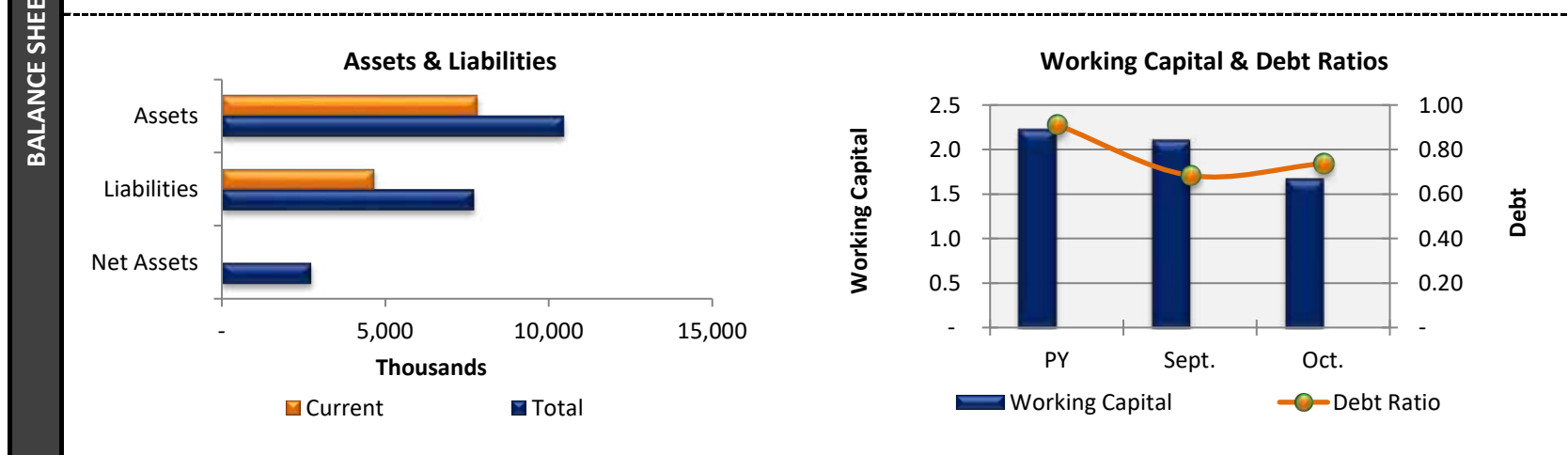
LIQUIDITY	<b>Cash in Bank</b> (Operating Account(s) Only: as of October 31, 2022)	\$ 5,424,075
	<b>Projected months of cash on hand</b>	2.5
	<b>Cash in Bank</b> (Total - All Accounts: as of October 31, 2022)	\$ 6,506,828
	<b>FY Ending Cash Available to Carryover to FY23-24</b> (Operating Account(s) Only)	\$ 678,984
	<i>*Cash balance available once all FY22-23 obligations &amp; receivables have been settled</i>	
	<b>Projected months of cash on hand</b>	0.3
	<b>FY Ending Cash Available to Carryover to FY23-24</b> (Total - All Accounts)	\$ 1,761,737



	Actual	Budget	Variance	Actual	Budget	Variance
<b>General Ed</b>	1,101.61	1,086.00	15.61	\$ 17,791,018	\$ 16,624,488	\$ 1,166,530
<b>SPED</b>						
0 - 20%	47.97	45.00	2.97	-	-	\$ -
20 - 59%	36.92	27.00	9.92	383,630	280,530	\$ 103,100
60% - Over	77.08	66.00	11.08	1,468,240	1,257,234	\$ 211,006
<b>Total SPED</b>	<b>161.97</b>	<b>138.00</b>	<b>23.97</b>	<b>1,851,870</b>	<b>1,537,764</b>	<b>\$ 314,106</b>



<b>Total Current Assets:</b>	\$ 7,819,011
<b>Total Current Liabilities:</b>	\$ 4,659,914
<b>Working Capital (Current) Ratio</b>	1.68
<b>Total Assets:</b>	\$ 10,445,642
<b>Total Liabilities:</b>	\$ 7,702,557
<b>Debt Ratio</b>	0.74
<b>Total Net Assets:</b>	\$ 2,743,085



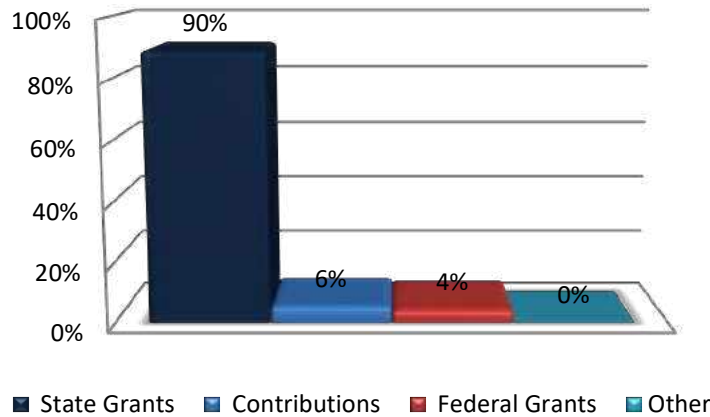
# Challenge Prep Charter School

## Financial Summary For Period Ended October 31, 2022

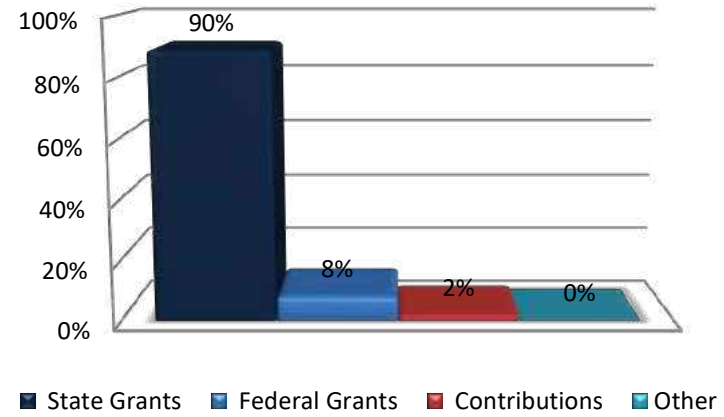
BUDGETING / REVENUE & EXPENSES

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Total Revenue YTD:	\$ 8,628,033	\$ 8,261,637	\$ 366,397
Total Expenses YTD:	(7,735,363)	(7,336,358)	(399,005)
<b>Net Operating Surplus(Deficit):</b>	<b>\$ 892,671</b>	<b>\$ 925,279</b>	<b>\$ (32,608)</b>
	<u>Projected</u>	<u>Budget</u>	<u>Variance</u>
Annual Projected Revenue:	\$ 26,359,403	\$ 25,071,163	\$ 1,288,241
Annual Projected Expenses (before depreciation):	(25,517,960)	(25,066,857)	(451,103)
<b>Projected Net Operating Surplus(Deficit) before Depreciation:</b>	<b>\$ 841,443</b>	<b>\$ 4,305</b>	<b>\$ 837,138</b>
Annual Projected Depreciation:	(403,885)	-	(403,885)
<b>Projected Net Operating Surplus(Deficit) after Depreciation:</b>	<b>\$ 437,558</b>	<b>\$ 4,305</b>	<b>\$ 433,253</b>
<b>Capital Expenditure Requirements</b>	<b>\$ (255,000)</b>	<b>\$ -</b>	<b>\$ (255,000)</b>
<b>Total Cash Expenditures</b>	<b>\$ (24,859,076)</b>	<b>\$ (25,066,857)</b>	<b>\$ 207,781</b>
<b>Revenue per Pupil (YTD)</b>	<b>\$ 23,928</b>	<b>\$ 23,086</b>	<b>\$ 842</b>
<b>Expenditure per Pupil (YTD)</b>	<b>\$ 23,164</b>	<b>\$ 23,082</b>	<b>\$ 82</b>

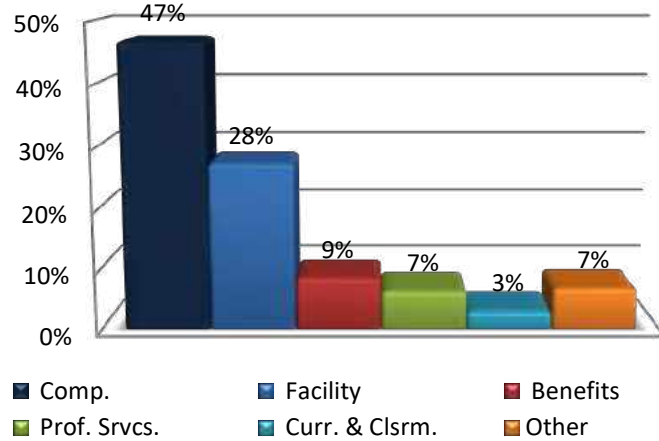
**Revenue Breakdown YTD**



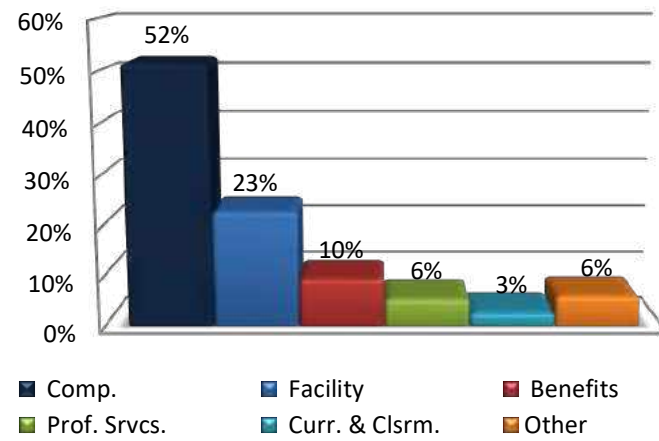
**Revenue Breakdown YE**



**Expense Breakdown YTD**



**Expense Breakdown YE**



# Challenge Prep Charter School

## Financial Variance Summary

Fiscal Year Ending 6/30/2023	Comments
Net Budget Surplus after Depreciation	\$ 4,305
Increase in Projected Annual Expenses	854,988
Net Projected Deficit Variance after Depreciation	<u>\$ 437,558</u>

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

	Total	Comments
<b>ASSETS</b>		
<b>Current Assets</b>	-	
<b>Bank Accounts</b>		
<b>1000 Cash</b>		
1001 HSBC Checking - 0844	4,575,718	
1002 HSBC Checking - 0852	8,129	
1003 HSBC Checking - 0879	848,357	
1005 HSBC Money Market - 5972	1,004,624	
1006 Chase Escrow - 3060	70,000	
<b>Total 1000 Cash</b>	<b>\$ 6,506,828</b>	
<b>Total Bank Accounts</b>	<b>\$ 6,506,828</b>	
<b>Accounts Receivable</b>		
1100 Accounts Receivable	414,279	
<b>Total Accounts Receivable</b>	<b>\$ 414,279</b>	
<b>Other current assets</b>		
1300 Prepaid Expenses	234,400	
1301 Prepaid Insurance	129,556	
1310 Prepaid Rent	519,948	
<b>Total Other current assets</b>	<b>\$ 897,904</b>	
<b>Total Current Assets</b>	<b>\$ 7,819,011</b>	
<b>Fixed Assets</b>		
<b>1500 Furniture, Fixtures &amp; Equipment</b>		
1510 Office & Admin Computers & Equipment	256,303	
1511 Classroom Computers & Equipment	1,401,166	
1512 Classroom Furniture	583,780	
1513 Office Furniture	203,196	
<b>Total 1513 Office Furniture</b>	<b>\$ 203,196</b>	
1514 Musical Instruments	16,390	
1515 Computer Software	44,217	
<b>Total 1500 Furniture, Fixtures &amp; Equipment</b>	<b>2,505,052</b>	
<b>1519 Facility and Construction</b>	127,589	
1520 Architect Fees	115,620	
1525 Fire Alarm System	7,500	
<b>Total 1525 Fire Alarm System</b>	<b>\$ 7,500</b>	
1530 Kitchen/Cafeteria	162,079	
1535 Construction In Progress	-	
1540 Leasehold Improvements	845,530	
<b>Total 1519 Facility and Construction</b>	<b>1,258,317</b>	

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

	Total	Comments
1610 Website	11,000	
<b>Total 1610 Website</b>	<b>\$ 11,000</b>	
1700 Accumulated Depreciation & Amortization		
1710 Accumulated Depreciation	(2,064,877)	
1750 Accumulated Amortization	(8,861)	
<b>Total 1700 Accumulated Depreciation &amp; Amortization</b>	<b>\$ (2,073,738)</b>	
<b>Total Fixed Assets</b>	<b>\$ 1,700,632</b>	
<b>Other Assets</b>		
1800 Security Deposits	925,999	
<b>Total Other Assets</b>	<b>\$ 925,999</b>	
<b>TOTAL ASSETS</b>	<b>\$ 10,445,642</b>	
<b>LIABILITIES AND EQUITY</b>		
<b>Liabilities</b>		
<b>Current Liabilities</b>		
<b>Accounts Payable</b>		
2000 Accounts Payable	779,683	
<b>Total Accounts Payable</b>	<b>\$ 779,683</b>	
<b>Other Current Liabilities</b>		
2301 Accrued Expenses	84,673	
2302 Refunds Payable	2,256	
2400 Unearned/Deferred Revenue	3,789,577	
<b>Total Other Current Liabilities</b>	<b>\$ 3,880,231</b>	
<b>Total Current Liabilities</b>	<b>\$ 4,659,914</b>	
<b>Long-Term Liabilities</b>		
2700 Deferred Rent Liability	3,042,643	
<b>Total Long-Term Liabilities</b>	<b>\$ 3,042,643</b>	
<b>Total Liabilities</b>	<b>\$ 7,702,557</b>	
<b>Equity</b>		
3100 Retained Earnings	1,850,415	
Net Income	892,671	
<b>Total Equity</b>	<b>\$ 2,743,085</b>	
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ 10,445,642</b>	

**Challenge Prep Charter School  
Budget vs. Actuals  
Fiscal Year Ending June 30, 2023**

	October 31, 2022			YTD Through October 31, 2022			Projected FYE June 30, 2023				Comments
	Actual	Budget	Variance	Actual	Budget	Variance	Projected - October 31, 2022	Actuals - July 2022-October 31, 2022 + Projections thru June 30, 2023	Annual Budget	Variance	
<b>Income</b>											
4100 State Grants	1,933,644	1,909,626	24,019	7,759,905	7,638,503	121,402	15,917,012	23,676,917	22,990,704	686,213	Projected based on budget: Per Pupil GenEd based on 1,086 students, SpEd based on 27 (20-60); 66 (>60); Projection updated to GenEd 1,101.611 students, SpEd of 36.923 (20-60) & 77.077 (>60)
4200 Federal Grants	68,124	168,587	(100,462)	385,881	623,134	(237,254)	1,806,466	2,192,346	2,080,458	111,888	Title projection based on preliminary allocation per NYSED
4300 Contributions	46,419	-	46,419	477,624	-	477,624	-	477,624	-	477,624	
4400 Miscellaneous Income	1,431	-	1,431	4,624	-	4,624	7,892	12,516	-	12,516	
<b>Total Income</b>	<b>2,049,619</b>	<b>2,078,212</b>	<b>(28,593)</b>	<b>8,628,033</b>	<b>8,261,637</b>	<b>366,397</b>	<b>17,731,370</b>	<b>26,359,403</b>	<b>25,071,163</b>	<b>1,288,241</b>	Projected based on November invoice: Per Pupil GenEd based on 1,101.611 students, SpEd based on 36.923 (20-60); 77.077 (>60); Title projections based on preliminary allocation;
<b>Expenses</b>											
<b>Compensation</b>											
5100 Instructional Staff	726,544	757,342	(30,798)	2,311,715	2,089,657	222,058	7,064,951	9,376,666	9,088,104	288,562	Adjusted based on payroll to date
5200 Non-Instructional Staff	219,708	224,683	(4,975)	868,243	898,731	(30,488)	1,757,662	2,625,905	2,696,192	(70,286)	Adjusted based on payroll to date
5300 Pupil Support	119,592	134,855	(15,263)	457,903	539,419	(81,516)	995,731	1,453,633	1,618,257	(164,624)	Adjusted based on payroll to date
<b>5000 Compensation</b>	<b>1,065,843</b>	<b>1,116,879</b>	<b>(51,036)</b>	<b>3,637,861</b>	<b>3,527,807</b>	<b>110,054</b>	<b>9,818,344</b>	<b>13,456,205</b>	<b>13,402,553</b>	<b>53,652</b>	Adjusted based on payroll to date
5400 Benefits	197,897	215,432	(17,536)	676,434	861,730	(185,295)	1,874,839	2,551,273	2,585,189	(33,916)	Projection updated to include Workers Compensation
6100 Administrative Expenses	29,655	45,340	(15,685)	161,469	186,842	(25,373)	390,296	551,765	549,565	2,200	Projection updated to include travel and student meals
6200 Professional Services	112,562	98,097	14,465	506,635	370,722	135,913	980,324	1,486,959	1,202,500	284,459	Projection updated to include temporary staffing (unbudgeted) & \$15K per month for cleaning services
6300 Professional Development	6,131	11,295	(5,164)	78,418	39,636	38,782	71,582	150,000	130,000	20,000	Projection updated to increase non-instructional staff PD
6400 Marketing and Staff/Student Rec	4,397	8,292	(3,895)	11,317	33,167	(21,850)	88,183	99,500	99,500	-	
6500 Fundraising Expenses	-	-	-	-	-	-	-	-	-	-	
7100 Curriculum & Classroom Expenses	21,528	44,781	(23,254)	240,988	166,230	74,758	518,169	759,157	646,877	112,280	Projection updated to increase non-instructional enrichment
8100 Facility	519,324	501,890	17,435	2,129,675	2,007,558	122,117	3,893,999	6,023,674	6,022,674	1,000	
8200 Technology/Communication Expens	34,678	35,667	(988)	147,571	142,667	4,905	280,429	428,000	428,000	-	
8800 Miscellaneous Expenses	9,725	-	9,725	10,366	-	10,366	1,062	11,428	-	11,428	
8900 Depreciation Expense	-	-	-	134,628	-	134,628	269,256	403,885	-	403,885	
<b>Total Expenses</b>	<b>2,001,740</b>	<b>2,077,674</b>	<b>(75,934)</b>	<b>7,735,363</b>	<b>7,336,358</b>	<b>399,005</b>	<b>18,186,482</b>	<b>25,921,845</b>	<b>25,066,857</b>	<b>854,988</b>	
<b>Net Income</b>	<b>47,879</b>	<b>538</b>	<b>47,341</b>	<b>892,671</b>	<b>925,279</b>	<b>(32,608)</b>	<b>(455,112)</b>	<b>437,558</b>	<b>4,305</b>	<b>433,253</b>	
<b>Capital Expenditures</b>											
Furniture, Fixtures & Equipment	14,022	-	14,022	174,224	-	174,224	30,776	205,000	-	205,000	
Website	-	-	-	-	-	-	-	-	-	-	
<b>Total Capital Expenditures</b>	<b>(5,479)</b>	<b>-</b>	<b>(5,479)</b>	<b>203,285</b>	<b>-</b>	<b>203,285</b>	<b>51,715</b>	<b>255,000</b>	<b>-</b>	<b>255,000</b>	Fixed Assets not included in board-approved budget

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

	Projected Aug 22 - June 23	Projected Aug 22 - June 23	November	December	January	February	March	April	May	June	July + Subsequent FY22-23 Items
<b>Beginning Cash Balance (Operating Account)</b>	<b>6,645,873</b>	<b>5,432,204</b>	<b>5,424,075</b>	<b>2,490,824</b>	<b>4,607,419</b>	<b>2,538,523</b>	<b>4,490,092</b>	<b>2,421,196</b>	<b>4,376,986</b>	<b>2,308,091</b>	<b>988,705</b>
Projected Cash Receipts from Operations (below)	17,731,370	13,939,246	6,140	4,191,630	6,140	4,026,604	6,140	4,030,825	6,140	757,931	907,696
Projected Cash Disbursements from Operations (below)	(18,186,482)	(17,768,267)	(2,068,571)	(2,068,571)	(2,068,571)	(2,068,571)	(2,068,571)	(2,068,571)	(2,068,571)	(2,070,852)	(1,217,417)
<b>Net Cash from Operations</b>	<b>(455,112)</b>	<b>(3,829,021)</b>	<b>(2,062,431)</b>	<b>2,123,059</b>	<b>(2,062,431)</b>	<b>1,958,033</b>	<b>(2,062,431)</b>	<b>1,962,254</b>	<b>(2,062,431)</b>	<b>(1,312,921)</b>	<b>(309,721)</b>
Cash Receipts from Accounts & Misc Receivables (not included in revenue below)	-	-	-	-	-	-	-	-	-	-	-
Cash Disbursements for Accounts Payable & Accrued Expenses	-	-	(864,356)	-	-	-	-	-	-	-	-
Capital Expenditures (below)	(51,715)	(51,715)	(6,464)	(6,464)	(6,464)	(6,464)	(6,464)	(6,464)	(6,464)	(6,464)	-
Accounts Receivable	-	-	-	-	-	-	-	-	-	-	-
<b>Ending Cash Balance (Operating Account)</b>	<b>6,242,476</b>	<b>1,551,469</b>	<b>2,490,824</b>	<b>4,607,419</b>	<b>2,538,523</b>	<b>4,490,092</b>	<b>2,421,196</b>	<b>4,376,986</b>	<b>2,308,091</b>	<b>988,705</b>	<b>678,984</b>
Other Cash Accounts (Net of Transfers)	-	1,082,753	1,082,753	1,082,753	1,082,753	1,082,753	1,082,753	1,082,753	1,082,753	1,082,753	1,082,753
<b>Total Cash (All Accounts)</b>	<b>6,242,476</b>	<b>2,634,222</b>	<b>3,573,577</b>	<b>5,690,172</b>	<b>3,621,277</b>	<b>5,572,845</b>	<b>3,503,950</b>	<b>5,459,739</b>	<b>3,390,844</b>	<b>2,071,458</b>	<b>1,761,737</b>



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

OPERATING ACTIVITIES	Total	Comments
Net Income	892,671	
Adjustments to reconcile Net Income to Net Cash provided by operations:		
1100 Accounts Receivable	112,968	
1200 Accounts Receivable:Other Receivables - Salary Advance	-	
1300 Prepaid Expenses	(100,442)	
1301 Prepaid Insurance	(129,556)	
1310 Prepaid Rent	151,141	
1710 Accumulated Depreciation & Amortization:Accumulated Depreciation	134,445	
2000 Accounts Payable	586,895	
2100 HSBC Loan Payable	-	
2300 Accrued Salaries/Taxes	-	
2301 Accrued Expenses	(1,425,791)	
2302 Refunds Payable	(38,378)	
2303 Accrued Interest - PPP	(11,767)	
2304 Due To Friends of Challenge Prep, Inc.	-	
2400 Unearned/Deferred Revenue	-	
2600 Exchange Transactions (deleted)	3,647,248	
Total Adjustments to reconcile Net Income to Net Cash provided by operations:	<b>2,917,763</b>	
Net cash provided by operating activities	<b>3,810,434</b>	
INVESTING ACTIVITIES		
1500 Furniture, Fixtures & Equipment		
1510 Furniture, Fixtures & Equipment:Office & Admin Computers & Equipment	-	
1511 Furniture, Fixtures & Equipment:Classroom Computers & Equipment	-	
15111 Furniture, Fixtures & Equipment:pp (deleted)	(110,156)	
1512 Furniture, Fixtures & Equipment:Classroom Furniture	-	
1513 Furniture, Fixtures & Equipment:Office Furniture	(59,896)	
1514 Furniture, Fixtures & Equipment:Musical Instruments	(4,172)	
1610 Website	(29,061)	
Net cash provided by investing activities	<b>(203,102)</b>	
FINANCING ACTIVITIES		
2700 Deferred Rent Liability	-	
Net cash provided by financing activities	-	
Net cash increase for period	<b>3,607,332</b>	
Cash at beginning of period	2,899,496	
Total Cash at beginning of period	<b>2,899,496</b>	
Cash at end of period	<b>6,506,828</b>	



## **2022-23 School Year Board Meeting #6**

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

Frederica Jeffries, Chair requested verification from the members present of “The Notice of Meeting” sent to each board member 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

Frederica Jeffries, Chair of the Board of Trustees called the roll of the board.

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

Members absent: Ben Waxman

Also present: Dr. Mullings, Donna Webster

The Chair offered an 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 2022-23 School Year Board Meeting #5 The minutes were approved by common consent.
3. Dr. Mullings brought Holiday Greetings and thanked the Board for all their work and support.
4. Dr. Mullings recognized the various reports provided by CPCS Directors and Principals that were sent prior to the meeting.
5. Dr. Mullings Report:
  - He talked about the progress that is being made in academics in Far Rockaway.
  - He reflected on the groundbreaking at Arverne.
  - He talked about recent flooding at Hartman and sewage backup at Redfern due to weather issues. Clean-up took place at both locations.

- The school is on high alert for the triple threat of respiratory viruses with Covid-19. We have sent a notice to the school community to highly recommend masking.
  - Frederica Jeffries recognized the report from Dr. Mullings and then called for the Financial Report from Donna Webster from CSBM.
6. Donna Webster reported from the November financials:
    - Projecting for fiscal year '23, end with revenue of \$27.2M; the increase is due to 48 more students with per pupil income.
    - Expenses are projected at \$25.8M; this is fairly early in the school year so we will continue to track finances as we get further into the year. We are anticipating a surplus currently.
    - Net income is currently \$913K.
    - From a balance sheet perspective, we anticipate carrying over to the next school year \$1.7M barring any unexpected expenses.
    - Frederica Jeffries had no questions after the report, and Dr. Mullings said that there will be some scaling down as we look forward to the next school year. He affirmed Ms. Webster's addition to the team and her excellent work and knowledge of budgeting. He was very happy to She asked for the personnel report and if we would be keeping the current number of staff.
  7. Personnel Report
    - Dr. Mullings responded that there are no other personnel changes at this time.
  8. Jeffries thanked Dr. Mullings for his work, and he said he could not do the work without the board. The members spent some time reminiscing about the start of the school and their relationship with the planning and beginning of Challenge Charter.
  9. The Chair mentioned the next meeting in January. The report was received, and the meeting adjourned by common consent.

Respectfully Submitted,

A handwritten signature in black ink that reads "Karon McFarlane". The signature is written in a cursive, flowing style.

Karon McFarlane  
Secretary



Attachment #1  
See Prior  
Month  
Minutes for  
Minute  
Attachments



## **2022-23 School Year Board Meeting #5**

Minutes Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2022-23 School Year Board Meeting #5 at 6:30 PM on November 29, 2022.

Frederica Jeffries, Chair requested verification from the members present of “The Notice of Meeting” sent to each board member 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

Frederica Jeffries, Chair of the Board of Trustees called the roll of the board.

Members present: Frederica Jeffries, Dr. Michelle Daniel-Robertson, Karon McFarlane, Ben Waxman, Gertrudis Hernandez, Andrew Barnes, Linda Plummer

Members absent: Dr. Michelle Daniel-Robertson

Also present: Dr. Mullings, Donna Webster

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

1. Dr. Mullings introduced Ms. Webster as the meeting began.
2. The agenda was approved by common consent.
3. Due to the death of Senior Advisor Dr. Michael Estep, the minutes from the previous meeting could not be reviewed at this time.
4. The Board Chair asked for Dr. Mullings’ report.
5. Dr. Mullings reflected on Dr. Estep’s involvement. He said that through the years, there was nothing that Mike couldn’t do. He never said no. He always said there is a way or we will find a way. He was generous, and the foundation that Mike and all of us established put us in a good position as we continue. As we received attention for our accomplishments, we said we are crazy and we are getting good things done. I thank God for the man and for meeting him. Ben Waxman said we have two feet on the ground, and we have so much to thank Mike for.
  - a. Dr. Mullings circled back to the help that Ms. Webster is providing to fill in the financial leadership gap.

- b. Dr. Mullings spoke about the holiday shows coming up.
6. The various reports provided by CPCS Directors and Principals that were sent prior to the meeting were referenced.
  7. Frederica Jeffries recognized the report saying:
    - Mike's work was finished. We are in a great position. He was extraordinary.
    - She called for the financial report.
  8. Donna Webster reported from the November financials:
    - She brought condolences regarding Dr. Estep. She said he had always made her feel comfortable. She said he never got off the phone or left a meeting without expressing appreciation. He was one of the best and most remarkable people I have ever known.
    - Up to the end of October cash on hand is \$6.5M. Projecting into the next school year based on the budget, we would carry over \$1.7M.
    - The first per-pupil invoice was based on 1101 students trending above the projected 1086. \$23K per pupil was budgeted, but \$23.9K per pupil is the actual number.
    - Expenditures are slightly over budget so far this year. Total assets are \$10.4M with \$7.7M in liabilities, so we are in good standing.
    - The January and February per-pupil invoice was just finished today and looks to be on target. Instructional staff salaries compared to budget are holding steady, but there is not a lot of wiggle room there.
    - Projected expenses are \$25.9M with a projected end of \$437K income for 2023.
    - Dr. Mullings responded to the budget: we have been speaking to experts and we are a bit top-heavy administratively. We will look to conserve related to staffing. That moved the discussion to the Personnel Report.
  9. The ability to serve ELLs came up related to the migrant population and the demographics of our district. Dr. Mullings affirmed that this is a population that is growing here. Discussion about testing and DOE requirements to see academic improvement is not balanced with the needs that ELLs and SPED students have.
  10. Personnel Report: Dr. Mullings reported that our Director of SPED resigned. We will fill other SPED positions that have been vacant to service scholars. There are no other hires.
  11. The Chair mentioned the next meeting in December. The report was received, and the meeting adjourned by common consent.

After the meeting was over, a call to Kim Messer, Director of Communications, was made to express condolences from the Board over the passing of her father.

Respectfully Submitted,



Karon McFarlane  
Secretary



# Attachment #2



## Senior Director of Teaching and Learning K-5

### December 2022 Board Report

Covering November 17- December 14, 2022

**Kentia Coreus**

## Enrollment Compliance

Grade	Total Scholars	Target Enrollment
K	123	120
1	122	125
2	117	125
3	119	125
4	102	104
5	101	104
<b>Totals</b>	<b>684</b>	<b>703</b>

---

**source:** Student Enrollment Weekly Report sent on November 18, 2022

## Ongoing Teaching & Learning Tasks

- Manage personnel, curricula, relationships, 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 at both elementary sites
- Supervise the K-5 principal by conducting regular check-ins and weekly supervision meetings
- Provide instructional leadership feedback to assistant principals
- Listen and respond to staff and family grievances
- Support human resource activities such as reviewing the credentials of international candidates, recommending teacher salaries, conducting final interviews

## Staffing and Leadership Recruitment

The current teacher vacancies exist and persist at the elementary division: Grade 2 Gen-Ed Teacher , Grade 2 Gen-Ed-ICT Leave Replacement (2), and Grade 1 Gen-Ed-ICT Leave Replacement. We are extending an offer to an Assistant Principal for Special Education (K-5) with a January 17, 2023 start date. We combined the responsibilities of the former special education liaison and former director of special education. We added teacher coaching and school building leadership which is greatly needed



at the ES. Lastly, we are expecting to present an offer to a grade 3 Teacher Assistant before the holiday break.

The K-5 special projects coordinator is taking the following action steps to support recruitment:

- Posting vacancies on Lever which gets distributed to Indeed and LinkedIn
- Sharing of the SPED Liaison job description with the principal for internal recruitment
- Listing vacancies with Alternative Tutoring, School Professionals and Practice Benefit Corp and perhaps a fourth once we do some further research.
- Vacancies sent to Ms. Messer to post on our Facebook, Instagram, and our monthly newsletter
- Posting vacancies on personal LinkedIn Page
- Connecting with all local area colleges with teaching programs for early access to December graduates
- Reviewing all candidates in Lever who have applied to other instructional roles at the school

### **Scholar Discipline**

The elementary level had its first long term suspension in the 2022-23 school year. The senior director of teaching and learning supported the process by sending protocols to members of the elementary leadership team and communicating with the director of pupil personnel services. The family was provided with the proper documentation and in a timely fashion to ensure that the scholar has access to due process. The long term suspension was successfully served and the scholar received the required alternative instruction and the principal-recommended counseling sessions from our school counselor.

### **Focusing on Math**

For the first three months of the school year, the instructional leadership team focused on the delivery of our newly designed Reading and Writing units supported by our curriculum design consultant, Ms. Angela Lalor. Last month, the instructional leadership team shifted its focus to math as a result of a discussion stepping from school improvement planning meetings initiated by the senior director of teaching and learning. After sharing the ASCD article [3 Strategies for Scaffolding Mathematical Discourse in Your Classroom](#) with the elementary leadership team, the SDTL recommended that the math “look-fors” document generated by the principal be amended to include the following items: math word wall, math accountable talk, and making real-world connections.

### **Supporting the Special Education Program**

With the resignation of the director of special education effective November 18, 2022 , the elementary program was left without a person to function as the special education liaison (as the director of SPED was functioning in that role). The senior director of teaching and learning has taken the following steps to support the program until a replacement is secured:

- Scheduled and led a meeting with the Committee on Special Education to inform them of the staff changes and to norm on highest leverage next steps
- Shared resources from the special education boot camp with members of the leadership team

- Assisted the principal with designing a strategy to tackle high priority tasks using a team approach to: *monitor delivery of services, participate in IEP meetings, support teachers in preparing teacher reports, and ensuring accurate record keeping of via the master tracker*
- Collaborated with the Chief Data Officer to pull a schedule of upcoming initial evaluations, re-evaluations, and triennials/annuals to assist the team with prioritizing and anticipating which scholars additional advocacy would be necessary for
- Support the planning of consultation hours for the elementary team with the Collaborative special education leads
- Followed-up with the elementary team regarding providing teachers access to professional learning opportunities provided through our membership with the Collaborative
- Share upcoming special education professional development opportunities being offered by NYCDOE
- Redesigned the special education liaison role into an assistant principal of special education role to increase leadership talent and expertise at the school level. *The job description for this new role is available at the end of this report*

### **Supporting the Elementary Leadership Team**

In addition to weekly supervision meetings with the principal, the SDTL now meets with the data, assessments, and systems specialist bi-monthly and checks in with the assistant principals at least monthly. This month, the following topics were discussed and followed-up with the principal:

- Provisioning teachers with lesson plan feedback
- Collecting and reviewing grade-level team meeting agendas and minutes
- Establishing systems to support consistent and regular monitoring of the instructional program and attendance

Grade level leads and curriculum writing leads continue to be supported through sessions with Angela Lalor. The last session focused on assessment design to ensure that teachers create formative and summative assessments that are aligned to standards and that assess scholars at multiple (DOK) levels. This work included feedback on close reading assessments teachers designed to assess scholars in this critical literacy skill.

### **Specials Programming**

The recent hires of an art teacher (Maria Tapia) and music teacher (Nicholas Green) has already had a palpable impact on the school program. Ms. Tapia's experience is evident in her ability to use her art program to enrich our established reading and writing curriculum and in her ability to help our youngest scholars meaningfully engage with and produce art. As a newer teacher, Mr. Green brings great enthusiasm and energy which is reciprocated by the scholars as they practice their vocals for next week's Winter Extravaganza.

## **Assistant Principal, Special Education (K-5) Job Description**

### **School Site**

710 Hartman Lane, Far Rockaway, NY 11691  
1526 Central 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 academic program in Far Rockaway, Queens. We currently serve over 1000 scholars from Kindergarten to 11th grade. Our school’s 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. Challenge cultivates and supports the intellectual, aesthetic, social, emotional, and ethical development of its students and prepares them to be responsible 21st century citizens. To accomplish its mission, Challenge offers a rigorous instructional program in a safe, supportive, technology-infused and data-enriched and social-emotional learning sequence, authentic field experiences, career counseling, and college coursework. It is understood that we are one organization with multiple sites, and it is expected that all members of the team collaborate to support all of our scholars.

### **Understanding the Role**

The Assistant Principal of Special Education (“AP of SPED”) is an effective instructional leader who works with teachers and administration to ensure implementation of specially designed instruction for scholars with individualized education plans and supports with differentiation for all scholars. This position reports to the Principal and to the Senior Director of Teaching and Learning and manages the overall delivery of the SPED program by working closely with internal staff, families, and the Committee on Special Education (“CSE”). As a leader and specialist, the AP of SPED is an instructional coach who works with and supports teachers and support staff in identifying, developing, and implementing curriculum, assessment, and instructional strategies designed to improve the learning of students with disabilities; and serves as the liaison between the school and the CSE. The AP of SPED also assists the instructional leadership team in identifying English language learners (“ELLs”) and monitoring the implementation of the ELL program.

### **Overall Job Goals and Responsibilities:**

#### **Leading and coaching:**

- Serve as a member of the leadership team
- Collaborate with the principal, other assistant principals, the senior director of teaching and learning and other key personnel (both internal and external) to support staff development and scholar achievement
- Coach, manage, and develop a caseload of ICT and SETSS teachers to exceptional overall student achievement as defined by the IEP/504 and school program *through: strong relationships, positive classroom cultures, clear knowledge of student IEP/504 goals, ambitious vision and goals, purposeful long-term curriculum maps and unit plans, and rigorous assessments using research-based strategies*

- Train and support general education and special education teachers with developing and writing robust individualized education program (“IEP”) for each scholar including appropriate narratives and goals for the following school year
- Establish, support, and monitor systems for progress monitoring
- Observe teachers regularly to gather data on scholar learning and teacher proficiency to diagnose teachers’ strengths and weaknesses and determine strategies for improving their practice and improving student learning
- Provide a wide variety of learning opportunities for teachers focused on delivering specially designed instruction (“SDI”), differentiating curriculum and student materials, and analyzing student work
- Collaborate with the data, information, and assessment specialist to organize and analyze student achievement data; ensure the validity and reliability of student data by attending to the rigor and alignment of assessments
- Research and recommend instructional resources to support/enrich the SPED program
- Perform additional duties as assigned by the Principal and SDTL

**Supervising the special education program:**

- Attend IEP team meetings to support and advocate for special education scholars
- Lead and monitor the assessment of (both initially and ongoing) of special education scholars for the purpose of determining the appropriate intervention and strategies needed to bring about achievement and gains in IEP goals
- Monitor accountability for all roles, systems, and processes related to special education
- Plan events to celebrate scholars' progress and growth
- Ensure that scholars with IEPs are quickly identified and ensure the appropriate staff has access to their scholar’s IEP
- Alert and inform teachers, related service providers, and parents of IEP meetings
- Ensure that any changes or modifications made in any scholar’s IEP will be properly reported and implemented
- Ensure that all special education records are effectively maintained and that timelines for initial evaluations, re-evaluations, and triennials and annuals are met
- Monitor and inform parents of children with IEPs of their progress towards IEP goals on a frequent, ongoing basis
- Collaborate with staff developers, curriculum directors and teachers to differentiate units of study
- Meet with teachers to discuss the goals for each scholar to ensure that teachers have a full understanding of each scholar’s progress
- Support classroom teachers with instructional and behavioral strategies
- Oversee and conduct NYS Identification Test for ELLs (NYSITELL) and NYSELAT assessments in collaboration with ELL Teacher
- Develop and implement special education policies and procedures related to RTI process and referrals for special education evaluations
- Design and monitor the implementation of academic and behavioral multi-tiered systems of support (“MTSS”) processes with school teams
- Monitor and oversee student management needs, assessment procedures, and data collection for students with disabilities
- Facilitate the delivery of related services by hiring and managing service providers
- Collaborate with the Principal and SDTL, to establish guidelines for Special Education and Intervention teacher evaluation
- Develop and manage integrated co-teacher (“ICT”) protocols and overall structure and

implementation. Lead weekly meetings to discuss instructional and strategies to ensure classroom success

## Who We Seek

We will consider candidates who demonstrate:

- A love and passion for all scholars; especially those with special needs and their instructors
- Ability to lead and manage adults to achieve desired outcomes
- Ability to analyze teacher practice, provide compelling feedback, and translate that into action
- Strong understanding of rigorous, effective instruction
- Ability to analyze data to target instruction and inform decision making
- Experience designing and implementing curriculum and assessments aligned with Next Generation Learning Standards
- Demonstrates exemplary IEP development and compliance monitoring practices and possesses a deep understanding of special education law, policies, and practices for the purpose of modeling best practices for special education teachers and other IEP team members
- Experience in compliance data analysis and programming
- Practical knowledge of digital data management and organizational tools for record keeping
- Communications, resolution, and attention to detail skills

## Qualifications

- At least three years of exceptional teaching (required)
- NYS SPED Certification (required)
- Master's Degree in Special Education, Educational Leadership (required)
- School Building/District Leadership certification or enrollment in a school building/district leadership program (preferred)

## Work Year

This is a full-time twelve months position.

## An Equal Opportunity Employer

*Challenge Charter School is proud to be an Equal Employment Opportunity employer. We do not discriminate based upon race, religion, color, national origin, gender, sexual orientation, age, marital status, veteran status, or disability status. We are committed to building a diverse and inclusive community, particularly in the Far Rockaway area, and committed to educating students. We welcome all applicants who share our mission and vision to join us in our relentless work. Challenge Charter School offers a full benefits program and opportunities for professional growth. Learn more about our mission, team, & the exciting things happening at Challenge by visiting <https://challengecharterschools.org>*

Updated: 12/9/22



# Attachment #3



# CHALLENGE CHARTER SCHOOL

## 2021-2022 Principal's Monthly Board Report

*Mavgar Mondesir-Gordon, Principal (Grades 6-11)*

### School Year 2022-2023 Report December 16, 2022

Current CCHS Enrollment:

Cohort Group	Grade Level	Enrollment as of...									
		Sept, 9, 2022	Oct. 15, 2022	Nov. 28, 2022	Dec. 16, 2022	Jan. 14, 2023	Feb. 16, 2023	Mar. 22, 2023	Apr. 14, 2023	May 20, 2023	Jun. 21, 2023
#3	G. 11	51	52	53	53						
#4	G. 10	73	77	77	76						
#5	Gr. 9	90	89	96	96						
<b>TOTAL</b>		<b>214</b>	<b>218</b>	<b>226</b>	<b>225</b>						

Current CCMS Enrollment:

Cohort Group	Grade Level	Enrollment as of...									
		Sept, 9, 2022	Oct. 15, 2022	Nov. 28, 2022	Dec. 16, 2022	Jan. 14, 2023	Feb. 16, 2023	Mar. 22, 2023	Apr. 14, 2023	May 20, 2023	Jun. 21, 2023
#6	Gr. 8	73	88	92	72						
#7	Gr. 7	95	92	96	96						
#8	Gr. 6	92	69	71	88						
<b>TOTAL</b>		<b>260</b>	<b>249</b>	<b>259</b>	<b>256</b>						

CCMS/CCHS Attendance Statistics:

Cohort Group	Grade Level	Attendance Rates									
		Aug 31, '22 - Sep 9, '22	Sep 12, '22 - Oct 15, '22	Oct 18, '22 - Nov 28, '22	Nov 29, '22 - Dec 16, '22	Dec 13, '22 - Jan 14, '23	Jan 17, '22 - Feb 16, '23	Feb 17, '22 - Mar 21, '23	Mar 21, '22 - Apr 14, '23	Apr 15, '22 - May 20, '23	May 21, '22 - Jun 20, '23
#3	Gr. 11	82%	84%	84%	86%						
#4	Gr. 10	46%*	50%*	82%	83%						
#5	Gr. 9	71%*	78%*	83%	86%						
#6	Gr. 8	96%	88%	97%	100%						
#7	Gr. 7	97%	94%	99%	99%						



#8	Gr. 6	96%	93%	100%	99%						
CCMS Average		<b>90%</b>	<b>96%</b>	<b>99%</b>	<b>99%</b>						
CCHS Average		<b>65%</b>	<b>70%</b>	<b>84%</b>	<b>86%</b>						
<b>6-11 Average</b>		<b>81%</b>	<b>81%</b>	<b>91%</b>	<b>92%</b>						

**ATTENDANCE:**

Administrative efforts aimed at improving attendance rates have been successful so far. Grades 6-11 participate in a mandatory Buy-back program wherein scholars are required to sit for instruction during lunch or from 3:50 PM to 4:30 PM to make up for time and work they missed by being late to school.

**STAFFING:**

CCMS and CCHS continue to face shortages in staffing. Nonetheless, we continue to use our creativity to ensure that scholars are always before instruction and that we do our best to meet the expectations of our scholars and their parents. To date, the following shifts were made:

- Mr. Butler is now teaching Phys Ed/Health at CCMS - He was the Global I teacher
- Mr. Krasnicki has since taken over Global I, and we anticipate a new hire for Global II beginning January 3, 2023 - This will bring all our CCHS Global and US History courses to having all certified teachers with teaching experience.
- Ms. Adamson, our former Humanities TA, is now teaching English 11 - She has a Bachelor's degree in English Literature and a Minor in Classical Studies from Hunter College - CUNY.

Please see the vacancies below:

- CCMS: TAs in Humanities. 6,7,8
  - Grade 8 - Math Teacher - TBA - Covered by AP Vil
- CCMS/CCHS: ENL Teacher ( Based on the number of ELLs enrolled and their levels of language proficiency)
- CCMS SPED Certified SETSS Teachers: Grades 6, 7, 8
- CCHS:
  - Spanish II Teacher - Covered by Ms. Gomez, ENL Teacher, and Mr. Medina
  - PE/Health Teacher #2 - Based on the student enrollment.
  - CTE - Health 1

**CURRICULUM, INSTRUCTION, AND ASSESSMENT**

CCMS and CCHS will continue to focus on weekly mini-assessments in all areas using iReady for the Math and ELA core, as well as Castle Learning. We have entered into the: Teach - Assess- Analyze Data - RTI - Assess cycle.





On December 5, 2022, CCMS completed their Test Prep Benchmarks in ELA. The analyses of the data will be the soft launch of our Test Prep Unit. At CCHS, Regents Review began the Week of November 28, 2022, attendance has not been optimal. We anticipate an increase in the number of scholars attending these sessions after the Holiday Break. This will continue now until June. We have also bought into Castle Learning to support our teachers and scholars in helping them increase and improve their study habits. Weekly Mini Assessments continue.

Please see snapshots of the CCMS Test Prep Benchmark taken on December 5, 2022, and the Weekly Mini Benchmarks taken on December 9th, and 16th, 2022

**LAVINIA GROUP TEST PREP ELA PRE-TESTS:**

Grade 6 ELA Test Prep Benchmark:



Grade 7 ELA Test Prep Benchmark:



Grade 8 ELA Test Prep Benchmark:



*\*NB: Math Test Prep Benchmarks will be completed in January upon return from Winter Recess.*



**i-READY READING STANDARDS MASTERY:**

Grade 6 i-Ready ELA Standards Mastery Assessment:

Students Completed/Assigned: 62/87

Skill Summary 1 Skill Assigned

Resources available for download in online report

Standards	Skill	Performance Distribution	Avg Score
RI.6.2	Central Ideas and Summaries: Grade 6		35%

Grade 7 i-Ready ELA Standards Mastery Assessment:

Students Completed/Assigned: 76/95

Skill Summary 1 Skill Assigned

Resources available for download in online report

Standards	Skill	Performance Distribution	Avg Score
RI.7.2	Central Ideas and Summaries: Grade 7		45%

Grade 8 i-Ready ELA Standards Mastery Assessment:

Students Completed/Assigned: 63/71

Skill Summary 1 Skill Assigned

Resources available for download in online report

Standards	Skill	Performance Distribution	Avg Score
RI.8.2	Central Ideas and Summaries: Grade 8		50%



**CASTLE LEARNING WEEKLY MINI ASSESSMENTS:**

**Grade 6 ELA Castle Learning Mini Assessments:**

■  $\geq 65\%$     ■  $< 65\%$

By Tags	Score	✓	✗	✗	CR Answered	Tags
	55	34	15	13	0	Analyzing Text Connections or Development
	41	13	7	12	0	Evaluate Content in Different Formats
	39	12	13	6	0	Identifying Literary Terms and Devices
	39	12	13	6	0	Literary Forms and Devices
	51	63	31	29	0	Making Inferences and Drawing Conclusions
	55	16	9	4	0	Understanding Vocabulary
	55	16	9	4	0	Vocabulary
	55	16	9	4	0	Vocabulary in Context

**Grade 7 ELA Castle Learning Mini Assessments:**

By Tags	Score	✓	✗	✗	CR Answered	Tags
	52	115	106	0	0	Analyzing Text Connections or Development
	67	50	25	0	0	Analyzing Text Structure
	67	50	25	0	0	Identifying Author's Purpose
	75	55	18	0	0	Identifying Literary Terms and Devices
	48	35	38	0	0	Identifying Main Idea or Theme
	86	64	10	0	0	Identifying Multiple Levels of Meaning
	75	55	18	0	0	Literary Forms and Devices
	58	213	156	0	0	Making Inferences and Drawing Conclusions
	77	56	17	0	0	Vocabulary in Context

**Grade 9 ELA Castle Learning Mini Assessments:**

By Tags	Score	✓	✗	✗	CR Answered	Tags
	18	14	63	0	0	Grammar
	36	28	49	0	0	Identifying Literary Terms and Devices
	90	71	8	0	0	Identifying Multiple Levels of Meaning
	84	133	25	0	0	Making Inferences and Drawing Conclusions

**Grade 10 ELA Castle Learning Mini Assessments:**

By Tags	Score	✓	✗	✗	CR Answered	Tags
	78	183	25	27	0	Identifying Factual Information
	73	86	9	23	0	Identifying Main Idea or Theme
	68	240	42	69	0	Making Inferences and Drawing Conclusions

**Grade 11 ELA Castle Learning Mini Assessments:**

By Tags	Score	✓	✗	✗	CR Answered	Tags
	not scored	84	16	29	43	Analyzing Text Connections or Development
	84	36	0	7	0	Analyzing Text Structure
	63	27	6	10	0	Identifying Multiple Levels of Meaning
	not scored	75	22	32	43	Making Inferences and Drawing Conclusions
	58	75	22	32	0	Reading Comprehension



**Grade 7 Math Castle Learning Mini Assessments:**

By Tags	Score	✓	✗	✗✓	CR Answered	Tags
	54	91	79	0	0	Number and Numeration
	32	11	23	0	0	Number Systems
	59	40	28	0	0	Percentages and Ratios
	62	21	13	0	0	PSSA/Keystone-like Questions

**Grade 8 Math Castle Learning Mini Assessments:**

By Tags	Score	✓	✗	✗✓	CR Answered	Tags
	66	146	41	33	0	Equations and Inequalities
	50	7	5	2	0	Variables and Expressions

**i-READY MATH STANDARDS MASTERY:**

**Grade 6 i-Ready Math Standards Mastery Assessment:**

Students Completed/Assigned: 67/87

Skill Summary 1 Skill Assigned

Resources available for download in online report

Standards  
6.RP.A.3a

Skill  
Equivalent Ratios

Performance Distribution



Avg Score  
47%

**Grade 7 i-Ready Math Standards Mastery Assessment:**

Students Completed/Assigned: 61/95

Skill Summary 1 Skill Assigned

Resources available for download in online report

Standards  
7.RP.A.2a  
7.RP.A.2b

Skill  
Understand Proportional Relationships

Performance Distribution



Avg Score  
36%

**Grade 8 i-Ready Math Standards Mastery Assessment:**

Students Completed/Assigned: 56/71

Skill Summary 1 Skill Assigned

Resources available for download in online report

Standards  
8.EE.C.7b

Skill  
Solve Linear Equations With Rational Coefficients

Performance Distribution



Avg Score  
36%



- Our Two CTE experiential classes are continuing with scholars placing a deep interest in the content and practicality of these classes.
- Beginning the first period of the day with core instruction across CCMS/CCHS has yielded an improvement in punctuality. However, we have scholars who are habitually late. CCMS/CCHS have begun the Buy Back Initiative. Scholars who are late must stay in school for an extended period from 3:50 p.m. to 4:30 pm. Working on the instructional time lost in the morning.
- iReady has become the Adaptive Learning Lab, which focuses on scholars' dedication to path and teacher-assigned lessons.
- CCMS has also added a Math Intensive Class which is focused on building the fluency and essential prerequisites needed to navigate the math curriculum on all grade levels. With the Compensatory Services guidelines, this class will also help support our scholars with IEPs.
- CCHS continues to use the HMH curriculum in all areas of the curriculum except for English, where the Engage NY continues to be used.
- CCHS has launched the CTE Experience offering Health I and Culinary Arts. We are also getting ready to launch the Aviation experience.
- At CCHS, APEX will also be used in the Adaptive Learning Lab, which focuses on scholars' dedication to recovering their credits and placing them on a path to graduation. We also have the Study Hall, where teachers push in to help scholars with projects and assignments.
- i-Ready BOY Reading and Math diagnostics are mostly complete. As we enroll scholars, the data will be updated.

### **SOCIAL-EMOTIONAL LEARNING (SEL)**

- CCMS and CCHS returned to celebrating our scholars' academic accomplishments at our Quarter 1 Awards Ceremony. It was a grand affair that returned a renewed sense of the importance of scholarship and hard work. The scores came directly from PowerSchool, so these awards had no bias. Scholars also voted for their teachers in award categories. Principal Gordon was also able to celebrate and say thanks on her anniversary of becoming the Principal of CCMS to the staff members who have stayed the course over her journey as the Principal. I
- At this time, CCMS/CCHS teachers are engaged in growing their knowledge in the RULER - MTSS for adults. Teachers are given portions to work on weekly, which is discussed at the beginning of our Friday PDs.
- The SST Team has also received invitations to work on the RULER with Ms. Richards - Director of Pupil Personnel Services. They also meet every First Friday of the month to engage in PD with her.
- CCMS will work with the Second Step Curriculum, and CCHS will work with the Overcoming Obstacles Curriculum.
- We are awaiting the first lessons from the consulting firm, Windows of Opportunity - Hal Eisenberg – for the “HEAL” curriculum for Advisory.





- We have launched Naviance to ensure that our scholars receive support and guidance towards their path to and through college and career readiness.

### **SPECIAL EDUCATION and ENL SERVICES**

- CCMS and CCHS had a pre-renewal visit from the SPED Collaborative to audit our work in SPED. We got strong reviews and continue building our SPED program to support our scholars.
- Dr. Lyle continues to lead the SPED work on all grade levels 6-11. Ms. Ana Gomez provides ENL services but will need support as we search for another ENL teacher due to the increase in the ENL population at our school.
- RTI continues, coupled with MTSS for scholars who need the intervention as per the IDEA and IDEiA Law.
- IEP meetings are in full swing and thus far have been doing well—As the CSE now has a new team in place.
- Principal Gordon has also joined the Principal Cohort at the Collaborative to ensure that the school is in full compliance and maintains the knowledge needed to do this work. Our staff has also been strong attendees at the SPED and ENL boot camps and the Pipeline Program.
- CCMS/CCHS will begin work on the Language Acquisition Plan for our ELL population, as this plan does not currently exist in our school.

### **DIGITAL PLATFORMS**

- Grades 6-11 scholars will continue using a combination of digital notebooks and hardcover notebooks for all courses to build writing and engagement stamina. We will curtail the use of Chromebooks to just 9% of the instructional time in an effort to maximize engagement.

### **PARENT AND SCHOLAR OUTREACH and ACCESSIBILITY**

- We continue to meet with parents to discuss further our scholars' welfare. Some of these meetings are in person, while others are via Google Meets. We also continue to conduct outreach for attendance and home visits for scholars who are not attending.

### **PROFESSIONAL DEVELOPMENT**

- Our Social Workers and School Counselors will attend PDs with the Collaborative.
- Our CTE teachers will also attend upcoming PD
- Our SETTS teachers and new staff members will also attend SDI PDs in the upcoming month.
- We will continue our work with the Collaborative at the Charter School Center - joining sub-cohorts such as the SPED and MLL/ELL Bootcamps, Principal Cohort, and the SPED Pipeline Programs.
- **GRADE TEAM PLANNING AND ONGOING PROFESSIONAL DEVELOPMENT**
  - Professional development take place daily:



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

#### **INSTRUCTIONAL OBSERVATIONS**

- The CCMS-CCHS Admin Team members have begun supporting instructional periods throughout the day to ensure that instruction is taking place and that outreach is performed as needed. Informal observations and coaching have begun in the form of check-ins and 1:1 Instructional Supervision. TeachBoost will continue to be used for this task, with a target of 2 long observations and 5 short observations across the board for the school year.



# Attachment #4





## **Director of Pupil Personnel Services**

### **December Board Report**

#### **School Health Liaison**

##### **Here are the current vaccination numbers for our staff:**

159 Fully vaccinated

1 exemption

##### **December Positive COVID Results**

14 Positive cases

- Mrs. Bailey 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 the 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 receive 4 at-home COVID test kits a month for health and safety purposes
- Oversee the process of incoming test kit shipments to all sites
- Dept. of Health vision services were delivered to kindergarten and first grade scholars. Glasses were provided to over 80 scholars
- The Columbia University Old School Hip Hop program empowered 4<sup>th</sup> and 5<sup>th</sup> grade scholars with information regarding Alzheimer's disease and focusing on healthy eating. This information is being encouraged to share with their families
- Oversee the 6 week certification nutrition course for families
- In Partnership with the Cohen's Children's Hospital our families will receive a series of workshops. This month families attended "Supporting Mental Wellness for Families"
- Egan researching companies to provide middle and high school bathrooms with menstrual product dispensers. This service is free for all public charter schools in NYC

#### **Pupil Personnel Director**

### **Elementary School**

- The new School Counselor is fully acclimated within the elementary school
- Observed Second Step lessons and provided support and feedback to the school counselor and social worker
- Introduced Mind Yeti a researched-based digital library designed to help kids calm their minds, focus their attention, and connect better to the world around them to implement with K-5 scholars
- Met with the K-5 principal regarding 2023 goals for the comprehensive counseling program
  
- The Student Support team celebrated Career Day, and a season of giving with a toy drive and clothing drive
- The SEL team will be established for the elementary site and our main focus will be MTSS implementation

### **Middle and High School**

- Planned a SEL meeting to create a plan for RULER implementation for staff members.
- Middle school scholars completed their annual individual progress reviews during Career class. The annual individual progress review reflects each student's educational progress and career plans. For a student with disability, the plan is consistent with the student's individualized education program.
- The Becoming Girls group led by me will begin this month. This 6 week program meets once a week for 30 minutes to empower girls to verbalize their story and to recognize the importance of their unique voice. I will begin with ten 6<sup>th</sup> grade girls.

### **All sites**

- Continuing the process of all sites outlining their counseling programs, and aligning the services, and all SEL lessons to the ASCA standards and NYS SEL Benchmarks
- Supervising record keeping activities of Second Step lessons and RULER modules
- Visited all sites to ensure SEL programming is effective and following the pacing schedule
- Continuously follow-up with RULER leads to ensure we are on schedule and actively conducting the in-person activities to build an environment of emotional safety
- Continued the 1:1 professional development sessions with social workers and counselors, and will focus on delivery of the SEL lessons to align with our program goals and priorities
- Communicated the collaboration of all social worker to create a school-wide protocol for case management. This will streamline this process for all families.
- All sites participated in the RULER activity for creating a Charter that showcases how the staff wants to feel and handle conflict while at work\
- K-8 scholars will begin to receive developmentally appropriate college career readiness lessons. Fifth and eighth grade scholars will learn transitional skills to enter into the next phase of their Challenge careers. Eighth grade scholars will learn about graduation requirements, credit, core classes, and electives and GPA by completing the Moving on checklist
- Social workers will begin to collaborate on creating a school-wide protocol for case management

- School Counselors from each location will create data infused goals and create outcome plans to track their progress
- All Student Support Team members will attend the Counselor/Social Worker Leadership Cohort training

## **Parent Academy**

1. The Parent Academy hosts 2 to 3 workshops per month and are well attended
2. Monthly PA meetings are now in full swing for Middle and High School parents and fundraising ideas and volunteer responsibilities were discussed during this month's meeting
3. The Parent Academy hosted the fifth and final session of the Parent Leadership training and parents received certifications for this accomplishment. Another course will begin this Spring
4. Mrs. Sanford the Parent Academy coordinator is trained with Kids Rise to support families as they enroll into this program to save for College for their Kindergarten or first grade scholars. Scholars accounts will be ready in January
5. Family Involvement Week began with Thank you letters to all parents, breakfast was provided for parents, and the culminating activity was the Harvest Feast
6. Chase Bank held a financial literacy workshop for parents
7. Queens Borough Community College hosted an information session regarding their GED program and other programs for parents



# Attachment #5



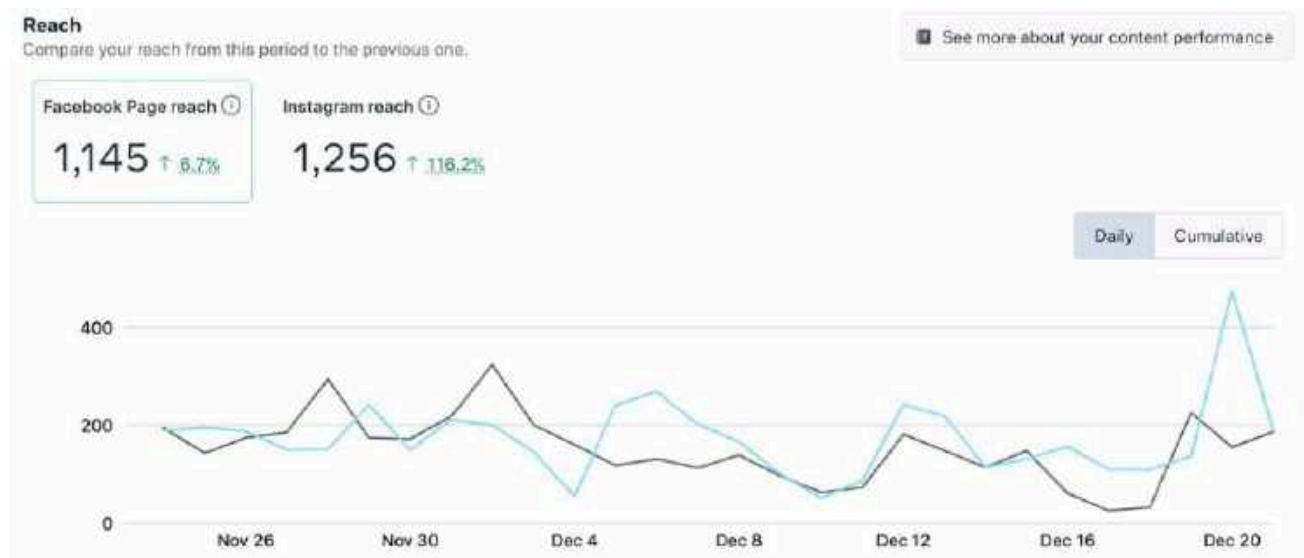
## Challenge Charter School Communications Report - December 2022

Kim Messer, Director of Communications

**Thank you.** I want to express my heartfelt thanks to the Board, Dr. Mullings, and the staff of Challenge Charter for their kindness and comfort during this hard season. I hope to always honor my father and his investment in this wonderful school community.

### Social Media

Recent insights from the past month:



### Family Communications

We are celebrating many great events this month including Middle and High School Awards Ceremony and the Winter Extravaganza shows at the Elementary school. Holiday posts will continue daily throughout our Winter Break.



### Application Season 2023-24

Marketing plans and website updates are continuing for our next application season. Things in process or starting:

- Redesigned school flyer/brochure - in process
- Local bus shelter ads - 3 to appear in January

- Social Media - campaigns will begin over the holidays
- Vanguard - mailing in January
- Local print ads - December holiday ad in print and digital form in *The Wave* and *Rockaway Times*

**Website**

- Our SEO work will begin in January to help boost our visibility through Application Season!
- We will also have a comprehensive review done for our site and hopefully, resolve translation services on our site for the 10 languages our families speak across our school.



# Attachment #6





# **STUDENT ENROLLMENT AND RECRUITMENT BOARD REPORT #4**

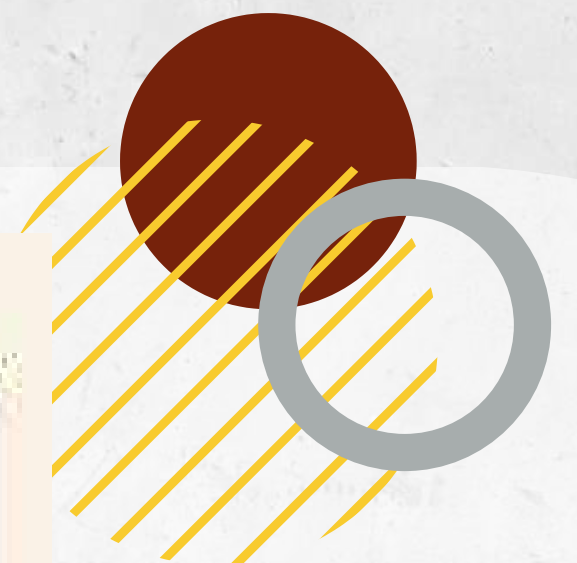
**DATE: DECEMBER 20, 2022  
PREPARED BY: JANISA VAUGHN,  
DIRECTOR OF STUDENT ENROLLMENT AND RECRUITMENT**



# Table Of Content

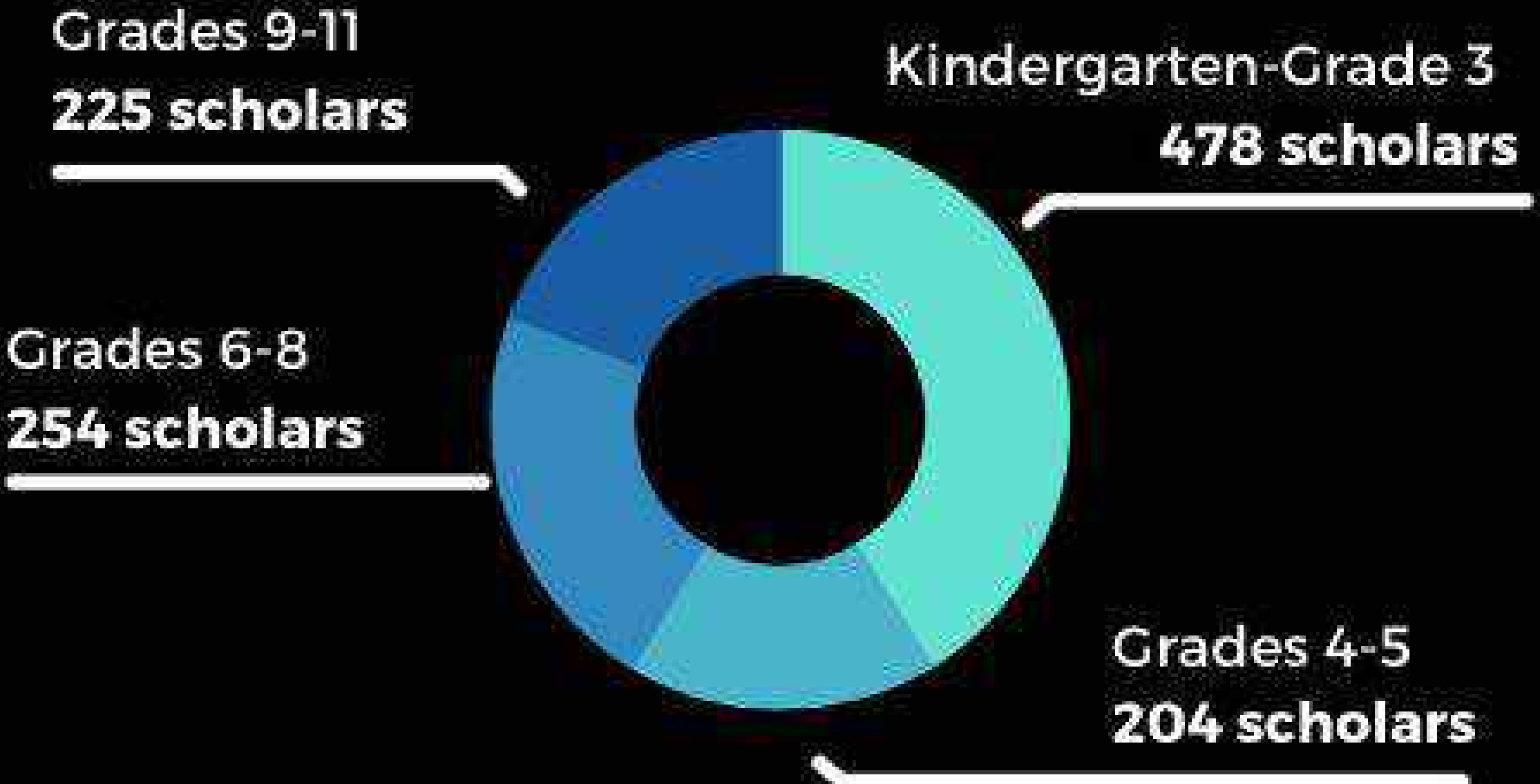
- **Enrollment Overview 2022-23 SY**
- **Enrollment Goals 2022-23 SY**
- **Looking Ahead| Lottery 2023-24**
- **Scholar Recruitment Lottery 2023-24**

# Enrollment Overview



## K-11 OVERVIEW

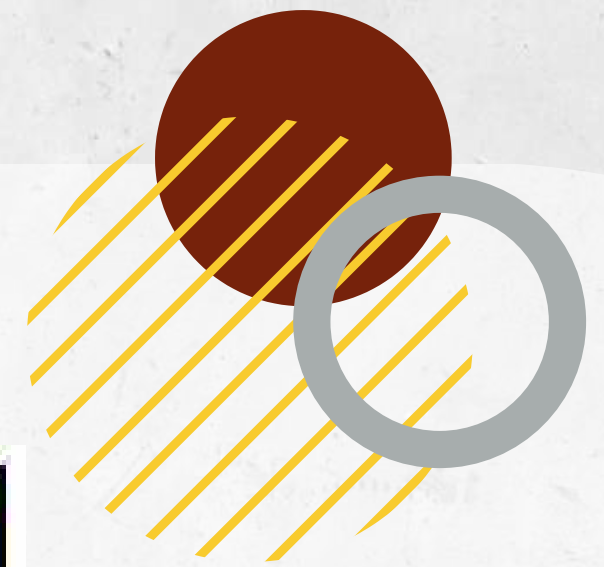
CURRENT ENROLLMENT: **1,161 SCHOLARS**





# Enrollment Overview

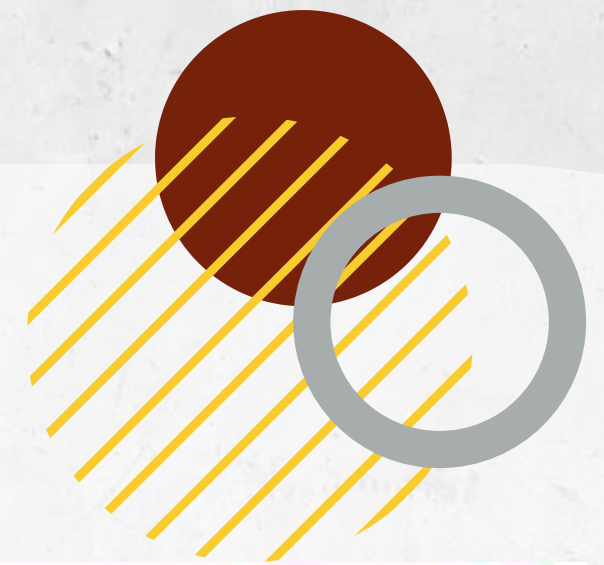
## Elementary Site



Site	Grade	CCS Enrollment Goal 2022-23	Total Number of Scholars Currently Enrolled 12/20/22
Elementary	K	120	124
	1	125	119
	2	125	119
	3	125	116
	4	104	103
	5	104	101
	<b>Total</b>	<b>703</b>	<b>682</b>

# Enrollment Overview

## Middle Site

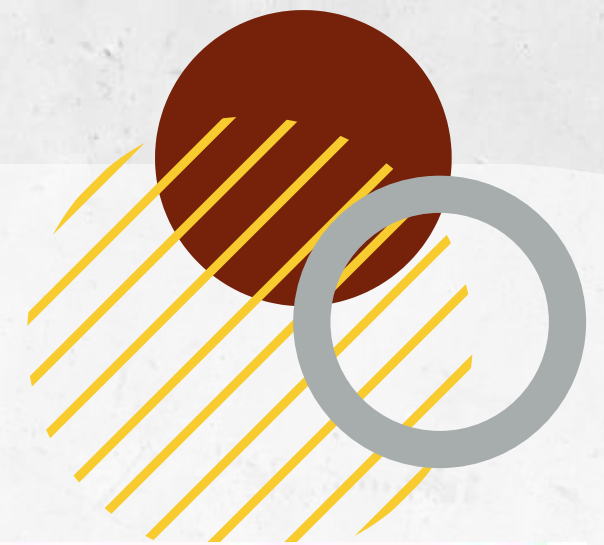


Site	Grade	CCS Enrollment Goal 2022-23	Total Number of Scholars Currently Enrolled 12/20/22
Middle	6	104	87
	7	104	95
	8	78	72
	<b>Total</b>	<b>286</b>	<b>254</b>



# Enrollment Overview

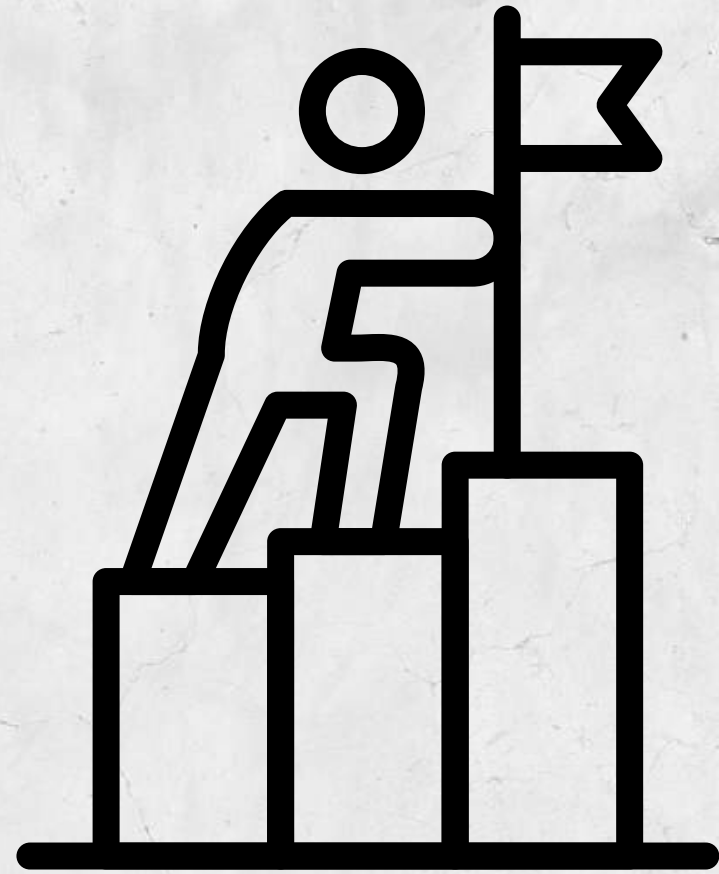
## High School Site



Site	Grade	CCS Enrollment Goal 2022-23	Total Number of Scholars Currently Enrolled 12/20/22
High	9	90	96
	10	75	76
	11	53	53
	<b>Total</b>	<b>218</b>	<b>225</b>

# Enrollment Goals

## 2022-23 SY



### **99% Enrollment**

Achieve at least 99% of CCS-approved charter enrollment.



### **English Language Learners (ELL)**

Increase the number of enrolled ELL scholars by at least 3%.

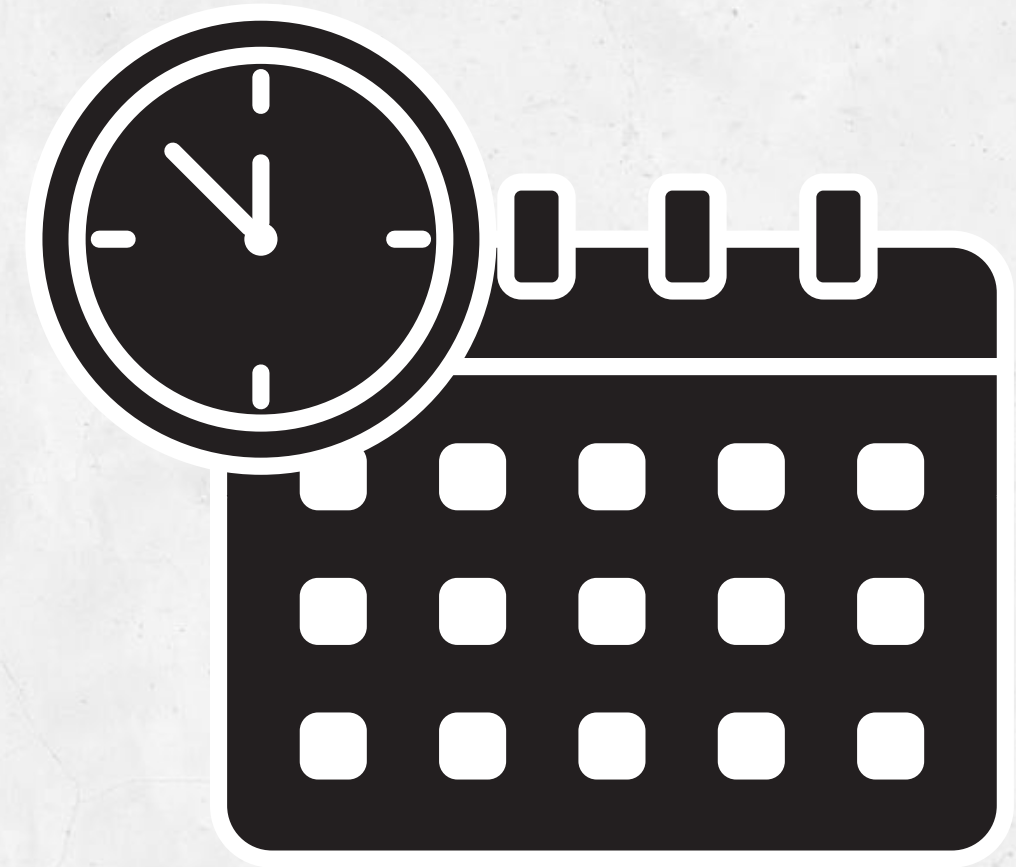


### **Scholar Retention**

Maintain at least 75% of our scholars at each grade level.



# Looking Ahead- Lottery 2023-2024



**Lottery Date: April 4, 2023**

## **Lottery Application**

**The 2023-2024  
Lottery Application will  
launch October 31 2022.**

## **Recruitment Events**

**Open houses will begin  
January 2023 through  
early spring.**

## **Retention**

**We will actively monitor  
scholar discharges to  
make improvements in  
our school community.**

# Lottery Applications Update

Theme:  
**Begin A Lifetime Of Learning**

2023-2024 SY Lottery Applications	
Grade	# of Applications Received as of 12/20/22
K	42
1	2
2	6
3	4
4	3
5	6
6	33
7	7
8	6
9	84
10	8
11	4
12	0
<b>Total</b>	<b>205</b>





# CCS Open Houses 2023-2024

Theme:  
**Begin A Lifetime Of Learning**

**Thursday's from 5:30pm-6:30pm**

- January 12, 2023
- January 19, 2023
- January 26, 2023
- February 2, 2023
- February 9, 2023
- February 16, 2023
- March 2, 2023
- March 9, 2023
- March 16, 2023





# Scholar Recruitment Lottery 2023-2024

Theme:  
**Begin A Lifetime Of Learning**



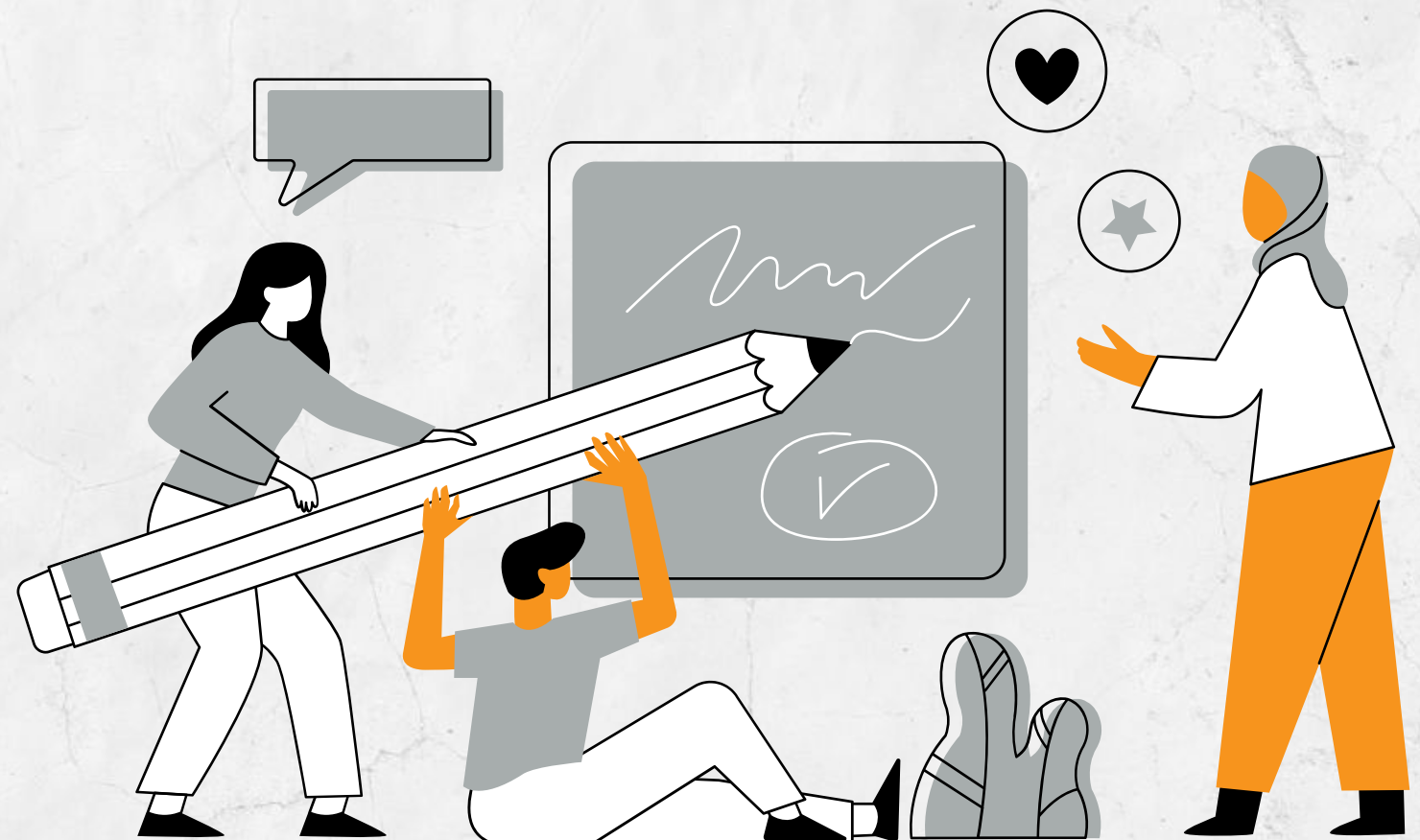
**School Wide Recruitment Initiative**  
The staff, scholars, and parents will have opportunities throughout the school year to participate in scholar recruitment.



**Community Outreach**  
Continue to partner with feeder schools in the Rockaways to recruit new families.



**Host Recruitment Events**  
Partner with the school community to host open houses and retention events.





# Attachment #7



Director of Operations  
December Board Report  
December 16, 2022

I am happy to bring to you this report of activity as the director of Operations for December 2022.

As I assume this newly appointed role as the Director of Operations I have overseen matters related to the operation management of Challenge Charter School. I will provide you with an update of each operation management task thus far.

- Creates a detailed start-up checklist and ordering list to ensure that the school starts each: **In progress. Working with finance/operations/administration to determine the needs of each building. Would like to have start up orders in by March 2023**
- Facility: Overseeing site management and development and ensuring that the school site is maintained as a safe and clean environment: **Scheduled grease trap cleaning for all buildings during winter break, scheduled deep cleaning/waxing for all buildings during winter break, front rooftop door sill at 1520 has been completed, Main/Enrollment/finance office door locks replaced, created/implemented a system to document building walkthroughs**
- Food and Transportation: Manages food and transportation services; **Currently working with OPT busing manager to verify existing school dates, TLST is fully up to date for Spring metrocard distribution**
- Student Data: Manages primarily student attendance at each site and generates report as needed: **Working with Ms. Samuels to eradicate disparities between system synchronization**
- Manage logistics of all special school wide events and projects; **Major events this month: Healthcare Screening event, St. John's residency program, Toy distribution, Upcoming Winter Extravaganza,**
- Manages the registration process of each scholar updating and maintaining each scholar's: **Currently conducting an internal audit at all sites to be completed by Jan 16th 2023**
- Creates and oversees each site's Safety Plans; **Submitted in October 2022; Becoming familiar with contents**
- Oversee and maintains school facilities ensuring that building rules and regulations are met for all government agencies i.e. DOH, FDNY. – **Secured 2022-2023 Fire Sprinkler System contracts with Big Apple**
- Manages and maintains the Purchase Order System with the Director of Finance: **This**



Director of Operations  
December Board Report  
December 16, 2022

is a daily activity handled by each site's Operations Managers along with the Supervision of the Director of Operations. Currently looking for ways to cut back on overall spending to adhere to the 2022-2023 school year budget.

- 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; Created a bathroom log to document scheduled bathroom cleanings, maintain adequate mask inventory to comply with universal indoor mask recommendation, In progress: Ordering/installation of menstrual product dispensers in female restrooms.
- Manages the operations Managers at each site; Operations School Aides, Operation Assistants, and Custodial Staff; 12/2/22 Custodian Malik Selville terminated, in the process of onboarding Diallo Yaghoub and Ricardo Carlos Foster as starting custodians. This month's Operations Topics: Student records, Clock in procedures, walkthroughs, Open purchase orders. Will begin a group study that will consist of reading articles/books relevant and supportive to the work we do as a team,
- Manages and maintains [in conjunction with the Director of Finance] the inventory of all equipment, furniture, etc. being "audit" ready at all times; To date we have not had a request from the auditors for this information, Ongoing: Updating of the inventory tracking system to document curriculum, technology, and furniture ordered/received

The operations staff is a dedicated team and we are committed to taking the necessary steps to fully support the needs of our schools, scholars, staff, and parents.

Respectfully Submitted,

*Alexyia N. McNeil*

Alexyia N. McNeil  
Director of Operations



# Attachment #8





## Director of Technology Report

Dec. 2022 - Dale Richardson

---

### I: Current Work

1. Firewall at 12-79 Redfern Ave
    - a. A P.O. for the order of an extended license was submitted to our vendor. Digital delivery and set up are now complete. This has prevented any foreseeable disruption.
    - b. This device will expire in January of 2023.
      - i. Quote for a one year extended license was: \$2,620.00.
      - ii. Quote for a new device was: \$11,180.70 for new firewall...
      - iii. As enrollment at challenge has risen, we hope to use eRate funding to purchase a new unit, during our upcoming application cycle.
  2. eRate 2023 - 2024
    - a. We have submitted the first draft of our eRate application to our eRate consultant.
    - b. Our Reasonableness Report via the state has certified us for 1,367. This number may rise or fall, at the time of the processing of our application.
    - c. Based on free and reduced lunch allocations. Challenge should qualify for eRate's top discount tier of 85% - 90%.
    - d. For an overview of the program, please use the following url:  
<https://www.usac.org/e-rate/>
  3. Reso-A application for 2022
    - a. We are currently in the process of submitting our request to ResoA, for equipment at each site. Equipment includes laptops, desktops, and chromebooks.
    - b. Please note, it is now mandatory for us to order Laptop/Chromebook carts with enough slots to accommodate each Laptop/Chromebook ordered.
-



4. (Formerly in the “pending budget approval” section) Security Camera Installs at 710 Hartman Ln & 1526 Central Ave.
  - a. Security Cameras for 710 Hartman Lane.
    - i. Quote pending.
  - b. Security Cameras for 1526 Central Avenue.
    - i. Quote pending.
  
5. Security Audits of Challenge’s wireless networks.
  - a. As hackers have evolved this season, academic institutions continue to be targeted. The tech team, along with our IT partners are continuously sourcing the latest security hardening methods to secure Challenge’s devices and network.

—

**II: Pending budget approval - These items should be prioritized.**

1. Upgrades to Challenge’s phone systems (this should be made top priority).
  - a. A single phone number to reach our entire organization?
  - b. The phone systems at 710 Hartman Lane & 1526 Central Ave should be upgraded as soon as possible.
  - c. Our quote from last season has expired. A new quote will be generated, when we decide to move forward with the project. I suggest we approve a quote soon, which will allow us to implement this change during the summer months.
  
2. Security Upgrade at 15-20 Central Ave.





- a. Bullet proof glass for security (awaiting quote approval).
    - i. Quote received: \$9,300 - Bullet resistance level 1.
    - ii. Quote received: \$11,650 - Bullet resistance level 3.
  - b. Upgrades to security monitoring station
    - i. Quote received: \$3,209.24 - Two TV 55" TVs, mount cables, & installation.
3. Independent Cyber Security Audit for the entire organization.
- a. An independent cyber security assessment should be completed, in order to satisfy various insurance and state requirements. Ex: [https://www.dfs.ny.gov/industry\\_guidance/cybersecurity](https://www.dfs.ny.gov/industry_guidance/cybersecurity)
    - i. Quote received: \$42,327.00 (this quote is now aged and will require a new, possibly more expensive quote).

—

### III: Risk Factors

1. Lenovo Laptop Inventory shortage.
  - a. The Lenovos currently being used by teachers are beginning to age and fail.
  - b. A request for new laptops has been submitted to Reso. (note) Laptop and desktop computers which are ordered via the DOE also come with apps, security, and system optimizations from the doe which are paid for by the DOE. It is not recommended that Challenge purchases devices outside of the Reso-A. This will save our organization dollars annually in 3rd party subscription fees.



## 2. Student Chromebooks

- a. The warranty on Chromebooks at Middle School is now expired.
- b. A request for new chromebooks has been submitted to Reso.
- c. As a heads up, warranties on chromebooks expire 3 years after purchase.
- d. Spacing out purchases and ordering 300 - 400 chromebooks each year will be best. It will not hit the budget, or logistics as hard. Plus it gives us room to repair and scale up/down if necessary. This is known as “order throttling” and you may read up on a similar concept at the following url:  
<https://olosupport.zendesk.com/hc/en-us/articles/115002752386-Order-Throttling-Strategies-Overview>



# Attachment #9

**Performing Arts Department Update**  
**Board of Trustees Meeting**  
**December 2022**  
**Challenge Preparatory Charter School**  
**Prepared By:**  
**Anwar Robinson, MEd / SDL / SBL**  
**Director of Performing Arts**

**Summary**

This comprehensive outline provides a glance at the facets of the Department, while also framing gains and needs for stakeholders of the Challenge Preparatory Charter School, for the Month of December 2022

**Department Vision Statement**

*Challenge Scholars will find their voice and point of view through refined and rigorous practice, manifesting their artistic abilities through high-quality music, performance, and fine arts exhibitions for their schools, families, and community.*

**Objectives**

Performing & Fine Arts Department Vision (SY2022-2023) available per request.

**Major Project** (for November-December 2022)

- ❖ [Winter Extravaganza \[Gantt Chart HERE\]](#) – Thursday, December 22, 2022 throughout the day
  - Grades 2 – 5 will participate
  - Concert includes Scholar Ensemble performances according to their Grade Cohorts
  - Directed by A. Robinson
  - Featuring Performing Arts Personnel
    - Mr. Anwar Robinson, Director of Performing Arts
      - Curator & Director of Programs
      - Emcee and Song Leader for all Events
      - Featured Performer at all Events
    - Mr. Nicholas Green, Music Teacher for CPCS
      - Instructor for Elementary Vocal Groups
      - Featured Performing Artist (Saxophonist)
    - Mr. Alvin Jones, Performing Arts Teacher Assistant for CCHS
      - Keyboards and Production Software (in lieu of **live band**)
  - Will elicit support from Communications Department, Parent Liaisons, and other Administrative Team Members
  - Support in progress from Technology and Operations Departments
    - Please see Gantt Chart (hyperlinked above) for more details

PLEASE NOTE: As of MONDAY, DECEMBER 12, 2022, ALL Personnel, Protocols, Reporting Structures, and Processes related to Music and The Arts for the ENTIRE NETWORK under review and delineation by A. Robinson, with pending approval from Rev. Dr. Les Mullings, Sr., CEO.

### **Challenge Charter High School**

- ❖ Music Curriculum Development Approved and in Progress by A. Robinson
- ❖ Change made in personnel by Senior Director of Secondary Teaching & Learning
  - Please see NOTE above regarding this
- ❖ **Music Teacher: Candidate – Tamara Kachelmeier – has been in the Reference Check Stage for over a month – now needed at Challenge Charter Middle School**
- ❖ Instruction continues under the purview of A. Robinson, assisted by Alvin Jones
- ❖ Unit 2 Assessments given Week of 11.14.2022
- ❖ Unit 3: Intermediate Piano Lab & CyberOrchestra in progress
- ❖ Dance: Cheetah Divas will perform at the **CCMS & CCHS Awards Assemblies**

### **Challenge Charter Middle School**

- ❖ Music Curriculum Developed, Approved, and Launched by A. Robinson
  - Curriculum in implementation and revision stage in cooperation with Performing Arts Teaching Assistant, Tequan Henry (this is a change in personnel – please see NOTE above)
- ❖ **Music Teacher: Candidate – Tamara Kachelmeier – has been in the Reference Check Stage for over a month – now needed at Challenge Charter Middle School**
  - General Music Classes for Grades 6 – 8
  - Inspirational Vocal Ensembles (2): Grades 6 & 7
  - Grade 8 End-Of-Year (EOY) Project to begin in January 2023
  - SoundTrap® DAW (digital audio workstation) featured as major teaching platform for Quarter 2 (October 28, 2022 – January 30, 2023)

### **Challenge Preparatory Charter School**

- ❖ Performing Arts: General & Vocal Music Program
  - Program under developmental approval and guidance by A. Robinson
  - Nicholas Green, Music Teacher
    - Mr. Green will be taking the NYSTCE Music Content Area (165) Teacher Certification Exam by January 2023— under the purview of A. Robinson
    - This is part of providing a **supported pathway to certification** for Mr. Green
    - Instructor for Elementary School Music Classes – under direct supervision of A. Robinson, with support from Building and Network Admin / Director for Elementary School(s)
- ❖ Fine Arts: Visual Arts Instructor – Maria Tapia
  - Ms. Tapia is a **certified**, veteran Visual Arts instructor
  - Providing digital versions of Visual Artwork for Winter Extravaganza 2022
  - Instruction continues to reflect high level of expertise and satisfactory levels of content areas

### Programming for SY2022-2023

- ❖ Network & Community-Wide Events
  - Winter Holiday Extravaganza (Thursday, 12.22.2022)
  - Black History Month Celebration (Date: Feb 2023)
  - Spring Concert (Date: May 2023)
  - GRADUATIONS (Kindergarten, Grades 5 & 8 – June 2023)
- ❖ Site-Specific Events
  - Special Assemblies
  - Visiting Guest Artists
  - **Liaising with Community Arts Provider Programs**

### Gains

- ❖ All CCS sites have Fine and Performing Arts Programming being delivered to Scholars
- ❖ Communications Department support in promoting Performing Arts Events
- ❖ Mr. A. Robinson & Dr. Mullings will review and revise reporting structures for all Performing Arts Personnel, across Network
- ❖ Dr. Mullings and Mr. A. Robinson have **postponed** the CCMS / CCHS Evening Winter Extravaganza Event
  - **Revised Focal Points:**
    - CCMS & CCHS Awards Ceremonies (Thursday, December 15, 2022)
      - Two (2) Celebrations
    - CPCS Winter Extravaganza Events (Thursday, December 22, 2022)
      - Three (3) Events

### Needs

- ❖ Audio / Visual Support from Technology Department
- ❖ Support from Organization for the Professional Development and Continued Education for Performing Arts Teacher Assistants – proposal pending on assessment of program, post-Winter Extravaganza

### Next Steps

The **Winter Extravaganza** will serve as a return to our Community Events at Challenge. Dr. Mullings has served as Advisor to Mr. Robinson and the Performing Arts Department as to the best pathways to reclaim opportunities for our Scholars and Community to partake of and master fine and performing arts at Challenge.

The Fine and Performing Arts Department will continue its development and evolution, through the parameters of the NYS required instructional programs, replete with standards-based instruction in the Arts. The foundation of this programming will serve as the basis to launch extra-curricular programming, that will be available to our almost 1,200 Scholars in the greater Far Rockaway Community.



