



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, appearing to read "Karon McFarlane". The signature is fluid and cursive, with a long horizontal flourish extending to the right.

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.

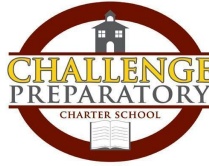
Respectfully Submitted,



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
Totals	684	703

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						
TOTAL		214	218	226	225						

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						
TOTAL		260	249	259	256						

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		90%	96%	99%	99%						
CCHS Average		65%	70%	84%	86%						
6-11 Average		81%	81%	91%	92%						

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.

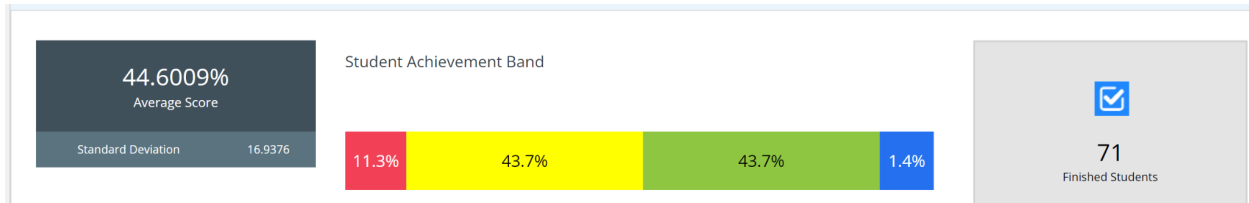


On December 5, 2022, CCMS completed their Test Prep Benchmarks in ELA. The analyses of the data will be the soft launch of our Test Prep Unit. At CCHS, Regents Review began the Week of November 28, 2022, attendance has not been optimal. We anticipate an increase in the number of scholars attending these 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.

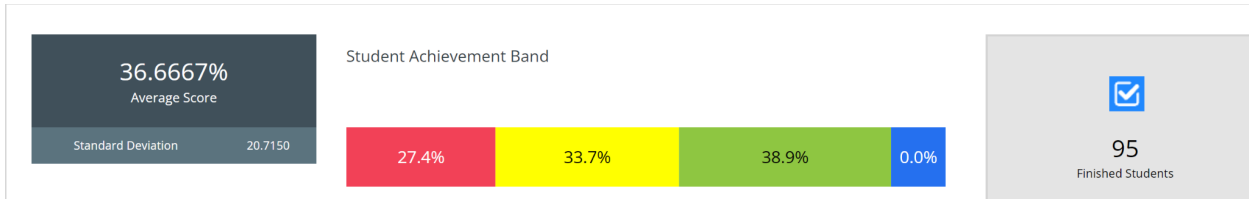
Please see snapshots of the CCMS Test Prep Benchmark taken on December 5, 2022, and the Weekly Mini Benchmarks taken on December 9th, and 16th, 2022

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		49%

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		60%



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%
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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%
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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 4th and 5th 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 6th 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

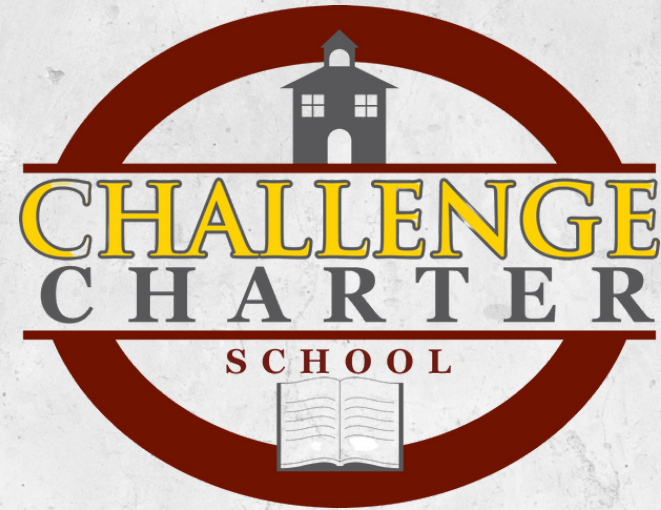
- Social Media - campaigns will begin over the holidays
- Vanguard - mailing in January
- Local print ads - December holiday ad in print and digital form in *The Wave* and *Rockaway Times*