# Attachment #10

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



*experience. expertise. execution.*

## **Challenge Prep Charter School**

Monthly Financial Report  
November 2022

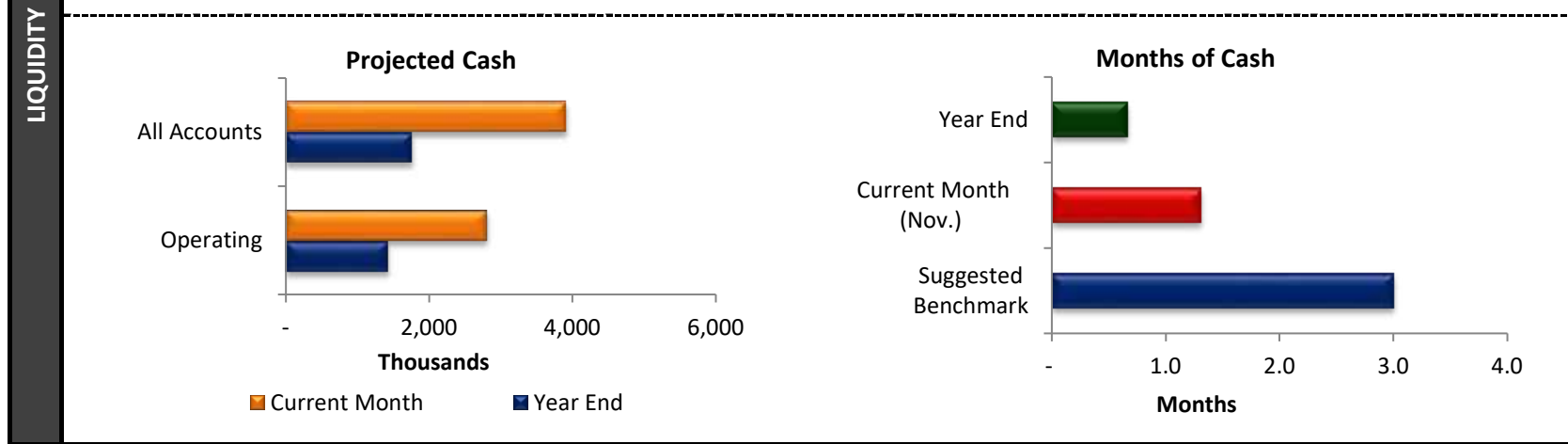


# Challenge Prep Charter School

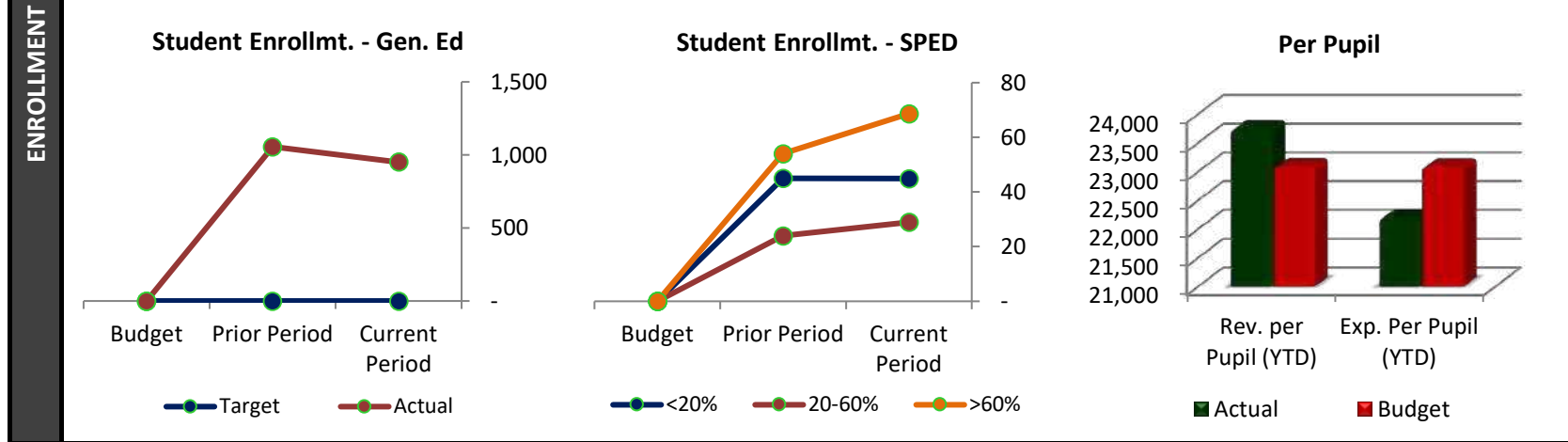
## Financial Summary

For Period Ended November 30, 2022

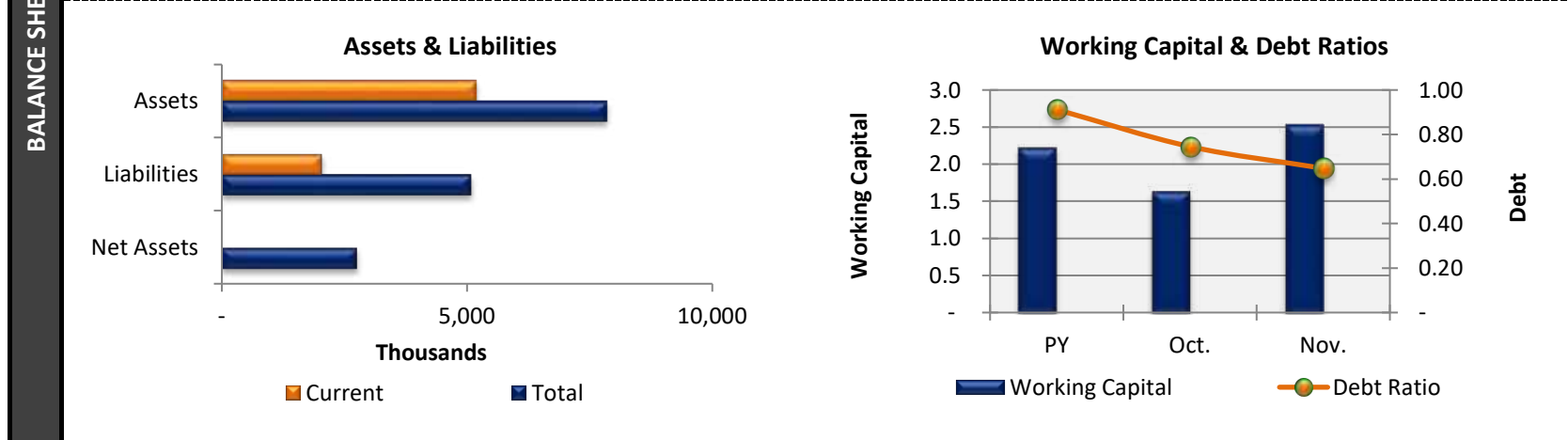
LIQUIDITY	<b>Cash in Bank</b> (Operating Account(s) Only: as of November 30, 2022)	\$ 2,812,111
	<b>Projected months of cash on hand</b>	1.3
	<b>Cash in Bank</b> (Total - All Accounts: as of November 30, 2022)	\$ 3,909,733
	<b>FY Ending Cash Available to Carryover to FY23-24</b> (Operating Account(s) Only)	\$ 1,426,585
	<b>Projected months of cash on hand</b>	0.7
	<b>FY Ending Cash Available to Carryover to FY23-24</b> (Total - All Accounts)	\$ 1,754,654



	Actual	Budget	Variance	Actual	Budget	Variance
<b>General Ed</b>	1,149.78	1,086.00	63.78	\$ 20,265,934	\$ 16,624,488	\$ 3,641,446
<b>SPED</b>						
0 - 20%	48.44	45.00	3.44	-	-	\$ -
20 - 59%	39.95	27.00	12.95	415,060	280,530	\$ 134,530
60% - Over	80.03	66.00	14.03	1,524,415	1,257,234	\$ 267,181
<b>Total SPED</b>	<b>168.41</b>	<b>138.00</b>	<b>30.41</b>	<b>1,939,475</b>	<b>1,537,764</b>	<b>\$ 401,711</b>



<b>Total Current Assets:</b>	\$ 5,185,358
<b>Total Current Liabilities:</b>	\$ 2,044,992
<b>Working Capital (Current) Ratio</b>	<b>2.54</b>
<b>Total Assets:</b>	\$ 7,852,046
<b>Total Liabilities:</b>	\$ 5,087,635
<b>Debt Ratio</b>	<b>0.65</b>
<b>Total Net Assets:</b>	\$ 2,764,411



# Challenge Prep Charter School

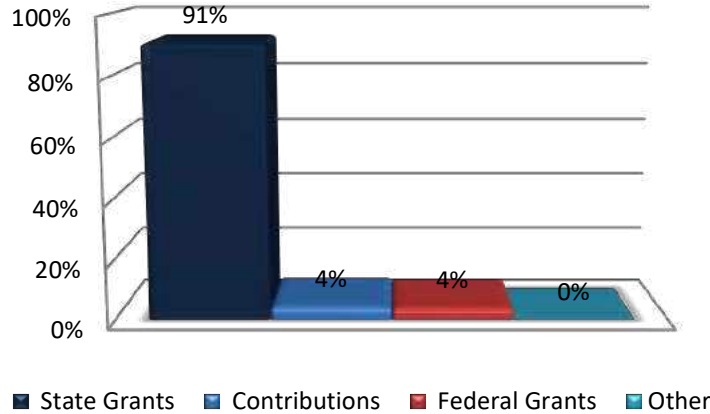
## Financial Summary

For Period Ended November 30, 2022

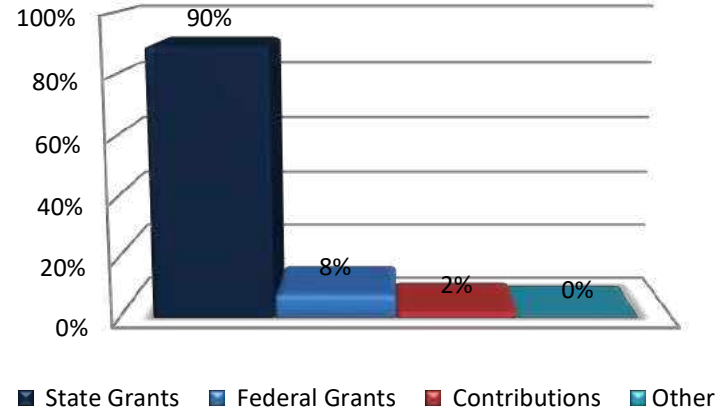
	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Total Revenue YTD:	\$ 10,752,942	\$ 10,339,849	\$ 413,093
Total Expenses YTD:	(9,838,945)	(9,414,032)	(424,913)
<b>Net Operating Surplus(Deficit):</b>	<b>\$ 913,997</b>	<b>\$ 925,817</b>	<b>\$ (11,820)</b>
	<u>Projected</u>	<u>Budget</u>	<u>Variance</u>
Annual Projected Revenue:	\$ 27,295,947	\$ 25,071,163	\$ 2,224,785
Annual Projected Expenses (before depreciation):	(25,521,771)	(25,066,857)	(454,913)
<b>Projected Net Operating Surplus(Deficit) before Depreciation:</b>	<b>\$ 1,774,177</b>	<b>\$ 4,305</b>	<b>\$ 1,769,871</b>
Annual Projected Depreciation:	(323,108)	-	(323,108)
<b>Projected Net Operating Surplus(Deficit) after Depreciation:</b>	<b>\$ 1,451,069</b>	<b>\$ 4,305</b>	<b>\$ 1,446,764</b>
<b>Capital Expenditure Requirements</b>	<b>\$ (290,000)</b>	<b>\$ -</b>	<b>\$ (290,000)</b>
<b>Total Cash Expenditures</b>	<b>\$ (24,908,663)</b>	<b>\$ (25,066,857)</b>	<b>\$ 158,194</b>
<b>Revenue per Pupil (YTD)</b>	<b>\$ 23,740</b>	<b>\$ 23,086</b>	<b>\$ 654</b>
<b>Expenditure per Pupil (YTD)</b>	<b>\$ 22,197</b>	<b>\$ 23,082</b>	<b>\$ (885)</b>

BUDGETING / REVENUE & EXPENSES

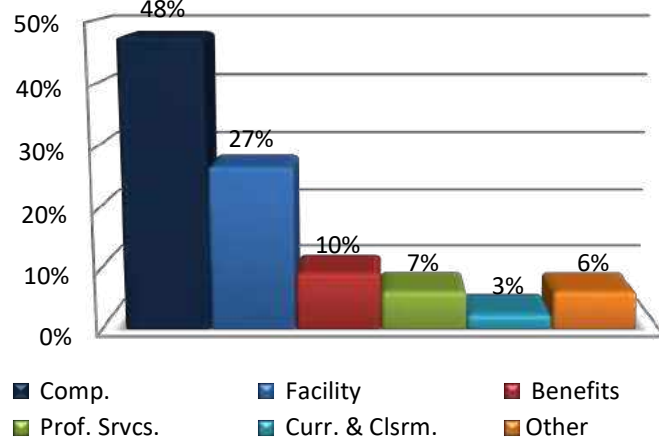
**Revenue Breakdown YTD**



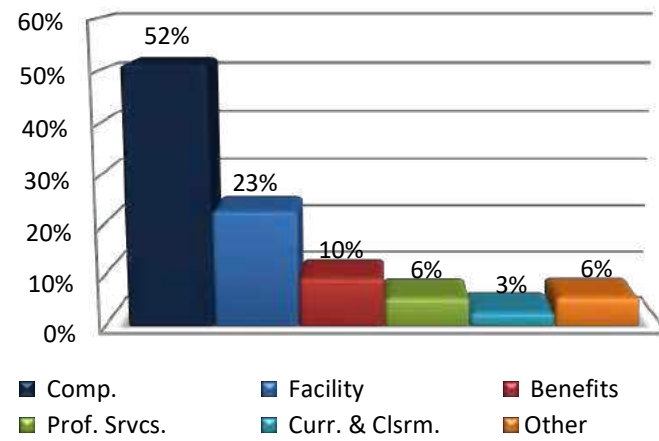
**Revenue Breakdown YE**



**Expense Breakdown YTD**



**Expense Breakdown YE**



# Challenge Prep Charter School

## Financial Variance Summary

Fiscal Year Ending 6/30/2023	Comments
Net Budget Surplus after Depreciation	\$ 4,305
Increase in Projected Annual Expenses	778,021
Net Projected Deficit Variance after Depreciation	<u>\$ 1,451,069</u>

Challenge Prep Charter School  
Balance Sheet  
YTD as of November 30, 2022

	Total	Comments
<b>ASSETS</b>		
<b>Current Assets</b>	-	
<b>Bank Accounts</b>		
<b>1000 Cash</b>		
1001 HSBC Checking - 0844	2,575,460	
1002 HSBC Checking - 0852	21,418	
1003 HSBC Checking - 0879	236,651	
1005 HSBC Money Market - 5972	1,006,205	
1006 Chase Escrow - 3060	70,000	
<b>Total 1000 Cash</b>	<b>\$ 3,909,733</b>	
<b>Total Bank Accounts</b>	<b>\$ 3,909,733</b>	
<b>Accounts Receivable</b>		
1100 Accounts Receivable	447,826	
<b>Total Accounts Receivable</b>	<b>\$ 447,826</b>	
<b>Other current assets</b>		
1300 Prepaid Expenses	218,963	
1301 Prepaid Insurance	113,362	
1310 Prepaid Rent	481,474	
<b>Total Other current assets</b>	<b>\$ 827,799</b>	
<b>Total Current Assets</b>	<b>\$ 5,185,358</b>	
<b>Fixed Assets</b>		
<b>1500 Furniture, Fixtures &amp; Equipment</b>		
1510 Office & Admin Computers & Equipment	256,303	
1511 Classroom Computers & Equipment	1,422,150	
1512 Classroom Furniture	602,853	
1513 Office Furniture	203,196	
<b>Total 1513 Office Furniture</b>	<b>\$ 203,196</b>	
1514 Musical Instruments	16,390	
1515 Computer Software	44,217	
<b>Total 1500 Furniture, Fixtures &amp; Equipment</b>	<b>2,545,110</b>	
<b>1519 Facility and Construction</b>	127,589	
1520 Architect Fees	115,620	
1525 Fire Alarm System	7,500	
<b>Total 1525 Fire Alarm System</b>	<b>\$ 7,500</b>	
1530 Kitchen/Cafeteria	162,079	
1535 Construction In Progress	-	
1540 Leasehold Improvements	845,530	
<b>Total 1519 Facility and Construction</b>	<b>1,258,317</b>	

Challenge Prep Charter School  
Balance Sheet  
YTD as of November 30, 2022

	<u>Total</u>	<u>Comments</u>
1610 Website	11,000	
<b>Total 1610 Website</b>	<b>\$ 11,000</b>	
1700 Accumulated Depreciation & Amortization		
1710 Accumulated Depreciation	(2,064,877)	
1750 Accumulated Amortization	(8,861)	
<b>Total 1700 Accumulated Depreciation &amp; Amortization</b>	<b>\$ (2,073,738)</b>	
<b>Total Fixed Assets</b>	<b>\$ 1,740,689</b>	
<b>Other Assets</b>		
1800 Security Deposits	925,999	
<b>Total Other Assets</b>	<b>\$ 925,999</b>	
<b>TOTAL ASSETS</b>	<b>\$ 7,852,046</b>	
<b>LIABILITIES AND EQUITY</b>		
<b>Liabilities</b>		
<b>Current Liabilities</b>		
<b>Accounts Payable</b>		
2000 Accounts Payable	244,539	
<b>Total Accounts Payable</b>	<b>\$ 244,539</b>	
<b>Other Current Liabilities</b>		
2301 Accrued Expenses	90,140	
2302 Refunds Payable	2,256	
2400 Unearned/Deferred Revenue	1,704,332	
<b>Total Other Current Liabilities</b>	<b>\$ 1,800,453</b>	
<b>Total Current Liabilities</b>	<b>\$ 2,044,992</b>	
<b>Long-Term Liabilities</b>		
2700 Deferred Rent Liability	3,042,643	
<b>Total Long-Term Liabilities</b>	<b>\$ 3,042,643</b>	
<b>Total Liabilities</b>	<b>\$ 5,087,635</b>	
<b>Equity</b>		
3100 Retained Earnings	1,850,415	
Net Income	913,997	
<b>Total Equity</b>	<b>\$ 2,764,411</b>	
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ 7,852,046</b>	

**Challenge Prep Charter School  
Budget vs. Actuals  
Fiscal Year Ending June 30, 2023**

	November 30, 2022			YTD Through November 30, 2022			Projected FYE June 30, 2023 Current Month				Comments
	Actual	Budget	Variance	Actual	Budget	Variance	Projected - November 30, 2022	Actuals - July 2022-November 30, 2022 + Projections thru June 30, 2023	Annual Budget	Variance	
<b>Income</b>											
4100 State Grants	2,065,703	1,909,626	156,077	9,825,608	9,548,128	277,479	14,787,853	24,613,461	22,990,704	1,622,757	Projected based on budget: Per Pupil GenEd based on 1,086 students, SpEd based on 27 (20-60); 66 (>60); Projection updated to GenEd 1,149.775 students, SpEd of 39.948 (20-60) & 80.026 (>60)
4200 Federal Grants	57,625	168,587	(110,961)	443,506	791,721	(348,215)	1,748,841	2,192,346	2,080,458	111,888	Title projection based on preliminary allocation per NYSED
4300 Contributions	-	-	-	477,624	-	477,624	-	477,624	-	477,624	
4400 Miscellaneous Income	1,581	-	1,581	6,205	-	6,205	6,312	12,516	-	12,516	
<b>Total Income</b>	<b>2,124,909</b>	<b>2,078,212</b>	<b>46,696</b>	<b>10,752,942</b>	<b>10,339,849</b>	<b>413,093</b>	<b>16,543,005</b>	<b>27,295,947</b>	<b>25,071,163</b>	<b>2,224,785</b>	Projected based on January invoice (pending approval): Per Pupil GenEd based on 1,149.775 students, SpEd based on 39.948 (20-60); 80.026 (>60); Title projections based on preliminary allocation;
<b>Expenses</b>											
<b>Compensation</b>											
5100 Instructional Staff	733,125	757,342	(24,217)	3,044,841	2,846,999	197,842	6,313,952	9,358,792	9,088,104	270,688	Adjusted based on payroll to date
5200 Non-Instructional Staff	212,282	224,683	(12,400)	1,080,525	1,123,413	(42,888)	1,485,977	2,566,502	2,696,192	(129,689)	Adjusted based on payroll to date
5300 Pupil Support	117,035	134,855	(17,820)	574,937	674,274	(99,336)	858,238	1,433,175	1,618,257	(185,082)	Adjusted based on payroll to date
<b>5000 Compensation</b>	<b>1,062,443</b>	<b>1,116,879</b>	<b>(54,437)</b>	<b>4,700,303</b>	<b>4,644,686</b>	<b>55,617</b>	<b>8,658,167</b>	<b>13,358,470</b>	<b>13,402,553</b>	<b>(44,083)</b>	Adjusted based on payroll to date
5400 Benefits	224,127	215,432	8,694	938,494	1,077,162	(138,668)	1,648,421	2,586,915	2,585,189	1,726	Projection updated to include Workers Compensation
6100 Administrative Expenses	36,541	45,340	(8,799)	200,343	232,182	(31,839)	351,421	551,765	549,565	2,200	Projection updated to include travel and student meals
6200 Professional Services	115,681	98,097	17,584	641,844	468,819	173,024	901,019	1,542,862	1,202,500	340,362	Projection updated to include temporary staffing (unbudgeted) & \$15K per month for cleaning services
6300 Professional Development	12,350	11,295	1,055	92,643	50,932	41,711	67,357	160,000	130,000	30,000	Projection updated to increase non-instructional staff PD
6400 Marketing and Staff/Student Rec	2,066	8,292	(6,226)	13,383	41,458	(28,075)	86,117	99,500	99,500	-	
6500 Fundraising Expenses	-	-	-	-	-	-	-	-	-	-	
7100 Curriculum & Classroom Expenses	5,943	44,781	(38,839)	261,874	211,011	50,863	497,282	759,157	646,877	112,280	Projection updated to increase non-instructional enrichment
8100 Facility	527,631	501,890	25,741	2,660,604	2,509,448	151,156	3,363,070	6,023,674	6,022,674	1,000	
8200 Technology/Communication Expens	33,263	35,667	(2,403)	184,204	178,333	5,871	243,796	428,000	428,000	-	
8800 Miscellaneous Expenses	258	-	258	10,624	-	10,624	804	11,428	-	11,428	
8900 Depreciation Expense	-	-	-	134,628	-	134,628	188,479	323,108	-	323,108	
<b>Total Expenses</b>	<b>2,020,302</b>	<b>2,077,674</b>	<b>(57,373)</b>	<b>9,838,945</b>	<b>9,414,032</b>	<b>424,913</b>	<b>16,005,933</b>	<b>25,844,878</b>	<b>25,066,857</b>	<b>778,021</b>	
<b>Net Income</b>	<b>104,607</b>	<b>538</b>	<b>104,069</b>	<b>913,997</b>	<b>925,817</b>	<b>(11,820)</b>	<b>537,072</b>	<b>1,451,069</b>	<b>4,305</b>	<b>1,446,764</b>	
<b>Capital Expenditures</b>											
Furniture, Fixtures & Equipment	20,984	-	20,984	214,281	-	214,281	25,719	240,000	-	240,000	
Website	-	-	-	-	-	-	-	-	-	-	
<b>Total Capital Expenditures</b>	<b>20,984</b>	<b>-</b>	<b>20,984</b>	<b>243,342</b>	<b>-</b>	<b>243,342</b>	<b>46,658</b>	<b>290,000</b>	<b>-</b>	<b>290,000</b>	Fixed Assets not included in board-approved budget

**Challenge Prep Charter School  
Cash Flow Projection as of November 30, 2022**

	Projected Aug 22 - June 23	Projected Aug 22 - June 23	December	January	February	March	April	May	June	July + Subsequent FY22-23 Items
<b>Beginning Cash Balance (Operating Account)</b>	<b>6,645,873</b>	<b>2,833,529</b>	<b>3,581,664</b>	<b>5,360,669</b>	<b>3,294,207</b>	<b>5,248,209</b>	<b>3,181,747</b>	<b>5,139,969</b>	<b>3,073,507</b>	<b>1,758,835</b>
Projected Cash Receipts from Operations (below)	16,543,005	13,910,946	4,186,937	6,792	4,027,255	6,792	4,031,476	6,792	758,582	886,320
Projected Cash Disbursements from Operations (below)	(16,005,933)	(15,684,689)	(2,066,588)	(2,066,588)	(2,066,588)	(2,066,588)	(2,066,588)	(2,066,588)	(2,066,588)	(1,218,570)
<b>Net Cash from Operations</b>	<b>537,072</b>	<b>(1,773,743)</b>	<b>2,120,349</b>	<b>(2,059,797)</b>	<b>1,960,667</b>	<b>(2,059,797)</b>	<b>1,964,888</b>	<b>(2,059,797)</b>	<b>(1,308,006)</b>	<b>(332,250)</b>
Cash Receipts from Accounts & Misc Receivables (not included in revenue below)	-	-	-	-	-	-	-	-	-	-
Cash Disbursements for Accounts Payable & Accrued Expenses	-	-	(334,679)	-	-	-	-	-	-	-
Capital Expenditures (below)	(46,658)	(46,658)	(6,665)	(6,665)	(6,665)	(6,665)	(6,665)	(6,665)	(6,665)	-
Accounts Receivable	-	-	-	-	-	-	-	-	-	-
<b>Ending Cash Balance (Operating Account)</b>	<b>7,229,603</b>	<b>1,013,128</b>	<b>5,360,669</b>	<b>3,294,207</b>	<b>5,248,209</b>	<b>3,181,747</b>	<b>5,139,969</b>	<b>3,073,507</b>	<b>1,758,835</b>	<b>1,426,585</b>
Other Cash Accounts (Net of Transfers)	-	328,069	328,069	328,069	328,069	328,069	328,069	328,069	328,069	328,069
<b>Total Cash (All Accounts)</b>	<b>7,229,603</b>	<b>1,341,197</b>	<b>5,688,738</b>	<b>3,622,276</b>	<b>5,576,277</b>	<b>3,509,815</b>	<b>5,468,038</b>	<b>3,401,576</b>	<b>2,086,904</b>	<b>1,754,654</b>

Challenge Prep Charter School  
Statement of Cash Flows  
YTD as of November 30, 2022

OPERATING ACTIVITIES	Total	Comments
Net Income	913,997	
Adjustments to reconcile Net Income to Net Cash provided by operations:		
1100 Accounts Receivable	79,420	
1200 Accounts Receivable:Other Receivables - Salary Advance	-	
1300 Prepaid Expenses	(85,005)	
1301 Prepaid Insurance	(113,362)	
1310 Prepaid Rent	189,615	
1710 Accumulated Depreciation & Amortization:Accumulated Depreciation	134,445	
2000 Accounts Payable	51,751	
2100 HSBC Loan Payable	-	
2300 Accrued Salaries/Taxes	-	
2301 Accrued Expenses	(1,425,791)	
2302 Refunds Payable	(32,911)	
2303 Accrued Interest - PPP	(11,767)	
2304 Due To Friends of Challenge Prep, Inc.	-	
2400 Unearned/Deferred Revenue	-	
2600 Exchange Transactions (deleted)	1,562,003	
Total Adjustments to reconcile Net Income to Net Cash provided by operations:	<b>339,399</b>	
Net cash provided by operating activities	<b>1,253,396</b>	
INVESTING ACTIVITIES		
1500 Furniture, Fixtures & Equipment		
1510 Furniture, Fixtures & Equipment:Office & Admin Computers & Equipment	-	
1511 Furniture, Fixtures & Equipment:Classroom Computers & Equipment	-	
15111 Furniture, Fixtures & Equipment:pp (deleted)	(131,140)	
1512 Furniture, Fixtures & Equipment:Classroom Furniture	-	
1513 Furniture, Fixtures & Equipment:Office Furniture	(78,969)	
1514 Furniture, Fixtures & Equipment:Musical Instruments	(4,172)	
1610 Website	(29,061)	
Net cash provided by investing activities	<b>(243,159)</b>	
FINANCING ACTIVITIES		
2700 Deferred Rent Liability	-	
Net cash provided by financing activities	-	
Net cash increase for period	<b>1,010,237</b>	
Cash at beginning of period	2,899,496	
Total Cash at beginning of period	<b>2,899,496</b>	
Cash at end of period	<b>3,909,733</b>	





## **2022-23 School Year Board Meeting #7**

Minutes Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2022-23 School Year Board Meeting #7 at 6:30 PM on January 25, 2023.

Frederica Jeffries, Chair requested verification from the members present of “The Notice of Meeting” sent to each of the board members 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

Frederica Jeffries, Chair of the Board of Trustees called the roll of the board.

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

Members absent: Andrew Barnes, Ben Waxman

Also present: Dr. Mullings, Donna Webster, Dale Richardson

The Chair offered an 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 2022-23 School Year Board Meeting #6 The minutes were approved by common consent.
3. The Chair recognized the various reports provided by CPCS Directors and Principals that were sent prior to the meeting.
4. The Chair called for the report of Dr. Les Mullings, CEO. Dr. Mullings which included:
  - He reflected on the memorial for Dr. Estep and thanked the Board Chair for her speech.
  - He discussed plans that the school would like to expose the young leaders in our school to outlets such the Black & Puerto Rican Caucus. If possible, the scholars would meet Governor Hochul.
  - Renewal is coming in SY 2023-24. We are getting ready for this process, and we anticipate some changes. Charter school enrollment across the state is up.

- SEL is an imperative piece of our school as we continue to address the learning gap caused by the pandemic and students with IEPs. We have a higher percentage of students with IEPs that bring unique challenges and issues that are impacting our standing and outcomes with state exams.
  - Frederica Jeffries and Karon McFarlane asked some follow-up questions regarding the renewal process and the role of the Board. Gertrudis Hernandez affirmed that the SEL needs are affecting academic performance across NY.
  - Dr. Mullings explained that an outside organization will be hired to help write our renewal documents and that the Board will be updated on their roles and responsibilities later this year.
  - Frederica Jeffries emphasized that the Board will be there to support in any way possible. Then she called for the Financial Report from Donna Webster from CSBM.
5. Donna Webster reported a summary year-to-date:
- \$500K per-pupil enrollment and Summer Boost funds have been received
  - The school is over budget by \$1M. Substitute teachers, salaries, professional services (legal fees, cleaning), professional development, equipment, curriculum, repairs, etc. make up some of the overages
  - Net loss of \$385K; \$2.2M revenue with \$2.5M expenses; we are needing to be careful regarding a deficit based on current spending trends
  - Friends of Challenge - \$1.86M
  - Total assets \$10M; Total liabilities \$3.7M
  - CSBM recommends controlling costs for the remaining few months of the school year and developing a multi-year budget to better see spending trends and care for upcoming long-term needs
  - Leases need to be considered and have been brought up with the auditors
  - Frederica Jeffries affirmed the need to control costs and mentioned unsanctioned raises contributing to being over budget. She asked for the personnel report and if we would be keeping the current number of staff.
6. Personnel Report
- Dr. Mullings responded that yes, we would keep our staff, and that some budgeted positions are yet to be filled for this year. He mentioned that a SPED AP is being hired.
  - A discussion related to the SPED needs and Far Rockaway's current needs regarding this ensued. Funding for addressing this need was brought up and affirmed by Jeffries and Hernandez.
7. The Chair mentioned the next meeting on February 15. The report was received, and the meeting adjourned by common consent.

Respectfully Submitted,



Karon McFarlane  
Secretary



Attachment #1  
See Prior  
Month  
Minutes for  
Minute  
Attachments



## **2022-23 School Year Board Meeting #6**

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

Frederica Jeffries, Chair requested verification from the members present of “The Notice of Meeting” sent to each board member 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

Frederica Jeffries, Chair of the Board of Trustees called the roll of the board.

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

Members absent: Ben Waxman

Also present: Dr. Mullings, Donna Webster

The Chair offered an 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 2022-23 School Year Board Meeting #5 The minutes were approved by common consent.
3. Dr. Mullings brought Holiday Greetings and thanked the Board for all their work and support.
4. Dr. Mullings recognized the various reports provided by CPCS Directors and Principals that were sent prior to the meeting.
5. Dr. Mullings Report:
  - He talked about the progress that is being made in academics in Far Rockaway.
  - He reflected on the groundbreaking at Arverne.
  - He talked about recent flooding at Hartman and sewage backup at Redfern due to weather issues. Clean-up took place at both locations.

- The school is on high alert for the triple threat of respiratory viruses with Covid-19. We have sent a notice to the school community to highly recommend masking.
  - Frederica Jeffries recognized the report from Dr. Mullings and then called for the Financial Report from Donna Webster from CSBM.
6. Donna Webster reported from the November financials:
    - Projecting for fiscal year '23, end with revenue of \$27.2M; the increase is due to 48 more students with per pupil income.
    - Expenses are projected at \$25.8M; this is fairly early in the school year so we will continue to track finances as we get further into the year. We are anticipating a surplus currently.
    - Net income is currently \$913K.
    - From a balance sheet perspective, we anticipate carrying over to the next school year \$1.7M barring any unexpected expenses.
    - Frederica Jeffries had no questions after the report, and Dr. Mullings said that there will be some scaling down as we look forward to the next school year. He affirmed Ms. Webster's addition to the team and her excellent work and knowledge of budgeting. He was very happy to She asked for the personnel report and if we would be keeping the current number of staff.
  7. Personnel Report
    - Dr. Mullings responded that there are no other personnel changes at this time.
  8. Jeffries thanked Dr. Mullings for his work, and he said he could not do the work without the board. The members spent some time reminiscing about the start of the school and their relationship with the planning and beginning of Challenge Charter.
  9. The Chair mentioned the next meeting in January. The report was received, and the meeting adjourned by common consent.

Respectfully Submitted,

A handwritten signature in black ink that reads "Karon McFarlane". The signature is written in a cursive, flowing style.

Karon McFarlane  
Secretary



# Attachment #2



## Senior Director of Teaching and Learning K-5

### January 2023 Board Report

Covering 12/15/22-12/23/22 and 1/3/23-1/13/23

**Kentia Coreus**

## Enrollment Compliance

Grade	Total Scholars	Target Enrollment
K	125	120
1	117	125
2	119	125
3	116	125
4	103	104
5	100	104
<b>Totals</b>	<b>680 (-4)</b>	<b>703</b>

**source:** January 13, 2023 Student Enrollment Weekly Report

## Ongoing Teaching & Learning Tasks

- Manage personnel, curricula, relationships, 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 at both elementary sites
- Supervise the K-5 principal and administrative team by conducting regular check-ins, bi-weekly supervision meetings, and providing feedback on instructional leadership
- Listen and respond to staff and family grievances
- Support human resource activities such as reviewing the credentials of international candidates, recommending teacher salaries, conducting final interviews
- Responding to compliance and legal issues at it relates to staffing and the academic program

## Staffing and Leadership Recruitment

The current teacher vacancies exist and persist at the elementary division: Grade 2 Gen-Ed-ICT Leave Replacement (2), Grade 1 Gen-Ed-ICT Leave Replacement, a Grade 3 SPED teacher, and an academic assistant. We have some rotating teacher subs from a teacher employment agency. Our new Assistant Principal for Special Education (K-5) commences on January 17, 2023.

The K-5 special projects coordinator is taking the following action steps to support recruitment:

- Posting vacancies on Lever which gets distributed to Indeed and LinkedIn
- Sharing all job descriptions with the principal for internal recruitment
- Listing vacancies with Alternative Tutoring, School Professionals and Practice Benefit Corp and soon a fourth one - upon CPCS signing a contract
- Vacancies sent to Ms. Messer to post on our Facebook, Instagram, and our monthly newsletter
- Posting vacancies on personal LinkedIn Page
- Connecting with all local area colleges with teaching programs for early access to December graduates and alumni
- Reviewing all candidates in Lever who have applied to other instructional roles at the school

### **Supporting Scholar Achievement**

The senior director of teaching and learning (“SDTL”) launched school improvement planning meetings with the administrative team to focus on reading and math improvement planning. The SDTL designed the ES School Improvement Planning Tracker as a tool for the team to document status of teacher action plans and the impact on student learning as measured by iReady assessment data. The team has revised reading and math goals that were established at the end of the last school year.

In further support of scholar achievement, the SDTL has mandated that the administrative team develop a consistent system for notifying all families of scholar absences on a daily basis. Staffing challenges on the operations team resulted in inconsistent absence calls to families and calls were not always documented which prevented follow-up from the student support team. We are excited to report that the data, assessment, and systems specialist has been able to develop a system that ensures absences are reported directly to families via ParentSquare. This process allows families to respond with the reason for the scholar's absences. The next phase of this work is to report this data systematically to the student support team so that they can implement the chronic absenteeism protocols outlined in our Scholar and Family Handbook. The SDTL followed up with the student support team to ensure proper protocols were taken with eight scholars who have been no-shows as we cannot discharge them from our rosters until we have documentation that they reside out of New York State or are enrolled in another department of education school.

### **Strengthening School and Family Communications**

The SDTL received three family complaints during the week of January 9 and participated in a Grade 2 team meeting the same week where there was a connection between the challenging scholars being discussed and the parent complaints being received. The principal held three parent meetings and a fourth is scheduled on Wednesday January 18. The SDTL met with the principal on January 13 to thoroughly discuss the complaints and more importantly, identify trends and remedies. Below are the recommendations that were made to the principal:



- Be transparent about the school needs/schedule when responding to on-the-spot family requests
- Accelerate responses to family grievances by having the family engagement coordinator refer issues to the school counselor and social worker
- Increase the principal’s capacity to attend parent meetings by requiring that the school counselor/social worker provide data and make recommendations prior to the family meeting with the principal
- Develop a system and tool to collect behavioral data. Ensure that the student support team shares this data with the Director of Pupil Personnel Services in an effort to secure resources/services where needed
- Ensure that staff documents incidences with families
- Provide staff with training “having difficult conversations with families” especially for scholars with special needs

### Supporting the Special Education Program

We are excited to welcome the K-5 assistant principal of special education on Tuesday January 17, 2023, Ms. Humma Qureshi. The SDTL and principal collaboratively drafted an onboarding plan and priorities for the first 30 days of this new role.

The First 30 Days	
Priority/Timeline	Topic/Item
Immediate	<ul style="list-style-type: none"> <li>● Attend IEP meetings as an observer</li> </ul>
By January 20	<ul style="list-style-type: none"> <li>● Register for per pupil billing webinar</li> <li>● Submit SESIS usage implementation recommendation</li> <li>● Submit draft of SESIS training</li> <li>● Meet w/staff accountant Ms. Kareen Bruce to discuss upcoming reconciliation report (SPED reporting)</li> <li>● Meet w/network data manager, Mrs. Annella Samuels</li> <li>● Schedule meet and greet with the CSE</li> <li>● Submit proposal for “Having difficult conversations with families” training</li> </ul>
By January 27	<ul style="list-style-type: none"> <li>● Reconcile SESIS data with our IEP Data spreadsheet</li> <li>● Ensure all teachers who support students with an IEP have secured access to the most updated IEP</li> <li>● Submit feedback and recommendations/plans for Appendix C document</li> </ul>
Week of January 23	<ul style="list-style-type: none"> <li>● Begin owning/leading IEP meetings</li> </ul>
By January 31	<ul style="list-style-type: none"> <li>● Take over Collaborative membership</li> <li>● Deliver “Having difficult conversations with families” training</li> </ul>
By February 3	<ul style="list-style-type: none"> <li>● Visit all ICT classrooms, take brief notes. Get to know ICT teams</li> <li>● Make a preliminary recommendation about ICT models to be implemented school-wide vs. within specific classrooms</li> </ul>

	<ul style="list-style-type: none"> <li>● Submit feedback and recommendations/plans for Special Education handbook</li> </ul>
<p>Jan 23- Feb 17</p>	<ul style="list-style-type: none"> <li>● Meet with assistant principal, Ms. Jacqueline Ward-Brew</li> <li>● Meet with school counselor, Ms. Amanda Lagan</li> <li>● Meet with social worker, Mrs. Melissa Harris</li> <li>● Meet with K-5 data, assessment, and information systems specialist, Ms. Elizabeth Ofori</li> <li>● Meet with K-5 family engagement coordinator, Mrs. Cherry Wiggins</li> <li>● Meet with school health liaison, Mrs. Mauline Mullings-Bailey</li> <li>● Meet with parent academy coordinator, Ms. Janelle Sanford</li> <li>● Meet CCMS assistant principal and special education coordinator, Dr. Sheila Lyle</li> <li>● Meet secondary senior director of teaching and learning and CCMS &amp; CCHS principal, Mrs. Mavgar Mondesir-Gordon</li> </ul>
<p>Week of February 6</p>	<ul style="list-style-type: none"> <li>● Begin drafting SPED focused responses for the NYCDOE Annual Comprehensive Review report</li> </ul>



# Attachment #3



**Nicole Griffin**

**Elementary School Principal**

**December 2022 Report**

**School Year Theme: The Year of Restoration:** *Nurturing learning and growth for children and adults through practices that work.*

### **ATTENDANCE**

**130 scholars out of 679 scholars were present every day for the month of December (19%)**

*673 scholars have been present overall for the month of December*

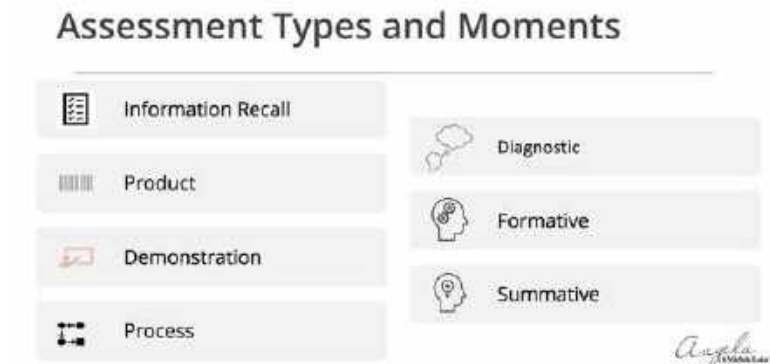
**473 scholars have been absent (69%) for the month of December**

**240 scholars have been late (35%) for the month of December**

### **INSTRUCTIONAL FOCUS**

#### **ASSESSMENTS**

The staff has completed 2 rounds of professional development around creating assessments in reading. Based on the unit assessments, all grades begin to create summative and formative assessments. Please see below the types of assessments teachers learned how to create and the assessment types.



As part of the process, formative assessments were created for grades 2-5 utilizing Standards Mastery, a tool provided by i-Ready to create interim assessments. The first assessment took place on December 15th and December 16, 2022.

Assessment	Standards Addressed	Date
Math and Reading	<a href="#">Link HERE</a>	12/15/22

Following the assessments, administrators and staff answered the following questions:

**ESSENTIAL QUESTIONS:**

- How did my **class perform on a recently taught standard (s)**, and what are their **instructional priorities?**
- Which elements did students perform well on, and where might they need additional support?**
- What type of questions did the assessment ask?**

**NEXT STEPS:**

- Based on the Data, teachers created an ACTION PLAN to address any gaps.
- Admin created the Standards Mastery Guide which will be used during PLC’s after a Standard Mastery Assessment is administered
- All APS will continue to meet with their respective teams WEEKLY to plan out the standards and objectives for the upcoming week.
- All APS will create weekly quizzes of no more than 5 questions to address based on what was taught for the week.
- All APS will meet with grade teams during PLC’s to examine student work in reading, writing, math
- All members of the CABINET TEAM will use the document below to unpack the standards and identify the objectives. This will be used as the monitoring tool. The goal is for grades to independently be able to unpack the standards on their own by the end of the 2022-2023 school year.

Monday	Tuesday	Wednesday	Thursday	Friday
<p>Standard: NYS.NF2</p> <p>Solve word problems involving addition and subtraction of fractions referring to the same whole, including cases of unlike denominators.</p> <p>Elements:</p> <ul style="list-style-type: none"> <li>● Solve word problems</li> <li>● Add fractions</li> <li>● Subtract fractions</li> <li>● Add fractions with unlike denominators</li> <li>● Subtract fractions with unlike denominators</li> </ul>	<p>Standard: NYS.NF2</p> <p>Solve word problems involving addition and subtraction of fractions referring to the same whole, including cases of unlike denominators.</p> <p>Elements:</p> <ul style="list-style-type: none"> <li>● Solve word problems</li> <li>● Add fractions</li> <li>● Subtract fractions</li> <li>● Add fractions with unlike denominators</li> <li>● Subtract fractions with unlike denominators</li> </ul>	<p>Standard: NYS.NF2</p> <p>Solve word problems involving addition and subtraction of fractions referring to the same whole, including cases of unlike denominators.</p> <p>Elements:</p> <ul style="list-style-type: none"> <li>● Solve word problems</li> <li>● Add fractions</li> <li>● Subtract fractions</li> <li>● Add fractions with unlike denominators</li> <li>● Subtract fractions with unlike denominators</li> </ul>	<p>Standard: NYS.NF2</p> <p>Solve word problems involving addition and subtraction of fractions referring to the same whole, including cases of unlike denominators.</p> <p>Elements:</p> <ul style="list-style-type: none"> <li>● Solve word problems</li> <li>● Add fractions</li> <li>● Subtract fractions</li> <li>● Add fractions with unlike denominators</li> <li>● Subtract fractions with unlike denominators</li> <li>● Subtract and add fractions with whole numbers</li> </ul>	<p>Standard: NYS.NF2</p> <p>Solve word problems involving addition and subtraction of fractions referring to the same whole, including cases of unlike denominators.</p> <p>Elements:</p> <ul style="list-style-type: none"> <li>● Solve word problems</li> <li>● Add fractions</li> <li>● Subtract fractions</li> <li>● Add fractions with unlike denominators</li> <li>● Subtract fractions with unlike denominators</li> <li>● Subtract and add fractions with whole numbers</li> </ul>

- Ms. Ofori will be responsible for monitoring the use of i-Ready in the classrooms weekly by providing a weekly report to all members of the Cabinet Team.
- Ms. Ofori will be responsible for creating the quiz trackers.

### Planning and Preparation

Based on the walkthroughs and lesson plan feedback, we revised the action plan to reflect our next steps. Teachers continue to need support in unpacking the standards.

Dates	Action to be Taken
Week of 11/28- 12/16	<p><b>Domain 1- Designing Coherent Instruction (1e)</b></p> <p><b>Planning and Preparation-</b> Admin Team will specifically look at the objective and activities on the lesson plans and provide feedback.</p> <p><b>READING/ WRITING Lesson Plans are checked WEEKLY(11/28-12/23)</b> Feedback is provided based on <b>two</b> reading lessons and <b>two</b> writing lessons. Feedback is given to the classroom teachers utilizing the <a href="#">Lesson Plan Feedback Rubric</a></p>
12/12-12/16	<p><b>TEAM MEETINGS LEAD BY ADMIN</b></p> <p><b>ADMIN will meet with grade teams to Plan and Prepare lesson objectives for the week of 12/ 19-12/23</b></p> <p>Teams will continue to use the unpacking of the standards document.</p>

### Math

AP Thomas conducted a PD around unpacking of the math standards. During the PD, instructors were introduced to the standards guide and how to read the standards. The standards are aligned to the ENVISIONS curriculum which is the new curriculum we are using for the next three years. Three more PD's will take place for the remainder of the school year.

### SOCIAL-EMOTIONAL LEARNING

Each week, staff receive information/resources they can use in the classroom to support SEL. One area we focused on was KINDNESS. Scholars celebrated kindness week by participating in

various activities.

### **HIGHLIGHTS**

- Winter Concert was held with a great turnout
- Gingerbread House Annual Steam Project
- Cheetah Bucks redemption for grades 4/5 took place. Scholars were excited to redeem their bucks
- PA Holiday Boutique Sale
- Scholars will receive a toy that will be donated to school in grades K-2. We are hoping to expand this event to all scholars for the 2023-2024 school year



# Attachment #4





# CHALLENGE CHARTER SCHOOL

## 2022-2023 Principal's Monthly Board Report

*Mavgar Mondesir-Gordon, Principal (Grades 6-11)*

### School Year 2022-2023 Report January 18, 2023

Current CCHS Enrollment:

Cohort Group	Grade Level	Enrollment as of...									
		Sept, 9, 2022	Oct. 15, 2022	Nov. 28, 2022	Dec. 16, 2022	Jan. 13, 2023	Feb. 16, 2023	Mar. 22, 2023	Apr. 14, 2023	May 20, 2023	Jun. 21, 2023
#3	G. 11	51	52	53	53	53					
#4	G. 10	73	77	77	76	75					
#5	Gr. 9	90	89	96	96	96					
<b>TOTAL</b>		<b>214</b>	<b>218</b>	<b>226</b>	<b>225</b>	<b>224</b>					

Current CCMS Enrollment:

Cohort Group	Grade Level	Enrollment as of...									
		Sept, 9, 2022	Oct. 15, 2022	Nov. 28, 2022	Dec. 16, 2022	Jan. 13, 2023	Feb. 16, 2023	Mar. 22, 2023	Apr. 14, 2023	May 20, 2023	Jun. 21, 2023
#6	Gr. 8	73	88	92	72	72					
#7	Gr. 7	95	92	96	96	93					
#8	Gr. 6	92	69	71	88	86					
<b>TOTAL</b>		<b>260</b>	<b>249</b>	<b>259</b>	<b>256</b>	<b>251</b>					

CCMS/CCHS Attendance Statistics:

C G o r h o u r p t	G L r e a v e l	Attendance Rates									
		Aug 31, '22 - Sep 9, '22	Sep 12, '22 - Oct 15, '22	Oct 18, '22 - Nov 28, '22	Nov 29, '22 - Dec 16, '22	Dec 19, '22 - Jan 14, '23	Jan 13, '22 - Feb 16, '23	Feb 17, '22 - Mar 21, '23	Mar 21, '22 - Apr 14, '23	Apr 15, '22 - May 20, '23	May 21, '22 - Jun 20, '23
#3	Gr. 11	82%	84%	84%	86%	85%					
#4	Gr. 10	46%*	50%*	82%	83%	82%					
#5	Gr. 9	71%*	78%*	83%	86%	84%					
#6	Gr. 8	96%	88%	97%	100%	100%					
#7	Gr. 7	97%	94%	99%	99%	99%					



#8	Gr. 6	96%	93%	100%	99%	100%					
CCMS Average		<b>90%</b>	<b>96%</b>	<b>99%</b>	<b>99%</b>	<b>99%</b>					
CCHS Average		<b>65%</b>	<b>70%</b>	<b>84%</b>	<b>86%</b>	<b>84%</b>					
<b>6-11 Average</b>		<b>81%</b>	<b>81%</b>	<b>91%</b>	<b>92%</b>	<b>92%</b>					

**ATTENDANCE:**

Administrative efforts aimed at improving attendance rates have been successful so far. Grades 6-11 participate in a mandatory Buy-back program wherein scholars are required to sit for instruction during lunch or from 3:50 PM to 4:30 PM to make up for time and work they missed by being late to school.

**STAFFING:**

CCMS and CCHS continue to face shortages in staffing. Nonetheless, we continue to use our creativity to ensure that scholars are always before instruction and that we do our best to meet the expectations of our scholars and their parents. To date, this is our progress

- We anticipated a new hire for Global II on January 3, 2023, but this did not occur. Due to a lack of urgency, the candidate took another position. Therefore, we are back to the search once more. This is scathing because our scholars will write the NY Global 11 Regents in just under 6 months. Mr. Manniello and Ms. Canzoneri have resumed teaching this class while handling their supervisory responsibilities.
- Ms. Isaacs, a former TA now in her second year with us, has assumed her position as the grade 8 math teacher after multiple searches proved futile.

Please see the vacancies below:

- CCMS: TAs in Humanities. 6,7,8
- CCMS/CCHS: ENL Teacher ( Based on the number of ELLs enrolled and their levels of language proficiency)
- CCMS SPED Certified SETSS Teachers: Grades 6, 7, 8
- CCHS:
  - Global II - Covered by AP Canzoneri and Instructional Coach Manniello
  - Spanish II Teacher - Covered by Ms. Gomez, ENL Teacher, and Mr. Medina
  - PE/Health Teacher #2 - Based on the student enrollment.
  - CTE - Health 1

**CURRICULUM, INSTRUCTION, AND ASSESSMENT**

CCMS and CCHS will continue to focus on weekly mini-assessments in all areas using iReady for the Math and ELA core, as well as Castle Learning. We have entered into the: Teach - Assess- Analyze Data - RTI - Assess cycle.



On January 5, 2022, CCMS and CCHS completed their Test Prep Benchmarks in math. The analyses of the data continue to be the soft launch of our Test Prep Unit. At CCHS, Regents Review began the Week of November 28, 2022, and continues. This will continue now until June. We have also continued to use Castle Learning to support our teachers and scholars in helping our scholars increase and improve their study habits. Weekly Mini Assessments continue.

- Our Two CTE experiential classes are continuing with scholars placing a deep interest in the content and practicality of these classes.
- Beginning the first period of the day with core instruction across CCMS/CCHS has yielded an improvement in punctuality. However, we have scholars who are habitually late. CCMS/CCHS have begun the Buy Back Initiative. Scholars who are late must stay in school for an extended period from 3:50 p.m. to 4:30 pm. Working on the instructional time lost in the morning.
- iReady has become the Adaptive Learning Lab, which focuses on scholars' dedication to path and teacher-assigned lessons.
- CCMS has also added a Math Intensive Class which is focused on building the fluency and essential prerequisites needed to navigate the math curriculum on all grade levels. With the Compensatory Services guidelines, this class will also help support our scholars with IEPs.
- CCHS continues to use the HMH curriculum in all areas of the curriculum except for English, where the Engage NY continues to be used.
- CCHS has launched the CTE Experience offering Health I and Culinary Arts. We are also getting ready to launch the Aviation experience.
- At CCHS, APEX will also be used in the Adaptive Learning Lab, which focuses on scholars' dedication to recovering their credits and placing them on a path to graduation. We also have the Study Hall, where teachers push in to help scholars with projects and assignments.
- i-Ready BOY Reading and Math diagnostics are mostly complete. As we enroll scholars, the data will be updated.

### **SOCIAL-EMOTIONAL LEARNING (SEL)**

- CCMS and CCHS returned to celebrating our scholars' academic accomplishments at our Quarter 1 Awards Ceremony. It was a grand affair that returned a renewed sense of the importance of scholarship and hard work. The scores came directly from PowerSchool, so these awards had no bias. Scholars also voted for their teachers in award categories. Principal Gordon was also able to celebrate and say thanks on her anniversary of becoming the Principal of CCMS to the staff members who have stayed the course over her journey as the Principal. |
- At this time, CCMS/CCHS teachers are engaged in growing their knowledge in the RULER - MTSS for adults. Teachers are given portions to work on weekly, which is discussed at the beginning of our Friday PDs.
- The SST Team has also received invitations to work on the RULER with Ms. Richards - Director of Pupil Personnel Services. They also meet every First Friday of the month to



engage in PD with her.

- CCMS will work with the Second Step Curriculum, and CCHS will work with the Overcoming Obstacles Curriculum.
- We are awaiting the first lessons from the consulting firm, Windows of Opportunity - Hal Eisenberg – for the “HEAL” curriculum for Advisory.
- We have launched Naviance to ensure that our scholars receive support and guidance towards their path to and through college and career readiness.

### **SPECIAL EDUCATION and ENL SERVICES**

- CCMS and CCHS had a pre-renewal visit from the SPED Collaborative to audit our work in SPED. We got strong reviews and continue building our SPED program to support our scholars.
- Dr. Lyle continues to lead the SPED work on all grade levels 6-11. Ms. Ana Gomez provides ENL services but will need support as we search for another ENL teacher due to the increase in the ENL population at our school.
- RTI continues, coupled with MTSS for scholars who need the intervention as per the IDEA and IDEiA Law.
- IEP meetings are in full swing and thus far have been doing well—As the CSE now has a new team in place.
- Principal Gordon has also joined the Principal Cohort at the Collaborative to ensure that the school is in full compliance and maintains the knowledge needed to do this work. Our staff has also been strong attendees at the SPED and ENL boot camps and the Pipeline Program.
- CCMS/CCHS will begin work on the Language Acquisition Plan for our ELL population, as this plan does not currently exist in our school.

### **DIGITAL PLATFORMS**

- Grades 6-11 scholars will continue using a combination of digital notebooks and hardcover notebooks for all courses to build writing and engagement stamina. We will curtail the use of Chromebooks to just 9% of the instructional time in an effort to maximize engagement.

### **PARENT AND SCHOLAR OUTREACH and ACCESSIBILITY**

- We continue to meet with parents to discuss further our scholars' welfare. Some of these meetings are in person, while others are via Google Meets. We also continue to conduct outreach for attendance and home visits for scholars who are not attending.

### **PROFESSIONAL DEVELOPMENT**

- Our Social Workers and School Counselors will attend PDs with the Collaborative.
- Our CTE teachers will also attend upcoming PD
- Our SETTS teachers and new staff members will also attend SDI PDs in the upcoming month.
- We will continue our work with the Collaborative at the Charter School Center - joining



sub-cohorts such as the SPED and MLL/ELL Bootcamps, Principal Cohort, and the SPED Pipeline Programs.

- We also continue the work with the Lavinia Group in ELA and Math. This also includes Leadership Institutes for Close Reading, Humanities, and Math Stories
- GRADE TEAM PLANNING AND ONGOING PROFESSIONAL DEVELOPMENT
  - Professional development takes place daily:
- VERTICAL DEPARTMENT PLANNING
  - Department Teams continue to meet to discuss instructional planning across disciplines.

### **INSTRUCTIONAL OBSERVATIONS**

- The CCMS-CCHS Admin Team members have begun supporting instructional periods throughout the day to ensure that instruction is taking place and that outreach is performed as needed. Informal observations and coaching have begun in the form of check-ins and 1:1 Instructional Supervision. TeachBoost will continue to be used for this task, with a target of 2 long observations and 5 short observations across the board for the school year.
- Evaluations have begun at CCMS and CCH both for Leadership and staff. We will be using the following tools:
  - Val Ed for PRincipal and APs
  - Danielson Framework for Teachers, Social Workers, Guidance Counselors, and Deans
  - Self-created rubrics for all other supporting staff. Leaning on research.



# Attachment #5

## **Director of Pupil Personnel Services**

### **January Board Report**

#### **School Health Liaison**

##### **Here are the current vaccination numbers for our staff:**

159 Fully vaccinated

1 exemption

##### **January Positive COVID Results**

4 Positive cases

- 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 the 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 receive 4 at-home COVID test kits a month for health and safety purposes
- Oversee the process of incoming test kit shipments to all sites
- Dept. of Health vision services will be delivered to 2<sup>nd</sup> -5<sup>th</sup> graders. Scholars will be screened by licensed optometrists
- In Partnership with the Cohen's Children's Hospital our families will receive a series of workshops. This month families attended "Managing Internet use and Social Media"
- Smile NY's Dental team will be back to conduct the 6 month check-up on 123 students

#### **Pupil Personnel Director**

##### **Elementary School**

- Observed Second Step lessons and provided support and feedback to the school counselor and social worker
- Modeled how to teach a SEL lesson with scholars that struggle with focus and attentiveness
- Introduced Mind Yeti a researched-based digital library designed to help kids calm their minds, focus their attention, and connect better to the world around them to implement with K-5 scholars
- Met with the Senior Director K. Coreus regarding the beginning stages of implementation for Multi-Tiered System of Supports
- The elementary SEL team will begin our meetings and our main focus will be MTSS and RULER implementation

- Collaborated with the data specialist to review the current data process for tracking behavior and academic concerns

### **Middle and High School**

- Met with the SEL team during our monthly meeting and RULER implementation will continue throughout the year with keeping the staff charter alive activities, mood meter check-in's and parent workshops to explain the RULER process to our families
- Middle school scholars assisted with the rising 6<sup>th</sup> grade tour and led the discussions, answered questions, and guided the scholars through the school
- The Becoming Girls group led by me continued this month. This 6 week program meets once a week for 30 minutes to empower girls to verbalize their story and to recognize the importance of their unique voice. The scholars are enjoying the process so far with 100% attendance during each session
- The 8<sup>th</sup> grade annual individual progress review plan will now be provided to the High school counselor to continue to support where the middle school counselor concluded
- Started the process of recruiting social work and school counseling interns for the high school location to support the additional social and emotional needs of the scholars

### **All sites**

- Continuing the process of all sites outlining their counseling programs, and aligning the services, and all SEL lessons to the ASCA standards
- Supervising record keeping activities of Second Step lessons and RULER modules
- Visited all sites to ensure SEL programming is effective and following the pacing schedule
- Continuously follow-up with RULER leads to ensure we are on schedule and actively conducting the in-person activities to build an environment of emotional safety
- Continued the 1:1 professional development sessions with social workers and counselors. All student support members completed a self-study and will focus on the areas they would like to work on
- All social workers will collaborate to create a school-wide protocol for case management. This will streamline the process for all families.
- All sites will post their Charters throughout each site to ensure the visual reminders will encourage all staff to be consistent with the behaviors agreed upon to create an emotionally safe environment
- K-8 scholars will begin to receive developmentally appropriate college career readiness lessons. Fifth and eighth grade scholars will learn transitional skills to enter into the next phase of their Challenge careers. Eighth grade scholars will learn about graduation requirements, credit, core classes, and electives and GPA by completing the Moving on checklist
- All Student Support Team members will attend the 4 part Counselor/Social Worker Leadership Cohort training series

## **Parent Academy**

1. The Parent Academy hosts 2 to 3 workshops per month and are well attended



2. Monthly PA meetings are now in full swing for Middle and High School parents and fundraising and volunteering has begun due to these meetings
3. The Kids Rise program has now begun for our kindergarten and first grade families and the accounts have been activated. All accounts will begin with \$100
4. Families also will take part in another first time homebuyers workshop led by a financial advisor from Chase Bank
5. Parents will also receive a workshop about college readiness and supporting their children with test anxiety
6. Both family engagement counselors will be trained to deliver a RULER workshop to K-11 families



# Attachment #6



# Challenge Charter School Communications Report - January 2023

Kim Messer, Director of Communications

## Mid-Year Review

See the Communications review below that will be going out to staff this month.



## CCS COMMUNICATIONS MID-YEAR REVIEW 2022-23

### WEBSITE

**2K**

Highest clicks month so far this school year.  
**August 2022** with 39K+ Impressions.

Site review and new SEO work starts this month.

### SCHOOL NEWSLETTER

Our first school-wide newsletter launched in September that YOU helped name: **The Challenge Charter School Chronicles**. The next quarterly issue drops March 2023. Themes so far - Health, Spirit, Family... Summer issue theme TBD.

### PARENTSQUARE

**67%**

**of families have downloaded the app.**

Please keep promoting our MAIN communication tool for our families. Need help? Contact me for training.

### SOCIAL MEDIA



### ALL TIME BEST POST OF 2022 14.9K VIEWS!

### MR. NORBERTO VOLUNTEER CROSSING GUARD REEL

### TOP POST So far in 2023 Meet your CCHS Basketball Team

## TOP 5

Based on Reach Aug. 1, 2022-Dec. 31, 2022  
The results are in! These are the top 5 posts on FB & IG so far this school year.

<b>#1</b> SUMMER PROGRAM: WULA DRUM 8/10/2022	<b>#2</b> TGIF REEL FIELD DAY BOUNCE 8/19/2022	<b>#3</b> #TBT FIELD DAY 12/15/2022	<b>#4</b> ARVERNE BY THE SEA GROUND BREAKING 12/27/2022	<b>#5</b> MOODERERE FIRST DAY OF SCHOOL FAMILY PHOTOS 9/1/2022

Thank you!

Send your scholar achievements, highlights & photos to:  
[photos@challengecharterschools.org](mailto:photos@challengecharterschools.org)



## **Application Season 2023-24**

Marketing plans and website updates are continuing for our next application season.

- Rising 6th & 9th Open House events - support and design for slide presentations, letters, packets for families
- Redesigned school flyer/brochure - internal one almost completed
- Social Media - postings began in December and will continue through April
- Vanguard - letter complete; mailing in January
- Local print ads - continue in print and digital form in *The Wave* and *Rockaway Times* with our Open House dates and times
- *Local bus shelter ads - on hold due to budget*

## **Website**

- Comprehensive review and SEO work will begin next week to help boost our visibility through Application Season!
- We have tested or looked into 2 translation services on our site for the 10 languages our families speak across our school. We have 1 more to review and test before implementing.



# Attachment #7





# **STUDENT ENROLLMENT AND RECRUITMENT BOARD REPORT #7**

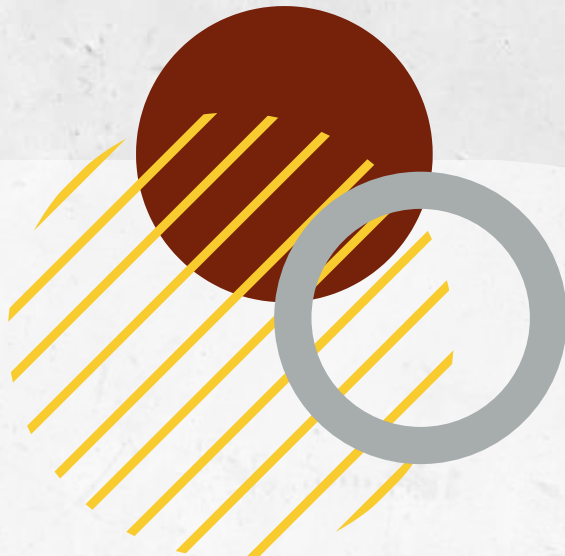
DATE: JANUARY 24, 2023  
PREPARED BY: JANISA VAUGHN,  
DIRECTOR OF STUDENT ENROLLMENT AND RECRUITMENT



# Table Of Content

- **Enrollment Overview 2022-23 SY**
- **Enrollment Goals 2022-23 SY**
- **Looking Ahead| Lottery 2023-24**
- **Scholar Recruitment Lottery 2023-24**

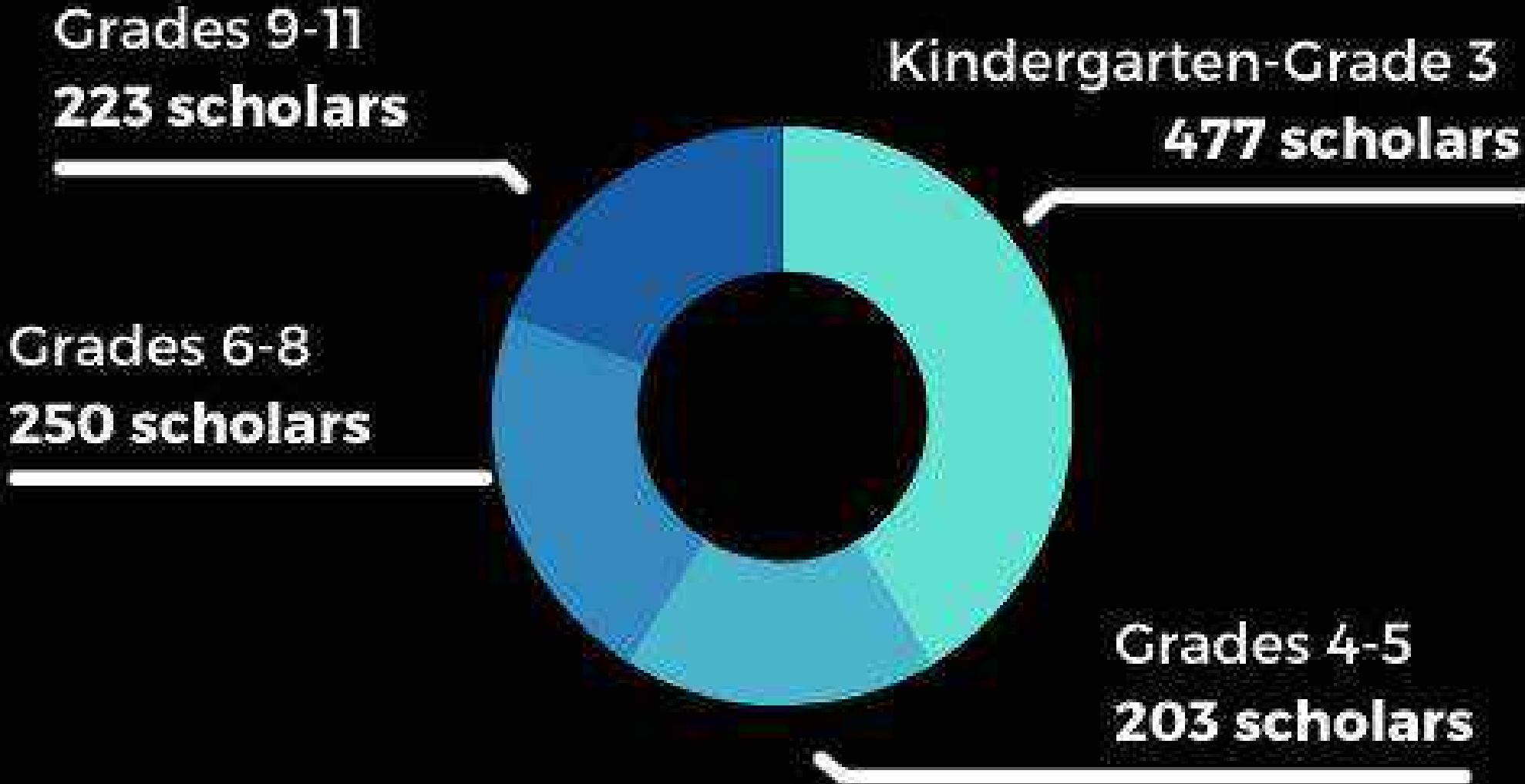
# Enrollment Overview



Approved Charter Enrollment: 1,176 Scholars

## K-11 OVERVIEW

CURRENT ENROLLMENT: **1,153 SCHOLARS**





# Enrollment Overview

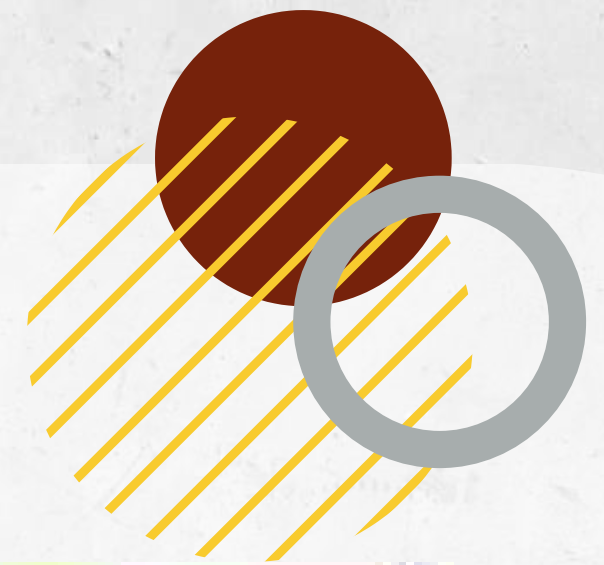
## Elementary Site



Site	Grade	CCS Enrollment Goal 2022-23	Total Number of Scholars Currently Enrolled 1/20/23
Elementary	K	120	125
	1	125	117
	2	125	118
	3	125	117
	4	104	103
	5	104	100
	<b>Total</b>	<b>703</b>	<b>680</b>

# Enrollment Overview

## Middle Site

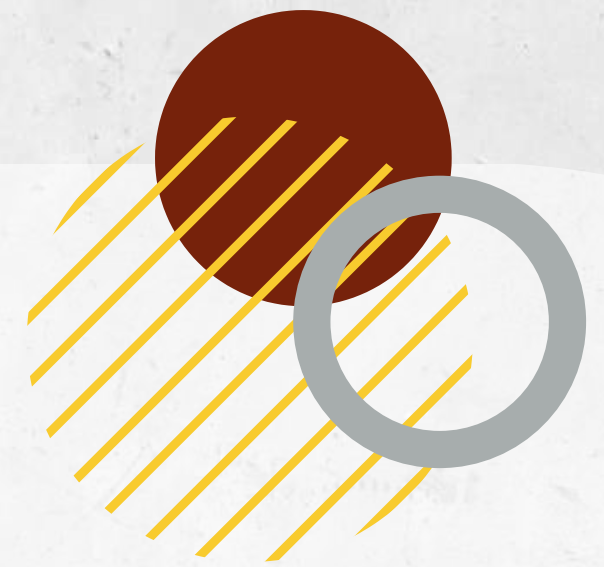


Site	Grade	CCS Enrollment Goal 2022-23	Total Number of Scholars Currently Enrolled 1/20/23
Middle	6	104	86
	7	104	93
	8	78	71
	<b>Total</b>	<b>286</b>	<b>250</b>



# Enrollment Overview

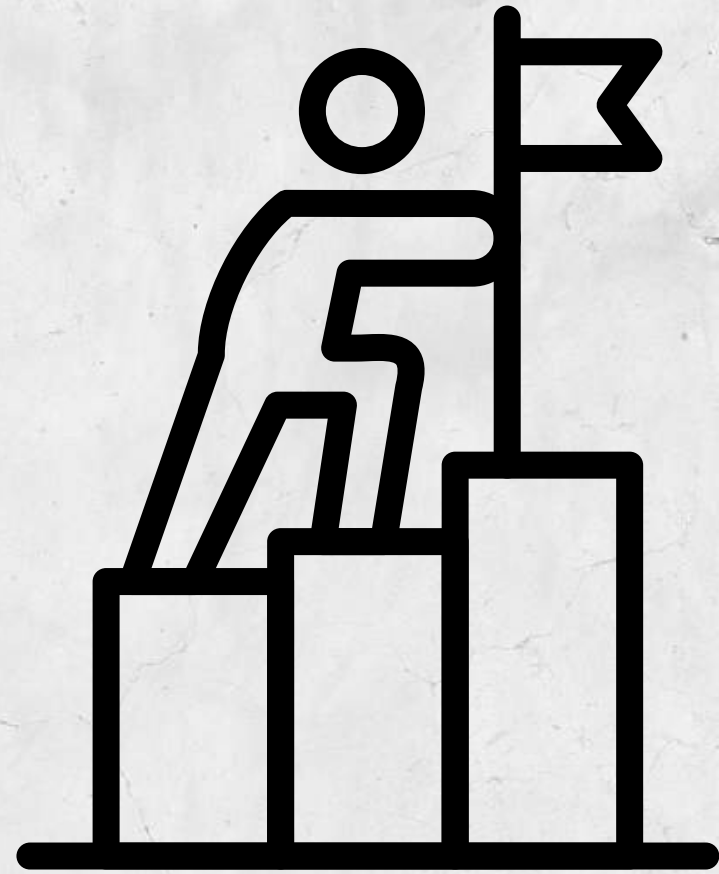
## High School Site



Site	Grade	CCS Enrollment Goal 2022-23	Total Number of Scholars Currently Enrolled 1/20/23
High	9	90	95
	10	75	75
	11	53	53
	<b>Total</b>	<b>218</b>	<b>223</b>

# Enrollment Goals

## 2022-23 SY



### **99% Enrollment**

Achieve at least 99% of CCS-approved charter enrollment.



### **English Language Learners (ELL)**

Increase the number of enrolled ELL scholars by at least 3%.

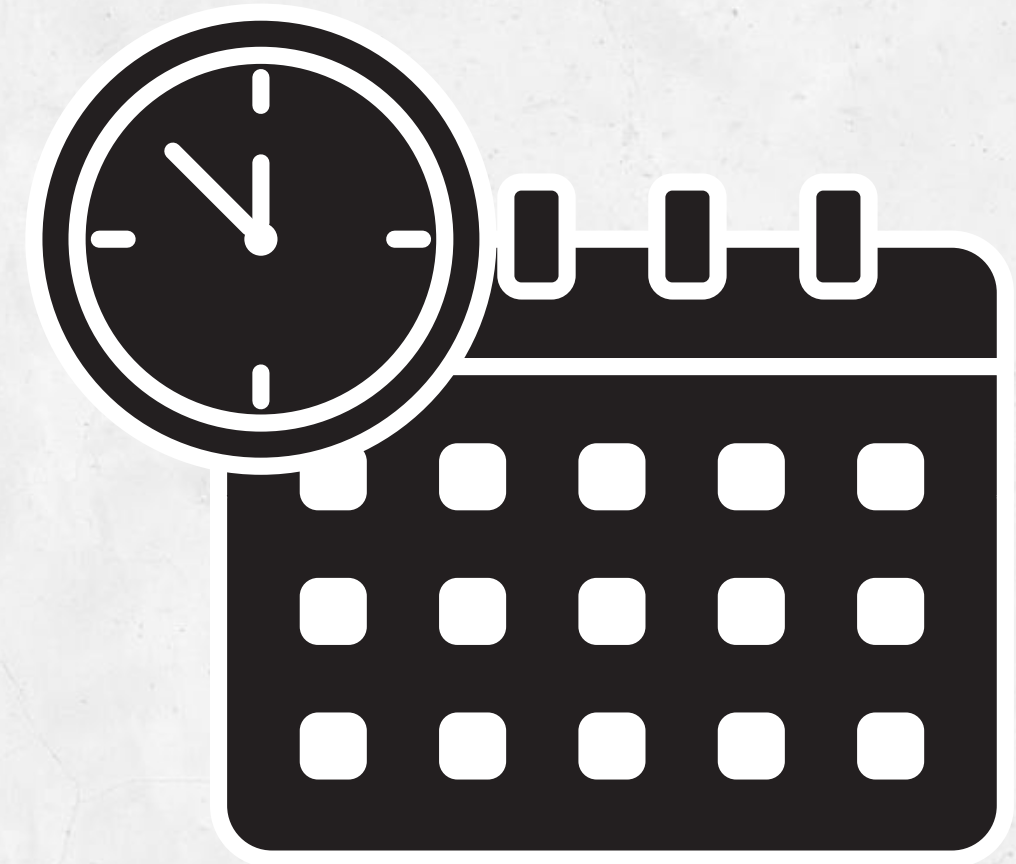


### **Scholar Retention**

Maintain at least 75% of our scholars at each grade level.



# Looking Ahead- Lottery 2023-2024



**Lottery Date: April 4, 2023**

## **Lottery Application**

**The 2023-2024  
Lottery Application will  
launch October 31 2022.**

## **Recruitment Events**

**Open houses will begin  
January 2023 through  
early spring.**

## **Retention**

**We will actively monitor  
scholar discharges to  
make improvements in  
our school community.**

# Lottery Applications Update

Theme:  
**Begin A Lifetime Of Learning**

2023-2024 SY Lottery Applications	
Grade	# of Applications Received as of 1/20/23
K	81
1	8
2	10
3	8
4	8
5	16
6	47
7	17
8	12
9	94
10	9
11	5
12	2
<b>Total</b>	<b>317</b>



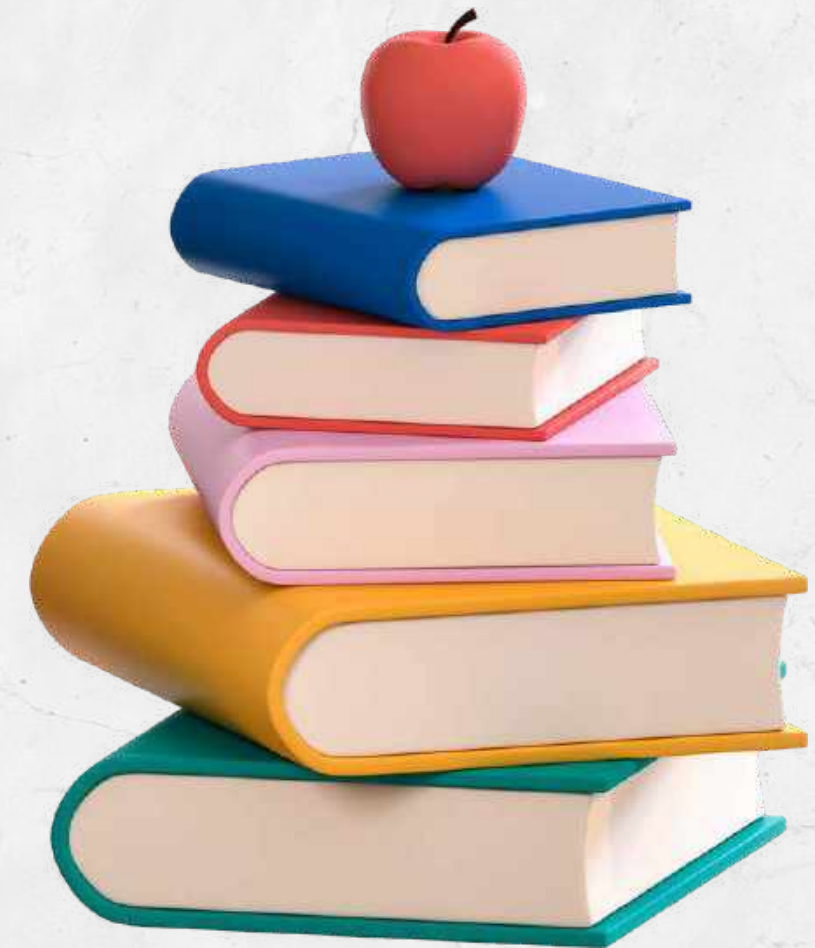


# CCS Open Houses 2023-2024

Theme:  
**Begin A Lifetime Of Learning**

**Thursday's from 5:30pm-6:30pm**

- January 12, 2023
- January 19, 2023
- January 26, 2023
- February 2, 2023
- February 9, 2023
- February 16, 2023
- March 2, 2023
- March 9, 2023
- March 16, 2023





# Scholar Recruitment Lottery 2023-2024

Theme:  
**Begin A Lifetime Of Learning**



## **School Wide Recruitment Initiative**

The staff, scholars, and parents will have opportunities throughout the school year to participate in scholar recruitment.



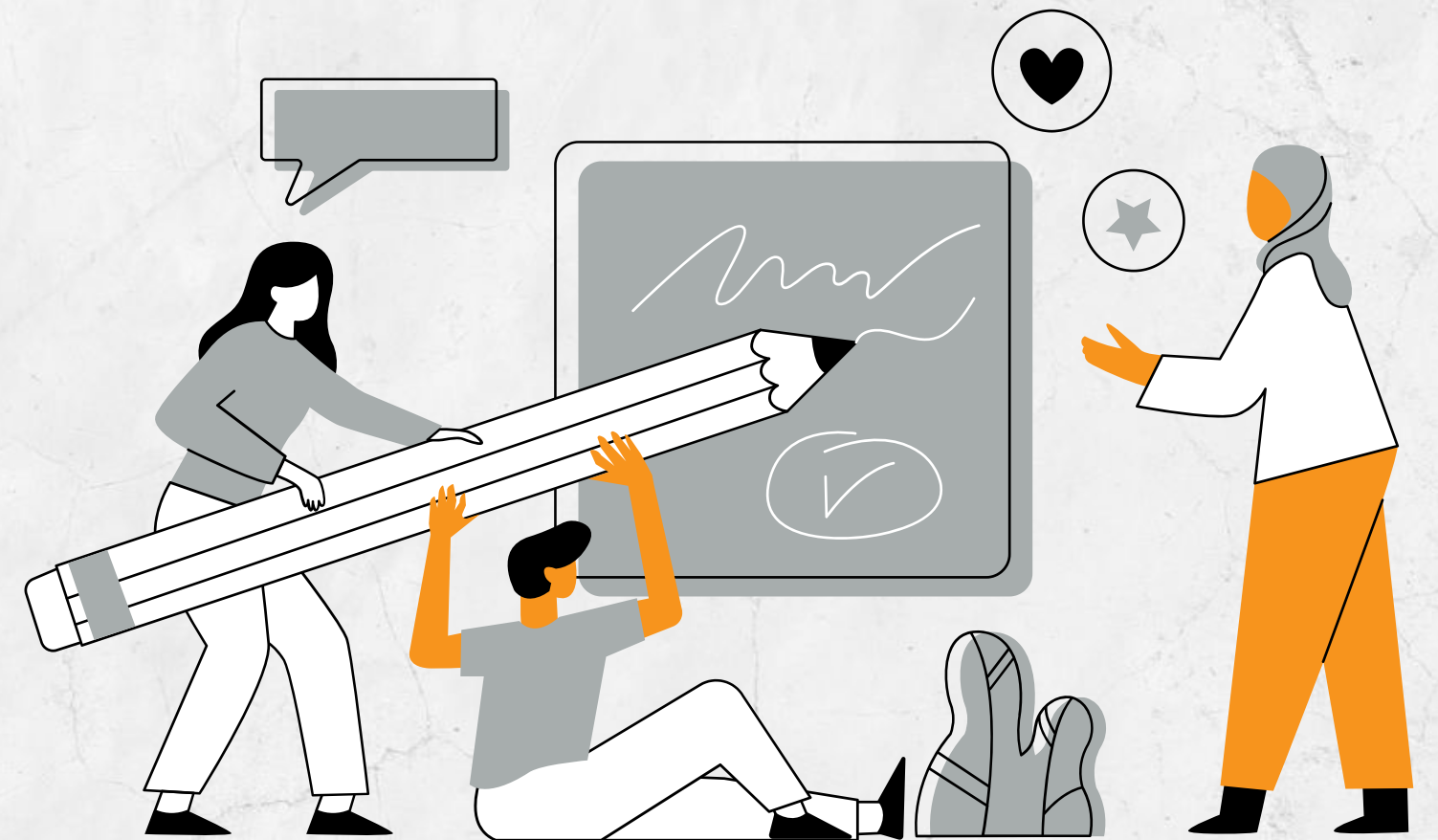
## **Community Outreach**

Continue to partner with feeder schools in the Rockaways to recruit new families.



## **Host Recruitment Events**

Partner with the school community to host open houses and retention events.







# Attachment #8



Director of Operations  
December Board Report  
January 11, 2023

I am happy to bring to you this report of activity as the director of Operations for January 2023. I will provide you with an update of operation management tasks thus far.

- Creates a detailed start-up checklist and ordering list to ensure that the school starts each: **In progress. Working with finance/operations/administration to determine the needs of each building. Would like to have start up orders in by March 2023.**
- Facility: Overseeing site management and development and ensuring that the school site is maintained as a safe and clean environment: **Walkthroughs are being conducted and documented 2-3 times a week at each site for preventative measures, Flooding occurred in the boiler room at 710 Hartman Lane on 12/23/22. Montauk Construction Inc. responded to the emergency call to clean/disinfect sewage water. Flooding occurred in the basement at 1279 Redfern Avenue on 12/23/22. Montauk Construction Inc. responded to the emergency call to clean water out of eclectic panels, dry electrical wires, and dry all water from all other affected areas. Heating system continues to present an issue at 1526 Central Avenue. Building manager and landlord have been notified. Technicians are in the process of restoring the HVAC system. Central Protective Alarms is scheduled to complete the installation of the boards on January 23rd, 2023, for the alarm system which will allow for remote access at 710 Hartman Lane.**
- Food and Transportation: Manages food and transportation services; **Spring metrocards have been received. Card entry and distribution dates TBD**
- Student Data: Manages primarily student attendance at each site and generates report as needed: **Ongoing: Working with Ms. Samuels to eradicate disparities between system synchronization.**
- Manage logistics of all special school wide events and projects; **Major events this month: Winter Extravaganza, Memorial Service for Dr. Estep, Challenge Charter Open house. Field day date has been set for June 9th, 2023.**
- Manages the registration process of each scholar updating and maintaining each scholar's: **Currently conducting an internal audit at all sites to be completed by Jan 17th 2023.**
- Creates and oversees each site's Safety Plans; **Currently working on a timeline for the 2023-2024 Safety Plan prior to next year's submission deadline.**
- Oversee and maintains school facilities ensuring that building rules and regulations are met for all government agencies i.e. DOH, FDNY. – **The annual inspection for the boiler system for 710 Hartman was inspected 1/11/23. The boiler is in good working condition**



Director of Operations  
December Board Report  
January 11, 2023

with no abnormalities to report at this time.

- Manages and maintains the Purchase Order System with the Director of Finance: This is a daily activity handled by each site's Operations Managers along with the Supervision of the Director of Operations. Currently looking for ways to cut back on overall spending to adhere to the 2022-2023 school year budget.
- 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; Custodial bathroom cleaning log has been mounted at all Challenge bathroom sites, In progress: Ordering/installation of menstrual product dispensers in female restrooms. Met with the school nurses at each site to determine needs for the remainder of the school year.
- Manages the operations Managers at each site; Operations School Aides, Operation Assistants, and Custodial Staff; Custodians Diallo Yaghouba and Ricardo Carlos Foster were onboarded Jan 3, 2023. In the process of onboarding Ms. Cleo West for the School Aide position at 710 Hartman Lane. In the process of updating roles and responsibility documentation of Operations Managers and School Aide positions to clarify discrepancies in positions. Implemented a custodial inventory checklist to monitor custodial supply usage/ordering, This month's Operations Topics: Sanitary napkin dispensers, employee time cards, metro cards, field day.
- Manages and maintains [in conjunction with the Director of Finance] the inventory of all equipment, furniture, etc. being "audit" ready at all times; To date we have not had a request from the auditors for this information, Ongoing: Updating of the inventory tracking system to document curriculum, technology, and furniture ordered/received

The operations staff is a dedicated team and we are committed to taking the necessary steps to fully support the needs of our schools, scholars, staff, and parents.

Respectfully Submitted,

*Alexyia N. McNeil*

Alexyia N. McNeil  
Director of Operations



# Attachment #9



## Director of Technology Report

Jan. 2023 - Dale Richardson

---

### I: Current Work

1. Seeking quotes for Active Panels (aka smart boards).
    - a. Currently 12 boards are needed in order to have 1520 Central Ave. fully outfitted and ready for scholars to utilize each room.
    - b. I also suggest ordering 4 extra “rolling boards” (one for each site), which can be used in case of an emergency where a classroom board malfunctions.
    - c. At the moment, quotes on board are (ca) \$5,900.00. However, this rate will need to be updated (may become more expensive) at the time of our order (most likely cost will reduce with a larger quantity order).
  
  2. ***Reso-A Capital Funding for 2023 (potential funding).***
    - a. This is not for the Tech Department, but please pass this on to someone that may be able to apply for a Challenge Capital Grant:  
<https://www.nyc.gov/site/capitalgrants/index.page>
    - b. Applications will close on February, 23rd. 2023.
    - c. I have not encountered any information or received any alerts on ResoA funding for the Technology department as yet. Please let me know if you stumble across any.
  
  3. Reso-A equipment request for 2022 (submitted).
    - a. Our equipment request has been submitted and accepted.
    - b. The project manager states, “Unfortunately, we are unable to provide any definitive information related to the delivery timeframe at this time.”
    - c. No further information is available at this time.
  
  4. eRate 2023 - 2024 (application completed & awaiting submission)
-



- a. eRate does not open until January 18th, 2023:  
<https://www.usac.org/e-rate/resources/upcoming-dates/>
  - b. However, we have submitted the first draft of our eRate application to our eRate consultant.
  - c. Our Reasonableness Report via the state has certified us for 1,367. This number may rise or fall, at the time of the processing of our application.
  - d. Based on free and reduced lunch allocations. Challenge should qualify for eRate's top discount tier of 85% - 90%.
  - e. For an overview of the program, please use the following url:  
<https://www.usac.org/e-rate/>
5. (Formerly in the "pending budget approval" section) Security Camera Installs at 710 Hartman Ln & 1526 Central Ave.
- a. Security Cameras for 710 Hartman Lane.
    - i. Quote pending. Our account manager has assured us that we will have a quote by the end of the month.
  - b. Security Cameras for 1526 Central Avenue.
    - i. Quote pending. Our account manager has assured us that we will have a quote by the end of the month.

—

## **II: Pending budget approval - These items should be prioritized.**

1. Upgrades to Challenge's phone systems (this should be made a top priority).
  - a. A single phone number to reach our entire organization?



- b. The phone systems at 710 Hartman Lane & 1526 Central Ave should be upgraded as soon as possible.
  - c. Our quote from last season has expired. A new quote will be generated, when we decide to move forward with the project. I suggest we approve a quote soon, which will allow us to implement this change during the summer months.
2. Independent Cyber Security Audit for the entire organization.
    - a. An independent cyber security assessment should be completed, in order to satisfy various insurance and state requirements. Ex: [https://www.dfs.ny.gov/industry\\_guidance/cybersecurity](https://www.dfs.ny.gov/industry_guidance/cybersecurity)
      - i. Quote received: \$42,327.00 (this quote is now aged and will require a new, possibly more expensive quote).

—

### III: Risk Factors

1. Parent Academy and Computer Lab at 1520 Central Ave. require desktop computers in order to accommodate larger groups.
  - a. Update: Desktops were ordered via Reso A. Updates will be posted as they become available.
2. Lenovo Laptop Inventory shortage.
  - a. Update: Laptops were ordered via Reso A. Updates will be posted as they become available.



- b. The Lenovos currently being used by teachers are beginning to age and fail.
  - c. A request for new laptops has been submitted to Reso. (note) Laptop and desktop computers which are ordered via the DOE also come with apps, security, and system optimizations from the doe which are paid for by the DOE. It is not recommended that Challenge purchases devices outside of the Reso-A. This will save our organization dollars annually in 3rd party subscription fees.
3. Student Chromebooks
- a. Update: Laptops were ordered via Reso A. Updates will be posted as they become available.
  - b. The warranty on Chromebooks at Middle School is now expired.
  - c. A request for new chromebooks has been submitted to Reso.
  - d. As a heads up, warranties on chromebooks expire 3 years after purchase.
  - e. Spacing out purchases and ordering 300 - 400 chromebooks each year will be best. It will not hit the budget, or logistics as hard. Plus it gives us room to repair and scale up/down if necessary. This is known as “order throttling” and you may read up on a similar concept at the following url: <https://olosupport.zendesk.com/hc/en-us/articles/115002752386-Order-Throttling-Strategies-Overview>





# Attachment #10

**Performing Arts Department Update**  
**Board of Trustees Meeting**  
**January 2023**  
**Challenge Preparatory Charter School**  
**Prepared By:**  
**Anwar Robinson, MEd / SDL / SBL**  
**Director of Performing Arts**

**Summary**

This comprehensive outline provides a glance at the facets of the Department, while also framing gains and needs for stakeholders of the Challenge Preparatory Charter School, for the Month of January 2023

**Department Vision Statement**

*Challenge Scholars will find their voice and point of view through refined and rigorous practice, manifesting their artistic abilities through high-quality music, performance, and fine arts exhibitions for their schools, families, and community.*

**Objectives**

Performing & Fine Arts Department Vision (SY2022-2023) available per request.

**Major Projects** (Concluding and Commencing in January 2023)

- ❖ [Dr. Michael R. Estep's Memorial Service – Music Direction \[Music HERE\]](#)
  - Thursday Evening, January 19, 2023 at 7:00 PM EST
- ❖ [Black History & Identity Celebrations \[Gantt Chart HERE\]](#)
  - **Wednesdays: February 1, 2023 & February 15, 2023 – during the school day**
  - Participants: Challenge Charter Middle & High Schools
  - Elementary School Programming: Planning in Progress
- ❖ [Winter Extravaganza \[Gantt Chart HERE\]](#) – Thursday, December 22, 2022
  - [Debrief \(Friday, January 6, 2023\) Video Meeting & Transcripts HERE](#)

**Challenge Charter High School**

- ❖ Music Curriculum Development Approved and in Progress by A. Robinson
  - Instruction continues under the purview of A. Robinson, assisted by Alvin Jones
  - Unit 3: Intermediate Piano Lab & CyberOrchestra in progress
  - Units 4 – 7: Music Theory and Piano Proficiency Courses in progress
  - [ORIGINAL MUSICAL: Harlem Renaissance Comes to Far Rockaway](#)
  - **Recent Teacher Observations**
    - [December 2022](#)
    - **Week of January 9, 2023 [in progress]**

**Challenge Charter Middle School**

- ❖ Music Curriculum Developed, Approved, and Launched by A. Robinson
  - Curriculum in implementation and revision stage in cooperation with Performing Arts Teaching Assistant, Tequan Henry

- ❖ **Music Teacher: Candidate — Tamara Kachelmeier — has been in the Reference Check Stage for over a month — *now needed at Challenge Charter Middle School***
  - General Music Classes for Grades 6 – 8
  - Inspirational Vocal Ensembles (2): Grades 6 & 7
  - Grade 8 End-Of-Year (EOY) Project to begin in January 2023
  - SoundTrap® DAW (digital audio workstation) featured as major teaching platform for Quarter 2 (October 28, 2022 – January 30, 2023)
  - [ORIGINAL MUSICAL: Harlem Renaissance Comes to Far Rockaway](#)
  - **Recent Teacher Observations**
    - [Week of January 9, 2023](#)

### **Challenge Preparatory Charter School**

- ❖ **Performing Arts: General & Vocal Music Program**
  - Program under developmental approval and guidance by A. Robinson
  - Nicholas Green, Music Teacher
    - Mr. Green will be taking the NYSTCE Music Content Area (165) Teacher Certification Exam in January 2023— under the purview of A. Robinson
    - This is part of providing a **supported pathway to certification** for Mr. Green
    - Instructor for Elementary School Music Classes — under direct supervision of A. Robinson, with support from Building and Network Admin / Director for Elementary School(s)
  - **Recent Teacher Observations**
    - [December 2022](#)
    - **Week of January 9, 2023 [in progress]**
  
- ❖ **Fine Arts: Visual Arts Instructor — Maria Tapia**
  - Ms. Tapia is a **certified**, veteran Visual Arts instructor
  - Provided digital versions of Visual Artwork for Winter Extravaganza 2022
  - Instruction continues to reflect high level of expertise and satisfactory levels of content areas
  - **Recent Teacher Observations**
    - [December 2022](#)
    - **Week of January 9, 2023 [in progress]**

### **Programming for SY2022-2023**

- ❖ **Network & Community-Wide Events**
  - Winter Holiday Extravaganza (Thursday, 12.22.2022) **[COMPLETED]**
  - Black History Month Celebration (Date: Feb 2023)
  - Spring Concert (Date: May 2023)
  - GRADUATIONS (Kindergarten, Grades 5 & 8 — June 2023)
- ❖ **Site-Specific Events**
  - Special Assemblies
  - Visiting Guest Artists
  - **Liaising with Community Arts Provider Programs**

## Gains

- ❖ All CCS sites have Fine and Performing Arts Programming being delivered to Scholars
- ❖ Communications Department support in promoting Performing Arts Events
- ❖ Network-Wide Performing / Fine Arts Reporting structures continue to be under review by Dr. Les Mullings & Mr. A. Robinson

## Needs

- ❖ Support from The Organization for the Professional Development and Continued Education for Performing Arts Teacher Assistants — proposal pending on assessment of program, post-Winter Extravaganza

## Next Steps

The **Winter Extravaganza** at Challenge Preparatory Charter School was received great feedback from Parents and Families. The Team has [debriefed](#) and will incorporate additional feedback into future events — our **Black History & Identity Celebrations** being the next.

The Fine and Performing Arts Department is continuing its development and evolution, through the parameters of the NYS required instructional programs, replete with standards-based instruction in the Arts. The foundation of this programming continues to serve as the basis to launch additional extra-curricular programming, being made available to our almost 1,200 Scholars in the greater Far Rockaway Community.



# Attachment #11

*Nothing gets to focus on what's important.*  
**STUDENT ACHIEVEMENT**

**CSBM**  
CHARTER SCHOOL  
BUSINESS MANAGEMENT

*experience. expertise. execution.*

## **Challenge Prep Charter School**

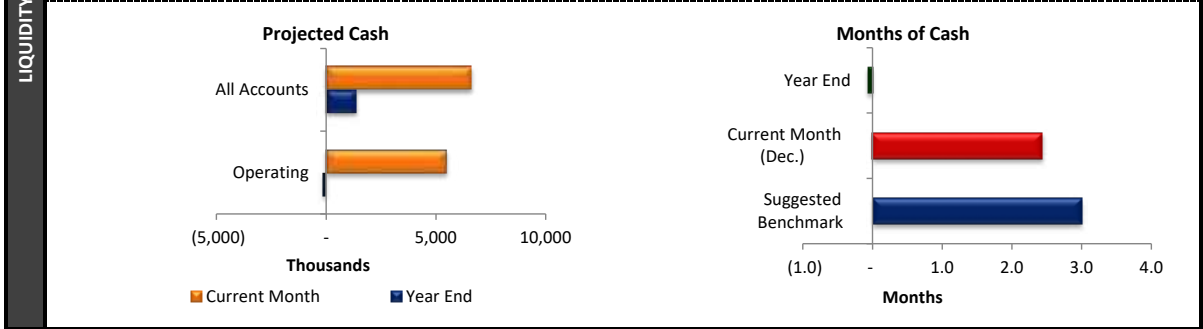
Monthly Financial Report  
December 2022

# Challenge Prep Charter School

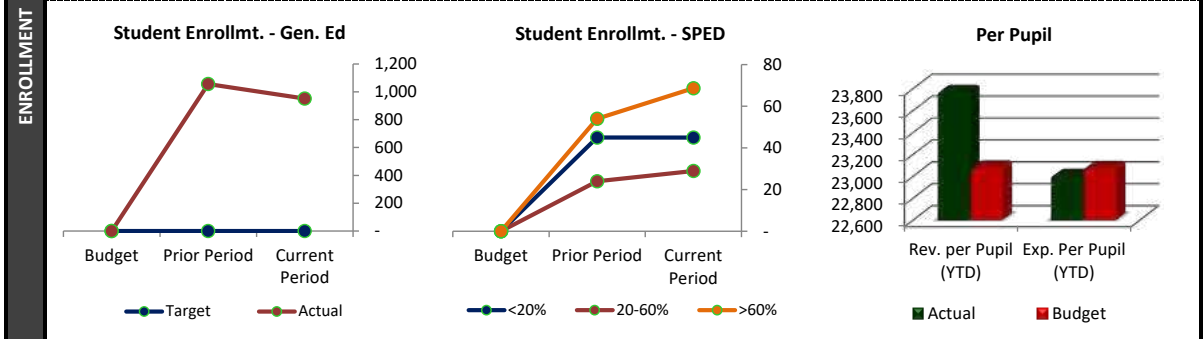
## Financial Summary

For Period Ended December 31, 2022

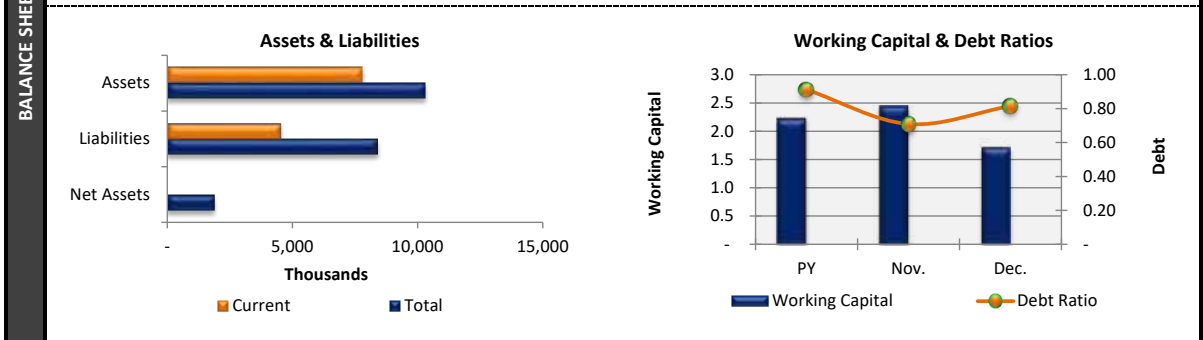
LIQUIDITY	<b>Cash in Bank</b> <i>(Operating Account(s) Only: as of December 31, 2022)</i>	<b>\$ 5,477,605</b>
	<b>Projected months of cash on hand</b>	<b>2.4</b>
	<b>Cash in Bank</b> <i>(Total - All Accounts: as of December 31, 2022)</i>	<b>\$ 6,586,421</b>
	<b>FY Ending Cash Available to Carryover to FY23-24</b> <i>(Operating Account(s) Only)</i>	<b>\$ (143,111)</b>
	<i>*Cash balance available once all FY22-23 obligations &amp; receivables have been settled</i>	
	<b>Projected months of cash on hand</b>	<b>(0.1)</b>
	<b>FY Ending Cash Available to Carryover to FY23-24</b> <i>(Total - All Accounts)</i>	<b>\$ 1,356,754</b>



	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>		<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
<b>General Ed</b>	1,149.78	1,086.00	63.78	\$	20,265,934	16,624,488	3,641,446
<b>SPED</b>							
0 - 20%	48.44	45.00	3.44		-	-	-
20 - 59%	39.95	27.00	12.95		415,060	280,530	134,530
60% - Over	80.03	66.00	14.03		1,524,415	1,257,234	267,181
<b>Total SPED</b>	<b>168.41</b>	<b>138.00</b>	<b>30.41</b>		<b>1,939,475</b>	<b>1,537,764</b>	<b>\$ 401,711</b>



<b>Total Current Assets:</b>	<b>\$ 7,768,849</b>
<b>Total Current Liabilities:</b>	<b>\$ 4,536,723</b>
<b>Working Capital (Current) Ratio</b>	<b>1.71</b>
<b>Total Assets:</b>	<b>\$ 10,299,216</b>
<b>Total Liabilities:</b>	<b>\$ 8,400,629</b>
<b>Debt Ratio</b>	<b>0.82</b>
<b>Total Net Assets:</b>	<b>\$ 1,898,588</b>



# Challenge Prep Charter School

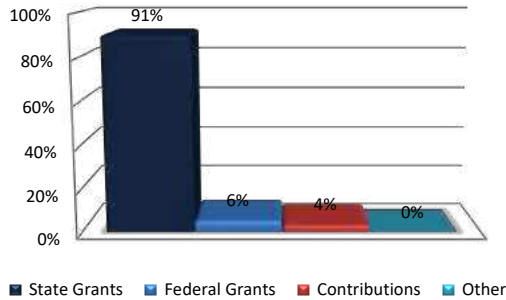
## Financial Summary

For Period Ended December 31, 2022

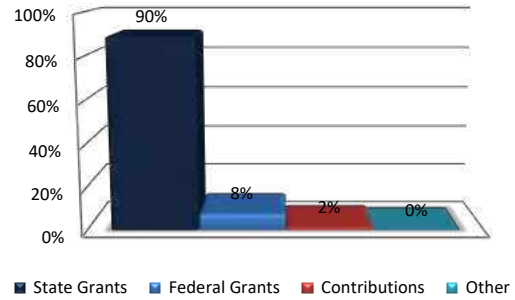
	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Total Revenue YTD:	\$ 13,008,638	\$ 12,526,692	\$ 481,946
Total Expenses YTD:	(12,960,465)	(11,491,706)	(1,468,760)
<b>Net Operating Surplus(Deficit):</b>	<b>\$ 48,173</b>	<b>\$ 1,034,986</b>	<b>\$ (986,813)</b>
	<u>Projected</u>	<u>Budget</u>	<u>Variance</u>
Annual Projected Revenue:	\$ 27,336,607	\$ 25,071,163	\$ 2,265,445
Annual Projected Expenses (before depreciation):	(26,455,584)	(25,066,857)	(1,388,726)
<b>Projected Net Operating Surplus(Deficit) before Depreciation:</b>	<b>\$ 881,024</b>	<b>\$ 4,305</b>	<b>\$ 876,718</b>
Annual Projected Depreciation:	(545,481)	-	(545,481)
<b>Projected Net Operating Surplus(Deficit) after Depreciation:</b>	<b>\$ 335,543</b>	<b>\$ 4,305</b>	<b>\$ 331,237</b>
Capital Expenditure Requirements	\$ (290,000)	\$ -	\$ (290,000)
Total Cash Expenditures	\$ (25,620,103)	\$ (25,066,857)	\$ (553,246)
Revenue per Pupil (YTD)	\$ 23,776	\$ 23,086	\$ 690
Expenditure per Pupil (YTD)	\$ 23,009	\$ 23,082	\$ (72)

BUDGETING / REVENUE & EXPENSES

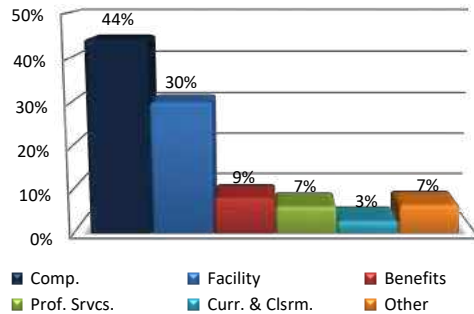
**Revenue Breakdown YTD**



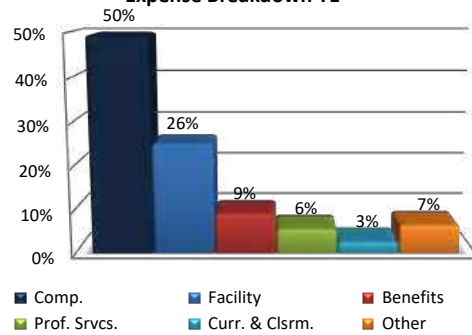
**Revenue Breakdown YE**



**Expense Breakdown YTD**



**Expense Breakdown YE**





# Challenge Prep Charter School

## Financial Variance Summary

Fiscal Year Ending 6/30/2023	Comments
Net Budget Surplus after Depreciation	\$ 4,305
Increase in Projected Annual Expenses	1,934,207
Net Projected Deficit Variance after Depreciation	<u>\$ 335,543</u>

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

	Total	Comments
<b>ASSETS</b>		
<b>Current Assets</b>	-	
<b>Bank Accounts</b>		
<b>1000 Cash</b>		
1001 HSBC Checking - 0844	5,086,556	
1002 HSBC Checking - 0852	30,867	
1003 HSBC Checking - 0879	391,050	
1005 HSBC Money Market - 5972	1,007,948	
1006 Chase Escrow - 3060	70,000	
<b>Total 1000 Cash</b>	<b>\$ 6,586,421</b>	
<b>Total Bank Accounts</b>	<b>\$ 6,586,421</b>	
<b>Accounts Receivable</b>		
1100 Accounts Receivable	(4,150)	
<b>Total Accounts Receivable</b>	<b>\$ (4,150)</b>	
<b>Other current assets</b>		
1300 Prepaid Expenses	165,589	
1301 Prepaid Insurance	97,167	
1310 Prepaid Rent	427,639	
<b>Total Other current assets</b>	<b>\$ 1,186,579</b>	
<b>Total Current Assets</b>	<b>\$ 7,768,849</b>	
<b>Fixed Assets</b>		
<b>1500 Furniture, Fixtures &amp; Equipment</b>		
1510 Office & Admin Computers & Equipment	256,303	
1511 Classroom Computers & Equipment	1,422,150	
1512 Classroom Furniture	604,644	
1513 Office Furniture	203,196	
<b>Total 1513 Office Furniture</b>	<b>\$ 203,196</b>	
1514 Musical Instruments	16,390	
1515 Computer Software	44,217	
<b>Total 1500 Furniture, Fixtures &amp; Equipment</b>	<b>2,546,901</b>	
<b>1519 Facility and Construction</b>	127,589	
1520 Architect Fees	115,620	
1525 Fire Alarm System	7,500	
<b>Total 1525 Fire Alarm System</b>	<b>\$ 7,500</b>	
1530 Kitchen/Cafeteria	162,079	
1535 Construction In Progress	-	
1540 Leasehold Improvements	845,530	
<b>Total 1519 Facility and Construction</b>	<b>1,258,317</b>	

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

	<u>Total</u>	<u>Comments</u>
1610 Website	11,000	
<b>Total 1610 Website</b>	<b>\$ 11,000</b>	
<b>1700 Accumulated Depreciation &amp; Amortization</b>		
1710 Accumulated Depreciation	(2,202,806)	
1750 Accumulated Amortization	(9,044)	
<b>Total 1700 Accumulated Depreciation &amp; Amortization</b>	<b>\$ (2,211,850)</b>	
<b>Total Fixed Assets</b>	<b>\$ 1,604,368</b>	
<b>Other Assets</b>		
1800 Security Deposits	925,999	
<b>Total Other Assets</b>	<b>\$ 925,999</b>	
<b>TOTAL ASSETS</b>	<b>\$ 10,299,216</b>	
<b>LIABILITIES AND EQUITY</b>		
<b>Liabilities</b>		
<b>Current Liabilities</b>		
<b>Accounts Payable</b>		
2000 Accounts Payable	811,688	
<b>Total Accounts Payable</b>	<b>\$ 811,688</b>	
<b>Other Current Liabilities</b>		
2301 Accrued Expenses	65,114	
2302 Refunds Payable	2,256	
2400 Unearned/Deferred Revenue	3,653,940	
<b>Total Other Current Liabilities</b>	<b>\$ 3,725,035</b>	
<b>Total Current Liabilities</b>	<b>\$ 4,536,723</b>	
<b>Long-Term Liabilities</b>		
2700 Deferred Rent Liability	3,863,905	
<b>Total Long-Term Liabilities</b>	<b>\$ 3,863,905</b>	
<b>Total Liabilities</b>	<b>\$ 8,400,629</b>	
<b>Equity</b>		
3100 Retained Earnings	1,850,415	
Net Income	48,173	
<b>Total Equity</b>	<b>\$ 1,898,588</b>	
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ 10,299,216</b>	

**Challenge Prep Charter School  
Budget vs. Actuals  
Fiscal Year Ending June 30, 2023**

	December 31, 2022			YTD Through December 31, 2022			Projected FYE June 30, 2023				Comments
	Actual	Budget	Variance	Actual	Budget	Variance	Current Month Actuals - July 2022-December Projected - December 31, 2022	31, 2022 + Projections thru June 30, 2023	Annual Budget	Variance	
<b>Income</b>											
4100 State Grants	1,966,810	1,909,626	57,184	11,792,418	11,457,754	334,664	12,821,043	24,613,461	22,990,704	1,622,757	Projected based on budget: Per Pupil GenEd based on 1,086 students, SpEd based on 27 (20-60); 66 (>60); Projection updated to GenEd 1,149.775 students, SpEd of 39.948 (20-60) & 80.026 (>60) based on January invoice
4200 Federal Grants	232,591	277,218	(44,627)	730,648	1,068,938	(338,290)	1,502,358	2,233,006	2,080,458	152,548	Title projection based on preliminary allocation per NYSED
4300 Contributions	-	-	-	477,624	-	477,624	-	477,624	-	477,624	
4400 Miscellaneous Income	1,744	-	1,744	7,948	-	7,948	4,568	12,516	-	12,516	
<b>Total Income</b>	<b>2,201,145</b>	<b>2,186,843</b>	<b>14,302</b>	<b>13,008,638</b>	<b>12,526,692</b>	<b>481,946</b>	<b>14,327,969</b>	<b>27,336,607</b>	<b>25,071,163</b>	<b>2,265,445</b>	Projected based on January invoice (pending approval): Per Pupil GenEd based on 1,149.775 students, SpEd based on 39.948 (20-60); 80.026 (>60); Title projections based on preliminary allocation;
<b>Expenses</b>											
<b>Compensation</b>											
5100 Instructional Staff	749,101	757,342	(8,241)	3,793,942	3,604,341	189,601	5,692,343	9,486,284	9,088,104	398,180	Adjusted based on payroll to date
5200 Non-Instructional Staff	211,532	224,683	(13,151)	1,292,057	1,348,096	(56,039)	1,269,190	2,561,248	2,696,192	(134,944)	Adjusted based on payroll to date
5300 Pupil Support	105,057	134,855	(29,798)	679,994	809,129	(129,135)	662,876	1,342,870	1,618,257	(275,387)	Adjusted based on payroll to date
<b>5000 Compensation</b>	<b>1,065,689</b>	<b>1,116,879</b>	<b>(51,190)</b>	<b>5,765,993</b>	<b>5,761,565</b>	<b>4,427</b>	<b>7,624,409</b>	<b>13,390,402</b>	<b>13,402,553</b>	<b>(12,151)</b>	Adjusted based on payroll to date
5400 Benefits	221,018	215,432	5,585	1,110,116	1,292,595	(182,478)	1,447,239	2,557,355	2,585,189	(27,834)	Projection updated to include Workers Compensation
6100 Administrative Expenses	22,001	45,340	(23,340)	232,368	277,523	(45,154)	319,396	551,765	549,565	2,200	Projection updated to include travel and student meals
6200 Professional Services	137,337	98,097	39,240	843,031	566,917	276,115	733,005	1,576,036	1,202,500	373,536	Projection updated to include temporary staffing (unbudgeted) & \$15K per month for cleaning services
6300 Professional Development	1,588	11,295	(9,707)	114,992	62,227	52,765	65,008	180,000	130,000	50,000	Projection updated to increase non-instructional staff PD
6400 Marketing and Staff/Student Rec	1,468	8,292	(6,823)	14,851	49,750	(34,899)	84,649	99,500	99,500	-	
6500 Fundraising Expenses	-	-	-	-	-	-	-	-	-	-	
7100 Curriculum & Classroom Expenses	64,749	44,781	19,967	397,308	255,792	141,516	359,305	756,614	646,877	109,737	Projection updated to increase non-instructional enrichment
8100 Facility	874,015	501,890	372,126	3,948,536	3,011,337	937,199	2,943,379	6,891,915	6,022,674	869,241	
8200 Technology/Communication Expens	47,797	35,667	12,130	237,231	214,000	23,231	190,769	428,000	428,000	-	
8800 Miscellaneous Expenses	12,673	-	12,673	23,298	-	23,298	699	23,997	-	23,997	
8900 Depreciation Expense	138,112	-	138,112	272,740	-	272,740	272,740	545,481	-	545,481	
<b>Total Expenses</b>	<b>2,586,448</b>	<b>2,077,674</b>	<b>508,773</b>	<b>12,960,465</b>	<b>11,491,706</b>	<b>1,468,760</b>	<b>14,040,599</b>	<b>27,001,064</b>	<b>25,066,857</b>	<b>1,934,207</b>	
<b>Net Income</b>	<b>(385,303)</b>	<b>109,169</b>	<b>(494,472)</b>	<b>48,173</b>	<b>1,034,986</b>	<b>(986,813)</b>	<b>287,370</b>	<b>335,543</b>	<b>4,305</b>	<b>331,237</b>	
<b>Capital Expenditures</b>											
Furniture, Fixtures & Equipment	1,791	-	1,791	215,881	-	215,881	24,119	240,000	-	240,000	
Website	-	-	-	-	-	-	-	-	-	-	
<b>Total Capital Expenditures</b>	<b>1,791</b>	<b>-</b>	<b>1,791</b>	<b>244,942</b>	<b>-</b>	<b>244,942</b>	<b>45,058</b>	<b>290,000</b>	<b>-</b>	<b>290,000</b>	Fixed Assets not included in board-approved budget

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

	Projected Aug 22 - June 23	Projected Aug 22 - June 23	January	February	March	April	May	June	July + Subsequent FY22-23 Items
<b>Beginning Cash Balance (Operating Account)</b>	<b>6,645,873</b>	<b>5,508,472</b>	<b>5,086,556</b>	<b>2,146,788</b>	<b>3,922,610</b>	<b>1,855,423</b>	<b>3,635,467</b>	<b>1,568,279</b>	<b>252,882</b>
Projected Cash Receipts from Operations (below)	14,327,969	9,343,481	11,854	3,850,643	7,633	3,854,864	7,633	759,423	851,430
Projected Cash Disbursements from Operations (below)	(14,040,599)	(13,651,289)	(2,067,311)	(2,067,311)	(2,067,311)	(2,067,311)	(2,067,311)	(2,067,311)	(1,247,424)
<b>Net Cash from Operations</b>	<b>287,370</b>	<b>(4,307,808)</b>	<b>(2,055,457)</b>	<b>1,783,332</b>	<b>(2,059,678)</b>	<b>1,787,553</b>	<b>(2,059,678)</b>	<b>(1,307,887)</b>	<b>(395,994)</b>
Cash Receipts from Accounts & Misc Receivables (not included in revenue below)	-	-	-	-	-	-	-	-	-
Cash Disbursements for Accounts Payable & Accrued Expenses	-	-	(876,802)	-	-	-	-	-	-
Capital Expenditures (below)	(45,058)	(45,058)	(7,510)	(7,510)	(7,510)	(7,510)	(7,510)	(7,510)	-
Accounts Receivable	-	-	-	-	-	-	-	-	-
PPP Loan Payable	-	-	-	-	-	-	-	-	-
PPP Loan Interest Payable	-	-	-	-	-	-	-	-	-
<b>Ending Cash Balance (Operating Account)</b>	<b>6,978,301</b>	<b>1,155,607</b>	<b>2,146,788</b>	<b>3,922,610</b>	<b>1,855,423</b>	<b>3,635,467</b>	<b>1,568,279</b>	<b>252,882</b>	<b>(143,111)</b>
Other Cash Accounts (Net of Transfers)	-	1,499,865	1,499,865	1,499,865	1,499,865	1,499,865	1,499,865	1,499,865	1,499,865
<b>Total Cash (All Accounts)</b>	<b>6,978,301</b>	<b>2,655,472</b>	<b>3,646,653</b>	<b>5,422,475</b>	<b>3,355,288</b>	<b>5,135,332</b>	<b>3,068,144</b>	<b>1,752,747</b>	<b>1,356,754</b>

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

OPERATING ACTIVITIES	<u>Total</u>	<u>Comments</u>
Net Income	48,173	
Adjustments to reconcile Net Income to Net Cash provided by operations:		
1100 Accounts Receivable	531,397	
1200 Accounts Receivable:Other Receivables - Salary Advance	-	
1300 Prepaid Expenses	(31,630)	
1301 Prepaid Insurance	(97,167)	
1310 Prepaid Rent	243,450	
1710 Accumulated Depreciation & Amortization:Accumulated Depreciation	272,374	
2000 Accounts Payable	618,900	
2100 HSBC Loan Payable	-	
2300 Accrued Salaries/Taxes	-	
2301 Accrued Expenses	(1,425,791)	
2302 Refunds Payable	(57,937)	
2303 Accrued Interest - PPP	(11,767)	
2304 Due To Friends of Challenge Prep, Inc.	-	
2400 Unearned/Deferred Revenue	-	
2600 Exchange Transactions (deleted)	3,511,611	
Total Adjustments to reconcile Net Income to Net Cash provided by operations:	<u>3,062,256</u>	
Net cash provided by operating activities	<u>3,110,429</u>	
INVESTING ACTIVITIES		
1500 Furniture, Fixtures & Equipment	-	
1510 Furniture, Fixtures & Equipment:Office & Admin Computers & Equipment	-	
1511 Furniture, Fixtures & Equipment:Classroom Computers & Equipment	-	
15111 Furniture, Fixtures & Equipment:pp (deleted)	(131,140)	
1512 Furniture, Fixtures & Equipment:Classroom Furniture	-	
1513 Furniture, Fixtures & Equipment:Office Furniture	(80,759)	
1514 Furniture, Fixtures & Equipment:Musical Instruments	(4,172)	
1610 Website	(29,061)	
Net cash provided by investing activities	<u>(244,767)</u>	
FINANCING ACTIVITIES		
2700 Deferred Rent Liability	-	
Net cash provided by financing activities	-	
Net cash increase for period	<u>2,865,662</u>	
Cash at beginning of period	<u>2,899,496</u>	
Total Cash at beginning of period	<u>2,899,496</u>	
Cash at end of period	<u>5,765,158</u>	



## **2022-23 School Year Board Meeting #8**

Minutes Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2022-23 School Year Board Meeting #8 at 6:30 PM on February 15, 2023.

Frederica Jeffries, Chair requested verification from the members present of "The Notice of Meeting" sent to each of the board members 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

Frederica Jeffries, Chair of the Board of Trustees called the roll of the board.

Members present: Frederica Jeffries, Andrew Barnes, Gertrudis Hernandez, Karon McFarlane, and Ben Waxman, Linda Plummer, Dr. Michelle Daniel Robertson

Also present: Dr. Mullings, Donna Webster

The Chair offered an 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 2022-23 School Year Board Meeting #7 The minutes were approved by common consent.
3. The Chair called for the report of Dr. Les Mullings, CEO. Dr. Mullings, who recognized the various reports provided by CPCS Directors and Principals that were sent prior to the meeting.
  - He spoke about forthcoming academic assessments which have certain challenges due to the pandemic and the learning gap.
  - Enrollment continues to go up in comparison to other schools in the area.
  - Next generational leadership plans continue as mentioned last meeting. The hope is to help them travel and visit places such as Harvard U, Howard U, and give them a vision for growth, development, and citizenry. We need support and funding for that process.
  - He talked about the Governor's visit this year, and how far we have come as a school. Her support was expressed at that time directly to Dr. Mullings. Highlights of her budget conference: She wants to eliminate the caps on charters. She wants to revive charter schools that were closed for various reasons. Increase per pupil funding in charters by 4.5%. Create an education equity fund - to attract and support people of color who start and run charter schools. Expand eligibility for building and transportation aid funding. All schools will be eligible for rental

reimbursement. Make programs available to charter schools that are only available to public schools.

- Ben Waxman affirmed that there should be equity and funding, but wonders if politics will water down the Governor's plans. Far Rockaway needs equity and funding. Our community has paid too long for this because of physical bridges.
- Dr. Mullings announced that Donna Webster is now our Director of Finance and HR.

#### 4. Donna Webster financial report:

- She expressed being happy to be a part of the team and being able to work directly with Dr. Mullings.
- January - per pupil revenue is up, but we are \$877K over budget due to a lack of full enrollment. We are \$1.5M above expenses.
- We are limiting spending, scrutinizing everything, and working with Directors on everything they spend.
- Cash: \$3.2M on hand; \$10M projected revenue; but we may have to dip into savings in the future.
- Frederica Jeffries asked how we are tightening the belt. Donna Webster responded saying we are asking each site to plan farther ahead; we are freezing furniture and equipment purchases. For any new hires, we are staying with the budgeted salaries. We are watching last-minute fees due to food orders or other late-breaking expenses. Some staff may have taken advantage of the gap created when we did not have a Director of Finance.
- A new banking relationship is being explored that we will bring for consideration to the board. We need a bank in our community, not in Great Neck. We need corporate strength and community knowledge. B of A, Community National, and Chase are being considered. She also recommends that the school have at least 2 banks for the school's money.
- Several members of the board discussed our needs and our desires when we make the switch. Andrew Barnes does not recommend Chase based on his own experience with them. Ben Waxman said we need a personal representative that can offer better service. Savings return vs. liquidity was discussed.

#### 5. Personnel Report

- Dr. Mullings affirmed that Humma Qureshi our new SPED AP has been hired, and he mentioned that we are going to use Sylvan Learning to help close the learning gap.
- Ben Waxman asked about the hiring related to the fact that high school will have the first graduating class of seniors. He expressed concerns about Sylvan Learning being a franchise and wants to discuss it further. Kumon is similar. We need data to be sure it is a good investment. Dr. Mullings feels like Sylvan has a better track record than the providers we have been using with no results. Dr. Robinson wonders about the PD given to teachers and if it is being aligned properly in the classrooms. Waxman suggested real-time tutoring from a locally connected teacher.

6. The Chair mentioned the next meeting on March 26. The report was received, and the meeting adjourned by common consent.

Respectfully Submitted,



Karon McFarlane  
Secretary





Attachment #1  
See Prior  
Month  
Minutes for  
Minute  
Attachments



## **2022-23 School Year Board Meeting #7**

Minutes Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2022-23 School Year Board Meeting #7 at 6:30 PM on January 25, 2023.

Frederica Jeffries, Chair requested verification from the members present of “The Notice of Meeting” sent to each of the board members 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

Frederica Jeffries, Chair of the Board of Trustees called the roll of the board.

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

Members absent: Andrew Barnes, Ben Waxman

Also present: Dr. Mullings, Donna Webster, Dale Richardson

The Chair offered an 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 2022-23 School Year Board Meeting #6 The minutes were approved by common consent.
3. The Chair recognized the various reports provided by CPCS Directors and Principals that were sent prior to the meeting.
4. The Chair called for the report of Dr. Les Mullings, CEO. Dr. Mullings which included:
  - He reflected on the memorial for Dr. Estep and thanked the Board Chair for her speech.
  - He discussed plans that the school would like to expose the young leaders in our school to outlets such the Black & Puerto Rican Caucus. If possible, the scholars would meet Governor Hochul.
  - Renewal is coming in SY 2023-24. We are getting ready for this process, and we anticipate some changes. Charter school enrollment across the state is up.

- SEL is an imperative piece of our school as we continue to address the learning gap caused by the pandemic and students with IEPs. We have a higher percentage of students with IEPs that bring unique challenges and issues that are impacting our standing and outcomes with state exams.
  - Frederica Jeffries and Karon McFarlane asked some follow-up questions regarding the renewal process and the role of the Board. Gertrudis Hernandez affirmed that the SEL needs are affecting academic performance across NY.
  - Dr. Mullings explained that an outside organization will be hired to help write our renewal documents and that the Board will be updated on their roles and responsibilities later this year.
  - Frederica Jeffries emphasized that the Board will be there to support in any way possible. Then she called for the Financial Report from Donna Webster from CSBM.
5. Donna Webster reported a summary year-to-date:
- \$500K per-pupil enrollment and Summer Boost funds have been received
  - The school is over budget by \$1M. Substitute teachers, salaries, professional services (legal fees, cleaning), professional development, equipment, curriculum, repairs, etc. make up some of the overages
  - Net loss of \$385K; \$2.2M revenue with \$2.5M expenses; we are needing to be careful regarding a deficit based on current spending trends
  - Friends of Challenge - \$1.86M
  - Total assets \$10M; Total liabilities \$3.7M
  - CSBM recommends controlling costs for the remaining few months of the school year and developing a multi-year budget to better see spending trends and care for upcoming long-term needs
  - Leases need to be considered and have been brought up with the auditors
  - Frederica Jeffries affirmed the need to control costs and mentioned unsanctioned raises contributing to being over budget. She asked for the personnel report and if we would be keeping the current number of staff.
6. Personnel Report
- Dr. Mullings responded that yes, we would keep our staff, and that some budgeted positions are yet to be filled for this year. He mentioned that a SPED AP is being hired.
  - A discussion related to the SPED needs and Far Rockaway's current needs regarding this ensued. Funding for addressing this need was brought up and affirmed by Jeffries and Hernandez.
7. The Chair mentioned the next meeting on February 15. The report was received, and the meeting adjourned by common consent.

Respectfully Submitted,



Karon McFarlane  
Secretary



# Attachment #2



**Senior Director of Teaching and Learning K-5**  
**February 2023 Board Report**  
 Covering January 14, 2023 to February 10, 2023  
**Kentia Coreus**

## Enrollment Compliance

Grade	Total Scholars	Target Enrollment	Number of SWDs	Number of ELLs
K	125	120	8	7
1	117	125	15	2
2	118	125	17	8
3	116	125	17	5
4	103	104	14	7
5	100	104	5	5
<b>Totals</b>	<b>679 (-1)</b>	<b>703</b>	<b>76*</b>	<b>34</b>

**source:** January 27, 2023 Student Enrollment Weekly Report

*\*There are 76 scholars who have finalized IEPs. 71 additional scholars have pending or misaligned IEP's.*

## Ongoing Teaching & Learning Tasks

- Manage personnel, curricula, relationships, 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 at both elementary sites
- Supervise the K-5 principal and administrative team by conducting regular check-ins, bi-weekly supervision meetings, and providing feedback on instructional leadership
- Listen and respond to staff and family grievances
- Support human resource activities such as reviewing the credentials of international candidates, recommending teacher salaries, conducting final interviews
- Responding to compliance and legal issues at it relates to staffing and the academic program

## Staffing and Leadership Recruitment

There are two substitute teachers from the School Professionals Temporary Employment Agency. One of the substitutes is currently filling in a 2nd Grade Class and the other is fulfilling the demand across K-5 when staff calls out. We continue to seek leave replacements for: Grade 2 Gen-Ed -ICT Class); Grade 1 Gen-Ed-ICT Leave Replacement, and Grade 4. In addition Grade 3 Gen-Ed-ICT Teacher accepted the responsibility of the learning specialist as he holds a literacy license. We are actively

recruiting a Grade 3 Gen-Ed-ICT class teacher. We also have a member of our SETTS K-2 team who is on medical leave and our AP/SPED is assessing the workload and determining if a replacement can be secured from the district through the P4 process.

The K-5 special projects coordinator is taking the following action steps to support recruitment:

- Posting vacancies on Lever which gets distributed to Indeed and LinkedIn
- Sharing all job descriptions with the principal for internal recruitment
- Listing vacancies with Alternative Tutoring, School Professionals and Practice Benefit Corp and soon a fourth one - upon CPCS signing a contract
- Vacancies sent to Ms. Messer to post on our Facebook, Instagram, and our monthly newsletter
- Posting vacancies on personal LinkedIn Page
- Connecting with all local area colleges with teaching programs for early access to December graduates and alumni
- Reviewing all candidates in Lever who have applied to other instructional roles at the school

### Teacher Certification

Challenge Charter School partners with the NY Charter Center to conduct a certification analysis of all staff twice a school year (April and November). It was determined that there are 23 (of 50) ES teachers who do not yet hold professional certification. 21 received a memo with the personalized analysis, recommendations and a timeline of their process due on February 17, 2023. 8 teachers uncertified; 3 have contacted the NY Charter Center for a personal consultation. We are closely managing this process. A sample certification status memo is provided at the end of this report.

### Scholar Achievement (MOY iReady Data)

Below is a summary of the middle of year iReady results in comparison to the beginning of year data. Teachers engaged in a data day and developed action plans to support scholars where needed.

Sept 2022-January 2023 iReady Scholar Data	READING			MATH		
	BOY	MOY	Difference	BOY	MOY	Difference
Early, on, or mid-grade level	22%	38%	+16%	7%	17%	+10%
1 grade level below	53%	44%	-9%	58%	64%	+6%
2 or 3 grade levels below	25%	18%	-7%	35%	18%	-17%

## Special Education Updates

Ms. Humma Qureshi, Assistant Principal of Special Education, has worked with all special education licensed elementary teachers to access and begin utilizing SESIS (NYC's special education student information system). This is the first time all special education teachers at CPCS have had access. One-to-one sessions were held to ensure appropriate usage as this program speaks directly to the CSE (and NYCDOE in general). Training will be ongoing as we gradually ask teachers to use the program to its fullest capabilities.

We have been assisting families with securing special education services that are beyond what we offer at CPCS and would provide educational benefits to the scholar. The process is being delayed at the NYCDOE level. Ms. Qureshi has reached out to the CSE for support and/or advocacy with this issue.

The next major area of focus is ensuring that a RTI process is strictly followed before a referral is made. A proposal has been submitted to the principal for review, feedback, and implementation. There are 76 scholars who have finalized IEPs. 71 additional scholars have pending or misaligned IEP's.

## Leadership Evaluation Process

The SDTL will implement the following process for the 2022-23 school year.

January 2023: Staff and leaders completed the VAL-ED survey

February 13-February 17: Leaders complete a self-evaluation based on their job descriptions. They submit evidence to support their self-ratings.

February 27-March 3: SDTL meets with leaders to review VAL-ED results, self-assessment, and to develop goals.

## Annual Comprehensive Report (ACR) Submission Process

The SDTL submitted the following [proposal](#):

Our Annual Comprehensive Report (ACR) is due to the NYCDOE on **February 28, 2023**. In order to meet this deadline, all internal responses must be submitted by February 16, 2023 to allow for time to design a document for a K-11.

## Reference Documents

- Challenge's [2021-22 ACR submission](#)
- Template for [2022-23 submission](#)
- [NYCDOE Accountability Handbook](#)

## Sample Certification Status Memo

To:

Cc: Human Resources, Ms. Griffin, Ms. Thomas, Ms. Ward-Brew, HR

From: Ms. Coreus

Date:

Re: Certification Status

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The New York State Education department requires that teachers be certified to teach. Challenge Charter School partners with the NYC Charter Center to conduct a certification analysis of all staff twice a school year (April and November) to support you in meeting this goal.

The purpose of this memo is to share the results of the Charter Center's analysis. It is your professional responsibility to obtain and maintain your certification. **IMPORTANT:** There have been significant changes to certification requirements as the result of the pandemic and the teacher shortage. Below are the latest announced changes.

- **[Computer Science Statement of Continued Eligibility \(SOCE\) Deadline Extended](#)** | 10/4/2022
- **[New Students With Disabilities \(All Grades\) Certificate Created](#)** | 9/14/2022
- **[New Literacy \(All Grades\) Certificate Created](#)** | 9/14/2022
- **[Additional Science Certificate Content Core Requirement Change](#)** | 6/20/2022
- **[Incidental Teaching and Substitute Teaching Flexibilities Extended](#)** | 5/18/2022
- **[Elimination of the edTPA Requirement for Certification](#)** | 4/12/2022
- **[Teacher Performance Assessment Frequently Asked Questions \(FAQs\)](#)** | 4/12/2022
- **[Elimination of the General Core in Liberal Arts and Sciences Requirement for Certification](#)** | 4/12/2022
- **[Revised Definition of a Year of Experience](#)** | 4/12/2022

### [Source](#)

#### Personal Certification Consultations for Teachers

If your next steps are complicated or you are unclear, contact the NYC Charter Center at [Teacher Personal Consultation](#). They 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 the office. Teachers must complete the form in its entirety and upload all documents requested. Missing information prevents the consultants from providing the best service possible.

Things to know upon submission of the Personal Consultation form:

- They will receive an email confirmation to retain for their records
- The consultants are part-time, please allow about 3-4 weeks for an initial review. Expect a preliminary evaluation at the email address provided
- 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



**Here are your next steps as identified by the NYC Charter Center:**

**Next Steps: Provide us with a certification update**

Submit a status email to [HR@challengecharterschools.org](mailto:HR@challengecharterschools.org) and **cc your supervisor** and **senior director of teaching and learning** by February 17, 2023 (after meeting with a certification consultant if needed). Include steps you've completed towards certification and anything you may need from us. Future plans towards certification must include a timeline. Please reach out to the K-5 Special Projects Coordinator, Ms. Therese Camporeale should you have any technical questions about this memo.

**Resources:**

[TEACH](#) (website)

[Information for Interstate Applicants](#)

[Report Problems with TEACH](#)

Thank you

Rev 2/23



# Attachment #3



**Ms. Nicole Griffin**

Challenge Preparatory Charter School- Elementary  
Principal Report  
**February 12, 2023**

## **Attendance**

**140 scholars out of 680 scholars were present every day for the month of January (21%)**

***675 scholars have been present overall for the month of January***

**444 scholars have been absent (65%) for the month of January**

**250 scholars have been late (37%) for the month of January**

In efforts to improve attendance and hold parents accountable, attendance will be attached to verification letters moving forward. This will show agencies the accountability of the parent.

## **School Wide Goals**

- Questioning and Discussion Techniques (3b)
- Engaging Students in Learning (3c)
- Assessment in Instruction (3d)

We continue to work toward these three goals by providing continued professional development

## **Curriculum and Instruction**

### **Where are we NOW?**

Middle of Year data for i-Ready is complete. F&P is complete. Scholars are eager to learn. ALL staff have been trained and expected to be able to align the standards and learning targets daily. Read alouds or shared reading passages takes place daily during reading instruction. The Framework for Guided Reading Instruction is in place. Station Rotations that include at least three stations are in place.

### **Where are we GOING?**

- Standards continue to align with objectives
- Learning time is NOT wasted
- Differentiated WORK PERIOD STATIONS- Independent ( COMPLETES the Work aligned to the objective), Small Group ( teacher guided), Technology Station ( i-Ready

guided)

- Provide guided reading instruction with FIDELITY using the Reading Strategies resource as a guide for strategies
- Continued training on aligning reading goals with the correct reading levels
- An improved Guided reading library for staff in both buildings
- The use of graphic organizers and manipulatives are evident daily
- SDI is evident in lesson plans and instruction
- Professional development continues to take place around assessments with Angela Lalor

### MOY i-Ready Data

January marked the middle of the year for scholars to complete the mid-year data points. We continue to use i-Ready as a benchmark measure for scholar performance.

#### Reading

##### School Wide ELA MOY



##### School Wide ELA BOY vs MOY



#### Trends

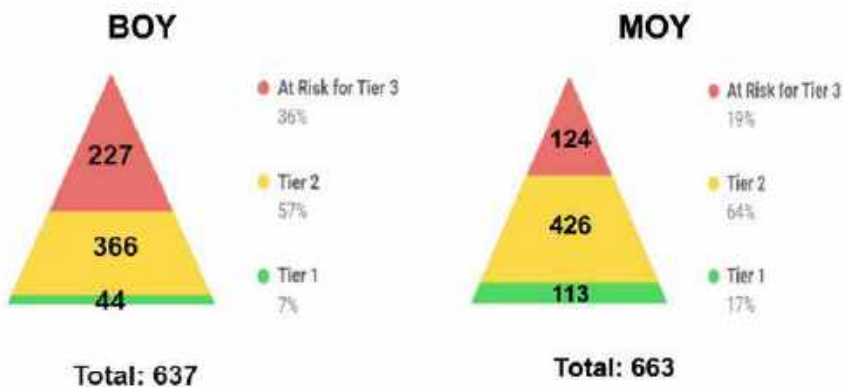
- Our Tier 3 scholars decreased from 25% to 18 % ( 7 %)
- Our Tier 2 scholars- One grade level below decreased from 53 % to 44% ( 8 %)
- **Our Tier 1 - On or above grade level scholars increased from 22% to 38 % (16%)**
- Scholars who was 3 or more levels below went from 45% to 32%
- 8 in Grade 3- 2 are ICT/ 1 has 12:1 recommendation
- We saw an increase in Vocabulary- This year we implemented the Frayer model and teaching academic vocab from state exams

## Math

### School Wide Math MOY



### School Wide Math BOY vs MOY



## Trends

- Our Tier 3 scholars decreased from 36% to 19% ( 17 %)
- Our Tier 2 scholars- One grade level below increased from 57% to 67% ( 7%)
- **Our Tier 1 - On or above grade level scholars increased from 7% to 17 % (10%)**
- Our continued focus: numbers and operations (base 10, from grades K-2) and geometry and measurement and data
- AP's will lead team meetings focusing around unpacking the math standards which will allow more practice for scholars

## Inter-Visitation

Inter-visitations commenced in February starting with Grades 4 and 5. Ms. Cruz and Ms. Duncan-Hines has been identified as one of the model classrooms for inter-visitations. We are

observing Student Engagement- specifically groupings and discussion that takes place.

### **Communicating with Families**

- As a school we recognize that staff needed support communicating with families. Therefore, Ms. Qureshi hosted a PD around this topic.
- We will continue to address professionalism in the workplace and effective/ proper communication among all stakeholders

### **Highlights**

- We have implemented an assessment system in which we assess students based on the standards addressed in the Reading Units of Study. Scholars complete a pretest at the beginning of the unit and then a post summative test. Grades 2-5 will complete two more Standards Mastery Assessments before the end of the school year.
- Grades K-2 School-Wide assembly with CHAMP. We conducted an assembly around citizenship with our mascot CHAMP. In addition, we recorded new videos which will be launched in the spring.
- Progress Reports were distributed to parents which included the MOY i-Ready report and the scholars progress in the classroom. At this time no one has received a PID letter.
- Ms. Qureshi- the new Assistant principal of Special Education has on boarded and hit the ground running. She updated the reconciliation form which includes all scholars who receive services. She is working on her 30 day plan that was co-created by the principal and SDL. Her next big project focuses around RTI.
- Book Fairies- Ms. Qureshi introduced this organization to the staff. Staff had the opportunity to attend this free event and shop for as many books as possible. Both myself and Ms. Qureshi gathered over 600 books that will be shared with staff.





# Attachment #4



# CHALLENGE CHARTER SCHOOL

## 2022-2023 Principal's Monthly Board Report

*Mavgar Mondesir-Gordon, Principal (Grades 6-11)*

### School Year 2022-2023 Report February 13, 2023

Current CCHS Enrollment:

Cohort Group	Grade Level	Enrollment as of...									
		Sept, 9, 2022	Oct. 15, 2022	Nov. 28, 2022	Dec. 16, 2022	Jan. 13, 2023	Feb. 10, 2023	Mar. 22, 2023	Apr. 14, 2023	May 20, 2023	Jun. 21, 2023
#3	G. 11	51	52	53	53	53	53				
#4	G. 10	73	77	77	76	75	75				
#5	Gr. 9	90	89	96	96	96	94				
<b>TOTAL</b>		<b>214</b>	<b>218</b>	<b>226</b>	<b>225</b>	<b>224</b>	<b>222</b>				

Current CCMS Enrollment:

Cohort Group	Grade Level	Enrollment as of...									
		Sept, 9, 2022	Oct. 15, 2022	Nov. 28, 2022	Dec. 16, 2022	Jan. 13, 2023	Feb. 10, 2023	Mar. 22, 2023	Apr. 14, 2023	May 20, 2023	Jun. 21, 2023
#6	Gr. 8	73	88	92	72	72	71				
#7	Gr. 7	95	92	96	96	93	91				
#8	Gr. 6	92	69	71	88	86	86				
<b>TOTAL</b>		<b>260</b>	<b>249</b>	<b>259</b>	<b>256</b>	<b>251</b>	<b>248</b>				

CCMS/CCHS Attendance Statistics:

Cohort Group	Grade Level	Attendance Rates									
		Aug 31, '22 - Sep 9, '22	Sep 12, '22 - Oct 15, '22	Oct 18, '22 - Nov 28, '22	Nov 29, '22 - Dec 16, '22	Dec 19, '22 - Jan 14, '23	Jan 13, '22 - Feb 10, '23	Feb 17, '22 - Mar 21, '23	Mar 21, '22 - Apr 14, '23	Apr 15, '22 - May 20, '23	May 21, '22 - Jun 20, '23
#3	Gr. 11	82%	84%	84%	86%	85%	80%				
#4	Gr. 10	46%*	50%*	82%	83%	82%	81%				
#5	Gr. 9	71%*	78%*	83%	86%	84%	81%				
#6	Gr. 8	96%	88%	97%	100%	100%	100%				
#7	Gr. 7	97%	94%	99%	99%	99%	98%				





#8	Gr. 6	96%	93%	100%	99%	100%	100%				
CCMS Average		<b>90%</b>	<b>96%</b>	<b>99%</b>	<b>99%</b>	<b>99%</b>	<b>99%</b>				
CCHS Average		<b>65%</b>	<b>70%</b>	<b>84%</b>	<b>86%</b>	<b>84%</b>	<b>80%</b>				
<b>6-11 Average</b>		<b>81%</b>	<b>81%</b>	<b>91%</b>	<b>92%</b>	<b>92%</b>	<b>90%</b>				

**ATTENDANCE:**

Administrative efforts aimed at improving attendance rates have been successful so far. Grades 6-11 participate in a mandatory Buy-back program wherein scholars are required to sit for instruction during lunch or from 3:50 PM to 4:30 PM to make up for time and work they missed by being late to school. **Added to the Buy Back Program will be aggressive home visits, Parent meetings, and in some instances, ACS calls for academic neglect for scholars who are habitually late despite our efforts to get them to school on time.**

**STAFFING:**

CCMS and CCHS continue to face shortages in staffing. Nonetheless, we continue to use our creativity to ensure that scholars are always before instruction and that we do our best to meet the expectations of our scholars and their parents. To date, this is our progress:

- Mr. Krasnicki, our former Global I teacher at CCHS through a PAF, has been transferred to CCMS to support SETTS Services. This will ensure that SETTS is well supported at the Grade 6 level, where the number of scholars needing SETTS is large and continues to grow.
- By March 1, 2023, we anticipate two new Global Studies teachers will begin. In the meantime, Global I and II - Covered by AP Canzoneri, Instructional Coach Manniello, and Principal Gordon.

Please see the vacancies below:

- CCMS: TAs in Humanities. 6,7,8
- CCMS/CCHS: ENL Teacher ( Based on the number of ELLs enrolled and their levels of language proficiency)
- CCMS SPED Certified SETSS Teachers: Grades 6, 7, 8
- CCHS:
  - Spanish II Teacher - Covered by Ms. Gomez, ENL Teacher, and Mr. Medina
  - PE/Health Teacher #2 - Based on the student enrollment.
  - CTE - Health 1

**CURRICULUM, INSTRUCTION, AND ASSESSMENT**

At this time of the year, we turn heavily to assessments with the addition of Test Prep as a genre. At CCMS, The Lavinia Group has been our Consultant and is working strategically alongside our Admin team and teachers to provide scholars with strategies and skills to take and pass their New York State



assessments in Mathematics and English Language Arts. At CCHS, we have grouped our scholars into subgroups to ensure that they get more granular support to take their Regents Successfully. These tutoring classes begin at 3:45 p.m. and end at 4:30 p.m.

CCMS and CCHS will continue to focus on weekly mini-assessments in all areas using iReady for the Math and ELA core, as well as Castle Learning. Allowing us to utilize the: Teach - Assess- Analyze Data - RTI - Assess cycle.

### **SOCIAL-EMOTIONAL LEARNING (SEL)**

- At this time, CCMS/CCHS teachers are engaged in growing their knowledge in the RULER-MTSS for adults. Teachers are given portions to work on weekly, which is discussed at the beginning of our Friday PDs.
- The SST Team has also received invitations to work on the RULER with Ms. Richards - Director of Pupil Personnel Services. They also meet every First Friday of the month to engage in PD with her.
- CCMS will work with the Second Step Curriculum, and CCHS will work with the Overcoming Obstacles Curriculum.
- We await the first lessons from the consulting firm, Windows of Opportunity - Hal Eisenberg – for the “HEAL” curriculum for Advisory.
- We have launched Naviance to ensure that our scholars receive support and guidance towards their path to and through college and career readiness.
- CPI Training for our school community also continues.

### **SPECIAL EDUCATION and ENL SERVICES**

- Dr. Lyle continues to lead the SPED work on all grade levels 6-11. Ms. Ana Gomez provides ENL services but will need support as we search for another ENL teacher due to the increase in the ENL population at our school.
- RTI continues, coupled with MTSS for scholars who need the intervention as per the IDEA and IDEiA Law.
- IEP meetings are in full swing and thus far have been doing well—As the CSE now has a new team in place.
- Principal Gordon has also joined the Principal Cohort at the Collaborative to ensure that the school is in full compliance and maintains the knowledge needed to do this work. Our staff has also been strong attendees at the SPED and ENL boot camps and the Pipeline Program.
- CCMS/CCHS will begin work on the Language Acquisition Plan for our ELL population, as this plan does not currently exist in our school.

### **DIGITAL PLATFORMS**

- Grades 6-11 scholars will continue using a combination of digital notebooks and hardcover notebooks for all courses to build writing and engagement stamina. We will



curtail the use of Chromebooks to just 9% of the instructional time in an effort to maximize engagement.

#### **PARENT AND SCHOLAR OUTREACH and ACCESSIBILITY**

- We continue to meet with parents to discuss further our scholars' welfare. Some of these meetings are in person, while others are via Google Meets. We also continue to conduct outreach for attendance and home visits for scholars who are not attending.

#### **PROFESSIONAL DEVELOPMENT**

- Our Social Workers and School Counselors will attend PDs with the Collaborative.
- Our CTE teachers will also attend upcoming PDs.
- Our SETTS teachers and new staff members will also attend SDI PDs in the upcoming month.
- We will continue our work with the Collaborative at the Charter School Center - joining sub-cohorts such as the SPED and MLL/ELL Bootcamps, Principal Cohort, and the SPED Pipeline Programs.
- We also continue the work with the Lavinia Group in ELA and Math. This also includes Leadership Institutes for Close Reading, Humanities, and Math Stories
- GRADE TEAM PLANNING AND ONGOING PROFESSIONAL DEVELOPMENT
  - Professional development takes place daily:
- VERTICAL DEPARTMENT PLANNING
  - Department Teams continue to meet to discuss instructional planning across disciplines.

#### **INSTRUCTIONAL OBSERVATIONS**

- The CCMS-CCHS Admin Team members have begun supporting instructional periods throughout the day to ensure that instruction is taking place and that outreach is performed as needed. Informal observations and coaching have begun through check-ins and 1:1 Instructional Supervision. TeachBoost will continue to be used for this task, with a target of 2 long observations and 5 short observations across the board for the school year.
- Evaluations have begun at CCMS and CCHS both for Leadership and staff. The Val Ed for Principals and APs is complete. Evaluations for Teachers and other staff members continue using
  - Danielson Framework for Teachers, Social Workers, Guidance Counselors, and Deans
  - Self-created rubrics for all other supporting staff. Leaning on research.



# Attachment #5



## **Director of Pupil Personnel Services**

### **February Board Report**

#### **School Health Liaison**

##### **February Positive COVID Results**

8 Positive cases

- 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 the 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 receive 4 at-home COVID test kits a month for health and safety purposes
- Oversee the process of incoming test kit shipments to all sites
- Trained School health liaison to provide mental health workshops to non-instructional staff members like office, janitorial, and security staff members

#### **Pupil Personnel Director**

##### **Elementary School**

- Observed Second Step lessons and provided support and feedback to the school counselor and social worker
- Modeled classroom management tips to support counselors
- Continued to support the SST members to organize the Comprehensive counseling program
- Met with the SEL team to review the attendance data and determined ways to reach our goal of improving attendance by 10%
- Recommended the start of an attendance team to meet consistently to reach the attendance goal
- The SEL team also discussed dates and times for teachers to complete a survey explaining how we collect Attendance, behavior, and course passing data
- Supporting New Assistant principal with creating behavioral data for effective implementation of behavior intervention and Child Study Team plans
- Provided resources and activities for the upcoming Respect for all Week where scholars will learn to accept the differences of themselves and others

### **Middle and High School**

- Met with the SEL team during our monthly meeting and provided a tutorial on how to create attainable lateness/attendance goals for their sites using attendance/lateness reports from Power school
- The Becoming Girls group concluded this month. This 6 week program meets once a week for 30 minutes to empower girls to verbalize their story and to recognize the importance of their unique voice. The scholars received a certificate of completion and enjoyed pizza and juice
- The rising 8<sup>th</sup> graders will receive transition lessons to provide them with information of the Challenge High school experience for 9<sup>th</sup> graders. They will also have the opportunity to share their interest in extracurricular activities. The information from these lessons will help to appropriately schedule the incoming 9<sup>th</sup> graders based on their interests
- Started the process of interviewing social work interns for the high school location to support the additional social and emotional needs of the scholars
- Supported the high school counselor with a free curriculum called Step by Step to provide specific guidance to the scholars for college planning

### **All sites**

- Continuing the process of all sites outlining their counseling programs, and aligning the services, and all SEL lessons to the ASCA standards
- Supervising record keeping activities of Second Step lessons and RULER modules
- Visited all sites to ensure SEL programming is effective and following the pacing schedule
- Continuously follow-up with RULER leads to ensure we are on schedule and actively conducting the in-person activities to build an environment of emotional safety
- Continued the 1:1 professional development sessions with social workers and counselors
- Created the social work school-wide protocol for case management. This will streamline the process for all families
- All sites will post their Charters throughout each site to ensure the visual reminders will encourage all staff to be consistent with the behaviors agreed upon to create an emotionally safe environment
- All Student Support Team members will attend the 4 part Counselor/Social Worker Leadership Cohort training series

### **Parent Academy**

1. The Parent Academy hosts 2 to 3 workshops per month and are well attended
2. Monthly PA meetings are now in full swing for Middle and High School parents and fundraising and volunteering has begun due to these meetings
3. The Kids Rise program accounts for grades Kindergarten and 1<sup>st</sup> have been activated. Scholars that activated their account also received a piggy bank provided by Chase
4. The Parent Leadership training program will begin again. These workshops provide our families with social and emotional skills to support their children at home.

5. The First Homebuyers Workshop will also be held this month
6. Cohens Children's Medical Center provided a parent workshop to provide families information on LGBTQ+ 101 for families



# Attachment #6





## Challenge Charter School Communications Report - February 2023

Kim Messer, Director of Communications

### Website

Traffic reports for the past 30 days (Jan. 15 through Feb. 13) are up 19%; the bounce rate is also going down with unique visitors up 20% and page views up 24%.



The use of buttons embedded in the site is up 30% to over 450. Also as we look at our outreach to ELLs, we have had over 330 visits to our Spanish application page, "Aplicar." Our new plug-in for translation has tested well. Now families can choose the language they speak when visiting our site. The languages offered are tailored by our families' data and the top languages spoken worldwide.

### Application Season 2023-24

Marketing plans and website updates are continuing for our next application season.

- Redesigned school flyer/brochure - English version completed; Spanish version is being worked on this week.
- Vanguard - mailing pending
- Local print ads - continue in print and digital form in *The Wave* and *Rockaway Times* with our Open House dates and times
- *Local bus shelter ads* - canceled due to budget

## Social Media

- We have gained over 30 followers since last month, most from Instagram.
- Campaigns to support our application season continues.
- New NYC School Survey posts roll out this week. The survey opened on Monday, February 13.

## Black History Month

Support for the middle school Performing Arts production, and special project posts as they are shared with me. Here is the Meet the Cast poster for the original work, "Harlem Renaissance Comes to Far Rockaway":

The poster features a blue background with the title "COTTON CLUB" in large, light blue letters at the top. Below the title, the play's name "Harlem Renaissance Comes to Far Rockaway" is written in yellow, followed by "Written by Anwar Robinson" in white. The text "Presented by the Performing Arts Department" is in white. The main heading "MEET THE CAST" is in white. The cast members are arranged in three rows of portraits with their names and roles below them. The first row includes Paula Tlaczani (Narrator), Idalis Nuñez (Young Ella Fitzgerald), Omari Erwin (Sandman Simms), and Maiya Kennedy (Adult Ella Fitzgerald). The second row includes Jordayne Graham (Chick Webb), Marquise Flythe (Cab Calloway), and Ayomide Afuwape (Billie Holiday). The third row includes Temilolu Ageloye (Sarah Vaughan) and Phenyx Fryson (Lena Horne). To the right of the third row, there is text for a special guest artist and cast understudies. At the bottom, the poster lists the cast album drop date and the live performance date and location. The Challenge Charter Schools logo and contact information are at the very bottom.

**Harlem Renaissance Comes to Far Rockaway**  
Written by Anwar Robinson

Presented by the Performing Arts Department

**MEET THE CAST**

**Paula Tlaczani**  
as Narrator

**Idalis Nuñez**  
as Young Ella Fitzgerald

**Omari Erwin**  
as Sandman Simms

**Maiya Kennedy**  
as Adult Ella Fitzgerald

**Jordayne Graham**  
as Chick Webb

**Marquise Flythe**  
as Cab Calloway

**Ayomide Afuwape**  
as Billie Holiday

**Temilolu Ageloye**  
as Sarah Vaughan

**Phenyx Fryson**  
as Lena Horne

Special guest artist:  
Ms. Patrice McKoy, CNA,  
as Temperance Fitzgerald,  
Ella's Mom

Our Cast Understudies:  
Moriah Kennedy  
Shayla Reynolds  
Jaylah Russell  
Tochukwu (Tochi) Ugboajah

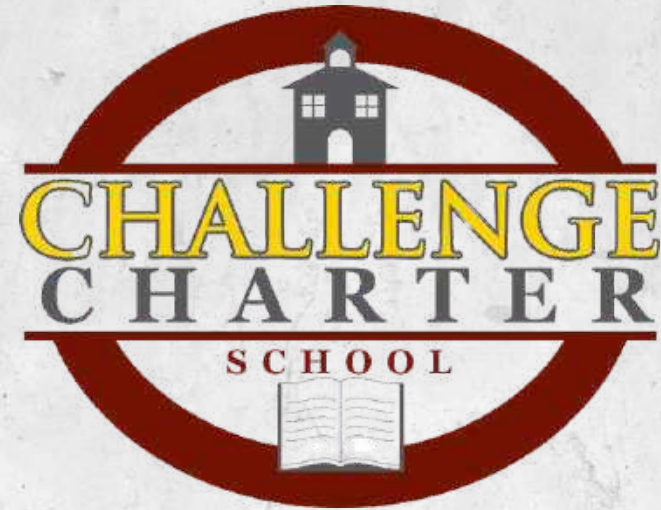
**Cast Album drops Friday 2.17.2023**  
**Live Performance on Tuesday 2.28.2023 @ 1:00 PM CCHS Gym**

**CHALLENGE** Rev. Dr. Les Mullings, Founder/CEO | Mavgar Mondesir-Gordon, SDTL/Principal  
[www.challengecharterschools.org](http://www.challengecharterschools.org)



# Attachment #7





# **STUDENT ENROLLMENT AND RECRUITMENT BOARD REPORT #8**

**DATE: FEBRUARY 15, 2023  
PREPARED BY: JANISA VAUGHN,  
DIRECTOR OF STUDENT ENROLLMENT AND RECRUITMENT**

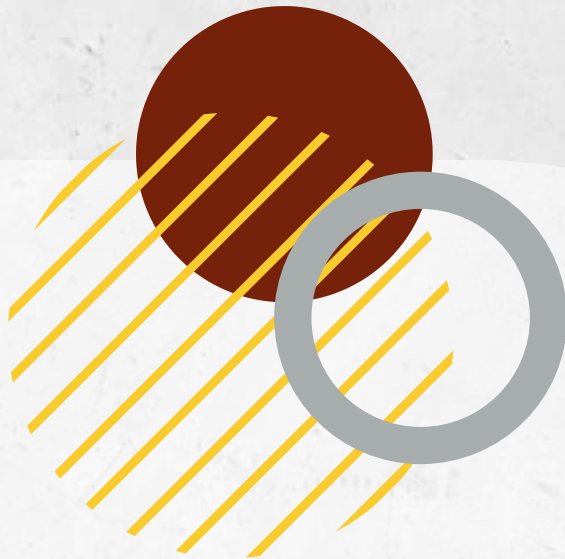


# Table Of Content

- **Enrollment Overview 2022-23 SY**
- **Enrollment Goals 2022-23 SY**
- **Looking Ahead| Lottery 2023-24**
- **Scholar Recruitment Lottery 2023-24**



# Enrollment Overview



Approved Charter Enrollment: 1,176 Scholars

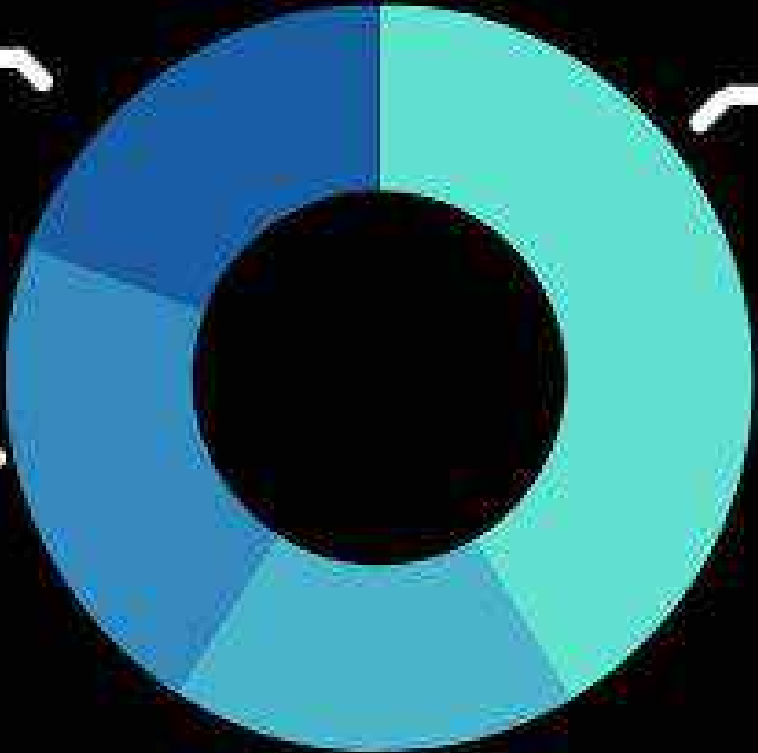
## K-11 OVERVIEW

CURRENT ENROLLMENT: **1,149 SCHOLARS**

Grades 9-11  
222 scholars

Kindergarten-Grade 3  
477 scholars

Grades 6-8  
248 scholars

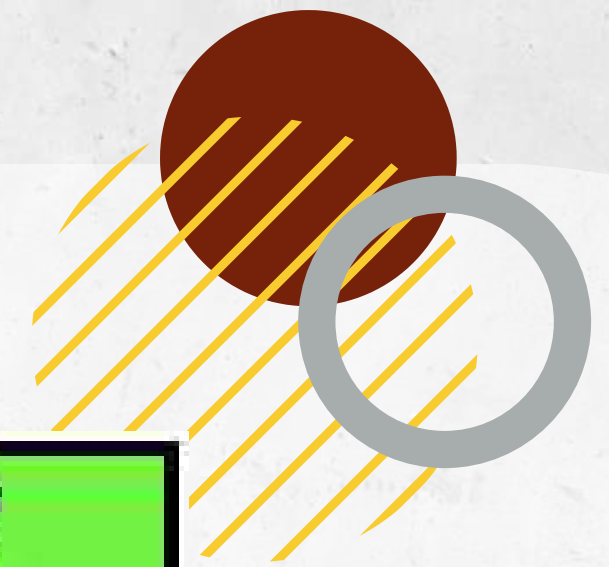


Grades 4-5  
202 scholars



# Enrollment Overview

## Elementary Site



Site	Grade	CCS Enrollment Goal 2022-23	Total Number of Scholars Currently Enrolled 2/10/23
Elementary	K	120	125
	1	125	117
	2	125	118
	3	125	117
	4	104	102
	5	104	100
	<b>Total</b>	<b>703</b>	<b>679</b>



# Enrollment Overview

## Middle Site

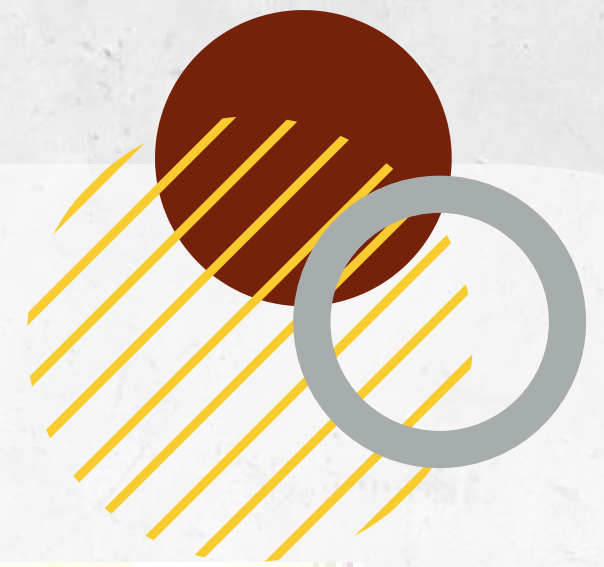


Site	Grade	CCS Enrollment Goal 2022-23	Total Number of Scholars Currently Enrolled 2/10/23
Middle	6	104	86
	7	104	91
	8	78	71
	<b>Total</b>	<b>286</b>	<b>248</b>



# Enrollment Overview

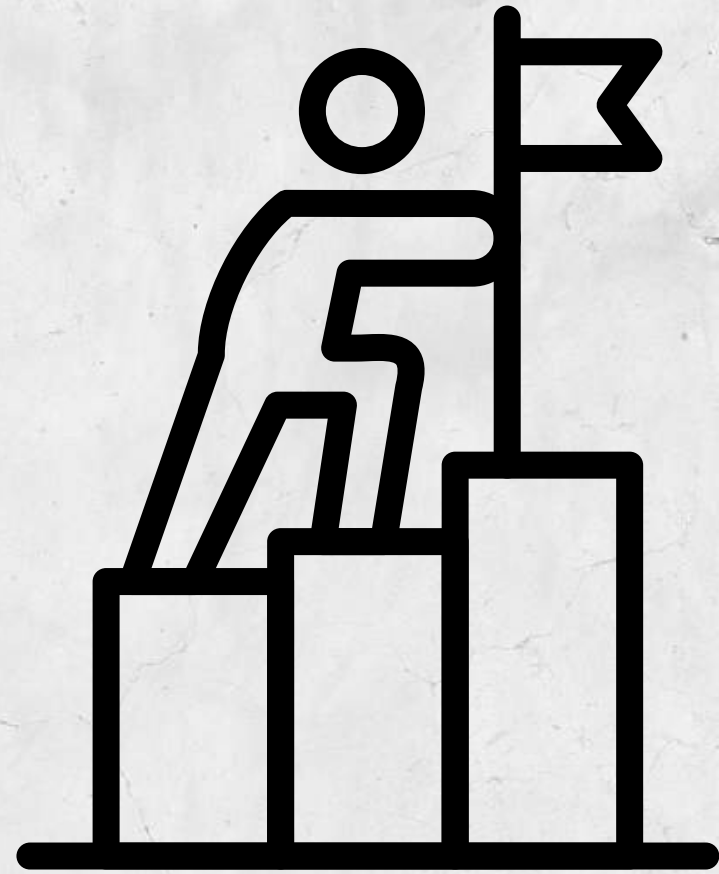
## High School Site



Site	Grade	CCS Enrollment Goal 2022-23	Total Number of Scholars Currently Enrolled 2/10/23
High	9	90	94
	10	75	75
	11	53	53
	<b>Total</b>	<b>218</b>	<b>222</b>

# Enrollment Goals

## 2022-23 SY



### **99% Enrollment**

Achieve at least 99% of CCS-approved charter enrollment.



### **English Language Learners (ELL)**

Increase the number of enrolled ELL scholars by at least 3%.

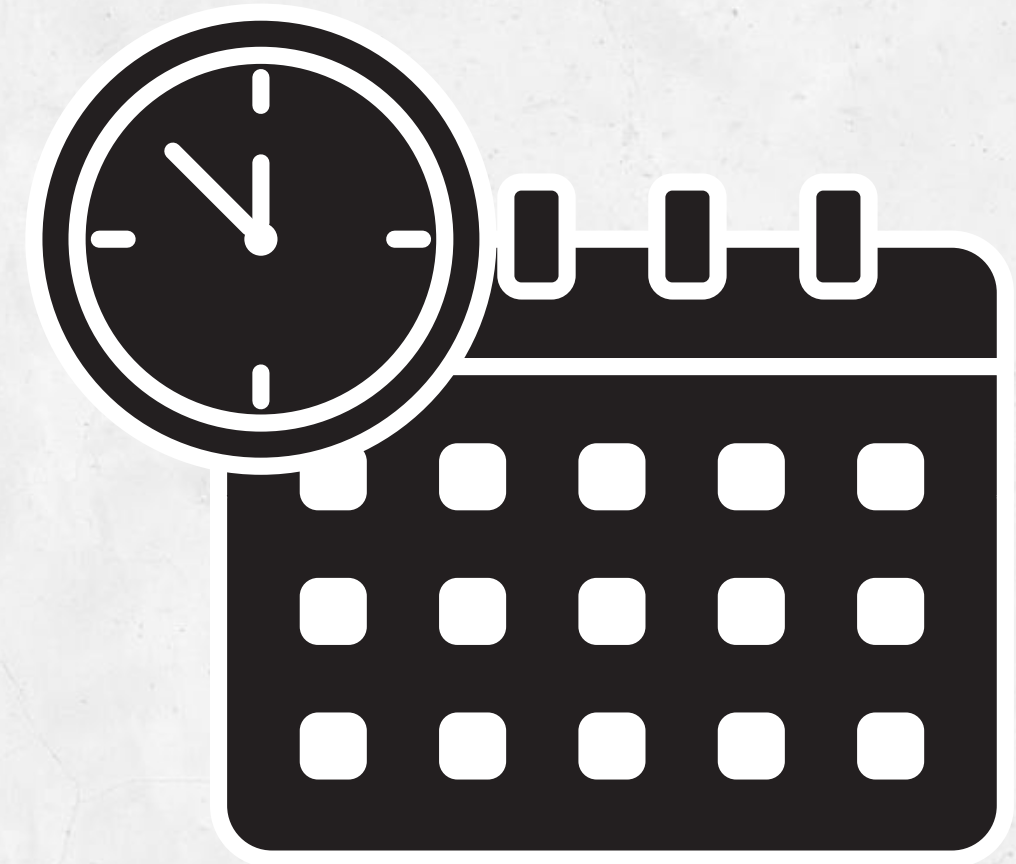


### **Scholar Retention**

Maintain at least 75% of our scholars at each grade level.



# Looking Ahead- Lottery 2023-2024



**Lottery Date: April 4, 2023**

## **Lottery Application**

**The 2023-2024  
Lottery Application will  
launch October 31 2022.**

## **Recruitment Events**

**Open houses will begin  
January 2023 through  
early spring.**

## **Retention**

**We will actively monitor  
scholar discharges to  
make improvements in  
our school community.**

# Lottery Applications Update

Theme:  
**Begin A Lifetime Of Learning**

2023-2024 SY Lottery Applications	
Grade	# of Applications Received as of 2/10/23
K	108
1	13
2	12
3	10
4	10
5	17
6	57
7	21
8	14
9	111
10	14
11	5
12	2
<b>Total</b>	<b>394</b>



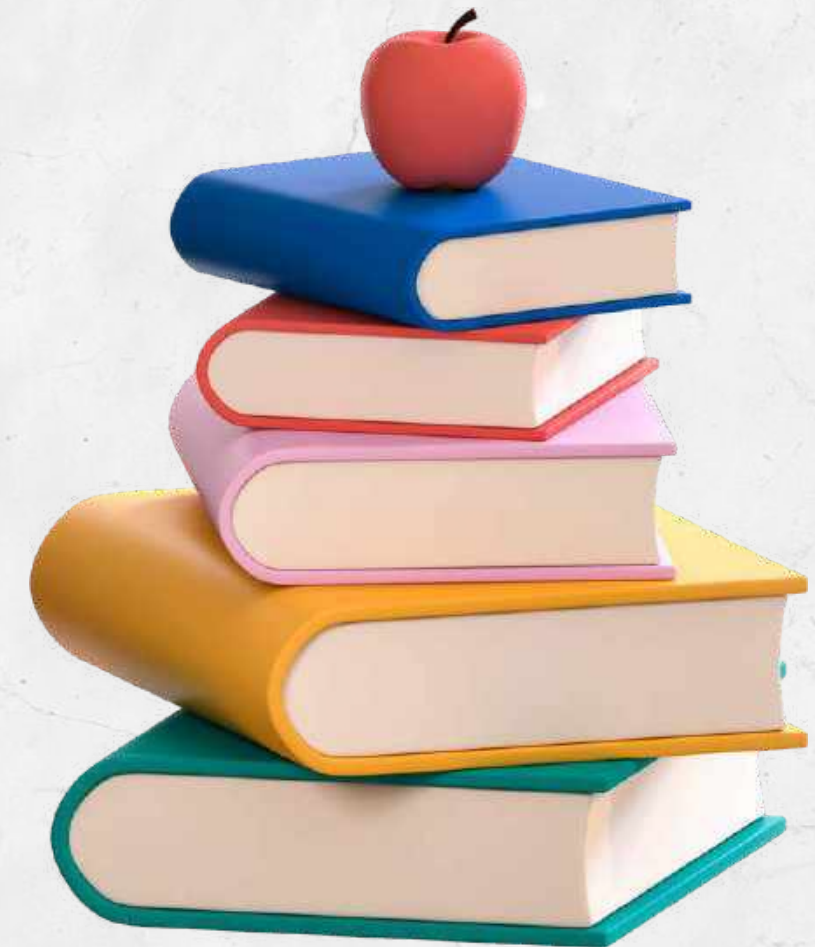


# CCS Open Houses 2023-2024

Theme:  
**Begin A Lifetime Of Learning**

**Thursday's from 5:30pm-6:30pm**

- January 12, 2023-**Canceled**
- January 19, 2023- **Completed**
- January 26, 2023- **Completed**
- February 2, 2023-**Completed**
- February 9, 2023-**Completed**
- February 16, 2023
- March 2, 2023
- March 9, 2023
- March 16, 2023





# Scholar Recruitment Lottery 2023-2024

Theme:

**Begin A Lifetime Of Learning**



## **School Wide Recruitment Initiative**

The staff, scholars, and parents will have opportunities throughout the school year to participate in scholar recruitment.



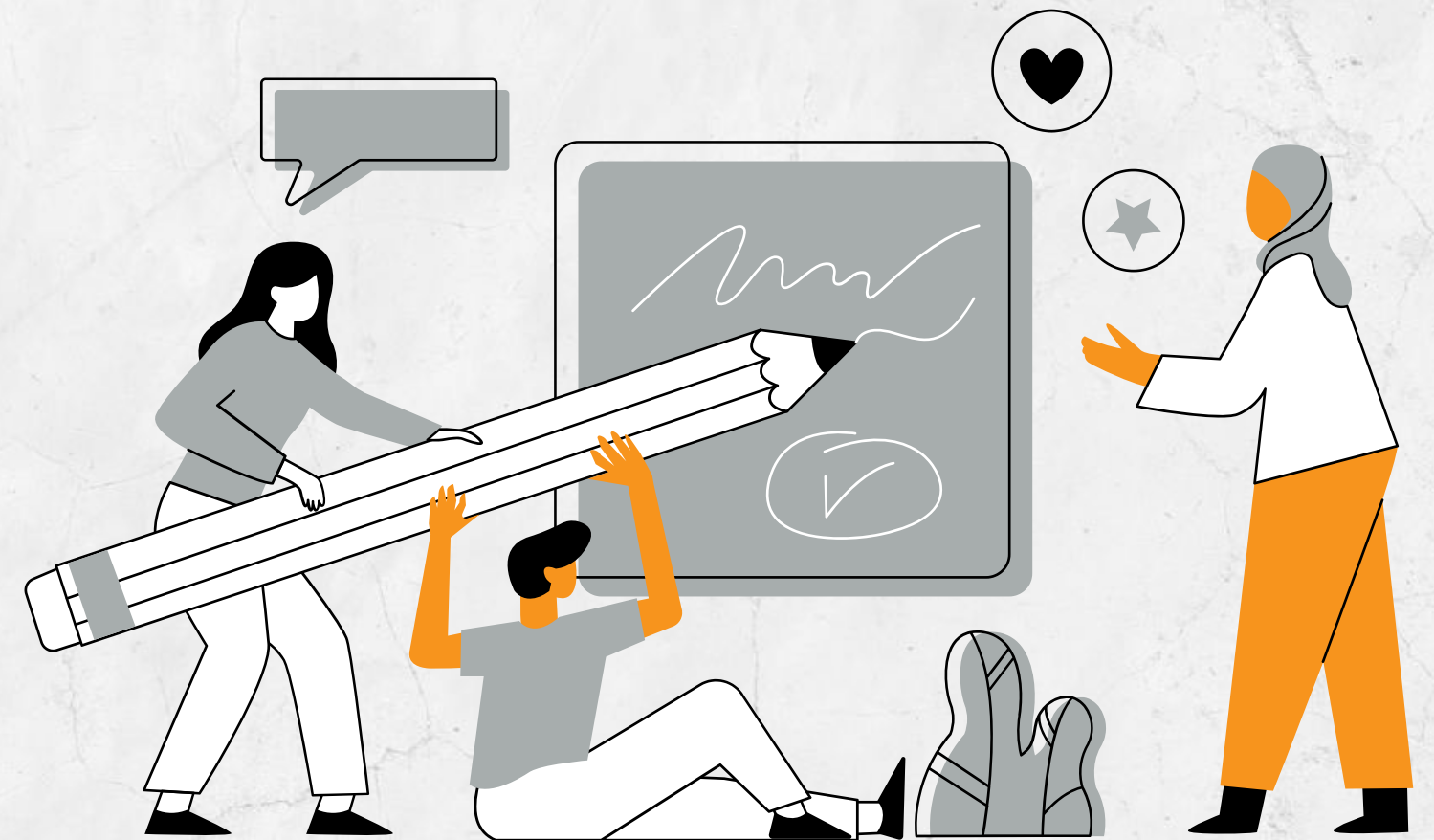
## **Community Outreach**

Continue to partner with feeder schools in the Rockaways to recruit new families.



## **Host Recruitment Events**

Partner with the school community to host open houses and retention events.





# Attachment #8



Director of Operations  
February Board Report  
February 8, 2023

I am happy to bring to you this report of activity as the director of Operations for February 2023.

As I assume this newly appointed role as the Director of Operations I have overseen matters related to the operation management of Challenge Charter School. I will provide you with an update of each operation management task thus far.

- Creates a detailed start-up checklist and ordering list to ensure that the school starts each: Meeting with the newly hired Director of Finance/HR on Tuesday, February 14 2023 to discuss budgeting for the remainder of the 2022-2023 school year as well as budgeting for the 2023-2024 school year.
- Facility: Overseeing site management and development and ensuring that the school site is maintained as a safe and clean environment: Deep cleanings are occurring at sites when there is a confirmed Covid-19 case, HVAC system at 1526 Central Avenue is in the process of being repaired. The 1st and 2nd floor heat is operational. Currently waiting on parts ordered to repair the 3rd floor blower, 1279 Redfern crack in hallway wall has been repaired, sheet rock in classrooms 201 and 202 have been repaired. 1520 Front elevator door operator board replaced to prevent future malfunction. Working with the building manager/landlord to repair the elevator at 1526 central that is not functional. HVAC ductwork in classroom C15 at 710 Hartman Lane repaired. They were dismantled and leaking. Labeled all classrooms and offices with proper room number and designated staff title at 1520 Central Avenue. In progress: Labeling at all sites
- Food and Transportation: Manages food and transportation services; Spring metrocard distribution was completed on Feb 3rd, report of meals served emailed to school foods on a weekly basis,
- Student Data: Manages primarily student attendance at each site and generates report as needed: Working with Ms. Samuels to eradicate disparities between system synchronization
- Manage logistics of all special school wide events and projects; 2023-2024 Building Updates:
  - 710 Hartman Lane K-3
  - 1279 Redfern Avenue 4-5
  - 1520 Central Avenue 6-11
  - 1526 Central Avenue Network offices.





Director of Operations  
February Board Report  
February 8, 2023

Major events this month: CCPS Open House 2/2/23, CCMS Open House 2/16/23, CCHS Open House 2/9/22, CCPS Conferences 2/9/23 and 2/10/23. Davina Afokoba celebration of life event 2/10.

- Manages the registration process of each scholar updating and maintaining each scholar's: Internal audit shows that many student files are incomplete. Documented parent outreach is continuous to request missing documents.
- Creates and oversees each site's Safety Plans; Submitted in October 2022; created a timeline of contents to be submitted for the 2023-2024 school year safety plans.
- Oversee and maintains school facilities ensuring that building rules and regulations are met for all government agencies i.e. DOH, FDNY. – 1279 Redfern- Created a sign indicating how to access the building and motor room to eradicate inspection violation.
- Manages and maintains the Purchase Order System with the Director of Finance: This is a daily activity handled by each site's Operations Managers along with the Supervision of the Director of Operations. Created an event proposal google form that will be utilized to plan future events.
- 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; In progress: Ordering/installation of Feminine Hygiene Products. Received vendor pricing of sanitary napkin dispensers, receptacles, and products. Ordering/installation will take place in order to be in compliance with NYC DOH regulations.
- Manages the operations Managers at each site; Operations School Aides, Operation Assistants, and Custodial Staff; This month's Operations Topics: Metro cards, field day, Immunization, senior dues, drills and lockdowns. Operations Leaders attended a Vicarious Training Professional Development session at the NYC Charter School center on 2/10/23. Conducted cycle 1 evaluations for Operations Managers and created actionable goals.
- Manages and maintains [in conjunction with the Director of Finance] the inventory of all equipment, furniture, etc. being "audit" ready at all times; To date we have not had a request from the auditors for this information, Ongoing: Updating of the inventory tracking system to document curriculum, technology, and furniture ordered/received

The operations staff is a dedicated team and we are committed to taking the necessary steps to fully support the needs of our schools, scholars, staff, and parents.



Director of Operations  
February Board Report  
February 8, 2023

Respectfully Submitted,

*Alexyia N. McNeil*

Alexyia N. McNeil  
Director of Operations



# Attachment #9



## Director of Technology Report

Feb. 2023 - Dale Richardson

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### I: Current Work

1. Security Upgrade at 15-20 Central Ave (Completed).
    - a. We have completed upgrades to the security monitoring station: Monitors, mount, & cables.
  
  2. Reso A Technology & Capital Funding Request for 2022 - 2023 (Submitted).
    - a. We have submitted our application for funding to CD31 - Council Member Selvena Brooks-Powers.
  
  3. Security Camera Installs at 710 Hartman Ln & 1526 Central Ave (Pending Decision of Classrooms or No-Classrooms).
    - a. Security Cameras for 710 Hartman Lane quotes.
      - i. With classrooms: \$43,935.00 (I suggest we go with this package)
      - ii. No Classrooms: \$34,101.00
    - b. Security Cameras for 1526 Central Avenue quotes.
      - i. With classrooms: \$24,711.00 (I suggest we go with this package)
      - ii. No Classrooms: \$19,788.00
- 

### II: Pending budget approval - These items should be prioritized.

1. Seeking quotes for Active Panels (aka smart boards).
-



- a. Update: Middle School is scheduled to swap places from 12-79 Redfern, to 15-20 Central Ave. Boards should be ordered promptly in order to avoid service delays.
  - b. Currently, 12 boards are needed in order to have 1520 Central Ave. fully outfitted and ready for scholars to utilize each room.
  - c. I also suggest ordering 4 extra “rolling boards” (one for each site), which can be used in case of an emergency where a classroom board malfunctions.
  - d. At the moment, quotes on board are (ca) \$5,900.00. However, this rate will need to be updated (may become more expensive) at the time of our order (most likely cost will reduce with a larger quantity order).
2. Upgrades to Challenge’s phone systems (this has a soft approval via Dr. Mullings. Follow Ups to begin shortly).
- a. A single phone number to reach our entire organization?
  - b. The phone systems at 710 Hartman Lane & 1526 Central Ave should be upgraded as soon as possible.
  - c. Our quote from last season has expired. A new quote will be generated when we decide to move forward with the project. I suggest we approve a quote soon, which will allow us to implement this change during the summer months.
3. Independent Cyber Security Audit for the entire organization (this has a soft approval via Dr. Mullings. Follow Ups to begin shortly).
- a. An independent cyber security assessment should be completed in order to satisfy various insurance and state requirements. Ex: [https://www.dfs.ny.gov/industry\\_guidance/cybersecurity](https://www.dfs.ny.gov/industry_guidance/cybersecurity)
    - i. The quote received: \$42,327.00 (this quote is now aged and will require a new, possibly more expensive quote).
  - b. Dr. Mullings has forwarded me the NYSED recommendation:



- i. Via:  
<https://www.cisa.gov/protecting-our-future-partnering-safeguard-k-12-organizations-cybersecurity-threats>
- ii. The NYSED's version is more of a blanket suggestion.
- iii. I strongly suggest tailoring "cyber security" to the needs of specific needs of Challenge.

—

### III: Risk Factors

1. Parent Academy and Computer Lab at 1520 Central Ave. require desktop computers to accommodate larger groups.
  - a. Update: Desktops were ordered via Reso A. Updates will be posted as they become available.
2. Lenovo Laptop Inventory shortage.
  - a. Update: Laptops were ordered via Reso A. Updates will be posted as they become available.
3. Student Chromebooks
  - a. Update: Laptops were ordered via Reso A. Updates will be posted as they become available.
  - b. As a heads up, warranties on Chromebooks expire 3 years after purchase.
  - c. Spacing out purchases and ordering 300 - 400 chromebooks each year will be best. It will not hit the budget or logistics as hard. Plus, it gives us



room to repair and scale up/down if necessary. This is known as “order throttling,” and you may read up on a similar concept at the following url: <https://olosupport.zendesk.com/hc/en-us/articles/115002752386-Order-Throttling-Strategies-Overview>



# Attachment #10



**Performing Arts Department Update  
Board of Trustees Meeting  
February 2023  
Challenge Preparatory Charter School  
Prepared By:  
Anwar Robinson, MEd / SDL / SBL  
Director of Performing Arts**

**Summary**

This comprehensive outline provides a glance at the facets of the Department, while also framing gains and needs for stakeholders of the Challenge Preparatory Charter School, for the Month of February 2023

**Department Vision Statement**

*Challenge Scholars will find their voice and point of view through refined and rigorous practice, manifesting their artistic abilities through high-quality music, performance, and fine arts exhibitions for their schools, families, and community.*

**Objectives**

Performing & Fine Arts Department Vision (SY2022-2023) available per request.

**Major Projects**

- ❖ **ONGOING CURRICULUM DEVELOPMENT & IMPLEMENTATION**
- ❖ **TEACHER PROFESSIONAL DEVELOPMENT & EVALUATION PROGRAM**
- ❖ **[Black History & Identity Celebrations \[Gantt Chart HERE\]](#)**
  - **SOFT ALBUM RELEASE: FEBRUARY 17, 2023**
  - Participants:
    - Challenge Charter Middle School
    - Mr. Alvin Jones
    - Ms. Tequan Henry
    - Ms. Kim Messer
    - Mr. Dale Richardson
    - Support Staff (TBA)
  - **LIVE PERFORMANCE PREVIEW: Tentative Date—TUESDAY, FEBRUARY 28, 2023**
    - TBD based on rehearsal progress
- ❖ **DAVINA AFOKOBIA 1-YEAR MEMORIAL CELEBRATION—Friday, February 10, 2023**

**Challenge Charter High School**

- ❖ Music Curriculum Development Approved and in Progress by A. Robinson
  - Instruction continues under the purview of A. Robinson, assisted by Alvin Jones
  - Grade 10 / Semester 2: **Composition / Songwriting**
    - [CCHS Syllabus and Curriculum](#)
  - Grade 11 / Semester 2: **Piano**
    - Grade 11 Scholars took a vote to determine their next course of study
    - Course Description: *Piano courses provide students with an introduction to and refine the fundamentals of music and keyboard techniques such as scales, chords, and melodic lines and then offer instruction in more advanced techniques. Formal and informal performances are typically included.*
    - Syllabus in Progress — will be shared in March 2023 Report
  - **Recent Teacher Observations**
    - [January 2023](#)

### Challenge Charter Middle School

- ❖ Music Curriculum Developed, Approved and Launched by A. Robinson
  - Curriculum in implementation and revision stage in collaboration with Performing Arts Teaching Assistant, Tequan Henry
- ❖ **Program Scope**
  - General Music Classes for Grades 6 – 8
    - [CCMS Music Curriculum](#)
  - Musical Theatre Troupe — In Progress
    - [ORIGINAL MUSICAL: Harlem Renaissance Comes to Far Rockaway](#)
  - Grade 8 End-Of-Year (EOY) Project to begin in April 2023
  - SoundTrap® DAW (digital audio workstation) featured as a supplementary music creation / production platform for Quarter 3 (January 31 – April 17, 2023)
  - **Recent Teacher Observations**
    - [January 2023](#)
- ❖ **Music Teacher with Music Content Knowledge and Pedagogical Acumen HIGHLY RECOMMENDED at this juncture.**

### Challenge Preparatory Charter School

- ❖ Performing Arts: General & Vocal Music Program
  - Program under developmental approval and guidance by A. Robinson
  - Nicholas Green, Music Teacher
    - Instructor for Elementary School Music Classes — under direct supervision of A. Robinson, with support from Building and Network Admin / Director for Elementary School(s)
    - Certification Pending
  - [CPCS Music Curriculum](#)
  - Recorder Program in development — pending budget approval (approx. \$3,500.00)
  - **Recent Teacher Observations**
    - [January 2023](#)
- ❖ Fine Arts: Visual Arts Instructor — Maria Tapia
  - Governance / Supervisory Role for this Teacher TBD by Rev. Dr. Les Mullings as of Tuesday, February 7, 2023

### Programming for SY2022-2023

- ❖ Network & Community-Wide Events
  - Winter Holiday Extravaganza (Thursday, 12.22.2022) **[COMPLETED]**
  - Black History Month Celebration (Date: Feb 2023)
  - Spring Concert (Date: May 2023)
  - GRADUATIONS (Kindergarten, Grades 5 & 8 — June 2023)
- ❖ Site-Specific Events
  - Special Assemblies
  - Visiting Guest Artists
  - **Liaising with Community Arts Provider Programs**
  - **ALL PENDING ON BUDGETARY ALLOCATIONS**

### Gains

- ❖ All CCS sites have Fine and Performing Arts Programming being delivered to Scholars
- ❖ Communications Department support in promoting Performing Arts Events
- ❖ Network-Wide Performing / Fine Arts Reporting structures continue to be under review by Dr. Les Mullings & Mr. A. Robinson

## Needs

- ❖ Programmatic / Technical / Logistical support for *Harlem Renaissance Comes to Far Rockaway* – Directors’ Meeting slated for Monday, February 13, 2023.
- ❖ Strong Music Teacher for the Middle School: Needs to have a Bachelor's Degree in Music, Content Knowledge, and Pedagogical Acumen to launch and operate the program independently
- ❖ Support from The Organization for the Professional Development and Continued Education for Performing Arts Teacher Assistants – proposal pending on assessment of the Program and Approved Budget for SY2023-2024.
- ❖ Provisional Curricular Materials Budget (i.e., Launching of Recorder Program for Challenge Preparatory Charter Schools’ Grades 3 – 4) [IN PROGRESS]

## Next Steps

It is imperative to take stock of the progress that the Performing Arts Department is making, especially with the success of having Families back at 710 Hartman Lane for our Winter Extravaganza. Also, the curriculum is ever-evolving, as our Scholars and Social, Economic, and Political Landscapes are in flux.

Our program will continue its service, abiding with the parameters of the NYS-required instructional programs, replete with standards-based instruction in the Arts. The foundation of this programming continues to serve as the basis for to launch of additional extra-curricular programming, being made available to our almost 1,200 Scholars in the greater Far Rockaway Community.



# Attachment #11



## **2022-23 School Year Board Meeting #9**

Minutes Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2022-23 School Year Board Meeting #9 at 6:30 PM on March 26, 2023.

Frederica Jeffries, Chair requested verification from the members present of "The Notice of Meeting" sent to each of the board members 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

Frederica Jeffries, Chair of the Board of Trustees called the roll of the board.

Members present: Frederica Jeffries, Dr. Michelle Daniel-Robertson, Karon McFarlane, Ben Waxman, Gertrudis Hernandez, Andrew Barnes, Linda Plummer, Dr. Michelle Daniel-Robertson

Members absent: None

Also present: Dr. Mullings, Donna Webster

The Chair offered an opportunity for any questions from the public.

1. The agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2022-23 School Year Board Meeting #8. The minutes were approved by common consent.
3. The Chair called for the report of Dr. Les Mullings, CEO. Dr. Mullings recognized the various reports provided by CPCS Directors and Principals that were sent prior to the meeting.
  - We are currently going through repairs at our 710 Hartman Lane location due to a fire. Our students are safe but displaced. All K-3 are remote. K-2 Scholars are expected to back in the building very soon. The other areas that were affected by water are secluded. Cleaning and testing will begin. The K-2 return is set for next Wednesday the 29th.
  - The 3rd graders will be coming to 15-20 Central starting March 29th. The network office will help engage them.
  - We are working on getting Summer Boost and Sylvan Learning Center. We are trying to close the learning gap. We don't want to encourage the "Pandemic Kids" title. We want our scholars to be known as "Children who triumphed in the midst of adversity". The teachers and TAs are being trained to do the work through Sylvan. For now, the lowest 100 students are our target.

The teachers know the students. We have data on every scholars that identifies the state of our scholar

- The lottery is next month.
- Borough President Donovan Richards and the chancellor's brother, Terry banks, visited the school this week.
- We were informed that we are up next for the JFK funding.

4. The Chair called for the Financial Report:

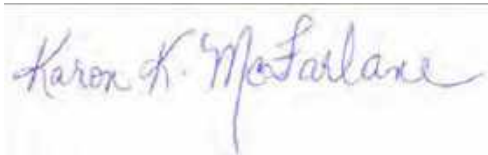
- Donna Webster shared that we currently projected to end the year with a \$255,000 deficit. We are actively scaling back.
- Main area of concern: The PD budget is currently over.
- We are looking to change our banking relationship. We are proposing to use JP Morgan Chase as our operating account. We are proposing Metropolitan Commercial Bank for our savings. Metropolitan Commercial Bank has a higher yield than other banks.