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



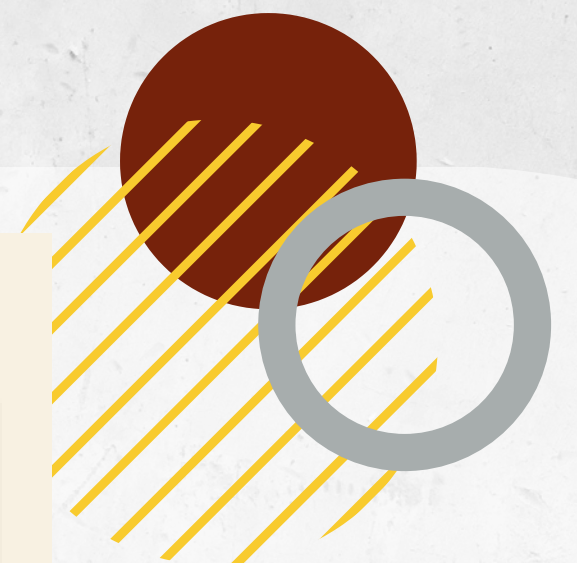
STUDENT ENROLLMENT AND RECRUITMENT BOARD REPORT #4

**DATE: DECEMBER 20, 2022
PREPARED BY: JANISA VAUGHN,
DIRECTOR OF STUDENT ENROLLMENT AND RECRUITMENT**

Table Of Content

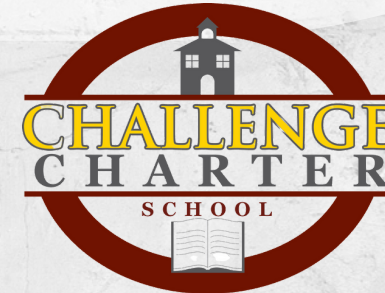
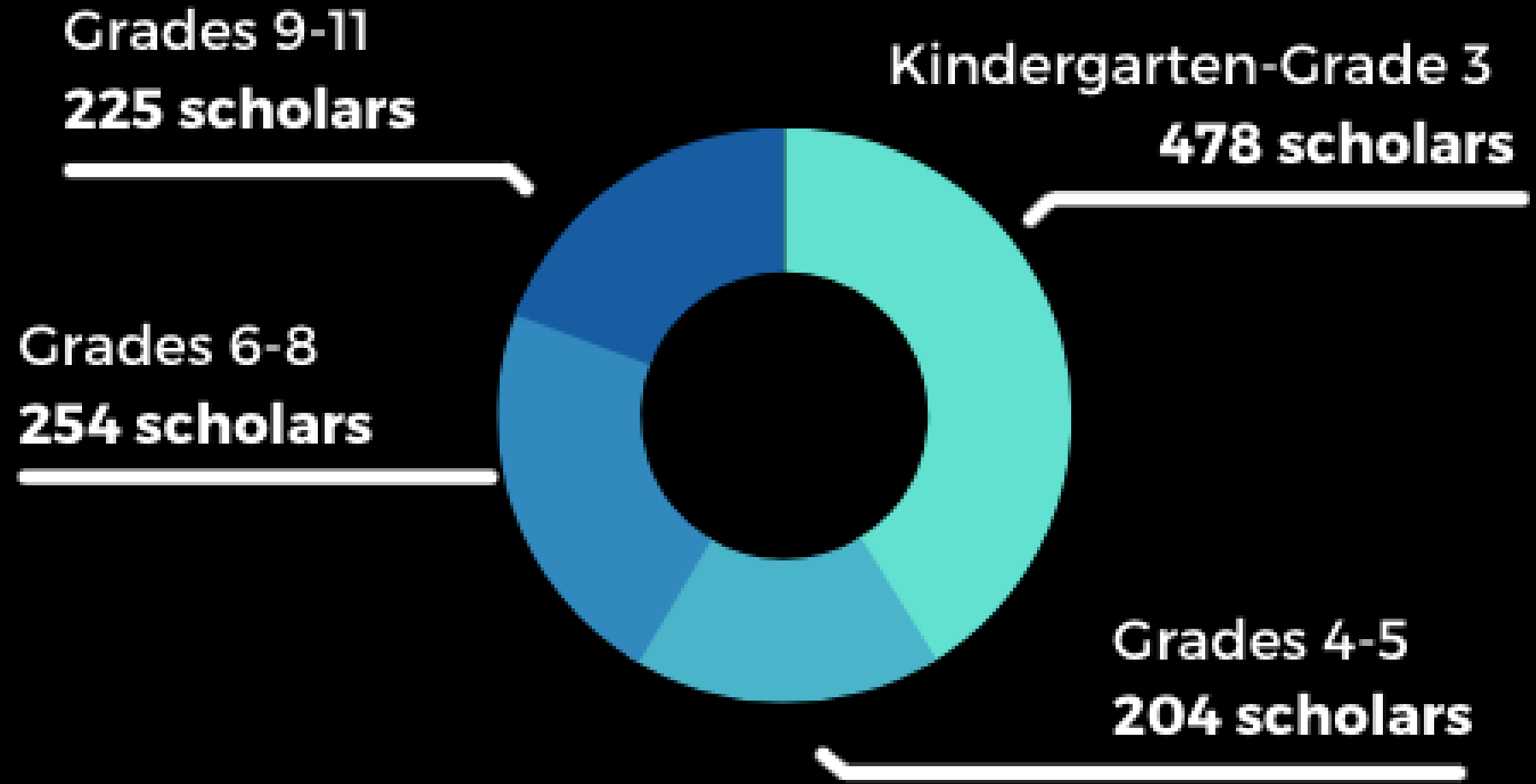
- **Enrollment Overview 2022-23 SY**
- **Enrollment Goals 2022-23 SY**
- **Looking Ahead| Lottery 2023-24**
- **Scholar Recruitment Lottery 2023-24**