5. The Chair called for a motion to use JP Morgan Chase as our operating account and Metropolitan Commercial Bank for our savings. Gertrudis Hernandez motioned to approve. Karon McFarlane seconded the motion.

6. The Chair called for the March 2023 Personnel report. Donna Webster responded that there are no other personnel changes at this time.

7. The Chair mentioned the next meeting on April 26, 2023. The report was received, and 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 and is positioned above a horizontal line.

Karon McFarlane  
Secretary



Attachment #1  
See Prior  
Month  
Minutes for  
Minute  
Attachments





## **2022-23 School Year Board Meeting #8**

Minutes Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2022-23 School Year Board Meeting #8 at 6:30 PM on February 15, 2023.

Frederica Jeffries, Chair requested verification from the members present of "The Notice of Meeting" sent to each of the board members 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

Frederica Jeffries, Chair of the Board of Trustees called the roll of the board.

Members present: Frederica Jeffries, Andrew Barnes, Gertrudis Hernandez, Karon McFarlane, and Ben Waxman, Linda Plummer, Dr. Michelle Daniel Robertson

Also present: Dr. Mullings, Donna Webster

The Chair offered an 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 2022-23 School Year Board Meeting #7 The minutes were approved by common consent.
3. The Chair called for the report of Dr. Les Mullings, CEO. Dr. Mullings, who recognized the various reports provided by CPCS Directors and Principals that were sent prior to the meeting.
  - He spoke about forthcoming academic assessments which have certain challenges due to the pandemic and the learning gap.
  - Enrollment continues to go up in comparison to other schools in the area.
  - Next generational leadership plans continue as mentioned last meeting. The hope is to help them travel and visit places such as Harvard U, Howard U, and give them a vision for growth, development, and citizenry. We need support and funding for that process.
  - He talked about the Governor's visit this year, and how far we have come as a school. Her support was expressed at that time directly to Dr. Mullings. Highlights of her budget conference: She wants to eliminate the caps on charters. She wants to revive charter schools that were closed for various reasons. Increase per pupil funding in charters by 4.5%. Create an education equity fund - to attract and support people of color who start and run charter schools. Expand eligibility for building and transportation aid funding. All schools will be eligible for rental

reimbursement. Make programs available to charter schools that are only available to public schools.

- Ben Waxman affirmed that there should be equity and funding, but wonders if politics will water down the Governor's plans. Far Rockaway needs equity and funding. Our community has paid too long for this because of physical bridges.
- Dr. Mullings announced that Donna Webster is now our Director of Finance and HR.

#### 4. Donna Webster financial report:

- She expressed being happy to be a part of the team and being able to work directly with Dr. Mullings.
- January - per pupil revenue is up, but we are \$877K over budget due to a lack of full enrollment. We are \$1.5M above expenses.
- We are limiting spending, scrutinizing everything, and working with Directors on everything they spend.
- Cash: \$3.2M on hand; \$10M projected revenue; but we may have to dip into savings in the future.
- Frederica Jeffries asked how we are tightening the belt. Donna Webster responded saying we are asking each site to plan farther ahead; we are freezing furniture and equipment purchases. For any new hires, we are staying with the budgeted salaries. We are watching last-minute fees due to food orders or other late-breaking expenses. Some staff may have taken advantage of the gap created when we did not have a Director of Finance.
- A new banking relationship is being explored that we will bring for consideration to the board. We need a bank in our community, not in Great Neck. We need corporate strength and community knowledge. B of A, Community National, and Chase are being considered. She also recommends that the school have at least 2 banks for the school's money.
- Several members of the board discussed our needs and our desires when we make the switch. Andrew Barnes does not recommend Chase based on his own experience with them. Ben Waxman said we need a personal representative that can offer better service. Savings return vs. liquidity was discussed.

#### 5. Personnel Report

- Dr. Mullings affirmed that Humma Qureshi our new SPED AP has been hired, and he mentioned that we are going to use Sylvan Learning to help close the learning gap.
- Ben Waxman asked about the hiring related to the fact that high school will have the first graduating class of seniors. He expressed concerns about Sylvan Learning being a franchise and wants to discuss it further. Kumon is similar. We need data to be sure it is a good investment. Dr. Mullings feels like Sylvan has a better track record than the providers we have been using with no results. Dr. Robinson wonders about the PD given to teachers and if it is being aligned properly in the classrooms. Waxman suggested real-time tutoring from a locally connected teacher.

6. The Chair mentioned the next meeting on March 26. The report was received, and the meeting adjourned by common consent.

Respectfully Submitted,



Karon McFarlane  
Secretary



# Attachment #2



**Senior Director of Teaching and Learning K-5**  
**March 2023 Board Report**  
 Covering 2/13/23-2/17/23 and 2/27/23-3/09/23  
**Kentia Coreus**

**Enrollment Compliance**

Grade	Total Scholars	Target Enrollment	Number of SWDs	Number of ELLs
K	124	120	9	7
1	117	125	17	3
2	117	125	21	8
3	118	125	23	5
4	101	104	19	7
5	100	104	16	5
<b>Totals</b>	<b>677 (-2)</b>	<b>703</b>	<b>105 (+29)</b>	<b>35 (+1)</b>

**source:** March 10, 2023 Student Enrollment Weekly Report

**Ongoing Teaching & Learning Tasks**

- Manage personnel, curricula, relationships, 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 at both elementary sites
- Supervise the K-5 principal and administrative team by conducting regular check-ins, bi-weekly supervision meetings, and providing feedback on instructional leadership
- Listen and respond to staff and family grievances
- Support human resource activities such as reviewing the credentials of international candidates, recommending teacher salaries, conducting final interviews
- Responding to compliance and legal issues at it relates to staffing and the academic program

**March 2, 2023 Fire at 710 Hartman Lane**

There was a fire in the second floor boys bathroom. All staff and scholars exited the building without harm. Principal Griffin checked bathroom logs immediately and spoke with three scholars who were out of the classrooms at the time of the fire however no evidence of arson was found at that time. The principal met with scholars before dismissal to discuss fire safety. A message was sent to families asking to share any information about the fire that may be shared at home. As a result of scheduled safety inspections and needed repairs, scholars in K-3 have been engaging in remote learning from home since March 3, 2023. The SDTL informally advised our authorizer of this incident on March 8, 2023. Updates are being sent to families by the communications department and Principal Griffin.

## **Staffing and Leadership Recruitment**

Due to the fire at 710 Hartman Lane on March 2nd and the shift to remote learning on March 3rd, we are on hold with substitute teachers from the School Professionals Temporary Employment Agency and our other sources. Once the building reopens we will relist the substitute demand given the current vacancies. The current vacancies are: Grade 1 Gen-Ed-ICT Leave Replacement; Grade 2 Gen-Ed -ICT Class Leave Replacement; Grade 3 Gen-Ed-ICT class teacher; and Kindergarten Teacher Assistant Leave Replacement . Secondly, we have a member of our K-2 SETSS team who is on medical leave.

The K-5 special projects coordinator is taking the following action steps to support recruitment:

- Posting vacancies on Lever which gets distributed to Indeed and LinkedIn
- Sharing all job descriptions with the principal for internal recruitment
- Listing vacancies with Alternative Tutoring, School Professionals and Practice Benefit Corp and continues to identify and research other viable sources
- Vacancies sent to Ms. Messer to post on our Facebook, Instagram, and our monthly newsletter
- Posting vacancies on personal LinkedIn Page
- Connecting with all local area colleges with teaching programs for recent graduates and alumni
- Reviewing all candidates in Lever who have applied to other instructional roles at the school

## **Teacher Certification**

Challenge Charter School partners with the NY Charter Center to conduct a certification analysis of all staff twice a school year (April and November). It was determined that there are 23 (of 50) ES teachers who do not yet hold professional certification. 22 received memos with the personalized analysis, recommendations and a timeline of their process due. 8 teachers are uncertified and 5 have contacted the NY Charter Center for a personal consultation. We are closely managing this process.

## **Sylvan Learning**

The SDTL participated in a meeting on March 7, 2023 to discuss partnering with Sylvan to provide intervention/tutoring to scholars who are performing below grade level in reading and/or math. It was initially determined that the SylvanSync program would be offered during the school day and the Acelt program would be offered during after school hours. Teacher assistants will be targeted to work in the after school program. This program will target at least 100 scholars.

## **Special Education Updates**

### Scholar Support and Compliance

In response to one of our special education teacher support services (SETSS) providers being on medical leave, we have asked our other SETSS provider to service scholars during his prep periods. A personnel action form will be submitted for this teacher as he no longer has a prep period.

AP Qureshi has contacted the CSE regarding obtaining P4s to secure an occupational and physical therapist for five scholars who are currently not receiving their mandated services.

In addition, we are in the process of making changes to the school counselor's caseload to add mandated scholars and will be shifting at-risk scholars to the social worker's caseload.

#### PIPELINE Program

On March 1, 2023, the SDTL attended the first of a three-part professional learning series being offered by the Collaborative for senior-level school personnel responsible for planning and implementing structures to support programming for students with disabilities and English language learners. Internal teacher recruitment flyers, interview questions, and evaluation process has been submitted in preparation for the next session which will help school personnel ensure that the above elements are aligned with the school's vision for inclusive education.

#### **Annual Comprehensive Review**

The SDTL reviewed the submission made by Principal Griffin for the elementary program and provided feedback. The STDL also scanned the submission and provided feedback to the CEO and director of finance who reported that items were revised.

#### **VAL-ED and Leadership Evaluations**

The SDTL created a nomenclature document as a tool to support members of the elementary administrative team better understand their VAL-Ed results. This tool is being utilized in mid-year reflection meetings where goals will be set for the remainder of the school year. The evaluation timeline has been extended (due to the fire incident). The nomenclature document is attached for reference.

## **Nomenclature for the VAL-ED Core Components and Key Processes**

The purpose of this document is to create a naming convention for the core components and key processes described in the Vanderbilt Assessment of Leadership in Education (VAL-ED) survey. This will assist team members in making reference to key items in the survey results and to align items with internal accountability tools. This work was supported by these two sources:

[VAL-ED Survey Form C](#)

[VAL-ED Handbook](#)

### **VAL-ED's Six Core Components of School Performance**

- 1) High Standards for Student Learning
- 2) Rigorous Curriculum (content)
- 3) Quality Instruction (pedagogy)
- 4) Culture of Learning & Professional Behavior
- 5) Connections to External Communities
- 6) Performance Accountability

The above core components of school performance intersect with the six key processes below to make up VAL-Ed's definition of principal leadership that leads to positive changes in school performance which results in student achievement and success.

### **The Six Key Process**

- A. Planning
- B. Implementing
- C. Supporting
- D. Advocating
- E. Communicating
- F. Monitoring

*In order to form a common reference language, the above components and processes will be named internally as:*

### **Component 1- High Standards for Student Learning**

- 1A. Planning for high standards for student learning (academic and social-emotional)
- 1B. Implementing systems and structures for high standards for student learning
- 1C. Supporting high standards for student learning
- 1D. Advocating for high standards for *all* students
- 1E. Communicating high standards for student learning
- 1F. Monitoring data of student learning (and behavior)



**Component 2-Rigorous Curriculum (content)**

- 2A. Planning an essential and rigorous curriculum for *all* scholars
- 2B. Implementing a rigorous and *coordinated* curriculum
- 2C. Supporting time and professional development needed for a rigorous curriculum
- 2D. Advocating for a rigorous curriculum for scholars at all levels
- 2E. Communicating with staff about effectiveness of the rigorous curriculum
- 2F. Monitoring the rigorous curriculum through student data and classroom visits

**Component 3-Quality Instruction (pedagogy)**

- 3A. Planning for quality instruction through teacher hiring practices and professional learning opportunities
- 3B. Implementing support structures for new teachers and to protect instructional time
- 3C. Supporting quality instruction by securing and allocating needed resources
- 3D. Advocating for additional resources to support instruction
- 3E. Communicating instructional feedback to individual teachers and to faculty
- 3F. Monitoring the quality of instruction and individual teacher pedagogy through observations

**Component 4-Culture of Learning & Professional Behavior**

- 4A. Planning strategies to develop a shared belief of professional practice and shared responsibility for scholar learning
- 4B. Implementing structures for a supportive and safe environment focused on continuous improvement
- 4C. Supporting by providing a collaborative environment focused on scholar learning
- 4D. Advocating for respect and support of a diverse scholar and faculty culture
- 4E. Communicating to both scholars and faculty about a positive learning environment
- 4F. Monitoring teacher behavior and its impact on school culture

**Component 5-Connections to External Communities**

- 5A. Planning for activities to engage families in scholar learning
- 5B. Implementing ways to have a positive relationship with the community
- 5C. Supporting teachers in being responsible for all families
- 5D. Advocating for scholars and families in need of social services
- 5E. Communicating the academic and social-emotional progress of scholars with families (including their needs)
- 5F. Monitoring family involvement and effectiveness of external partnerships

**Component 6-Performance Accountability**

- 6A. Planning accountability structures for teacher and scholar performance
- 6B. Implementing programs and practices to support the planned accountability structures for teachers and the school
- 6C. Supporting by providing structures to hold scholars accountable for their learning
- 6D. Advocating for shared accountability by faculty for scholar achievement
- 6E. Communicating to faculty and families the purpose and scope of accountability structures
- 6F. Monitoring the impact of accountability structures on teacher performance and scholar achievement



# Attachment #3



**Ms. Nicole Griffin**

Challenge Preparatory Charter School- Elementary  
Principal Report  
**March 15, 2023**

## Attendance

In efforts to improve attendance and hold parents accountable, attendance will be attached to verification letters moving forward. This will show agencies the accountability of the parent.

## **School Wide Goals (Ongoing)**

- Questioning and Discussion Techniques (3b)
- Engaging Students in Learning (3c)
- Assessment in Instruction (3d)

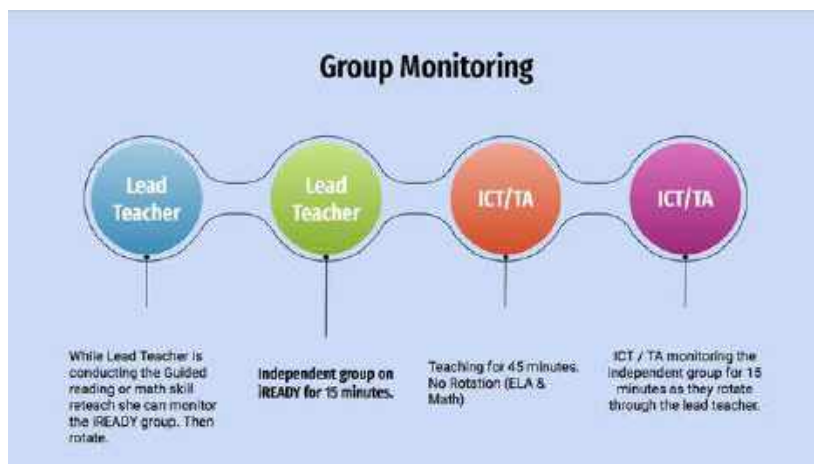
We continue to work toward these three goals by providing continued professional development

## Curriculum and Instruction

### **Where are we NOW?**

We recognized the need for professional development in the area of (3C) Engaging Students in Learning. This includes differentiating instruction. Professional development was conducted outlining the reading, writing and math blocks. Specifically, what instructors will be doing during station rotations.





### **Inter-Visitation ( On-Going)**

Inter-visitations continue to take place. Our area of focus for the March is around station rotations and implementation of guided reading.

### **Communicating with Families (Ongoing)**

- We will continue to address professionalism in the workplace and effective/ proper communication among all stakeholders.

### **Emergency**

- On 3/2/2023, a small fire occurred in the boys bathroom, located on the second floor at 710 Hartman Lane. Due to the results of the fire, scholars in grades K-3 started remote learning on 3/3/2023. They will continue to receive remote instruction until 3/17/2023.

### **Highlights**

- Mrs. Simone, Mr. Kurz and Mrs. Kelly has worked together to create a guided reading library for teachers. This includes an E-library and hardcover books for teachers to use.
- Red and White Dance- Scholars had the opportunity to participate in a 30 minute activity for Valentines Day.
- Test Sophistication has commenced. Scholars completed a Mock assessment in ELA and Math



# Attachment #4



# CHALLENGE CHARTER SCHOOL

## 2022-2023 Principal's Monthly Board Report

*Mavgar Mondesir-Gordon, Principal (Grades 6-11)*

### School Year 2022-2023 Report March 14, 2023

Current CCHS Enrollment:

Cohort Group	Grade Level	Enrollment as of...									
		Sept, 9, 2022	Oct. 15, 2022	Nov. 28, 2022	Dec. 16, 2022	Jan. 13, 2023	Feb. 10, 2023	Mar. 14, 2023	Apr. 14, 2023	May 20, 2023	Jun. 21, 2023
#3	G. 11	51	52	53	53	53	53	52			
#4	G. 10	73	77	77	76	75	75	76			
#5	Gr. 9	90	89	96	96	96	94	96			
<b>TOTAL</b>		<b>214</b>	<b>218</b>	<b>226</b>	<b>225</b>	<b>224</b>	<b>222</b>	<b>224</b>			

Current CCMS Enrollment:

Cohort Group	Grade Level	Enrollment as of...									
		Sept, 9, 2022	Oct. 15, 2022	Nov. 28, 2022	Dec. 16, 2022	Jan. 13, 2023	Feb. 10, 2023	Mar. 14, 2023	Apr. 14, 2023	May 20, 2023	Jun. 21, 2023
#6	Gr. 8	73	88	92	72	72	71	71			
#7	Gr. 7	95	92	96	96	93	91	91			
#8	Gr. 6	92	69	71	88	86	86	84			
<b>TOTAL</b>		<b>260</b>	<b>249</b>	<b>259</b>	<b>256</b>	<b>251</b>	<b>248</b>	<b>246</b>			

CCMS/CCHS Attendance Statistics:

Cohort Group	Grade Level	Attendance Rates									
		Aug 31, '22 - Sep 9, '22	Sep 12, '22 - Oct 15, '22	Oct 18, '22 - Nov 28, '22	Nov 29, '22 - Dec 16, '22	Dec 19, '22 - Jan 14, '23	Jan 13, '22 - Feb 10, '23	Feb 17, '22 - Mar 14, '23	Mar 21, '22 - Apr 14, '23	Apr 15, '22 - May 20, '23	May 21, '22 - Jun 20, '23
#3	Gr. 11	82%	84%	84%	86%	85%	80%	86%			
#4	Gr. 10	46%*	50%*	82%	83%	82%	81%	88%			
#5	Gr. 9	71%*	78%*	83%	86%	84%	81%	86%			
#6	Gr. 8	96%	88%	97%	100%	100%	100%	100%			
#7	Gr. 7	97%	94%	99%	99%	99%	98%	99%			
#8	Gr. 6	96%	93%	100%	99%	100%	100%	100%			



CCMS Average	90%	96%	99%	99%	99%	99%	99%			
CCHS Average	65%	70%	84%	86%	84%	80%	87%			
6-11 Average	81%	81%	91%	92%	92%	90%	93%			

**ATTENDANCE:**

Administrative efforts aimed at improving attendance rates have been successful so far. Grades 6-11 participate in a mandatory Buy-back program wherein scholars are required to sit for instruction during lunch or from 3:50 PM to 4:30 PM to make up for time and work they missed by being late to school. **Added to the Buy Back Program will be aggressive home visits, Parent meetings, and in some instances, ACS calls for academic neglect for scholars who are habitually late despite our efforts to get them to school on time.**

**STAFFING:**

CCMS and CCHS continue to face shortages in staffing. Nonetheless, we continue to use our creativity to ensure that scholars are always before instruction and that we do our best to meet the expectations of our scholars and their parents. With the lifting of mandatory COVID-19 vaccinations, we anticipate more applicants to fill open positions.

To date, this is our progress:

- CCHS welcomed Mr. Bennett Capobianco as the new 9th grade Global I History Teacher.
- Global History 10 will continue to be covered by AP Canzoneri.

Please see the vacancies below:

- CCMS: TAs in Humanities. 6,7,8
- CCMS/CCHS:
  - ENL Teacher ( Based on the number of ELLs enrolled and their levels of language proficiency)
  - 7th Grade Science Teacher
  - 7th Grade Humanities Teacher
- CCMS SPED Certified SETSS Teachers: Grades 6, 7, 8
- CCHS:
  - Spanish II Teacher - Covered by Ms. Gomez, ENL Teacher, and Mr. Medina
  - PE/Health Teacher #2 - Based on the student enrollment.
  - CTE - Health 1
  - Earth Science Teacher

**CURRICULUM, INSTRUCTION, AND ASSESSMENT**

At this time of the year, we turn heavily to assessments with the addition of Test Prep as a genre. At CCMS, The Lavinia Group has been our Consultant and is working strategically alongside our Admin team and teachers to provide scholars with strategies and skills to take and pass their New York State





assessments in Mathematics and English Language Arts. At CCHS, we have grouped our scholars into subgroups to ensure that they get more granular support to take their Regents successfully. These tutoring classes begin at 3:45 p.m. and end at 4:30 p.m.

CCMS and CCHS will continue to focus on weekly mini-assessments in all areas using iReady for the Math and ELA core, as well as Castle Learning. Allowing us to utilize the: Teach - Assess- Analyze Data - RTI - Assess cycle.

Sylvan Learning Tutoring has launched at CCMS for Math and at CCHS for Algebra I beginning on March 1, 2023.

### **SOCIAL-EMOTIONAL LEARNING (SEL)**

- At this time, CCMS/CCHS teachers are engaged in growing their knowledge in the RULER-MTSS for adults. Teachers are given portions to work on weekly, which is discussed at the beginning of our Friday PDs.
- The SST Team has also received invitations to work on the RULER with Ms. Richards - Director of Pupil Personnel Services. They also meet every First Friday of the month to engage in PD with her.
- CCMS will work with the Second Step Curriculum, and CCHS will work with the Overcoming Obstacles Curriculum.
- We await the first lessons from the consulting firm, Windows of Opportunity - Hal Eisenberg – for the “HEAL” curriculum for Advisory.
- We have launched Naviance to ensure that our scholars receive support and guidance towards their path to and through college and career readiness.
- CPI Training for our school community also continues.

### **SPECIAL EDUCATION and ENL SERVICES**

- Dr. Lyle continues to lead the SPED work on all grade levels 6-11. Ms. Ana Gomez provides ENL services but will need support as we search for another ENL teacher due to the increase in the ENL population at our school.
- RTI continues, coupled with MTSS for scholars who need the intervention as per the IDEA and IDEiA Law.
- IEP meetings are in full swing and thus far have been doing well—As the CSE now has a new team in place.
- Principal Gordon has also joined the Principal Cohort at the Collaborative to ensure that the school is in full compliance and maintains the knowledge needed to do this work. Our staff has also been strong attendees at the SPED and ENL boot camps and the Pipeline Program.
- CCMS/CCHS will begin work on the Language Acquisition Plan for our ELL population, as this plan does not currently exist in our school.



## **DIGITAL PLATFORMS**

- Grades 6-11 scholars will continue using a combination of digital notebooks and hardcover notebooks for all courses to build writing and engagement stamina. We will curtail the use of Chromebooks to just 9% of the instructional time in an effort to maximize engagement.

## **PARENT AND SCHOLAR OUTREACH and ACCESSIBILITY**

- Parent Teacher Conferences for CCMS and CCHS were held on March 10, 2023 and March 13, 2023. 26% of Middle School parents and 16% High School parents attended. The teachers will continue to reach out to all parents/guardians who were not in attendance.
- We continue to meet with parents to discuss further our scholars' welfare. Some of these meetings are in person, while others are via Google Meets. We also continue to conduct outreach for attendance and home visits for scholars who are not attending.

## **PROFESSIONAL DEVELOPMENT**

- Our Social Workers and School Counselors will attend PDs with the Collaborative.
- Our CTE teachers will also attend upcoming PDs.
- Our SETTS teachers and new staff members will also attend SDI PDs in the upcoming month.
- We will continue our work with the Collaborative at the Charter School Center - joining sub-cohorts such as the SPED and MLL/ELL Bootcamps, Principal Cohort, and the SPED Pipeline Programs.
- Our Social Workers and School Counselors attended the RULER PD on March 7, 2023 and March 8, 2023.
- We also continue the work with the Lavinia Group in ELA and Math. This also includes Leadership Institutes for Close Reading, Humanities, and Math Stories. Lavinia coaches are on site working with our teachers to support test prep and lesson development.
- GRADE TEAM PLANNING AND ONGOING PROFESSIONAL DEVELOPMENT
  - Professional development takes place daily:
- VERTICAL DEPARTMENT PLANNING
  - Department Teams continue to meet to discuss instructional planning across disciplines.

## **INSTRUCTIONAL OBSERVATIONS**

- The CCMS-CCHS Admin Team members have begun supporting instructional periods throughout the day to ensure that instruction is taking place and that outreach is performed as needed. Informal observations and coaching have begun through check-ins and 1:1 Instructional Supervision. TeachBoost will continue to be used for this task, with a target of 2 long observations and 5 short observations across the board for the school year.
- Evaluations have begun at CCMS and CCHS both for Leadership and staff. The Val Ed for Principals and APs is complete. Evaluations for Teachers and other staff members continue using



**2022-2023 Principal's Monthly Board Report**  
**March 14, 2023**  
*Mavgar Mondesir-Gordon, Principal (Grades 6-11)*

- Danielson Framework for Teachers, Social Workers, Guidance Counselors, and Deans
- Self-created rubrics for all other supporting staff. Leaning on research.



# Attachment #5



## **Director of Pupil Personnel Services**

### **March Board Report**

#### **School Health Liaison**

##### **March Positive COVID Results**

1 Positive case

- SmileNY will be back to provide dental exams and cleaning services for middle school scholars. They will also provide silver diamine fluoride as needed to treat decay and to make teeth less sensitive
- Columbia University's Old School Hip hop program conducted a wrap up session that assessed the scholars knowledge of healthy eating for 4<sup>th</sup> and 5<sup>th</sup> grade scholars
- The Sleep Health Education Pajama Program is a sleep health initiative to promote routine bedtime consistency to create focused daytime learners. Kindergarten through 2<sup>nd</sup> grade scholars will receive new pajamas, a new book, and a bedtime routine magnet
- Cohens Children's Medical Center will return with a workshop for scholars that focuses on coping skills
- 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 the 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
- Updated the COVID-19 protocols that align with the Mayor's February announcement. COVID-19 vaccines are no longer a requirement for employment, temperature checks, and vaccine screening are no longer needed to enter school buildings
- 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 receive 4 at-home COVID test kits a month for health and safety purposes
- Oversee the process of incoming test kit shipments to all sites
- Trained School health liaison to provide mental health workshops to non-instructional staff members like office, janitorial, and security staff members

#### **Pupil Personnel Director**

##### **Elementary School**

- Observed Second Step lessons and provided support and feedback to the school counselor and social worker
- Modeled classroom management tips to support counselors
- Continued to support the SST members to organize the Comprehensive counseling program
- Met with the SEL team to review the attendance data and determined ways to reach our goal of improving attendance by 10%. Attendance has improved by 22% due to these efforts
- The attendance team meets biweekly and includes the student support team member as well as the site's operation manager
- Supporting the attendance team with identifying all scholars that are no longer at our school that remain on the attendance roster
- A behavioral tracking chart has been created for teachers to record behavioral data including the antecedent, behavior, and consequence
- Supporting New Assistant principal with the creation of Behavior intervention plans
- Provided resources and activities for the upcoming SEL Day on March 10<sup>th</sup> where scholars will learn the importance of SEL skills
- Catholic Charities Satellite that will be housed in the elementary school building will begin next month. At-risk scholars and families will now have access to a full-time therapist for additional social and emotional support

### **Middle and High School**

- The SEL team has now created attainable lateness/attendance goals for their sites using attendance/lateness data. They have also identified a targeted intervention for the scholars they have identified to meet the goal
- The rising 8<sup>th</sup> graders will receive transition lessons to provide them with information of the Challenge High school program for 9<sup>th</sup> graders. They will also have the opportunity to share their interest in extracurricular activities. The information from these lessons will help to appropriately schedule the incoming 9<sup>th</sup> graders
- The Social Work intern started this month to support the high school with social and emotional needs of the scholars
- The Step by Step curriculum has been implemented and 11<sup>th</sup> grade students are starting to prepare for the College application process
- Conducted a hearing for a high school scholar and provided support options for the high school team upon his return

### **All sites**

- CPI Non-violent Training was provided for the lead Security Guard. The training teaches staff how to deescalate behaviors
- I will begin to attend title 1 training to create programming to support our low socio economic population
- There is now an attendance team at all locations that focus on a goal and follow up on the effectiveness of their interventions through data analysis
- Provided all sites with information about the Traffic Safety Initiative
- All sites attended the RULER conference to begin the process of implementing the RULER approach school-wide

- Continuing the process of all sites outlining their counseling programs, aligning the services and SEL lessons to the ASCA standards
- Supervising record keeping activities of Second Step lessons and RULER modules
- Visited all sites to ensure SEL programming is effective and following the pacing schedule
- Continuously follow-up with RULER leads to ensure we are on schedule and actively conducting the in-person activities to build an environment of emotional safety
- Continued the 1:1 professional development sessions with social workers and counselors
- Created the social work school-wide protocol for case management. This will streamline the process for all families
- All sites will post their Charters in the staff lounge and any other area staff gather to ensure the visual reminders will encourage all staff to be consistent with the behaviors agreed upon to create an emotionally safe environment
- All Student Support Team members will attend the 4 part Counselor/Social Worker Leadership Cohort training series

### **Parent Academy**

- The Parent Academy hosts 2 to 3 workshops per month and are well attended
- Monthly PA meetings are now in full swing for Middle and High School parents and the first official fundraiser has begun with DoubleGood popcorn to raise funds for senior dues
- The Parent Leadership training check-in took place this month. This check-in allowed for families to come together and speak on the skills they learned during this 5-week course
- Parents will take part in the College Readiness Parent Workshop hosted by Urban Up bound
- Families will be supported with the “How to Help You Scholars with Test Anxiety?” hosted by Cohen’s Children’s Medical Center





# Attachment #6



# Challenge Charter School Communications Report - March 2023

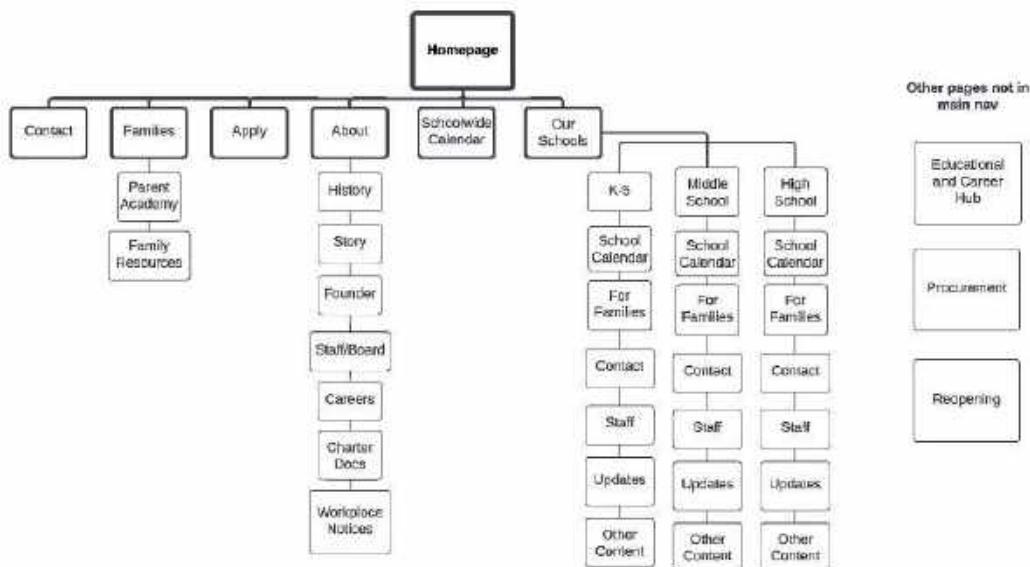
Kim Messer, Director of Communications

## Website

A full site review has been completed. Following up on our SEO needs and in anticipation of our charter renewal, these are the next steps:

- Simplified/improved navigation for current and prospective families
- Redesign of the home page to better market the school
- Specific action-oriented design to engage visitors to the site

SEO evaluation has already begun. Improved SEO will be a part of the update over the next 6-8 weeks. Proposed new site map:



*Estimated soft launch of the new design: April 29th*

## Application Season 2023-24

Marketing plans and website updates are continuing for our next application season.

- Local print ads - continue in print and digital form in *The Wave* and *Rockaway Times* with our Open House dates and times.
- Preparation for the Lottery is underway with Communication support through preparing the slide deck for the Lottery.
- Campaigns to support our application season continue on social media, the website, & ParentSquare including a new “Why Choose Challenge Charter School” reel.

## **Family Communications**

- The Spring issue of our newsletter released this month is all about how “We Are Family” at CCS. Featured are great quotes from staff members with scholars here as well as several families with multiple children at Challenge. [Read our latest Challenge Charter School Chronicles here.](#)



- Supporting our NYC School Survey posts, I prepared a newly-designed incentive flyer which has gone out via ParentSquare and has been posted by our Operations team at each site
- Following the small fire at 710 Hartman, I have supported our staff with urgent alerts and communications around remote learning and building closures.
- Related to Crisis Communications when emergency responders are called to any of our buildings, the goal is to finalize new procedures and systems for each site through ParentSquare by the end of this month.

## **Budget Planning for Communications**

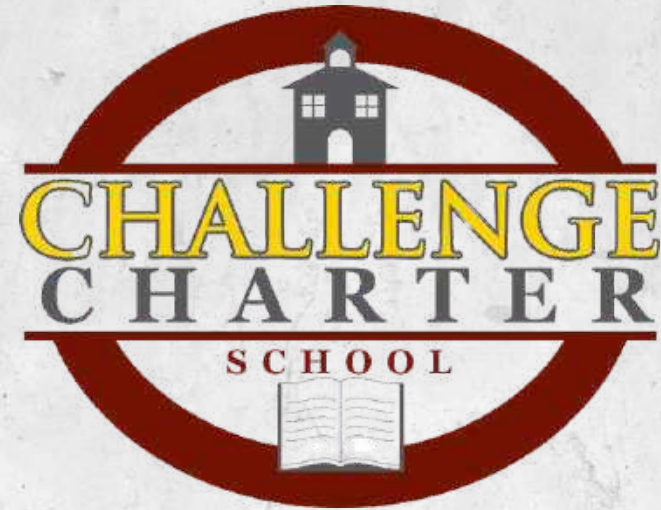
Key needs to support our school communications in 2023-24 and beyond are being considered. These include:

- Updated Brand Signage for each site
- Increased marketing budget (currently only .02% of our income)
- Professional development
- Graphic design
- Social media support
- Plans for Alumni Association



# Attachment #7





# **STUDENT ENROLLMENT AND RECRUITMENT BOARD REPORT #9**

**DATE: MARCH 15, 2023  
PREPARED BY: JANISA VAUGHN,  
DIRECTOR OF STUDENT ENROLLMENT AND RECRUITMENT**



# Table Of Content

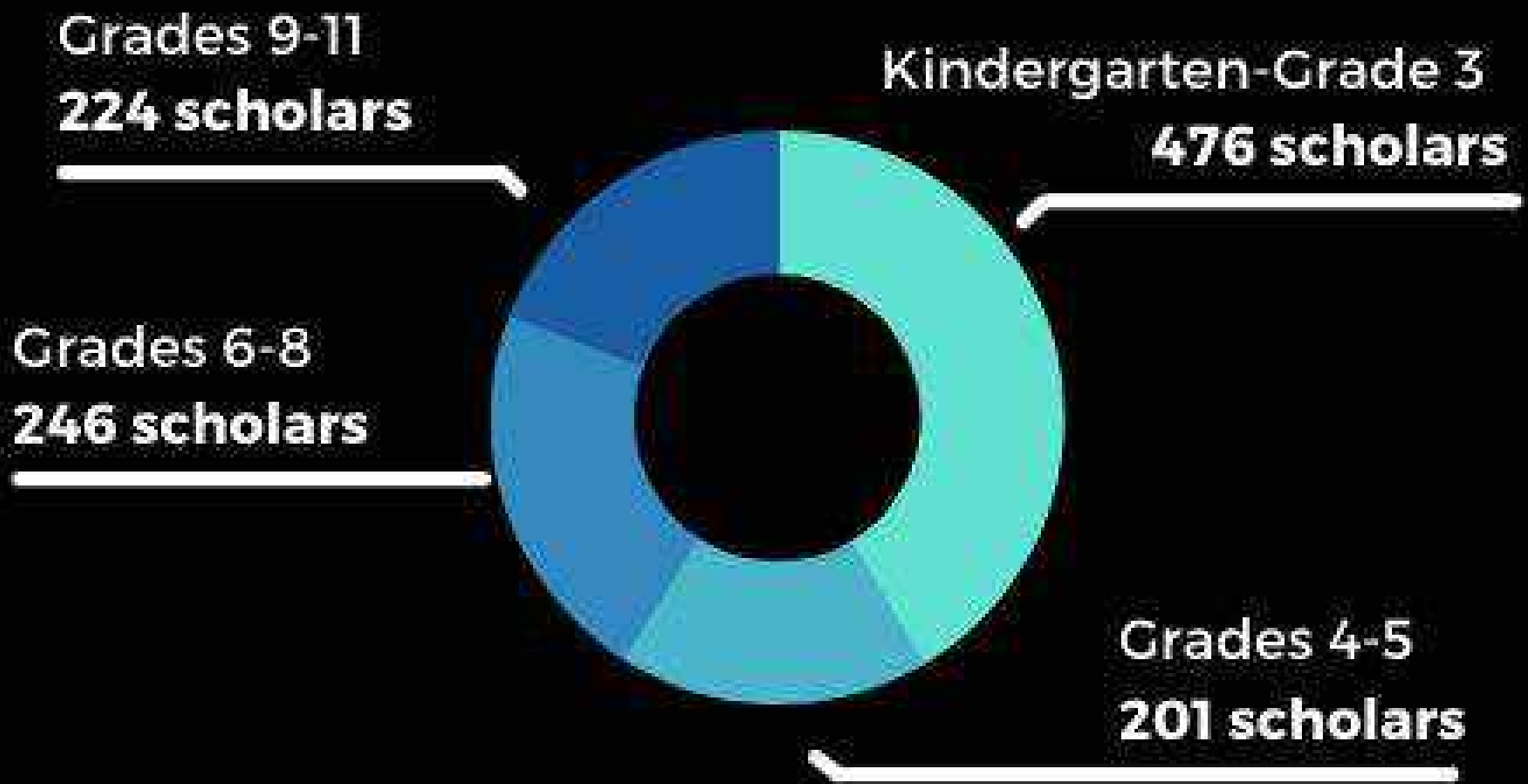
- **Enrollment Overview 2022-23 SY**
- **Enrollment Goals 2022-23 SY**
- **Looking Ahead| Lottery 2023-24**
- **Looking Ahead| Enrollment Projections 2023-24**
- **Scholar Recruitment Lottery 2023-24**

# Enrollment Overview



## K-11 OVERVIEW

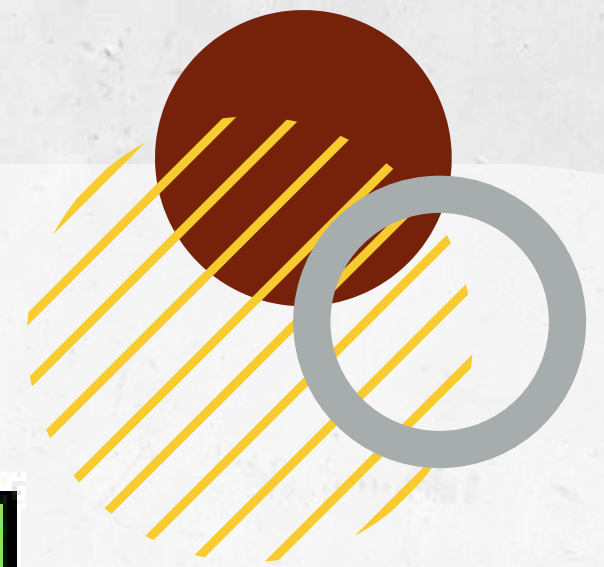
CURRENT ENROLLMENT: **1,147 SCHOLARS**





# Enrollment Overview

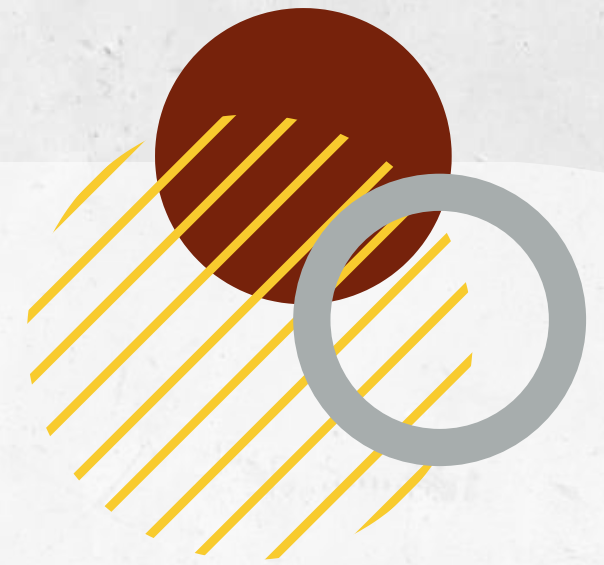
## Elementary Site



Site	Grade	CCS Enrollment Goal 2022-23	Total Number of Scholars Currently Enrolled 3/14/23
Elementary	K	120	124
	1	125	117
	2	125	117
	3	125	118
	4	104	101
	5	104	100
	<b>Total</b>	<b>703</b>	<b>677</b>

# Enrollment Overview

## Middle Site

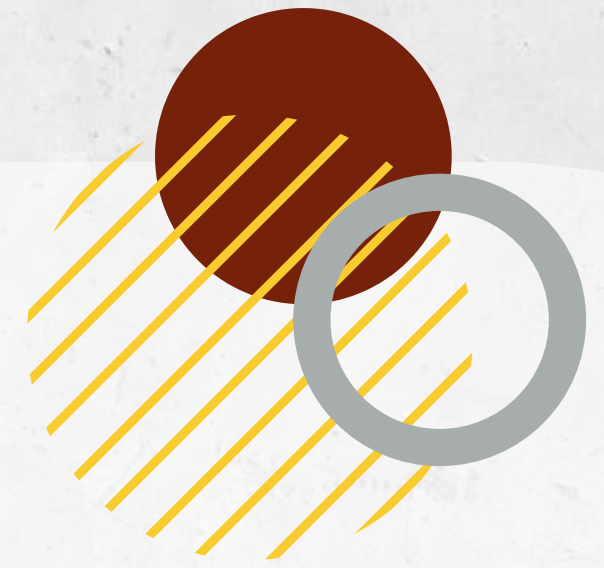


Site	Grade	CCS Enrollment Goal 2022-23	Total Number of Scholars Currently Enrolled 3/14/23
Middle	6	104	84
	7	104	91
	8	78	71
	<b>Total</b>	<b>286</b>	<b>246</b>



# Enrollment Overview

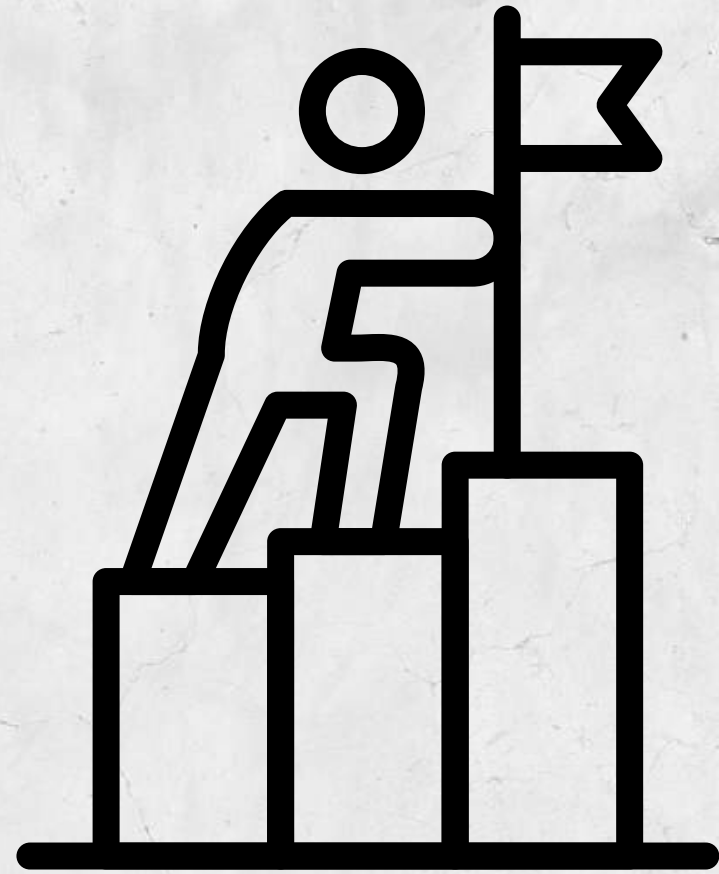
## High School Site



Site	Grade	CCS Enrollment Goal 2022-23	Total Number of Scholars Currently Enrolled 3/14/23
High	9	90	96
	10	75	76
	11	53	52
	<b>Total</b>	<b>218</b>	<b>224</b>

# Enrollment Goals

## 2022-23 SY



### **99% Enrollment**

Achieve at least 99% of CCS-approved charter enrollment.



### **English Language Learners (ELL)**

Increase the number of enrolled ELL scholars by at least 3%.

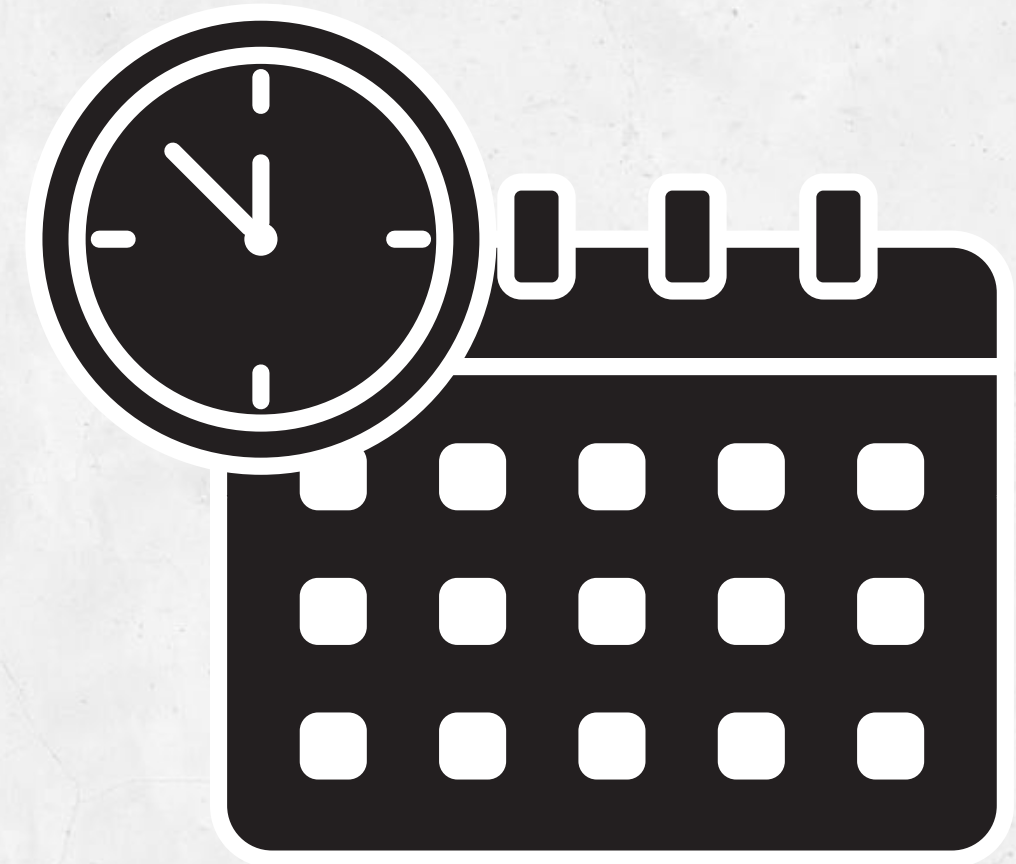


### **Scholar Retention**

Maintain at least 75% of our scholars at each grade level.



# Looking Ahead- Lottery 2023-2024



**Lottery Date: April 4, 2023**

**Time: 7:00pm**

**Location: Zoom**

## Lottery Application

**The 2023-2024  
Lottery Application will  
launch October 31 2022.**

## Recruitment Events

**Open houses will begin  
January 2023 through  
early spring.**

## Retention

**We will actively monitor  
scholar discharges to  
make improvements in  
our school community.**

# Lottery Applications Update

Theme:  
**Begin A Lifetime Of Learning**

2023-2024 SY Lottery Applications	
Grade	# of Applications Received as of 3/10/23
K	122
1	16
2	16
3	13
4	13
5	23
6	68
7	30
8	20
9	129
10	14
11	8
12	2
<b>Total</b>	<b>474</b>





# Enrollment Projections 2023-24

Theme:  
**Begin A Lifetime Of Learning**

## Approved Charter Enrollment: 1,296 Scholars

The enrollment projections for the 2023-24 school year were prepared based on the charter agreement, scholar retention data, and the age demographics in the Rockaway community.

Per the 2010 amendment to the Charter Schools Act, Challenge Prep shall demonstrate good faith efforts to attract, retain and meet or exceed enrollment and retention targets as prescribed by the Board of Regents for students with disabilities, English Language Learners, and students who are eligible for free- and reduced-price lunch.



# Enrollment Projections 2023-24

Elementary

Site	Grade	CCS Enrollment Goal 2023-24
Elementary	K	125
	1	120
	2	120
	3	120
	4	122
	5	122
	<b>Total</b>	<b>729</b>

# Enrollment

Middle School

# Projections 2023-24

Site	Grade	CCS Enrollment Goal 2023-24
Middle	6	96
	7	96
	8	96
	<b>Total</b>	<b>288</b>



# Enrollment Projections 2023-24

High School

Site	Grade	CCS Enrollment Goal 2023-24
High	9	103
	10	100
	11	76
	12	52
	<b>Total</b>	<b>279</b>

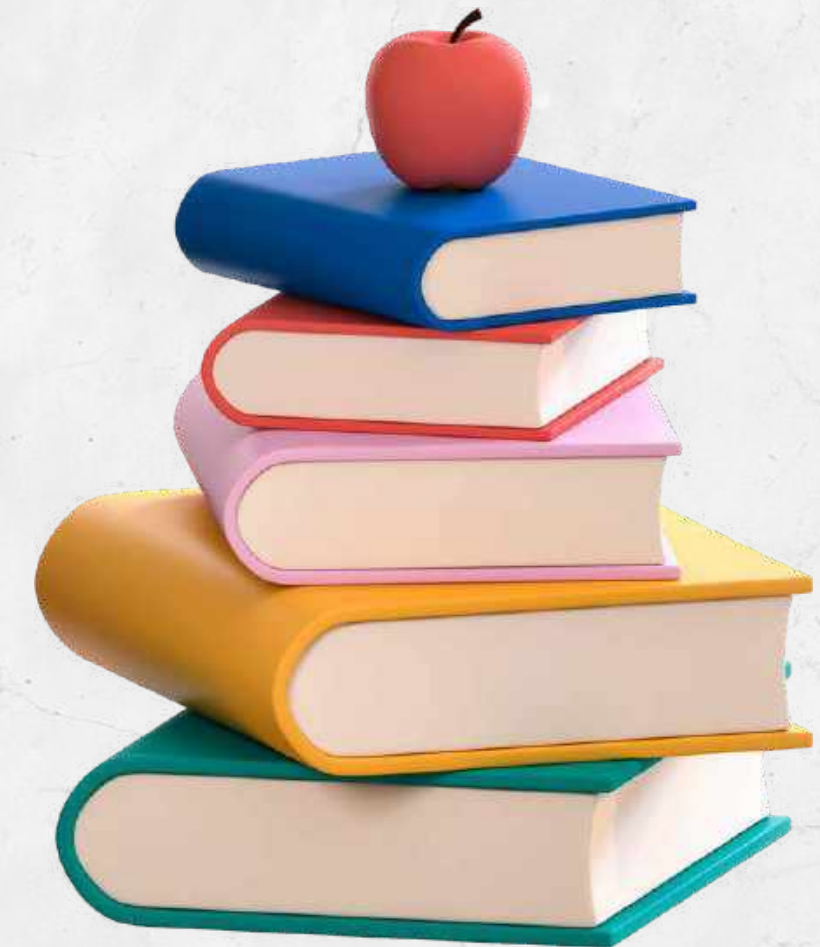


# CCS Open Houses 2023-2024

Theme:  
**Begin A Lifetime Of Learning**

**Thursday's from 5:30pm-6:30pm**

- January 12, 2023-**Canceled**
- January 19, 2023- **Completed**
- January 26, 2023- **Completed**
- February 2, 2023-**Completed**
- February 9, 2023-**Completed**
- February 16, 2023- **Completed**
- March 2, 2023-**Canceled**
- March 9, 2023-**Completed**
- March 16, 2023-





# Scholar Recruitment Lottery 2023-2024

Theme:  
**Begin A Lifetime Of Learning**



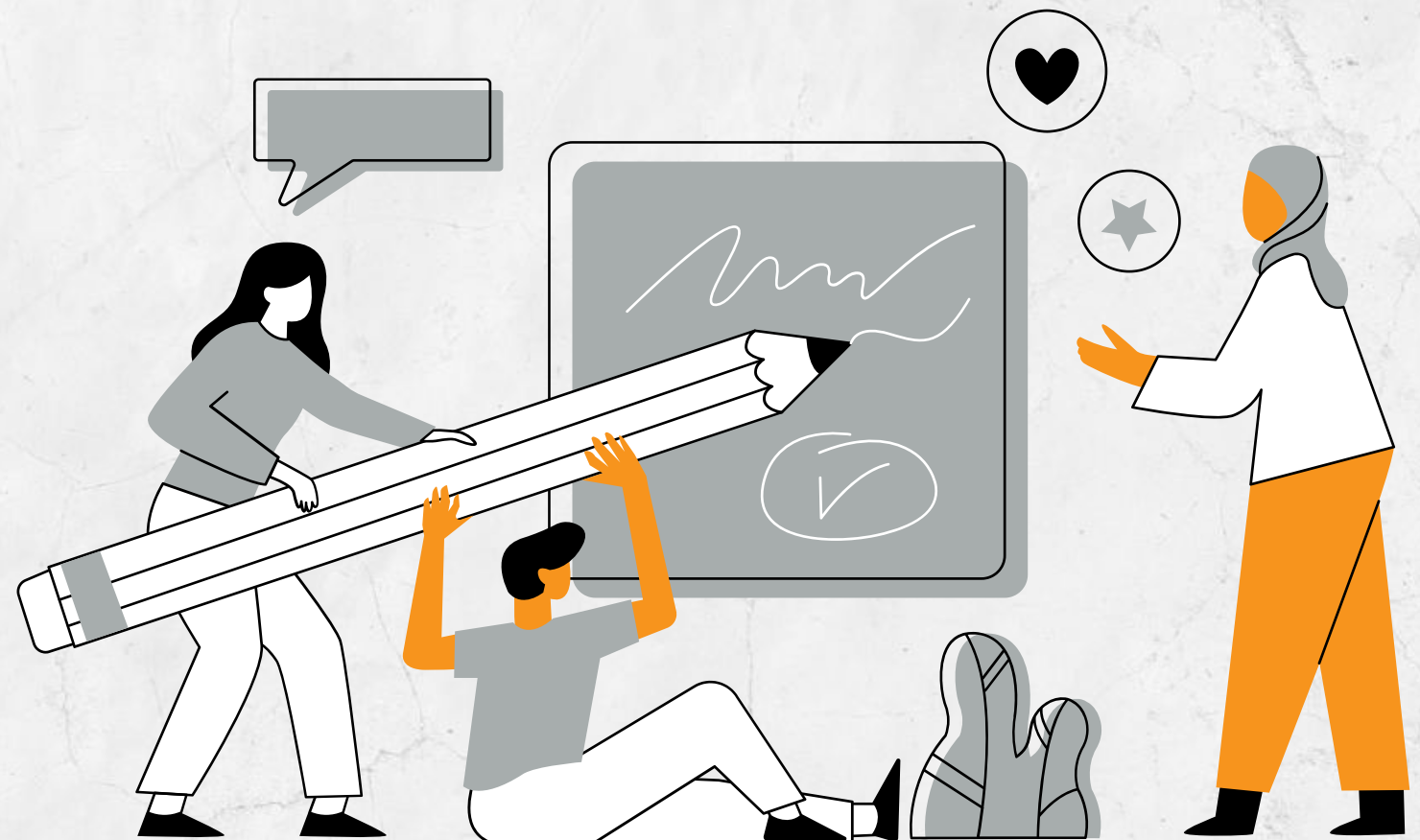
**School Wide Recruitment Initiative**  
The staff, scholars, and parents will have opportunities throughout the school year to participate in scholar recruitment.



**Community Outreach**  
Continue to partner with feeder schools in the Rockaways to recruit new families.



**Host Recruitment Events**  
Partner with the school community to host open houses and retention events.





# Attachment #8



Director of Operations  
March Board Report  
March 8, 2023

I am happy to bring to you this report of activity as the director of Operations for March 2023. I will provide you with an update of each operation management task thus far.

- Creates a detailed start-up checklist and ordering list to ensure that the school starts each: **The director of Finance has requested that all Departments submit a wish list by April 7, 2023 in order to create the 2023-2024 budget. I have created an Operations Wish List spreadsheet for the Operations Department to complete by March 24, 2023**
- Facility: Overseeing site management and development and ensuring that the school site is maintained as a safe and clean environment:

**710 Hartman Lane-** In Progress: Key distribution for all staff members. Over the winter break, on 2/22/23 and 2/23/23, the custodians completed a comprehensive project to determine which keys correspond to specific classrooms/offices. Requested a quote for the copying of the keys that we were able to locate as well as the changing of the locks for the keys we were unable to find.

On 3/2/23 a fire occurred in the boys student bathroom on the 2nd floor. The NYPD confirmed that it was started due to the toilet paper being lit. All scholars and staff were able to safely exit the building. Due to fire and water damage scholars have been receiving remote instruction until restoration is completed. Administration is completing an investigation to determine persons involved. Teachers/students in classrooms undergoing restoration will begin in person instruction at 1520 Central starting 3/20/23.

- 3/2/23 the claim was reported to Wright Insurance company
- 3/10/23 Industrial Hygienist completed testing as it relates to the lost
- 3/10/23 Belfor Property Restoration completed site visit to provide scope of work for restoration
- 3/12/23 Belfor Property Restoration
- 3/13/23 Fire Origin & Cause- Site visit to investigate the origin & cause of loss
- 3/16/23 Building consultancy -Site visit to create a plan of mitigation/demolition

**1526 Central Avenue-** Placed an order for light bulbs to replace lightbulbs in several areas of the building. Pillar Property Management has confirmed that the elevator will be updated. Equipment has been ordered, drawings to be sent to the engineer for review/approval. Once approved equipment will go into production.

**1279 Redfern Avenue-** Cracked wall repaired 2/14/23





Director of Operations  
March Board Report  
March 8, 2023

**1520 Central Avenue-** Lifting Tiles on 1st floor were repaired by Pilar Property Management on 2/17/23. Gymnasium light switched replaced by Pilar Property Management 2/ 27/23. Rear cafeteria sink leak fixed 3/11/23.

- Food and Transportation: Manages food and transportation services; **Weekly meal reports sent to school foods manager. Food service and OPT busing has been suspended at 710 Hartman Lane since 3/3/23 due to remote learning.**
- Student Data: Manages primarily student attendance at each site and generates report as needed: **Working with Ms. Samuels to eradicate disparities between system synchronization**
- Manage logistics of all special school wide events and projects;

**2023-2024 Building Updates:**

- 710 Hartman Lane: 2-5
- 1279 Redfern Avenue: K-1
- 1520 Central Avenue: 6-11
- 1526 Central Avenue: Network offices

Major events this month: 2/15/23 CCMS Open House, 3/10/23 CCHS Parent Teacher Conference, 3/13/23 Parent Teacher Association Meeting

- Manages the registration process of each scholar updating and maintaining each scholar's: **Internal audit shows that many student files are incomplete. Documented parent outreach is continuous to request missing documents.**
- Creates and oversees each site's Safety Plans; **Inquired about obtaining NYSED Business Portal credentials in order to submit Safety Plans**
- Oversee and maintains school facilities ensuring that building rules and regulations are met for all government agencies i.e. DOH, FDNY. –

710 Hartman Lane: FDNY Inspection completed 2/14/22. The following violations were given as per the fire code. Violation will be eliminated if corrected by 3/21/23. Operations manager and Principal to obtain proper certification.

- NYC Building Fire Code 901.6.3/Certificate of fitness S-95 Supervision of the alarm system
- NYC Building Fire Code Certificate of fitness F-07 Certificate of Fitness to Conduct the Drill and Emergency Drill

1526 Central Avenue Inspection completed 3/9/23. No violations were given

1279 Redfern: FDNY inspection completed on 3/2/23. The following violations were given as per the fire code. Violations will be eliminated if corrected by 4/6/23.

Operations manager and Principal to obtain proper certification.



Director of Operations  
March Board Report  
March 8, 2023

- VC17-Certificate of fitness and certificates of qualification
- VC5- Record Keeping
- Manages and maintains the Purchase Order System with the Director of Finance: This is a daily activity handled by each site's Operations Managers along with the Supervision of the Director of Operations. Designated a Point person in the Operations department for purchasing for all future orders.
- 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; Still in progress: Ordering/installation of Feminine Hygiene Products. Received vendor pricing of sanitary napkin dispensers, receptacles, and products. Ordering/installation will take place in order to be in compliance with NYC DOH regulations.
- Manages the operations Managers at each site; Operations School Aides, Operation Assistants, and Custodial Staff; This month's Operations Topics: Attendance Policy, Drills, Safety Plan Corrections, Budget Wish List
- Manages and maintains [in conjunction with the Director of Finance] the inventory of all equipment, furniture, etc. being "audit" ready at all times; To date we have not had a request from the auditors for this information, Ongoing: Updating of the inventory tracking system to document curriculum, technology, and furniture ordered/received

The operations staff is a dedicated team and we are committed to taking the necessary steps to fully support the needs of our schools, scholars, staff, and parents.

Respectfully Submitted,

*Alexyia N. McNeil*

Alexyia N. McNeil  
Director of Operations



# Attachment #9



## Director of Technology Report

March, 2023 - Dale Richardson

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### I: Current Work

1. Emergency Student Chromebook Order (1279 Redfern)
    - a. As we await our Reso A delivery, an emergency request for 80 chromebooks has been placed with CDW. They are currently awaiting our PO to process the order.
    - b. This should be made out #1 priority, as to avoid disrupting learning.
  
  2. Cyber Security Incidents
    - a. A policy was removed from GoGuardian, which led to the rebuilding of the system for all of our scholars. GoGuardian was rebuilt, and our system has returned to full functionality.
    - b. Working with CTS to mitigate a threat to our surveillance equipment.
  
  3. Potential Data Analytics
    - a. As our school has expanded, the amount of data continues to expand with it. Challenge should invest in a data analytics platform to help tighten up.
      - i. I suggest we purchase Tableau: <https://www.tableau.com/>
      - ii. Currently working with Mrs. Samuels and Mrs. Bailey, as an extra pair of eyes, to evaluate the platform.
  
  4. 710 Hartman Ln - Security Camera (Approved).
    - a. Includes classrooms: \$43,935.00 (estimate, subject to inflation).
    - b. The vendor awaits a deposite, in order to order equipment and begin work.
    - c. Once our equipment arrives, a date will be scheduled for the installation.
-



5. 1526 Central Ave - Security Camera (Pending Decision)
  - a. Quotes received
    - i. With classrooms: \$24,711.00 (I suggest we go with this package)
    - ii. No Classrooms: \$19,788.00
  
6. Upgrades to Challenge's phone systems (Sourcing vendors and quotes).
  - a. A single phone number to reach our entire organization?
  - b. The phone systems at 710 Hartman Lane & 1526 Central Ave should be upgraded as soon as possible.
  - c. Our quote from last season has expired. We are currently interviewing vendors. Hoping to implement this change during the summer months.

—

## **II: Pending budget approval - These items should be prioritized.**

1. Active Panels (aka smart boards) are needed for the 2023 - 2024 school year.
  - a. Update: Middle School is scheduled to swap places from 12-79 Redfern, to 15-20 Central Ave. Boards should be ordered promptly in order to avoid service delays.
  - b. Currently, 12 boards are needed in order to have 1520 Central Ave. fully outfitted and ready for scholars to utilize each room.
  - c. I also suggest ordering 4 extra "rolling boards" (one for each site), which can be used in case of an emergency where a classroom board malfunctions.



- d. At the moment, quotes on board are (ca) \$5,900.00. However, this rate will need to be updated (may become more expensive) at the time of our order (most likely cost will reduce with a larger quantity order).
2. Independent Cyber Security Audit for the entire organization (this has a soft approval via Dr. Mullings. Follow Ups to begin shortly).
- a. An independent cyber security assessment should be completed in order to satisfy various insurance and state requirements. Ex: [https://www.dfs.ny.gov/industry\\_guidance/cybersecurity](https://www.dfs.ny.gov/industry_guidance/cybersecurity)
    - i. The quote received: \$42,327.00 (this quote is now aged and will require a new, possibly more expensive quote).
  - b. Dr. Mullings has forwarded me the NYSED recommendation:
    - i. Via: <https://www.cisa.gov/protecting-our-future-partnering-safeguard-k-12-organizations-cybersecurity-threats>
    - ii. The NYSED's version is more of a blanket suggestion.
    - iii. I strongly suggest tailoring "cyber security" to the specific needs of Challenge.

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### III: Risk Factors

- 1. Parent Academy and Computer Lab at 1520 Central Ave. require desktop computers to accommodate larger groups.
  - a. Update: Desktops were ordered via Reso A. Updates will be posted as they become available.



2. Lenovo Laptop Inventory shortage.
  - a. Update: Laptops were ordered via Reso A. Updates will be posted as they become available.
  
3. Student Chromebooks
  - a. Update: Laptops were ordered via Reso A. Updates will be posted as they become available.
  - b. As a heads up, warranties on Chromebooks expire 3 years after purchase.
  - c. Spacing out purchases and ordering 300 - 400 chromebooks each year will be best. It will not hit the budget or logistics as hard. Plus, it gives us room to repair and scale up/down if necessary. This is known as “order throttling,” and you may read up on a similar concept at the following url: <https://olosupport.zendesk.com/hc/en-us/articles/115002752386-Order-Throttling-Strategies-Overview>





# Attachment #10

**Performing Arts Department Update**  
**Board of Trustees Meeting**  
**MARCH 2023**  
**Challenge Preparatory Charter School**  
**Prepared By:**  
**Anwar Robinson, MEd / SDL / SBL**  
**Director of Performing Arts**

**Summary**

This comprehensive outline provides a glance at the facets of the Department, while also framing gains and needs for stakeholders of the Challenge Preparatory Charter School, for the Month of March 2023

**Department Vision Statement**

*Challenge Scholars will find their voice and point of view through refined and rigorous practice, manifesting their artistic abilities through high-quality music, performance, and fine arts exhibitions for their schools, families, and community.*

**Objectives**

Performing & Fine Arts Department Vision (SY2022-2023) available per request.

**Major Projects**

- ❖ **ONGOING CURRICULUM DEVELOPMENT & IMPLEMENTATION**
- ❖ **TEACHER PROFESSIONAL DEVELOPMENT & EVALUATION PROGRAM**
- ❖ **[HARLEM RENAISSANCE 2023 \[Gantt Chart HERE\]](#)**
  - **ALBUM RECORDING: IN PROGRESS**
  - Participants:
    - Challenge Charter Middle School
    - Mr. Alvin Jones
    - Ms. Tequan Henry
    - Ms. Kim Messer
    - Mr. Dale Richardson
    - Support Staff (TBA)
  - **LIVE PERFORMANCE PREVIEW: FRIDAY, MARCH 31, 2023**
    - TBD based on rehearsal progress

**Challenge Charter High School**

- ❖ Music Curriculum Development Approved and in Progress by A. Robinson
  - Instruction continues under the purview of A. Robinson, assisted by Alvin Jones
    - [CCHS – Grades 10 & 11 \(Syllabi and Curricular Documentation\)](#)
  - Grade 10 / Semester 2: **Composition / Songwriting**
  - Grade 11 / Semester 2: **Piano**
    - Grade 11 Scholars took a vote to determine their next course of study
    - Course Description: *Piano courses provide students with an introduction to and refine the fundamentals of music and keyboard techniques such as scales, chords, and melodic lines and then offer instruction in more advanced techniques. Formal and informal performances are typically included.*
  - **Recent Teacher Observations**
    - [March 2023](#)

### Challenge Charter Middle School

- ❖ Music Curriculum Developed, Approved and Launched by A. Robinson
  - Curriculum in implementation and revision stage in collaboration with Performing Arts Teaching Assistant, Tequan Henry
- ❖ **Program Scope**
  - General Music Classes for Grades 6 – 8
    - [CCMS Music Curriculum](#)
  - Musical Theatre Troupe — In Progress
    - [ORIGINAL MUSICAL: Harlem Renaissance Comes to Far Rockaway](#)
  - Grade 8 End-Of-Year (EOY) Project to begin in April 2023
  - SoundTrap® DAW (digital audio workstation) featured as a supplementary music creation / production platform for Quarter 3 (January 31 – April 17, 2023)
  - **Recent Teacher Observations**
    - [March 2023](#)
- ❖ **Music Teacher with Music Content Knowledge and Pedagogical Acumen HIGHLY RECOMMENDED at this juncture.**

### Challenge Preparatory Charter School

- ❖ Performing Arts: General & Vocal Music Program
  - Program under developmental approval and guidance by A. Robinson
  - Nicholas Green, Music Teacher
    - Instructor for Elementary School Music Classes — under direct supervision of A. Robinson, with support from Building and Network Admin / Director for Elementary School(s)
    - Certification Pending
      - [NYSTCE Scheduled for Saturday, April 8, 2023](#)
  - [CPCS Music Curriculum](#)
  - Recorder Program in development — pending parent / families' participation
  - **Recent Teacher Observations**
    - [March 2023](#)

### Programming for SY2022-2023

- ❖ Network & Community-Wide Events
  - Winter Holiday Extravaganza (Thursday, 12.22.2022) **[COMPLETED]**
  - *Harlem Renaissance Comes to Far Rockaway* (Date: March 31, 2023)
  - Spring Concert (Date: May 2023)
  - GRADUATIONS (Kindergarten, Grades 5 & 8 — June 2023)
- ❖ Site-Specific Events
  - Special Assemblies
  - Visiting Guest Artists
  - **Liaising with Community Arts Provider Programs**
  - **ALL PENDING ON BUDGET and SCHEDULING**

### Programming for SY2023-2024

- ❖ Planning in progress — Pending Collaboration with Principals and Director of Finance / HR

### Gains

- ❖ All CCS sites have Music Arts Programming being delivered to Scholars
- ❖ Communications Department support in promoting Performing Arts Events
- ❖ Network-Wide Performing / Fine Arts Reporting structures continue to be under review by Dr. Les Mullings & Mr. A. Robinson

## Needs

- ❖ *Renaissance...* Tech Week Details at Far Rockaway Community Church — TBD with Dr. Mullings and Director Robinson
- ❖ **Strong Music Teacher for the Middle School: Needs to have a Bachelor's Degree in Music, Content Knowledge, and Pedagogical Acumen to launch and operate the program independently**
- ❖ Support from The Organization for the Professional Development and Continued Education for Performing Arts Teacher Assistants — proposal pending on assessment of the Program and Approved Budget for SY2023-2024.

## Continued Work

At the midpoint of SY2022-2023, taking a step back to evaluate the progress and parameters of the programs is now the priority. The following three prongs will be used to evaluate the program's effectiveness and reach:

- Music Curriculum In-Progress (Grades 2 – 11)
- The Social Emotional Learning (SEL) Contributions of the Music & Performing Arts
- The Program in Context of the Overall Educational Program

Congruence with the overall program will be further realized as more time is allotted to confer with the Senior Directors of Teaching and Learning, Principals, and Directors. The overall goal will be to ensure alignment with our Charter and our Founder's Vision in accordance with the goals for our upcoming review.



# Attachment #11

## Board Report

### Finance Report

- Total projected revenue for FY23 is \$24,651,640.
- Total projected expenses for FY23 is \$27,547,958.
- Projecting to end the year in a deficit (-\$255,316) if we cannot control spending.
- Professional services budget over by \$520k, projected to be over by \$820k by year end; Professional development budget over by \$107k; Curriculum and classroom expenses over by \$112k; Facilities over by \$968k.
- We are still working on the entries for ASC842 so those are not yet reflected on the statements.

### Banking

- The school is proposing a change from HSBC to Chase Bank, NA as the principal bank for operating accounts with Metropolitan Commercial Bank housing our savings account.

### Human Resources Report

Open enrollment begins soon, the staff has been notified

Number of Employees	174
Number hired this school year	46
Number terminated this school year	38
—>Teachers	19
—>Teacher Assistants	4
—>Custodians	3
—>Security Guards	2
—>Pupil Support/School Aides	5
—>Other	3
Tenure 0 - 1 year	37
Tenure 1 - 2 years	50
Tenure 2 - 5 years	39
Tenure > 5 years	48
Average Tenure (years)	3



## **2022-23 School Year Board Meeting #10 Minutes**

Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2022-23 School Year Board Meeting #10 at 6:30 PM on April 26, 2023.

Frederica Jeffries, Chair requested verification from the members present of "The Notice of Meeting" sent to each of the board members 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:

- Public Posting at CPCS Offices
- CPCS Websites and Social Media Sites

Frederica Jeffries, Chair of the Board of Trustees called the roll of the board.

Members present: Frederica Jeffries, Dr. Michelle Daniel-Robertson, Karon McFarlane, Ben Waxman, Gertrudis Hernandez, Andrew Barnes, Linda Plummer, Dr. Michelle Daniel-Robertson

Members absent: None

Also present: Dr. Mullings, Donna Webster

The Chair offered an opportunity for any questions from the public.

1. The Agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2022-23 School Year Board Meeting #9. The minutes were approved by common consent.
3. The Chair called for the report of Dr. Les Mullings, CEO. Dr. Mullings, who recognized the various reports provided by CPCS Directors and Principals that were sent prior to the meeting.
  - Scholars are going through state assessments. The third grade took their ELA test. Their math test is next week.
  - Graduation is on the 13th of June for middle school. Our board chair is our speaker.
  - Preplanning for the new school year is continuing. The middle school will be moving to the front building of 15-20 Central until the Arverne building is opened. K-1 will be moving to our Redfern facility. Second to Fifth grade will be moving to the 710 Hartman Lane building.
  - We are planning for the Summer Boost again. We are expanding the culinary arts curriculum. We have music, arts, dance, and sports. We anticipate 100 percent attendance in the kitchen.
  - We are preparing for renewal. We are in the phase of reviewing things that should be changed or added to the charter. We reviewing our areas of opportunities and focusing on our strengths
  - We are anticipating a visit from our authorizer.



- We will be hosting our spring concert. This year it will be recorded and packaged as a video.
  - We are coming up to our 15-year mark.
4. The Chair called for the Financial Report for the month of March:
- We were approved to serve 300 students with Summer Boost.
  - Our employee benefits cycle is renewed.
  - We have tentative dates for our Audit. We are expecting it to begin in June and end in August.
  - We entered into an additional contract at 1418 Central; where the kitchen is housed.
  - The upcoming event is the ASC adjustments for the lease standards.
5. The Chair called for the presentation of the April 2023 Personnel report. Dr. Mullings responded that there are no other personnel changes at this time.
7. The Chair mentioned the next meeting on May 24, 2023. The report was received, and the meeting adjourned by common consent.

Respectfully Submitted,

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Karon McFarlane  
Secretary



Attachment #1  
See Prior  
Month  
Minutes for  
Minute  
Attachments



## **2022-23 School Year Board Meeting #9**

Minutes Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2022-23 School Year Board Meeting #9 at 6:30 PM on March 26, 2023.

Frederica Jeffries, Chair requested verification from the members present of “The Notice of Meeting” sent to each of the board members 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

Frederica Jeffries, Chair of the Board of Trustees called the roll of the board.

Members present: Frederica Jeffries, Dr. Michelle Daniel-Robertson, Karon McFarlane, Ben Waxman, Gertrudis Hernandez, Andrew Barnes, Linda Plummer, Dr. Michelle Daniel-Robertson

Members absent: None

Also present: Dr. Mullings, Donna Webster

The Chair offered an opportunity for any questions from the public.

1. The agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2022-23 School Year Board Meeting #8. The minutes were approved by common consent.
3. The Chair called for the report of Dr. Les Mullings, CEO. Dr. Mullings recognized the various reports provided by CPCS Directors and Principals that were sent prior to the meeting.
  - We are currently going through repairs at our 710 Hartman Lane location due to a fire. Our students are safe but displaced. All K-3 are remote. K-2 Scholars are expected to back in the building very soon. The other areas that were affected by water are secluded. Cleaning and testing will begin. The K-2 return is set for next Wednesday the 29th.
  - The 3rd graders will be coming to 15-20 Central starting March 29th. The network office will help engage them.
  - We are working on getting Summer Boost and Sylvan Learning Center. We are trying to close the learning gap. We don’t want to encourage the “Pandemic Kids” title. We want our scholars to be known as “Children who triumphed in the midst of adversity”. The teachers and TAs are being trained to do the work through Sylvan. For now, the lowest 100 students are our target.

The teachers know the students. We have data on every scholars that identifies the state of our scholar

- The lottery is next month.
- Borough President Donovan Richards and the chancellor's brother, Terry banks, visited the school this week.
- We were informed that we are up next for the JFK funding.

4. The Chair called for the Financial Report:

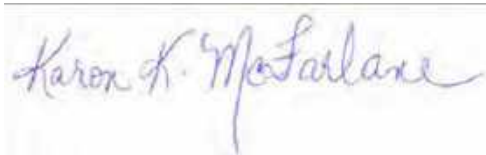
- Donna Webster shared that we currently projected to end the year with a \$255,000 deficit. We are actively scaling back.
- Main area of concern: The PD budget is currently over.
- We are looking to change our banking relationship. We are proposing to use JP Morgan Chase as our operating account. We are proposing Metropolitan Commercial Bank for our savings. Metropolitan Commercial Bank has a higher yield than other banks.

5. The Chair called for a motion to use JP Morgan Chase as our operating account and Metropolitan Commercial Bank for our savings. Gertrudis Hernandez motioned to approve. Karon McFarlane seconded the motion.

6. The Chair called for the March 2023 Personnel report. Donna Webster responded that there are no other personnel changes at this time.

7. The Chair mentioned the next meeting on April 26, 2023. The report was received, and 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 and is positioned above a horizontal line.

Karon McFarlane  
Secretary



# Attachment #2



## Senior Director of Teaching and Learning K-5

### April 2023 Board Report

Covering 3/10-4/6, 4/17-4/20

Kentia Coreus

## Enrollment Compliance

Grade	Total Scholars	Target Enrollment	Number of SWDs	Number of ELLs
K	122	120	10	7
1	116	125	16	3
2	116	125	20	8
3	117	125	23	5
4	99	104	19	7
5	99	104	15	5
<b>Totals</b>	<b>669</b>	<b>703</b>	<b>103</b>	<b>35</b>

source: March 31, 2023 Student Enrollment Weekly Report

## Ongoing Teaching & Learning Tasks

- Manage personnel, curricula, relationships, 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 at both elementary sites
- Supervise the K-5 principal and administrative team by conducting regular check-ins, bi-weekly supervision meetings, and providing feedback on instructional leadership
- Listen and respond to staff and family grievances
- Support human resource activities such as reviewing the credentials of international candidates, recommending teacher salaries, conducting final interviews
- Responding to compliance and legal issues at it relates to staffing and the academic program

## Response to March 2, 2023 Fire at 710 Hartman Lane

The SDTL held meetings with the director of operations, principal, and other key personnel in a continued response to the fire with a focus on returning grade K-3 scholars to in-person learning. After eighteen days of remote learning, scholars in grades K-2 returned to Hartman on March 29, 2023 and scholars in grades 3 reported to 1520 Central Avenue on the 4th floor. This interim plan involved the coordination of the instructional and operations teams. The SDTL also engaged the human resources department for assistance with securing team members from the network team to support efforts relating to hosting the grade 3 scholars at the 1520 Central site.

## **Staffing and Leadership Recruitment**

We have resumed the use of School Professionals Temporary Employment Agency and other sources for our immediate teacher and teacher assistant vacancies while we identify more permanent staffers. The current vacancies are: Grade 1 Gen-Ed-ICT Leave Replacement; Grade 2 Gen-Ed -ICT Class Leave Replacement; Grade 3 Gen-Ed-ICT classroom teacher; Kindergarten and Grade 3 Teacher Assistant leave replacements and lastly K-2 SETSS provider leave replacement and an additional SETSS provider for compensatory services.

The K-5 special projects coordinator is taking the following action steps to support recruitment:

- Posting vacancies on Lever which gets distributed to Indeed and LinkedIn
- Sharing all job descriptions with the principal for internal recruitment
- Listing vacancies with Alternative Tutoring, School Professionals and Practice Benefit Corp and continues to identify and research other viable sources
- Vacancies sent to Ms. Messer to post on our Facebook, Instagram, and our monthly newsletter
- Posting vacancies on personal LinkedIn Page
- Connecting with all local area colleges with teaching programs for recent graduates and alumni
- Reviewing all candidates in Lever who have applied to other instructional roles at the school

## **Leadership Evaluations**

In lieu of formal evaluations, all elementary leaders will have a mid-year reflection meeting where their performance data is reviewed and discussed. The goal of this meeting is to ensure clarity of roles, norm on expectations, and collaboratively develop individualized goals that meet the needs of the school and align with the leader's current level of effectiveness. The SDTL completed the principal mid-year reflection meeting. The principal and SDTL collaboratively led the meetings for AP Thomas and AP Ward-Brew. Meetings for AP of SPED and data specialist will be held at the end of April.

## **Special Education and Teacher Certification**

The SDTL is participating in a three-part PIPELINE series at The Collaborative focused on serving special populations. Below is a summary of key information shared related to teacher certification. This information has been submitted for review and approval by the chief executive officer for official adoption.

**BIG IDEA:** Schools need to capitalize on our charter flexibility to meet special education legal mandates but more importantly, to meet the needs of the children we currently have in front of us as we strive to meet our mission and vision.

### Element 1: Understanding the Flexibility within Education Law 2854 Sec. 3(a-1)

- We can have up to 15 uncertified teachers and still be in compliance
- NYS charter schools are allowed to assign teachers out of their certification subject or grade level and still count as certified for compliance. This is called "certified by definition."
- Schools are legally bound by its charter. If we say we will only have certified special education teachers we must do that. Note: We can make amendments to this during our renewal process.



Element 2: Prioritize serving students well (not just the law)

- Be creative with staffing, the recruitment pool is steadily decreasing
- Train and promote staff who are qualified, have strong relationships with students, and who have a strong track record

Reference: [Certification Presentation from Charter Center Legal Counsel](#)

**Updated Disciplinary Policy**

The New York City Department of Education provided us with feedback on our revised discipline policy submitted mid-August 2022. The SDTL made revisions and submitted to the CEO for review on April 24, 2023. A revised draft is due to the NYCDOE by April 28, 2023.

One component of the feedback was that our current process for appealing disciplinary hearings is out-of-compliance with state law. The following process has been submitted for review and approval.

Appealing a Disciplinary Hearing Decision

The director of pupil personnel services serves as the hearing officer and facilitates the hearing. After the hearing and review of evidence submitted by the school, the hearing officer will make available the finding of facts and recommendations regarding the appropriate measure of discipline to the chief executive officer (“CEO”). The hearing officer’s report is advisory to the CEO who may accept or reject all or any part of the report, unless the hearing officer is expressly authorized to make final determinations. 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 principal or designee will notify the scholar’s parent/guardian of the final decision by email and in writing via certified mail. An appeal can be made to the Board of Trustees by writing to the board within (10) business days (unless the parent/family can demonstrate dire circumstances preventing them from doing so earlier). The Board of Trustees will issue a final determination within ten (10) business days of receiving the appeal:

**Contact Information for the Board of Trustees:**

***To be inserted***

An appeal of the Board of Trustee’s decision can be made to our authorizer, the New York City Department of Education “NYCDOE”). Completing the [Charter School Complaint Form](#) is part of the NYCDOE’s complaint process.

**Contact Information for the NYCDOE:**

Office of School Design & Charter Partnerships  
New York City Department of Education  
100 Gold Street, Suite 3500 New York, NY 10038  
Contact 212-374-5419 or [charteroversight@schools.nyc.gov](mailto:charteroversight@schools.nyc.gov)

**A further and final appeal can be made to the New York State Board of Regents.**

**Contact Information for the Board of Regents:**

The NY State Board of Regents  
 NY State Education Department  
 Charter School Office, Room 465 EBA  
 89 Washington Avenue,  
 Albany, NY 12234  
 518-474-1762

**Charter Renewal Preparation**

The network leadership team will begin its preparation for charter renewal by engaging in preparation meetings. Below is a calendar of topics.

Date	Item/Focus
<p>April 20, 2023</p>	<p><b>Pre-Work:</b>            Read our <a href="#">NYCDOE Charter Accountability Goals Oct 2019</a>            Read our <a href="#">NYSED Accountability Goals</a></p> <p><b>Agenda</b>            What does it mean to be a charter school?</p> <ul style="list-style-type: none"> <li>● Understanding NYS Charter Law               <ol style="list-style-type: none"> <li>1) Why do charter schools exist?</li> <li>2) What is legally mandated by charter law?</li> <li>3) One school, multiple sites</li> </ol> </li> <li>● Reviewing our NYCDOE and NYSED Accountability Goals               <ol style="list-style-type: none"> <li>1) Which goals are we individually accountable for?</li> <li>2) What changes need to be made to our NYSED Accountability Goals?</li> </ol> </li> </ul>
<p>April 27, 2023</p>	<p><b>Pre-Work:</b>            Read the <a href="#">NYCDOE Renewal Guidance for NYCDOE- Chancellor Authorized Schools</a></p> <p><b>Reference:</b>  <a href="#">NYCDOE Accountability Handbook</a> for Charter Schools</p> <p><b>Tentative Agenda</b>            FOCUS: Understanding the NYCDOE charter renewal process and how our roles are impacted</p> <ul style="list-style-type: none"> <li>● Unpacking the three essential questions               <ol style="list-style-type: none"> <li>1) Is the school an academic success?</li> <li>2) Is the school effective and well run?</li> <li>3) Is the school financially viable?</li> </ol> </li> <li>● Understanding our role/s during the renewal process               <ol style="list-style-type: none"> <li>1) The deliverables</li> <li>2) Assessing our readiness</li> </ol> </li> </ul>
<p>May 11, 2023</p>	<p>Analyzing our current charter term, Part I</p> <ul style="list-style-type: none"> <li>● Reviewing our last charter application and beginning to evaluate our progress against charter school goals, Part I</li> <li>● Proposing changes/updates</li> </ul>

May 17, 2023	Visit from Dr. Raisa Schwanbeck, new Senior Director of Charter School Authorization with the DOE
May 25, 2023	Analyzing our current charter term, Part II <ul style="list-style-type: none"> <li>● Reviewing our last charter application and beginning to evaluate our progress against charter school goals, Part II</li> <li>● Proposing changes/updates</li> </ul>
June 15, 2023	Clarifying summer tasks and timelines in preparation for renewal <ul style="list-style-type: none"> <li>● Reviewing our to-do list</li> <li>● Developing work teams and timelines</li> </ul>
August 8, 2023	Checking-In <ul style="list-style-type: none"> <li>● Discussing our progress</li> <li>● Planning next steps</li> </ul>
August 17, 2023	Finalizing our charter application <ul style="list-style-type: none"> <li>● Provide feedback to JPS Solutions</li> </ul>
Sept 1, 2023	Submit renewal application
Sept-Oct	Plan for two-day renewal visit



# Attachment #3



**Ms. Nicole Griffin**

Challenge Preparatory Charter School- Elementary  
Principal Report - Recapping March  
**April 25, 2023**

**Attendance**

An accurate account for attendance was difficult due to 18 days of remote learning.

In efforts to improve attendance and hold parents accountable, attendance will be attached to verification letters moving forward. This will show agencies the accountability of the parent.

**School Wide Goals (Ongoing)**

- Questioning and Discussion Techniques (3b)
- Engaging Students in Learning (3c)
- Assessment in Instruction (3d)

We continue to work toward these three goals by providing continued professional development

**Curriculum and Instruction**

**Where are we NOW?**

We recognized the need for professional development in the area of (3C) Engaging Students in Learning. We incorporated professional development and tracked teacher’s progress around the following areas:

Are students turning and talking?
Are students thinking, pairing and sharing?
Are students using white-boards though-out the subject to show their thinking?
Does the teacher use popsicle sticks to call on scholars to answer a question?
Is the teacher asking questions that prompts students to have a discussion? ( Not a one word response?)
Are scholars actively participating in the classroom by

raising their hand and/or having a conversation?

Based on our data, teachers need additional professional development in the area of questions that prompts students to have discussion (3B) and how to use whiteboards effectively throughout the day.

### **Units of Study**

Angela Lalor and AP Ward-Brew continue to partner as we refine the Reading and Writing units of study. Teachers provided input which helped create the upcoming 2023-2024 SY units.

When we embarked on the process of creating our units of study, we understood that it will take numerous years to "perfect". As we enter year three, the feedback obtained from teachers has included a desire for more fiction based books with the goal of increasing scholar interest. To that end, some modifications have been discussed. We have decided to change the last unit of study to an author study unit. This modification will be made schoolwide, K-5. Please note the tentative units for the school year 2023-2024.

**Unit 1: All About Me / Global Citizen**

**Unit 2: Author Study (grade specific)**

**Unit 3: Pioneers and Trailblazers**

**Unit 4: Poetry (K-2) Test Prep (3-5)**

**Unit 5: Rising to the Challenge**

### **State Mock Test**

Scholars in grades 3-5 completed a pre and post MOCK exam to prepare for the upcoming state exams. Based on the data from the pre exam, teachers created action plans and implemented the plans.

### **Unpacking of the Standards**

Continuing this year, Assistant Principals plan with teachers to unpack the standards. With the leadership support, we have seen growth in the area of aligning the standards and objectives. We continue to align the assessments with the objectives(outcome). This work continues with Angela Lalor, the Units of Study consultant.

### **SPED**

- Catholic Charities is projected to start with us on April 24, 2023. AP Qureshi has worked with Mrs. Richards to ensure a smooth transition. They will be located in room C5. Parents and scholars will utilize the resource. We will begin with 9 families.
- 1:1 coaching and feedback continues to take place with ALL ICT classroom teachers. The focus is around creating a PLOP. This information informs the development of IEP goals.

- Accommodations for scholars in grade 3-5 for the state test were made and carried out.
- SETSS- We were able to find a SETSS teacher who has added value to the organization through School Professionals. He will continue to work his regular caseload and provide make-up hours for scholars who missed services due to one of CPCS SETSS teachers out on medical leave.

### **Action Steps Following the Fire**

- On 3/2/2023, a small fire occurred in the boys bathroom, located on the second floor at 710 Hartman Lane. Due to the results of the fire, scholars in grades K-3 started remote learning on 3/3/2023. Scholars were welcomed back to the building on March 20, 2023. Scholars in grade 3 arrive at 710 Hartman Lane by 8:15am. Scholars and staff take a shuttle bus over to 15-20 Central Avenue to receive instruction. Staff from the upper leadership team, Principal/ SDTL of the high school welcomed the staff and scholars with open arms.

### **Highlights**

- Scholars transitioned back to 710 Hartman smoothly. We decorated the building with balloons and banners. All stakeholders were excited
- SEL focused around responding to emergencies was provided for scholars in all grades
- March Madness days - Crazy sock day and wear green was allowed on Fridays





# Attachment #4



# CHALLENGE CHARTER SCHOOL

## 2022-2023 Principal's Monthly Board Report

*Mavgar Mondesir-Gordon, Principal (Grades 6-11)*

### School Year 2022-2023 Report April 26, 2023

Current CCHS Enrollment:

Cohort Group	Grade Level	Enrollment as of...									
		Sept, 9, 2022	Oct. 15, 2022	Nov. 28, 2022	Dec. 16, 2022	Jan. 13, 2023	Feb. 10, 2023	Mar. 14, 2023	Apr. 25, 2023	May 20, 2023	Jun. 21, 2023
#3	G. 11	51	52	53	53	53	53	52	51		
#4	G. 10	73	77	77	76	75	75	76	76		
#5	Gr. 9	90	89	96	96	96	94	96	96		
<b>TOTAL</b>		<b>214</b>	<b>218</b>	<b>226</b>	<b>225</b>	<b>224</b>	<b>222</b>	<b>224</b>	<b>223</b>		

Current CCMS Enrollment:

Cohort Group	Grade Level	Enrollment as of...									
		Sept, 9, 2022	Oct. 15, 2022	Nov. 28, 2022	Dec. 16, 2022	Jan. 13, 2023	Feb. 10, 2023	Mar. 14, 2023	Apr. 25, 2023	May 20, 2023	Jun. 21, 2023
#6	Gr. 8	73	88	92	72	72	71	71	71		
#7	Gr. 7	95	92	96	96	93	91	91	92		
#8	Gr. 6	92	69	71	88	86	86	84	82		
<b>TOTAL</b>		<b>260</b>	<b>249</b>	<b>259</b>	<b>256</b>	<b>251</b>	<b>248</b>	<b>246</b>	<b>245</b>		

CCMS/CCHS Attendance Statistics:

Cohort Group	Grade Level	Attendance Rates									
		Aug 31, '22 - Sep 9, '22	Sep 12, '22 - Oct 15, '22	Oct 18, '22 - Nov 28, '22	Nov 29, '22 - Dec 16, '22	Dec 19, '22 - Jan 14, '23	Jan 13, '22 - Feb 10, '23	Feb 17, '22 - Mar 14, '23	Mar 21, '22 - Apr 25, '23	Apr 15, '22 - May 20, '23	May 21, '22 - Jun 20, '23
#3	Gr. 11	82%	84%	84%	86%	85%	80%	86%	87%		
#4	Gr. 10	46%*	50%*	82%	83%	82%	81%	88%	88%		
#5	Gr. 9	71%*	78%*	83%	86%	84%	81%	86%	87%		
#6	Gr. 8	96%	88%	97%	100%	100%	100%	100%	100%		
#7	Gr. 7	97%	94%	99%	99%	99%	98%	99%	100%		
#8	Gr. 6	96%	93%	100%	99%	100%	100%	100%	100%		



CCMS Average	90%	96%	99%	99%	99%	99%	99%	100%		
CCHS Average	65%	70%	84%	86%	84%	80%	87%	87%		
6-11 Average	81%	81%	91%	92%	92%	90%	93%	94%		

**ATTENDANCE:**

Administrative efforts aimed at improving attendance rates have been successful so far. Grades 6-11 participate in a mandatory Buy-back program wherein scholars are required to sit for instruction during lunch or from 3:50 PM to 4:30 PM to make up for time and work they missed by being late to school. **Added to the Buy Back Program will be aggressive home visits, Parent meetings, and in some instances, ACS calls for academic neglect for scholars who are habitually late despite our efforts to get them to school on time.**

**STAFFING:**

CCMS and CCHS continue to face shortages in staffing. Nonetheless, we continue to use our creativity to ensure that scholars are always before instruction and that we do our best to meet the expectations of our scholars and their parents. With the lifting of mandatory COVID-19 vaccinations, we anticipate more applicants to fill open positions.

To date, this is our progress:

- CCHS welcomed Mr. Steven Clarke as the High School Earth Science Teacher and Mr. Joebert Bajolo as the new High School Geometry Teacher.
- Global History 10 will continue to be covered by AP Canzoneri.

Please see the vacancies below:

- CCMS: TAs in Humanities. 6,7,8
- CCMS/CCHS:
  - ENL Teacher ( Based on the number of ELLs enrolled and their levels of language proficiency) - Recent interview for this position.
  - 7th Grade Science Teacher
  - 7th Grade Humanities Teacher
- CCMS SPED Certified SETSS Teachers: Grades 6, 7, 8
- CCHS:
  - Spanish II Teacher - Covered by Ms. Gomez, ENL Teacher, and Mr. Medina
  - PE/Health Teacher #2 - Based on the student enrollment- Recent interview for this position.
  - CTE - Health 1

CCMS and CCHS will begin the recruitment for the 2023-2024 school year. All positions will be posted in order to prepare for expected and unexpected vacancies in the future.



### **CURRICULUM, INSTRUCTION, AND ASSESSMENT**

At this time of the year, we turn heavily to assessments with the addition of Test Prep as a genre. At CCMS, The Lavinia Group has been our Consultant and is working strategically alongside our Admin team and teachers to provide scholars with strategies and skills to take and pass their New York State assessments in Mathematics and English Language Arts. At CCHS, we have grouped our scholars into subgroups to ensure that they get more granular support to take their Regents successfully. These tutoring classes begin at 3:45 p.m. and end at 4:30 p.m.

CCMS and CCHS will continue to focus on weekly mini-assessments in all areas using iReady for the Math and ELA core, as well as Castle Learning. Allowing us to utilize the: Teach - Assess- Analyze Data - RTI - Assess cycle.

Sylvan Learning Tutoring has launched at CCMS for Math and at CCHS for Algebra I beginning on March 1, 2023.