Enrollment Overview



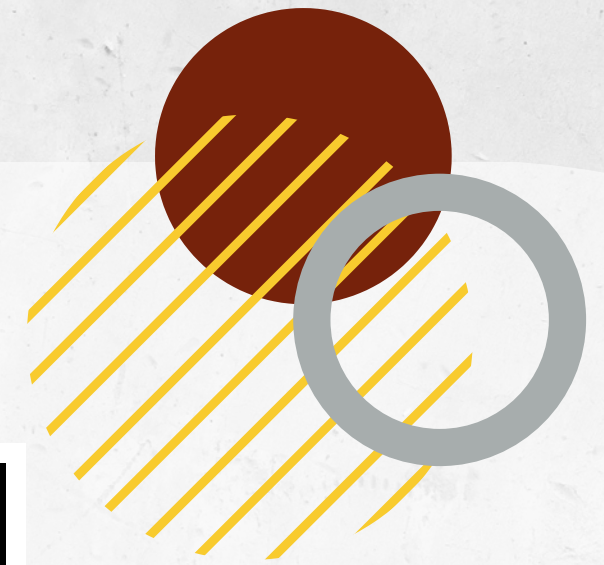
K-11 OVERVIEW

CURRENT ENROLLMENT: **1,161 SCHOLARS**



Enrollment Overview

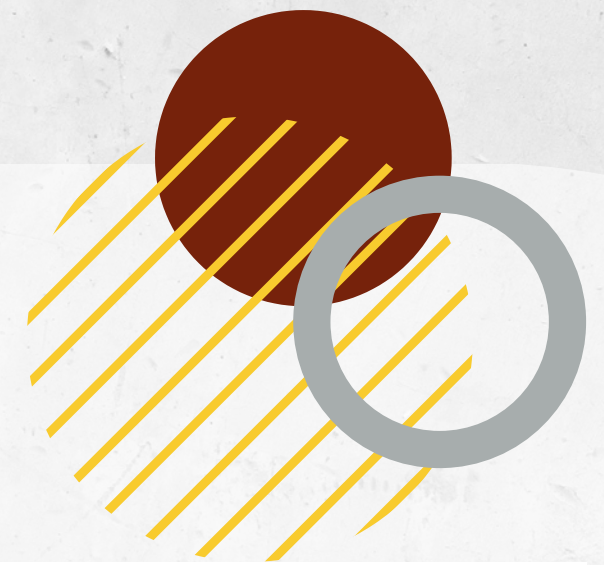
Elementary Site



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
	Total	703	682

Enrollment Overview

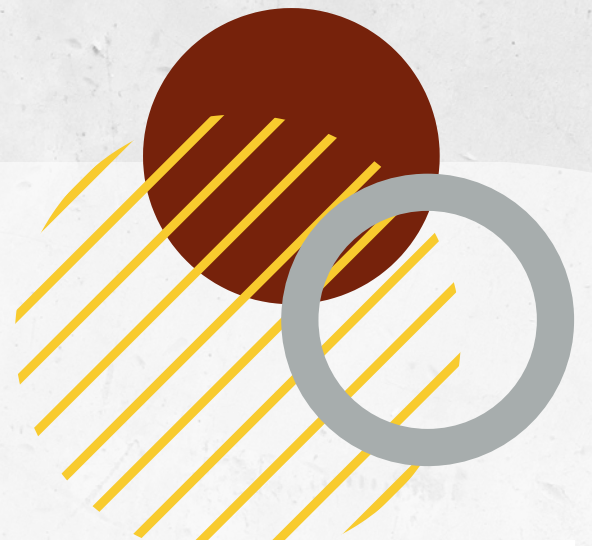
Middle Site



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
	Total	286	254

Enrollment Overview

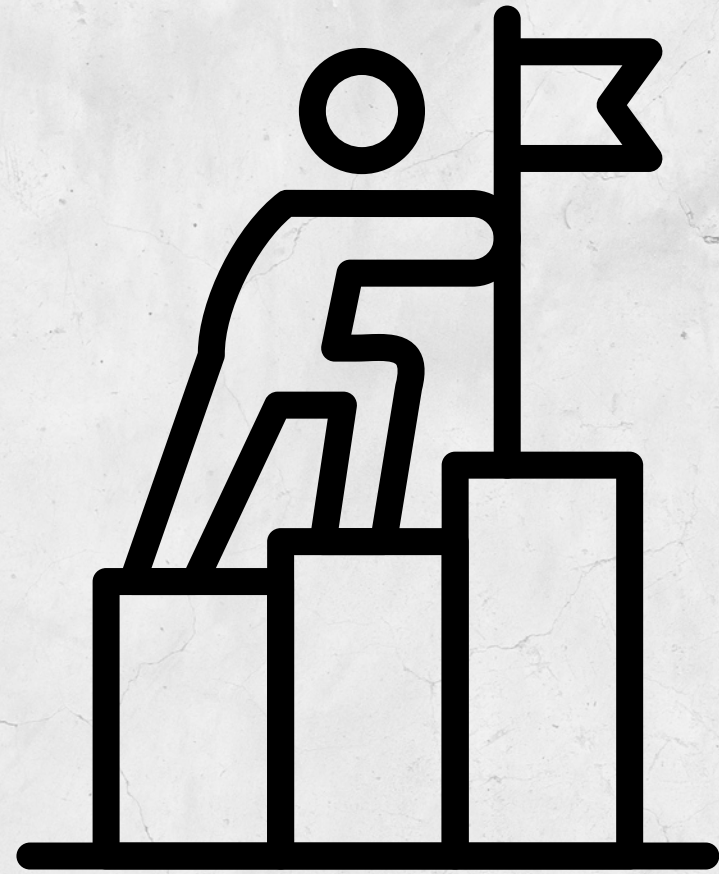
High School Site



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
	Total	218	225

Enrollment Goals

2022-23 SY



99% Enrollment

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



English Language Learners (ELL)

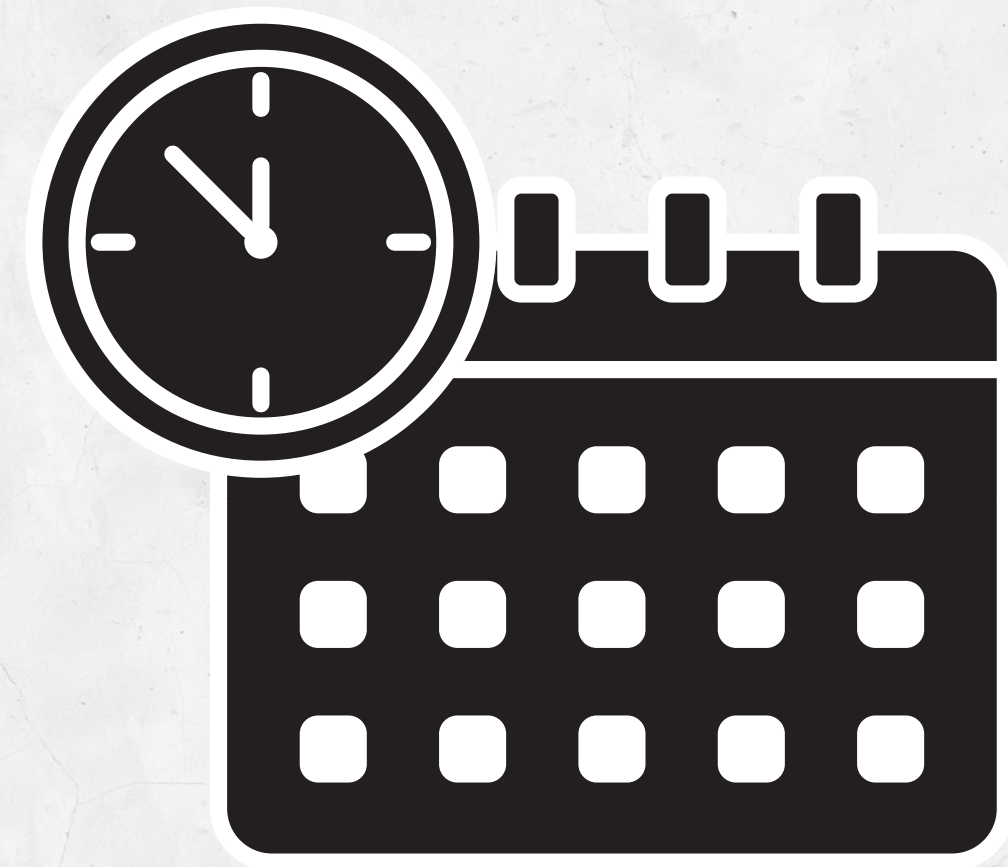
Increase the number of enrolled ELL scholars by at least 3%.