At CCHS, SAT Preparation has begun during scholar lunch periods for the 10th and 11th graders. Ms. Zak has been hosting the sessions for the scholars and working with the College Board for Special Education accommodations.

### **SOCIAL-EMOTIONAL LEARNING (SEL)**

- At this time, CCMS/CCHS teachers are engaged in growing their knowledge in the RULER-MTSS for adults. Teachers are given portions to work on weekly, which is discussed at the beginning of our Friday PDs.
- The SST Team has also received invitations to work on the RULER with Ms. Richards - Director of Pupil Personnel Services. They also meet every First Friday of the month to engage in PD with her.
- CCMS will work with the Second Step Curriculum, and CCHS will work with the Overcoming Obstacles Curriculum.
- We await the first lessons from the consulting firm, Windows of Opportunity - Hal Eisenberg – for the “HEAL” curriculum for Advisory.
- We have launched Naviance to ensure that our scholars receive support and guidance towards their path to and through college and career readiness.
- CPI Training for our school community also continues.

### **SPECIAL EDUCATION and ENL SERVICES**

- Dr. Lyle continues to lead the SPED work on all grade levels 6-11. Ms. Ana Gomez provides ENL services but will need support as we search for another ENL teacher due to the increase in the ENL population at our school.
- RTI continues, coupled with MTSS for scholars who need the intervention as per the IDEA and IDEiA Law.
- IEP meetings are in full swing and thus far have been doing well—As the CSE now has a new team in place.
- Principal Gordon has also joined the Principal Cohort at the Collaborative to ensure that the school is in full compliance and maintains the knowledge needed to do this work.



Our staff has also been strong attendees at the SPED and ENL boot camps and the Pipeline Program.

- CCMS/CCHS will begin work on the Language Acquisition Plan for our ELL population, as this plan does not currently exist in our school.

### **DIGITAL PLATFORMS**

- Grades 6-11 scholars will continue using a combination of digital notebooks and hardcover notebooks for all courses to build writing and engagement stamina. We will curtail the use of Chromebooks to just 9% of the instructional time in an effort to maximize engagement.

### **PARENT AND SCHOLAR OUTREACH and ACCESSIBILITY**

- We continue to meet with parents to discuss further our scholars' welfare. Some of these meetings are in person, while others are via Google Meets. We also continue to conduct outreach for attendance and home visits for scholars who are not attending.

### **PROFESSIONAL DEVELOPMENT**

- Our Social Workers and School Counselors will attend PDs with the Collaborative.
- Our CTE teachers will also attend upcoming PDs.
- Our SETTS teachers and new staff members will also attend SDI PDs in the upcoming month.
- We will continue our work with the Collaborative at the Charter School Center - joining sub-cohorts such as the SPED and MLL/ELL Bootcamps, Principal Cohort, and the SPED Pipeline Programs.
- We also continue the work with the Lavinia Group in ELA and Math. This also includes Leadership Institutes for Close Reading, Humanities, and Math Stories. Lavinia coaches are on site working with our teachers to support test prep and lesson development.
- GRADE TEAM PLANNING AND ONGOING PROFESSIONAL DEVELOPMENT
  - Professional development takes place daily:
- VERTICAL DEPARTMENT PLANNING
  - Department Teams continue to meet to discuss instructional planning across disciplines.

### **INSTRUCTIONAL OBSERVATIONS**

- The CCMS-CCHS Admin Team members have begun supporting instructional periods throughout the day to ensure that instruction is taking place and that outreach is performed as needed. Informal observations and coaching have begun through check-ins and 1:1 Instructional Supervision. TeachBoost will continue to be used for this task, with a target of 2 long observations and 5 short observations across the board for the school year.
- Evaluations have begun at CCMS and CCHS both for Leadership and staff. The Val Ed for Principals and APs is complete. Evaluations for teachers and teacher assistants are also complete. Evaluations for Teachers and other staff members continue using



**2022-2023 Principal's Monthly Board Report**  
**April 26, 2023**  
*Mavgar Mondesir-Gordon, Principal (Grades 6-11)*

- Danielson Framework for Teachers, Social Workers, Guidance Counselors, and Deans
- Self-created rubrics for all other supporting staff. Leaning on research.



# Attachment #5





## Director of Pupil Personnel Services

### April Board Report

#### School Health Liaison

##### April Positive COVID Results

1 Positive case

- SmileNY serviced scholars for their 6 month check-up
- St. John's Episcopal Hospital will provide audiology services to our K-2 scholars this month
- The Sleep Health Education Pajama Program is a sleep health initiative to promote routine bedtime consistency to create focused daytime learners. Kindergarten through 2<sup>nd</sup> grade scholars will receive new pajamas, a new book, and a bedtime routine magnet. The pajama's and book will be mailed this month
- 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 the 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 receive 4 at-home COVID test kits a month for health and safety purposes
- Oversee the process of incoming test kit shipments to all sites
- Trained School health liaison to provide RULER workshops to non-instructional staff members like office, janitorial, security staff members, and network support staff

#### Pupil Personnel Director

##### Elementary School

- Observed Second Step lessons and provided support and feedback to the school counselor and social worker
- Modeled classroom management tips to support counselors
- Continued to support the SST members to organize the Comprehensive counseling program
- Provided the counselors with SEL grounding activities for the scholars after the fire took place. Scholars took part in mindfulness activities, body movement exercises, gratitude and self- efficacy practices, positive thinking affirmations, and more.

- The attendance team meets biweekly and includes the student support team members as well as the site's operation manager
- Advised the creation of a structured protocol to support the effectiveness of interventions from the Child Study Team meetings
- Monitor the behavioral tracking chart to support with identifying scholars that may need additional social and emotional support
- Supporting the elementary site with the creation of Behavior intervention plans and observing scholars within the classroom environment to ensure all supports have been put in place
- The Catholic Charities Satellite that will be housed in the elementary school building will begin on April 24th. At-risk scholars and families will now have access to a full-time therapist for additional social and emotional support. Some scholars have already been identified to begin the intake process during the therapists first week
- Next school year 1520 Central will also have a Catholic Charities office to provide mental health services to middle and high school scholars. Scholars as well as their families will also have access to over 150 programs through the care pathway that include housing information, immigration services, limited financial assistance, senior services, etc.
- Created the schedule for the Summer Boost program, and began to reach out to enrichment service providers including: Joe's Music Academy, Bricks 4 Kidz, Wula Drumming Company, Gaming company, Pro Kids, and Devore Dance company

### **Middle and High School**

- The SEL team will meet next month to prepare the RULER Adult SEL calendar for employees and staff
- The Student support team will also meet with Hal Eisenberg the creator of the HEAL curriculum to support with the implementation of the curriculum for advisory
- Middle School scholars received a workshop from the Cohen's Children's Medical Center focused on Coping skills and Stress
- High School scholars will receive a workshop from the Cohen's Children's Medical Center focused on LGBTQ+ awareness
- The rising 8<sup>th</sup> graders have received their first transition lesson to provide them with information for the Challenge High school 9<sup>th</sup> grade program. They will also have the opportunity to share their interest in extracurricular activities. The information from these lessons will help to appropriately schedule the incoming 9<sup>th</sup> graders based on their interests
- The Social Work intern continues to support the high school with social and emotional needs of the scholars
- Urban Upbound Tackling Poverty, Changing Lives will be working with our rising 12<sup>th</sup> graders to prepare for the SAT, apply to and enroll in college, secure financial aid, and transition successfully from high school to college
- Conducted hearings for a middle and high school scholar and provided support options upon their return

### **All sites**

- There is now an attendance team at all locations that focus on a goal and follow up on the effectiveness of their interventions through data analysis

- Followed up with all Directors that attended the RULER conference to begin to rollout the SEL anchor tools with our leadership colleagues. The goal is to ensure we are all speaking the same language with teachers, parents, students to better support the social and emotional needs of our school community
- Continuing the process of all sites outlining their comprehensive counseling programs to address the needs of our scholar population
- Supervising record keeping activities of Second Step lessons and RULER modules
- Visited all sites to ensure SEL programming is occurring and following the pacing schedule
- SEL teams will create a RULER Adult SEL schedule in an effort to create an emotionally safe environment for all and to increase efficiency and scholar success
- Continued the 1:1 professional development sessions with social workers and counselors
- Created the social work school-wide protocol for case management. This will streamline the process for all families
- Preparing to recruit Social work interns for each site for the 2023-24 school year

## **Parent Academy**

- The Parent Academy hosts 2 to 3 workshops per month and are well attended
- Monthly PA meetings are now in full swing for Middle and High School parents
- The Double Good three day fundraiser raised over \$700 dollars to help support families pay for senior dues
- Families attended the Diversity Parent Workshop
- The Parent Leadership training Spring Session will begin on April 26<sup>th</sup> through May 24<sup>th</sup>. Families will learn important parenting skills such as conflict resolution, self-care strategies, managing emotions, building self-awareness, communicate more assertively and listening with empathy, and the best way to respond more effectively to their child's challenges
- Parents took part in the College Readiness Parent Workshop hosted by Urban Upbound



# Attachment #6



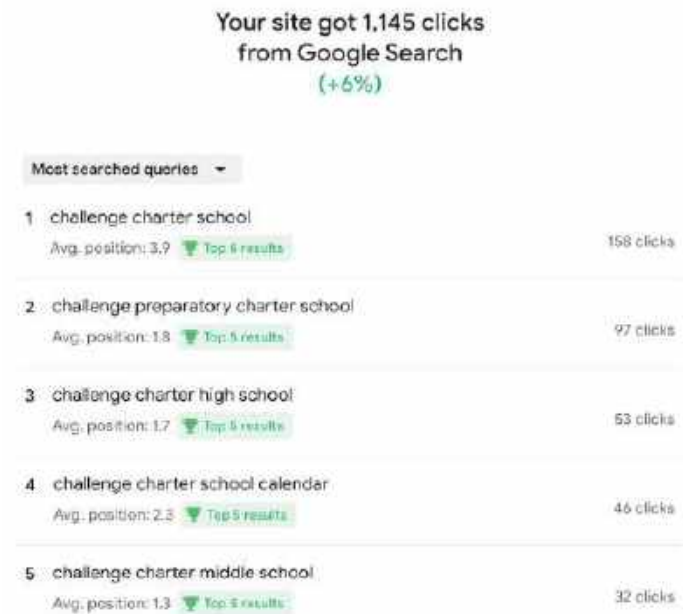
## Challenge Charter School Communications Report - April 2023

Kim Messer, Director of Communications

### Website

Work continues on a fresh design for the website. At the end of this month, I will meet with our designer to work on final decisions and the transition. Estimated soft launch of the new design: April 29th

Our recent Google Search results are up 6%. See other details about our website metrics in the Application Season section below.



### Application Season 2023-24

Marketing has slowed for our next school year.

- We have 1 remaining budgeted ad and a dedicated email blast if we want to use it to aid our waitlist needs.
- 613 applications as of the Enrollment Report on 3/31 were down approximately 300-400 from the previous year.
- A late Vanguard mailing due to the payment schedule (March) and budget cuts to the marketing plans equaled less visibility in the community, which resulted in fewer applications. Website traffic has been down anywhere from 2% to 10% as compared to last year at the same time (January 1-March 31). However, initial design and SEO improvements may have slightly boosted March 2023 results (3.8K visits) compared to March 2022 results (3.2K visits).

### Family Communications

- Our NYC School Survey results are down significantly from last year. Our charter document reflects that we need 50% or more families responding. However, as of 4/19, we have less than 30%. There are still paper surveys to account for. Some avenues of promotion were not available this year, and some of the challenges have been:

- K-5 Parent-Teacher Conferences did not line up with the survey time this year
- Middle and High School parent responses have been very low which lines up with their engagement levels all year
- Crisis Communications through ParentSquare notifications is ready to be rolled out; I'm awaiting the next meeting from Dr. Mullings and staff; further conversations regarding our readiness as a school overall occurred after the Nashville school shooting.

### ***Budget Planning for Communications & Branding***

Initial budget requests have been submitted. The 2023-24 recommendations and requests are geared toward the following goals:

- Increasing our reputation and visibility in the community
- Increasing our reach for new families and scholars to fill our seats
- Support for Communications to enable a) long-term strategy and vision to be created and executed, b) Crisis Communications plan to be finalized, and c) more leadership, advisement, and collaboration to be possible across the organization

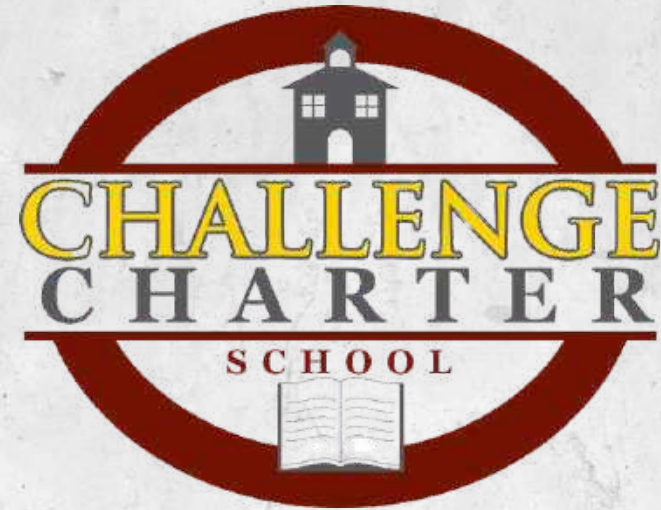
The key needs to support our school's communications in 2023-24 have been submitted and/or are in process, including:

- Recommended updated Brand Signage for each site (Operations partnership)
- Recommended increased marketing budget (currently only .02% of our income)
- Requested Communications Professional development - per our charter
- Requested assistance with graphic design
- Requested (in-process) social media support



# Attachment #7





# **STUDENT ENROLLMENT AND RECRUITMENT BOARD REPORT #10**

**DATE: APRIL 26, 2023**

**PREPARED BY: JANISA VAUGHN,  
DIRECTOR OF STUDENT ENROLLMENT AND RECRUITMENT**



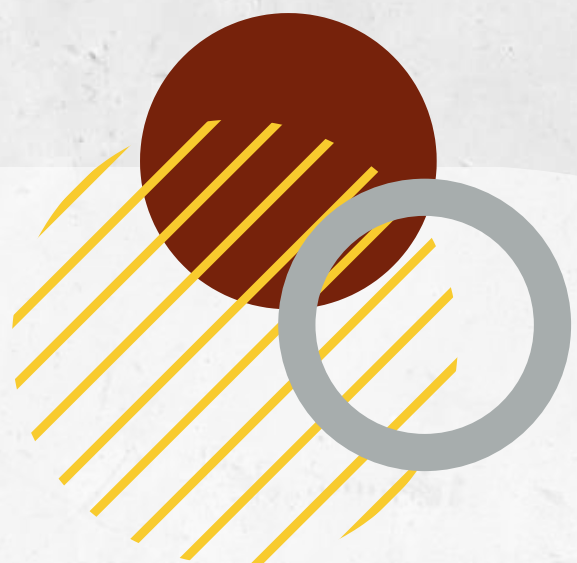
# Table Of Content

- **Enrollment Overview 2022-23 SY**
- **Enrollment Goals 2022-23 SY**
- **Looking Ahead| Lottery 2023-24 Update**
- **Looking Ahead| Enrollment Projections 2023-24**
- **Scholar Recruitment Lottery 2023-24**



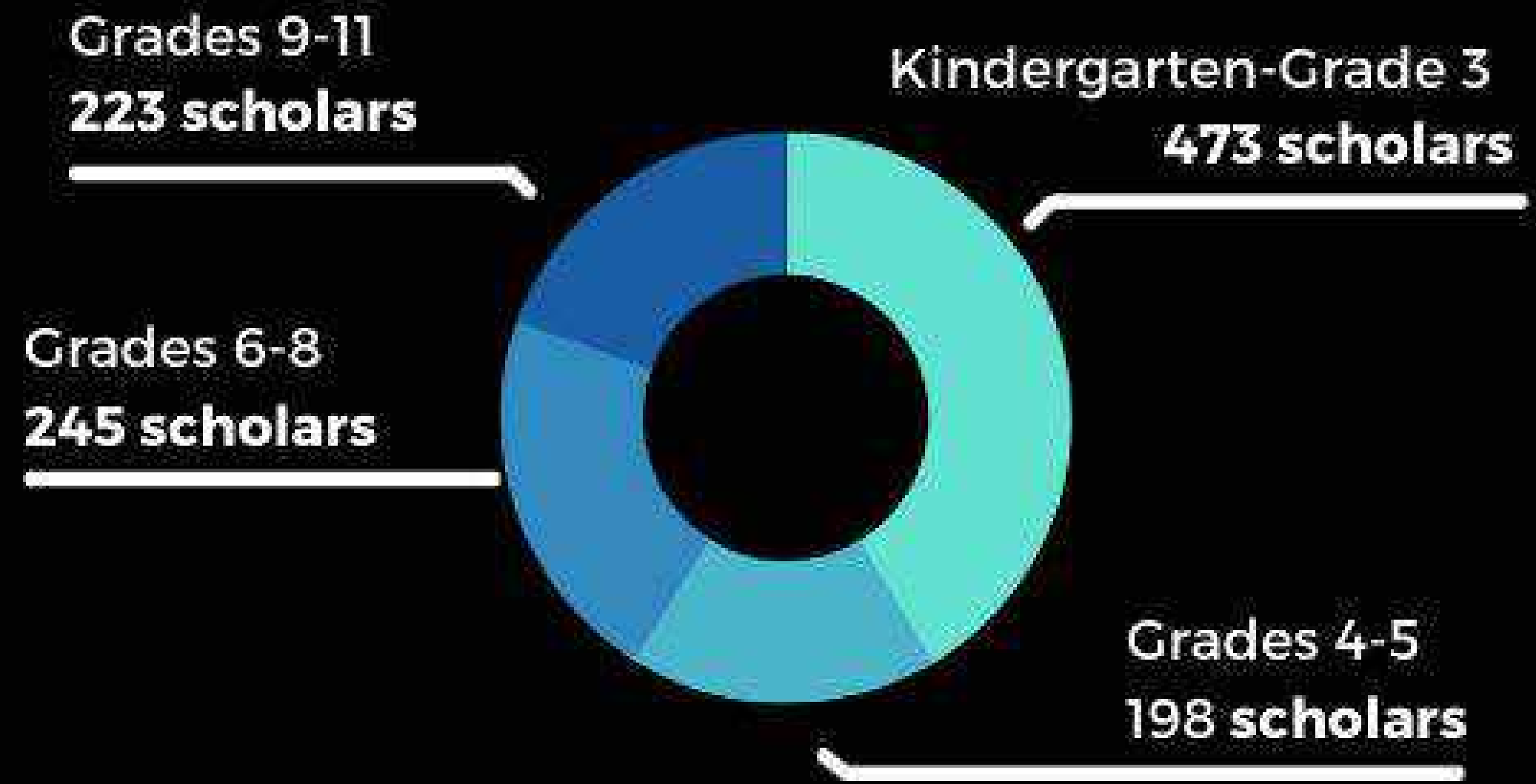
# Enrollment Overview

Scholar Enrollment is currently at 96%



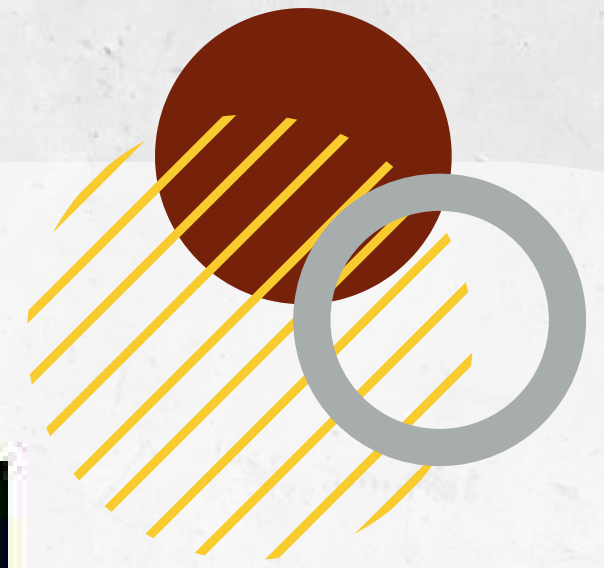
## K-11 OVERVIEW

CURRENT ENROLLMENT: **1,139 SCHOLARS**



# Enrollment Overview

## Elementary Site

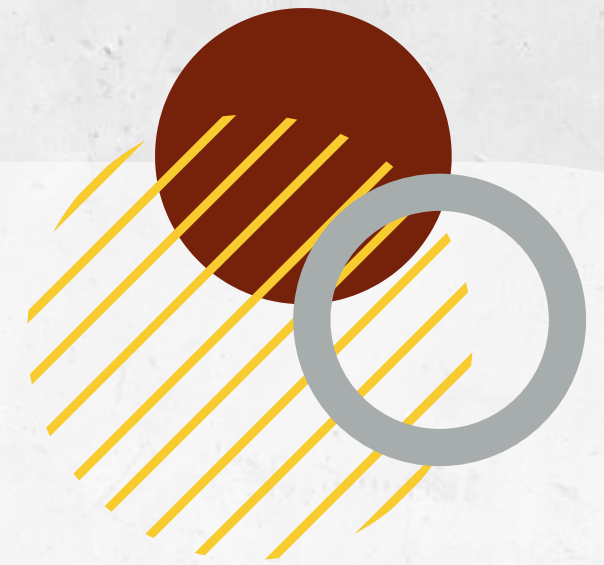


Site	Grade	CCS Enrollment Goal 2022-23	Total Number of Scholars Currently Enrolled 04/26/23
Elementary	K	120	120
	1	125	117
	2	125	118
	3	125	118
	4	104	99
	5	104	99
	<b>Total</b>	<b>703</b>	<b>671</b>



# Enrollment Overview

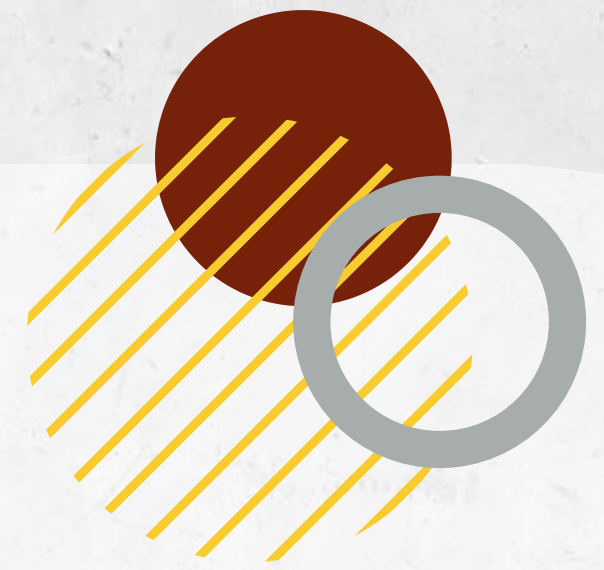
## Middle Site



Site	Grade	CCS Enrollment Goal 2022-23	Total Number of Scholars Currently Enrolled 04/26/23
Middle	6	104	82
	7	104	92
	8	78	71
	<b>Total</b>	<b>286</b>	<b>245</b>

# Enrollment Overview

## High School Site

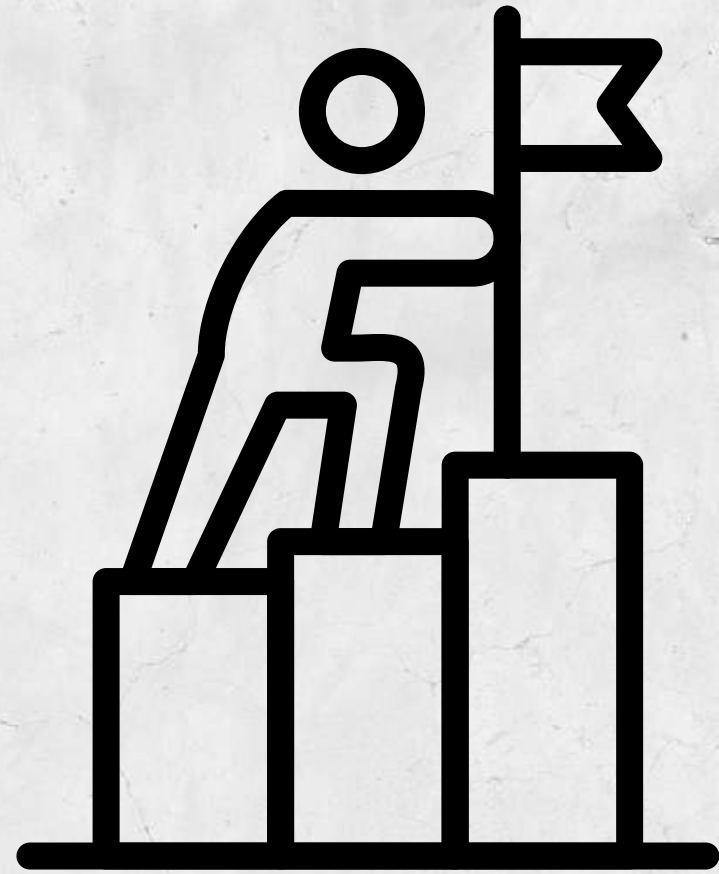


Site	Grade	CCS Enrollment Goal 2022-23	Total Number of Scholars Currently Enrolled 4/26/23
High	9	90	96
	10	75	76
	11	53	51
	<b>Total</b>	<b>218</b>	<b>223</b>



# Enrollment Goals

## 2022-23 SY



### **99% Enrollment**

Achieve at least 99% of CCS-approved charter enrollment.



### **English Language Learners (ELL)**

Increase the number of enrolled ELL scholars by at least 3%.

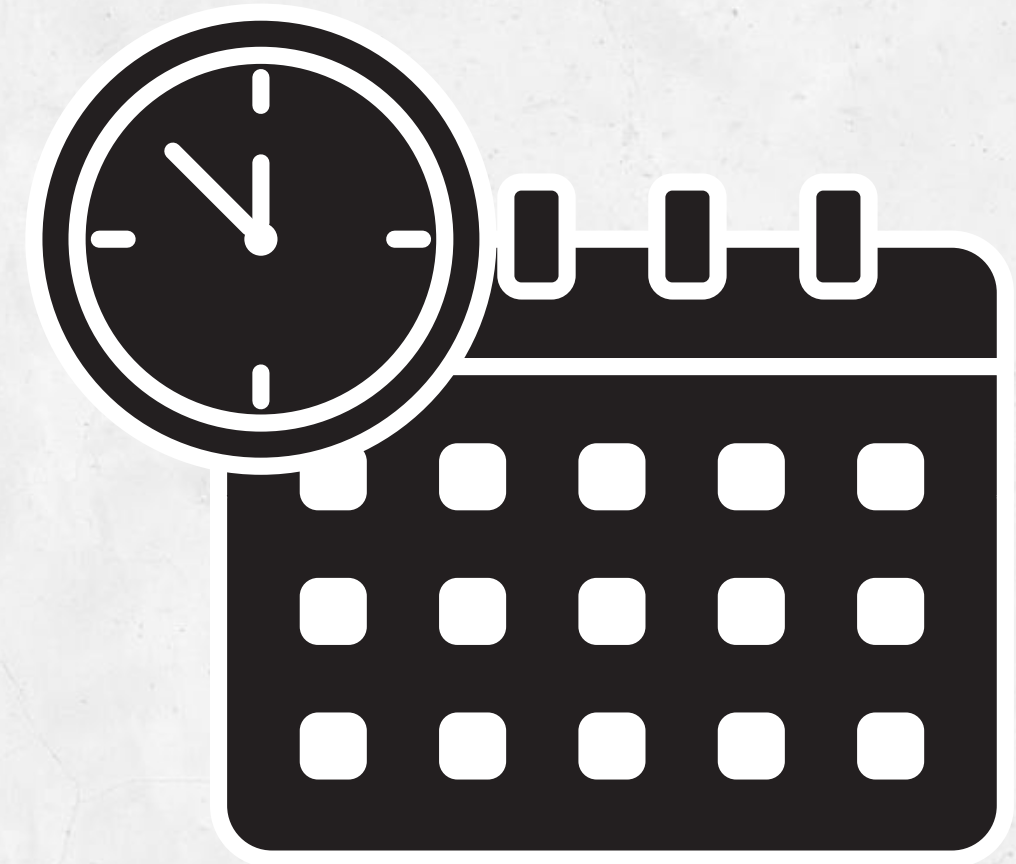


### **Scholar Retention**

Maintain at least 75% of our scholars at each grade level.



# Looking Ahead- Lottery 2023-2024



**Lottery Date: April 4, 2023**

**Time: 7:00pm**

**Location: Zoom**

## Lottery Application

**The 2023-2024  
Lottery Application will  
launch October 31 2022.**

## Recruitment Events

**Open houses will begin  
January 2023 through  
early spring.**

## Retention

**We will actively monitor  
scholar discharges to  
make improvements in  
our school community.**

# Lottery Update

Theme:

**Begin A Lifetime Of Learning**

**The 14th annual lottery night was held on Tuesday, April 4, 2023, via Zoom at 7:00 pm. Over 100 attendees viewed the event. The lottery drawing was held for grades kindergarten- grade 12. The event concluded at 7:30 pm and by 7:36 pm 104 families accepted their seats and 1 parent fully completed registration online! We are projected to reach our enrollment goal of 1,296 scholars for August 2023.**





# Enrollment Projections 2023-24

Theme:  
**Begin A Lifetime Of Learning**

## Approved Charter Enrollment: 1,296 Scholars

The enrollment projections for the 2023-24 school year were prepared based on the charter agreement, scholar retention data, and the age demographics in the Rockaway community.

Per the 2010 amendment to the Charter Schools Act, Challenge Prep shall demonstrate good faith efforts to attract, retain and meet or exceed enrollment and retention targets as prescribed by the Board of Regents for students with disabilities, English Language Learners, and students who are eligible for free- and reduced-price lunch.

# Enrollment

Elementary

# Projections 2023-24

Site	Grade	CCS Enrollment Goal 2023-24
Elementary	K	120
	1	120
	2	120
	3	120
	4	120
	5	96
	<b>Total</b>	<b>696</b>



# Enrollment

Middle School

# Projections 2023-24

Site	Grade	CCS Enrollment Goal 2023-24
Middle	6	96
	7	96
	8	96
	<b>Total</b>	<b>288</b>

# Enrollment Projections 2023-24

High School

Site	Grade	CCS Enrollment Goal 2023-24
High	9	103
	10	100
	11	76
	12	52
	<b>Total</b>	<b>279</b>

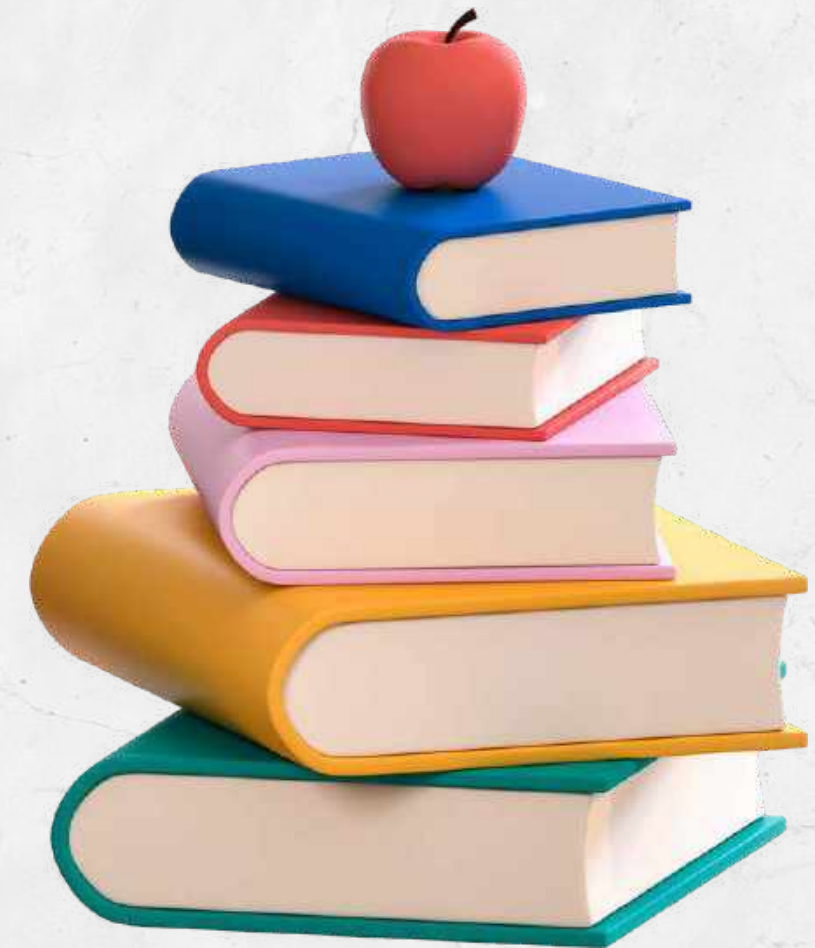


# CCS Open Houses 2023-2024

Theme:  
**Begin A Lifetime Of Learning**

**Thursday's from 5:30pm-6:30pm**

- January 12, 2023-**Canceled**
- January 19, 2023- **Completed**
- January 26, 2023- **Completed**
- February 2, 2023-**Completed**
- February 9, 2023-**Completed**
- February 16, 2023- **Completed**
- March 2, 2023-**Canceled**
- March 9, 2023-**Completed**
- March 16, 2023-**Completed**





# Scholar Recruitment Lottery 2023-2024

Theme:  
**Begin A Lifetime Of Learning**



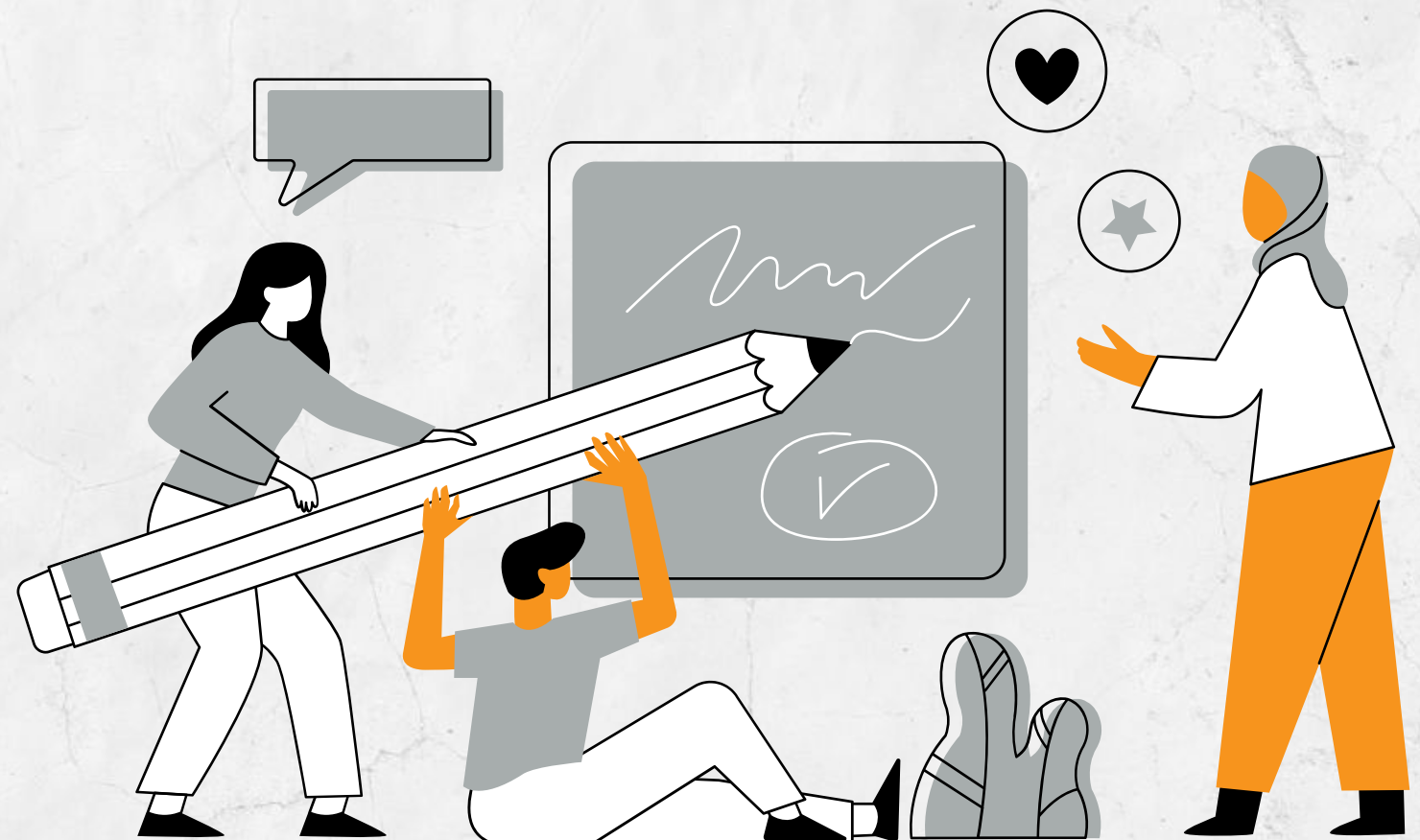
**School Wide Recruitment Initiative**  
The staff, scholars, and parents will have opportunities throughout the school year to participate in scholar recruitment.



**Community Outreach**  
Continue to partner with feeder schools in the Rockaways to recruit new families.



**Host Recruitment Events**  
Partner with the school community to host open houses and retention events.





# Attachment #8



Director of Operations  
April Board Report  
April 20, 2023

I am happy to bring to you this report of activity as the director of Operations for April 2023. I will provide you with an update of each operation management task thus far.

Creates a detailed start-up checklist and ordering list to ensure that the school starts each:

The Operations Department has submitted a wish list to the Director of Finance on April 7, 2023. The subcategories on the Operations wish list include office stationary, Office furniture, custodial supplies, seasonal supplies, classroom supplies, building furniture, staffing needs, and staff development

Facility: Overseeing site management and development and ensuring that the school site is maintained as a safe and clean environment:

4/13 & 4/14- Deep cleaning completed at all buildings by Custodial staff

### **710 Hartman Lane-**

#### **3/2/23 Fire Updates**

- 3/16-17/23- Demolition of affected bathrooms and classrooms
- 3/18-19/23- Remediation of affected bathrooms and classrooms
- 3/20/23- Asbestos & Fire/combustion particle analysis completed
  - Containment wall placed to contain work area
- 3/22/23- Received Clearance for occupancy based on Asbestos & Fire/combustion particle results.
- 3/24/23- Start of restoration of affected bathrooms and classrooms
- 3/25/23- Installation/ reprogramming of alarm panel
- 3/29/23- School reopening for grades K-2, Grade 3 bused to 1520 Central
- 3/31/23- Classroom restoration completed
- 3rd grade students will be returning to 710 Hartman Lane after Math State testing

Staff Key Distribution- Completed on 4/24/23

### **1526 Central Avenue-**

- Lightbulbs were replaced on all classrooms/office spaces
- 4/10/23- Electrical lighting fixed in 2nd floor boys bathrooms
  - Broken toilet bowl in girls basement bathroom replaced



Director of Operations  
April Board Report  
April 20, 2023

### **1279 Redfern Avenue- Functional**

### **1520 Central Avenue-**

- 3/29/23- Preset- Grade 3 has occupied classrooms F401, F403, F405, F409, F411

Food and Transportation: Manages food and transportation services;

- Weekly meal reports sent to the school foods manager.
- Food service and OPT busing has resumed at 710 Hartman Lane on 3/2/23

Student Data: Manages primarily student attendance at each site and generates report as needed: **Working with Ms. Samuels to eradicate disparities between system synchronization**

Manage logistics of all special school wide events and projects; **Major events this month: 4/25/23- Far Rock BID Town Hall Meeting**

Manages the registration process of each scholar updating and maintaining each scholar's: **Internal audit shows that many student files are incomplete. Documented parent outreach is continuous to request missing documents**

Creates and oversees each site's Safety Plans;

- 3/14/23- Obtained NYSED Portal access
- In the process of updating current safety plans

Oversee and maintains school facilities ensuring that building rules and regulations are met for all government agencies i.e. DOH, FDNY. –

710 Hartman Lane: FDNY Inspection completed 2/14/22. The following violations were given as per the fire code. Operations manager will be obtaining certification on 4/27/23

- NYC Building Fire Code 901.6.3/Certificate of fitness S-95 Supervision of the alarm system
- NYC Building Fire Code Certificate of fitness F-07 Certificate of Fitness to Conduct the Drill and Emergency Drill

1279 Redfern: FDNY inspection completed on 3/2/23. The following violations were given as per the fire code. Operations manager will be obtaining certification on after receiving Passport Identification

- VC17-Certificate of fitness and certificates of qualification
- VC5- Record Keeping



Director of Operations  
April Board Report  
April 20, 2023

Manages and maintains the Purchase Order System with the Director of Finance:  
**This is a daily activity handled by each site's Operations Managers along with the Supervision of the Director of Operations.**

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;

- **In the process of obtaining quotes for Smoking/vape detectors for CCHS**
- **Working with Health Liaison to achieve 100% immunization compliance**

Manages the operations Managers at each site; Operations School Aides, Operation Assistants, and Custodial Staff;

- **This month's Operations Topics: Safety Plan, building walkthroughs, Field day, upcoming building move, operations tracker**
- **4/17/23 Onboarded Mr. Courtney McMillian as a Part Time Custodian Floater**
- **4/25/23 Onboarded Ms. Anisah Naissant for the 710 Hartman Lane School Aide position**

Manages and maintains [in conjunction with the Director of Finance] the inventory of all equipment, furniture, etc. being "audit" ready at all times;

- **To date we have not had a request from the auditors for this information, Ongoing: Updating of the inventory tracking system to document curriculum, technology, and furniture ordered/received**

The operations staff is a dedicated team and we are committed to taking the necessary steps to fully support the needs of our schools, scholars, staff, and parents.

Respectfully Submitted,

*Alexyia N. McNeil*

Alexyia N. McNeil  
Director of Operations





# Attachment #9



## Director of Technology Report

April, 2023 - Dale Richardson

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### I: Current Work

1. Preparing for the arrival for scholars from 710 Hartman Lane.
    - a. Smart boards were tested and updated.
    - b. Phones were assigned and updated.
    - c. Chromebooks are up and running.
  
  2. Preparing Tech Budget for 2023 - 2024 school year.
    - a. We were able to acquire quotes from over 20 vendors, in order to create the first draft of our budget.
    - b. Document has been submitted to finance.
  
  3. 710 Hartman Ln - Security Camera (Deposition given to CTS. Work in progress).
    - a. The vendor has received a deposit and came to assess the work.
    - b. Once our equipment arrives, a date will be scheduled for the installation.
  
  4. 1526 Central Ave - Security Camera (Pending Decision)
    - a. Quotes received
      - i. With classrooms: \$24,711.00 (I suggest we go with this package)
      - ii. No Classrooms: \$19,788.00
  
  5. Upgrades to Challenge's phone systems (Two vendors are working through the system).
    - a. A single phone number to reach our entire organization?
-





- b. The phone systems at 710 Hartman Lane & 1526 Central Ave should be upgraded as soon as possible.
- c. Our quote from last season has expired. We are currently interviewing vendors. Hoping to implement this change during the summer months.

—

**II: Pending budget approval - These items should be prioritized.**

1. Active Panels (aka smart boards) are needed for the 2023 - 2024 school year.
  - a. Update: Middle School is scheduled to swap places from 12-79 Redfern, to 15-20 Central Ave. Boards should be ordered promptly in order to avoid service delays.
  - b. Currently, 12 boards are needed in order to have 1520 Central Ave. fully outfitted and ready for scholars to utilize each room.
  - c. I also suggest ordering 4 extra “rolling boards” (one for each site), which can be used in case of an emergency where a classroom board malfunctions.
  - d. At the moment, quotes on board are (ca) \$5,900.00. However, this rate will need to be updated (may become more expensive) at the time of our order (most likely cost will reduce with a larger quantity order).
2. Independent Cyber Security Audit for the entire organization (this has a soft approval via Dr. Mullings. Follow Ups to begin shortly).
  - a. An independent cyber security assessment should be completed in order to satisfy various insurance and state requirements. Ex: [https://www.dfs.ny.gov/industry\\_guidance/cybersecurity](https://www.dfs.ny.gov/industry_guidance/cybersecurity)



- i. The quote received: \$42,327.00 (this quote is now aged and will require a new, possibly more expensive quote).
- b. Dr. Mullings has forwarded me the NYSED recommendation:
  - i. Via:
    - <https://www.cisa.gov/protecting-our-future-partnering-safeguard-k-12-organizations-cybersecurity-threats>
  - ii. The NYSED's version is more of a blanket suggestion.
  - iii. I strongly suggest tailoring "cyber security" to the specific needs of Challenge.

—

### III: Risk Factors

1. Parent Academy and Computer Lab at 1520 Central Ave. require desktop computers to accommodate larger groups.
  - a. Update: Desktops have arrived at our Reso A vendor.
  - b. We currently await their intake, preparation, then delivery.
  - c. Updates will be posted as they become available.
  
2. Lenovo Laptop Inventory shortage.
  - a. Update: Laptops have arrived at our Reso A vendor.
  - b. We currently await their intake, preparation, then delivery.
  - c. Updates will be posted as they become available.
  
3. Student Chromebooks



- a. Update: Laptops were ordered via Reso A.
- b. Updates will be posted as they become available.
- c. As a heads up, warranties on Chromebooks expire 3 years after purchase.
- d. Spacing out purchases and ordering 300 - 400 chromebooks each year will be best. It will not hit the budget or logistics as hard. Plus, it gives us room to repair and scale up/down if necessary. This is known as "order throttling," and you may read up on a similar concept at the following url: <https://olosupport.zendesk.com/hc/en-us/articles/115002752386-Order-Throttling-Strategies-Overview>



# Attachment #10

**Performing Arts Department Update  
Board of Trustees Meeting  
APRIL 2023  
Challenge Preparatory Charter School  
Prepared By:  
Anwar Robinson, MEd / SDL / SBL  
Director of Performing Arts**

**Summary**

This outline provides a glance at the facets of the Department, while also framing gains and needs for stakeholders of the Challenge Preparatory Charter School, for the Month of April 2023

**Department Vision Statement**

*Challenge Scholars will find their voice and point of view through refined and rigorous practice, manifesting their artistic abilities through high-quality music, performance, and fine arts exhibitions for their schools, families, and community.*

**Objectives**

Performing & Fine Arts Department Vision (SY2022-2023) available per request.

**Major Projects**

- ❖ HARLEM RENAISSANCE Comes to Far Rockaway
  - Participants:
    - Challenge Charter Middle School
    - Mr. Alvin Jones
    - Ms. Tequan Henry
    - Ms. Kim Messer
    - Mr. Dale Richardson
    - Support Staff (TBA)
  - **PERFORMANCE / VIDEO & AUDIO RECORDING: FRIDAY, APRIL 28, 2023**
- ❖ **Spring Concerts @ CPCS**
  - **Tuesday, May 23, 2023**
- ❖ **GRADUATION CEREMONIES:**
  - Grade K — June 21, 2023 [In Person; venue TBA]
  - Grade 5 — June 22, 2023 [Venue: 15-2 Central]
  - Grade 8 — June 13, 2023 [Venue: Far Rockaway HS]

**PROGRAMMING: Brief Summaries**

**Challenge Charter High School & Challenge Charter Middle School**

- ❖ End of Quarter 3 Grading Underway for approximately 450 Scholars
- ❖ Quarter 4 Curriculum / Syllabi will be delivered on Monday, 4.24.2023
- ❖ Project Descriptions will be shared in May 2023 Report

**Challenge Preparatory Charter School**

- ❖ Preparation for Spring Concerts under the purview of A. Robinson, with Mr. N. Green leading instruction

**ARTS PARTNERSHIP**

- ❖ Music & Art, New York, NY (pricing and outcomes TBD)



# Attachment #11



## **March 2023**

### **Board Report**

#### **Finance Report**

- Total projected revenue for FY23 is \$24,568,713.
- Total projected expenses for FY23 is \$28,758,385.
- Total cash is \$4,739,647.
- Escrow account balance \$70,000.
- Months of cash on hand is 1.70.
- Fixed Asset balance is \$1,490,931.
- Accounts Payable balance is \$977,091.
- Accounts Receivable balance is \$994,333.
- Professional services budget over by \$683k, Professional development budget over by \$135k, Curriculum and classroom expenses over by \$137k;
- Additional rent incurred for 1418 Central Avenue, Far Rockaway at \$15,000 per month.
- We are still working on the entries for ASC842 so those are not yet reflected on the statements.

#### **Banking**

- We are currently waiting for the board resolution to transfer accounts from HSBC to Chase Bank, NA as the principal bank for operating accounts with Metropolitan Commercial Bank housing our savings account.

#### **Human Resources Report**

No new hires who were not in the budget.



# Challenge Prep Charter School

## Budget vs. Actuals: FY23 Operating Budget - FY23 P&L

July 2022 - March 2023

	TOTAL		
	ACTUAL	BUDGET	OVER BUDGET
<b>Income</b>			
4100 State Grants			
4101 Per Pupil Allocations	14,937,931.46	14,356,377.00	581,554.46
4102 Per Pupil Allocations for SPED	1,506,944.85	1,152,699.75	354,245.10
4103 NYSTL		18,901.00	-18,901.00
4104 NYSSL		47,458.00	-47,458.00
4105 NYSLIB		8,837.00	-8,837.00
4108 NYC Discretionary Grant	8,113.26		8,113.26
4109 Facilities Funding	1,891,734.30	1,677,554.25	214,180.05
4111 Per Pupil Adjustments	-8,442.63		-8,442.63
<b>Total 4100 State Grants</b>	<b>18,336,281.24</b>	<b>17,261,827.00</b>	<b>1,074,454.24</b>
4200 Federal Grants			
4201 IDEA for Sp. Ed.	149,291.00	108,631.00	40,660.00
4202 Title I	129,769.67	124,803.00	4,966.67
4203 Title IIA	22,176.00	21,463.40	712.60
4204 Title III		23,156.00	-23,156.00
4205 Charter School Expansion Grant	333,002.73	524,250.00	-191,247.27
4206 E-Rate	40,824.00		40,824.00
4208 Title IV	9,737.00	9,821.00	-84.00
4210 CRRSA ESSER 2	214,641.51	306,070.50	-91,428.99
4211 ARP ESSER 3	378,553.61	456,503.25	-77,949.64
<b>Total 4200 Federal Grants</b>	<b>1,277,995.52</b>	<b>1,574,698.15</b>	<b>-296,702.63</b>
4300 Contributions			
4301 Restricted Contributions	532.00		532.00
4302 Unrestricted Contributions	477,092.00		477,092.00
<b>Total 4300 Contributions</b>	<b>477,624.00</b>		<b>477,624.00</b>
4400 Miscellaneous Income			
4401 Interest Income	14,212.10		14,212.10
<b>Total 4400 Miscellaneous Income</b>	<b>14,212.10</b>		<b>14,212.10</b>
<b>Total Income</b>	<b>\$20,106,112.86</b>	<b>\$18,836,525.15</b>	<b>\$1,269,587.71</b>
<b>GROSS PROFIT</b>	<b>\$20,106,112.86</b>	<b>\$18,836,525.15</b>	<b>\$1,269,587.71</b>
<b>Expenses</b>			
5000 Compensation			
5100 Instructional Staff			
5101 Administrative Leadership	192,207.90	513,108.00	-320,900.10
5102 Instructional Leadership	1,069,919.87	664,704.00	405,215.87
5103 Classroom Teachers	2,481,587.12	2,230,844.36	250,742.76
5104 Teaching Assistants	924,054.29	717,918.15	206,136.14
5105 Special Education Teachers	782,908.46	844,687.50	-61,779.04
5106 ELL Teachers	103,666.40	95,666.25	8,000.15
5107 Music Teacher	149,629.57	159,375.00	-9,745.43
5108 Art Teacher		121,875.00	-121,875.00

# Challenge Prep Charter School

## Budget vs. Actuals: FY23 Operating Budget - FY23 P&L

July 2022 - March 2023

	TOTAL		
	ACTUAL	BUDGET	OVER BUDGET
6107 Temperature Scanning Kiosk Lease	8,109.00	7,433.25	675.75
6109 Administrative Licenses, Software, & Subscriptions	37,900.98	45,000.00	-7,099.02
6110 Team Building/Staff Lunch & App	22,606.28	43,636.36	-21,030.08
6111 Student/Family Appreciation	17,341.75	45,000.00	-27,658.25
6112 Travel to/from Meetings	166.33		166.33
6115 Student Uniforms/Apparel	560.25	3,728.20	-3,167.95
6119 Classroom Furniture and Equipment (non-asset)	19,737.86	14,883.00	4,854.86
6120 Insurance			
6121 Insurance Fees		106.50	-106.50
6123 Insurance - Excess Liability	13,936.77	11,490.00	2,446.77
6124 Insurance - General Liability & Property	136,157.10	95,566.50	40,590.60
<b>Total 6120 Insurance</b>	<b>150,093.87</b>	<b>107,163.00</b>	<b>42,930.87</b>
<b>Total 6100 Administrative Expenses</b>	<b>357,593.53</b>	<b>413,543.81</b>	<b>-55,950.28</b>
6200 Professional Services			
6201 Audit/Accounting Services	13,250.00	0.00	13,250.00
6202 Payroll Services	369,582.30	352,875.00	16,707.30
6203 Communication & Compliance Consulting Services	158,039.25	131,250.00	26,789.25
6204 Legal Services - Paid	93,360.45	18,750.00	74,610.45
6205 Educational Consulting	251,975.68	206,250.00	45,725.68
6206 Financial Management Services	227,116.06	63,750.00	163,366.06
6207 Substitute Teacher Services	61,130.50	17,500.00	43,630.50
6208 Temporary Staffing Services	31,400.00		31,400.00
6210 ERate Consulting		15,000.00	-15,000.00
6212 Contracted Security Services	124,077.15	33,333.34	90,743.81
6216 Cleaning Services	116,627.00	37,500.00	79,127.00
<b>Total 6200 Professional Services</b>	<b>1,446,558.39</b>	<b>876,208.34</b>	<b>570,350.05</b>
6300 Professional Development			
6301 Instructional Staff PD	59,681.45	36,363.64	23,317.81
6302 Non-Instructional Staff PD	85,103.99	7,500.00	77,603.99
6303 Board Development/ Strategic Planning	4,752.00	11,250.00	-6,498.00
6304 Tuition and Cert Reimbursement	70,583.00	37,500.00	33,083.00
6305 Conferences and Workshops		3,500.00	-3,500.00
<b>Total 6300 Professional Development</b>	<b>220,120.44</b>	<b>96,113.64</b>	<b>124,006.80</b>
6400 Marketing and Staff/Student Rec			
6401 Advertising	2,050.00	8,250.00	-6,200.00
6402 Student Recruiting	16,053.68	37,500.00	-21,446.32
6404 Staff Recruiting	9,184.88	18,750.00	-9,565.12
6405 Website Maintenance	15,514.00	10,125.00	5,389.00
<b>Total 6400 Marketing and Staff/Student Rec</b>	<b>42,802.56</b>	<b>74,625.00</b>	<b>-31,822.44</b>
7100 Curriculum & Classroom Expenses			
7101 Classroom Libraries	2,590.84	11,250.00	-8,659.16
7102 Curric Textbooks and Other Curr	119,668.95	112,500.00	7,168.95

# Challenge Prep Charter School

## Budget vs. Actuals: FY23 Operating Budget - FY23 P&L

July 2022 - March 2023

		TOTAL	
	ACTUAL	BUDGET	OVER BUDGET
NET OPERATING INCOME	\$ -60,029.54	\$1,021,600.66	\$ -1,081,630.20
NET INCOME	\$ -60,029.54	\$1,021,600.66	\$ -1,081,630.20



# Challenge Prep Charter School

## Balance Sheet

As of March 31, 2023

	TOTAL
<b>ASSETS</b>	
Current Assets	
Bank Accounts	
1000 Cash	
1001 HSBC Checking - 0844	3,322,826.64
1002 HSBC Checking - 0852	11,747.27
1003 HSBC Checking - 0879	391,224.45
1004 HSBC Checking - 0887	0.00
1005 HSBC Money Market - 5972	1,013,848.23
1006 Chase Escrow - 3060	70,000.00
1007 Petty Cash	0.00
<b>Total 1000 Cash</b>	<b>4,809,646.59</b>
<b>Total Bank Accounts</b>	<b>\$4,809,646.59</b>
Accounts Receivable	
1100 Accounts Receivable	994,332.58
1200 Other Receivables - Salary Advance	0.00
<b>Total 1100 Accounts Receivable</b>	<b>994,332.58</b>
<b>Total Accounts Receivable</b>	<b>\$994,332.58</b>
Other Current Assets	
1300 Prepaid Expenses	112,967.93
1301 Prepaid Insurance	48,583.50
1310 Prepaid Rent	576,201.05
1400 Due From Challenge Charter Network	0.00
1401 Due From Friends of Challenge Prep, Inc.	14,000.00
Inventory Asset	0.00
<b>Total Other Current Assets</b>	<b>\$751,752.48</b>
<b>Total Current Assets</b>	<b>\$6,555,731.65</b>
Fixed Assets	
1500 Furniture, Fixtures & Equipment	
1510 Office & Admin Computers & Equipment	281,480.08
1511 Classroom Computers & Equipment	1,420,398.46
1512 Classroom Furniture	600,150.51
1513 Office Furniture	203,196.11
1514 Musical Instruments	16,389.83
1515 Computer Software	44,217.42
<b>Total 1500 Furniture, Fixtures &amp; Equipment</b>	<b>2,565,832.41</b>

# Challenge Prep Charter School

## Balance Sheet

As of March 31, 2023

	TOTAL
Equity	
3000 Opening Balance Equity	0.00
3100 Retained Earnings	1,850,414.60
Net Income	-60,029.54
<b>Total Equity</b>	<b>\$1,790,385.06</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$8,972,661.44</b>

# Challenge Prep Charter School

## Statement of Cash Flows

July 2022 - March 2023

	TOTAL
<b>OPERATING ACTIVITIES</b>	
Net Income	-60,029.54
Adjustments to reconcile Net Income to Net Cash provided by operations:	
1100 Accounts Receivable	-467,086.13
1300 Prepaid Expenses	20,990.46
1301 Prepaid Insurance	-48,583.50
1310 Prepaid Rent	94,887.66
1401 Due From Friends of Challenge Prep, Inc.	-9,000.00
1710 Accumulated Depreciation & Amortization:Accumulated Depreciation	404,559.58
2000 Accounts Payable	784,302.61
2300 Accrued Salaries/Taxes	-1,429,516.30
2301 Accrued Expenses	-123,050.51
2302 Refunds Payable	-11,766.60
2400 Unearned/Deferred Revenue	1,786,064.36
Total Adjustments to reconcile Net Income to Net Cash provided by operations:	1,001,801.63
<b>Net cash provided by operating activities</b>	<b>\$941,772.09</b>
<b>INVESTING ACTIVITIES</b>	
1510 Furniture, Fixtures & Equipment:Office & Admin Computers & Equipment	-25,176.74
1511 Furniture, Fixtures & Equipment:Classroom Computers & Equipment	-129,388.55
1512 Furniture, Fixtures & Equipment:Classroom Furniture	-76,266.28
1513 Furniture, Fixtures & Equipment:Office Furniture	-4,172.46
1540 Facility and Construction:Leasehold Improvements	-29,061.31
1750 Accumulated Depreciation & Amortization:Accumulated Amortization	549.99
<b>Net cash provided by investing activities</b>	<b>\$ -263,515.35</b>
<b>FINANCING ACTIVITIES</b>	
2700 Deferred Rent Liability	1,231,893.36
<b>Net cash provided by financing activities</b>	<b>\$1,231,893.36</b>
<b>NET CASH INCREASE FOR PERIOD</b>	<b>\$1,910,150.10</b>
Cash at beginning of period	2,899,496.49
<b>CASH AT END OF PERIOD</b>	<b>\$4,809,646.59</b>



## **2022-23 School Year Board Meeting #11 Minutes**

Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2022-23 School Year Board Meeting #11 at 6:30 PM on May 24, 2023.

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

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

- Public Posting at CPCS Office
- CPCS Websites and Social Media Sites

Frederica Jeffries, Chair of the Board of Trustees called the roll of the board.

Members present: Frederica Jeffries, Dr. Michelle Daniel-Robertson, Karon McFarlane, Ben Waxman, Gertrudis Hernandez, Andrew Barnes, Linda Plummer, Dr. Michelle Daniel-Robertson

Members absent: None

Also present: Dr. Mullings, Donna Webster

The Chair offered an 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 2022-23 School Year Board Meeting #10. 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 26, 2023). He announced that Challenge has been selected for the Summer Boost NYC program with a grant of \$644,000 that will be used for 350 scholars in grades 1-9 to attack the 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 4, 2023. Challenge will host a Career and Job Fair on June 15, 2023, in the Challenge High School Gym sponsored by the NYS Department of Labor. 54 Exhibitors will offer 6000 job opportunities to our community residents. Following discussion, the report was received with appreciation.



4. Dr. Mullings recognized the various reports provided by CPCS Directors and Principals that were sent prior to the meeting.
5. The Chair called for the April 2023 Financial Report. The report highlighted that we are working to control spending so that we can finish the year with a surplus. Following review, the report was received by common consent.
6. The Chair called for the presentation of the May 2023 Personnel report. Dr. Mullings responded that there are no other personnel changes at this time.
7. The Chair mentioned the next meeting on June 21, 2023. The report was received, and the meeting adjourned by common consent.

Respectfully Submitted,

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A handwritten signature in blue ink that reads "Karon K. McFarlane". The signature is written in a cursive style and is positioned above a light blue rectangular box.

Karon McFarlane  
Secretary



Attachment #1  
See Prior  
Month  
Minutes for  
Minute  
Attachments



## **2022-23 School Year Board Meeting #10 Minutes**

Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2022-23 School Year Board Meeting #10 at 6:30 PM on April 26, 2023.

Frederica Jeffries, Chair requested verification from the members present of "The Notice of Meeting" sent to each of the board members 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:

- Public Posting at CPCS Offices
- CPCS Websites and Social Media Sites

Frederica Jeffries, Chair of the Board of Trustees called the roll of the board.

Members present: Frederica Jeffries, Dr. Michelle Daniel-Robertson, Karon McFarlane, Ben Waxman, Gertrudis Hernandez, Andrew Barnes, Linda Plummer, Dr. Michelle Daniel-Robertson

Members absent: None

Also present: Dr. Mullings, Donna Webster

The Chair offered an opportunity for any questions from the public.

1. The Agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2022-23 School Year Board Meeting #9. The minutes were approved by common consent.
3. The Chair called for the report of Dr. Les Mullings, CEO. Dr. Mullings, who recognized the various reports provided by CPCS Directors and Principals that were sent prior to the meeting.
  - Scholars are going through state assessments. The third grade took their ELA test. Their math test is next week.
  - Graduation is on the 13th of June for middle school. Our board chair is our speaker.
  - Preplanning for the new school year is continuing. The middle school will be moving to the front building of 15-20 Central until the Arverne building is opened. K-1 will be moving to our Redfern facility. Second to Fifth grade will be moving to the 710 Hartman Lane building.
  - We are planning for the Summer Boost again. We are expanding the culinary arts curriculum. We have music, arts, dance, and sports. We anticipate 100 percent attendance in the kitchen.
  - We are preparing for renewal. We are in the phase of reviewing things that should be changed or added to the charter. We reviewing our areas of opportunities and focusing on our strengths
  - We are anticipating a visit from our authorizer.

- We will be hosting our spring concert. This year it will be recorded and packaged as a video.
  - We are coming up to our 15-year mark.
4. The Chair called for the Financial Report for the month of March:
- We were approved to serve 300 students with Summer Boost.
  - Our employee benefits cycle is renewed.
  - We have tentative dates for our Audit. We are expecting it to begin in June and end in August.
  - We entered into an additional contract at 1418 Central; where the kitchen is housed.
  - The upcoming event is the ASC adjustments for the lease standards.
5. The Chair called for the presentation of the April 2023 Personnel report. Dr. Mullings responded that there are no other personnel changes at this time.
7. The Chair mentioned the next meeting on May 24, 2023. The report was received, and the meeting adjourned by common consent.

Respectfully Submitted,

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Karon McFarlane  
Secretary



# Attachment #2



## Senior Director of Teaching and Learning K-5

### May 2023 Board Report

Covering 4/20/23 to 05/17/23

Kentia Coreus

## Enrollment Compliance

Grade	Total Scholars	Target Enrollment	Number of SWDs	Number of ELLs
K	120	120	9	7
1	115	125	16	3
2	118	125	19	8
3	117	125	24	5
4	100	104	19	7
5	100	104	15	5
<b>Totals</b>	<b>670</b>	<b>703</b>	<b>102</b>	<b>35</b>

source: May 5, 2023 Student Enrollment Weekly Report

## Ongoing Teaching & Learning Tasks

- Manage personnel, curricula, relationships, 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 at both elementary sites
- Supervise the K-5 principal and administrative team by conducting regular check-ins, bi-weekly supervision meetings, and providing feedback on instructional leadership
- Listen and respond to staff and family grievances
- Support human resource activities such as reviewing the credentials of international candidates, recommending teacher salaries, conducting final interviews
- Responding to compliance and legal issues as it relates to staffing and the academic program

## Grade 3 Return to 710 Hartman

On Wednesday, March 29, 2023 all scholars returned to our elementary school sites after learning remotely since Friday, March 3rd due to the fire. The 3rd Grade scholars and staff were shuttled daily to 1520 Central Avenue shortly after morning arrival at 710 Hartman Lane and returned prior to 3:30 PM departure. There were several members of staff including directors who assisted in numerous ways to create a safe, smooth, and welcoming morning arrival at 1520 Central Avenue. The 3rd grader scholars and staff adapted well to their new modern environment and returned to 710 Hartman Lane on Monday, May 8th after 21.5 days.

## Staffing and Leadership Recruitment

We are actively using 8 School Professionals substitute teachers and teacher assistants from this temporary employment agency since April 17, 2023. In addition we use them for instructional staff absenteeism which is common during this time at schools across the US. We will continue with this until we find full time staff replacements to start as soon as possible but more likely in the new academic year. The current vacancies are: Grade 1 Gen-Ed-ICT Leave Replacement; Grade 2 Gen-Ed -ICT Class Leave Replacement; Grade 3 Gen-Ed-ICT classroom teacher; Kindergarten and Grade 3 teacher assistant leave replacements and lastly K-2 SETSS provider leave replacement.

The K-5 special projects coordinator is taking the following action steps to support recruitment:

- Posting vacancies on Lever which gets distributed to Indeed and LinkedIn
- Sharing all job descriptions with the principal for internal recruitment
- Listing vacancies with Alternative Tutoring, School Professionals and Practice Benefit Corp and continues to identify and research other viable sources such as universities/colleges that produce good teachers for CPCS
- Vacancies sent to Ms. Messer to post on our Facebook, Instagram, and our monthly newsletter
- Posting vacancies on personal LinkedIn Page
- Connecting with all local area colleges with teaching programs for recent graduates and alumni
- Reviewing all candidates in Lever who have applied to other instructional roles at the school

## Compliance

### *Updated Discipline Policy*

CPCS met the April 28, 2023 deadline to submit its updated discipline policy to the The New York City Department of Education. We hope to receive approval prior to the start of summer programming. The proposed appeals process was approved by the CEO and included in the updated discipline policy.

### *Annual Comprehensive Review (ACR) Visit- CANCELED*

The new senior director of charter authorizing scheduled an ACR visit with CPCS for May 17, 2023. The visit was canceled on May 12. We await a rescheduled date. The network team met on May 11 to discuss the purpose of the visit as described below:

- Get to know the CPCS school community by meeting team members and visiting classrooms
  - What do we expect the DOE to see as they are visiting classrooms?
  - What grade/subject represents a growth area for our school?
  - What grade/subject represents an area of strength for our school?
- Discuss our ACR data collection form and other compliance items
  - Board meeting minutes
  - Suspension rates in 2021-22
  - Note: See a copy of our updated ACR data collection form [here](#)
- Forecast the upcoming renewal process
  - Hear our plans for the upcoming charter term



### *Leadership Evaluations*

The principal and SDTL successfully completed performance reflection meetings for the assistant principal of special education and data specialist. The process included an employee self-evaluation (requiring the submission of evidence to support ratings) based on the job description. The principal and STL then normed their ratings. Afterwards, a meeting was held with all parties. This process allowed for the communication of clear expectations and for the acknowledgement of accomplished work. Job descriptions will be updated where needed. Some areas that were unclear or did not have sufficient data for an assessment were unrated.

### *Teacher and Staff Evaluations*

The SDTL communicated the importance of the principal and administrative team completing evaluations for all teachers and staff. A compliance tracker was provided to ensure there is clarity on who is eligible for an evaluation and who is not. The SDTL also revised the Teacher Improvement Plan (TIP) template. A TIP outlines areas in need of improvement and directs concrete teacher action steps that must be implemented by the teacher. In order to support teacher growth and support, a member of the ILT (Instructional Leadership Team) will provide support/resources aligned to the goals of the TIP. At the end of the TIP period, a determination will be made about whether the TIP was successfully completed or not. Teachers who do not successfully fulfill the requirements of the TIP or do not maintain a satisfactory level of performance after successfully completing a TIP, may not have their contract renewed for the upcoming school year. The goal is to include TIPs in employment offer letters before the end of the school year.

The teacher evaluation template is based on the Danielson framework. The Danielson framework will also be utilized for the social worker and school counselor roles. All non-instructional staff will be evaluated utilizing a broad but meaningful tool developed by the SDTL and SPC.

### **Charter Renewal Preparation**

The SDTL planned and facilitated three workshops focused on charter renewal. Below were the outcomes accomplished for each workshop.

#### Renewal Prep Workshop #1

1. Understand the purpose of charter schools
2. Demonstrate general knowledge of the NYS Charter Law of 1998 and its impact on our roles
3. Understand the NYCDOE and NYSED accountability measures why they exist, and their impact on our roles

#### Renewal Prep Workshop #2

1. Demonstrate knowledge of the NYCDOE accountability framework
2. Begin to develop an understanding of the data required to answer the three essential questions (for NYCDOE charter renewal)
3. Understand the components of the charter renewal process

## Renewal Prep Workshop #3- Prep for May 17th ACR Visit

1. Understand the purpose and scope of the upcoming Annual Comprehensive Review (ACR) visit on Wednesday May 17, 2023
2. Learn where we are in the charter renewal preparation process
3. Send renewal prep office hours interest email if/where applicable

On May 17, 2023, the SDTL had an introductory meeting with JPS Solutions to discuss the scope of work for the upcoming charter renewal period. The below chart of responsibilities was briefly discussed and will be finalized and shared with the network team.

<b>Renewal Application Component</b>	<b>Responsible Party</b>
Executive Summary (2 pages maximum)	JPS
Renewal Application Narrative (30 pages maximum, not including required attachments)	JPS
Revised Charter	JPS
Summary of Revisions Tables ( <b>Tab 2</b> )	Network Team
<i>“Clean” proposed charter (see note in section A.8)</i>	JPS
<i>“Track Changes” proposed charter (see note in section A.8)</i>	JPS
<i>Five-Year Operating Budget and Budget Narrative</i>	DW & LM
<i>Board Resumes and Questionnaires</i>	McFarlane
<i>Board By-Laws</i>	LM & Board
<i>Succession Plans for Leadership</i>	LM & Board
<i>Code of Ethics</i>	LM & Board
<i>Curriculum and Instructional Model</i>	SDTLs
<i>Evaluation Tools for Staff</i>	SDTLs & DW
<i>School Calendar</i>	SDTLs
<i>Organizational Chart with current staff names</i>	LM & Coreus
<i>Family/Student and Staff Handbooks</i>	KM
<i>Discipline Policy</i>	SDTLs
<i>Professional Development Calendar</i>	SDTLs
Renewal Data Collection Form ( <a href="#">Link to 2022-23 Template</a> )	Network Team
NYSED Annual Reports (links to report)	GB
Indications of Parent and Student Satisfaction (and links to DOE survey)	LM
Board Meeting Minutes (links on website)	GB and KM
Audit and Management Letter (due November 1)	DW

Audit Template (due November 1)	DW
Current Year Budget and Statement of Cash Position	DW
Executive Director/Head of School/Principal Evaluations for the entire charter term	Board, LM, SDTLs
Progress Toward Charter Goals (will be pulled from annual reports to NYSED)	Data Officer



# Attachment #3



**Ms. Nicole Griffin**

Challenge Preparatory Charter School- Elementary  
Principal Report - Recapping April

**May 23, 2023**

## **Attendance**

### **April**

49% Present

51% Absent

21% Late

30% Perfect Attendance (172 scholars)

0 Suspensions

## **School Wide Goals (Ongoing)**

- Questioning and Discussion Techniques (3b)
- Engaging Students in Learning (3c)
- Assessment in Instruction (3d)

We continue to work toward these three goals by providing continued professional development

## **Curriculum and Instruction**

### **Where are we NOW?**

Teachers were provided professional development around reading behaviors and the station rotation model in the classroom. Teachers continue to unpack the standards in order to design coherent instruction.

- Math Session 2 is packed up. Math and ELA Book 1 is still here. Grades 3-5 began F&P assessments.
- Grades K-2 continues to complete the last round of F&P assessments  
205 - 4 below grade level
- Action steps for scholars who are below grade level
  - Exposure and practice through TA's to infuse the additional intervention.
  - Scholars are reading with the TA's additional 45 minutes per day

- Early-Bird Dyslexia screening PD will take place the month of May

### **ACR Visit Preparation - The team is preparing for the ACR visit in May**

1. What would you expect to see in all classrooms?
  - a. Turn and Talk
  - b. Math Manipulatives are packaged and grouped based on the needs with the scholar
  - c. The push is for scholars to solve the problem without the manipulatives
  - d. i-Ready used working in groups/ teacher or student centered
  - e. Anchor Charts/ Instructional charts used as a reference
  - f. Environment- Student work posted on the bulletin board
  - g. Formative Assessment- Thumbs up/Thumbs down; check for understanding; red,green, yellow card
  - h. Whole group instruction (10-15 minutes) then broken into three stations (10-15 minutes) ( Note- During the work period please refrain from using the bathroom)
  - i. Under your supervision,name one classroom that demonstrates strength and one, area of growth

### **Final Round of Observations will take place the month of May**

1. TEACH BOOST will be used to capture the observation
2. Admin will individually schedule their post ops.
3. Admin distributes the POST Conference form after the observation
4. Formal observations cycle (Observation and Post Conference) May 15- May 30, 2023).  
ALL WRITTEN OBSERVATIONS ARE DUE June 2, 2023.

### **End of Year Teacher Evaluations (5)**

1. All teaching staff will complete a [self reflection evaluation](#) FIRST ( June 2- June 7)
2. Admin reviews the evaluation and then rates the teacher using the evaluation form ( June 8-June 12)
3. EOY Evaluation meeting is held with teacher and administrator (June 13th- June 22, 2023)

### **Units of Study (Ongoing)**

Angela Lalor and AP Ward-Brew continue to partner as we refine the Reading and Writing units of study. Teachers provided input which helped create the upcoming 2023-2024 SY units.

When we embarked on the process of creating our units of study, we understood that it will take numerous years to "perfect". As we enter year three, the feedback obtained from teachers has included a desire for more fiction based books with the goal of increasing scholar interest. To that end, some modifications have been discussed. We have decided to change the last unit of

study to an author study unit. This modification will be made schoolwide, K-5. Please note the tentative units for the school year 2023-2024.

**Unit 1: All About Me / Global Citizen**

**Unit 2: Author Study (grade specific)**

**Unit 3: Pioneers and Trailblazers**

**Unit 4: Poetry (K-2) Test Prep (3-5)**

**Unit 5: Rising to the Challenge**

### **State Test**

Scholars in grades 3-5 completed the NYS exams. Based on the questions that were asked, we are confident that our scholars will average level 3's. Next year, we will emphasize more strategies on how to complete a short response.

### **SPED**

- Catholic Charities will provide support starting in September. They will participate in our upcoming Open Houses and also attend field day. They will also provide 4 professional development sessions for our teachers for the 2023-2024 SY.
- SETSS- We were able to find a SETSS teacher who has added value to the organization through School Professionals. He will continue to work his regular caseload and provide make-up hours for scholars who missed services due to one of CPCS SETSS teachers out on medical leave. (continued)
- SPED overview- Breakdown of numbers per grade for the upcoming school year:
  - Kindergarten (TBD)
  - 1st grade 18 students
  - 2nd grade 25 students
  - 3rd grade 24 students
  - 4th grade 36 students, (36 / 5 classes = 7 IEP students per class)
  - 5th grade 20 students
- Additional Grade 4 ICT classroom - (36 / 5 classes = 7 IEP students per class)
- Where are we headed for the 2023-2024 SY- True co-teaching in ICT classrooms. I'd like to see both teachers teaching the same subject at the same time. Implement coherency. Heavy emphasis on small group teaching.

### **Sylvan Learning Center**

- Takes place Monday, Tuesday, Wednesday
- Monday and Wednesday, Sylvan Instruction
- Tuesday- CPCS instruction
- 117 scholars invited; Program launches in May







# Attachment #4



# CHALLENGE CHARTER SCHOOL

## 2022-2023 Principal's Monthly Board Report

*Mavgar Mondesir-Gordon, Principal (Grades 6-11)*

### School Year 2022-2023 Report May 23, 2023

Current CCHS Enrollment:

Cohort Group	Grade Level	Enrollment as of...									
		Sept, 9, 2022	Oct. 15, 2022	Nov. 28, 2022	Dec. 16, 2022	Jan. 13, 2023	Feb. 10, 2023	Mar. 14, 2023	Apr. 25, 2023	May 23, 2023	Jun. 21, 2023
#3	G. 11	51	52	53	53	53	53	52	51	50	
#4	G. 10	73	77	77	76	75	75	76	76	74	
#5	Gr. 9	90	89	96	96	96	94	96	96	97	
<b>TOTAL</b>		<b>214</b>	<b>218</b>	<b>226</b>	<b>225</b>	<b>224</b>	<b>222</b>	<b>224</b>	<b>223</b>	<b>221</b>	

Current CCMS Enrollment:

Cohort Group	Grade Level	Enrollment as of...									
		Sept, 9, 2022	Oct. 15, 2022	Nov. 28, 2022	Dec. 16, 2022	Jan. 13, 2023	Feb. 10, 2023	Mar. 14, 2023	Apr. 25, 2023	May 23, 2023	Jun. 21, 2023
#6	Gr. 8	73	88	92	72	72	71	71	71	70	
#7	Gr. 7	95	92	96	96	93	91	91	92	93	
#8	Gr. 6	92	69	71	88	86	86	84	82	82	
<b>TOTAL</b>		<b>260</b>	<b>249</b>	<b>259</b>	<b>256</b>	<b>251</b>	<b>248</b>	<b>246</b>	<b>245</b>	<b>245</b>	

CCMS/CCHS Attendance Statistics:

Cohort Group	Grade Level	Attendance Rates									
		Aug 31, '22 - Sep 9, '22	Sep 12, '22 - Oct 15, '22	Oct 18, '22 - Nov 28, '22	Nov 29, '22 - Dec 16, '22	Dec 19, '22 - Jan 14, '23	Jan 13, '22 - Feb 10, '23	Feb 17, '22 - Mar 14, '23	Mar 21, '22 - Apr 25, '23	Apr 15, '22 - May 23, '23	May 21, '22 - Jun 20, '23
#3	Gr. 11	82%	84%	84%	86%	85%	80%	86%	87%	84%	
#4	Gr. 10	46%*	50%*	82%	83%	82%	81%	88%	88%	86%	
#5	Gr. 9	71%*	78%*	83%	86%	84%	81%	86%	87%	86%	
#6	Gr. 8	96%	88%	97%	100%	100%	100%	100%	100%	100%	
#7	Gr. 7	97%	94%	99%	99%	99%	98%	99%	100%	100%	
#8	Gr. 6	96%	93%	100%	99%	100%	100%	100%	100%	100%	



CCMS Average	90%	96%	99%	99%	99%	99%	99%	100%	100%	
CCHS Average	65%	70%	84%	86%	84%	80%	87%	87%	86%	
6-11 Average	81%	81%	91%	92%	92%	90%	93%	94%	93%	

**ATTENDANCE:**

Administrative efforts aimed at improving attendance rates have been successful so far. Grades 6-11 participate in a mandatory Buy-back program wherein scholars are required to sit for instruction during lunch or from 3:50 PM to 4:30 PM to make up for time and work they missed by being late to school. **Added to the Buy Back Program are aggressive home visits, Parent meetings, and in some instances, ACS calls for academic neglect for scholars who are habitually late despite our efforts to get them to school on time.**

**STAFFING:**

CCMS and CCHS continue to face significant shortages in staffing. Nonetheless, we continue to use our creativity to ensure that scholars are always before instruction and that we do our best to meet the expectations of our scholars and their parents. With the lifting of mandatory COVID-19 vaccinations, we anticipate more applicants to fill open positions.

To date, this is our progress:

- CFM - Matthew Rivera began on Monday, May 22, 2023. He will replace Ms. Hogan, who will take the role of the Work Based Learning Coordinator for the CTE Program.
- Global History 10 will continue to be covered by AP Canzoneri.

Please see the vacancies below:

- CCMS: TAs in Science and Humanities. 6,7,8
- FACS Teacher 6,7,8
- CCMS/CCHS:
  - ENL Teacher ( Based on the number of ELLs enrolled and their levels of language proficiency) - Recent interview for this position.
  - 7th Grade Science Teacher
  - 7th Grade Humanities Teacher
  - PE/Health Teacher- Covered by Dean Russell
- CCMS SPED Certified SETSS Teachers: Grades 6, 7, 8
- CCHS:
  - Spanish II Teacher - Covered by Ms. Gomez, ENL Teacher, and Mr. Medina
  - PE/Health Teacher #2 - Based on the student enrollment- An offer was sent to the candidate for the 23-24 school year.
  - CTE - Health 1



CCMS and CCHS have begun the recruitment for the 2023-2024 school year. All positions will be posted in order to prepare for expected and unexpected vacancies in the future.

### **CURRICULUM, INSTRUCTION, AND ASSESSMENT**

At this time of the year, come to the close of the testing season with only Grade 8 Science remaining. CCMS remains in an instructional mode as we move to close the skills gap in Math and ELA. CCMS and CCHS will continue to focus on weekly mini-assessments in all areas using iReady for the Math and ELA core, as well as Castle Learning. Allowing us to utilize the: Teach - Assess- Analyze Data - RTI - Assess cycle. Sylvan Learning Tutoring has launched at CCMS for Math and at CCHS for Algebra I beginning on March 1, 2023.

At CCHS, SAT Preparation has begun during scholar lunch periods for the 10th and 11th graders. Ms. Zak has been hosting the sessions for the scholars and working with the College Board for Special Education accommodations. We are also in full mode for Regents Examinations. Teachers have been hosting extra review sessions after school, both in person and virtually. Science teachers have been ensuring that all science labs are complete and that scholars are ready to brave the exams with confidence.

### **SOCIAL-EMOTIONAL LEARNING (SEL)**

- At this time, CCMS/CCHS teachers are engaged in growing their knowledge in the RULER-MTSS for adults. Teachers are given portions to work on weekly, which is discussed at the beginning of our Friday PDs.
- The SST Team has also received invitations to work on the RULER with Ms. Richards - Director of Pupil Personnel Services. They also meet every First Friday of the month to engage in PD with her.
- CCMS will work with the Second Step Curriculum, and CCHS will work with the Overcoming Obstacles Curriculum.
- We await the first lessons from the consulting firm, Windows of Opportunity - Hal Eisenberg – for the “HEAL” curriculum for Advisory. Leadership will be meeting with Hal on June 2, 2023, to review progress.
- We have launched Naviance to ensure that our scholars receive support and guidance towards their path to and through college and career readiness.
- The tenth and eleventh-grade scholars attended an informational seminar with Urban Upbound on the College application process.
- CPI Training for our school community also continues.

### **SPECIAL EDUCATION and ENL SERVICES**

- Dr. Lyle continues to lead the SPED work on all grade levels 6-11. Ms. Ana Gomez provides ENL services but will need support as we search for another ENL teacher due to the increase in the ENL population at our school.
- Ms. Gomez is in the process of administering the NYSESLAT exam to our ELL students.



- RTI continues, coupled with MTSS for scholars who need the intervention as per the IDEA and IDEiA Law.
- IEP meetings are in full swing and thus far have been doing well—As the CSE now has a new team in place.
- Principal Gordon has also joined the Principal Cohort at the Collaborative to ensure that the school is in full compliance and maintains the knowledge needed to do this work. Our staff has also been strong attendees at the SPED and ENL boot camps and the Pipeline Program.
- CCMS/CCHS will begin work on the Language Acquisition Plan for our ELL population, as this plan does not currently exist in our school.

### **DIGITAL PLATFORMS**

- Grades 6-11 scholars will continue using a combination of digital notebooks and hardcover notebooks for all courses to build writing and engagement stamina. We will curtail the use of Chromebooks to just 9% of the instructional time in an effort to maximize engagement.

### **PARENT AND SCHOLAR OUTREACH and ACCESSIBILITY**

- We continue to meet with parents to discuss further our scholars' welfare. Some of these meetings are in person, while others are via Google Meets. We also continue to conduct outreach for attendance and home visits for scholars who are not attending.

### **PROFESSIONAL DEVELOPMENT**

- Lavinia's Math Institute also continues.
- Our Social Workers and School Counselors have attended PDs with the Collaborative.
- Our CTE teachers are also attending current and upcoming PDs.
- Our SETTS teachers and new staff members also attended SDI PDs in the past months.
- We will continue our work with the Collaborative at the Charter School Center - joining sub-cohorts such as the SPED and MLL/ELL Bootcamps, Principal Cohort, and the SPED Pipeline Programs.
- We also continue the work with the Lavinia Group in ELA and Math. This also includes Leadership Institutes for Close Reading, Humanities, and Math Stories. Lavinia coaches are on-site working with our teachers to support test prep and lesson development.
- GRADE TEAM PLANNING AND ONGOING PROFESSIONAL DEVELOPMENT
  - Professional development takes place daily:
- VERTICAL DEPARTMENT PLANNING
  - Department Teams continue to meet to discuss instructional planning across disciplines.

### **INSTRUCTIONAL OBSERVATIONS**

- The CCMS-CCHS Admin Team members have begun supporting instructional periods throughout the day to ensure that instruction is taking place and that outreach is performed as needed.



Informal observations and coaching have begun through check-ins and 1:1 Instructional Supervision. TeachBoost will continue to be used for this task, with a target of 2 long observations and 5 short observations across the board for the school year.

### **Graduation Activities**

- The CCMS Senior Trip to Thrillz Adventure Park is scheduled for May 31, 2023
- The eighth grade Prom will be held on June 8, 2023, at the Atrium at Sunny Atlantic from 4:30 PM to 8:30 PM
- CCMS Grade 8 Graduation at Far Rockaway High School has been set for June 13, 2023, at 2:00 PM
- The CCMS Senior BBQ will take place at O'Donohue Park on Jun 16, 2023





# Attachment #5



## **Director of Pupil Personnel Services**

### **May Board Report**

#### **School Health Liaison**

##### **May Positive COVID Results**

1 Positive case

- SmileNY serviced scholars for their 6 month check-up
- The Sleep Health Education Pajama Program is a sleep health initiative to promote routine bedtime consistency to create focused daytime learners. Kindergarten through 2<sup>nd</sup> grade scholars will receive new pajamas, a new book, and a bedtime routine magnet. This program will take place on May 23<sup>rd</sup> through May 25<sup>th</sup>.
- 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 the 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 receive 4 at-home COVID test kits a month for health and safety purposes
- Oversee the process of incoming test kit shipments to all sites
- Trained School health liaison to provide RULER workshops to non-instructional staff members like office, janitorial, security staff members, and network support staff
- We will collaborate with St. Johns to inform families how to read labels and shop healthier while food shopping for themselves and family. This event will be filmed and reported in the Wave newspaper

#### **Pupil Personnel Director**

##### **Elementary School**

- Continued to support the SST members to organize the Comprehensive counseling program
- Ensured behavioral data is presented in order to develop effective behavior intervention plans for scholars
- Following up on behavior intervention plans to evaluate if the scholars behaviors are improving and if the strategies suggested are effective

- Monitor the behavioral tracking chart to support with identifying scholars that may need additional social and emotional support
- The Catholic Charities Satellite that will be housed in the elementary school building started on April 24th. At-risk scholars and families will now have access to a full-time therapist for additional social and emotional support. Some scholars have already been identified to begin the intake process during the therapists first week
- Families will be invited to a Catholic Charities informative Town hall about all of the services they provide
- Created the schedule for the Summer Boost program, and began to reach out to enrichment service providers including: Joe's Music Academy, Bricks 4 Kidz, Wula Drumming Company, Gaming company, Pro Kids, and Devore Dance company
- The SEL team will meet to discuss attendance goals and prepare for the relaunch of the RULER approach and secure dates for RULER training for teachers and staff

### **Middle and High School**

- The SEL team met and the RULER Adult SEL calendar for employees and staff was submitted for approval for next year implementation
- The Student support team will also meet with Hal Eisenberg the creator of the HEAL curriculum to support with the implementation of the curriculum for advisory
- Middle and High School scholars will receive a SEL survey to ensure student voice is included within the next SEL curriculum
- High School scholars will receive a workshop from the Cohen's Children's Medical Center focused on LGBTQ+ awareness
- The middle and high school counselors received one on one training on the curriculum, indirect and responsive services, and individual student planning
- The Social Work intern continues to support the high school with social and emotional needs of the scholars
- Urban Upbound Tackling Poverty, Changing Lives provided three workshops on the college application process with our 10<sup>th</sup> and 11<sup>th</sup> graders. Scholars learned about SAT prep, career exploration, the college application process, and potential future college tours and fairs
- Conducted hearings for a middle and high school scholars and provided support options upon their return
- Next school year 1520 Central will also have a Catholic Charities office to provide mental health services to middle and high school scholars. Scholars as well as their families will also have access to over 150 programs through the care pathway that include housing information, immigration services, limited financial assistance, senior services, etc.

### **All sites**

- Will meet with all Directors that attended the RULER conference to begin to rollout the SEL anchor tools with our leadership colleagues. The goal is to ensure we are all speaking the same language with teachers, parents, students to better support the social and emotional needs of our school community

- Continuing the process of all sites outlining their comprehensive counseling programs to address the needs of our scholar population
- Supervising record keeping activities of Second Step lessons and RULER modules
- Visited all sites to ensure SEL programming is occurring and following the pacing schedule
- SEL teams will create a RULER Adult SEL schedule in an effort to create an emotionally safe environment for all and to increase efficiency and scholar success
- Continued the 1:1 professional development sessions with social workers and counselors
- Created the social work school-wide protocol for case management. This will streamline the process for all families
- Preparing to recruit Social work interns for each site for the 2023-24 school year

### **Family Engagement**

- Monthly PA meetings are now in full swing for Middle and High School parents. There is now a PA board at the Middle school location with a President, Vice President, and Treasurer
- The Middle School hosted the bi-annual book fair
- Offered training that informed schools how to continuously promote Kids Rise a program for Kindergarten and 1<sup>st</sup> grade families to receive a 529 college savings account
- Ensured the SST and the Family engagement counselor is collaborating to ensure families are engaged with events that are tailored to include families

### **Parent Academy**

- The Parent Academy hosts 2 to 3 workshops per month and are well attended
- The Parent Leadership training Spring Session will begin on April 26<sup>th</sup> through May 24<sup>th</sup>. Families will learn important parenting skills such as conflict resolution, self-care strategies, managing emotions, building self-awareness, communicate more assertively and listening with empathy, and the best way to respond more effectively to their child's challenges
- The Parent Academy will host the End of the Year Event to celebrate families for their participation and engagement in school events



# Attachment #6



## Challenge Charter School Communications Report - May 2023

Kim Messer, Director of Communications

### Family Communications

- With many End of Year events in the works, it is a busy time in communications! Graduation/Stepping Up events and Field Day are as follows:
  - 8th Grade Graduation, June 13
  - Kindergarten Virtual Stepping Up, June 21
  - 5th Grade Graduation, June 22
  - Field Day, June 26
  - Last Day of School, June 27
- Our NYC School Survey results were down but we thankfully got close to our required 50% or responders with a 49% return rate as of 5/18.
- Crisis Communications Groups have been created and tested in ParentSquare.



### Safety Plans

Communications is supporting Operations work on the District-Wide and Building-Level Plans to update our documents for compliance in SY 2023-24. The effort will require all stakeholders across the school to take part including Board Members.

- We have not completed a District-Wide plan possibly due to changes in policies and being closed during the pandemic
- Our Building-Level plans do not fully align with current requirements and regulations
- A public hearing must take place prior to September 1, 2023
- Deadline for submitting our plans is October 1, 2023

### Rollover

Communications has been leading meetings to create SOP for Rollover from one school year to the next school year. This is a combined effort between our Operations, Enrollment, Data Specialists, and other staff.

### ***Application Season 2023-24***

- While marketing budget cuts have continued, I recommend the brochure be printed as we do not have any Spanish ads or translated materials other than the application. We would use the brochure through early fall.
- Social media ads are being placed to help add to our waitlist.
- We have 1 remaining budgeted ad and a dedicated email blast if we want to use it to aid our waitlist needs.

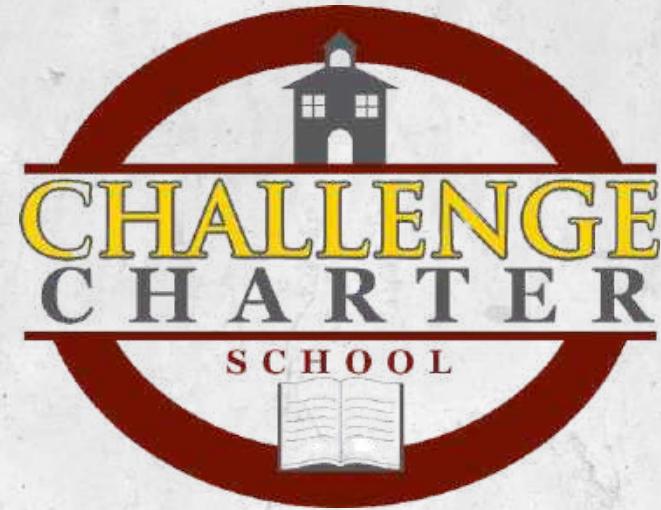
### ***Website***

With other unexpected work and deadlines related to the end of the year, the estimated soft launch of the new design has been delayed.