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
Total	205



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.



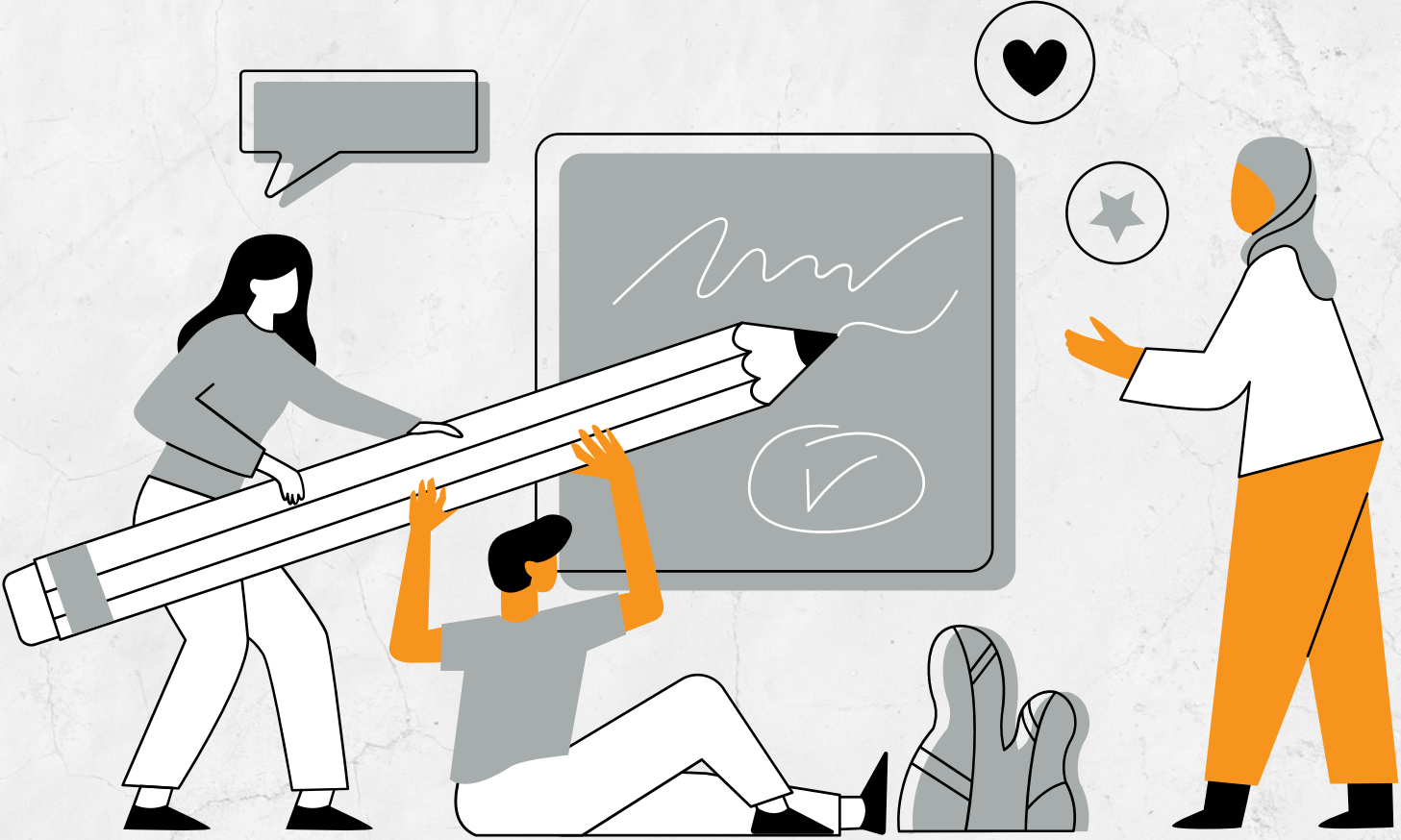
Community Outreach

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 Yaghouba 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
 - 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

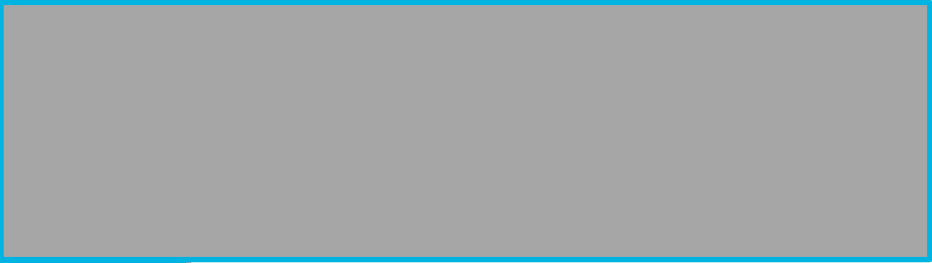
Next Steps

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



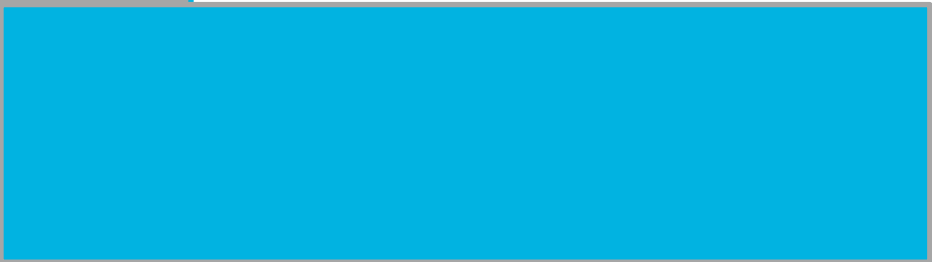
Helping you to focus on what's important:
STUDENT ACHIEVEMENT

CSBM
CHARTER SCHOOL
BUSINESS MANAGEMENT

experience. expertise. execution.