# Attachment #7



# **STUDENT ENROLLMENT AND RECRUITMENT BOARD REPORT #11**

**DATE: MAY 24, 2023**

**PREPARED BY: JANISA VAUGHN,  
DIRECTOR OF STUDENT ENROLLMENT AND RECRUITMENT**



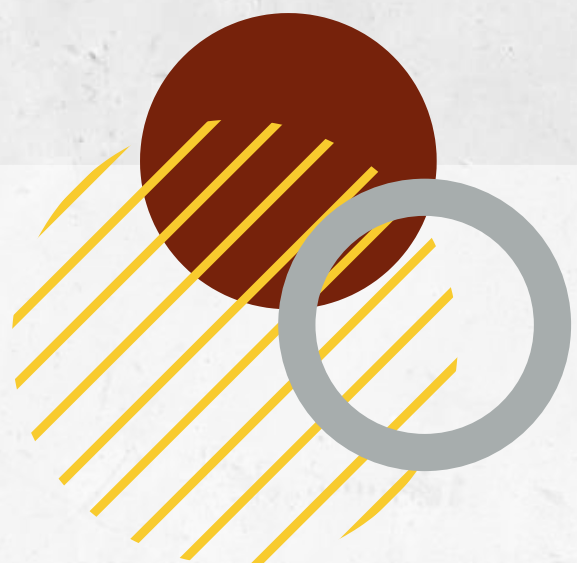
# Table Of Content

- **Enrollment Overview 2022-23 SY**
- **Enrollment Goals 2022-23 SY**
- **Looking Ahead| Lottery 2023-24 Update**
- **Looking Ahead| Enrollment Projections 2023-24**
- **Scholar Recruitment Lottery 2023-24**



# Enrollment Overview

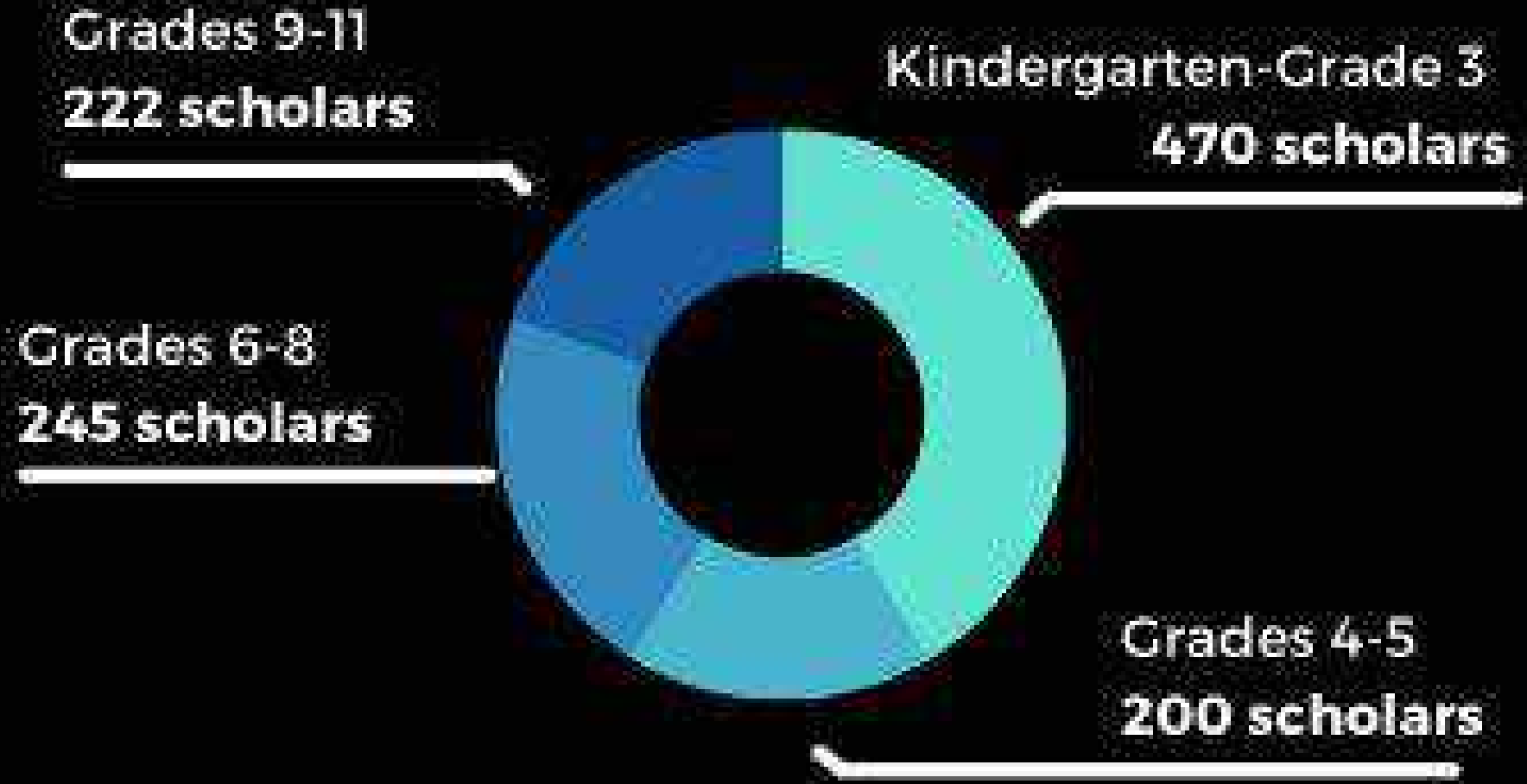
Scholar Enrollment is currently at 96%



Approved Charter Enrollment: 1,176 Scholars

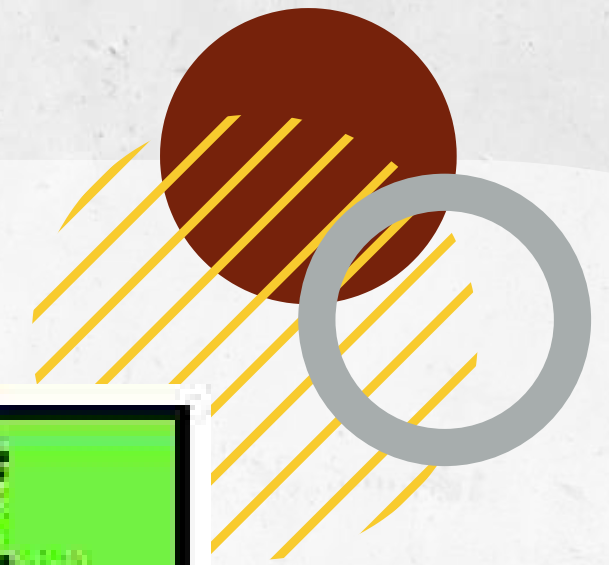
## K-11 OVERVIEW

CURRENT ENROLLMENT: **1,137 SCHOLARS**



# Enrollment Overview

## Elementary Site

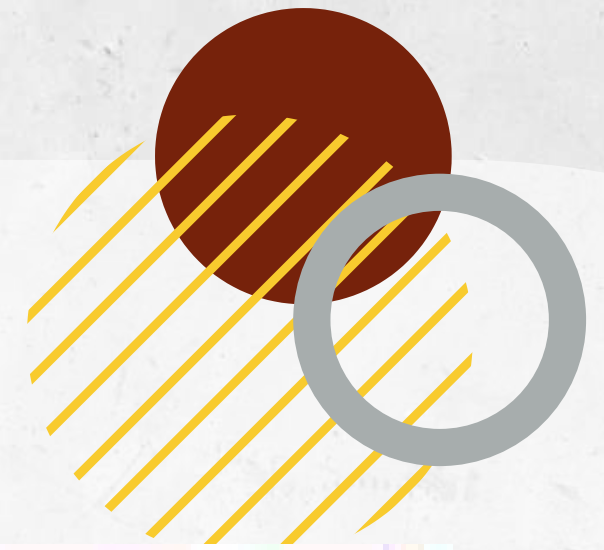


Site	Grade	CCS Enrollment Goal 2022-23	Total Number of Scholars Currently Enrolled 05/12/23
Elementary	K	120	120
	1	125	115
	2	125	118
	3	125	117
	4	104	100
	5	104	100
	<b>Total</b>		<b>703</b>



# Enrollment Overview

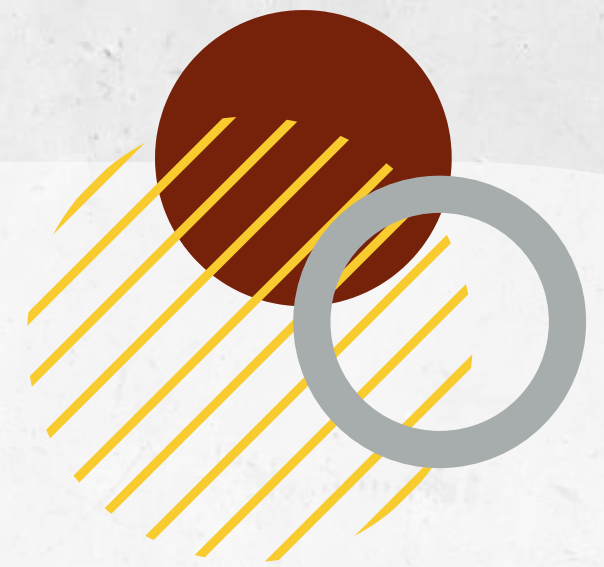
## Middle Site



Site	Grade	CCS Enrollment Goal 2022-23	Total Number of Scholars Currently Enrolled 05/12/23
Middle	6	104	82
	7	104	93
	8	78	70
	<b>Total</b>	<b>286</b>	<b>245</b>

# Enrollment Overview

## High School Site

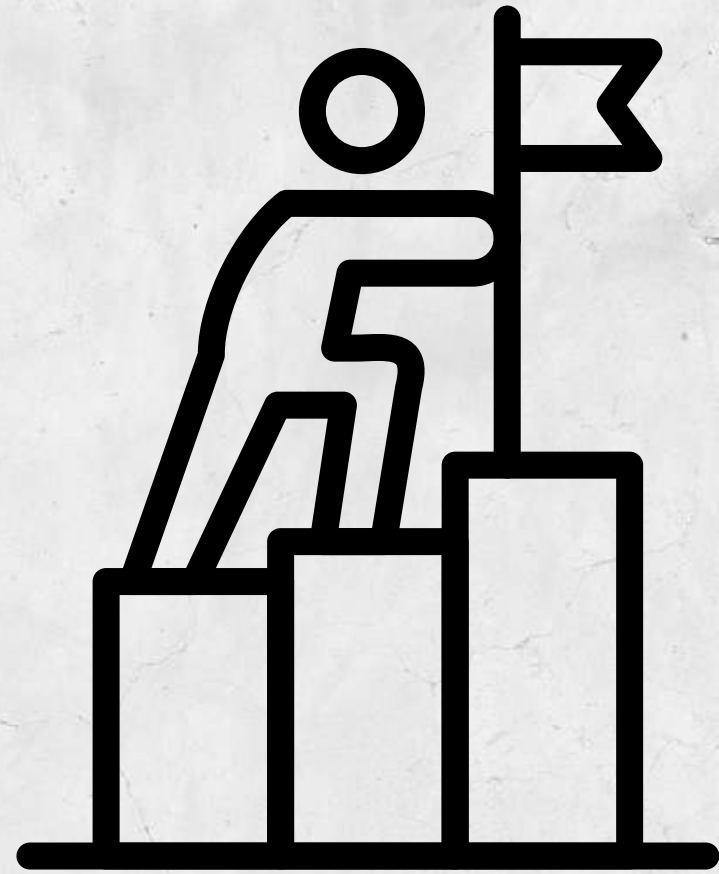


Site	Grade	CCS Enrollment Goal 2022-23	Total Number of Scholars Currently Enrolled 5/12/23
High	9	90	97
	10	75	75
	11	53	50
	<b>Total</b>	<b>218</b>	<b>222</b>



# Enrollment Goals

## 2022-23 SY



### **99% Enrollment**

Achieve at least 99% of CCS-approved charter enrollment.



### **English Language Learners (ELL)**

Increase the number of enrolled ELL scholars by at least 3%.



### **Scholar Retention**

Maintain at least 75% of our scholars at each grade level.



# Scholar Orientation

Theme:  
**Begin A Lifetime Of Learning**


Scholar orientation will be held earlier this school year beginning in May. This is our opportunity to secure our enrollment, meet the new families, and onboard them for the new school year.



**SAVE THE DATE!**


**NEW FAMILIES  
JOIN US  
THURSDAY, JUNE 8**

**Kindergarten Playdate  
AND  
Grades 1-5 Orientation  
at 710 Hartman Lane  
Time TBD**



**MIDDLE & HIGH SCHOOL ORIENTATION**

**May 26**



**Welcome Cheetah Families!**  
*Parents and Rising 6th and Rising 9th Grade Scholars Must Attend.*

**Join us! Friday, May 26, 2023 at 1520 Central Avenue**  
Check in begins at 1:30 PM | Meeting from 2:00-3:00 PM

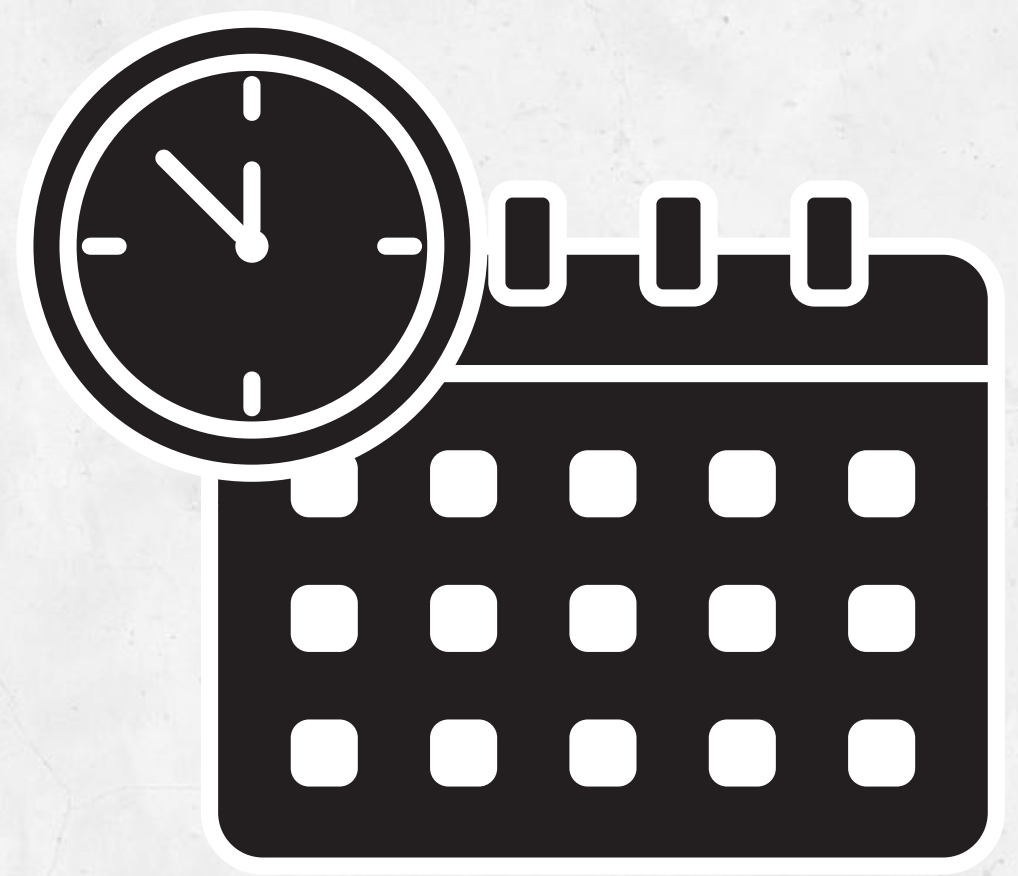
RSVP today at:  
<https://forms.gle/OXzRVem8AVqtAmut7>

Questions? Write to us:  
[enrollment@challengecharterschools.org](mailto:enrollment@challengecharterschools.org)  
**WWW.CHALLENGECHARTERSCHOOLS.ORG**  
REV. DR. LES MULLINGS, FOUNDER/CEO | FAR ROCKAWAY, NY



# Looking Ahead- Lottery 2023-2024

Previously reported



**Lottery Date: April 4, 2023**  
**Time: 7:00pm**  
**Location: Zoom**

## Lottery Application

The 2023-2024  
Lottery Application will  
launch October 31 2022.

## Recruitment Events

Open houses will begin  
January 2023 through  
early spring.

## Retention

We will actively monitor  
scholar discharges to  
make improvements in  
our school community.

# Lottery Update

Theme:

**Begin A Lifetime Of Learning**

**Previously reported**

**The 14th annual lottery night was held on Tuesday, April 4, 2023, via Zoom at 7:00 pm. Over 100 attendees viewed the event. The lottery drawing was held for grades kindergarten- grade 12. The event concluded at 7:30 pm and by 7:36 pm 104 families accepted their seats and 1 parent fully completed registration online! We are projected to reach our enrollment goal of 1,296 scholars for August 2023.**





# Enrollment Projections 2023-24

Theme:  
**Begin A Lifetime Of Learning**

**Previously reported**

## Approved Charter Enrollment: 1,296 Scholars

The enrollment projections for the 2023-24 school year were prepared based on the charter agreement, scholar retention data, and the age demographics in the Rockaway community.

Per the 2010 amendment to the Charter Schools Act, Challenge Prep shall demonstrate good faith efforts to attract, retain and meet or exceed enrollment and retention targets as prescribed by the Board of Regents for students with disabilities, English Language Learners, and students who are eligible for free- and reduced-price lunch.

# Enrollment Projections 2023-24

Elementary

Previously reported

Site	Grade	CCS Enrollment Goal 2023-24
Elementary	K	120
	1	120
	2	120
	3	120
	4	120
	5	96
	<b>Total</b>	<b>696</b>



# Enrollment Projections 2023-24

Middle School

Previously reported

Site	Grade	CCS Enrollment Goal 2023-24
Middle	6	96
	7	96
	8	96
	<b>Total</b>	<b>288</b>



# Enrollment Projections 2023-24

High School

Previously reported

Site	Grade	CCS Enrollment Goal 2023-24
High	9	103
	10	100
	11	76
	12	52
	<b>Total</b>	<b>279</b>



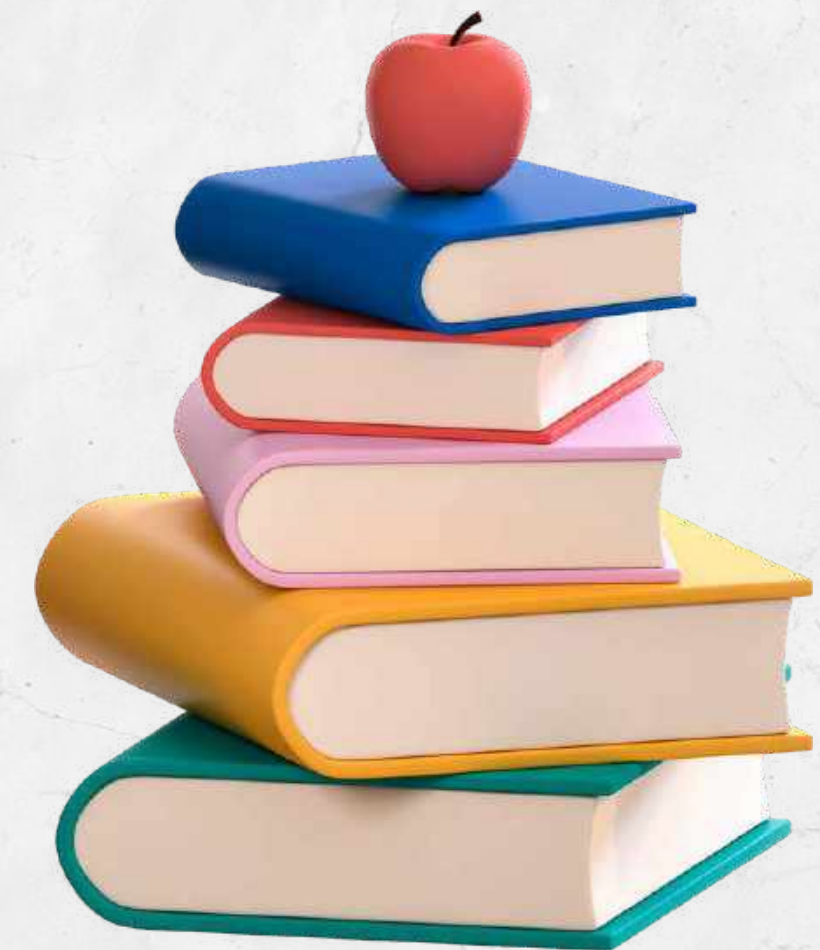
# CCS Open Houses 2023-2024

Theme:  
**Begin A Lifetime Of Learning**

**Previously reported**

**Thursday's from 5:30pm-6:30pm**

- January 12, 2023-**Canceled**
- January 19, 2023- **Completed**
- January 26, 2023- **Completed**
- February 2, 2023-**Completed**
- February 9, 2023-**Completed**
- February 16, 2023- **Completed**
- March 2, 2023-**Canceled**
- March 9, 2023-**Completed**
- March 16, 2023-**Completed**





# Scholar Recruitment Lottery 2023-2024

Theme:  
**Begin A Lifetime Of Learning**

**Previously reported**



### **School Wide Recruitment Initiative**

The staff, scholars, and parents will have opportunities throughout the school year to participate in scholar recruitment.



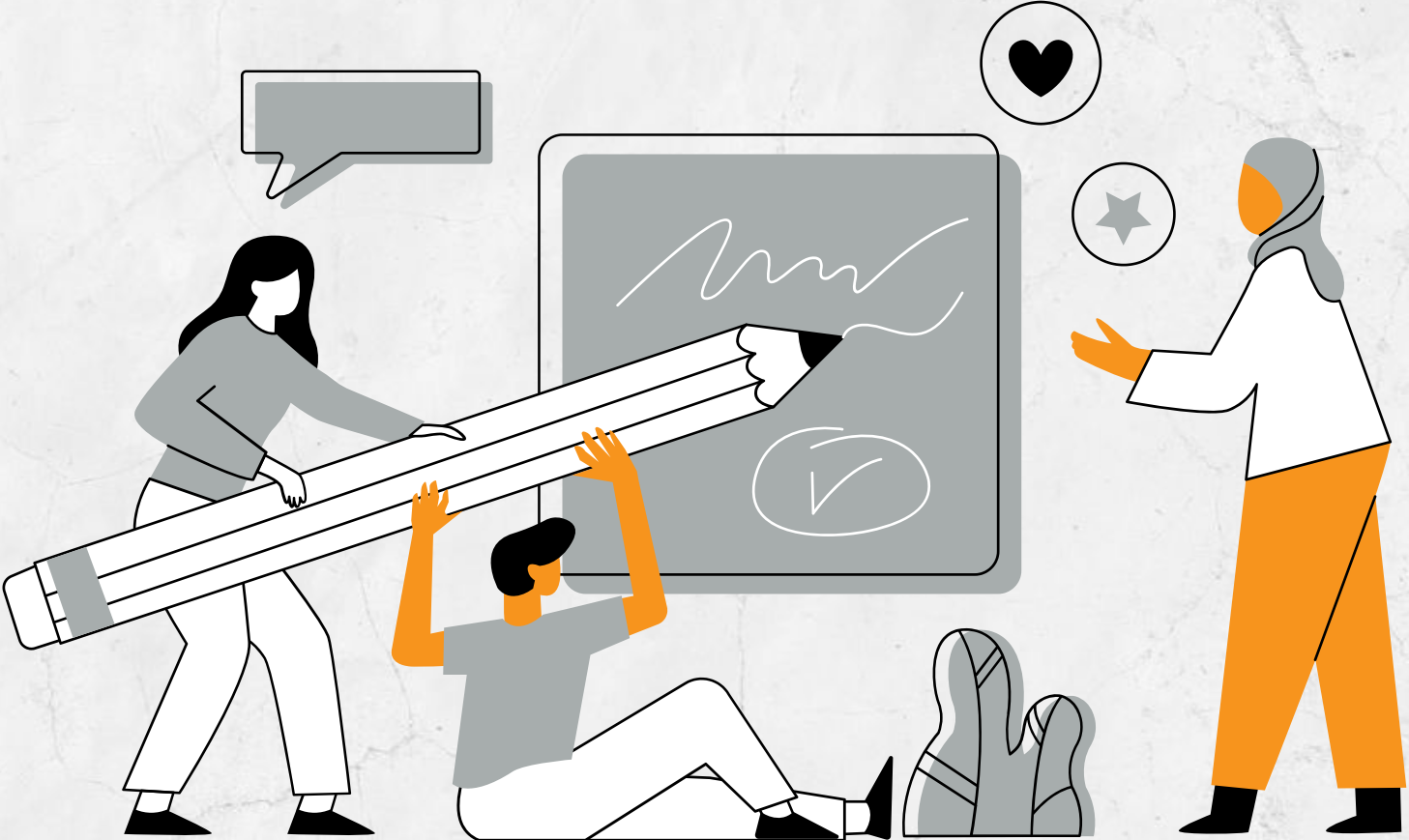
### **Community Outreach**

Continue to partner with feeder schools in the Rockaways to recruit new families.



### **Host Recruitment Events**

Partner with the school community to host open houses and retention events.





# Attachment #8



Director of Operations  
May Board Report  
May 20, 2023

I am happy to bring to you this report of activity as the director of Operations for May 2023. I will provide you with an update of each operation management task thus far.

Creates a detailed start-up checklist and ordering list to ensure that the school starts each:

The Operations Department has submitted a wish list to the Director of Finance on April 7, 2023. The subcategories on the Operations wish list include office stationary, Office furniture, custodial supplies, seasonal supplies, classroom supplies, building furniture, staffing needs, and staff development. Currently awaiting feedback/approval of items submitted.

Facility: Overseeing site management and development and ensuring that the school site is maintained as a safe and clean environment:

- In progress- Door buzzer systems at front doors for all buildings

### **710 Hartman Lane-**

#### **3/2/23 Fire Updates**

- 3rd grade students returned to 710 Hartman Lane on 5/8/23
- 2nd floor girls bathroom completed on 5/16/23
- 2nd floor boys bathroom to be completed on 5/20/23
- CTS Camera installation began on 5/19/23. To be completed in 6-8 working days
  
- Spring Landscaping clean up completed on 5/7/23. Weekly service will continue
- Quarterly sewage system and grease trap cleaning scheduled for 5/27/23 & 5/28/23
- Interior of the updated HVAC is complete. Crane to be scheduled to place condensing units on the roof. Start up will follow.
- Weekly classroom rug cleaning to begin the week of 5/29/23

### **1526 Central Avenue-**

- Broken classroom door handle/lock changed in classroom 303 on 5/24/23

### **1279 Redfern Avenue-**



Director of Operations  
May Board Report  
May 20, 2023

- Service call by FTS Precise Inc. completed on 5/17/23 HVAC system due to leak
- Expansion valve ordered. To be serviced once the part is received

#### **1520 Central Avenue-**

- Service call by Shlomo Inc. completed on 5/19/23 due to error codes shown on various thermostats
- It was determined that Units on the roof were malfunctioning and had to be reprogrammed

Food and Transportation: Manages food and transportation services;

- Weekly meal reports sent to the school foods manager.
- 4/28/23- Route Q9330 failed to report to CCPS for evening dismissal. Parents were contacted to pick up scholars. Incident was reported to OPT (Incident # 91280527)
- Inquiring about hot food service for 1279 Redfern SY24

Student Data: Manages primarily student attendance at each site and generates report as needed: Working with Ms. Samuels to eradicate disparities between system synchronization

Manage logistics of all special school wide events and projects; Major events this month:

- 4/17/23- Far Rock BID Town Hall Meeting,
- 4/19/23- 5th grade school dance
- Field Day date updated to 6/26/23. Permit application has been submitted

Manages the registration process of each scholar updating and maintaining each scholar's: Internal audit shows that many student files are incomplete. Documented parent outreach is continuous to request missing documents

Creates and oversees each site's Safety Plans;

- Formed an initial safety plan committee. Met on 4/25/23, 5/3/23, 5/17 to discuss next steps in safety plan completion

Oversee and maintains school facilities ensuring that building rules and regulations are met for all government agencies i.e. DOH, FDNY. –





Director of Operations  
May Board Report  
May 20, 2023

710 Hartman Lane: FDNY Inspection completed 2/14/22. The following violations were given as per the fire code. Operations manager will be obtaining certification on 5/24/23

- NYC Building Fire Code 901.6.3/Certificate of fitness S-95 Supervision of the alarm system
- NYC Building Fire Code Certificate of fitness F-07 Certificate of Fitness to Conduct the Drill and Emergency Drill

1279 Redfern: FDNY inspection completed on 3/2/23. The following violations were given as per the fire code. Operations manager will be obtaining certification on after receiving Passport Identification

- VC17-Certificate of fitness and certificates of qualification
- VC5- Record Keeping

Manages and maintains the Purchase Order System with the Director of Finance: This is a daily activity handled by each site's Operations Managers along with the Supervision of the Director of Operations.

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;

- Received vape sensor quote on 5/15/23. Currently researching an alternate company to provide service at a lower cost
- Working with Health Liaison to achieve 100% immunization compliance. Currently at 98% immunization compliance

Manages the operations Managers at each site; Operations School Aides, Operation Assistants, and Custodial Staff;

- This month's Operations Topics: Upcoming building move, Summer Boost, Immunization compliance
- Established monthly Operations Meeting at each site to include Operations Managers and Operations Aide

Manages and maintains [in conjunction with the Director of Finance] the inventory of all equipment, furniture, etc. being "audit" ready at all times;

- To date we have not had a request from the auditors for this information, Ongoing: Updating of the inventory tracking system to document curriculum, technology, and furniture ordered/received





Director of Operations  
May Board Report  
May 20, 2023

The operations staff is a dedicated team and we are committed to taking the necessary steps to fully support the needs of our schools, scholars, staff, and parents.

Respectfully Submitted,

*Alexyia N. McNeil*

Alexyia N. McNeil  
Director of Operations



# Attachment #9



## Director of Technology Report

May. 2023 - Dale Richardson

---

### I: Current Work

1. Parent Academy and Computer Lab at 1520 Central Ave. require desktop computers to accommodate larger groups (Moved from our “Risk Factor” section).
    - a. Desktops have arrived at our Reso A vendor.
    - b. We will have devices delivered after our building moves.
    - c. Tentative date, last week of July.
  
  2. Lenovo Laptop Inventory shortage (Moved from our “Risk Factor” section).
    - a. Laptops have arrived at our Reso A vendor .
    - b. We will have devices delivered after our building moves.
    - c. Tentative date, last week of July.
  
  3. 710 Hartman Ln - Security Camera (Work in progress).
    - a. Additional equipment was ordered, in order to acquired
    - b. Date has been scheduled for the installation to begin.
  
  4. Upgrades to Challenge’s phone systems (Two vendors are working through the system).
    - a. A single phone number to reach our entire organization?
    - b. The phone systems at 710 Hartman Lane & 1526 Central Ave should be upgraded as soon as possible.
    - c. Our quote from last season has expired. We are currently interviewing vendors. Hoping to implement this change during the summer months.
-



—

**II: Pending budget approval - These items should be prioritized.**

1. 1526 Central Ave - Security Camera (Pending Decision)
  - a. Quotes received
    - i. With classrooms: \$24,711.00 (I suggest we go with this package)
    - ii. No Classroom cama: \$19,788.00
  
2. Independent Cyber Security Audit for the entire organization (this has a soft approval via Dr. Mullings. Follow Ups to begin shortly).
  - a. An independent cyber security assessment should be completed in order to satisfy various insurance and state requirements. Ex: [https://www.dfs.ny.gov/industry\\_guidance/cybersecurity](https://www.dfs.ny.gov/industry_guidance/cybersecurity)
    - i. The quote received: \$42,327.00 (this quote is now aged and will require a new, possibly more expensive quote).
  - b. Dr. Mullings has forwarded me the NYSED recommendation:
    - i. Via: <https://www.cisa.gov/protecting-our-future-partnering-safeguard-k-12-organizations-cybersecurity-threats>
    - ii. The NYSED's version is more of a blanket suggestion.
    - iii. I strongly suggest tailoring "cyber security" to the specific needs of Challenge.



### III: Risk Factors

1. Active Panels (aka smart boards) are needed for the 2023 - 2024 school year **(This should be our top priority. We can order these now, without waiting for the building moves. Once the end of the school year hits, units may become really expensive).**
  - a. Update: Middle School is scheduled to swap places from 12-79 Redfern, to 15-20 Central Ave. Boards should be ordered promptly in order to avoid service delays.
  - b. Currently, 12 boards are needed in order to have 1520 Central Ave. fully outfitted and ready for scholars to utilize each room.
  - c. I also suggest ordering 4 extra “rolling boards” (one for each site), which can be used in case of an emergency where a classroom board malfunctions.
  - d. At the moment, quotes on board are (ca) \$5,900.00. However, this rate will need to be updated (may become more expensive) at the time of our order (most likely cost will reduce with a larger quantity order).
  
2. Student Chromebooks
  - a. Update: Laptops were ordered via Reso A.
  - b. Updates will be posted as they become available.
  - c. As a heads up, warranties on Chromebooks expire 3 years after purchase.
  - d. Spacing out purchases and ordering 300 - 400 chromebooks each year will be best. It will not hit the budget or logistics as hard. Plus, it gives us room to repair and scale up/down if necessary. This is known as “order throttling,” and you may read up on a similar concept at the following url:



<https://olosupport.zendesk.com/hc/en-us/articles/115002752386-Order-Throttling-Strategies-Overview>



# Attachment #10



**Performing Arts Department Update  
Board of Trustees Meeting  
MAY 2023  
Challenge Preparatory Charter School  
Prepared By:  
Anwar Robinson, MEd / SDL / SBL  
Director of Performing Arts**

**Summary**

This outline provides a glance at the facets of the Department, while also framing gains and needs for stakeholders of the Challenge Preparatory Charter School, for the Month of April 2023

**Department Vision Statement**

*Challenge Scholars will find their voice and point of view through refined and rigorous practice, manifesting their artistic abilities through high-quality music, performance, and fine arts exhibitions for their schools, families, and community.*

**Objectives**

Performing & Fine Arts Department Vision (SY2022-2023) available per request.

**Major Projects**

- ❖ HARLEM RENAISSANCE Comes to Far Rockaway
  - Video Edits Underway; will air to Challenge Community via video by EOY
- ❖ **CPCS Performance Calendar for SY2023-2024 Submitted**
- ❖ **GRADUATION CEREMONIES:**
  - Grade K — June 21, 2023 [VIRTUAL]
  - Grade 5 — June 22, 2023 [Venue: 15-26 Central]
  - Grade 8 — June 13, 2023 [Venue: Far Rockaway HS]

**PROGRAMMING: Brief Summaries**

**Challenge Charter High School & Challenge Charter Middle School**

- ❖ Quarter 4 Curriculum / Syllabi delivered on Monday, 4.24.2023
- ❖ Available on request

**Challenge Preparatory Charter School**

- ❖ EOY Celebrations / Graduation Music: Mr. N. Green

**STAFFING — SY2023-2024**

- ❖ CCHS: Recommended for Return
- ❖ CCMS: Full-Time Certified Staff Required
- ❖ CPCS: Will review with Principal N. Griffin and include updates to HR & June 2023 Report

**ARTS PARTNERSHIPS**

- ❖ Joe's Music Academy (JAM)
  - Collected Violins and Violas for service on Tuesday, 5.16.2023
- ❖ Music & Art, New York, NY
  - Meeting with Sonny Kang (Manhattan & Queens Rep) on Tuesday, 5.16.2023
  - Recorders: Finance / Performing Arts will recommend Parents Incur 40% of costs to Principal N. Griffin
  - Final Outcomes to be reported in June 2023 Report
- ❖ Additional Partnerships will be added for SY2023-2024



# Attachment #11



**FINANCE REPORT**  
APRIL 2023

# Challenge Prep Charter School

## Budget vs. Actuals: July 2022 - April 2023

	Actual	Total Budget	over Budget	
<b>Income</b>				
4100 State Grants			0.00	
Total 4100 State Grants	\$ 20,488,548.00	\$ 19,171,452.67	\$ 1,317,095.33	Includes per pupil and lease assistance
4200 Federal Grants			0.00	
Total 4200 Federal Grants	\$ 1,482,991.78	\$ 1,748,284.76	\$ 260,292.98	Includes Title, CSP, ESSER and ARP
Total 4300 Contributions	\$ 477,624.00	\$ 0.00	\$ 477,624.00	Bloomberg and Early Bird
Total 4400 Miscellaneous Income	\$ 24,614.44	\$ 0.00	\$ 24,614.44	
Total Income	\$ 22,473,778.22	\$ 20,914,737.43	\$ 1,559,040.79	
<b>Expenses</b>				
5000 Compensation			0.00	
Total 5100 Instructional Staff	\$ 5,824,442.27	\$ 6,633,709.01	\$ 190,733.26	
5200 Non-Instructional Staff			0.00	
Total 5200 Non-Instructional Staff	\$ 2,201,457.81	\$ 2,245,826.67	\$ 45,368.86	
5300 Pupil Support			0.00	
Total 5300 Pupil Support	\$ 1,088,174.81	\$ 1,348,547.50	\$ 260,372.69	
Total 5000 Compensation	\$ 10,114,074.89	\$ 10,229,083.18	\$ 115,008.29	
5400 Benefits			0.00	
Total 5400 Benefits	\$ 2,019,583.11	\$ 2,154,324.17	\$ 134,741.06	
6100 Administrative Expenses			0.00	
Total 6120 Insurance	\$ 166,288.37	\$ 119,070.00	\$ 47,218.37	
Total 6100 Administrative Expenses	\$ 987,474.68	\$ 458,884.22	\$ 71,409.54	
6200 Professional Services			0.00	
Total 6200 Professional Services	\$ 1,714,176.10	\$ 974,305.55	\$ 739,870.55	Includes JPS Solutions, CSBM and TRU.SK
Total 6300 Professional Development	\$ 241,707.78	\$ 107,409.09	\$ 134,298.69	
6400 Marketing and Staff/Student Rec				
Total 6400 Marketing and Staff/Student Rec	\$ 50,488.87	\$ 62,916.67	\$ 32,427.80	
Total 7100 Curriculum & Classroom Expenses	\$ 497,737.93	\$ 510,114.14	\$ 12,376.21	
8100 Facility			0.00	
Total 8100 Facility	\$ 6,551,807.75	\$ 5,018,895.00	\$ 1,532,912.75	Includes \$1.2M if deferred rent expense
Total 8200 Technology Expenses	\$ 377,375.74	\$ 356,666.66	\$ 20,709.08	
Total 8800 Miscellaneous Expenses	\$ 23,521.28	\$ 0.00	\$ 23,521.28	Includes fraud charges
Total Expenses	\$ 22,585,057.70	\$ 19,892,598.68	\$ 2,490,459.02	
Net Operating Income	\$ 90,720.52	\$ 1,022,138.75	\$ 931,418.23	

**Budget vs. Actuals: FY23 Operating Budget - FY23 P&L  
July 2022 - April 2023**

	Current Actuals	To Year End	Remaining
<b>Income</b>			
4100 State Grants			
Total 4100 State Grants	\$ 20,488,548.00	\$ 24,674,629.62	\$ 4,186,081.62
4200 Federal Grants			
Total 4200 Federal Grants	\$ 1,482,991.78	\$ 1,561,392.66	\$ 78,400.88
Total 4300 Contributions	\$ 477,624.00	\$ 477,624.00	\$ 0.00
Total 4400 Miscellaneous Income	\$ 24,614.44	\$ 24,614.44	\$ 0.00
<b>Total Income</b>	<b>\$ 22,473,778.22</b>	<b>\$ 26,738,260.72</b>	<b>\$ 4,264,482.50</b>
<b>Expenses</b>			
5000 Compensation			
Total 5100 Instructional Staff	\$ 6,824,442.27	\$ 7,799,362.59	\$ 974,920.32
5200 Non-Instructional Staff			
Total 5200 Non-Instructional Staff	\$ 2,201,457.81	\$ 2,641,749.37	\$ 440,291.56
5300 Pupil Support			
Total 5300 Pupil Support	\$ 1,088,174.81	\$ 1,305,809.77	\$ 217,634.96
<b>Total 5000 Compensation</b>	<b>\$ 10,114,074.89</b>	<b>\$ 11,746,921.74</b>	<b>\$ 1,632,846.85</b>
5400 Benefits			
Total 5400 Benefits	\$ 2,019,583.11	\$ 2,308,094.98	\$ 288,511.87
6100 Administrative Expenses			
Total 6120 Insurance	\$ 166,288.37	\$ 210,000.00	\$ 43,711.63
<b>Total 6100 Administrative Expenses</b>	<b>\$ 387,474.68</b>	<b>\$ 555,000.00</b>	<b>\$ 167,525.32</b>
6200 Professional Services			
Total 6200 Professional Services	\$ 1,714,176.10	\$ 2,057,011.32	\$ 342,835.22
Total 6300 Professional Development	\$ 241,707.78	\$ 290,049.34	\$ 48,341.56
6400 Marketing and Staff/Student Rec			
Total 6400 Marketing and Staff/Student Rec	\$ 50,488.87	\$ 80,000.00	\$ 29,511.13
<b>Total 7100 Curriculum &amp; Classroom Expenses</b>	<b>\$ 497,737.93</b>	<b>\$ 600,000.00</b>	<b>\$ 102,262.07</b>
8100 Facility			
Total 8100 Facility	\$ 6,551,807.75	\$ 7,862,169.30	\$ 1,310,361.55
Total 8200 Technology Expenses	\$ 377,375.74	\$ 452,850.89	\$ 75,475.15
Total 8800 Miscellaneous Expenses	\$ 23,521.28	\$ 23,521.28	\$ 0.00
8900 Depreciation Expense	405,109.57	540,146.09	135,036.52
<b>Total Expenses</b>	<b>\$ 22,383,057.70</b>	<b>\$ 26,515,764.94</b>	<b>\$ 4,132,707.24</b>
<b>Net Operating Income</b>	<b>\$ 90,720.52</b>	<b>\$ 222,495.78</b>	<b>\$ 131,775.26</b>
<b>Net Income</b>	<b>\$ 90,720.52</b>	<b>\$ 222,495.78</b>	<b>\$ 131,775.26</b>

# Challenge Prep Charter School

## Balance Sheet

As of April 30, 2023

	Total
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Bank Accounts</b>	
1000 Cash	
Total 1000 Cash	\$ 6,956,361.93
Total Bank Accounts	\$ 6,956,361.93
<b>Accounts Receivable</b>	
Total 1100 Accounts Receivable	\$ 1,086,544.64
Total Accounts Receivable	\$ 1,086,544.64
<b>Other Current Assets</b>	
Total Other Current Assets	\$ 665,179.11
Total Current Assets	\$ 8,708,085.68
<b>Fixed Assets</b>	
Total 1500 Furniture, Fixtures & Equipment	\$ 2,565,832.41
Total 1519 Facility and Construction	\$ 1,258,317.36
Total 1700 Accumulated Depreciation & Amortization	-\$ 2,344,219.18
Total Fixed Assets	\$ 1,490,930.59
<b>Other Assets</b>	
Total Other Assets	\$ 940,999.20
<b>TOTAL ASSETS</b>	<b>\$ 11,140,015.47</b>
<b>LIABILITIES AND EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
Accounts Payable	
Total Accounts Payable	\$ 1,003,869.14
Other Current Liabilities	
Total Other Current Liabilities	\$ 3,920,474.78
Total Current Liabilities	\$ 4,924,343.92
<b>Long-Term Liabilities</b>	
Total Long-Term Liabilities	\$ 4,274,536.43
Total Liabilities	\$ 9,198,880.35
Net Income	90,720.52
Total Equity	\$ 1,941,135.12
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ 11,140,015.47</b>



**Statement of Cash Flows**  
**July 2022 - April 2023**

	<b>Total</b>
<b>OPERATING ACTIVITIES</b>	
Net Income	90,720.52
<b>Adjustments to reconcile Net Income to Net Cash provided by operations:</b>	
1100 Accounts Receivable	-559,298.19
1300 Prepaid Expenses	38,747.59
1301 Prepaid Insurance	-32,389.00
1310 Prepaid Rent	147,509.40
1401 Due From Friends of Challenge Prep, Inc.	-9,000.00
1710 Accumulated Depreciation & Amortization: Accumulated Depreciation	404,559.58
2000 Accounts Payable	811,081.10
2300 Accrued Salaries/Taxes	-1,429,516.30
2301 Accrued Expenses	-123,050.51
2302 Refunds Payable	-11,766.60
2400 Unearned/Deferred Revenue	3,775,889.84
<b>Total Adjustments to reconcile Net Income to Net Cash provided by operations:</b>	<b>\$3,012,766.91</b>
<b>Net cash provided by operating activities</b>	<b>\$3,103,487.43</b>
<b>INVESTING ACTIVITIES</b>	
1510 Furniture, Fixtures & Equipment: Office & Admin Computers & Equipment	-25,176.74
1511 Furniture, Fixtures & Equipment: Classroom Computers & Equipment	-129,388.55
1512 Furniture, Fixtures & Equipment: Classroom Furniture	-76,266.28
1513 Furniture, Fixtures & Equipment: Office Furniture	-4,172.46
1540 Facility and Construction: Leasehold Improvements	-29,061.31
1750 Accumulated Depreciation & Amortization: Accumulated Amortization	549.99
1800 Security Deposits	-15,000.00
<b>Net cash provided by investing activities</b>	<b>-\$ 278,515.35</b>
<b>FINANCING ACTIVITIES</b>	
2700 Deferred Rent Liability	1,231,893.36
<b>Net cash provided by financing activities</b>	<b>\$1,231,893.36</b>
<b>Net cash increase for period</b>	<b>\$4,056,865.44</b>
<b>Cash at beginning of period</b>	<b>2,899,496.49</b>
<b>Cash at end of period</b>	<b>\$6,956,361.93</b>



## **2022-23 School Year Board Meeting #12 Minutes**

Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2022-23 School Year Board Meeting #12 at 6:30 PM on June 27, 2023.

Frederica Jeffries, Chair requested verification from the members present of "The Notice of Meeting" sent to each of the board members 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:

- Public Posting at CPCS Office
- CPCS Websites and Social Media Sites

Frederica Jeffries, Chair of the Board of Trustees called the roll of the board.

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

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

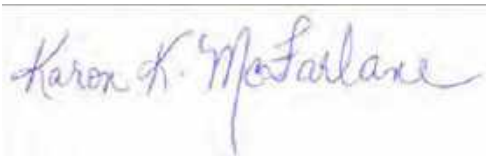
Also present: Dr. Mullings, Donna Webster

The Chair offered an opportunity for any questions from the public.

1. The agenda was approved by common consent.
2. The Chair called for a review of the minutes of the 2022-23 School Year Board Meeting #11. The minutes were approved by common consent.
3. The Chair called for the budget report with Donna Webster.
  - a. Donna Webster shared the draft budget for Fiscal Year 2024 which begins on 7/1/23.
    - i. Projected per pupil: \$23.768 million for Gen Ed due to anticipated enrollment of 1,296 scholars.
    - ii. Projected revenue of \$30.790 million; this includes Special Education, our staple grants, and the CSP Expansion grant.
    - iii. Budgeting for Summer boost. We have already received part of the funding for Summer Boost.
    - iv. Salaries are projected to be about \$15.3 million.
    - v. Benefits and taxes are projected at \$3.8 million.
    - vi. Admin expenses, including insurance, are projected to be about \$592 thousand dollars.

- vii. We are looking to outsource our security. The company will keep our current security guards.
      - viii. Marketing and Website is projected to be \$96K.
      - ix. Facilities are projected to be \$6.6 million.
      - x. Total Expenses \$30.6 million.
4. The Chair called for the Financial Report:
  - a. We closed the month of May with a surplus.
  - b. Total recognized revenue was \$24.6 million.
  - c. Total Expense was \$23.3 million.
  - d. Budget vs. Actual: we are at \$1.3 million
  - e. Total Assets are \$8.9 million
  - f. Total Liabilities are \$5.8 million
5. The Chair called for the presentation of the June 2023 Personnel report. Donna Webster responded that there are no other personnel changes at this time.
6. The Chair called for a motion to approve the preliminary budget. Ben Waxman motioned to approve. Karon McFarlane seconded the motion.
7. The Chair called for the report of Dr. Les Mullings, CEO. Dr. Mullings shared with the Board that Field Day was canceled due to the rain.
  - a. Challenge Charter School will be partnering with community organizations to have Family Day for our students and families.
  - b. Dr. Mullings shared that we held a very successful career fair. We brought 5,000 job opportunities to the community. We had almost 300 attendees.
  - c. Dr. Mullings spoke about Summer Boost beginning on July 5th.
8. The chair recognized the various reports provided by CPCS Directors and Principals that were sent prior to the meeting.
9. The Chair mentioned the next meeting on July 26, 2023. The report was received, and the meeting adjourned by common consent.

Respectfully Submitted,



Karon McFarlane  
Secretary



Attachment #1  
See Prior  
Month  
Minutes for  
Minute  
Attachments



## **2022-23 School Year Board Meeting #11 Minutes**

Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2022-23 School Year Board Meeting #11 at 6:30 PM on May 24, 2023.

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

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

- Public Posting at CPCS Office
- CPCS Websites and Social Media Sites

Frederica Jeffries, Chair of the Board of Trustees called the roll of the board.

Members present: Frederica Jeffries, Dr. Michelle Daniel-Robertson, Karon McFarlane, Ben Waxman, Gertrudis Hernandez, Andrew Barnes, Linda Plummer, Dr. Michelle Daniel-Robertson

Members absent: None

Also present: Dr. Mullings, Donna Webster

The Chair offered an 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 2022-23 School Year Board Meeting #10. 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 26, 2023). He announced that Challenge has been selected for the Summer Boost NYC program with a grant of \$644,000 that will be used for 350 scholars in grades 1-9 to attack the 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 4, 2023. Challenge will host a Career and Job Fair on June 15, 2023, in the Challenge High School Gym sponsored by the NYS Department of Labor. 54 Exhibitors will offer 6000 job opportunities to our community residents. Following discussion, the report was received with appreciation.

4. Dr. Mullings recognized the various reports provided by CPCS Directors and Principals that were sent prior to the meeting.
5. The Chair called for the April 2023 Financial Report. The report highlighted that we are working to control spending so that we can finish the year with a surplus. Following review, the report was received by common consent.
6. The Chair called for the presentation of the May 2023 Personnel report. Dr. Mullings responded that there are no other personnel changes at this time.
7. The Chair mentioned the next meeting on June 21, 2023. The report was received, and the meeting adjourned by common consent.

Respectfully Submitted,

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A handwritten signature in blue ink that reads "Karon K. McFarlane". The signature is written in a cursive style and is positioned above a light blue rectangular box.

Karon McFarlane  
Secretary



# Attachment #2





**Senior Director of Teaching and Learning K-5**  
**June 2023 Board Report**  
 Covering 5/18/23 to 06/14/23  
**Kentia Coreus**

## Enrollment Compliance

Grade	Total Scholars	Target Enrollment	Number of SWDs	Number of ELLs
K	120	120	9	7
1	115	125	16	3
2	118	125	19	8
3	117	125	24	5
4	100	104	19	7
5	100	104	15	5
<b>Totals</b>	<b>670</b>	<b>703</b>	<b>102</b>	<b>35</b>

source: June 9, 2023 Student Enrollment Weekly Report

## Ongoing Teaching & Learning Tasks

- Manage personnel, curricula, relationships, 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 at both elementary sites
- Supervise the K-5 principal and administrative team by conducting regular check-ins, bi-weekly supervision meetings, and providing feedback on instructional leadership
- Listen and respond to staff and family grievances
- Support human resource activities such as reviewing the credentials of international candidates, recommending teacher salaries, conducting final interviews
- Responding to compliance and legal issues as it relates to staffing and the academic program

## Staffing and Leadership Recruitment

We are actively using 8 School Professionals substitute teachers and teacher assistants from this temporary employment agency April 17, 2023-June 27, 2023. We are actively recruiting through Indeed, LinkedIn, and networking for instructional vacancies for the following school year.

The 2023-2024 Vacancies are:

Grade 1 GEN- Teacher
Grade 2 SPED- Teacher
Grade 3 GEN- Teacher
Grade 3 GEN - Teacher
Grade 3 SPED- Teacher
Grade 3 SPED- Teacher
Grade K- TA
Grade 1- TA
Grade 1- TA
Grade 1- TA
Grade 3- TA
Grade 4- TA
School Counselor
Dean of School Culture
SETSS Teacher
Specials Teacher (2)

### Annual Comprehensive Review Visit

The SDTL prepared for and facilitated a network team meeting on Monday June 5, 2023 to prepare for the rescheduled visit from our charter authorizer. On Wednesday June 7, 2023 Dr. Schwanbeck and Ms. Harris-Edwards from the DOE visited all Challenge Charter school sites. The overall feedback was that we need to continue to demonstrate best efforts in enrolling ENL scholars. Classroom visits revealed that we need to continue to push scholar independent thinking and ownership of their learning as seen in the high school classrooms. The SDTL assisted with preparing the team by developing and role-playing through the (excerpted) document below:

#### SNAPSHOT

**Grades served:** K-11

**Year Opened:** 2010

**# of enrolled students:** 1137

**Location:** CSD 27, Queens, Private Space, four sites

#### EQ1: Is the school an academic success?

##### *PRIOR TERM*

2015-16: Outperformed CSD 27 in ELA and Math (ELA- 43%, Math- 41%)

2016-17: Underperformed CSD 27 in both ELA and Math (ELA- 35%, Math 32%)

2017-18: Below CSD in Math, on par with CSD in ELA (ELA- 45%, Math- 36%)

**CURRENT TERM**

- 2018-19: Outperformed CSD 27 in ELA and Math (**ELA- 46%, MATH- 43%**)
- 2019-20: No State exam
- 2020-21: **Internal: What did our iReady data show?**  
  - *52% of scholars were on or above grade level in Reading*
  - *38% of scholars were on or above grade level in Math*
 State exam: CPCS participated, results not on state site
- 2021-22: **Internal: What did our iReady data show?**  
  - *45% of scholars were on or above grade level in Reading*
  - *31% of scholars were on or above grade level in Math*
 State exam: **Below CSD in Math (-24%)**, On par with CSD in ELA ( -2%) (ELA- 45%, Math- 36%)
- 2022-23: **What can we predict from this year’s iReady data?**  
  - *We can predict a 10% increase in scores this year, based on i-Ready data.*

Elementary: According to the EOY iReady data collected so far:

- In ELA, 55% of scholars are in Tier 1. This is a 33% increase from the BOY
- In MATH, 31% of scholars are in Tier 1. This is a 24% increase from the BOY

Middle/High:

According to iReady 41% of scholars tested so far are on or close to grade level in ELA since the BOY, 30% in Math

**Special Populations Academic Performance**

- SWD:** How did this subgroup perform during the current charter term? - 21% proficient for Reading; 15% Proficient for Math
- ELL:** How did this subgroup perform during the current charter term? - 25% proficient for Reading; 17% for MATH
- ECO/DIS:** How did this subgroup perform during the current charter term? - This distinction needs to be entered in i-Ready

**EQ2: Is the school effective and well run?**

**ENROLLMENT**

Overall Enrollment is 96% (meets target) **Authorized enrollment:** 1176 **# of currently enrolled students:** 1137

**SPECIAL POPULATIONS ENROLLMENT**

SWD (data.nysed.gov, 2021-22)

CPCS-16%/CSD 27- 21%

ELL (data.nysed.gov, 2021-22)

CPCS- 3.5% (27 current and 13 former ELLs)/CSD 27- 13%

**Internally, we count 66 scholars which is almost 6%**

Economically Disadvantaged (data.nysed.gov, 2021-22)

CPCS- 82%/CSD 27- 78%

**SPECIAL POPULATIONS RETENTION**

What is our overall retention rate? - Overall retention rate: 77%

What is our SWD retention rate? - SWD retention rate: 62%

What is our ELL retention rate? - ELL retention rate: 56%

What is our ED retention rate? - 70%

## Leadership Discussion

### THE ACADEMIC PROGRAM & PREPARING FOR CLASSROOM VISITS

What do you expect us to see when we visit classrooms?

#### School-wide:

Scholars working in small groups (independently or with an educator)  
 Scholars participating in station rotations during the practice portion of the lesson  
 Scholars engaging with iReady to support their learning

#### K-5:

Evidence of content learning in teacher & scholar co-created anchor charts  
 Scholars working with manipulatives (specifically in Math) and other learning tools to support learning

#### 6-11:

Evidence of specially designed instruction  
 Evidence of English language learner supports utilizing push-in model -- Please see the Grades 6-11 ELL

#### K-5:

**What grade/subject represents a growth area for our school?** Math is an area of growth. This year Envisions (Next Gen) aligned curriculum was secured, push was for teachers to utilize manipulatives for mathematical modeling. Teachers need assistance with unpacking the standards and creating reliable assessments.

**What grade/subject represents an area of strength for our school?** Reading and writing units are coming alive at CPCS as they become more culturally relevant and responsive. Teachers have been engaged in a two year curriculum redesign process with an emphasis on unpacking the Next Gen standards and developing cohesive assessments.

#### 6-11:

**What grade/subject represents a growth area for our school?** - Math represents a growth area for the Grades 6-11 school campuses. working closely with Lavinia Group , receiving coaching and help with test prep for Math. Our instructors in Grades 6-8 have all attended the Lavinia Group Institutes for Learning.

**What grade/subject represents an area of strength for our school?** - ELA represents an area of strength for our 6-11 school campuses. In Grades 6-8, we are using the Lavinia Humanities curriculum and receive coaching from their consultants on implementation and delivery of the work in close reading and test prep.

### ACR DATA COLLECTION FORM & COMPLIANCE

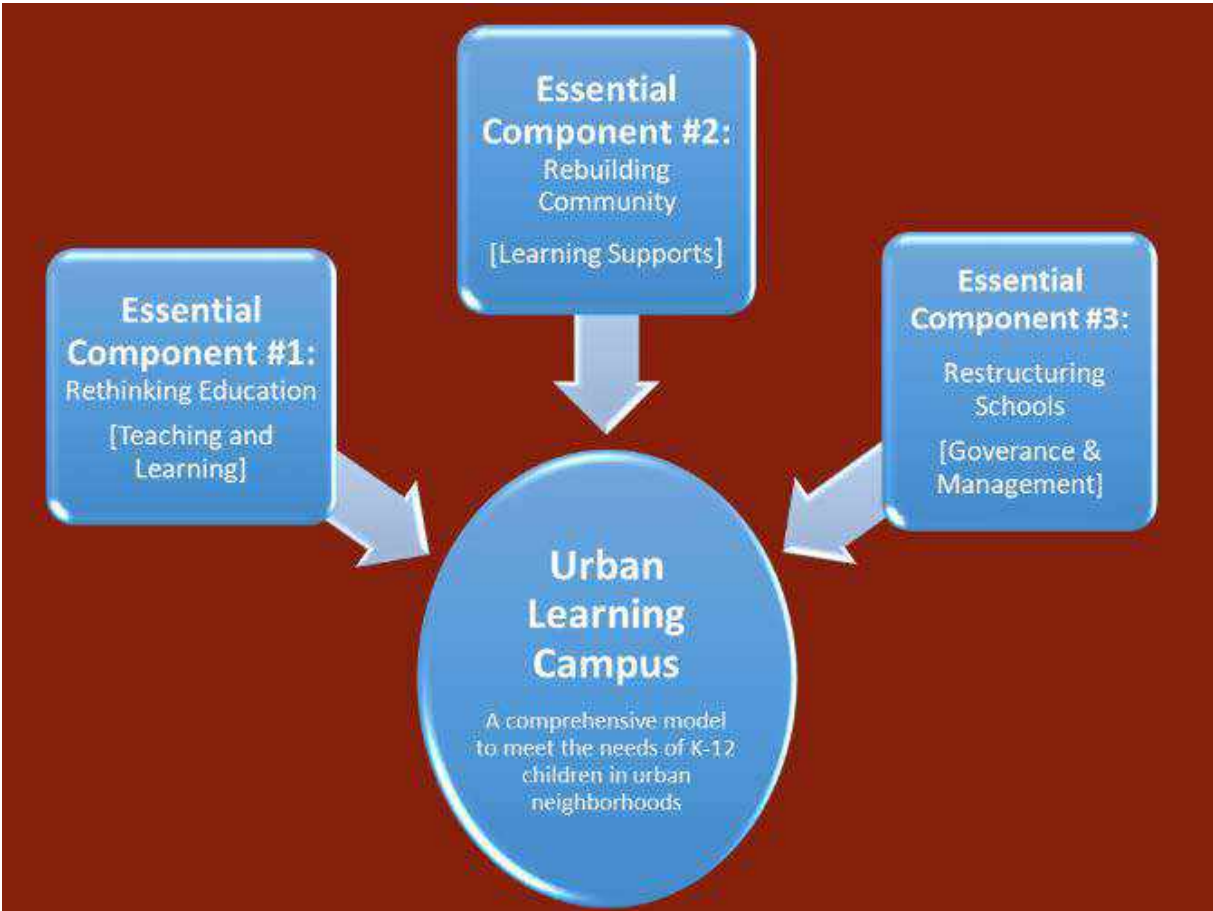
- Why were there so many suspensions in 2021-22? [What is the narrative according to our data?](#) - [Children were in Remote Learning due to COVID-19 restrictions for two years and needed help learning to properly socialize on school premises.](#)
- Why is your ELL enrollment rate only 3%? [NYSED lists 27 current ELL scholars and 13 former ELL scholars.](#) [How many scholars are captured in ATS?](#) 24 ELL scholars are captured in ATS
- Are all the board meeting minutes posted?
- Where is the school's safety plan?
- Why weren't the goals reported on in your last Annual report submission to NYSED?

### RENEWAL QUESTIONS

What are your plans for the upcoming charter term?

**Preparing for Charter Renewal**

The SDTL is continuing to support charter renewal preparation work by providing resources about the Urban Learning Campus. The next renewal workshop will review this framework and provide a summary of where we are supported by updates from Dr. Mullings. A timeline for work completion will be provided at the end of June 2023.





# Attachment #3



June 2023

## Principal Report

**Nicole Griffin, Elementary School**

Attendance

**May: 88.1% Present**

Overall Attendance Average ⓘ

**666**

Total ⓘ

**88.1%**

Of Total Students (666) ⓘ

**June: 89.6% Present**

Overall Attendance Average ⓘ

**665**

Total ⓘ

**89.6%**

Of Total Students (665) ⓘ

As we wrap up this school year at the elementary school, teachers continue to provide instruction for our scholars. Classroom instruction continues to take place from 8:30am- 3:30pm. Our staff have worked hard and diligently throughout this unprecedented year and I am so very proud to have led this team through it all.

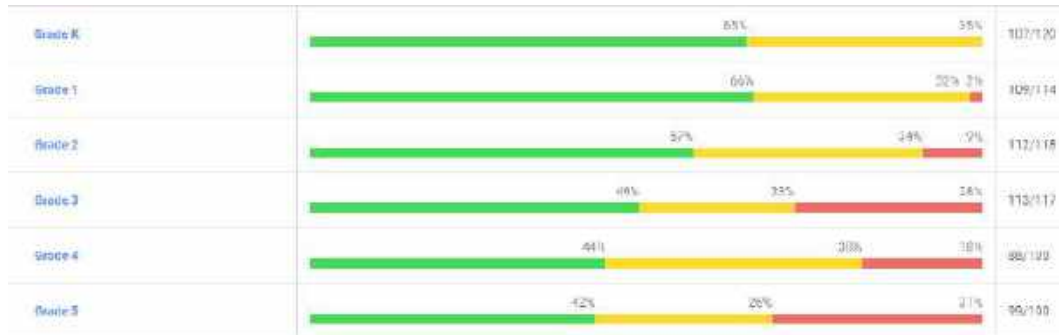
### EOY i-Ready Data

**BOY - READING**





## EOY



## IReady READING Diagnostic Growth BOY vs. EOY

	BOY Tier 1%	EOY Tier 1%
K	21	65 (+44)
1	20	66 (+40)
2	28	57 (+29)
3	31	49 (+18)
4	13	44 (+31)
5	12	42 (+30)
K-5	22	55 (+33)

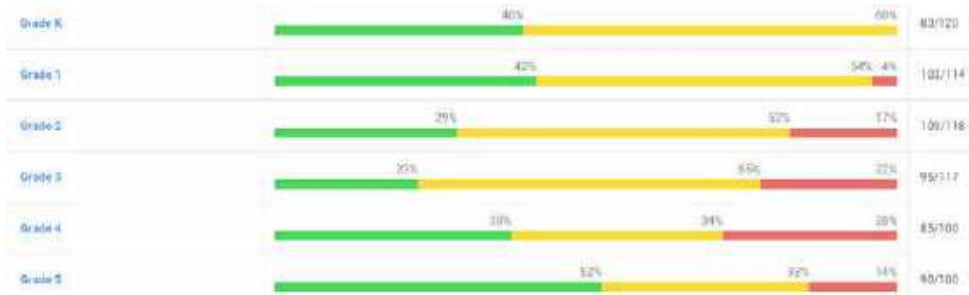
Based on the teacher training with Angela Lalor, PLC's with AP's and grade team leaders peer coaching and data chats, our i-Ready data has doubled. We have more scholars reading on grade level in EVERY grade. Out of 669 scholars, 360 are reading on or above grade level. 217 are reading one grade level below. 92 are reading two or more grade levels below. We will continue to put in the work of creating intense intervention groups by utilizing the Teachers Assistant for the upcoming school year.

## MATH

## BOY



## EOY



## IReady MATH Diagnostic Growth BOY vs. EOY

	BOY Tier 1%	EOY Tier 1%
K	10	40 (+30)
1	6	42 (+36)
2	5	29 (+24)
3	3	23 (+20)
4	7	38 (+31)
5	13	52 (+39)
K-5	7	31 (+24)

This year we focused on Measurement and Data and Geometry in all grades. Based on our data, we understood that these skills had to be taught earlier in the school year and also across subjects. Therefore, teachers worked on classroom math projects and real life math scenarios with scholars. We monitored the weekly data based on the Math Tuesday Challenge and created small groups based on that data. Our data shows that our scholars on grade level increased dramatically. However, we recognize we still have a lot of work ahead of us.

Out of 668 scholars tested, 254 are on or above grade level. 321 are one grade level below and 93 are two or more grade levels below.

The professional development priority for next year will be around MATH. We are partnering with the Lavinia Group who will teach the staff the cognitive

skills and thinking needed in order to teach scholars math concepts. 13 teachers will begin the work in the summer as they teach in the Summer Boost academy.

### **Professional Development**

- Teachers have ended this year with an understanding of unpacking of the standards, the difference between formative and summative assessments and the beginning of creating their own authentic assessments.
- Teachers revised FOUR units of study for reading and writing while working with Angela Lalor, LLC. We added on a new unit which will focus around the craft and structure of an author's writing.
- The continued work of teachers trained in Assessments in Instruction is part of the 2023-2024 SY School Improvement Plan
- As we look to plan the 2022-2023 professional development calendar, we will focus on the following areas:
  - Using questioning and discussion techniques ( 3B)
    - Discussion techniques and student discussion
  - Engaging Students in Learning (3C)
    - Activities and assignments
  - Using Assessment in Instruction (3D)
    - Student-self assessment
    - Monitoring student learning
  - Focus on MATH - Lavinia Math Group
  - Increasing cognitive demand

### **Guided Reading Intensive Groups**

- Designed to meet the needs of scholars reading at least two grade levels below
- May-June 2023
- Groups meet 2-3 times per week
- Groups consist of 4-6 scholars

### **Highlights for June**

- **Grade 5 Autograph Day-** Grade 5 scholars had the opportunity to socialize at Donohue Park with their peers. The scholars signed one another's autograph books.

- **Grade 5 Senior Picnic Day**- Scholars and staff socialized at the park for 3 hours. Scholars had a picnic to celebrate the closing of their years here at CPCS.
- **Kindergarten Bubbles in the Park**- Kindergarten scholars had the opportunity to meet their teachers and classmates collectively. They played in the park while listening to music.
- **Kindergarten Play Date**- We hosted two sessions to welcome our incoming kindergarten families. We shared information from staff that included the administrators, guidance counselors, social worker and Special Education Liaison. Scholars completed a pre assessment in reading and math. This information is used to determine student ability levels for small groups. Scholars who are absent or who will start later in the year, complete the diagnostic the first two days of them entering kindergarten.
- **Awards Ceremonies**- Kindergarten and Grade 5 conducted a virtual award ceremony for the year. Grade 5 valedictorian and salutatorian was announced.
- **Graduation Ceremonies**- Due to limited space in the gymnasium we conducted virtual ceremonies for Grades K. Following the ceremony, scholars will have the opportunity to come to the school building to take photos and to socialize with their peers. The street was blocked off.
- **Field Day**- Field Day will take place on Monday, June 26. Mrs. Wiggins has been the lead along with all of the Specials from the elementary school to carry out field day. We are looking forward to this annual event.
- **FINAL FAREWELL**- All classroom teachers and scholars will have the opportunity to have an end-of-year celebration to celebrate all accomplishments.
- Scholars will receive a summer packet and return any borrowed CPCS technology device before we exit for the summer.

### **Summer Boost**

- Summer academic intervention and enrichment will be offered to 186 scholars
- Based on EOY i-Ready testing and teacher recommendation
- Teachers will partake in training June 27th - June 30th
- Summer Boost will begin on July 5th
- Lavina Group will provide training and materials

Thank you for your continued support. Have a great summer.



# Attachment #4





CCMS Average	90%	96%	99%	99%	99%	99%	99%	100%	100%	100%
CCHS Average	65%	70%	84%	86%	84%	80%	87%	87%	86%	84%
6-11 Average	81%	81%	91%	92%	92%	90%	93%	94%	93%	92%

**ATTENDANCE:**

Administration has worked tirelessly to keep attendance rates high at both CCMS and CCHS. Parent outreach and home visits were conducted regularly to ensure that scholars reported to school daily.

**STAFFING:**

Throughout the year, CCMS and CCHS continued to face significant shortages in staffing. Nonetheless, we have used our creativity to ensure that scholars are always before instruction and that we do our best to meet the expectations of our scholars and their parents. With the lifting of mandatory COVID-19 vaccinations, we anticipate more applicants to fill open positions for the 23-24 SY.

To date, we have candidates awaiting offers for the following positions:

- Physical Education (2)
- Guidance Counselor
- Humanities
- Algebra I

We will be conducting more interviews to fill the following positions below:

- CCMS:
  - TAs in Science and Humanities- 6,7,8
  - FACS Teacher- 6,7,8
  - 7th Grade Science Teacher
  - Math- 7,8
  - Social Worker
- CCMS/CCHS:
  - ENL Teacher
  - SPED Certified SETSS Teachers
- CCHS:
  - Spanish II & III Teacher
  - CTE - Health 1
  - Social Studies (2)
  - ELA (2)
  - TA (4)





### **CURRICULUM, INSTRUCTION, AND ASSESSMENT**

As the year comes to a close, CCMS will maintain an instructional focus until the last day of the school year to continue to close the gap in Math and ELA. Scholars will continue to use iReady to drive instruction and interventions for our scholars. Matriculation data is being collected so as to be utilized in the forthcoming school year. All state examinations at CCMS have been completed.

At CCHS, teachers held regents review sessions for scholars virtually and in person throughout the past month in preparation for their examinations. All science labs were completed with minimal scholar ineligibilities. Regents examinations are complete in all subject areas. Grading of the Regents examinations is ongoing by CCHS staff with support from CCMS.

### **SOCIAL-EMOTIONAL LEARNING (SEL)**

- Throughout the year, CCMS and CCHS staff members participated in RULER-MTSS for adults. Next year, we will participate in the next phase of RULER with the direction of Ms. Richards- Director of Pupil Personnel Services.
- Leadership had a meeting with Hal Eisenberg on June 2, 2023, to review the HEAL Curriculum that will be implemented in the incoming school year.
- The Social Science Team has been compiling data to review the graduation progress for our rising Seniors to determine a plan of action to ensure that our scholars are ready for graduation at the end of next school year.

### **SPECIAL EDUCATION and ENL SERVICES**

- Our growing ENL Population will be in need of ENL support services. Currently, Ms. Ana Gomez provides the services to both sites, but more ENL teachers will be needed in the next school year. Ms. Gomez has shown amazing flexibility and adaptability by working with the ELL population and also teaching Spanish II at the High School.
- This year, Dr. Lyle has led the SPED work for both the Middle School and High School. She has gained much knowledge this year to verify that CCS is in compliance with IEP and SPED Mandates. She has collaborated with teachers and the CSE to provide professional development and informational meetings on SDI and teacher reports.
- Ms. Gomez has completed administering and grading the NYSESLAT exam to our ELL students.
- IEP meetings are continuing throughout the summer to ensure that scholars have aligned and up-to-date IEPs.
- CCMS/CCHS will begin work on the Language Acquisition Plan for our ELL population, as this plan does not currently exist in our school.

### **DIGITAL PLATFORMS**

- Grades 6-11 scholars will be returning Chromebooks to their respective sites to undergo auditing and repairs as to prepare for the next school year.



### **PARENT AND SCHOLAR OUTREACH and ACCESSIBILITY**

- Both CCHS and CCMS conducted over 100 parent meetings, either in person or via Google Meet, to discuss the scholars' welfare. Some of these meetings addressed attendance issues as well.
- CCHS and CCMS conducted ten home visits each and will continue to do so in the next couple of weeks, even during Summer Boost if and when necessary.

### **PROFESSIONAL DEVELOPMENT**

- CCMS and CCHS benefitted from the Professional Developments through partnerships with Lavinia and the Collaborative. The Humanities and Math Stories Curriculum were supervised, and the Lavinia Team provided on-site feedback in collaboration with Instructional Coach Manniello and AP Vil. We look forward to continuing our relationships in the 2023-2024 SY
- We will continue our work with the Collaborative at the Charter School Center throughout the summer and into next year.
- **GRADE TEAM PLANNING AND ONGOING PROFESSIONAL DEVELOPMENT**
  - Grade teams have met to dive into matriculation planning using assessments, iReady, and behavioral data to plan for the next school year.
- **VERTICAL DEPARTMENT PLANNING**
  - Department Teams have begun the planning process for the 2023-2024 school year. Many teachers have already submitted their syllabi for the fall.

### **INSTRUCTIONAL OBSERVATIONS**

- Despite having to teach classes of their own to teach, leadership has been able to observe teachers regularly and offer 1:1 instructional feedback. Teachers' lessons and lesson plans continue to be reviewed weekly to ensure that lessons continue to provide rigor to our students.

### **Graduation Activities**

- CCMS 8th graders had a wonderful time on their Senior trip to Thrillz Adventure Park and Senior Prom 2023 last week. Despite having to change the date due to air quality issues, the Seniors and staff members from both CCMS and CCHS enjoyed the events. The 8th graders are looking forward to closing out the school year with their BBQ at CCMS on June 23, 2023, and Field Day next week.
- CCMS Grade 8 Graduation at Far Rockaway High School was a success, and we are incredibly proud of all of our recent graduates, many of who have chosen to attend CCHS next year.



**Summer Boost Program**

- CCMS has met the enrollment goal of 130 students for the Summer Boost program. We currently have 9 Core Teachers, 2 teacher assistants, and 18 peer tutors who are scholars from CCMS working the summer boost program.
- The program will run from July 5, 2023, to August 4, 2023.



# Attachment #5



## **Director of Pupil Personnel Services**

### **June Board Report**

#### **School Health Liaison**

##### **June Positive COVID Results**

1 Positive case

- The Sleep Health Education Pajama Program is a sleep health initiative to promote routine bedtime consistency to create focused daytime learners. Kindergarten through 2<sup>nd</sup> grade scholars received new pajamas, a new book, and a bedtime routine magnet
- 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 the 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
- Trained School health liaison to provide RULER workshops to non-instructional staff members like office, janitorial, security staff members, and network support staff
- We collaborated with St. Johns to inform families how to read labels and shop healthier while food shopping for themselves and family

#### **Pupil Personnel Director**

##### **Elementary School**

- Continued to support the SST members to organize the Comprehensive counseling program
- Finalized behavioral intervention plans to ensure the scholars plans are transferred to their teachers next year
- Followed up on behavior intervention plans to evaluate if the scholars behaviors are improving and if the strategies suggested are effective
- The Catholic Charities therapist presented to incoming families about the services they offer, and they will also have a table with program information at Field Day
- Created the schedule for the Summer Boost program, and began to reach out to enrichment service providers including: Joe's Music Academy, Bricks 4 Kidz, Wula Drumming Company, Gaming company, Pro Kids, and Devore Dance company

- The SEL team will meet to discuss attendance goals and prepare for the relaunch of the RULER approach and secure dates for RULER training for teachers and staff
- The attendance team now meets and is creating a plan to improve daily attendance

### **Middle and High School**

- The RULER Adult SEL calendar for employees and staff was submitted for approval for next year implementation
- The Student support team met with Hal Eisenberg the creator of the HEAL curriculum to support with the implementation of the curriculum for advisory
- Middle and High School scholars SEL survey was reviewed to ensure student voice is included within the next SEL curriculum
- The middle and high school counselors will focus on creating a tier 1 program that focuses on meeting all of the scholars needs
- The Social Work intern continues to support the high school with social and emotional needs of the scholars
- Interviewed a social work intern for the middle school location for the 2023-24 school year
- Conducted a hearing and provided support options upon their return
- Next school year 1520 Central will also have a Catholic Charities office to provide mental health services to middle and high school scholars. Scholars as well as their families will also have access to over 150 programs through the care pathway that include housing information, immigration services, limited financial assistance, senior services, etc.

### **All sites**

- Will meet with all Directors that attended the RULER conference to begin to rollout the SEL anchor tools with our leadership colleagues. The goal is to ensure we are all speaking the same language with teachers, parents, students to better support the social and emotional needs of our school community
- Continuing the process of all sites outlining their comprehensive counseling programs to address the needs of our scholar population
- Beginning the process of collecting and analyzing school-wide data on crisis situations, bullying, homelessness, child abuse reporting, and 504 plans
- Visited all sites to ensure SEL programming is occurring and following the pacing schedule
- SEL teams will create a RULER Adult SEL schedule in an effort to create an emotionally safe environment for all and to increase efficiency and scholar success
- Continued the 1:1 professional development sessions with social workers and counselors
- Created the social work school-wide protocol for case management. This will streamline the process for all families
- Interviewed social work interns for the 2023-24 school year

## **Family Engagement**

- The Final meeting will take place this month. There is now a PA board at the Middle school location with a President, Vice President, and Treasurer

### **Parent Academy**

- We are setting new program goals for next school year, and scheduling the program calendar to engage more families.





# Attachment #7



## Challenge Charter School Communications Report - June 2023

Kim Messer, Director of Communications

### **Family Communications**

- It is a busy season for my office related to programs, videos, slide presentations, and flyers. Our staff is becoming more aware of our Brand Guideline requirements. We continue to celebrate our End-of-Year events as follows:
  - Our 6th Cohort of 8th Grade graduates were celebrated on 6/13.
  - Kindergarten Virtual Stepping Up, June 21
  - 5th Grade Graduation, June 22
  - Field Day, June 26
  - Last Day of School, June 27
- Our latest Summer Newsletter themed "Cheetah Fierce" is out! [Read the full issue](#). This issue highlights teacher and scholar achievement and celebrates all we have experienced together this school year.



### **Safety Plans/Crisis Communications**

As reported last month, Communications is supporting Operations work on the District-Wide and Building-Level Plans to update our documents for compliance in SY 2023-24. The effort will require all stakeholders across the school to take part including Board Members.

- We are working with a consultant to give us guidance and provide a framework for our plan.
- Crisis Communications Groups have been created and tested in ParentSquare. I'm awaiting confirmation from our Principals related to specific reporters and training at each site.
- A public hearing must take place prior to September 1, 2023
- Deadline for submitting our plans is October 1, 2023

### **Rollover to SY 2023-24**

- A draft version of our SOP for Rollover has been completed with updates needed from our Data Specialists from K-5 and Middle & High School.

- SOP for rollover is important due to the confluence of information related to Enrollment, Operations, Student Data, and Communication with our families.
- Once finalized, it will be released to our leadership team and principals to help them be aware of important dates as we transition from SY 2022-23 to 2023-24

### ***Back to School***

- Information related to back to school is being supported by Communications related to designed flyers, supply lists, and information on the website.
- Deadlines for Parent-Scholar Handbooks will be sent out before the end of school. With our charter renewal in process, these documents are a part of our required submission.
- For the first time in our history, we hope to translate each site's document into Spanish for our families.

### ***Website/Social Media***

- SEO optimization continues on our current site.
- Our soft launch of the new design is August 22.
- Each summer, major updates happen to refresh our site, but this year we will add new design elements to help make the site more family friendly AND to drive action related to Enrollment and more.
- We now have over 1700 followers on our social media pages!

*To all our Board Members: Thank you for supporting our efforts over this school year!*



# Attachment #8





# **STUDENT ENROLLMENT AND RECRUITMENT BOARD REPORT #12**

**DATE: JUNE 20, 2023**

**PREPARED BY: JANISA VAUGHN,  
DIRECTOR OF STUDENT ENROLLMENT AND RECRUITMENT**



# Table Of Content

- **Enrollment Overview 2022-23 SY**
- **Enrollment Goals 2022-23 SY**
- **Looking Ahead| Lottery 2023-24 Update**
- **Looking Ahead| Enrollment Projections 2023-24**
- **Scholar Recruitment Lottery 2023-24**



# Enrollment Overview

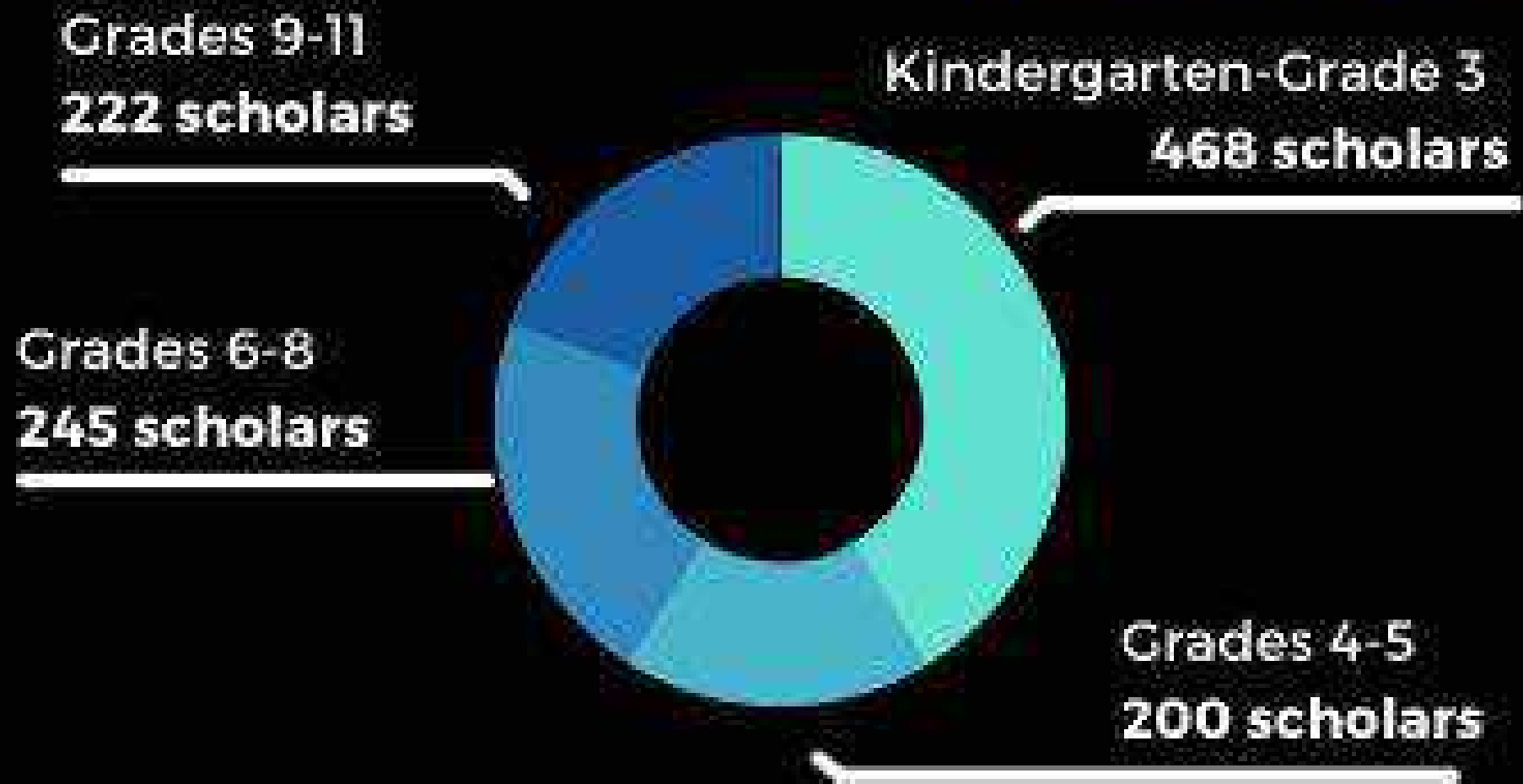
Scholar Enrollment is currently at 96%



Approved Charter Enrollment: 1,176 Scholars

## K-11 OVERVIEW

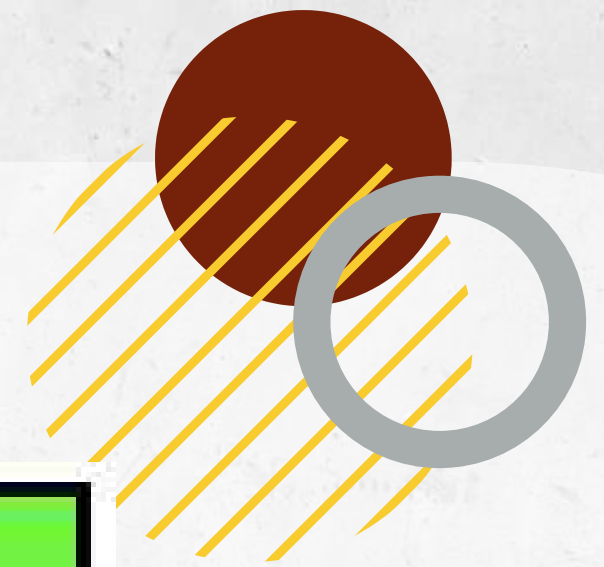
**CURRENT ENROLLMENT: 1,135 SCHOLARS**





# Enrollment Overview

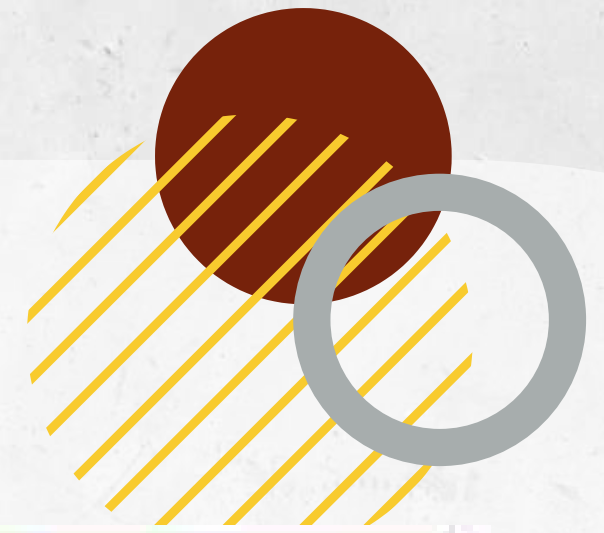
## Elementary Site



Site	Grade	CCS Enrollment Goal 2022-23	Total Number of Scholars Currently Enrolled 06/20/23
Elementary	K	120	120
	1	125	114
	2	125	117
	3	125	117
	4	104	100
	5	104	100
	<b>Total</b>		<b>703</b>

# Enrollment Overview

## Middle Site

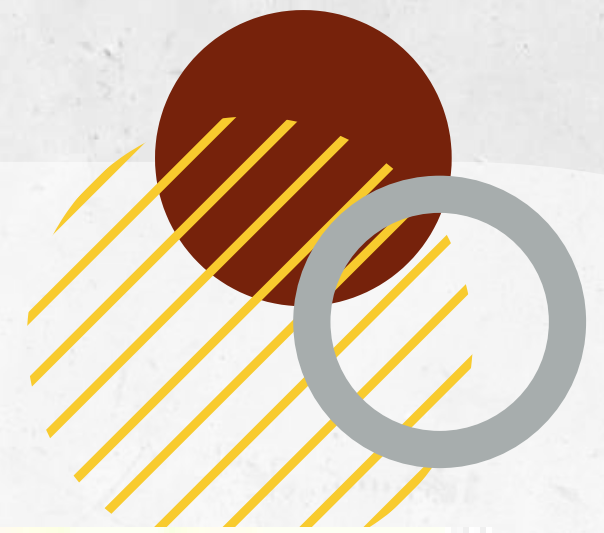


Site	Grade	CCS Enrollment Goal 2022-23	Total Number of Scholars Currently Enrolled 06/20/23
Middle	6	104	82
	7	104	93
	8	78	70
	<b>Total</b>	<b>286</b>	<b>245</b>



# Enrollment Overview

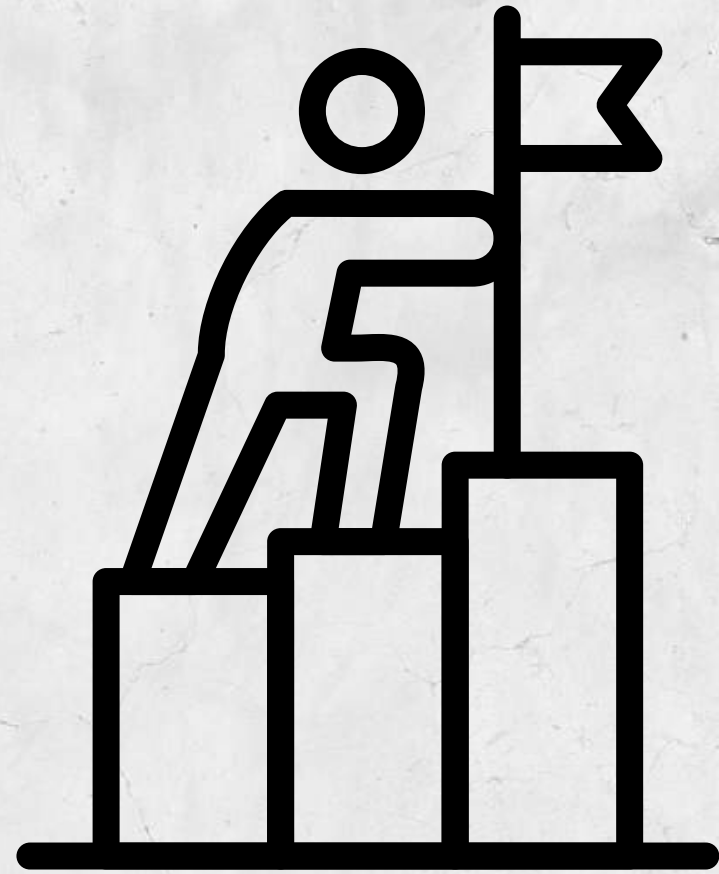
## High School Site



Site	Grade	CCS Enrollment Goal 2022-23	Total Number of Scholars Currently Enrolled 6/20/23
High	9	90	97
	10	75	75
	11	53	50
	<b>Total</b>	<b>218</b>	<b>222</b>

# Enrollment Goals

## 2022-23 SY



### **99% Enrollment**

Achieve at least 99% of CCS-approved charter enrollment.



### **English Language Learners (ELL)**

Increase the number of enrolled ELL scholars by at least 3%.



### **Scholar Retention**

Maintain at least 75% of our scholars at each grade level.



# Scholar Orientation

Theme:  
**Begin A Lifetime Of Learning**


Scholar orientation will be held earlier this school year beginning in May. This is our opportunity to secure our enrollment, meet the new families, and onboard them for the new school year.



**SAVE THE DATE!**


**NEW FAMILIES  
JOIN US  
THURSDAY, JUNE 8**

**Kindergarten Playdate  
AND  
Grades 1-5 Orientation  
at 710 Hartman Lane  
Time TBD**



**MIDDLE & HIGH SCHOOL ORIENTATION**

**May 26**



**Welcome Cheetah Families!**  
*Parents and Rising 6th and Rising 9th Grade Scholars Must Attend.*

**Join us! Friday, May 26, 2023 at 1520 Central Avenue**  
Check in begins at 1:30 PM | Meeting from 2:00-3:00 PM

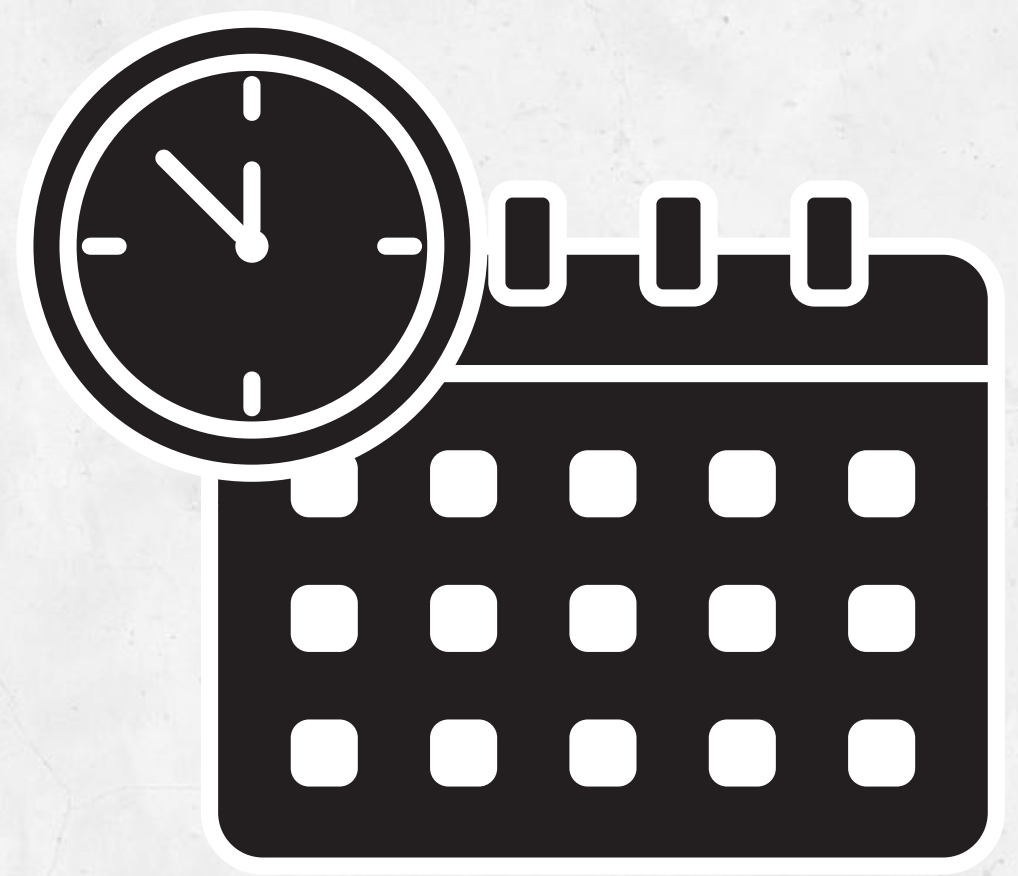
RSVP today at:  
<https://forms.gle/QXzRVem8AVqtAmut7>

Questions? Write to us:  
[enrollment@challengecharterschools.org](mailto:enrollment@challengecharterschools.org)  
**WWW.CHALLENGECHARTERSCHOOLS.ORG**  
REV. DR. LES MULLINGS, FOUNDER/CEO | FAR ROCKAWAY, NY



# Looking Ahead- Lottery 2023-2024

Previously reported



**Lottery Date: April 4, 2023**  
**Time: 7:00pm**  
**Location: Zoom**

## Lottery Application

The 2023-2024  
Lottery Application will  
launch October 31 2022.

## Recruitment Events

Open houses will begin  
January 2023 through  
early spring.

## Retention

We will actively monitor  
scholar discharges to  
make improvements in  
our school community.

# Lottery Update

Theme:

**Begin A Lifetime Of Learning**

**Previously reported**

**The 14th annual lottery night was held on Tuesday, April 4, 2023, via Zoom at 7:00 pm. Over 100 attendees viewed the event. The lottery drawing was held for grades kindergarten- grade 12. The event concluded at 7:30 pm and by 7:36 pm 104 families accepted their seats and 1 parent fully completed registration online! We are projected to reach our enrollment goal of 1,296 scholars for August 2023.**





# Enrollment Projections 2023-24

Theme:  
**Begin A Lifetime Of Learning**

**Previously reported**

## Approved Charter Enrollment: 1,296 Scholars

The enrollment projections for the 2023-24 school year were prepared based on the charter agreement, scholar retention data, and the age demographics in the Rockaway community.

Per the 2010 amendment to the Charter Schools Act, Challenge Prep shall demonstrate good faith efforts to attract, retain and meet or exceed enrollment and retention targets as prescribed by the Board of Regents for students with disabilities, English Language Learners, and students who are eligible for free- and reduced-price lunch.

# Enrollment Projections 2023-24

Elementary

Previously reported

Site	Grade	CCS Enrollment Goal 2023-24
Elementary	K	120
	1	120
	2	120
	3	120
	4	120
	5	96
	<b>Total</b>	<b>696</b>



# Enrollment Projections 2023-24

Middle School

Previously reported

Site	Grade	CCS Enrollment Goal 2023-24
Middle	6	96
	7	96
	8	96
	<b>Total</b>	<b>288</b>

# Enrollment Projections 2023-24

High School

Previously reported

Site	Grade	CCS Enrollment Goal 2023-24
High	9	103
	10	100
	11	76
	12	52
	<b>Total</b>	<b>279</b>



# CCS Open Houses 2023-2024

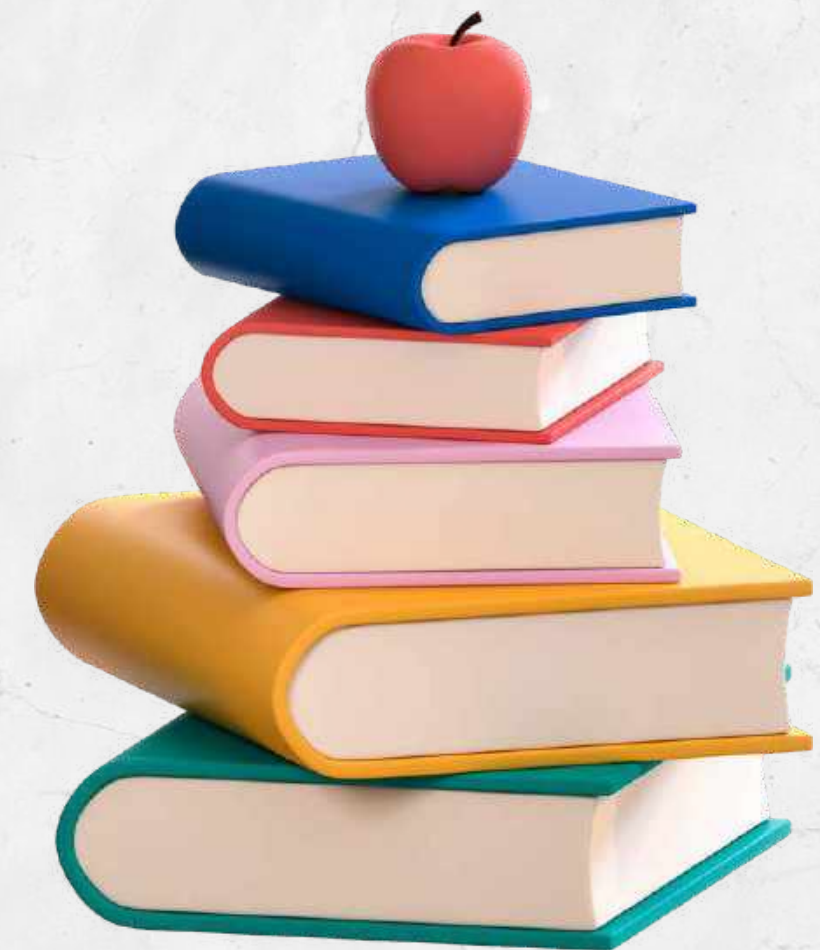
Theme:

**Begin A Lifetime Of Learning**

**Previously reported**

**Thursday's from 5:30pm-6:30pm**

- January 12, 2023-**Canceled**
- January 19, 2023- **Completed**
- January 26, 2023- **Completed**
- February 2, 2023-**Completed**
- February 9, 2023-**Completed**
- February 16, 2023- **Completed**
- March 2, 2023-**Canceled**
- March 9, 2023-**Completed**
- March 16, 2023-**Completed**





# Scholar Recruitment Lottery 2023-2024

Theme:  
**Begin A Lifetime Of Learning**

**Previously reported**



### **School Wide Recruitment Initiative**

The staff, scholars, and parents will have opportunities throughout the school year to participate in scholar recruitment.