Challenge Prep Charter School

Monthly Financial Report
November 2022

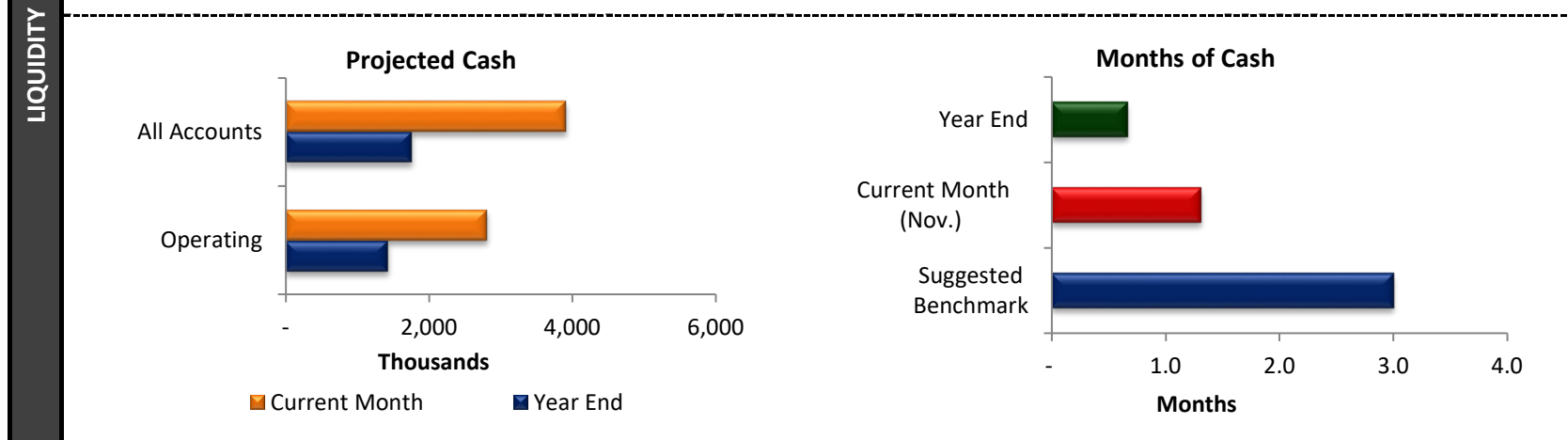


Challenge Prep Charter School

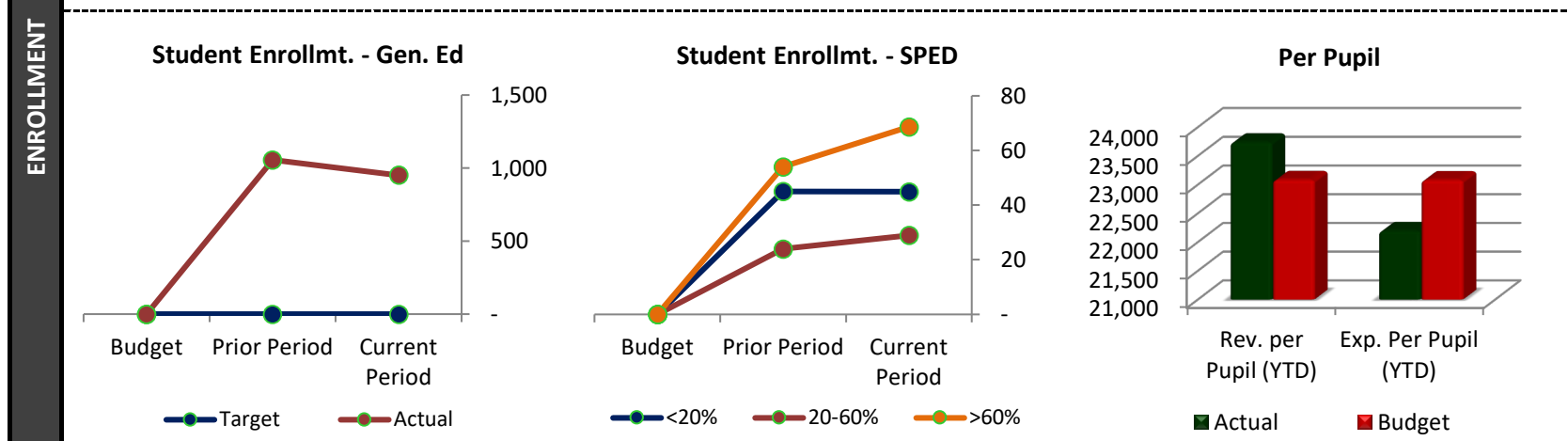
Financial Summary

For Period Ended November 30, 2022

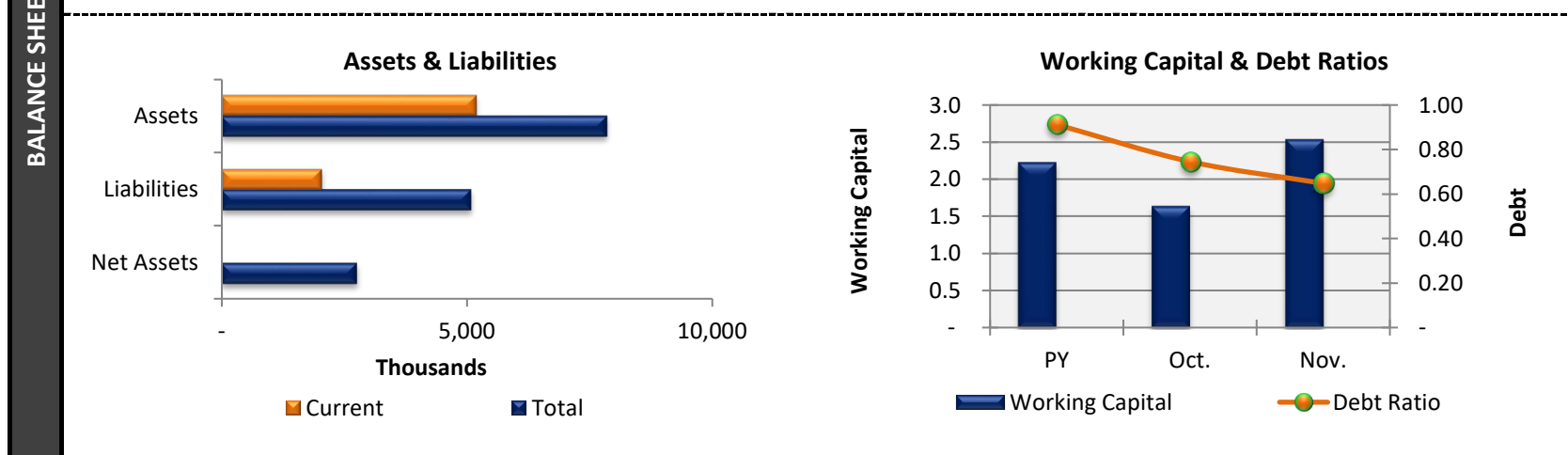
LIQUIDITY	Cash in Bank (Operating Account(s) Only: as of November 30, 2022)	\$ 2,812,111
	Projected months of cash on hand	1.3
	Cash in Bank (Total - All Accounts: as of November 30, 2022)	\$ 3,909,733
	FY Ending Cash Available to Carryover to FY23-24 (Operating Account(s) Only)	\$ 1,426,585
	Projected months of cash on hand	0.7
	FY Ending Cash Available to Carryover to FY23-24 (Total - All Accounts)	\$ 1,754,654