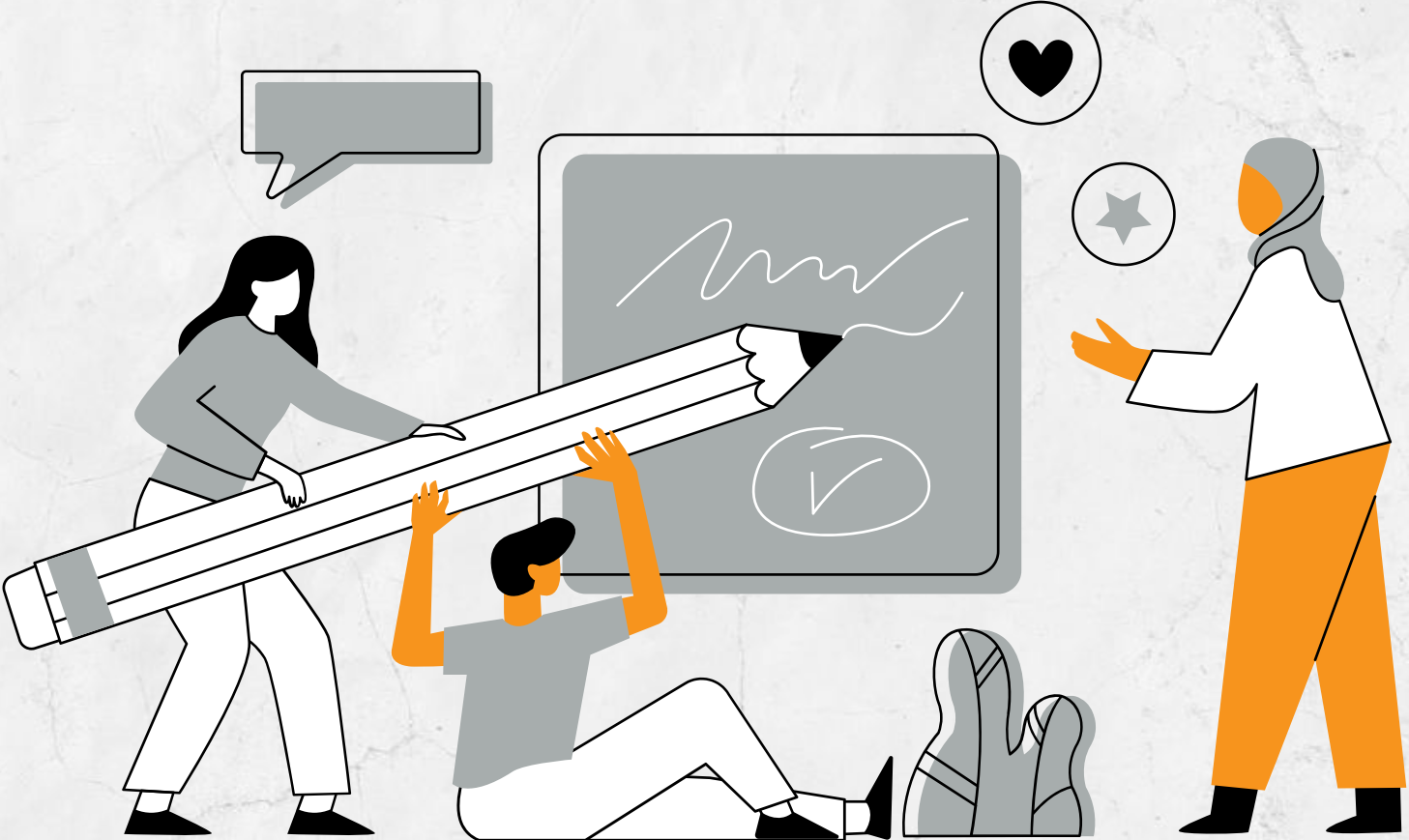
### **Community Outreach**

Continue to partner with feeder schools in the Rockaways to recruit new families.



### **Host Recruitment Events**

Partner with the school community to host open houses and retention events.





# Attachment #9





Director of Operations  
June Board Report  
June 20, 2023

I am happy to bring to you this report of activity as the director of Operations for June 2023. I will provide you with an update of each operation management task thus far.

**Facility:** Overseeing site management and development and ensuring that the school site is maintained as a safe and clean environment:

- In progress- Door buzzer systems at front doors for all buildings

**710 Hartman Lane-**

- HVAC installation was completed on 6/18/23. Basement, 1st floor, and 2nd floor AC fully functioning
- Completed signage for all basement classrooms
- In progress- Emergency exits to be reprogrammed at 710 Hartman Lane

**1526 Central Avenue-**

- In progress- Emergency exits to be reprogrammed at 1526 Central Avenue

**1279 Redfern Avenue-** Functional

**1520 Central Avenue-** Functional

**Food and Transportation:** Manages food and transportation services;

- All meal reports have been submitted and are up to date.
- Food Service Agreement for all buildings completed and faxed on 6/20/23
- Bus calendar submitted for all DBN's on 6/20/21

**Manage logistics of all special school wide events and projects;** Major events this month:

- Week of 5/8/23- Teacher appreciation week
- 6/7/23- Renewal Meeting
- 6/13/23- CCMS 8th grade graduation
- 6/15/23- CCMS 8th grade prom
- 6/15/23- Rockaway Community Job Fair



Director of Operations  
June Board Report  
June 20, 2023

- 6/16/23- Housed the Blanche Daycare graduation ceremony
- 6/16/23- CCPS Kindergarten Playdate
- 6/21/23- Kindergarten Stepping up ceremony

**Manages the registration process of each scholar updating and maintaining each scholar's:** Met with the Director of Enrollment regarding enrollment process. We need to ensure that scholar records from previous schools are requested at the time of enrollment through ATS

**Creates and oversees each site's Safety Plans;**

- Met with consultant Arthur Pritchard on 6/6/23 and 6/13/21
- Mr. Pritchard provided us with a template to use for our Challenge Charter District Wide Safety Plan
- The template is to be completed and uploaded to the NYSED website so we are in compliance
- We will continue to update and make changes for the upcoming 24SY

**Oversee and maintains school facilities ensuring that building rules and regulations are met for all government agencies i.e. DOH, FDNY. –**

- 710 Hartman Lane: FDNY Inspection completed on 6/7/23- No violations given
- 1520 Central Avenue: FDNY Inspection completed on 6/7/23- No violations given

**Manages and maintains the Purchase Order System with the Director of Finance:**

This is a daily activity handled by each site's Operations Managers along with the Supervision of the Director of Operations.

**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;

- Received vape sensor quote on 5/15/23. Currently researching an alternate company to provide service at a lower cost
- Working with Health Liaison to achieve 100% immunization compliance. Currently at 98% immunization compliance

**Manages the operations Managers at each site; Operations School Aides, Operation Assistants, and Custodial Staff;**



Director of Operations  
June Board Report  
June 20, 2023

- This month's Operations Topics: Upcoming building move, work order form, 23SY Audit, Loss of Eligibility Bus letter, Immunizations,
- Established a Google work order form to keep track of School Wide Maintenance request

Manages and maintains [in conjunction with the Director of Finance] the inventory of all equipment, furniture, etc. being "audit" ready at all times;

- Auditors have requested the files of 25 GenEd and 10 SpEd students on 6/8/23
- All files were submitted via google drive on 6/15/23

The operations staff is a dedicated team and we are committed to taking the necessary steps to fully support the needs of our schools, scholars, staff, and parents.

Respectfully Submitted,

*Alexyia N. McNeil*

Alexyia N. McNeil  
Director of Operations



# Attachment #10

**Performing Arts Department Update**  
**Board of Trustees Meeting**  
**JUNE 2023**  
**Challenge Preparatory Charter School**  
**Prepared By:**  
**Anwar Robinson, MEd / SDL / SBL**  
**Director of Performing Arts**

**Summary**

This outline provides a glance at the facets of the Department, while also framing gains and needs for stakeholders of the Challenge Preparatory Charter School, for the Month of June 2023

**Department Vision Statement**

*Challenge Scholars will find their voice and point of view through refined and rigorous practice, manifesting their artistic abilities through high-quality music, performance, and fine arts exhibitions for their schools, families, and community.*

**Objectives**

Performing & Fine Arts Department Vision (SY2022-2023) available per request.

**Major Projects**

- ❖ HARLEM RENAISSANCE Comes to Far Rockaway
  - Video Edits Underway; will air to Challenge Community via video by EOY
- ❖ **CPCS Performance Calendar for SY2023-2024 Submitted**
- ❖ **GRADUATION CEREMONIES:**
  - Grade K — June 21, 2023 [VIRTUAL]
  - Grade 5 — June 22, 2023 [Venue: 15-20 Central]
  - Grade 8 — June 13, 2023 [Venue: Far Rockaway HS] **(COMPLETED)**

**PROGRAMMING: Brief Summaries**

**Challenge Charter High School &**

- ❖ Curriculum Review of SY2022-2023 & Development for SY2023-2023 will take place in July 2023
- ❖ Piano Lab and Vocal Ensemble will be program focal points for SY2023-2024

**Challenge Charter Middle School**

- ❖ Curriculum Review of SY2022-2023 & Development for SY2023-2023 will take place in July 2023

**Challenge Preparatory Charter School**

- ❖ Curriculum Review of SY2022-2023 & Development for SY2023-2023 will take place in July 2023

**STAFFING — SY2023-2024**

- ❖ CCHS: Recommended for Return
- ❖ CCMS: Full-Time Certified Staff Required (Job Description submitted to Director of HR)
- ❖ CPCS: Recommended for Return

## **PERFORMING ARTS CALENDAR — SY2023-2024**

### **ELEMENTARY DIVISION**

- ❖ Thursday, October 12, 2023 — Hispanic Heritage Month Celebration
- ❖ Thursday, December 14, 2023 — Winter Concerts at Redfern Avenue\* & Hartman Lane
- ❖ Thursday, February 29, 2024 — Black Identity and History Celebration
- ❖ **Thursday, May 16, 2024 — *Disney Comes to Far Rockaway Celebration***

\* Venue / Medium TBD

### **SECONDARY DIVISION**

- ❖ Q1: Hispanic Heritage and Identity Month Celebration — Thursday, October 5, 2023
- ❖ Q2: Winter Holiday Celebration — Thursday, December 7, 2023
- ❖ Q3: Black Identity and History Celebration — Thursday, February 15, 2024
- ❖ Q4: Spring Fling Celebration [Theme to be chosen by Scholars] — Thursday, May 23, 2024

### **ARTS PARTNERSHIPS**

- ❖ Joe's Music Academy (JAM)
  - Collected Violins and Violas for service on Tuesday, 5.16.2023
- ❖ Music & Art, New York, NY
  - Meeting with Sonny Kang (Manhattan & Queens Rep) on Tuesday, 5.16.2023
  - Recorders Update: Parents Incur 60% of costs — Program Starts SY2023-2024
  - Account will be created with this organization through the Finance Office
- ❖ Additional Partnerships will be added for SY2023-2024





# Attachment #11



# **FINANCE REPORT**

MAY 2023

**Challenge Prep Charter School**  
**Budget vs. Actuals: FY23 Operating Budget - FY23 P&L**  
**July 2022 - May 2023**

	<b>Actual</b>	<b>Total Budget</b>	<b>over Budget</b>
Income			
4100 State Grants			\$ -
Total 4100 State Grants	\$ 22,581,588.81	\$ 21,081,078.34	\$ 1,500,510.47
4200 Federal Grants			\$ -
Total 4200 Federal Grants	\$ 1,526,731.22	\$ 1,911,871.37	\$ (385,140.15)
4300 Contributions			\$ -
Total 4300 Contributions	\$ 477,624.00	\$ -	\$ 477,624.00
4400 Miscellaneous Income			\$ -
Total 4400 Miscellaneous Income	\$ 18,659.29	\$ -	\$ 18,659.29
Gross Profit	\$ 24,604,603.32	\$ 22,992,949.71	\$ 1,611,653.61
Expenses			
5000 Compensation			\$ -
Total 5000 Compensation	\$ 11,182,764.20	\$ 11,345,962.61	\$ (163,198.41)
5400 Benefits			\$ -
Total 5400 Benefits	\$ 2,234,021.66	\$ 2,369,756.59	\$ (135,734.93)
6100 Administrative Expenses			\$ -
Total 6100 Administrative Expenses	\$ 461,698.47	\$ 504,224.62	\$ (42,526.15)
6200 Professional Services			\$ -
Total 6200 Professional Services	\$ 1,844,484.01	\$ 1,072,402.77	\$ 772,081.24
6300 Professional Development			\$ -
Total 6300 Professional Development	\$ 278,239.55	\$ 118,704.55	\$ 159,535.00
6400 Marketing and Staff/Student Rec			\$ -
Total 6400 Marketing and Staff/Student Rec	\$ 56,696.03	\$ 91,208.34	\$ (34,512.31)
7100 Curriculum & Classroom Expenses			\$ -
Total 7100 Curriculum & Classroom Expenses	\$ 542,494.03	\$ 554,895.58	\$ (12,401.55)
8100 Facility			\$ -
Total 8100 Facility	\$ 5,858,309.08	\$ 5,520,784.50	\$ 337,524.58
8200 Technology Expenses			\$ -
Total 8200 Technology Expenses	\$ 416,964.55	\$ 392,333.32	\$ 24,631.23
8800 Miscellaneous Expenses			\$ -
Total 8800 Miscellaneous Expenses	\$ 23,786.77	\$ -	\$ 23,786.77
8900 Depreciation Expense	\$ 405,109.57		\$ 405,109.57
Total Expenses	\$ 23,304,567.92	\$ 21,970,272.88	\$ 1,334,295.04
Net Income	\$ 1,300,035.40	\$ 1,022,676.83	\$ 277,358.57

**Challenge Prep Charter School**  
**Budget vs. Actuals: FY23 Operating Budget - FY23 P&L**  
**July 2022 - May 2023**

	<b>Total</b>		
	<b>Current Actual</b>	<b>To Year End</b>	<b>Remaining</b>
Income			
4100 State Grants			\$ -
Total 4100 State Grants	\$ 22,581,588.81	\$ 24,674,629.62	\$ 2,093,040.81
4200 Federal Grants			\$ -
Total 4200 Federal Grants	\$ 1,526,731.22	\$ 1,561,392.66	\$ 34,661.44
4300 Contributions			\$ -
Total 4300 Contributions	\$ 477,624.00	\$ 477,624.00	\$ -
4400 Miscellaneous Income			\$ -
Total 4400 Miscellaneous Income	\$ 18,659.29	\$ 20,614.22	\$ 1,954.93
Gross Profit	\$ 24,604,603.32	\$ 26,734,260.50	\$ 2,129,657.18
Expenses			\$ -
5000 Compensation			\$ -
Total 5000 Compensation	\$ 11,182,764.20	\$ 13,324,301.52	\$ 2,141,537.32
5400 Benefits			\$ -
Total 5400 Benefits	\$ 2,234,021.66	\$ 2,500,000.00	\$ 265,978.34
6100 Administrative Expenses			\$ -
Total 6100 Administrative Expenses	\$ 461,698.47	\$ 504,224.62	\$ 42,526.15
6200 Professional Services			\$ -
Total 6200 Professional Services	\$ 1,844,484.01	\$ 1,900,000.00	\$ 55,515.99
6300 Professional Development			\$ -
Total 6300 Professional Development	\$ 278,239.55	\$ 300,000.00	\$ 21,760.45
6400 Marketing and Staff/Student Rec			\$ -
Total 6400 Marketing and Staff/Student Rec	\$ 56,696.03	\$ 70,000.00	\$ 13,303.97
7100 Curriculum & Classroom Expenses			\$ -
Total 7100 Curriculum & Classroom Expenses	\$ 542,494.03	\$ 585,000.00	\$ 42,505.97
8100 Facility			\$ -
Total 8100 Facility	\$ 5,858,309.08	\$ 6,362,169.30	\$ 503,860.22
8200 Technology Expenses			\$ -
Total 8200 Technology Expenses	\$ 416,964.55	\$ 452,850.89	\$ 35,886.34
8800 Miscellaneous Expenses			\$ -
Total 8800 Miscellaneous Expenses	\$ 23,786.77	\$ 23,786.77	\$ -
8900 Depreciation Expense	\$ 405,109.57	\$ 540,146.09	\$ 135,036.52
Total Expenses	\$ 23,304,567.92	\$ 26,562,479.19	\$ 3,257,911.27
Net Income	\$ 1,300,035.40	\$ 171,781.31	\$ (1,128,254.09)

Challenge Prep Charter School  
Balance Sheet  
As of May 31, 2023

	Total
ASSETS	
Current Assets	
Bank Accounts	
Total 1000 Cash	\$4,838,382.44
Total Bank Accounts	\$4,838,382.44
Accounts Receivable	
Total 1100 Accounts Receivable	\$1,117,634.82
Total Accounts Receivable	\$1,117,634.82
Other Current Assets	
Total Other Current Assets	\$589,515.82
Total Current Assets	\$6,545,533.08
Fixed Assets	
Total 1519 Facility and Construction	\$1,258,317.36
Total Fixed Assets	\$1,490,930.59
Other Assets	
Total Other Assets	\$940,999.20
TOTAL ASSETS	\$8,977,462.87
LIABILITIES AND EQUITY	
Current Liabilities	
2000 Accounts Payable	948,433.91
Total Accounts Payable	\$948,433.91
2400 Unearned/Deferred Revenue	1,825,178.00
Total Other Current Liabilities	\$1,827,433.97
Total Current Liabilities	\$2,775,867.88
Total Long-Term Liabilities	\$3,042,643.07
Total Liabilities	\$5,818,510.95
3000 Opening Balance Equity	8,501.92
3100 Retained Earnings	1,850,414.60
Net Income	1,300,035.40
Total Equity	\$3,158,951.92
TOTAL LIABILITIES AND EQUITY	\$8,977,462.87

Challenge Prep Charter School  
Statement of Cash Flows  
July 2022 - May 2023

	Total
<b>OPERATING ACTIVITIES</b>	
Net Income	1,300,035.40
Adjustments to reconcile Net Income to Net Cash provided by operations:	
1100 Accounts Receivable	-590,388.37
1300 Prepaid Expenses	60,594.64
1301 Prepaid Insurance	-16,194.50
1310 Prepaid Rent	185,131.14
1401 Due From Friends of Challenge Prep, Inc.	-9,000.00
1710 Accumulated Depreciation & Amortization:Accumulated Depreciation	404,559.58
2000 Accounts Payable	755,645.87
2300 Accrued Salaries/Taxes	-1,429,516.30
2301 Accrued Expenses	-123,050.51
2302 Refunds Payable	-11,766.60
2400 Unearned/Deferred Revenue	1,682,849.03
Total Adjustments to reconcile Net Income to Net Cash provided by operations:	\$908,863.98
Net cash provided by operating activities	\$2,208,899.38
<b>INVESTING ACTIVITIES</b>	
1510 Furniture, Fixtures & Equipment:Office & Admin Computers & Equipment	-25,176.74
1511 Furniture, Fixtures & Equipment:Classroom Computers & Equipment	-129,388.55
1512 Furniture, Fixtures & Equipment:Classroom Furniture	-76,266.28
1513 Furniture, Fixtures & Equipment:Office Furniture	-4,172.46
1540 Facility and Construction:Leasehold Improvements	-29,061.31
1750 Accumulated Depreciation & Amortization:Accumulated Amortization	549.99
1800 Security Deposits	-15,000.00
Net cash provided by investing activities	-\$278,515.35
<b>FINANCING ACTIVITIES</b>	
2700 Deferred Rent Liability	0
3000 Opening Balance Equity	8,501.92
Net cash provided by financing activities	\$8,501.92
Net cash increase for period	\$1,938,885.95
Cash at beginning of period	2,899,496.49
Cash at end of period	\$4,838,382.44





# Attachment #12

**Challenge Preparatory Charter School**

**FY24 BUDGET**

	FY24				Total	
	Elementary	Middle	High	Network	Combined	
<b>Income</b>						
<b>4100 State Grants</b>						
<b>4101 Per Pupil Allocations</b>	\$ 12,764,640.00	\$ 5,281,920.00	\$ 5,722,080.00		\$ 23,768,640.00	
<b>4102 Per Pupil Allocations for SPED</b>	\$ 1,148,133.00	\$ 488,342.00	\$ 391,362.00		\$ 2,027,837.00	
<b>4103 NYSTL</b>	\$ 10,150.54	\$ 4,200.22	\$ 4,550.24		\$ 18,901.00	
<b>4104 NYSSL</b>	\$ 25,486.70	\$ 10,546.22	\$ 11,425.07		\$ 47,458.00	
<b>4105 NYSLIB</b>	\$ 4,745.80	\$ 1,963.78	\$ 2,127.43		\$ 8,837.00	
<b>4109 Facilities Funding</b>		\$ 1,462,005.07	\$ 1,583,838.83		\$ 3,045,843.90	
<b>Total 4100 State Grants</b>	<b>\$ 13,953,156.04</b>	<b>\$ 7,248,977.29</b>	<b>\$ 7,715,383.57</b>	<b>\$ -</b>	<b>\$ 28,917,516.90</b>	
<b>4200 Federal Grants</b>						
<b>4201 IDEA for Sp. Ed.</b>	\$ 102,525.14	\$ 32,376.36	\$ 14,389.49		\$ 149,291.00	
<b>4202 Title I</b>	\$ 101,771.63	\$ 42,112.40	\$ 45,621.77		\$ 189,505.80	
<b>4203 Title IIA</b>	\$ 17,350.86	\$ 7,179.67	\$ 7,777.97		\$ 32,308.50	
<b>4205 Charter School Expansion Grant</b>			\$ 300,000.00		\$ 300,000.00	
<b>4206 E-Rate</b>			\$ 54,532.00		\$ 54,532.00	
<b>****ECF</b>			\$ 171,672.00		\$ 171,672.00	
<b>4208 Title IV</b>	\$ 7,619.04	\$ 3,152.71	\$ 3,415.43		\$ 14,187.18	
<b>4210 CRRSA ESSER 2</b>	\$ 29,000.00	\$ 12,000.00	\$ 13,000.00		\$ 54,000.00	
<b>4211 ARP ESSER 3</b>	\$ 115,462.96	\$ 47,777.78	\$ 51,759.26		\$ 215,000.00	
<b>Total 4200 Federal Grants</b>	<b>\$ 373,729.64</b>	<b>\$ 144,598.91</b>	<b>\$ 662,167.92</b>	<b>\$ -</b>	<b>\$ 1,180,496.48</b>	
<b>4300 Contributions</b>						
<b>4301 Restricted Contributions</b>						
<b>4302 Unrestricted Contributions</b>	\$ 422,400.00	\$ 192,000.00	\$ 57,600.00		\$ 672,000.00	
<b>4310 Board Solicited Grants</b>						
<b>Total 4300 Contributions</b>	<b>\$ 422,400.00</b>	<b>\$ 192,000.00</b>	<b>\$ 57,600.00</b>	<b>\$ -</b>	<b>\$ 672,000.00</b>	
<b>4400 Miscellaneous Income</b>						
<b>4401 Interest Income</b>				\$ 20,000.00	\$ 20,000.00	
<b>Total 4400 Miscellaneous Income</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000.00</b>	<b>\$ 20,000.00</b>	
<b>Total Income</b>	<b>\$ 14,749,285.68</b>	<b>\$ 7,585,576.21</b>	<b>\$ 8,435,151.49</b>	<b>\$ 20,000.00</b>	<b>\$ 30,790,013.38</b>	
<b>Gross Profit</b>	<b>\$ 14,749,285.68</b>	<b>\$ 7,585,576.21</b>	<b>\$ 8,435,151.49</b>	<b>\$ 20,000.00</b>	<b>\$ 30,790,013.38</b>	
<b>Expenses</b>						
<b>5000 Compensation</b>						
<b>5100 Instructional Staff</b>						
<b>5101 Administrative Leadership</b>				\$ 272,224.30	\$ 272,224.30	Based on 3% increase
<b>5102 Instructional Leadership</b>	\$ 812,360.01	\$ 282,917.08	\$ 485,261.82		\$ 1,580,538.92	Based on 3% increase
<b>5103 Classroom Teachers</b>	\$ 2,436,998.80	\$ 902,303.08	\$ 1,152,677.51		\$ 4,491,979.39	Based on 3% increase

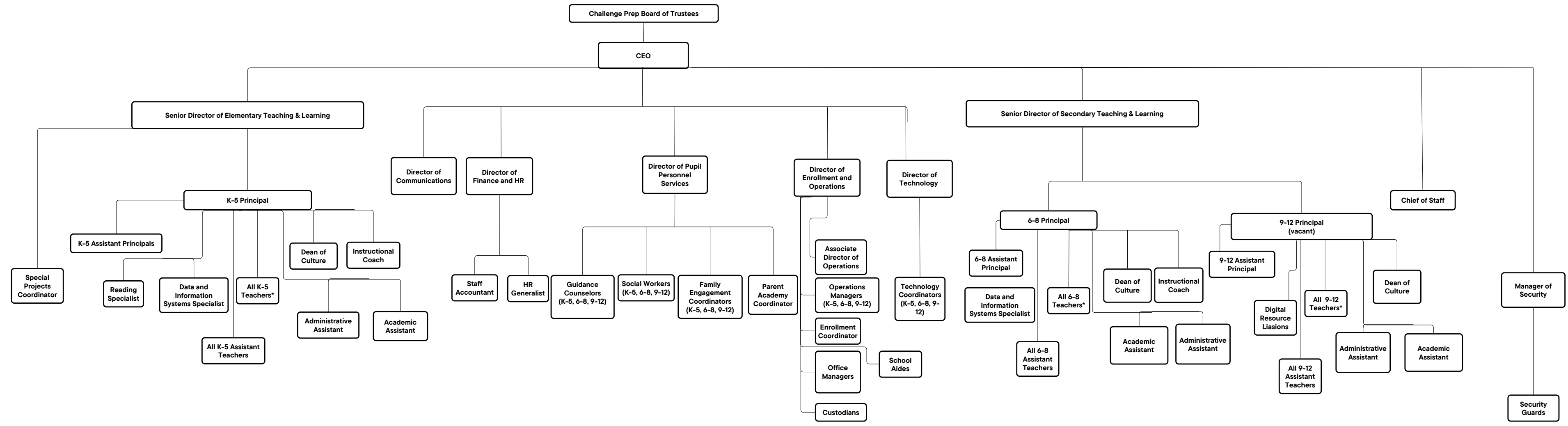
5104 Teaching Assistants	\$ 781,948.23	\$ 320,400.00	\$ 193,000.08		\$ 1,295,348.32	Based on 3% increase
5105 Special Education Teachers	\$ 1,320,971.48	\$ 237,681.10	\$ 226,517.76		\$ 1,785,170.35	Based on 3% increase
5106 ELL Teachers	\$ 72,718.08	\$ 43,294.73	\$ 43,294.73		\$ 159,307.55	Based on 3% increase
5107 Music Teacher	\$ 68,215.33	\$ 62,000.00	\$ 113,300.16	\$ -	\$ 243,515.50	Based on 3% increase
5108 Art Teacher	\$ 72,100.08	\$ -			\$ 72,100.08	Based on 3% increase
5109 Physical Education Teacher	\$ 135,385.64	\$ 144,000.00	\$ 142,608.72		\$ 421,994.36	Based on 3% increase
5110 Specialty Teachers	\$ 258,213.14	\$ 134,000.00	\$ 454,618.45		\$ 846,831.59	Based on 3% increase
<b>Total 5100 Instructional Staff</b>	<b>\$ 5,958,910.80</b>	<b>2,126,596.00</b>	<b>2,811,279.25</b>	<b>\$ 272,224.30</b>	<b>11,169,010.35</b>	
5200 Non-Instructional Staff						
5201 Finance & Human Resources				\$ 306,764.56	\$ 306,764.56	Based on 3% increase
5202 Administration & Operations	\$ 71,420.28	\$ 66,950.16	\$ 96,496.42	\$ 120,000.00	\$ 354,866.87	Based on 3% increase
5203 Tech***	\$ 151,348.56	\$ 69,000.94	\$ 70,000.00	\$ -	\$ 290,349.50	Based on 3% increase
5204 Administrative Assistant	\$ 117,115.48	\$ 46,350.00	\$ 106,350.00	\$ 81,955.20	\$ 351,770.69	Based on 3% increase
5205 Custodians	\$ 268,687.12	\$ 107,196.30	\$ 193,031.56	\$ -	\$ 568,914.98	Based on 3% increase
5206 Security Guards	\$ -	\$ -	\$ -	\$ 91,568.81	\$ 91,568.81	Based on 3% increase
<b>Total 5200 Non-Instructional Staff</b>	<b>\$ 608,571.44</b>	<b>\$ 289,497.40</b>	<b>\$ 465,877.98</b>	<b>\$ 600,288.58</b>	<b>\$ 1,964,235.40</b>	
5300 Pupil Support						
5301 Pupil Support Services	\$ 495,787.56	\$ 521,473.18	\$ 482,273.88	\$ 521,172.01	\$ 2,020,706.63	Based on 3% increase
5302 School Aides	\$ 100,570.30	\$ 45,000.00	\$ 45,220.30	\$ 20,600.00	\$ 211,390.59	Based on 3% increase
<b>Total 5300 Pupil Support</b>	<b>\$ 596,357.86</b>	<b>\$ 566,473.18</b>	<b>\$ 527,494.18</b>	<b>\$ 541,772.01</b>	<b>\$ 2,232,097.22</b>	
<b>Total 5000 Compensation</b>	<b>\$ 7,163,840.10</b>	<b>2,982,566.58</b>	<b>3,804,651.41</b>	<b>\$ 1,414,284.89</b>	<b>15,365,342.98</b>	
5400 Benefits						
5401 FUTA						
5402 NY State Unemployment Insurance	\$ 286,553.60	\$ 119,302.66	\$ 152,186.06	\$ 56,571.40	\$ 614,613.72	4% of payroll
5403 Social Security - EmployER	\$ 444,158.09	\$ 184,919.13	\$ 235,888.39	\$ 87,685.66	\$ 952,651.26	
5405 Medicare - EmployER	\$ 103,875.68	\$ 43,247.22	\$ 55,167.45	\$ 20,507.13	\$ 222,797.47	
5407 Worker's Compensation Expense	\$ 150,440.64	\$ 62,633.90	\$ 79,897.68	\$ 29,699.98	\$ 322,672.20	2.1% or Payroll
5409 Medical Insurance	\$ 596,827.89	\$ 248,481.11	\$ 316,969.95	\$ 117,825.73	\$ 1,280,104.68	Based on contract
5410 Dental Insurance	\$ 22,777.34	\$ 9,483.03	\$ 12,096.84	\$ 4,496.70	\$ 48,853.92	Based on contract
5411 Vision Insurance	\$ 5,920.59	\$ 2,464.96	\$ 3,144.37	\$ 1,168.84	\$ 12,698.76	Based on contract
5412 Life Insurance, STD, & LTD	\$ 39,198.60	\$ 16,319.80	\$ 20,818.02	\$ 7,738.58	\$ 84,075.00	Based on contract
5414 Retirement 403(B) Match	\$ 109,223.16	\$ 45,473.57	\$ 58,007.44	\$ 21,562.83	\$ 234,267.00	Based on contract
5420 Other Employer Taxes	\$ 20,775.14	\$ 8,649.44	\$ 11,033.49	\$ 4,101.43	\$ 44,559.49	.30% of salaries
5421 Garnishment Child Support (Clearing)	\$ 0.00				\$ 0.00	Based on contract
5422 HRA/FSA Diff Card Premium & Contributions	\$ 6,993.50	\$ 2,911.65	\$ 3,714.19	\$ 1,380.66	\$ 15,000.00	
<b>Total 5400 Benefits</b>	<b>\$ 1,786,744.23</b>	<b>\$ 743,886.46</b>	<b>\$ 948,923.88</b>	<b>\$ 352,738.94</b>	<b>\$ 3,832,293.52</b>	
6100 Administrative Expenses					\$ -	
6101 Office Supplies	\$ 34,967.52	\$ 14,558.25	\$ 18,570.94	\$ 6,903.29	\$ 75,000.00	
6102 Printer Supplies	\$ 9,324.67	\$ 3,882.20	\$ 4,952.25	\$ 1,840.88	\$ 20,000.00	
6103 Office Furn (non-asset)	\$ 4,662.34	\$ 1,941.10	\$ 2,476.13	\$ 920.44	\$ 10,000.00	
6104 Office Equipment (non-asset)	\$ 6,993.50	\$ 2,911.65	\$ 3,714.19	\$ 1,380.66	\$ 15,000.00	
6105 Copy Machine Lease	\$ 23,091.05	\$ 9,613.64	\$ 12,263.45	\$ 4,558.63	\$ 49,526.77	
6106 Postage and Delivery	\$ 3,310.26	\$ 1,378.18	\$ 1,758.05	\$ 653.51	\$ 7,100.00	

6108 Lease clearing account						
6109 Administrative Licenses, Software, & Subscriptions	\$ 23,311.68	\$ 9,705.50	\$ 12,380.63	\$ 4,602.19	\$ 50,000.00	
6110 Team Building/Staff Lunch & App	\$ 20,980.51	\$ 8,734.95	\$ 11,142.56	\$ 4,141.97	\$ 45,000.00	
6111 Student/Family Appreciation	\$ 23,311.68	\$ 9,705.50	\$ 12,380.63	\$ 4,602.19	\$ 50,000.00	
6112 Travel to/from Meetings	\$ 233.12	\$ 97.05	\$ 123.81	\$ 46.02	\$ 500.00	
6115 Student Uniforms/Apparel	\$ 2,483.16	\$ 1,033.83	\$ 1,318.78	\$ 490.23	\$ 5,326.00	
6119 Classroom Furniture and Equipment (non-asset)	\$ 9,324.67	\$ 3,882.20	\$ 4,952.25	\$ 1,840.88	\$ 20,000.00	
6120 Insurance						
6121 Insurance Fees	\$ 69.94	\$ 29.12	\$ 37.14	\$ 13.81	\$ 150.00	
6124 Insurance - General Liability & Property	\$ 114,310.70	\$ 47,591.69	\$ 60,709.39	\$ 22,567.21	\$ 245,179.00	
<b>Total 6120 Insurance</b>	<b>\$ 114,380.64</b>	<b>\$ 47,620.81</b>	<b>\$ 60,746.53</b>	<b>\$ 22,581.02</b>	<b>\$ 245,329.00</b>	
<b>Total 6100 Administrative Expenses</b>	<b>\$ 276,374.81</b>	<b>\$ 115,064.86</b>	<b>\$ 146,780.19</b>	<b>\$ 54,561.90</b>	<b>\$ 592,781.77</b>	
6200 Professional Services						
6201 Audit/Accounting Services				\$ 50,000.00	\$ 50,000.00	
6202 Payroll Services	\$ 172,739.57	\$ 71,917.75	\$ 91,740.44	\$ 34,102.24	\$ 370,500.00	ADP
6203 Communication & Compliance Consulting Services			\$ 120,000.00		\$ 120,000.00	JPS Solutions
6204 Legal Services - Paid				\$ 100,000.00	\$ 100,000.00	
6205 Educational Consulting	\$ 200,000.00	\$ 150,000.00	\$ 250,000.00		\$ 600,000.00	Lavinia, Sylvan, TRUSK
6206 Financial Management Services				\$ 50,000.00	\$ 50,000.00	
6207 Substitute Teacher Services	\$ 27,974.02	\$ 11,646.60	\$ 14,856.75	\$ 5,522.63	\$ 60,000.00	
6208 Temporary Staffing Services				\$ 20,000.00	\$ 20,000.00	
6210 ERate Consulting				\$ 15,000.00	\$ 15,000.00	
6212 Contracted Security Services	\$ 279,740.20	\$ 116,465.99	\$ 148,567.52	\$ 55,226.29	\$ 600,000.00	
6216 Cleaning Services	\$ 23,311.68	\$ 9,705.50	\$ 12,380.63	\$ 4,602.19	\$ 50,000.00	
<b>Total 6200 Professional Services</b>	<b>\$ 703,765.47</b>	<b>\$ 359,735.84</b>	<b>\$ 637,545.34</b>	<b>\$ 334,453.35</b>	<b>\$ 2,035,500.00</b>	
6300 Professional Development						
6301 Instructional Staff PD	\$ 157,500.00	\$ 78,750.00	\$ 78,750.00		\$ 315,000.00	
<b>Total 6301 Instructional Staff PD</b>	<b>\$ 157,500.00</b>	<b>\$ 78,750.00</b>	<b>\$ 78,750.00</b>	<b>\$ -</b>	<b>\$ 315,000.00</b>	
6302 Non-Instructional Staff PD	\$ 9,324.67	\$ 3,882.20	\$ 4,952.25	\$ 1,840.88	\$ 20,000.00	
6303 Board Development/ Strategic Planning				\$ 5,000.00	\$ 5,000.00	
6305 Conferences and Workshops	\$ 2,331.17	\$ 970.55	\$ 1,238.06	\$ 460.22	\$ 5,000.00	
<b>Total 6300 Professional Development</b>	<b>\$ 11,655.84</b>	<b>\$ 4,852.75</b>	<b>\$ 6,190.31</b>	<b>\$ 7,301.10</b>	<b>\$ 30,000.00</b>	
6400 Marketing and Staff/Student Rec					\$ -	
6401 Advertising	\$ 8,392.21	\$ 3,493.98	\$ 4,457.03	\$ 1,656.79	\$ 18,000.00	
6402 Student Recruiting	\$ 16,318.18	\$ 6,793.85	\$ 8,666.44	\$ 3,221.53	\$ 35,000.00	
6404 Staff Recruiting	\$ 8,392.21	\$ 3,493.98	\$ 4,457.03	\$ 1,656.79	\$ 18,000.00	
6405 Website Maintenance	\$ 11,655.84	\$ 4,852.75	\$ 6,190.31	\$ 2,301.10	\$ 25,000.00	
<b>Total 6400 Marketing and Staff/Student Rec</b>	<b>\$ 44,758.43</b>	<b>\$ 18,634.56</b>	<b>\$ 23,770.80</b>	<b>\$ 8,836.21</b>	<b>\$ 96,000.00</b>	
7100 Curriculum & Classroom Expenses						
7101 Classroom Libraries	\$ 6,993.50	\$ 2,911.65	\$ 3,714.19	\$ 1,380.66	\$ 15,000.00	
7102 Curric Textbooks and Other Curr	\$ 69,935.05	\$ 29,116.50	\$ 37,141.88	\$ 13,806.57	\$ 150,000.00	
7105 Music	\$ 6,061.04	\$ 2,523.43	\$ 3,218.96	\$ 1,196.57	\$ 13,000.00	

<b>7107 Curriculum Licenses, Software, &amp; Subscriptions</b>	\$ 83,922.06	\$ 34,939.80	\$ 44,570.25	\$ 16,567.89	\$ 180,000.00	
<b>7108 Standardized Test Materials/Ass</b>	\$ 16,318.18	\$ 6,793.85	\$ 8,666.44	\$ 3,221.53	\$ 35,000.00	
<b>7109 Student Field Trips</b>	\$ 9,324.67	\$ 3,882.20	\$ 4,952.25	\$ 1,840.88	\$ 20,000.00	
<b>7110 Classroom Supplies</b>	\$ 34,967.52	\$ 14,558.25	\$ 18,570.94	\$ 6,903.29	\$ 75,000.00	
<b>7112 Physical Movement/Recess Suppli</b>	\$ 6,993.50	\$ 2,911.65	\$ 3,714.19	\$ 1,380.66	\$ 15,000.00	
<b>7114 Non-Instructional Student Enric</b>	\$ 69,935.05	\$ 29,116.50	\$ 37,141.88	\$ 13,806.57	\$ 150,000.00	
<b>7115 NYSTL Expense</b>	\$ 10,150.54	\$ 4,200.22	\$ 4,550.24	\$ -	\$ 18,901.00	
<b>7116 NYSSL Expense</b>	\$ 25,486.70	\$ 10,546.22	\$ 11,425.07	\$ -	\$ 47,458.00	
<b>7117 NYSLIB Expense</b>	\$ 4,745.80	\$ 1,963.78	\$ 2,127.43	\$ -	\$ 8,837.00	
<b>7118 Student Information Management System</b>	\$ 6,993.50	\$ 2,911.65	\$ 3,714.19	\$ 1,380.66	\$ 15,000.00	
<b>Total 7100 Curriculum &amp; Classroom Expenses</b>	<b>\$ 351,827.12</b>	<b>\$ 146,375.70</b>	<b>\$ 183,507.91</b>	<b>\$ 61,485.27</b>	<b>\$ 743,196.00</b>	
<b>8100 Facility</b>						
<b>8102 Utilities</b>	\$ 116,558.42	\$ 48,527.50	\$ 61,903.13	\$ 23,010.96	\$ 250,000.00	
<b>8104 Rent Expense</b>	\$ 2,667,861.81	\$ 1,110,727.68	\$ 1,416,877.55	\$ 526,689.12	\$ 5,722,156.15	
<b>8105 Signage</b>	\$ 6,993.50	\$ 2,911.65	\$ 3,714.19	\$ 1,380.66	\$ 15,000.00	
<b>8106 Real Estate Taxes</b>	\$ 218,655.23	\$ 91,034.11	\$ 116,125.84	\$ 43,166.90	\$ 468,982.08	
<b>8114 Custodial Supplies</b>	\$ 29,298.69	\$ 15,528.80	\$ 19,809.00	\$ 7,363.51	\$ 72,000.00	
<b>8115 Landscaping</b>	\$ 2,331.17	\$ 970.55	\$ 1,238.06	\$ 460.22	\$ 5,000.00	
<b>8120 Repair &amp; Maintenance</b>	\$ 55,948.04	\$ 23,293.20	\$ 29,713.50	\$ 11,045.26	\$ 120,000.00	
<b>Total 8100 Facility</b>	<b>\$ 3,097,646.86</b>	<b>1,292,993.48</b>	<b>1,649,381.27</b>	<b>\$ 613,116.62</b>	<b>\$ 6,653,138.23</b>	
<b>8200 Technology Expenses</b>						
<b>8201 Phone &amp; Fax Expenses</b>	\$ 19,115.58	\$ 7,958.51	\$ 10,152.11	\$ 3,773.80	\$ 41,000.00	
<b>8202 Mobile Phone Expenses</b>	\$ 6,993.50	\$ 2,911.65	\$ 3,714.19	\$ 1,380.66	\$ 15,000.00	
<b>8203 Internet Connectivity Expenses</b>	\$ 45,000.00	\$ 23,293.20	\$ 29,713.50	\$ 11,045.26	\$ 109,051.96	
<b>8204 Network Maintenance/Tech Suppor</b>	\$ 6,993.50	\$ 2,911.65	\$ 3,714.19	\$ 1,380.66	\$ 15,000.00	
<b>8205 Technology Consultants</b>	\$ 41,028.56	\$ 17,081.68	\$ 21,789.90	\$ 8,099.86	\$ 88,000.00	
<b>8208 Technology Supplies</b>	\$ 9,324.67	\$ 3,882.20	\$ 4,952.25	\$ 1,840.88	\$ 20,000.00	
<b>8209 Technology Equipment (non-asset)</b>	\$ 6,993.50	\$ 2,911.65	\$ 3,714.19	\$ 1,380.66	\$ 15,000.00	
<b>8210 Technology Licenses, Software, &amp; Subscriptions</b>	\$ 73,922.00	\$ 34,939.80	\$ 44,570.25	\$ 16,567.89	\$ 169,999.94	
<b>Total 8200 Technology Expenses</b>	<b>\$ 209,371.33</b>	<b>\$ 95,890.34</b>	<b>\$ 122,320.59</b>	<b>\$ 45,469.65</b>	<b>\$ 473,051.90</b>	
<b>8800 Miscellaneous Expenses</b>						
<b>8801 Bank Service Charges</b>	\$ -	\$ -	\$ -	\$ 600.00	\$ 600.00	
<b>Total 8800 Miscellaneous Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 600.00</b>	<b>\$ 600.00</b>	
<b>8900 Depreciation Expense</b>				\$ 500,000.00	\$ 500,000.00	
<b>Total 8900 Depreciation Expense</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500,000.00</b>	<b>\$ 500,000.00</b>	
<b>Total Expenses</b>	<b>\$ 13,803,484.21</b>	<b>\$ 5,838,750.57</b>	<b>\$ 7,601,821.70</b>	<b>\$ 3,392,847.92</b>	<b>\$ 30,636,904.39</b>	
<b>Net Operating Income</b>	<b>\$ 945,801.47</b>	<b>\$ 1,746,825.64</b>	<b>\$ 833,329.79</b>	<b>(3,372,847.92)</b>	<b>\$ 153,108.99</b>	
<b>Net Income</b>	<b>\$ 945,801.47</b>	<b>\$ 1,746,825.64</b>	<b>\$ 833,329.79</b>	<b>(3,372,847.92)</b>	<b>\$ 153,108.99</b>	
<b>Fixed Assets</b>						
1500 Furniture, Fixtures & Equipment						

1510 Office & Admin Computers & Equipment	\$ 5,000.00	\$ 10,000.00	\$ 6,000.00	\$ 6,000.00	\$ 27,000.00	
1511 Classroom Computers & Equipment		\$ 25,000.00	\$ 25,000.00		\$ 50,000.00	
1512 Classroom Furniture	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00		\$ 45,000.00	
<b>Total 1500 Furniture, Fixtures &amp; Equipment</b>					<b>\$ 122,000.00</b>	
1540 Leasehold Improvements				20,000.00	\$ 20,000.00	
<b>Total 1519 Facility and Construction</b>					<b>20,000.00</b>	
<b>Total</b>					<b>\$ 142,000.00</b>	





\*K-5 Teachers:  
 • General Education Classroom  
 • Special Education  
 • ELL  
 • Physical Education  
 • Speciality (Art, Music, etc.)

\*6-8 Teachers:  
 • ELA  
 • ENL  
 • Math  
 • Social Studies  
 • Science  
 • Special Education

\*9-12 Teachers:  
 • Algebra  
 • English  
 • Global History  
 • Living Environment  
 • Culinary Arts  
 • Earth Science  
 • ELA  
 • Health Science  
 • Music  
 • Chemistry  
 • Special Education



# CHALLENGE CHARTER SCHOOL

## 2023-2024 SCHOOL YEAR CALENDAR (K-12)



Month	Dates	Days	Events
August	14-18	Monday-Friday	Admin Staff Report to the building
August	22-31	Tuesday-Friday	Staff Pre-Service Professional Development
September	1	Friday	No Pre-Service on this day
September	4	Monday	Labor Day ( <b>SCHOOL CLOSED</b> )
September	6	Wednesday	<b>First day of school for scholars in Grades K, 6, and 9 only</b>
September	7	Thursday	<b>First day of school for scholars in Grades 1-5, 7-8, and 10-12. Start of Quarter 1</b>
September	20	Wednesday	Gr. K-5 Meet-the-Teacher Night: 5:00PM to 7:00PM
September	25	Monday	Yom Kippur ( <b>SCHOOL CLOSED</b> )
September	27	Wednesday	Gr. 6-12 Meet-the-Teacher Night: 5:00PM to 7:00PM
October	9	Monday	Indigenous Peoples' Day ( <b>SCHOOL CLOSED</b> )
October	31	Tuesday	Professional Development for staff (Asynchronous Learning Day)
November	2	Thursday	Start of Quarter 2
November	2	Thursday	Gr. 6-12 Parent-Teacher Evening Conferences: 5:00PM to 7:00PM
November	3	Friday	Gr. 6-12 Parent-Teacher Afternoon Conferences: 1:30PM to 4:30PM
November	7	Tuesday	Election Day/Professional Development for staff ( <b>NO SCHOLARS IN ATTENDANCE</b> )
November	9	Thursday	Gr. K-5 Parent-Teacher Evening Conferences: 5:00PM to 7:00PM
November	10	Friday	Gr. K-5 Parent-Teacher Afternoon Conferences: 1:30PM to 4:30PM
November	22-24	Wednesday-Friday	Thanksgiving Recess ( <b>SCHOOL CLOSED</b> )
December	25-Jan 1	Monday-Monday	Winter Recess ( <b>SCHOOL CLOSED</b> ); Scholars return to school on Tuesday, January 2, 2024)
<b>2024 (Happy New Year)</b>			
January	2	Tuesday	School resumes
January	15	Monday	Dr. Martin Luther King, Jr. Day ( <b>SCHOOL CLOSED</b> )
January	23-26	Tuesday-Friday	January Regents Exam Administration
January	29	Monday	Professional Development for staff ( <b>NO SCHOLARS IN ATTENDANCE</b> )
January	30	Tuesday	K-5: Midyear Progress Reports sent and as-needed parent meetings.
February	2	Friday	Start of Quarter 3
February	9	Friday	Progress Reports sent home in Grades 6-12; Parent meetings as needed
February	13	Tuesday	100th Day of School!
February	19-23	Monday-Friday	Midwinter Recess (including Washington's Birthday and Lincoln's Birthday; <b>SCHOOL CLOSED</b> ); Scholars to return to school on Monday, February 26)
March	21	Thursday	Gr. K-5 Parent-Teacher Evening Conferences: 5:00PM to 7:00PM
March	22	Friday	Gr. K-5 Parent-Teacher Afternoon Conferences: 1:30PM to 4:30PM
March	29	Friday	Good Friday ( <b>SCHOOL CLOSED</b> )
April	1	Monday	Easter Monday ( <b>SCHOOL CLOSED</b> )
April	9-11	Tuesday-Thursday	NYS ELA Assessments (Grades 3-8)
April	22-26	Monday-Friday	Spring Recess ( <b>SCHOOL CLOSED</b> ); Scholars return to school on Monday, April 29)
April	April 29-May 17	Monday-Friday	NYS Science Assessments (Grades 5 and 8)
April	30	Tuesday	Start of Quarter 4
May	8-9	Wednesday-Thursday	NYS Math Assessments (Grades 3-8)
May	27	Monday	Memorial Day Observed ( <b>SCHOOL CLOSED</b> )
May	28	Tuesday	Progress Reports sent home in Grades 6-12; Planning meetings for SY 24-25 schedules
May	30	Thursday	Field Day (Rain Date: June 5)
June	4	Tuesday	Regents Examination Day - Algebra I
June	6	Thursday	Anniversary Day/Professional Development for staff (Asynchronous day for scholars)
June	7	Friday	Clerical Day/Professional Development for staff (Asynchronous day for scholars)
June	14-26	Friday-Wednesday	June Regents Exam Administration
June	17	Monday	Rating Day #1 ( <b>NO SCHOLARS K-12</b> )
June	19	Wednesday	Juneteenth ( <b>SCHOOL CLOSED</b> )
June	25	Tuesday	Half Day; <b>Last Day for Scholars</b>
June	26	Wednesday	Rating Day #2 ( <b>NO SCHOLARS K-12</b> )
June	27	Thursday	Last Day for staff

☰ CHARTER SCHOOL OFFICE

DW

As outlined in ENTRY 10:

Our signatures (Executive Director/School Leader/Head of School and Board President) below attest that our school has reviewed, understands and will comply with the employee clearance and fingerprint requirements as outlined in Entry 10 and found in the NYSED CSO Fingerprint Clearance Oct 2019 Memo. Click YES to agree.

Yes

Signature, Head of Charter School

 \_\_\_\_\_

Clear

Signature, President of the Board of Trustees

 \_\_\_\_\_

Clear

Date

PREVIOUS

MARK AS COMPLETE

DEPT OF BLDGS 420340367 Job Number

ES711049058 Scan Code



**FIRE DEPARTMENT**  
BUREAU FIRE PREVENTION  
9 MetroTech Center 3 rd Floor- Brooklyn, NY 11201-3857



710 HARTMAN LANE LLC

710 HARTMAN LA  
QUEENS, NY 11691

BLDGS DEPT APPL NO: 420340367  
ACCOUNT NUMBER: 31136385  
DATE OF APPROVAL: 01/06/11  
DATE OF INSPECTION: 10/20/11  
INSPECTOR NAME: A. PINEDA  
PLAN NUMBER:  
FLOOR(S) INSPECTED: FLS: CEL,1,2,RF

PREMISES: 710 HARTMAN LA	BOROUGH: QUEENS
-----------------------------	--------------------

**LETTER OF APPROVAL**

THIS LETTER OF APPROVAL COVERS THE SYSTEMS INDICATED BELOW. IT IS SUBJECT TO ADMINISTRATIVE REVIEW AND AUDIT.

APPROVAL OF THE SYSTEMS(S) IS GRANTED IN ACCORDANCE WITH:

X  SELF CERTIFICATION     INSPECTION     PROFESSIONAL CERTIFICATION

GROUP E(EDU.,LO-RI,SPK)FAS  
MAN / SSC / SPK / COC  
29 NYC Admin. Code § FC 104.2

*Sincerely,*

Chief of Fire Prevention  
City of New York

31136385    01/12/12    23813,2

The City of New York



# FIRE DEPARTMENT

BUREAU OF FIRE PREVENTION  
9 METROTECH CENTER 3RD FLOOR - BROOKLYN, N.Y. 11201-3857



1526 CENTRAL AVE LLC

15-26 CENTRAL AVE  
QUEENS, NY 11691

BLDGS DEPT APPL. NO: 421174160

ACCOUNT NUMBER: 35298835

DATE OF APPROVAL: 12/15/15

DATE OF INSPECTION: 10/30/15

INSPECTOR NAME: A. ZINGER

PLAN NUMBER:

FLOOR(S) INSPECTED: FLS: C,1-3

PREMISES

15-26 CENTRAL AVE

BOROUGH

QUEENS

## LETTER OF APPROVAL

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SELF CERTIFICATION     INSPECTION     PROFESSIONAL CERTIFICATION

29 NYC Admin. Code § FC 104.2

GROUP E(EDU.,LO-RI,SPK)FAS\*\*\*\*\*  
MAN / SSC / SPK / COC\*\*\*\*\*  
CO DETECTION SYSTEM\*\*\*\*\*  
CCA, FOREST HILLS/NY\*\*\*\*\*  
\*\*\*\*\*

Sincerely,

Chief of Fire Prevention  
City of New York

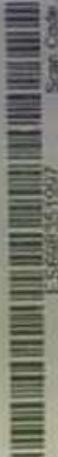


The City of New York



# FIRE DEPARTMENT

BUREAU OF FIRE PREVENTION  
6 MetroTech Center, 125th Street, Brooklyn, NY 11201-1857



Scan Code

ES6508351007

FERN-CORP C O UNITED CAP  
9 PARK PLACE  
4TH FLOOR  
GREAT NECK, NY 110210000

BLDGS DEPT APPL NO: 421187879  
ACCOUNT NUMBER: 35276146  
DATE OF APPROVAL: 11/04/15  
DATE OF INSPECTION: 10/07/15  
INSPECTOR NAME: J. ASBAGHI  
PLAN NUMBER:  
FLOOR(S) INSPECTED: FLS: C,1,RF

PREMISES	BOROUGH
12-79 REDFERN AVE	QUEENS

## LETTER OF APPROVAL

THIS LETTER OF APPROVAL COVERS THE SYSTEM INDICATED BELOW. IT IS SUBJECT TO ADMINISTRATIVE REVIEW AND AUDIT.

APPROVAL OF THE SYSTEMS(S) IS GRANTED IN ACCORDANCE WITH:

SELF CERTIFICATION     INSPECTION     PROFESSIONAL CERTIFICATION  
29 NYC Admin. Code § FC 104.2

GROUP E(EDU ,LO-RI,SPK)FAS.....  
MAN / SSC / SPK / COC.....  
CO DETECTION SYSTEM.....  
MDL, HICKSVILLE/NY.....  
.....

.....  
.....  
.....

Chief of Fire Prevention  
City of New York



Job Number

DEPT OF BLDGS421167879



revised 11.12.2020

The University of the State of New York  
THE STATE EDUCATION DEPARTMENT  
State Office of Religious and Independent Schools - Room 1078 Education Building Annex  
Albany, New York 12234

**NONPUBLIC FIRE AND BUILDING SAFETY REPORT**

Per NYS Education Law 807-A(1) All school buildings containing classroom, dormitory, laboratory, physical education, dining or recreational facilities for student use, which are owned, operated, or leased by nonpublic schools must be inspected at least annually for hazards which may endanger the lives of students, teachers and employees therein and for compliance with applicable sections of 8NYCRR155 Regulations of the Commissioner of Education and for compliance with the 2020 Building Code of New York State, 2020 Fire Code of New York State and the 2020 Property Maintenance Code of New York State.

NONPUBLIC SCHOOL BEDS CODE#

342700860900

School Name

Challenge Charter Middle School

Facility/Building Name

Challenge Charter Middle School

Street Address (NO PO Box/Numbers)

1526 Central Avenue

City/Town/Village

Zip Code

FAR Rockaway NY 11691

Name of Municipality Responsible for Local Code Enforcement

NYC Department Buildings

**INSTRUCTIONS**

- Read the "Manual for Nonpublic School Facility - Fire & Building Safety Inspections" prior to inspecting the facility and complete a separate report for each facility/building and location.
- **Part I:** General Information. School officials must complete this section annually.
- **Part II:**
  - Items 08A-2 through 08E-2 on the Non-Conformance Report Sheet – Must be completed for facilities with electrically operated partitions per Regulations of the Commissioner 155.25
  - Items 09A-2 through 26 on the Non-Conformance Report Sheet – Must be completed for all facilities per 2020 Fire Code of New York State and the 2020 Property Maintenance Code of New York State.
- **Part III (A, B, C & D) Certifications** -To be completed by individuals as indicated.

A copy of this form must be kept on file at the school for three years and must be available for public review.

**Part I: General Information and Fire/Life Safety History** (complete annually)

Inspection Date

**Note: Please insert the date the actual inspection took place.**

*Inspections shall be performed between July 1<sup>st</sup> and December 1<sup>st</sup> of the current school year.*

1. Please indicate the primary use of this facility:

STUDENT INSTRUCTION

OTHER STUDENT USE

Please Specify:

School

2. Is there a fire sprinkler system in this facility?

YES  NO

If 'yes', is the sprinkler alarm connected with the building alarm?

YES  NO

3. Is there a fire hydrant system for facility protection?

YES  NO

If YES, indicate ownership of system (select one):

public owned  
 school owned  
 other (please specify)

4. Indicate the ownership of this facility

LEASED

OWNED

5. What is the current gross Square footage of this facility?

17,800 sqft.  
(to the nearest whole ten feet)

6. Fire and Emergency Drills


a. Per Section 807, paragraph 2 of the New York State Education Law entitled Fire and Emergency Drills, confirm that a copy of Section 807 has been printed and distributed as guidance to teaching staff as required  YES  NO

b. Provide dates of twelve fire and emergency drills required by Section 807 of Education Law held between September 1<sup>st</sup> and June 30<sup>th</sup> of the previous school year:

**FIRE & EMERGENCY DRILLS**

**NOTE** Eight (8) are required between September 1, and December 31  
Eight (8) drills are required to be evacuation drills.



c. \_\_\_\_\_  total cost of property damage

8. If the fire alarm system was activated since the last fire safety inspection, was the fire department immediately notified in accordance with Section F401.3.2 of the NYS Fire Code?

\_\_\_\_\_ YES \_\_\_\_\_ NO





**Part III: NonPublic School Certifications**

**All sections are required to be completed: Section III-A; III-B III-C & III-D**

**Section III-A Fire Inspection Method**

Which method(s) did the school authorities use to complete the annual fire safety inspection for this building?

Check appropriate box or boxes

- Inspection by the **fire department** of the city, town, village or **fire district** in which the building is located
- Inspection by a **fire corporation** whose territory includes the school building
- Inspection by the **county fire coordinator**, or the officer performing the powers and duties of a county fire coordinator pursuant to a local law, of the county in which the building is located
- Inspection by a **fire inspector (Building Safety Inspector or Code Enforcement Official)** who holds a valid certification

*For additional information regarding these methods, please see: <https://www.nysenate.gov/legislation/laws/EDN/807-A>*

**Section III-B-Fire Inspection by Local Fire Department, Fire District, Fire Corporation, County Fire Coordinator and/ or Fire Inspector (Building Safety Inspector or Code Enforcement official) who holds a valid certification.**

The individual noted below inspected this building on \_\_\_\_\_ (date) and the information in this Report represents, to the best of their knowledge and belief, an accurate description of the building and conditions they observed. The individual that performed this inspection has maintained their certification requirements pursuant to 19 NYCRR 1208-3.1.

Inspector's Name: \_\_\_\_\_ Title: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Inspector's Organization: \_\_\_\_\_

Inspector's Telephone #: \_\_\_\_\_ Inspector's Email: \_\_\_\_\_

Inspector's Code Enforcement Certification # \_\_\_\_\_ (as assigned by the NYS Department of State)

**Section III-C Contact info for the Authority-Having-Jurisdiction [AHJ] Local Municipality, Town or Village**

Name of Local/Municipal Code Enforcement Office : \_\_\_\_\_

Address: \_\_\_\_\_

Name of contact person : \_\_\_\_\_ Title: \_\_\_\_\_

Telephone #: \_\_\_\_\_ Email address: \_\_\_\_\_

**Section III-D School or Building Administrator, Director, or Headmaster**

The individual noted below certifies that this building was inspected as indicated in Section III-A above and hereby submits this fire inspection report on behalf of the Board of Trustees and certifies that:

1. Public notice of report availability has been published, and that
2. Any nonconformances noted as corrected on the *Nonpublic School Fire Safety Non-Conformance Report Sheet* portion of this report were corrected on the date indicated, and that
3. Violations which were not corrected immediately shall be corrected within an accepted period of time as approved by the Commissioner.

Name: Lisa Luton Title: Associate Director of Operations

Signature:  Telephone #: 9175618072

Email: lluton@challengecharterschools.org




**Certificate Of Completion**

Envelope Id: C5C3E99DD31647DDA09C2D37D4143B21	Status: Completed
Subject: Complete with DocuSign: Fire Inspection_1526 Central.pdf	
Source Envelope:	
Document Pages: 6	Signatures: 1
Certificate Pages: 4	Initials: 0
AutoNav: Enabled	Envelope Originator:
Envelope Stamping: Enabled	Donna Webster
Time Zone: (UTC-05:00) Eastern Time (US & Canada)	710 Hartman Lane
	Far Rockaway, NY 11691
	dwebster@challengecharterschools.org
	IP Address: 96.250.240.141

**Record Tracking**

Status: Original	Holder: Donna Webster	Location: DocuSign
9/1/2023 2:45:21 PM	dwebster@challengecharterschools.org	

**Signer Events**

Signature	Timestamp
Lisa Luton lluton@challengecharterschools.org Associate Director of Operations Security Level: Email, Account Authentication (None)	 Sent: 9/1/2023 2:46:15 PM Viewed: 9/1/2023 2:46:29 PM Signed: 9/1/2023 2:47:09 PM
Signature Adoption: Drawn on Device Using IP Address: 173.77.172.149	

**Electronic Record and Signature Disclosure:**  
 Accepted: 6/17/2022 2:47:03 PM  
 ID: 2154a823-1b09-447e-a844-37c57df36a8d

**In Person Signer Events**

Signature	Timestamp
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**Editor Delivery Events**

Status	Timestamp
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**Agent Delivery Events**

Status	Timestamp
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**Intermediary Delivery Events**

Status	Timestamp
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**Certified Delivery Events**

Status	Timestamp
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**Carbon Copy Events**

Status	Timestamp
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**Witness Events**

Signature	Timestamp
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**Notary Events**

Signature	Timestamp
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**Envelope Summary Events**

Status	Timestamps
Envelope Sent	9/1/2023 2:46:15 PM
Certified Delivered	9/1/2023 2:46:29 PM
Signing Complete	9/1/2023 2:47:09 PM
Completed	9/1/2023 2:47:09 PM

**Payment Events**

Status	Timestamps
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**Electronic Record and Signature Disclosure**

## **ELECTRONIC RECORD AND SIGNATURE DISCLOSURE**

From time to time, Challenge Preparatory Charter School (we, us or Company) may be required by law to provide to you certain written notices or disclosures. Described below are the terms and conditions for providing to you such notices and disclosures electronically through the DocuSign system. Please read the information below carefully and thoroughly, and if you can access this information electronically to your satisfaction and agree to this Electronic Record and Signature Disclosure (ERSD), please confirm your agreement by selecting the check-box next to 'I agree to use electronic records and signatures' before clicking 'CONTINUE' within the DocuSign system.

### **Getting paper copies**

At any time, you may request from us a paper copy of any record provided or made available electronically to you by us. You will have the ability to download and print documents we send to you through the DocuSign system during and immediately after the signing session and, if you elect to create a DocuSign account, you may access the documents for a limited period of time (usually 30 days) after such documents are first sent to you. After such time, if you wish for us to send you paper copies of any such documents from our office to you, you will be charged a \$0.00 per-page fee. You may request delivery of such paper copies from us by following the procedure described below.

### **Withdrawing your consent**

If you decide to receive notices and disclosures from us electronically, you may at any time change your mind and tell us that thereafter you want to receive required notices and disclosures only in paper format. How you must inform us of your decision to receive future notices and disclosure in paper format and withdraw your consent to receive notices and disclosures electronically is described below.

### **Consequences of changing your mind**

If you elect to receive required notices and disclosures only in paper format, it will slow the speed at which we can complete certain steps in transactions with you and delivering services to you because we will need first to send the required notices or disclosures to you in paper format, and then wait until we receive back from you your acknowledgment of your receipt of such paper notices or disclosures. Further, you will no longer be able to use the DocuSign system to receive required notices and consents electronically from us or to sign electronically documents from us.

### **All notices and disclosures will be sent to you electronically**

Unless you tell us otherwise in accordance with the procedures described herein, we will provide electronically to you through the DocuSign system all required notices, disclosures, authorizations, acknowledgements, and other documents that are required to be provided or made available to you during the course of our relationship with you. To reduce the chance of you inadvertently not receiving any notice or disclosure, we prefer to provide all of the required notices and disclosures to you by the same method and to the same address that you have given us. Thus, you can receive all the disclosures and notices electronically or in paper format through the paper mail delivery system. If you do not agree with this process, please let us know as described below. Please also see the paragraph immediately above that describes the consequences of your electing not to receive delivery of the notices and disclosures electronically from us.

### **How to contact Challenge Preparatory Charter School:**

You may contact us to let us know of your changes as to how we may contact you electronically, to request paper copies of certain information from us, and to withdraw your prior consent to receive notices and disclosures electronically as follows:

To contact us by email send messages to: [earmstrong@challengecharterschools.org](mailto:earmstrong@challengecharterschools.org)

### **To advise Challenge Preparatory Charter School of your new email address**

To let us know of a change in your email address where we should send notices and disclosures electronically to you, you must send an email message to us at [earmstrong@challengecharterschools.org](mailto:earmstrong@challengecharterschools.org) and in the body of such request you must state: your previous email address, your new email address. We do not require any other information from you to change your email address.

If you created a DocuSign account, you may update it with your new email address through your account preferences.

### **To request paper copies from Challenge Preparatory Charter School**

To request delivery from us of paper copies of the notices and disclosures previously provided by us to you electronically, you must send us an email to [earmstrong@challengecharterschools.org](mailto:earmstrong@challengecharterschools.org) and in the body of such request you must state your email address, full name, mailing address, and telephone number. We will bill you for any fees at that time, if any.

### **To withdraw your consent with Challenge Preparatory Charter School**

To inform us that you no longer wish to receive future notices and disclosures in electronic format you may:

- i. decline to sign a document from within your signing session, and on the subsequent page, select the check-box indicating you wish to withdraw your consent, or you may;
- ii. send us an email to [earmstrong@challengecharterschools.org](mailto:earmstrong@challengecharterschools.org) and in the body of such request you must state your email, full name, mailing address, and telephone number. We do not need any other information from you to withdraw consent.. The consequences of your withdrawing consent for online documents will be that transactions may take a longer time to process..

### **Required hardware and software**

The minimum system requirements for using the DocuSign system may change over time. The current system requirements are found here: <https://support.docusign.com/guides/signer-guide-signing-system-requirements>.

### **Acknowledging your access and consent to receive and sign documents electronically**

To confirm to us that you can access this information electronically, which will be similar to other electronic notices and disclosures that we will provide to you, please confirm that you have read this ERSD, and (i) that you are able to print on paper or electronically save this ERSD for your future reference and access; or (ii) that you are able to email this ERSD to an email address where you will be able to print on paper or save it for your future reference and access. Further, if you consent to receiving notices and disclosures exclusively in electronic format as described herein, then select the check-box next to ‘I agree to use electronic records and signatures’ before clicking ‘CONTINUE’ within the DocuSign system.

By selecting the check-box next to ‘I agree to use electronic records and signatures’, you confirm that:

- You can access and read this Electronic Record and Signature Disclosure; and
- You can print on paper this Electronic Record and Signature Disclosure, or save or send this Electronic Record and Disclosure to a location where you can print it, for future reference and access; and
- Until or unless you notify Challenge Preparatory Charter School as described above, you consent to receive exclusively through electronic means all notices, disclosures, authorizations, acknowledgements, and other documents that are required to be provided or made available to you by Challenge Preparatory Charter School during the course of your relationship with Challenge Preparatory Charter School.

The University of the State of New York  
**THE STATE EDUCATION DEPARTMENT**  
 State Office of Religious and Independent Schools - Room 1078 Education Building Annex  
 Albany, New York 12234

*revised 11.12.2020*

**NONPUBLIC FIRE AND BUILDING SAFETY REPORT**

Per NYS Education Law 807-A(1) All school buildings containing classroom, dormitory, laboratory, physical education, dining or recreational facilities for student use, which are owned, operated, or leased by nonpublic schools must be inspected at least annually for hazards which may endanger the lives of students, teachers and employees therein and for compliance with applicable sections of 8NYCRR155 Regulations of the Commissioner of Education and for compliance with the 2020 Building Code of New York State, 2020 Fire Code of New York State and the 2020 Property Maintenance Code of New York State.

NONPUBLIC SCHOOL BEDS CODE#

342700860990

School Name

Challenge Charter High School

Facility/Building Name

Challenge Charter High School

Street Address (NO PO Box Numbers)

1520 Central Avenue

City/Town/Village

Zip Code

Far Rockaway New York

Name of Municipality Responsible for Local/Code Enforcement

NYC Department of Buildings

**INSTRUCTIONS**

- Read the “*Manual for Nonpublic School Facility - Fire & Building Safety Inspections*” prior to inspecting the facility and complete a separate report for each facility/building and location.
- **Part I:** General Information. School officials must complete this section annually.
- **Part II:**
  - Items 08A-2 through 08E-2 on the Non-Conformance Report Sheet – Must be completed for facilities with electrically operated partitions per Regulations of the Commissioner 155.25
  - Items 09A-2 through 26 on the Non-Conformance Report Sheet – Must be completed for all facilities per 2020 Fire Code of New York State and the 2020 Property Maintenance Code of New York State.
- **Part III (A, B, C & D) Certifications** -To be completed by individuals as indicated.

A copy of this form must be kept on file at the school for three years and must be available for public review.

### Part I: General Information and Fire/Life Safety History (complete annually)

Inspection Date

**Note: Please insert the date the actual inspection took place.**

*Inspections shall be performed between July 1<sup>st</sup> and December 1<sup>st</sup> of the current school year.*

1. Please indicate the primary use of this facility:

- STUDENT INSTRUCTION
- OTHER STUDENT USE

Please Specify:

School

2. Is there a fire sprinkler system in this facility?

YES  NO

If 'yes', is the sprinkler alarm connected with the building alarm?

YES  NO

3. Is there a fire hydrant system for facility protection?

YES  NO

If YES, indicate ownership of system (select one):

- public owned
- school owned
- other (please specify)

4. Indicate the ownership of this facility

- LEASED
- OWNED

5. What is the current gross Square footage of this facility?

71,500 sq ft

(to the nearest whole ten feet)

6. Fire and Emergency Drills

- a. Per Section 807, paragraph 2 of the New York State Education Law entitled Fire and Emergency Drills, confirm that a copy of Section 807 has been printed and distributed as guidance to teaching staff as required  YES  NO
- b. Provide dates of twelve fire and emergency drills required by Section 807 of Education Law held between September 1<sup>st</sup> and June 30<sup>th</sup> of the previous school year:

#### FIRE & EMERGENCY DRILLS

NOTE Eight (8) are required between September 1, and December 31  
Eight (8) drills are required to be evacuation drills.



	Date	Evacuation	Lockdown
1	10/12/22	✓	
2	11/4/22	✓	
3	12/12/23	✓	
4	1/11/23	✓	
5	2/10/23	✓	
6	3/20/23	✓	
7	4/4/23	✓	
8	5/23/23	✓	
9	10/28/22		✓
10	12/22/22		✓
11	11/17/22		✓
12	5/12/23		✓

c. If the required number of fire and emergency drills were not held during this reporting cycle, please describe the reason:

d. Average time to evacuate this facility was: 2 minutes 38 seconds

e. Confirm that arson and fire prevention instruction was provided in accordance with Section 808 of the Education Law (revised 9/1/05) which requires every school in New York State to provide a minimum of 45 minutes of instruction in arson and fire prevention; injury prevention and life safety for each month that school is in session.

YES       NO

f. Confirm that employee fire prevention, evacuation and fire safety training was provided and records maintained are being maintained in accordance with Section F406 of the NYS Fire Code

YES       NO

7. Have there been any fires in this facility since the last annual fire safety inspection report?

YES       NO

a. If YES, indicate: ~~0~~ total number of fires

b. ~~0~~ total number of injuries





**Part III: NonPublic School Certifications**

**All sections are required to be completed: Section III-A; III-B III-C & III-D**

**Section III-A Fire Inspection Method**

Which method(s) did the school authorities use to complete the annual fire safety inspection for this building?

Check appropriate box or boxes

- Inspection by the **fire department** of the city, town, village or **fire district** in which the building is located
- Inspection by a **fire corporation** whose territory includes the school building
- Inspection by the **county fire coordinator**, or the officer performing the powers and duties of a county fire coordinator pursuant to a local law, of the county in which the building is located
- Inspection by a **fire inspector (Building Safety Inspector or Code Enforcement Official)** who holds a valid certification

*For additional information regarding these methods, please see: <https://www.nysenate.gov/legislation/laws/EDN/807-A>*

**Section III-B-Fire Inspection by Local Fire Department, Fire District, Fire Corporation, County Fire Coordinator and/ or Fire Inspector (Building Safety Inspector or Code Enforcement official) who holds a valid certification.**

The individual noted below inspected this building on \_\_\_\_\_ (date) and the information in this Report represents, to the best of their knowledge and belief, an accurate description of the building and conditions they observed. The individual that performed this inspection has maintained their certification requirements pursuant to 19 NYCRR 1208-3.1.

Inspector's Name: \_\_\_\_\_ Title: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Inspector's Organization: \_\_\_\_\_

Inspector's Telephone #: \_\_\_\_\_ Inspector's Email: \_\_\_\_\_

Inspector's Code Enforcement Certification # \_\_\_\_\_  
(as assigned by the NYS Department of State)

**Section III-C Contact info for the Authority-Having-Jurisdiction [AHJ] Local Municipality, Town or Village**

Name of Local/Municipal Code Enforcement Office : \_\_\_\_\_

Address: \_\_\_\_\_

Name of contact person : \_\_\_\_\_ Title: \_\_\_\_\_

Telephone #: \_\_\_\_\_ Email address: \_\_\_\_\_

**Section III-D School or Building Administrator, Director, or Headmaster**

The individual noted below certifies that this building was inspected as indicated in Section III-A above and hereby submits this fire inspection report on behalf of the Board of Trustees and certifies that:

1. Public notice of report availability has been published, and that
2. Any nonconformances noted as corrected on the *Nonpublic School Fire Safety Non-Conformance Report Sheet* portion of this report were corrected on the date indicated, and that
3. Violations which were not corrected immediately shall be corrected within an accepted period of time as approved by the Commissioner.

Name: Lisa Luton Title: Associate Director of Operations

Signature:  Telephone #: 9175618072

Email: lluton@challengecharterschools.org

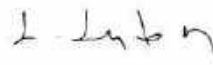
**Certificate Of Completion**

Envelope Id: 968EE12373C54EC1A6BE022C30583B75	Status: Completed
Subject: Complete with DocuSign: Fire Inspection_1520 Central.pdf	
Source Envelope:	
Document Pages: 6	Signatures: 1
Certificate Pages: 4	Initials: 0
AutoNav: Enabled	Envelope Originator:
Envelope Stamping: Enabled	Donna Webster
Time Zone: (UTC-05:00) Eastern Time (US & Canada)	710 Hartman Lane
	Far Rockaway, NY 11691
	dwebster@challengecharterschools.org
	IP Address: 96.250.240.141

**Record Tracking**

Status: Original	Holder: Donna Webster	Location: DocuSign
9/1/2023 2:30:23 PM	dwebster@challengecharterschools.org	

**Signer Events**

Signature	Timestamp
Lisa Luton lluton@challengecharterschools.org Associate Director of Operations Security Level: Email, Account Authentication (None)	 Sent: 9/1/2023 2:31:09 PM Viewed: 9/1/2023 2:31:33 PM Signed: 9/1/2023 2:32:06 PM
Signature Adoption: Drawn on Device Using IP Address: 173.77.172.149	

**Electronic Record and Signature Disclosure:**  
 Accepted: 6/17/2022 2:47:03 PM  
 ID: 2154a823-1b09-447e-a844-37c57df36a8d

In Person Signer Events	Signature	Timestamp
<b>Editor Delivery Events</b>	<b>Status</b>	<b>Timestamp</b>
<b>Agent Delivery Events</b>	<b>Status</b>	<b>Timestamp</b>
<b>Intermediary Delivery Events</b>	<b>Status</b>	<b>Timestamp</b>
<b>Certified Delivery Events</b>	<b>Status</b>	<b>Timestamp</b>
<b>Carbon Copy Events</b>	<b>Status</b>	<b>Timestamp</b>
<b>Witness Events</b>	<b>Signature</b>	<b>Timestamp</b>
<b>Notary Events</b>	<b>Signature</b>	<b>Timestamp</b>
<b>Envelope Summary Events</b>	<b>Status</b>	<b>Timestamps</b>
Envelope Sent	Hashed/Encrypted	9/1/2023 2:31:09 PM
Certified Delivered	Security Checked	9/1/2023 2:31:33 PM
Signing Complete	Security Checked	9/1/2023 2:32:06 PM
Completed	Security Checked	9/1/2023 2:32:06 PM

Payment Events	Status	Timestamps
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**Electronic Record and Signature Disclosure**



## **ELECTRONIC RECORD AND SIGNATURE DISCLOSURE**

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- ii. send us an email to [earmstrong@challengecharterschools.org](mailto:earmstrong@challengecharterschools.org) and in the body of such request you must state your email, full name, mailing address, and telephone number. We do not need any other information from you to withdraw consent.. The consequences of your withdrawing consent for online documents will be that transactions may take a longer time to process..

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### **Acknowledging your access and consent to receive and sign documents electronically**

To confirm to us that you can access this information electronically, which will be similar to other electronic notices and disclosures that we will provide to you, please confirm that you have read this ERSD, and (i) that you are able to print on paper or electronically save this ERSD for your future reference and access; or (ii) that you are able to email this ERSD to an email address where you will be able to print on paper or save it for your future reference and access. Further, if you consent to receiving notices and disclosures exclusively in electronic format as described herein, then select the check-box next to ‘I agree to use electronic records and signatures’ before clicking ‘CONTINUE’ within the DocuSign system.

By selecting the check-box next to ‘I agree to use electronic records and signatures’, you confirm that:

- You can access and read this Electronic Record and Signature Disclosure; and
- You can print on paper this Electronic Record and Signature Disclosure, or save or send this Electronic Record and Disclosure to a location where you can print it, for future reference and access; and
- Until or unless you notify Challenge Preparatory Charter School as described above, you consent to receive exclusively through electronic means all notices, disclosures, authorizations, acknowledgements, and other documents that are required to be provided or made available to you by Challenge Preparatory Charter School during the course of your relationship with Challenge Preparatory Charter School.

The University of the State of New York  
**THE STATE EDUCATION DEPARTMENT**  
 State Office of Religious and Independent Schools - Room 1078 Education Building Annex  
 Albany, New York 12234

revised 11.12.2020

**NONPUBLIC FIRE AND BUILDING SAFETY REPORT**

Per NYS Education Law 807-A(1) All school buildings containing classroom, dormitory, laboratory, physical education, dining or recreational facilities for student use, which are owned, operated, or leased by nonpublic schools must be inspected at least annually for hazards which may endanger the lives of students, teachers and employees therein and for compliance with applicable sections of 8NYCRR155 Regulations of the Commissioner of Education and for compliance with the 2020 Building Code of New York State, 2020 Fire Code of New York State and the 2020 Property Maintenance Code of New York State.

NONPUBLIC SCHOOL BEDS CODE#

342700860990

School Name

Challenge Charter Middle School

Facility/Building Name

Challenge Charter Middle School

Street Address (NO PO Box Numbers)

1279 Redfern Avenue

City/Town/Village

Far Rockaway New York

Zip Code

11691

Name of Municipality Responsible for Local Code Enforcement

NYC Department of Buildings

**INSTRUCTIONS**

- Read the “*Manual for Nonpublic School Facility - Fire & Building Safety Inspections*” prior to inspecting the facility and complete a separate report for each facility/building and location.
- **Part I:** General Information. School officials must complete this section annually.
- **Part II:**
  - Items 08A-2 through 08E-2 on the Non-Conformance Report Sheet – Must be completed for facilities with electrically operated partitions per Regulations of the Commissioner 155.25
  - Items 09A-2 through 26 on the Non-Conformance Report Sheet – Must be completed for all facilities per 2020 Fire Code of New York State and the 2020 Property Maintenance Code of New York State.
- **Part III (A, B, C & D) Certifications** -To be completed by individuals as indicated.

A copy of this form must be kept on file at the school for three years and must be available for public review.

**Part I: General Information and Fire/Life Safety History** (complete annually)

Inspection Date

**Note: Please insert the date the actual inspection took place.**

*Inspections shall be performed between July 1<sup>st</sup> and December 1<sup>st</sup> of the current school year.*

1. Please indicate the primary use of this facility:

STUDENT INSTRUCTION

OTHER STUDENT USE

Please Specify:

School

2. Is there a fire sprinkler system in this facility?

YES  NO

If 'yes', is the sprinkler alarm connected with the building alarm?

YES  NO

3. Is there a fire hydrant system for facility protection?

YES  NO

If YES, indicate ownership of system (select one):

public owned  
 school owned  
 other (please specify)

4. Indicate the ownership of this facility

LEASED

OWNED

5. What is the current gross Square footage of this facility?

17,900 sq ft

(to the nearest whole ten feet)

6. Fire and Emergency Drills

a. Per Section 807, paragraph 2 of the New York State Education Law entitled Fire and Emergency Drills, confirm that a copy of Section 807 has been printed and distributed as guidance to teaching staff as required  YES  NO

b. Provide dates of twelve fire and emergency drills required by Section 807 of Education Law held between September 1<sup>st</sup> and June 30<sup>th</sup> of the previous school year:

**FIRE & EMERGENCY DRILLS**

NOTE Eight (8) are required between September 1, and December 31  
Eight (8) drills are required to be evacuation drills.

	Date	Evacuation	Lockdown
1	11/18/22	✓	
2	12/7/22	✓	
3	12/14/22	✓	
4	12/16/22	✓	
5	1/12/23	✓	
6	1/26/23	✓	
7	2/9/23	✓	
8	2/13/23	✓	✓
9	3/13/23		✓
10			
11			
12			

c. If the required number of fire and emergency drills were not held during this reporting cycle, please describe the reason:

d. Average time to evacuate this facility was: 2 minutes 47 seconds

e. Confirm that arson and fire prevention instruction was provided in accordance with Section 808 of the Education Law (revised 9/1/05) which requires every school in New York State to provide a minimum of 45 minutes of instruction in arson and fire prevention; injury prevention and life safety for each month that school is in session.

✓ YES          NO

f. Confirm that employee fire prevention, evacuation and fire safety training was provided and records maintained are being maintained in accordance with Section F406 of the NYS Fire Code

✓ YES          NO

7. Have there been any fires in this facility since the last annual fire safety inspection report?

✓ YES          NO

a. If YES, indicate: 0 total number of fires

b. 0 total number of injuries







**Part III: NonPublic School Certifications**

**All sections are required to be completed: Section III-A; III-B III-C & III-D**

**Section III-A Fire Inspection Method**

Which method(s) did the school authorities use to complete the annual fire safety inspection for this building?

Check appropriate box or boxes

- Inspection by the **fire department** of the city, town, village or **fire district** in which the building is located
- Inspection by a **fire corporation** whose territory includes the school building
- Inspection by the **county fire coordinator**, or the officer performing the powers and duties of a county fire coordinator pursuant to a local law, of the county in which the building is located
- Inspection by a **fire inspector (Building Safety Inspector or Code Enforcement Official)** who holds a valid certification

*For additional information regarding these methods, please see: <https://www.nysenate.gov/legislation/laws/EDN/807-A>*

**Section III-B-Fire Inspection by Local Fire Department, Fire District, Fire Corporation, County Fire Coordinator and/ or Fire Inspector (Building Safety Inspector or Code Enforcement official) who holds a valid certification.**

The individual noted below inspected this building on \_\_\_\_\_ (date) and the information in this Report represents, to the best of their knowledge and belief, an accurate description of the building and conditions they observed. The individual that performed this inspection has maintained their certification requirements pursuant to 19 NYCRR 1208-3.1.

Inspector's Name: \_\_\_\_\_ Title: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Inspector's Organization: \_\_\_\_\_

Inspector's Telephone #: \_\_\_\_\_ Inspector's Email: \_\_\_\_\_

Inspector's Code Enforcement Certification # \_\_\_\_\_  
(as assigned by the NYS Department of State)

**Section III-C Contact info for the Authority-Having-Jurisdiction [AHJ] Local Municipality, Town or Village**

Name of Local/Municipal Code Enforcement Office : \_\_\_\_\_

Address: \_\_\_\_\_

Name of contact person : \_\_\_\_\_ Title: \_\_\_\_\_

Telephone #: \_\_\_\_\_ Email address: \_\_\_\_\_

**Section III-D School or Building Administrator, Director, or Headmaster**

The individual noted below certifies that this building was inspected as indicated in Section III-A above and hereby submits this fire inspection report on behalf of the Board of Trustees and certifies that:

1. Public notice of report availability has been published, and that
2. Any nonconformances noted as corrected on the *Nonpublic School Fire Safety Non-Conformance Report Sheet* portion of this report were corrected on the date indicated, and that
3. Violations which were not corrected immediately shall be corrected within an accepted period of time as approved by the Commissioner.

Name: Lisa Luton Title: Associate Director of Operations

Signature:  Telephone #: 9175618072

Email: lluton@challengecharterschools.org

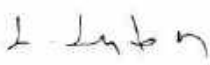
**Certificate Of Completion**

Envelope Id: 04722F6AC652488586A0CBF58772FAA7	Status: Completed
Subject: Complete with DocuSign: Fire Inspection_1279 Redfern Ave.pdf	
Source Envelope:	
Document Pages: 6	Signatures: 1
Certificate Pages: 4	Initials: 0
AutoNav: Enabled	Envelope Originator:
Envelopeld Stamping: Enabled	Donna Webster
Time Zone: (UTC-05:00) Eastern Time (US & Canada)	710 Hartman Lane
	Far Rockaway, NY 11691
	dwebster@challengecharterschools.org
	IP Address: 96.250.240.141

**Record Tracking**

Status: Original	Holder: Donna Webster	Location: DocuSign
9/1/2023 2:29:38 PM	dwebster@challengecharterschools.org	

**Signer Events**

Signer Events	Signature	Timestamp
Lisa Luton		Sent: 9/1/2023 2:30:16 PM
lluton@challengecharterschools.org		Viewed: 9/1/2023 2:34:01 PM
Associate Director of Operations		Signed: 9/1/2023 2:34:40 PM
Security Level: Email, Account Authentication (None)	Signature Adoption: Drawn on Device	
	Using IP Address: 173.77.172.149	

**Electronic Record and Signature Disclosure:**

Accepted: 6/17/2022 2:47:03 PM  
ID: 2154a823-1b09-447e-a844-37c57df36a8d

**In Person Signer Events**

In Person Signer Events	Signature	Timestamp
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**Editor Delivery Events**

Editor Delivery Events	Status	Timestamp
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**Agent Delivery Events**

Agent Delivery Events	Status	Timestamp
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**Intermediary Delivery Events**

Intermediary Delivery Events	Status	Timestamp
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**Certified Delivery Events**

Certified Delivery Events	Status	Timestamp
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**Carbon Copy Events**

Carbon Copy Events	Status	Timestamp
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**Witness Events**

Witness Events	Signature	Timestamp
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**Notary Events**

Notary Events	Signature	Timestamp
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**Envelope Summary Events**

Envelope Summary Events	Status	Timestamps
Envelope Sent	Hashed/Encrypted	9/1/2023 2:30:16 PM
Certified Delivered	Security Checked	9/1/2023 2:34:01 PM
Signing Complete	Security Checked	9/1/2023 2:34:40 PM
Completed	Security Checked	9/1/2023 2:34:40 PM

**Payment Events**

Payment Events	Status	Timestamps
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**Electronic Record and Signature Disclosure**

## **ELECTRONIC RECORD AND SIGNATURE DISCLOSURE**

From time to time, Challenge Preparatory Charter School (we, us or Company) may be required by law to provide to you certain written notices or disclosures. Described below are the terms and conditions for providing to you such notices and disclosures electronically through the DocuSign system. Please read the information below carefully and thoroughly, and if you can access this information electronically to your satisfaction and agree to this Electronic Record and Signature Disclosure (ERSD), please confirm your agreement by selecting the check-box next to 'I agree to use electronic records and signatures' before clicking 'CONTINUE' within the DocuSign system.

### **Getting paper copies**

At any time, you may request from us a paper copy of any record provided or made available electronically to you by us. You will have the ability to download and print documents we send to you through the DocuSign system during and immediately after the signing session and, if you elect to create a DocuSign account, you may access the documents for a limited period of time (usually 30 days) after such documents are first sent to you. After such time, if you wish for us to send you paper copies of any such documents from our office to you, you will be charged a \$0.00 per-page fee. You may request delivery of such paper copies from us by following the procedure described below.

### **Withdrawing your consent**

If you decide to receive notices and disclosures from us electronically, you may at any time change your mind and tell us that thereafter you want to receive required notices and disclosures only in paper format. How you must inform us of your decision to receive future notices and disclosure in paper format and withdraw your consent to receive notices and disclosures electronically is described below.

### **Consequences of changing your mind**

If you elect to receive required notices and disclosures only in paper format, it will slow the speed at which we can complete certain steps in transactions with you and delivering services to you because we will need first to send the required notices or disclosures to you in paper format, and then wait until we receive back from you your acknowledgment of your receipt of such paper notices or disclosures. Further, you will no longer be able to use the DocuSign system to receive required notices and consents electronically from us or to sign electronically documents from us.

### **All notices and disclosures will be sent to you electronically**

Unless you tell us otherwise in accordance with the procedures described herein, we will provide electronically to you through the DocuSign system all required notices, disclosures, authorizations, acknowledgements, and other documents that are required to be provided or made available to you during the course of our relationship with you. To reduce the chance of you inadvertently not receiving any notice or disclosure, we prefer to provide all of the required notices and disclosures to you by the same method and to the same address that you have given us. Thus, you can receive all the disclosures and notices electronically or in paper format through the paper mail delivery system. If you do not agree with this process, please let us know as described below. Please also see the paragraph immediately above that describes the consequences of your electing not to receive delivery of the notices and disclosures electronically from us.

### **How to contact Challenge Preparatory Charter School:**

You may contact us to let us know of your changes as to how we may contact you electronically, to request paper copies of certain information from us, and to withdraw your prior consent to receive notices and disclosures electronically as follows:

To contact us by email send messages to: [earmstrong@challengecharterschools.org](mailto:earmstrong@challengecharterschools.org)

### **To advise Challenge Preparatory Charter School of your new email address**

To let us know of a change in your email address where we should send notices and disclosures electronically to you, you must send an email message to us at [earmstrong@challengecharterschools.org](mailto:earmstrong@challengecharterschools.org) and in the body of such request you must state: your previous email address, your new email address. We do not require any other information from you to change your email address.

If you created a DocuSign account, you may update it with your new email address through your account preferences.

### **To request paper copies from Challenge Preparatory Charter School**

To request delivery from us of paper copies of the notices and disclosures previously provided by us to you electronically, you must send us an email to [earmstrong@challengecharterschools.org](mailto:earmstrong@challengecharterschools.org) and in the body of such request you must state your email address, full name, mailing address, and telephone number. We will bill you for any fees at that time, if any.

### **To withdraw your consent with Challenge Preparatory Charter School**

To inform us that you no longer wish to receive future notices and disclosures in electronic format you may:



- i. decline to sign a document from within your signing session, and on the subsequent page, select the check-box indicating you wish to withdraw your consent, or you may;
- ii. send us an email to [earmstrong@challengecharterschools.org](mailto:earmstrong@challengecharterschools.org) and in the body of such request you must state your email, full name, mailing address, and telephone number. We do not need any other information from you to withdraw consent.. The consequences of your withdrawing consent for online documents will be that transactions may take a longer time to process..

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### **Acknowledging your access and consent to receive and sign documents electronically**

To confirm to us that you can access this information electronically, which will be similar to other electronic notices and disclosures that we will provide to you, please confirm that you have read this ERSD, and (i) that you are able to print on paper or electronically save this ERSD for your future reference and access; or (ii) that you are able to email this ERSD to an email address where you will be able to print on paper or save it for your future reference and access. Further, if you consent to receiving notices and disclosures exclusively in electronic format as described herein, then select the check-box next to ‘I agree to use electronic records and signatures’ before clicking ‘CONTINUE’ within the DocuSign system.

By selecting the check-box next to ‘I agree to use electronic records and signatures’, you confirm that:

- You can access and read this Electronic Record and Signature Disclosure; and
- You can print on paper this Electronic Record and Signature Disclosure, or save or send this Electronic Record and Disclosure to a location where you can print it, for future reference and access; and
- Until or unless you notify Challenge Preparatory Charter School as described above, you consent to receive exclusively through electronic means all notices, disclosures, authorizations, acknowledgements, and other documents that are required to be provided or made available to you by Challenge Preparatory Charter School during the course of your relationship with Challenge Preparatory Charter School.



The University of the State of New York  
THE STATE EDUCATION DEPARTMENT

revised 11.12.2020

State Office of Religious and Independent Schools - Room 1078 Education Building Annex  
Albany, New York 12234

**NONPUBLIC FIRE AND BUILDING SAFETY REPORT**

Per NYS Education Law 807-A(1) All school buildings containing classroom, dormitory, laboratory, physical education, dining or recreational facilities for student use, which are owned, operated, or leased by nonpublic schools must be inspected at least annually for hazards which may endanger the lives of students, teachers and employees therein and for compliance with applicable sections of 8NYCRR155 Regulations of the Commissioner of Education and for compliance with the 2020 Building Code of New York State, 2020 Fire Code of New York State and the 2020 Property Maintenance Code of New York State.

NONPUBLIC SCHOOL BEDS CODE#

342700860900

School Name

Challenge Preparatory Charter School

Facility/Building Name

Challenge Preparatory/Charter School

Street Address (NO PO Box Numbers)

710 Hartman Lane

City/Town/Village

Zip Code

Far Rockaway NY 11691

Name of Municipality Responsible for Local Code Enforcement

NYC Department of Buildings

**INSTRUCTIONS**

- Read the “*Manual for Nonpublic School Facility - Fire & Building Safety Inspections*” prior to inspecting the facility and complete a separate report for each facility/building and location.
- **Part I:** General Information. School officials must complete this section annually.
- **Part II:**
  - Items 08A-2 through 08E-2 on the Non-Conformance Report Sheet – Must be completed for facilities with electrically operated partitions per Regulations of the Commissioner 155.25
  - Items 09A-2 through 26 on the Non-Conformance Report Sheet – Must be completed for all facilities per 2020 Fire Code of New York State and the 2020 Property Maintenance Code of New York State.
- **Part III (A, B, C & D) Certifications** -To be completed by individuals as indicated.

A copy of this form must be kept on file at the school for three years and must be available for public review.

**Part I: General Information and Fire/Life Safety History** (complete annually)

Inspection Date

**Note: Please insert the date the actual inspection took place.**

*Inspections shall be performed between July 1<sup>st</sup> and December 1<sup>st</sup> of the current school year.*

1. Please indicate the primary use of this facility:

STUDENT INSTRUCTION

OTHER STUDENT USE

Please Specify:

School

2. Is there a fire sprinkler system in this facility?

YES  NO

If 'yes', is the sprinkler alarm connected with the building alarm?

YES  NO

3. Is there a fire hydrant system for facility protection?

YES  NO

If YES, indicate ownership of system (select one):

public owned  
 school owned  
 other (please specify)

4. Indicate the ownership of this facility

LEASED

OWNED

5. What is the current gross Square footage of this facility?

44,571 sqft

(to the nearest whole ten feet)

6. Fire and Emergency Drills

a. Per Section 807, paragraph 2 of the New York State Education Law entitled Fire and Emergency Drills, confirm that a copy of Section 807 has been printed and distributed as guidance to teaching staff as required  YES  NO

b. Provide dates of twelve fire and emergency drills required by Section 807 of Education Law held between September 1<sup>st</sup> and June 30<sup>th</sup> of the previous school year:

**FIRE & EMERGENCY DRILLS**

NOTE Eight (8) are required between September 1, and December 31  
Eight (8) drills are required to be evacuation drills.

	Date	Evacuation	Lockdown
1	9/13/22	✓	
2	12/15/22	✓	
3	12/22/22	✓	
4	2/28/23	✓	
5	3/2/23	✓	
6	4/26/23	✓	
7	5/1/23	✓	
8	5/9/23	✓	
9			
10			
11			
12			

c. If the required number of fire and emergency drills were not held during this reporting cycle, please describe the reason:

The door locking mechanism was unavailable; hardware was back ordered.

d. Average time to evacuate this facility was: 2 minutes 45 seconds

e. Confirm that arson and fire prevention instruction was provided in accordance with Section 808 of the Education Law (revised 9/1/05) which requires every school in New York State to provide a minimum of 45 minutes of instruction in arson and fire prevention; injury prevention and life safety for each month that school is in session.  
 YES  NO

f. Confirm that employee fire prevention, evacuation and fire safety training was provided and records maintained are being maintained in accordance with Section F406 of the NYS Fire Code  
 YES  NO

7. Have there been any fires in this facility since the last annual fire safety inspection report?  
 YES  NO

a. If YES, indicate: 1 total number of fires  
 b. 0 total number of injuries

c. \_\_\_\_\_ total cost of property damage

8. If the fire alarm system was activated since the last fire safety inspection, was the fire department immediately notified in accordance with Section F401.3.2 of the NYS Fire Code?

\_\_\_\_\_  YES \_\_\_\_\_  NO





**Part III: NonPublic School Certifications**

**All sections are required to be completed: Section III-A; III-B III-C & III-D**

**Section III-A Fire Inspection Method**

Which method(s) did the school authorities use to complete the annual fire safety inspection for this building?

Check appropriate box or boxes

- Inspection by the **fire department** of the city, town, village or **fire district** in which the building is located
- Inspection by a **fire corporation** whose territory includes the school building
- Inspection by the **county fire coordinator**, or the officer performing the powers and duties of a county fire coordinator pursuant to a local law, of the county in which the building is located
- Inspection by a **fire inspector (Building Safety Inspector or Code Enforcement Official)** who holds a valid certification

*For additional information regarding these methods, please see: <https://www.nysenate.gov/legislation/laws/EDN/807-A>*

**Section III-B-Fire Inspection by Local Fire Department, Fire District, Fire Corporation, County Fire Coordinator and/ or Fire Inspector (Building Safety Inspector or Code Enforcement official) who holds a valid certification.**

The individual noted below inspected this building on \_\_\_\_\_ (date) and the information in this Report represents, to the best of their knowledge and belief, an accurate description of the building and conditions they observed. The individual that performed this inspection has maintained their certification requirements pursuant to 19 NYCRR 1208-3.1.

Inspector's Name: \_\_\_\_\_ Title: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Inspector's Organization: \_\_\_\_\_

Inspector's Telephone #: \_\_\_\_\_ Inspector's Email: \_\_\_\_\_

Inspector's Code Enforcement Certification # \_\_\_\_\_  
(as assigned by the NYS Department of State)

**Section III-C Contact info for the Authority-Having-Jurisdiction [AHJ] Local Municipality, Town or Village**

Name of Local/Municipal Code Enforcement Office : \_\_\_\_\_

Address: \_\_\_\_\_

Name of contact person : \_\_\_\_\_ Title: \_\_\_\_\_

Telephone #: \_\_\_\_\_ Email address: \_\_\_\_\_

**Section III-D School or Building Administrator, Director, or Headmaster**

The individual noted below certifies that this building was inspected as indicated in Section III-A above and hereby submits this fire inspection report on behalf of the Board of Trustees and certifies that:

1. Public notice of report availability has been published, and that
2. Any nonconformances noted as corrected on the *Nonpublic School Fire Safety Non-Conformance Report Sheet* portion of this report were corrected on the date indicated, and that
3. Violations which were not corrected immediately shall be corrected within an accepted period of time as approved by the Commissioner.

Name: Lisa Luton Title: Associate Director of Operations

Signature:  Telephone #: 9175618072

Email: lluton@challengecharterschools.org




**Certificate Of Completion**

Envelope Id: F5D5F8FEC37A4A80B18577B713F05F8F	Status: Completed
Subject: Complete with DocuSign: Fire Inspection_710 Hartman.pdf	
Source Envelope:	
Document Pages: 6	Signatures: 1
Certificate Pages: 4	Initials: 0
AutoNav: Enabled	Envelope Originator:
Envelope Stamping: Enabled	Donna Webster
Time Zone: (UTC-05:00) Eastern Time (US & Canada)	710 Hartman Lane
	Far Rockaway, NY 11691
	dwebster@challengecharterschools.org
	IP Address: 96.250.240.141

**Record Tracking**

Status: Original	Holder: Donna Webster	Location: DocuSign
9/1/2023 2:28:22 PM	dwebster@challengecharterschools.org	

**Signer Events**

Signature	Timestamp
Lisa Luton lluton@challengecharterschools.org Associate Director of Operations Security Level: Email, Account Authentication (None)	 Sent: 9/1/2023 2:29:30 PM Viewed: 9/1/2023 2:29:58 PM Signed: 9/1/2023 2:31:07 PM
Signature Adoption: Drawn on Device Using IP Address: 173.77.172.149	

**Electronic Record and Signature Disclosure:**  
 Accepted: 6/17/2022 2:47:03 PM  
 ID: 2154a823-1b09-447e-a844-37c57df36a8d

**In Person Signer Events**

Signature	Timestamp
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**Editor Delivery Events**

Status	Timestamp
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**Agent Delivery Events**

Status	Timestamp
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**Intermediary Delivery Events**

Status	Timestamp
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**Certified Delivery Events**

Status	Timestamp
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**Carbon Copy Events**

Status	Timestamp
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**Witness Events**

Signature	Timestamp
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**Notary Events**

Signature	Timestamp
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**Envelope Summary Events**

Status	Timestamps
Envelope Sent	9/1/2023 2:29:30 PM
Certified Delivered	9/1/2023 2:29:58 PM
Signing Complete	9/1/2023 2:31:07 PM
Completed	9/1/2023 2:31:07 PM

**Payment Events**

Status	Timestamps
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**Electronic Record and Signature Disclosure**

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- ii. send us an email to [earmstrong@challengecharterschools.org](mailto:earmstrong@challengecharterschools.org) and in the body of such request you must state your email, full name, mailing address, and telephone number. We do not need any other information from you to withdraw consent.. The consequences of your withdrawing consent for online documents will be that transactions may take a longer time to process..

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# Certificate of Occupancy

**CO Number: 421174437F**

This certifies that the premises described herein conforms substantially to the approved plans and specifications and to the requirements of all applicable laws, rules and regulations for the uses and occupancies specified. No change of use or occupancy shall be made unless a new Certificate of Occupancy is issued. *This document or a copy shall be available for inspection at the building at all reasonable times.*

<b>A.</b>	<b>Borough:</b> Queens	<b>Block Number:</b> 15537	<b>Certificate Type:</b> Final
	<b>Address:</b> 15-26 CENTRAL AVENUE	<b>Lot Number(s):</b> 137	<b>Effective Date:</b> 04/22/2019
	<b>Building Identification Number (BIN):</b> 4297966	<b>Building Type:</b> Altered	
<b>This building is subject to this Building Code: Prior to 1968 Code</b>			
<i>For zoning lot metes &amp; bounds, please see BISWeb.</i>			
<b>B.</b>	<b>Construction classification:</b>	1-D	(1968 Code designation)
	<b>Building Occupancy Group classification:</b>	E	(2014/2008 Code)
	<b>Multiple Dwelling Law Classification:</b>	None	
	<b>No. of stories:</b> 3	<b>Height in feet:</b> 38	<b>No. of dwelling units:</b> 0
<b>C.</b>	<b>Fire Protection Equipment:</b> Fire alarm system, Sprinkler system		
<b>D.</b>	<b>Type and number of open spaces:</b> None associated with this filing.		
<b>E.</b>	<b>This Certificate is issued with the following legal limitations:</b> None		
<b>Borough Comments:</b> None			



Borough Commissioner



Acting  
Commissioner

*Certificate of Occupancy*

**CO Number: 421174437F**

<b>Permissible Use and Occupancy</b>						
<b>All Building Code occupancy group designations below are 2008 designations.</b>						
<b>Floor From To</b>	<b>Maximum persons permitted</b>	<b>Live load lbs per sq. ft.</b>	<b>Building Code occupancy group</b>	<b>Dwelling or Rooming Units</b>	<b>Zoning use group</b>	<b>Description of use</b>
CEL	74	OG	E		3A	MULTIPURPOSE ROOM IN CONJUNCTION MIDDLE SCHOOL
CEL	5	OG	E		3B	ELECTRIC ROOM, WATER PUMP ROOM, MECHANICAL ROOM, ELEVATOR MACHINE ROOM, KITCHEN IN CONJUNCTION WITH MIDDLE SCHOOL
001 001	75	100	E		3A	CLASSROOMS AND ACCESSORY OFFICE IN CONJUNCTION WITH MIDDLE SCHOOL
001 001	280	OG	E		3B	REAR - GYMNASIUM IN CONJUNCTION WITH MIDDLE SCHOOL
002 002	99	60	E		3A	CLASSROOMS IN CONJUNCTION WITH MIDDLE SCHOOL
003 003	100	100	E		3A	CLASSROOMS AND ACCESSORY OFFICES IN CONJUNCTION WITH MIDDLE SCHOOL
EGRESS EASEMENT PROVIDED UNDER LIBER 4593 PAGE 110-112						
<b>END OF SECTION</b>						



Borough Commissioner



Commissioner

**END OF DOCUMENT**



# Certificate of Occupancy

**CO Number: 420316358F**

This certifies that the premises described herein conforms substantially to the approved plans and specifications and to the requirements of all applicable laws, rules and regulations for the uses and occupancies specified. No change of use or occupancy shall be made unless a new Certificate of Occupancy is issued. *This document or a copy shall be available for inspection at the building at all reasonable times.*

<b>A.</b>	<b>Borough:</b> Queens	<b>Block Number:</b> 15737	<b>Certificate Type:</b> Final
	<b>Address:</b> 710 HARTMAN LANE	<b>Lot Number(s):</b> 1	<b>Effective Date:</b> 02/15/2012
	<b>Building Identification Number (BIN):</b> 4300731	<b>Building Type:</b> Altered	
<b>This building is subject to this Building Code: 2008 Code</b>			
<i>For zoning lot metes &amp; bounds, please see BISWeb.</i>			
<b>B.</b>	<b>Construction classification:</b> 1	(Prior to 1968 Code designation)	
	<b>Building Occupancy Group classification:</b> E	(2008 Code)	
	<b>Multiple Dwelling Law Classification:</b> None		
	<b>No. of stories:</b> 2	<b>Height in feet:</b> 28	<b>No. of dwelling units:</b> 0
<b>C.</b>	<b>Fire Protection Equipment:</b> Standpipe system, Fire alarm system, Sprinkler system, Fire Suppression system		
<b>D.</b>	<b>Type and number of open spaces:</b> None associated with this filing.		
<b>E.</b>	<b>This Certificate is issued with the following legal limitations:</b> None		
<b>Borough Comments:</b> None			



Borough Commissioner



Commissioner

*Certificate of Occupancy*

**CO Number: 420316358F**

<b>Permissible Use and Occupancy</b>						
<b>All Building Code occupancy group designations below are 2008 designations.</b>						
<b>Floor From To</b>	<b>Maximum persons permitted</b>	<b>Live load lbs per sq. ft.</b>	<b>Building Code occupancy group</b>	<b>Dwelling or Rooming Units</b>	<b>Zoning use group</b>	<b>Description of use</b>
CEL	382	OG	E S-2 A-3		3A, 3B	ACCESSORY USES, MECHANICAL ROOM, STORAGE, MAINTENANCE ROOM, COMPUTER LAB (6-10 YEARS AGE), KITCHEN, PLAYGROUND, CLASSROOMS (6-10 YEARS AGE), KINDERGARTEN (5 YEARS AGE), STUDENT LUNCH ROOM.(PA 135 PERSON)
001 001 473	60		E A-3		3A, 3B	GYM ( PA 312 PERSONS), OFFICES, CLASSROOMS (6-10 YEARS AGE), ACCESSORY USES
002 002 215	60		E		3A, 3B	OFFICES, CLASSROOMS (6-10 YEARS AGE), LIBRARY (6-10 YEARS AGE), TOILETS, ACCESSORY USES.
<b>END OF SECTION</b>						



Borough Commissioner



Commissioner

**END OF DOCUMENT**

# Certificate of Occupancy

**CO Number: 421016233F**

This certifies that the premises described herein conforms substantially to the approved plans and specifications and to the requirements of all applicable laws, rules and regulations for the uses and occupancies specified. No change of use or occupancy shall be made unless a new Certificate of Occupancy is issued. *This document or a copy shall be available for inspection at the building at all reasonable times.*

<b>A.</b>	<b>Borough:</b> Queens	<b>Block Number:</b> 15529	<b>Certificate Type:</b> Final
	<b>Address:</b> 1279 REDFERN AVE	<b>Lot Number(s):</b> 48	<b>Effective Date:</b> 10/05/2016
	<b>Building Identification Number (BIN):</b> 4297866	<b>Building Type:</b> Altered	
<b>This building is subject to this Building Code: 1968 Code</b>			
<i>For zoning lot metes &amp; bounds, please see BISWeb.</i>			
<b>B.</b>	<b>Construction classification:</b>	1-B	(1968 Code designation)
	<b>Building Occupancy Group classification:</b>	E	(2014/2008 Code)
	<b>Multiple Dwelling Law Classification:</b>	None	
	<b>No. of stories:</b> 1	<b>Height in feet:</b> 33	<b>No. of dwelling units:</b> 0
<b>C.</b>	<b>Fire Protection Equipment:</b> Fire alarm system, Sprinkler system		
<b>D.</b>	<b>Type and number of open spaces:</b> None associated with this filing.		
<b>E.</b>	<b>This Certificate is issued with the following legal limitations:</b> None		
<b>Borough Comments:</b> None			



Borough Commissioner



Commissioner

# Certificate of Occupancy

CO Number: **421016233F**

Permissible Use and Occupancy						
All Building Code occupancy group designations below are 2008 designations.						
Floor From To	Maximum persons permitted	Live load lbs per sq. ft.	Building Code occupancy group	Dwelling or Rooming Units	Zoning use group	Description of use
CEL	200	OG	E		3	DAYCARE
001 001	112	100	I-4		3	DAYCARE AND NURSERY
RO F	134	100	A-3		3	FENCED EXTERIOR PLAY AREA. NON-SIMULTANEOUS USE
<b>END OF SECTION</b>						



Borough Commissioner



Commissioner

**END OF DOCUMENT**



# Certificate of Occupancy

CO Number:4448976-0000008

This certifies that the premises described herein conforms substantially to the approved plans and specifications and to the requirements of all applicable laws, rules and regulations for the uses and occupancies specified.No change of use or occupancy shall be made unless a new Certificate of Occupancy is issued.*This document or a copy shall be available for inspection at the building at all reasonable times.*

<p>A. <b>Borough:</b> QUEENS  <b>Address:</b> 15-20 CENTRAL AVE  <b>Building Identification Number(BIN):</b> 4448976</p>	<p><b>Block Number:</b> 15537  <b>Lot Number(s):</b> 133  <b>Additional Lot Number(s):</b>  <b>Application Type:</b> A1 - ALTERATION TYPE 1</p>	<p><b>Full Building Certificate Type:</b>  Temporary  <b>Date Issued:</b> 04/17/2023</p>
<p><b>This building is subject to this Building Code:</b> Prior to 1968</p>		
<p><b>This Certificate of Occupancy is associated with job#</b> 420664098-01</p>		
<p>B. <b>Construction Classification:</b> I-B: 2 HOUR PROTECTED - NON-COMBUSTI  <b>Building Occupancy Group classification:</b> E - EDUCATIONAL  <b>Multiple Dwelling Law Classification:</b> Not Available</p>		
<p><b>No.of stories:</b> 5</p>	<p><b>Height in feet:</b> 62</p>	<p><b>No.of dwelling units:</b> Not Available</p>
<p>C. <b>Fire Protection Equipment:</b> Fire Alarm System, Fire Suppression System, Sprinkler System, Standpipe System</p>		
<p>D. <b>Parking Spaces and Loading Berths:</b>  Open Parking Spaces: 0  Enclosed Parking Spaces: 0  Total Loading Berths: Not available</p>		
<p>E. <b>This Certificate is issued with the following legal limitations:</b>  Restrictive Declaration: None      Zoning Exhibit: 2019000042380, 2019000042381  BSA Calendar Number(s): None      CPC Calendar Number(s): None</p>		
<p><b>Borough Comments:</b> occupancy FOR ENTIRE AS PER BC APPROVED FA AFFIDAVIT. CELLAR PA SPACE NOT TO BE OCCUPIED BY MORETHAN 74 PEOPLE until pa cert of operation is obtained.</p>		

Borough Commissioner

Commissioner

Acting Commissioner of Buildings



## Permissible Use and Occupancy

FLOOR	Occ Group	Max. Persons Permitted	Live Loads (lbs per sq ft)	Zoning Use Group	Dwelling or Rooming Units	Job Reference	Certificate of Occupancy Type	CO Expiration Date
Cellar	S-2	0	OG	3B		420664098	Temporary	07/16/2023
Description of Use: Storage of non combustible materials ELECTRIC METERE ROOM, WATER METER ROOM, STORAGE ROOM, KITCHEN STORAGE ROOM AND BICYCLE STORAGE ROOM (FRONT)						Exceptions:		
Cellar	A-3	163	OG	3B	0	420664098	Temporary	07/16/2023
Description of Use: Cafeteria - school up to grade 12 EDU CAFETERIA, ACCESSORY KITCHEN, AND NURSE ROOM (FRONT)						Exceptions:		
Cellar	S-2	0	OG	3B		420664098	Temporary	07/16/2023
Description of Use: Storage of non combustible materials EJECTOR PUMP ROOM, FIRE PUMP ROOM, STORAGE ROOM AND KITCHEN STORAGE ROOM (REAR)						Exceptions:		
Cellar	A-3	122	OG	3B		420664098	Temporary	07/16/2023
Description of Use: Cafeteria - school up to grade 12 EDU CAFETERIA AND ACCESSORY KITCHEN (REAR)						Exceptions:		
Floor 1	E	70	100	3A		420664098	Temporary	07/16/2023
Description of Use: Academies and schools TWO (2) CLASSROOMS - AGE 7-13: CLASSROOM #2: 35 PERSONS AND CLASSROOM #3: 35 PERSONS (FRONT)						Exceptions:		





## Permissible Use and Occupancy

FLOOR	Occ Group	Max. Persons Permitted	Live Loads (lbs per sq ft)	Zoning Use Group	Dwelling or Rooming Units	Job Reference	Certificate of Occupancy Type	CO Expiration Date
Floor 1	E	0	100	3A		420664098	Temporary	07/16/2023
Description of Use: Academies and schools SCHOOL LOBBY (FRONT)						Exceptions:		
Floor 1	A-3	382	100	3B		420664098	Temporary	07/16/2023
Description of Use: School Auditorium - EDU AUDITORIUM (GYMNASIUM SPACE)						Exceptions:		
Floor 1	A-3	220	100	3B		420664098	Temporary	07/16/2023
Description of Use: Community/Exhibition/Lecture Hall BANQUET HALL (GYMNASIUM SPACE)						Exceptions:		
Floor 1	E	90	100	3A		420664098	Temporary	07/16/2023
Description of Use: Academies and schools THREE (3) CLASSROOMS - AGE 7-13: CLASSROOM #5: 26 PERSONS, CLASSROOM #6: 30PERSONS, CLASSROOM #7: 34 PERSONS (REAR)						Exceptions:		
Floor 1	A-3	253	100	3B		420664098	Temporary	07/16/2023
Description of Use: Health Club/ Gym/ Fitness Center GYMNASIUM						Exceptions:		



## Permissible Use and Occupancy

FLOOR	Occ Group	Max. Persons Permitted	Live Loads (lbs per sq ft)	Zoning Use Group	Dwelling or Rooming Units	Job Reference	Certificate of Occupancy Type	CO Expiration Date
Floor 1	B	11	100	3B		420664098	Temporary	07/16/2023
Description of Use: Offices ACCESSORY OFFICES (FRONT)						Exceptions:		
Floor 2	B	144	80	3A		420664098	Temporary	07/16/2023
Description of Use: Offices ACCESSORY OFFICES (FRONT)						Exceptions:		
Floor 2	E	200	80	3A		420664098	Temporary	07/16/2023
Description of Use: Academies and schools SIX (6) CLASSROOMS - AGE 7-13: CLASSROOM #1 29 PERSONS, CLASSROOM #2: 28 PERSONS, CLASSROOM #3: 42 PERSONS, CLASSROOM #4: 43 PERSONS, CLASSROOM #5 29 PERSONS, CLASSROOM #6: 29 PERSONS (FRONT)						Exceptions:		
Floor 2	B	2	80	3B		420664098	Temporary	07/16/2023
Description of Use: Offices ACCESSORY OFFICES (REAR)						Exceptions:		
Floor 2	B	2	80	3B		420664098	Temporary	07/16/2023
Description of Use: Offices ACCESSORY OFFICES (REAR)						Exceptions:		



## Permissible Use and Occupancy

FLOOR	Occ Group	Max. Persons Permitted	Live Loads (lbs per sq ft)	Zoning Use Group	Dwelling or Rooming Units	Job Reference	Certificate of Occupancy Type	CO Expiration Date
Floor 2	E	144	80	3A		420664098	Temporary	07/16/2023
Description of Use: Academies and schools FIVE (5) CLASSROOMS-AGE 7-13; CLASSROOM #7: 28 PERSONS, CLASSROOM #8: 25 PERSONS, CLASSROOM #9: 27 PERSONS, CLASSROOM #10: 30 PERSONS, CLASSROOM #11: 34 PERSONS (REAR)						Exceptions:		
Floor 3	B	2	80	3B		420664098	Temporary	07/16/2023
Description of Use: Offices ACCESSORY OFFICES (REAR)						Exceptions:		
Floor 3	E	203	80	3A		420664098	Temporary	07/16/2023
Description of Use: Academies and schools SIX (6) CLASSROOMS - AGE 7-13, CLASSROOM #1: 29 PERSONS, CLASSROOM #2: 29 PERSONS, CLASSROOM #3: 44 PERSONS, CLASSROOMS #4: 43 PERSONS, CLASSROOM #5: 29 PERSONS, CLASSROOM RM #6: 29 PERSONS (FRONT)						Exceptions:		
Floor 3	E	144	80	3A		420664098	Temporary	07/16/2023
Description of Use: Academies and schools FIVE (5) CLASSROOMS - AGE 7-13: CLASSROOM #7: 28 PERSONS, CLASSROOM #8: 25 PERSONS, CLASSROOM #9: 27 PERSONS, CLASSROOM #10: 31 PERSONS, CLASSROOM #11: 33 PERSONS (REAR)						Exceptions:		
Floor 3	B	3	80	3B		420664098	Temporary	07/16/2023
Description of Use: Offices ACCESSORY OFFICES (FRONT)						Exceptions:		



## Permissible Use and Occupancy

FLOOR	Occ Group	Max. Persons Permitted	Live Loads (lbs per sq ft)	Zoning Use Group	Dwelling or Rooming Units	Job Reference	Certificate of Occupancy Type	CO Expiration Date
Floor 4	B	12	80	3B		420664098	Temporary	07/16/2023
Description of Use: Offices CONFERENCE ROOM (ACCESSORY USE)__(FRONT)						Exceptions:		
Floor 4	E	144	80	3A		420664098	Temporary	07/16/2023
Description of Use: Academies and schools FIVE (5) CLASSROOMS - AGE 7-13: CLASSROOM #6: 28 PERSONS, CLASSROOM #7: 25 PERSONS, CLASSROOM #8: 27 PERSONS, CLASSROOM #9: 31 PERSONS, CLASSROOM #10 : 33 PERSONS (REAR)						Exceptions:		
Floor 4	B	2	80	3B		420664098	Temporary	07/16/2023
Description of Use: Offices ACCESSORY OFFICES AND STORAGE ROOM (FRONT)						Exceptions:		
Floor 4	E	152	80	3A		420664098	Temporary	07/16/2023
Description of Use: Academies and schools FIVE (5) CLASSROOMS - AGE 7-13: CLASSROOM #1: 33 PERSONS, CLASSROOM #2: 32 PERSONS, CLASSROOM #3: 29 PERSONS, CLASSROOM #4: 29 PERSONS, CLASSROOM #5: 29 PERSONS (FRONT)						Exceptions:		
Roof Terrace - 4	E	14	80	3B		420664098	Temporary	07/16/2023
Description of Use: Other OUTDOOR TERRACE - ACCESSORY USE (FRONT)						Exceptions:		



## Permissible Use and Occupancy

FLOOR	Occ Group	Max. Persons Permitted	Live Loads (lbs per sq ft)	Zoning Use Group	Dwelling or Rooming Units	Job Reference	Certificate of Occupancy Type	CO Expiration Date
Floor 5	E	141	80	3A		420664098	Temporary	07/16/2023
Description of Use: Academies and schools FIVE (5) CLASSROOMS - AGE 7-13: CLASSROOM #1: 32 PERSONS, CLASSROOM #2: 22 PERSONS, CLASSROOM #3: 29 PERSONS, CLASSROOM #4: 29 PERSONS, CLASSROOM #5 29 PERSONS (FRONT)						Exceptions:		
Floor 5	B	4	80	3B		420664098	Temporary	07/16/2023
Description of Use: Other ACCESSORY STAFF LOUNGE (FRONT)						Exceptions:		
Floor 5	B	2	80	3B		420664098	Temporary	07/16/2023
Description of Use: Offices ACCESSORY OFFICE (FRONT)						Exceptions:		
Roof Terrace - 5	E	6	60	3B		420664098	Temporary	07/16/2023
Description of Use: Other OUTDOOR TERRACE (FRONT)						Exceptions:		
Roof	E	0	60	3B		420664098	Temporary	07/16/2023
Description of Use: Other STAIR BULKHEAD AND ELEVATOR MACHINE ROOMS (REAR)						Exceptions:		



## Permissible Use and Occupancy

FLOOR	Occ Group	Max. Persons Permitted	Live Loads (lbs per sq ft)	Zoning Use Group	Dwelling or Rooming Units	Job Reference	Certificate of Occupancy Type	CO Expiration Date
Roof	E	0	60	3B		420664098	Temporary	07/16/2023
Description of Use: Other STAIR BULKHEAD AND ELEVATOR MACHINE ROOMS (FRONT)						Exceptions:		

**CofO Comments:** ZONING EXHIBITS II AND III HAVE BEEN FILED AND RECORDED WITH THE DEPARTMENT OF FINANCE UNDER CRFN#S 2019000042380 2019000042381, RESPECTIVELY

Borough Commissioner

Commissioner

Acting Commissioner of Buildings



DEPT OF BLDGS 420340367 Job Number

ES711049058 Scan Code



**FIRE DEPARTMENT**  
BUREAU FIRE PREVENTION  
9 MetroTech Center 3 rd Floor- Brooklyn, NY 11201-3857



710 HARTMAN LANE LLC

710 HARTMAN LA  
QUEENS, NY 11691

BLDGS DEPT APPL NO: 420340367  
ACCOUNT NUMBER: 31136385  
DATE OF APPROVAL: 01/06/11  
DATE OF INSPECTION: 10/20/11  
INSPECTOR NAME: A. PINEDA  
PLAN NUMBER:  
FLOOR(S) INSPECTED: FLS: CEL,1,2,RF

PREMISES: 710 HARTMAN LA	BOROUGH: QUEENS
-----------------------------	--------------------

**LETTER OF APPROVAL**

THIS LETTER OF APPROVAL COVERS THE SYSTEMS INDICATED BELOW. IT IS SUBJECT TO ADMINISTRATIVE REVIEW AND AUDIT.

APPROVAL OF THE SYSTEMS(S) IS GRANTED IN ACCORDANCE WITH:

X  SELF CERTIFICATION     INSPECTION     PROFESSIONAL CERTIFICATION

GROUP E(EDU.,LO-RI,SPK)FAS  
MAN / SSC / SPK / COC  
29 NYC Admin. Code § FC 104.2

Sincerely,

Chief of Fire Prevention  
City of New York

31136385    01/12/12    23813,2

The City of New York



# FIRE DEPARTMENT

BUREAU OF FIRE PREVENTION  
9 METROTECH CENTER 3RD FLOOR - BROOKLYN, N.Y. 11201-3857



1526 CENTRAL AVE LLC

15-26 CENTRAL AVE  
QUEENS, NY 11691

BLDGS DEPT APPL. NO: 421174160

ACCOUNT NUMBER: 35298835

DATE OF APPROVAL: 12/15/15

DATE OF INSPECTION: 10/30/15

INSPECTOR NAME: A. ZINGER

PLAN NUMBER:

FLOOR(S) INSPECTED: FLS: C,1-3

PREMISES

15-26 CENTRAL AVE

BOROUGH

QUEENS

## LETTER OF APPROVAL

THIS LETTER OF APPROVAL COVERS THE SYSTEM INDICATED BELOW. IT IS SUBJECT TO ADMINISTRATIVE REVIEW AND AUDIT.

APPROVAL OF THE SYSTEMS(S) IS GRANTED IN ACCORDANCE WITH:

SELF CERTIFICATION     INSPECTION     PROFESSIONAL CERTIFICATION

29 NYC Admin. Code § FC 104.2

GROUP E(EDU.,LO-RI,SPK)FAS\*\*\*\*\*  
MAN / SSC / SPK / COC\*\*\*\*\*  
CO DETECTION SYSTEM\*\*\*\*\*  
CCA, FOREST HILLS/NY\*\*\*\*\*  
\*\*\*\*\*

Sincerely,

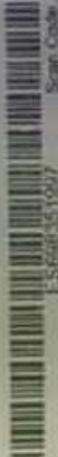
Chief of Fire Prevention  
City of New York

The City of New York



# FIRE DEPARTMENT

BUREAU OF FIRE PREVENTION  
6 MetroTech Center, 11th Floor, Brooklyn, NY 11201-1857



Scan Code

ES6568351097

FERN-CORP C O UNITED CAP  
9 PARK PLACE  
4TH FLOOR  
GREAT NECK, NY 110210000

BLDGS DEPT APPL NO: 421187879

ACCOUNT NUMBER: 35276146

DATE OF APPROVAL: 11/04/15

DATE OF INSPECTION: 10/07/15

INSPECTOR NAME: J. ASBAGHI

PLAN NUMBER:

FLOOR(S) INSPECTED: FLS: C,1,RF

PREMISES	BOROUGH
12-79 REDFERN AVE	QUEENS

## LETTER OF APPROVAL

THIS LETTER OF APPROVAL COVERS THE SYSTEM INDICATED BELOW. IT IS SUBJECT TO ADMINISTRATIVE REVIEW AND AUDIT.

APPROVAL OF THE SYSTEMS(S) IS GRANTED IN ACCORDANCE WITH:

SELF CERTIFICATION     INSPECTION     PROFESSIONAL CERTIFICATION  
29 NYC Admin. Code § FC 104.2

GROUP E(EDU ,LO-RI,SPK)FAS.....  
MAN / SSC / SPK / COC.....  
CO DETECTION SYSTEM.....  
MDL, HICKSVILLE/NY.....  
.....

.....  
.....

Chief of Fire Prevention  
City of New York



Job Number

DEPT OF BLDGS421167879



revised 11.12.2020

The University of the State of New York  
THE STATE EDUCATION DEPARTMENT  
State Office of Religious and Independent Schools - Room 1078 Education Building Annex  
Albany, New York 12234

**NONPUBLIC FIRE AND BUILDING SAFETY REPORT**

Per NYS Education Law 807-A(1) All school buildings containing classroom, dormitory, laboratory, physical education, dining or recreational facilities for student use, which are owned, operated, or leased by nonpublic schools must be inspected at least annually for hazards which may endanger the lives of students, teachers and employees therein and for compliance with applicable sections of 8NYCRR155 Regulations of the Commissioner of Education and for compliance with the 2020 Building Code of New York State, 2020 Fire Code of New York State and the 2020 Property Maintenance Code of New York State.

NONPUBLIC SCHOOL BEDS CODE#

342700860900

School Name

Challenge Charter Middle School

Facility/Building Name

Challenge Charter Middle School

Street Address (NO PO Box/Numbers)

1526 Central Avenue

City/Town/Village

Zip Code

FAR Rockaway NY 11691

Name of Municipality Responsible for Local Code Enforcement

NYC Department Buildings

**INSTRUCTIONS**

- Read the "Manual for Nonpublic School Facility - Fire & Building Safety Inspections" prior to inspecting the facility and complete a separate report for each facility/building and location.
- **Part I:** General Information. School officials must complete this section annually.
- **Part II:**
  - Items 08A-2 through 08E-2 on the Non-Conformance Report Sheet – Must be completed for facilities with electrically operated partitions per Regulations of the Commissioner 155.25
  - Items 09A-2 through 26 on the Non-Conformance Report Sheet – Must be completed for all facilities per 2020 Fire Code of New York State and the 2020 Property Maintenance Code of New York State.
- **Part III (A, B, C & D) Certifications** -To be completed by individuals as indicated.

A copy of this form must be kept on file at the school for three years and must be available for public review.

### Part I: General Information and Fire/Life Safety History (complete annually)

Inspection Date

**Note: Please insert the date the actual inspection took place.**

*Inspections shall be performed between July 1<sup>st</sup> and December 1<sup>st</sup> of the current school year.*

1. Please indicate the primary use of this facility:

- STUDENT INSTRUCTION
- OTHER STUDENT USE

Please Specify:

2. Is there a fire sprinkler system in this facility?

YES  NO

If 'yes', is the sprinkler alarm connected with the building alarm?

YES  NO

3. Is there a fire hydrant system for facility protection?

YES  NO

If YES, indicate ownership of system (select one):

public owned  
 school owned  
 other (please specify)

4. Indicate the ownership of this facility

- LEASED
- OWNED

5. What is the current gross Square footage of this facility?

(to the nearest whole ten feet)

6. Fire and Emergency Drills

a. Per Section 807, paragraph 2 of the New York State Education Law entitled Fire and Emergency Drills, confirm that a copy of Section 807 has been printed and distributed as guidance to teaching staff as required  YES  NO

b. Provide dates of twelve fire and emergency drills required by Section 807 of Education Law held between September 1<sup>st</sup> and June 30<sup>th</sup> of the previous school year:

#### FIRE & EMERGENCY DRILLS

NOTE Eight (8) are required between September 1, and December 31  
Eight (8) drills are required to be evacuation drills.





c. \_\_\_\_\_  total cost of property damage

8. If the fire alarm system was activated since the last fire safety inspection, was the fire department immediately notified in accordance with Section F401.3.2 of the NYS Fire Code?

\_\_\_\_\_ YES \_\_\_\_\_ NO



**Part III: NonPublic School Certifications**

**All sections are required to be completed: Section III-A; III-B III-C & III-D**

**Section III-A Fire Inspection Method**

Which method(s) did the school authorities use to complete the annual fire safety inspection for this building?

Check appropriate box or boxes

- Inspection by the **fire department** of the city, town, village or **fire district** in which the building is located
- Inspection by a **fire corporation** whose territory includes the school building
- Inspection by the **county fire coordinator**, or the officer performing the powers and duties of a county fire coordinator pursuant to a local law, of the county in which the building is located
- Inspection by a **fire inspector (Building Safety Inspector or Code Enforcement Official)** who holds a valid certification

*For additional information regarding these methods, please see: <https://www.nysenate.gov/legislation/laws/EDN/807-A>*

**Section III-B-Fire Inspection by Local Fire Department, Fire District, Fire Corporation, County Fire Coordinator and/ or Fire Inspector (Building Safety Inspector or Code Enforcement official) who holds a valid certification.**

The individual noted below inspected this building on \_\_\_\_\_ (date) and the information in this Report represents, to the best of their knowledge and belief, an accurate description of the building and conditions they observed. The individual that performed this inspection has maintained their certification requirements pursuant to 19 NYCRR 1208-3.1.

Inspector's Name: \_\_\_\_\_ Title: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Inspector's Organization: \_\_\_\_\_

Inspector's Telephone #: \_\_\_\_\_ Inspector's Email: \_\_\_\_\_

Inspector's Code Enforcement Certification # \_\_\_\_\_  
(as assigned by the NYS Department of State)

**Section III-C Contact info for the Authority-Having-Jurisdiction [AHJ] Local Municipality, Town or Village**

Name of Local/Municipal Code Enforcement Office : \_\_\_\_\_

Address: \_\_\_\_\_

Name of contact person : \_\_\_\_\_ Title: \_\_\_\_\_

Telephone #: \_\_\_\_\_ Email address: \_\_\_\_\_

**Section III-D School or Building Administrator, Director, or Headmaster**

The individual noted below certifies that this building was inspected as indicated in Section III-A above and hereby submits this fire inspection report on behalf of the Board of Trustees and certifies that:

1. Public notice of report availability has been published, and that
2. Any nonconformances noted as corrected on the *Nonpublic School Fire Safety Non-Conformance Report Sheet* portion of this report were corrected on the date indicated, and that
3. Violations which were not corrected immediately shall be corrected within an accepted period of time as approved by the Commissioner.

Name: Lisa Luton Title: Associate Director of Operations

Signature:  Telephone #: 9175618072

Email: lluton@challengecharterschools.org

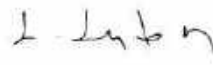
**Certificate Of Completion**

Envelope Id: C5C3E99DD31647DDA09C2D37D4143B21	Status: Completed
Subject: Complete with DocuSign: Fire Inspection_1526 Central.pdf	
Source Envelope:	
Document Pages: 6	Signatures: 1
Certificate Pages: 4	Initials: 0
AutoNav: Enabled	Envelope Originator:
Envelope Stamping: Enabled	Donna Webster
Time Zone: (UTC-05:00) Eastern Time (US & Canada)	710 Hartman Lane
	Far Rockaway, NY 11691
	dwebster@challengecharterschools.org
	IP Address: 96.250.240.141

**Record Tracking**

Status: Original	Holder: Donna Webster	Location: DocuSign
9/1/2023 2:45:21 PM	dwebster@challengecharterschools.org	

**Signer Events**

Signature	Timestamp
Lisa Luton lluton@challengecharterschools.org Associate Director of Operations Security Level: Email, Account Authentication (None)	 Sent: 9/1/2023 2:46:15 PM Viewed: 9/1/2023 2:46:29 PM Signed: 9/1/2023 2:47:09 PM
Signature Adoption: Drawn on Device Using IP Address: 173.77.172.149	

**Electronic Record and Signature Disclosure:**  
 Accepted: 6/17/2022 2:47:03 PM  
 ID: 2154a823-1b09-447e-a844-37c57df36a8d

In Person Signer Events	Signature	Timestamp
<b>Editor Delivery Events</b>	<b>Status</b>	<b>Timestamp</b>
<b>Agent Delivery Events</b>	<b>Status</b>	<b>Timestamp</b>
<b>Intermediary Delivery Events</b>	<b>Status</b>	<b>Timestamp</b>
<b>Certified Delivery Events</b>	<b>Status</b>	<b>Timestamp</b>
<b>Carbon Copy Events</b>	<b>Status</b>	<b>Timestamp</b>
<b>Witness Events</b>	<b>Signature</b>	<b>Timestamp</b>
<b>Notary Events</b>	<b>Signature</b>	<b>Timestamp</b>
<b>Envelope Summary Events</b>	<b>Status</b>	<b>Timestamps</b>
Envelope Sent	Hashed/Encrypted	9/1/2023 2:46:15 PM
Certified Delivered	Security Checked	9/1/2023 2:46:29 PM
Signing Complete	Security Checked	9/1/2023 2:47:09 PM
Completed	Security Checked	9/1/2023 2:47:09 PM

Payment Events	Status	Timestamps
<b>Electronic Record and Signature Disclosure</b>		

## **ELECTRONIC RECORD AND SIGNATURE DISCLOSURE**

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### **Withdrawing your consent**

If you decide to receive notices and disclosures from us electronically, you may at any time change your mind and tell us that thereafter you want to receive required notices and disclosures only in paper format. How you must inform us of your decision to receive future notices and disclosure in paper format and withdraw your consent to receive notices and disclosures electronically is described below.

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- i. decline to sign a document from within your signing session, and on the subsequent page, select the check-box indicating you wish to withdraw your consent, or you may;
- ii. send us an email to [earmstrong@challengecharterschools.org](mailto:earmstrong@challengecharterschools.org) and in the body of such request you must state your email, full name, mailing address, and telephone number. We do not need any other information from you to withdraw consent.. The consequences of your withdrawing consent for online documents will be that transactions may take a longer time to process..

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By selecting the check-box next to ‘I agree to use electronic records and signatures’, you confirm that:

- You can access and read this Electronic Record and Signature Disclosure; and
- You can print on paper this Electronic Record and Signature Disclosure, or save or send this Electronic Record and Disclosure to a location where you can print it, for future reference and access; and
- Until or unless you notify Challenge Preparatory Charter School as described above, you consent to receive exclusively through electronic means all notices, disclosures, authorizations, acknowledgements, and other documents that are required to be provided or made available to you by Challenge Preparatory Charter School during the course of your relationship with Challenge Preparatory Charter School.

The University of the State of New York  
**THE STATE EDUCATION DEPARTMENT**  
 State Office of Religious and Independent Schools - Room 1078 Education Building Annex  
 Albany, New York 12234

revised 11.12.2020

**NONPUBLIC FIRE AND BUILDING SAFETY REPORT**

Per NYS Education Law 807-A(1) All school buildings containing classroom, dormitory, laboratory, physical education, dining or recreational facilities for student use, which are owned, operated, or leased by nonpublic schools must be inspected at least annually for hazards which may endanger the lives of students, teachers and employees therein and for compliance with applicable sections of 8NYCRR155 Regulations of the Commissioner of Education and for compliance with the 2020 Building Code of New York State, 2020 Fire Code of New York State and the 2020 Property Maintenance Code of New York State.

NONPUBLIC SCHOOL BEDS CODE#

342700860990

School Name

Challenge Charter High School

Facility/Building Name

Challenge Charter High School

Street Address (NO PO Box Numbers)

1520 Central Avenue

City/Town/Village

Zip Code

Far Rockaway New York

Name of Municipality Responsible for Local Code Enforcement

NYC Department of Buildings

**INSTRUCTIONS**

- Read the “*Manual for Nonpublic School Facility - Fire & Building Safety Inspections*” prior to inspecting the facility and complete a separate report for each facility/building and location.
- **Part I:** General Information. School officials must complete this section annually.
- **Part II:**
  - Items 08A-2 through 08E-2 on the Non-Conformance Report Sheet – Must be completed for facilities with electrically operated partitions per Regulations of the Commissioner 155.25
  - Items 09A-2 through 26 on the Non-Conformance Report Sheet – Must be completed for all facilities per 2020 Fire Code of New York State and the 2020 Property Maintenance Code of New York State.
- **Part III (A, B, C & D) Certifications** -To be completed by individuals as indicated.

A copy of this form must be kept on file at the school for three years and must be available for public review.

### Part I: General Information and Fire/Life Safety History (complete annually)

Inspection Date

**Note: Please insert the date the actual inspection took place.**

*Inspections shall be performed between July 1<sup>st</sup> and December 1<sup>st</sup> of the current school year.*

1. Please indicate the primary use of this facility:

STUDENT INSTRUCTION

OTHER STUDENT USE

Please Specify:

School

2. Is there a fire sprinkler system in this facility?

YES  NO

If 'yes', is the sprinkler alarm connected with the building alarm?

YES  NO

3. Is there a fire hydrant system for facility protection?

YES  NO

If YES, indicate ownership of system (select one):

public owned  
 school owned  
 other (please specify)

4. Indicate the ownership of this facility

LEASED

OWNED

5. What is the current gross Square footage of this facility?

71,500 sq ft

(to the nearest whole ten feet)

6. Fire and Emergency Drills

a. Per Section 807, paragraph 2 of the New York State Education Law entitled Fire and Emergency Drills, confirm that a copy of Section 807 has been printed and distributed as guidance to teaching staff as required  YES  NO

b. Provide dates of twelve fire and emergency drills required by Section 807 of Education Law held between September 1<sup>st</sup> and June 30<sup>th</sup> of the previous school year:

#### FIRE & EMERGENCY DRILLS

NOTE Eight (8) are required between September 1, and December 31  
Eight (8) drills are required to be evacuation drills.

	Date	Evacuation	Lockdown
1	10/12/22	✓	
2	11/4/22	✓	
3	12/12/23	✓	
4	1/11/23	✓	
5	2/10/23	✓	
6	3/20/23	✓	
7	4/4/23	✓	
8	5/23/23	✓	
9	10/28/22		✓
10	12/22/22		✓
11	11/17/22		✓
12	5/12/23		✓

c. If the required number of fire and emergency drills were not held during this reporting cycle, please describe the reason:

d. Average time to evacuate this facility was: 2 minutes 38 seconds

e. Confirm that arson and fire prevention instruction was provided in accordance with Section 808 of the Education Law (revised 9/1/05) which requires every school in New York State to provide a minimum of 45 minutes of instruction in arson and fire prevention; injury prevention and life safety for each month that school is in session.

YES       NO

f. Confirm that employee fire prevention, evacuation and fire safety training was provided and records maintained are being maintained in accordance with Section F406 of the NYS Fire Code

YES       NO

7. Have there been any fires in this facility since the last annual fire safety inspection report?

YES       NO

a. If YES, indicate: ~~0~~ total number of fires

b. ~~0~~ total number of injuries





**Part II: Nonpublic School Fire & Building Safety Non-Conformance Report Sheet**

School Name \_\_\_\_\_ Building Name \_\_\_\_\_

Item #	Non-Conformance	Date Corrected	Item #	Non-Conformance	Date Corrected	Item #	Non-Conformance	Date Corrected
08A-2			14A-2			20A-1		
08B-2			14B-2			20B-1		
08C-2			14C-2			20C-1		
08D-2			14D-1					
08E-2			14E-1			21A-3		
09A-2			15A-2			22A-3		
09B-2			15B-1			22B-3		
09C-1			15C-2			22C-3		
09D-1			15D-2					
			15E-1			23A-1		
09F-2						23B-1		
09G-2			16A-2			23C-1		
			16B-2			23D-2		
10A-2			16C-2					
10B-2			16D-2			24A-3		
10C-1								
10D-1			17A-3			25A-1		
			17B-2			25B-1		
11A-2			17C-2			25C-1		
11B-1			17D-2					
11C-2			17E-1			26A-3		
11D-2			17F-3					
11E-1			17G-1					
			17H-2					
12A-1			17I-2					
12B-3			17J-1					
12C-2			17K-1					
12D-2			17L-1					
12E-1								
12F-1			18A-2					
12G-1			18B-2					
12H-1			18C-2					
12I-1			18D-2					
12J-1								
12K-1			19A-3					
12L-1			19B-2					
12M-1			19C-1					
12N-1			19D-1					
12O-2			19E-1					
			19F-1					
13A-2			19G-1					
13B-2			19H-2					

**If any additional non-conformances are observed, check item 26A-3 and list the Code section below.**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Inspector**  
The inspector has been provided with a copy of the previous year's school fire safety report:

Yes \_\_\_\_\_ No \_\_\_\_\_



**Part III: NonPublic School Certifications**

**All sections are required to be completed: Section III-A; III-B III-C & III-D**

**Section III-A Fire Inspection Method**

Which method(s) did the school authorities use to complete the annual fire safety inspection for this building?

Check appropriate box or boxes

- Inspection by the **fire department** of the city, town, village or **fire district** in which the building is located
- Inspection by a **fire corporation** whose territory includes the school building
- Inspection by the **county fire coordinator**, or the officer performing the powers and duties of a county fire coordinator pursuant to a local law, of the county in which the building is located
- Inspection by a **fire inspector (Building Safety Inspector or Code Enforcement Official)** who holds a valid certification

*For additional information regarding these methods, please see: <https://www.nysenate.gov/legislation/laws/EDN/807-A>*

**Section III-B-Fire Inspection by Local Fire Department, Fire District, Fire Corporation, County Fire Coordinator and/ or Fire Inspector (Building Safety Inspector or Code Enforcement official) who holds a valid certification.**

The individual noted below inspected this building on \_\_\_\_\_ (date) and the information in this Report represents, to the best of their knowledge and belief, an accurate description of the building and conditions they observed. The individual that performed this inspection has maintained their certification requirements pursuant to 19 NYCRR 1208-3.1.

Inspector's Name: \_\_\_\_\_ Title: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Inspector's Organization: \_\_\_\_\_

Inspector's Telephone #: \_\_\_\_\_ Inspector's Email: \_\_\_\_\_

Inspector's Code Enforcement Certification # \_\_\_\_\_  
(as assigned by the NYS Department of State)

**Section III-C Contact info for the Authority-Having-Jurisdiction [AHJ] Local Municipality, Town or Village**

Name of Local/Municipal Code Enforcement Office : \_\_\_\_\_

Address: \_\_\_\_\_

Name of contact person : \_\_\_\_\_ Title: \_\_\_\_\_

Telephone #: \_\_\_\_\_ Email address: \_\_\_\_\_

**Section III-D School or Building Administrator, Director, or Headmaster**

The individual noted below certifies that this building was inspected as indicated in Section III-A above and hereby submits this fire inspection report on behalf of the Board of Trustees and certifies that:

1. Public notice of report availability has been published, and that
2. Any nonconformances noted as corrected on the *Nonpublic School Fire Safety Non-Conformance Report Sheet* portion of this report were corrected on the date indicated, and that
3. Violations which were not corrected immediately shall be corrected within an accepted period of time as approved by the Commissioner.

Name: Lisa Luton Title: Associate Director of Operations

Signature:  Telephone #: 9175618072

Email: lluton@challengecharterschools.org

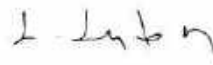
**Certificate Of Completion**

Envelope Id: 968EE12373C54EC1A6BE022C30583B75	Status: Completed
Subject: Complete with DocuSign: Fire Inspection_1520 Central.pdf	
Source Envelope:	
Document Pages: 6	Signatures: 1
Certificate Pages: 4	Initials: 0
AutoNav: Enabled	Envelope Originator:
Envelope Stamping: Enabled	Donna Webster
Time Zone: (UTC-05:00) Eastern Time (US & Canada)	710 Hartman Lane
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**Record Tracking**

Status: Original	Holder: Donna Webster	Location: DocuSign
9/1/2023 2:30:23 PM	dwebster@challengecharterschools.org	

**Signer Events**

Signature	Timestamp
Lisa Luton lluton@challengecharterschools.org Associate Director of Operations Security Level: Email, Account Authentication (None)	 Sent: 9/1/2023 2:31:09 PM Viewed: 9/1/2023 2:31:33 PM Signed: 9/1/2023 2:32:06 PM
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Payment Events	Status	Timestamps
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- You can access and read this Electronic Record and Signature Disclosure; and
- You can print on paper this Electronic Record and Signature Disclosure, or save or send this Electronic Record and Disclosure to a location where you can print it, for future reference and access; and
- Until or unless you notify Challenge Preparatory Charter School as described above, you consent to receive exclusively through electronic means all notices, disclosures, authorizations, acknowledgements, and other documents that are required to be provided or made available to you by Challenge Preparatory Charter School during the course of your relationship with Challenge Preparatory Charter School.



The University of the State of New York  
**THE STATE EDUCATION DEPARTMENT**  
 State Office of Religious and Independent Schools - Room 1078 Education Building Annex  
 Albany, New York 12234

revised 11.12.2020

**NONPUBLIC FIRE AND BUILDING SAFETY REPORT**

Per NYS Education Law 807-A(1) All school buildings containing classroom, dormitory, laboratory, physical education, dining or recreational facilities for student use, which are owned, operated, or leased by nonpublic schools must be inspected at least annually for hazards which may endanger the lives of students, teachers and employees therein and for compliance with applicable sections of 8NYCRR155 Regulations of the Commissioner of Education and for compliance with the 2020 Building Code of New York State, 2020 Fire Code of New York State and the 2020 Property Maintenance Code of New York State.

NONPUBLIC SCHOOL BEDS CODE#

342700860990

School Name

Challenge Charter Middle School

Facility/Building Name

Challenge Charter Middle School

Street Address (NO PO Box Numbers)

1279 Redfern Avenue

City/Town/Village

Far Rockaway New York

Zip Code

11691

Name of Municipality Responsible for Local Code Enforcement

NYC Department of Buildings

**INSTRUCTIONS**

- Read the “*Manual for Nonpublic School Facility - Fire & Building Safety Inspections*” prior to inspecting the facility and complete a separate report for each facility/building and location.
- **Part I:** General Information. School officials must complete this section annually.
- **Part II:**
  - Items 08A-2 through 08E-2 on the Non-Conformance Report Sheet – Must be completed for facilities with electrically operated partitions per Regulations of the Commissioner 155.25
  - Items 09A-2 through 26 on the Non-Conformance Report Sheet – Must be completed for all facilities per 2020 Fire Code of New York State and the 2020 Property Maintenance Code of New York State.
- **Part III (A, B, C & D) Certifications** -To be completed by individuals as indicated.

A copy of this form must be kept on file at the school for three years and must be available for public review.



**Part I: General Information and Fire/Life Safety History** (complete annually)

Inspection Date

**Note: Please insert the date the actual inspection took place.**

*Inspections shall be performed between July 1<sup>st</sup> and December 1<sup>st</sup> of the current school year.*

1. Please indicate the primary use of this facility:

STUDENT INSTRUCTION

OTHER STUDENT USE

Please Specify:

School

2. Is there a fire sprinkler system in this facility?

YES  NO

If 'yes', is the sprinkler alarm connected with the building alarm?

YES  NO

3. Is there a fire hydrant system for facility protection?

YES  NO

If YES, indicate ownership of system (select one):

public owned  
 school owned  
 other (please specify)

4. Indicate the ownership of this facility

LEASED

OWNED

5. What is the current gross Square footage of this facility?

17,900 sq ft

(to the nearest whole ten feet)

6. Fire and Emergency Drills

a. Per Section 807, paragraph 2 of the New York State Education Law entitled Fire and Emergency Drills, confirm that a copy of Section 807 has been printed and distributed as guidance to teaching staff as required  YES  NO

b. Provide dates of twelve fire and emergency drills required by Section 807 of Education Law held between September 1<sup>st</sup> and June 30<sup>th</sup> of the previous school year:

**FIRE & EMERGENCY DRILLS**

NOTE Eight (8) are required between September 1, and December 31  
Eight (8) drills are required to be evacuation drills.

	Date	Evacuation	Lockdown
1	11/18/22	✓	
2	12/7/22	✓	
3	12/14/22	✓	
4	12/16/22	✓	
5	1/12/23	✓	
6	1/26/23	✓	
7	2/9/23	✓	
8	2/13/23	✓	✓
9	3/13/23		✓
10			
11			
12			

c. If the required number of fire and emergency drills were not held during this reporting cycle, please describe the reason:

d. Average time to evacuate this facility was: 2 minutes 47 seconds

e. Confirm that arson and fire prevention instruction was provided in accordance with Section 808 of the Education Law (revised 9/1/05) which requires every school in New York State to provide a minimum of 45 minutes of instruction in arson and fire prevention; injury prevention and life safety for each month that school is in session.

YES       NO

f. Confirm that employee fire prevention, evacuation and fire safety training was provided and records maintained are being maintained in accordance with Section F406 of the NYS Fire Code

YES       NO

7. Have there been any fires in this facility since the last annual fire safety inspection report?

YES       NO

a. If YES, indicate: 0 total number of fires

b. 0 total number of injuries







**Part III: NonPublic School Certifications**

**All sections are required to be completed: Section III-A; III-B III-C & III-D**

**Section III-A Fire Inspection Method**

Which method(s) did the school authorities use to complete the annual fire safety inspection for this building?

Check appropriate box or boxes

- Inspection by the **fire department** of the city, town, village or **fire district** in which the building is located
- Inspection by a **fire corporation** whose territory includes the school building
- Inspection by the **county fire coordinator**, or the officer performing the powers and duties of a county fire coordinator pursuant to a local law, of the county in which the building is located
- Inspection by a **fire inspector (Building Safety Inspector or Code Enforcement Official)** who holds a valid certification

*For additional information regarding these methods, please see: <https://www.nysenate.gov/legislation/laws/EDN/807-A>*

**Section III-B-Fire Inspection by Local Fire Department, Fire District, Fire Corporation, County Fire Coordinator and/ or Fire Inspector (Building Safety Inspector or Code Enforcement official) who holds a valid certification.**

The individual noted below inspected this building on \_\_\_\_\_ (date) and the information in this Report represents, to the best of their knowledge and belief, an accurate description of the building and conditions they observed. The individual that performed this inspection has maintained their certification requirements pursuant to 19 NYCRR 1208-3.1.

Inspector's Name: \_\_\_\_\_ Title: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Inspector's Organization: \_\_\_\_\_

Inspector's Telephone #: \_\_\_\_\_ Inspector's Email: \_\_\_\_\_

Inspector's Code Enforcement Certification # \_\_\_\_\_  
(as assigned by the NYS Department of State)

**Section III-C Contact info for the Authority-Having-Jurisdiction [AHJ] Local Municipality, Town or Village**

Name of Local/Municipal Code Enforcement Office : \_\_\_\_\_

Address: \_\_\_\_\_

Name of contact person : \_\_\_\_\_ Title: \_\_\_\_\_

Telephone #: \_\_\_\_\_ Email address: \_\_\_\_\_

**Section III-D School or Building Administrator, Director, or Headmaster**

The individual noted below certifies that this building was inspected as indicated in Section III-A above and hereby submits this fire inspection report on behalf of the Board of Trustees and certifies that:

1. Public notice of report availability has been published, and that
2. Any nonconformances noted as corrected on the *Nonpublic School Fire Safety Non-Conformance Report Sheet* portion of this report were corrected on the date indicated, and that
3. Violations which were not corrected immediately shall be corrected within an accepted period of time as approved by the Commissioner.

Name: Lisa Luton Title: Associate Director of Operations

Signature:  Telephone #: 9175618072

Email: lluton@challengecharterschools.org


**Certificate Of Completion**

Envelope Id: 04722F6AC652488586A0CBF58772FAA7	Status: Completed
Subject: Complete with DocuSign: Fire Inspection_1279 Redfern Ave.pdf	
Source Envelope:	
Document Pages: 6	Signatures: 1
Certificate Pages: 4	Initials: 0
AutoNav: Enabled	Envelope Originator:
Envelope Stamping: Enabled	Donna Webster
Time Zone: (UTC-05:00) Eastern Time (US & Canada)	710 Hartman Lane
	Far Rockaway, NY 11691
	dwebster@challengecharterschools.org
	IP Address: 96.250.240.141

**Record Tracking**

Status: Original	Holder: Donna Webster	Location: DocuSign
9/1/2023 2:29:38 PM	dwebster@challengecharterschools.org	

**Signer Events**

Signer Events	Signature	Timestamp
Lisa Luton		Sent: 9/1/2023 2:30:16 PM
lluton@challengecharterschools.org		Viewed: 9/1/2023 2:34:01 PM
Associate Director of Operations		Signed: 9/1/2023 2:34:40 PM
Security Level: Email, Account Authentication (None)	Signature Adoption: Drawn on Device	
	Using IP Address: 173.77.172.149	

**Electronic Record and Signature Disclosure:**

Accepted: 6/17/2022 2:47:03 PM  
ID: 2154a823-1b09-447e-a844-37c57df36a8d

**In Person Signer Events**

Signature

Timestamp

**Editor Delivery Events**

Status

Timestamp

**Agent Delivery Events**

Status

Timestamp

**Intermediary Delivery Events**

Status

Timestamp

**Certified Delivery Events**

Status

Timestamp

**Carbon Copy Events**

Status

Timestamp

**Witness Events**

Signature

Timestamp

**Notary Events**

Signature

Timestamp

**Envelope Summary Events**

Status

Timestamps

Envelope Sent	Hashed/Encrypted	9/1/2023 2:30:16 PM
Certified Delivered	Security Checked	9/1/2023 2:34:01 PM
Signing Complete	Security Checked	9/1/2023 2:34:40 PM
Completed	Security Checked	9/1/2023 2:34:40 PM

**Payment Events**

Status

Timestamps

**Electronic Record and Signature Disclosure**



## **ELECTRONIC RECORD AND SIGNATURE DISCLOSURE**

From time to time, Challenge Preparatory Charter School (we, us or Company) may be required by law to provide to you certain written notices or disclosures. Described below are the terms and conditions for providing to you such notices and disclosures electronically through the DocuSign system. Please read the information below carefully and thoroughly, and if you can access this information electronically to your satisfaction and agree to this Electronic Record and Signature Disclosure (ERSD), please confirm your agreement by selecting the check-box next to 'I agree to use electronic records and signatures' before clicking 'CONTINUE' within the DocuSign system.

### **Getting paper copies**

At any time, you may request from us a paper copy of any record provided or made available electronically to you by us. You will have the ability to download and print documents we send to you through the DocuSign system during and immediately after the signing session and, if you elect to create a DocuSign account, you may access the documents for a limited period of time (usually 30 days) after such documents are first sent to you. After such time, if you wish for us to send you paper copies of any such documents from our office to you, you will be charged a \$0.00 per-page fee. You may request delivery of such paper copies from us by following the procedure described below.

### **Withdrawing your consent**

If you decide to receive notices and disclosures from us electronically, you may at any time change your mind and tell us that thereafter you want to receive required notices and disclosures only in paper format. How you must inform us of your decision to receive future notices and disclosure in paper format and withdraw your consent to receive notices and disclosures electronically is described below.

### **Consequences of changing your mind**

If you elect to receive required notices and disclosures only in paper format, it will slow the speed at which we can complete certain steps in transactions with you and delivering services to you because we will need first to send the required notices or disclosures to you in paper format, and then wait until we receive back from you your acknowledgment of your receipt of such paper notices or disclosures. Further, you will no longer be able to use the DocuSign system to receive required notices and consents electronically from us or to sign electronically documents from us.

### **All notices and disclosures will be sent to you electronically**

Unless you tell us otherwise in accordance with the procedures described herein, we will provide electronically to you through the DocuSign system all required notices, disclosures, authorizations, acknowledgements, and other documents that are required to be provided or made available to you during the course of our relationship with you. To reduce the chance of you inadvertently not receiving any notice or disclosure, we prefer to provide all of the required notices and disclosures to you by the same method and to the same address that you have given us. Thus, you can receive all the disclosures and notices electronically or in paper format through the paper mail delivery system. If you do not agree with this process, please let us know as described below. Please also see the paragraph immediately above that describes the consequences of your electing not to receive delivery of the notices and disclosures electronically from us.

### **How to contact Challenge Preparatory Charter School:**

You may contact us to let us know of your changes as to how we may contact you electronically, to request paper copies of certain information from us, and to withdraw your prior consent to receive notices and disclosures electronically as follows:

To contact us by email send messages to: [earmstrong@challengecharterschools.org](mailto:earmstrong@challengecharterschools.org)

### **To advise Challenge Preparatory Charter School of your new email address**

To let us know of a change in your email address where we should send notices and disclosures electronically to you, you must send an email message to us at [earmstrong@challengecharterschools.org](mailto:earmstrong@challengecharterschools.org) and in the body of such request you must state: your previous email address, your new email address. We do not require any other information from you to change your email address.

If you created a DocuSign account, you may update it with your new email address through your account preferences.

### **To request paper copies from Challenge Preparatory Charter School**

To request delivery from us of paper copies of the notices and disclosures previously provided by us to you electronically, you must send us an email to [earmstrong@challengecharterschools.org](mailto:earmstrong@challengecharterschools.org) and in the body of such request you must state your email address, full name, mailing address, and telephone number. We will bill you for any fees at that time, if any.

### **To withdraw your consent with Challenge Preparatory Charter School**

To inform us that you no longer wish to receive future notices and disclosures in electronic format you may:

- i. decline to sign a document from within your signing session, and on the subsequent page, select the check-box indicating you wish to withdraw your consent, or you may;
- ii. send us an email to [earmstrong@challengecharterschools.org](mailto:earmstrong@challengecharterschools.org) and in the body of such request you must state your email, full name, mailing address, and telephone number. We do not need any other information from you to withdraw consent.. The consequences of your withdrawing consent for online documents will be that transactions may take a longer time to process..

### **Required hardware and software**

The minimum system requirements for using the DocuSign system may change over time. The current system requirements are found here: <https://support.docusign.com/guides/signer-guide-signing-system-requirements>.

### **Acknowledging your access and consent to receive and sign documents electronically**

To confirm to us that you can access this information electronically, which will be similar to other electronic notices and disclosures that we will provide to you, please confirm that you have read this ERSD, and (i) that you are able to print on paper or electronically save this ERSD for your future reference and access; or (ii) that you are able to email this ERSD to an email address where you will be able to print on paper or save it for your future reference and access. Further, if you consent to receiving notices and disclosures exclusively in electronic format as described herein, then select the check-box next to ‘I agree to use electronic records and signatures’ before clicking ‘CONTINUE’ within the DocuSign system.

By selecting the check-box next to ‘I agree to use electronic records and signatures’, you confirm that:

- You can access and read this Electronic Record and Signature Disclosure; and
- You can print on paper this Electronic Record and Signature Disclosure, or save or send this Electronic Record and Disclosure to a location where you can print it, for future reference and access; and
- Until or unless you notify Challenge Preparatory Charter School as described above, you consent to receive exclusively through electronic means all notices, disclosures, authorizations, acknowledgements, and other documents that are required to be provided or made available to you by Challenge Preparatory Charter School during the course of your relationship with Challenge Preparatory Charter School.

The University of the State of New York  
THE STATE EDUCATION DEPARTMENT

revised 11.12.2020

State Office of Religious and Independent Schools - Room 1078 Education Building Annex  
Albany, New York 12234

**NONPUBLIC FIRE AND BUILDING SAFETY REPORT**

Per NYS Education Law 807-A(1) All school buildings containing classroom, dormitory, laboratory, physical education, dining or recreational facilities for student use, which are owned, operated, or leased by nonpublic schools must be inspected at least annually for hazards which may endanger the lives of students, teachers and employees therein and for compliance with applicable sections of 8NYCRR155 Regulations of the Commissioner of Education and for compliance with the 2020 Building Code of New York State, 2020 Fire Code of New York State and the 2020 Property Maintenance Code of New York State.

NONPUBLIC SCHOOL BEDS CODE#

342700860900

School Name

Challenge Preparatory Charter School

Facility/Building Name

Challenge Preparatory/Charter School

Street Address (NO PO Box Numbers)

710 Hartman Lane

City/Town/Village

Zip Code

Far Rockaway NY 11691

Name of Municipality Responsible for Local Code Enforcement

NYC Department of Buildings

**INSTRUCTIONS**

- Read the “*Manual for Nonpublic School Facility - Fire & Building Safety Inspections*” prior to inspecting the facility and complete a separate report for each facility/building and location.
- **Part I:** General Information. School officials must complete this section annually.
- **Part II:**
  - Items 08A-2 through 08E-2 on the Non-Conformance Report Sheet – Must be completed for facilities with electrically operated partitions per Regulations of the Commissioner 155.25
  - Items 09A-2 through 26 on the Non-Conformance Report Sheet – Must be completed for all facilities per 2020 Fire Code of New York State and the 2020 Property Maintenance Code of New York State.
- **Part III (A, B, C & D) Certifications** -To be completed by individuals as indicated.

A copy of this form must be kept on file at the school for three years and must be available for public review.

**Part I: General Information and Fire/Life Safety History** (complete annually)

Inspection Date

**Note: Please insert the date the actual inspection took place.**

*Inspections shall be performed between July 1<sup>st</sup> and December 1<sup>st</sup> of the current school year.*

1. Please indicate the primary use of this facility:

- STUDENT INSTRUCTION
- OTHER STUDENT USE

Please Specify:

School

2. Is there a fire sprinkler system in this facility?

YES     NO

If 'yes', is the sprinkler alarm connected with the building alarm?

YES     NO

3. Is there a fire hydrant system for facility protection?

YES     NO

If YES, indicate ownership of system (select one):

- public owned
- school owned
- other (please specify)

4. Indicate the ownership of this facility

- LEASED
- OWNED

5. What is the current gross Square footage of this facility?

44,571 sqft

(to the nearest whole ten feet)

6. Fire and Emergency Drills

- a. Per Section 807, paragraph 2 of the New York State Education Law entitled Fire and Emergency Drills, confirm that a copy of Section 807 has been printed and distributed as guidance to teaching staff as required  YES  NO
- b. Provide dates of twelve fire and emergency drills required by Section 807 of Education Law held between September 1<sup>st</sup> and June 30<sup>th</sup> of the previous school year:

**FIRE & EMERGENCY DRILLS**

NOTE Eight (8) are required between September 1, and December 31  
Eight (8) drills are required to be evacuation drills.



	Date	Evacuation	Lockdown
1	9/13/22	✓	
2	12/15/22	✓	
3	12/22/22	✓	
4	2/28/23	✓	
5	3/2/23	✓	
6	4/26/23	✓	
7	5/1/23	✓	
8	5/9/23	✓	
9			
10			
11			
12			

c. If the required number of fire and emergency drills were not held during this reporting cycle, please describe the reason:

The door locking mechanism was unavailable; hardware was back ordered.

d. Average time to evacuate this facility was: 2 minutes 45 seconds

e. Confirm that arson and fire prevention instruction was provided in accordance with Section 808 of the Education Law (revised 9/1/05) which requires every school in New York State to provide a minimum of 45 minutes of instruction in arson and fire prevention; injury prevention and life safety for each month that school is in session.

✓ YES        NO

f. Confirm that employee fire prevention, evacuation and fire safety training was provided and records maintained are being maintained in accordance with Section F406 of the NYS Fire Code

✓ YES        NO

7. Have there been any fires in this facility since the last annual fire safety inspection report?

✓ YES        NO

a. If YES, indicate: 1 total number of fires

b. 0 total number of injuries



c. \_\_\_\_\_ total cost of property damage

8. If the fire alarm system was activated since the last fire safety inspection, was the fire department immediately notified in accordance with Section F401.3.2 of the NYS Fire Code?

\_\_\_\_\_  YES \_\_\_\_\_  NO



**Part III: NonPublic School Certifications**

**All sections are required to be completed: Section III-A; III-B III-C & III-D**

**Section III-A Fire Inspection Method**

Which method(s) did the school authorities use to complete the annual fire safety inspection for this building?

Check appropriate box or boxes

- Inspection by the **fire department** of the city, town, village or **fire district** in which the building is located
- Inspection by a **fire corporation** whose territory includes the school building
- Inspection by the **county fire coordinator**, or the officer performing the powers and duties of a county fire coordinator pursuant to a local law, of the county in which the building is located
- Inspection by a **fire inspector (Building Safety Inspector or Code Enforcement Official)** who holds a valid certification

*For additional information regarding these methods, please see: <https://www.nysenate.gov/legislation/laws/EDN/807-A>*

**Section III-B-Fire Inspection by Local Fire Department, Fire District, Fire Corporation, County Fire Coordinator and/ or Fire Inspector (Building Safety Inspector or Code Enforcement official) who holds a valid certification.**

The individual noted below inspected this building on \_\_\_\_\_ (date) and the information in this Report represents, to the best of their knowledge and belief, an accurate description of the building and conditions they observed. The individual that performed this inspection has maintained their certification requirements pursuant to 19 NYCRR 1208-3.1.

Inspector's Name: \_\_\_\_\_ Title: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Inspector's Organization: \_\_\_\_\_

Inspector's Telephone #: \_\_\_\_\_ Inspector's Email: \_\_\_\_\_

Inspector's Code Enforcement Certification # \_\_\_\_\_  
(as assigned by the NYS Department of State)

**Section III-C Contact info for the Authority-Having-Jurisdiction [AHJ] Local Municipality, Town or Village**

Name of Local/Municipal Code Enforcement Office : \_\_\_\_\_

Address: \_\_\_\_\_

Name of contact person : \_\_\_\_\_ Title: \_\_\_\_\_

Telephone #: \_\_\_\_\_ Email address: \_\_\_\_\_

**Section III-D School or Building Administrator, Director, or Headmaster**

The individual noted below certifies that this building was inspected as indicated in Section III-A above and hereby submits this fire inspection report on behalf of the Board of Trustees and certifies that:

1. Public notice of report availability has been published, and that
2. Any nonconformances noted as corrected on the *Nonpublic School Fire Safety Non-Conformance Report Sheet* portion of this report were corrected on the date indicated, and that
3. Violations which were not corrected immediately shall be corrected within an accepted period of time as approved by the Commissioner.

Name: Lisa Luton Title: Associate Director of Operations

Signature:  Telephone #: 9175618072

Email: lluton@challengecharterschools.org


**Certificate Of Completion**

Envelope Id: F5D5F8FEC37A4A80B18577B713F05F8F	Status: Completed
Subject: Complete with DocuSign: Fire Inspection_710 Hartman.pdf	
Source Envelope:	
Document Pages: 6	Signatures: 1
Certificate Pages: 4	Initials: 0
AutoNav: Enabled	Envelope Originator:
Envelope Stamping: Enabled	Donna Webster
Time Zone: (UTC-05:00) Eastern Time (US & Canada)	710 Hartman Lane
	Far Rockaway, NY 11691
	dwebster@challengecharterschools.org
	IP Address: 96.250.240.141

**Record Tracking**

Status: Original	Holder: Donna Webster	Location: DocuSign
9/1/2023 2:28:22 PM	dwebster@challengecharterschools.org	

**Signer Events**

Signature	Timestamp
Lisa Luton lluton@challengecharterschools.org Associate Director of Operations Security Level: Email, Account Authentication (None)	 Sent: 9/1/2023 2:29:30 PM Viewed: 9/1/2023 2:29:58 PM Signed: 9/1/2023 2:31:07 PM
Signature Adoption: Drawn on Device Using IP Address: 173.77.172.149	

**Electronic Record and Signature Disclosure:**  
 Accepted: 6/17/2022 2:47:03 PM  
 ID: 2154a823-1b09-447e-a844-37c57df36a8d

**In Person Signer Events**

Signature	Timestamp
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**Editor Delivery Events**

Status	Timestamp
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**Agent Delivery Events**

Status	Timestamp
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**Intermediary Delivery Events**

Status	Timestamp
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**Certified Delivery Events**

Status	Timestamp
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**Carbon Copy Events**

Status	Timestamp
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**Witness Events**

Signature	Timestamp
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**Notary Events**

Signature	Timestamp
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**Envelope Summary Events**

Status	Timestamps
Envelope Sent	9/1/2023 2:29:30 PM
Certified Delivered	9/1/2023 2:29:58 PM
Signing Complete	9/1/2023 2:31:07 PM
Completed	9/1/2023 2:31:07 PM

**Payment Events**

Status	Timestamps
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**Electronic Record and Signature Disclosure**

## **ELECTRONIC RECORD AND SIGNATURE DISCLOSURE**

From time to time, Challenge Preparatory Charter School (we, us or Company) may be required by law to provide to you certain written notices or disclosures. Described below are the terms and conditions for providing to you such notices and disclosures electronically through the DocuSign system. Please read the information below carefully and thoroughly, and if you can access this information electronically to your satisfaction and agree to this Electronic Record and Signature Disclosure (ERSD), please confirm your agreement by selecting the check-box next to 'I agree to use electronic records and signatures' before clicking 'CONTINUE' within the DocuSign system.

### **Getting paper copies**

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### **Withdrawing your consent**

If you decide to receive notices and disclosures from us electronically, you may at any time change your mind and tell us that thereafter you want to receive required notices and disclosures only in paper format. How you must inform us of your decision to receive future notices and disclosure in paper format and withdraw your consent to receive notices and disclosures electronically is described below.

### **Consequences of changing your mind**

If you elect to receive required notices and disclosures only in paper format, it will slow the speed at which we can complete certain steps in transactions with you and delivering services to you because we will need first to send the required notices or disclosures to you in paper format, and then wait until we receive back from you your acknowledgment of your receipt of such paper notices or disclosures. Further, you will no longer be able to use the DocuSign system to receive required notices and consents electronically from us or to sign electronically documents from us.

### **All notices and disclosures will be sent to you electronically**

Unless you tell us otherwise in accordance with the procedures described herein, we will provide electronically to you through the DocuSign system all required notices, disclosures, authorizations, acknowledgements, and other documents that are required to be provided or made available to you during the course of our relationship with you. To reduce the chance of you inadvertently not receiving any notice or disclosure, we prefer to provide all of the required notices and disclosures to you by the same method and to the same address that you have given us. Thus, you can receive all the disclosures and notices electronically or in paper format through the paper mail delivery system. If you do not agree with this process, please let us know as described below. Please also see the paragraph immediately above that describes the consequences of your electing not to receive delivery of the notices and disclosures electronically from us.

### **How to contact Challenge Preparatory Charter School:**

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To contact us by email send messages to: [earmstrong@challengecharterschools.org](mailto:earmstrong@challengecharterschools.org)

### **To advise Challenge Preparatory Charter School of your new email address**

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If you created a DocuSign account, you may update it with your new email address through your account preferences.

### **To request paper copies from Challenge Preparatory Charter School**

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# Certificate of Occupancy

**CO Number: 421174437F**

This certifies that the premises described herein conforms substantially to the approved plans and specifications and to the requirements of all applicable laws, rules and regulations for the uses and occupancies specified. No change of use or occupancy shall be made unless a new Certificate of Occupancy is issued. *This document or a copy shall be available for inspection at the building at all reasonable times.*

<b>A.</b>	<b>Borough:</b> Queens	<b>Block Number:</b> 15537	<b>Certificate Type:</b> Final
	<b>Address:</b> 15-26 CENTRAL AVENUE	<b>Lot Number(s):</b> 137	<b>Effective Date:</b> 04/22/2019
	<b>Building Identification Number (BIN):</b> 4297966	<b>Building Type:</b> Altered	
<b>This building is subject to this Building Code: Prior to 1968 Code</b>			
<i>For zoning lot metes &amp; bounds, please see BISWeb.</i>			
<b>B.</b>	<b>Construction classification:</b> 1-D	(1968 Code designation)	
	<b>Building Occupancy Group classification:</b> E	(2014/2008 Code)	
	<b>Multiple Dwelling Law Classification:</b> None		
	<b>No. of stories:</b> 3	<b>Height in feet:</b> 38	<b>No. of dwelling units:</b> 0
<b>C.</b>	<b>Fire Protection Equipment:</b> Fire alarm system, Sprinkler system		
<b>D.</b>	<b>Type and number of open spaces:</b> None associated with this filing.		
<b>E.</b>	<b>This Certificate is issued with the following legal limitations:</b> None		
<b>Borough Comments:</b> None			



Borough Commissioner



Acting  
Commissioner

*Certificate of Occupancy*

**CO Number: 421174437F**

<b>Permissible Use and Occupancy</b>						
<b>All Building Code occupancy group designations below are 2008 designations.</b>						
<b>Floor From To</b>	<b>Maximum persons permitted</b>	<b>Live load lbs per sq. ft.</b>	<b>Building Code occupancy group</b>	<b>Dwelling or Rooming Units</b>	<b>Zoning use group</b>	<b>Description of use</b>
CEL	74	OG	E		3A	MULTIPURPOSE ROOM IN CONJUNCTION MIDDLE SCHOOL
CEL	5	OG	E		3B	ELECTRIC ROOM, WATER PUMP ROOM, MECHANICAL ROOM, ELEVATOR MACHINE ROOM, KITCHEN IN CONJUNCTION WITH MIDDLE SCHOOL
001 001	75	100	E		3A	CLASSROOMS AND ACCESSORY OFFICE IN CONJUNCTION WITH MIDDLE SCHOOL
001 001	280	OG	E		3B	REAR - GYMNASIUM IN CONJUNCTION WITH MIDDLE SCHOOL
002 002	99	60	E		3A	CLASSROOMS IN CONJUNCTION WITH MIDDLE SCHOOL
003 003	100	100	E		3A	CLASSROOMS AND ACCESSORY OFFICES IN CONJUNCTION WITH MIDDLE SCHOOL
EGRESS EASEMENT PROVIDED UNDER LIBER 4593 PAGE 110-112						
<b>END OF SECTION</b>						



Borough Commissioner



Commissioner

**END OF DOCUMENT**

# Certificate of Occupancy

**CO Number: 420316358F**

This certifies that the premises described herein conforms substantially to the approved plans and specifications and to the requirements of all applicable laws, rules and regulations for the uses and occupancies specified. No change of use or occupancy shall be made unless a new Certificate of Occupancy is issued. *This document or a copy shall be available for inspection at the building at all reasonable times.*

<b>A.</b>	<b>Borough:</b> Queens	<b>Block Number:</b> 15737	<b>Certificate Type:</b> Final
	<b>Address:</b> 710 HARTMAN LANE	<b>Lot Number(s):</b> 1	<b>Effective Date:</b> 02/15/2012
	<b>Building Identification Number (BIN):</b> 4300731	<b>Building Type:</b> Altered	
<b>This building is subject to this Building Code: 2008 Code</b>			
<i>For zoning lot metes &amp; bounds, please see BISWeb.</i>			
<b>B.</b>	<b>Construction classification:</b> 1	(Prior to 1968 Code designation)	
	<b>Building Occupancy Group classification:</b> E	(2008 Code)	
	<b>Multiple Dwelling Law Classification:</b> None		
	<b>No. of stories:</b> 2	<b>Height in feet:</b> 28	<b>No. of dwelling units:</b> 0
<b>C.</b>	<b>Fire Protection Equipment:</b> Standpipe system, Fire alarm system, Sprinkler system, Fire Suppression system		
<b>D.</b>	<b>Type and number of open spaces:</b> None associated with this filing.		
<b>E.</b>	<b>This Certificate is issued with the following legal limitations:</b> None		
<b>Borough Comments:</b> None			



Borough Commissioner



Commissioner

*Certificate of Occupancy*

**CO Number: 420316358F**

<b>Permissible Use and Occupancy</b>						
<b>All Building Code occupancy group designations below are 2008 designations.</b>						
<b>Floor From To</b>	<b>Maximum persons permitted</b>	<b>Live load lbs per sq. ft.</b>	<b>Building Code occupancy group</b>	<b>Dwelling or Rooming Units</b>	<b>Zoning use group</b>	<b>Description of use</b>
CEL	382	OG	E S-2 A-3		3A, 3B	ACCESSORY USES, MECHANICAL ROOM, STORAGE, MAINTENANCE ROOM, COMPUTER LAB (6-10 YEARS AGE), KITCHEN, PLAYGROUND, CLASSROOMS (6-10 YEARS AGE), KINDERGARTEN (5 YEARS AGE), STUDENT LUNCH ROOM.(PA 135 PERSON)
001 001 473	60		E A-3		3A, 3B	GYM ( PA 312 PERSONS), OFFICES, CLASSROOMS (6-10 YEARS AGE), ACCESSORY USES
002 002 215	60		E		3A, 3B	OFFICES, CLASSROOMS (6-10 YEARS AGE), LIBRARY (6-10 YEARS AGE), TOILETS, ACCESSORY USES.
<b>END OF SECTION</b>						



Borough Commissioner



Commissioner

**END OF DOCUMENT**

# Certificate of Occupancy

**CO Number: 421016233F**

This certifies that the premises described herein conforms substantially to the approved plans and specifications and to the requirements of all applicable laws, rules and regulations for the uses and occupancies specified. No change of use or occupancy shall be made unless a new Certificate of Occupancy is issued. *This document or a copy shall be available for inspection at the building at all reasonable times.*

<b>A.</b>	<b>Borough:</b> Queens	<b>Block Number:</b> 15529	<b>Certificate Type:</b> Final
	<b>Address:</b> 1279 REDFERN AVE	<b>Lot Number(s):</b> 48	<b>Effective Date:</b> 10/05/2016
	<b>Building Identification Number (BIN):</b> 4297866	<b>Building Type:</b> Altered	
<b>This building is subject to this Building Code: 1968 Code</b>			
<i>For zoning lot metes &amp; bounds, please see BISWeb.</i>			
<b>B.</b>	<b>Construction classification:</b> 1-B	(1968 Code designation)	
	<b>Building Occupancy Group classification:</b> E	(2014/2008 Code)	
	<b>Multiple Dwelling Law Classification:</b> None		
	<b>No. of stories:</b> 1	<b>Height in feet:</b> 33	<b>No. of dwelling units:</b> 0
<b>C.</b>	<b>Fire Protection Equipment:</b> Fire alarm system, Sprinkler system		
<b>D.</b>	<b>Type and number of open spaces:</b> None associated with this filing.		
<b>E.</b>	<b>This Certificate is issued with the following legal limitations:</b> None		
<b>Borough Comments:</b> None			



Borough Commissioner



Commissioner



*Certificate of Occupancy*

CO Number: **421016233F**

Permissible Use and Occupancy						
All Building Code occupancy group designations below are 2008 designations.						
Floor From To	Maximum persons permitted	Live load lbs per sq. ft.	Building Code occupancy group	Dwelling or Rooming Units	Zoning use group	Description of use
CEL	200	OG	E		3	DAYCARE
001 001	112	100	I-4		3	DAYCARE AND NURSERY
RO F	134	100	A-3		3	FENCED EXTERIOR PLAY AREA. NON-SIMULTANEOUS USE
<b>END OF SECTION</b>						



Borough Commissioner



Commissioner

**END OF DOCUMENT**



# Certificate of Occupancy

CO Number:4448976-0000008

This certifies that the premises described herein conforms substantially to the approved plans and specifications and to the requirements of all applicable laws, rules and regulations for the uses and occupancies specified.No change of use or occupancy shall be made unless a new Certificate of Occupancy is issued.*This document or a copy shall be available for inspection at the building at all reasonable times.*

<p>A. <b>Borough:</b> QUEENS  <b>Address:</b> 15-20 CENTRAL AVE  <b>Building Identification Number(BIN):</b> 4448976</p>	<p><b>Block Number:</b> 15537  <b>Lot Number(s):</b> 133  <b>Additional Lot Number(s):</b>  <b>Application Type:</b> A1 - ALTERATION TYPE 1</p>	<p><b>Full Building Certificate Type:</b>  Temporary  <b>Date Issued:</b> 04/17/2023</p>
<p><b>This building is subject to this Building Code:</b> Prior to 1968</p>		
<p><b>This Certificate of Occupancy is associated with job#</b> 420664098-01</p>		
<p>B. <b>Construction Classification:</b> I-B: 2 HOUR PROTECTED - NON-COMBUSTI  <b>Building Occupancy Group classification:</b> E - EDUCATIONAL  <b>Multiple Dwelling Law Classification:</b> Not Available</p>		
<p><b>No.of stories:</b> 5</p>	<p><b>Height in feet:</b> 62</p>	<p><b>No.of dwelling units:</b> Not Available</p>
<p>C. <b>Fire Protection Equipment:</b> Fire Alarm System, Fire Suppression System, Sprinkler System, Standpipe System</p>		
<p>D. <b>Parking Spaces and Loading Berths:</b>  Open Parking Spaces: 0  Enclosed Parking Spaces: 0  Total Loading Berths: Not available</p>		
<p>E. <b>This Certificate is issued with the following legal limitations:</b>  Restrictive Declaration: None      Zoning Exhibit: 2019000042380, 2019000042381  BSA Calendar Number(s): None      CPC Calendar Number(s): None</p>		
<p><b>Borough Comments:</b> occupancy FOR ENTIRE AS PER BC APPROVED FA AFFIDAVIT. CELLAR PA SPACE NOT TO BE OCCUPIED BY MORETHAN 74 PEOPLE until pa cert of operation is obtained.</p>		

Borough Commissioner

Commissioner

Acting Commissioner of Buildings



## Permissible Use and Occupancy

FLOOR	Occ Group	Max. Persons Permitted	Live Loads (lbs per sq ft)	Zoning Use Group	Dwelling or Rooming Units	Job Reference	Certificate of Occupancy Type	CO Expiration Date
Cellar	S-2	0	OG	3B		420664098	Temporary	07/16/2023
Description of Use: Storage of non combustible materials ELECTRIC METERE ROOM, WATER METER ROOM, STORAGE ROOM, KITCHEN STORAGE ROOM AND BICYCLE STORAGE ROOM (FRONT)						Exceptions:		
Cellar	A-3	163	OG	3B	0	420664098	Temporary	07/16/2023
Description of Use: Cafeteria - school up to grade 12 EDU CAFETERIA, ACCESSORY KITCHEN, AND NURSE ROOM (FRONT)						Exceptions:		
Cellar	S-2	0	OG	3B		420664098	Temporary	07/16/2023
Description of Use: Storage of non combustible materials EJECTOR PUMP ROOM, FIRE PUMP ROOM, STORAGE ROOM AND KITCHEN STORAGE ROOM (REAR)						Exceptions:		
Cellar	A-3	122	OG	3B		420664098	Temporary	07/16/2023
Description of Use: Cafeteria - school up to grade 12 EDU CAFETERIA AND ACCESSORY KITCHEN (REAR)						Exceptions:		
Floor 1	E	70	100	3A		420664098	Temporary	07/16/2023
Description of Use: Academies and schools TWO (2) CLASSROOMS - AGE 7-13: CLASSROOM #2: 35 PERSONS AND CLASSROOM #3: 35 PERSONS (FRONT)						Exceptions:		



## Permissible Use and Occupancy

FLOOR	Occ Group	Max. Persons Permitted	Live Loads (lbs per sq ft)	Zoning Use Group	Dwelling or Rooming Units	Job Reference	Certificate of Occupancy Type	CO Expiration Date
Floor 1	E	0	100	3A		420664098	Temporary	07/16/2023
Description of Use: Academies and schools SCHOOL LOBBY (FRONT)						Exceptions:		
Floor 1	A-3	382	100	3B		420664098	Temporary	07/16/2023
Description of Use: School Auditorium - EDU AUDITORIUM (GYMNASIUM SPACE)						Exceptions:		
Floor 1	A-3	220	100	3B		420664098	Temporary	07/16/2023
Description of Use: Community/Exhibition/Lecture Hall BANQUET HALL (GYMNASIUM SPACE)						Exceptions:		
Floor 1	E	90	100	3A		420664098	Temporary	07/16/2023
Description of Use: Academies and schools THREE (3) CLASSROOMS - AGE 7-13: CLASSROOM #5: 26 PERSONS, CLASSROOM #6: 30PERSONS, CLASSROOM #7: 34 PERSONS (REAR)						Exceptions:		
Floor 1	A-3	253	100	3B		420664098	Temporary	07/16/2023
Description of Use: Health Club/ Gym/ Fitness Center GYMNASIUM						Exceptions:		



## Permissible Use and Occupancy

FLOOR	Occ Group	Max. Persons Permitted	Live Loads (lbs per sq ft)	Zoning Use Group	Dwelling or Rooming Units	Job Reference	Certificate of Occupancy Type	CO Expiration Date
Floor 1	B	11	100	3B		420664098	Temporary	07/16/2023
Description of Use: Offices ACCESSORY OFFICES (FRONT)						Exceptions:		
Floor 2	B	144	80	3A		420664098	Temporary	07/16/2023
Description of Use: Offices ACCESSORY OFFICES (FRONT)						Exceptions:		
Floor 2	E	200	80	3A		420664098	Temporary	07/16/2023
Description of Use: Academies and schools SIX (6) CLASSROOMS - AGE 7-13: CLASSROOM #1 29 PERSONS, CLASSROOM #2: 28 PERSONS, CLASSROOM #3: 42 PERSONS, CLASSROOM #4: 43 PERSONS, CLASSROOM #5 29 PERSONS, CLASSROOM #6: 29 PERSONS (FRONT)						Exceptions:		
Floor 2	B	2	80	3B		420664098	Temporary	07/16/2023
Description of Use: Offices ACCESSORY OFFICES (REAR)						Exceptions:		
Floor 2	B	2	80	3B		420664098	Temporary	07/16/2023
Description of Use: Offices ACCESSORY OFFICES (REAR)						Exceptions:		



## Permissible Use and Occupancy

FLOOR	Occ Group	Max. Persons Permitted	Live Loads (lbs per sq ft)	Zoning Use Group	Dwelling or Rooming Units	Job Reference	Certificate of Occupancy Type	CO Expiration Date
Floor 2	E	144	80	3A		420664098	Temporary	07/16/2023
Description of Use: Academies and schools FIVE (5) CLASSROOMS-AGE 7-13; CLASSROOM #7: 28 PERSONS, CLASSROOM #8: 25 PERSONS, CLASSROOM #9: 27 PERSONS, CLASSROOM #10: 30 PERSONS, CLASSROOM #11: 34 PERSONS (REAR)						Exceptions:		
Floor 3	B	2	80	3B		420664098	Temporary	07/16/2023
Description of Use: Offices ACCESSORY OFFICES (REAR)						Exceptions:		
Floor 3	E	203	80	3A		420664098	Temporary	07/16/2023
Description of Use: Academies and schools SIX (6) CLASSROOMS - AGE 7-13, CLASSROOM #1: 29 PERSONS, CLASSROOM #2: 29 PERSONS, CLASSROOM #3: 44 PERSONS, CLASSROOMS #4: 43 PERSONS, CLASSROOM #5: 29 PERSONS, CLASSROOM RM #6: 29 PERSONS (FRONT)						Exceptions:		
Floor 3	E	144	80	3A		420664098	Temporary	07/16/2023
Description of Use: Academies and schools FIVE (5) CLASSROOMS - AGE 7-13: CLASSROOM #7: 28 PERSONS, CLASSROOM #8: 25 PERSONS, CLASSROOM #9: 27 PERSONS, CLASSROOM #10: 31 PERSONS, CLASSROOM #11: 33 PERSONS (REAR)						Exceptions:		
Floor 3	B	3	80	3B		420664098	Temporary	07/16/2023
Description of Use: Offices ACCESSORY OFFICES (FRONT)						Exceptions:		





## Permissible Use and Occupancy

FLOOR	Occ Group	Max. Persons Permitted	Live Loads (lbs per sq ft)	Zoning Use Group	Dwelling or Rooming Units	Job Reference	Certificate of Occupancy Type	CO Expiration Date
Floor 4	B	12	80	3B		420664098	Temporary	07/16/2023
Description of Use: Offices CONFERENCE ROOM (ACCESSORY USE)__(FRONT)						Exceptions:		
Floor 4	E	144	80	3A		420664098	Temporary	07/16/2023
Description of Use: Academies and schools FIVE (5) CLASSROOMS - AGE 7-13: CLASSROOM #6: 28 PERSONS, CLASSROOM #7: 25 PERSONS, CLASSROOM #8: 27 PERSONS, CLASSROOM #9: 31 PERSONS, CLASSROOM #10 : 33 PERSONS (REAR)						Exceptions:		
Floor 4	B	2	80	3B		420664098	Temporary	07/16/2023
Description of Use: Offices ACCESSORY OFFICES AND STORAGE ROOM (FRONT)						Exceptions:		
Floor 4	E	152	80	3A		420664098	Temporary	07/16/2023
Description of Use: Academies and schools FIVE (5) CLASSROOMS - AGE 7-13: CLASSROOM #1: 33 PERSONS, CLASSROOM #2: 32 PERSONS, CLASSROOM #3: 29 PERSONS, CLASSROOM #4: 29 PERSONS, CLASSROOM #5: 29 PERSONS (FRONT)						Exceptions:		
Roof Terrace - 4	E	14	80	3B		420664098	Temporary	07/16/2023
Description of Use: Other OUTDOOR TERRACE - ACCESSORY USE (FRONT)						Exceptions:		



## Permissible Use and Occupancy

FLOOR	Occ Group	Max. Persons Permitted	Live Loads (lbs per sq ft)	Zoning Use Group	Dwelling or Rooming Units	Job Reference	Certificate of Occupancy Type	CO Expiration Date
Floor 5	E	141	80	3A		420664098	Temporary	07/16/2023
Description of Use: Academies and schools FIVE (5) CLASSROOMS - AGE 7-13: CLASSROOM #1: 32 PERSONS, CLASSROOM #2: 22 PERSONS, CLASSROOM #3: 29 PERSONS, CLASSROOM #4: 29 PERSONS, CLASSROOM #5 29 PERSONS (FRONT)						Exceptions:		
Floor 5	B	4	80	3B		420664098	Temporary	07/16/2023
Description of Use: Other ACCESSORY STAFF LOUNGE (FRONT)						Exceptions:		
Floor 5	B	2	80	3B		420664098	Temporary	07/16/2023
Description of Use: Offices ACCESSORY OFFICE (FRONT)						Exceptions:		
Roof Terrace - 5	E	6	60	3B		420664098	Temporary	07/16/2023
Description of Use: Other OUTDOOR TERRACE (FRONT)						Exceptions:		
Roof	E	0	60	3B		420664098	Temporary	07/16/2023
Description of Use: Other STAIR BULKHEAD AND ELEVATOR MACHINE ROOMS (REAR)						Exceptions:		



## Permissible Use and Occupancy

FLOOR	Occ Group	Max. Persons Permitted	Live Loads (lbs per sq ft)	Zoning Use Group	Dwelling or Rooming Units	Job Reference	Certificate of Occupancy Type	CO Expiration Date
Roof	E	0	60	3B		420664098	Temporary	07/16/2023
Description of Use: Other STAIR BULKHEAD AND ELEVATOR MACHINE ROOMS (FRONT)						Exceptions:		

**CofO Comments:** ZONING EXHIBITS II AND III HAVE BEEN FILED AND RECORDED WITH THE DEPARTMENT OF FINANCE UNDER CRFN#S 2019000042380 2019000042381, RESPECTIVELY

Borough Commissioner

Commissioner

Acting Commissioner of Buildings