	Actual	Budget	Variance	Actual	Budget	Variance
General Ed	1,149.78	1,086.00	63.78	\$ 20,265,934	\$ 16,624,488	\$ 3,641,446
SPED						
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
Total SPED	168.41	138.00	30.41	1,939,475	1,537,764	\$ 401,711



Total Current Assets:	\$ 5,185,358
Total Current Liabilities:	\$ 2,044,992
Working Capital (Current) Ratio	2.54
Total Assets:	\$ 7,852,046
Total Liabilities:	\$ 5,087,635
Debt Ratio	0.65
Total Net Assets:	\$ 2,764,411



Challenge Prep Charter School

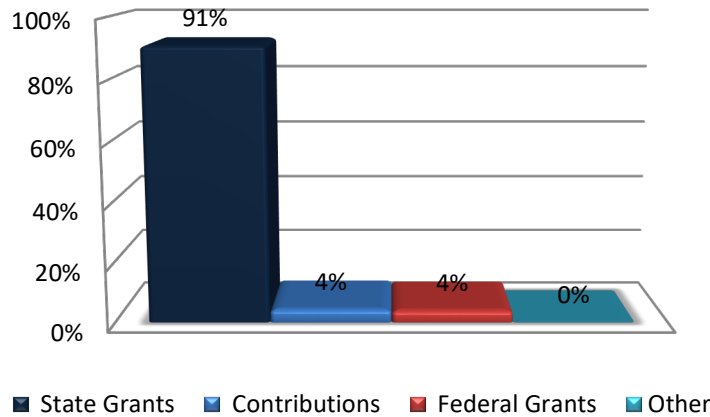
Financial Summary

For Period Ended November 30, 2022

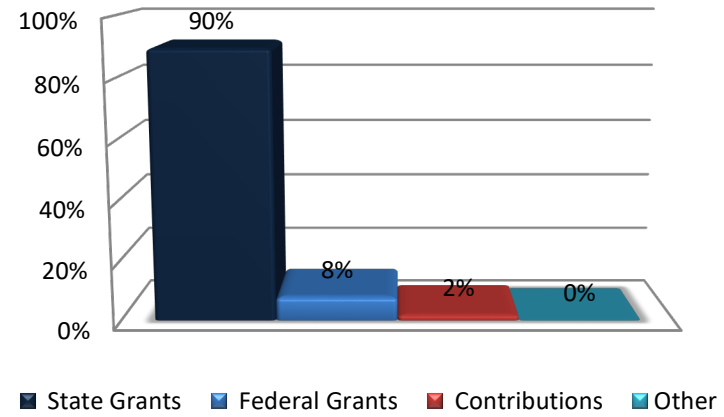
	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Total Revenue YTD:	\$ 10,752,942	\$ 10,339,849	\$ 413,093
Total Expenses YTD:	(9,838,945)	(9,414,032)	(424,913)
Net Operating Surplus(Deficit):	\$ 913,997	\$ 925,817	\$ (11,820)
	<u>Projected</u>	<u>Budget</u>	<u>Variance</u>
Annual Projected Revenue:	\$ 27,295,947	\$ 25,071,163	\$ 2,224,785
Annual Projected Expenses (before depreciation):	(25,521,771)	(25,066,857)	(454,913)
Projected Net Operating Surplus(Deficit) before Depreciation:	\$ 1,774,177	\$ 4,305	\$ 1,769,871
Annual Projected Depreciation:	(323,108)	-	(323,108)
Projected Net Operating Surplus(Deficit) after Depreciation:	\$ 1,451,069	\$ 4,305	\$ 1,446,764
Capital Expenditure Requirements	\$ (290,000)	\$ -	\$ (290,000)
Total Cash Expenditures	\$ (24,908,663)	\$ (25,066,857)	\$ 158,194
Revenue per Pupil (YTD)	\$ 23,740	\$ 23,086	\$ 654
Expenditure per Pupil (YTD)	\$ 22,197	\$ 23,082	\$ (885)

BUDGETING / REVENUE & EXPENSES

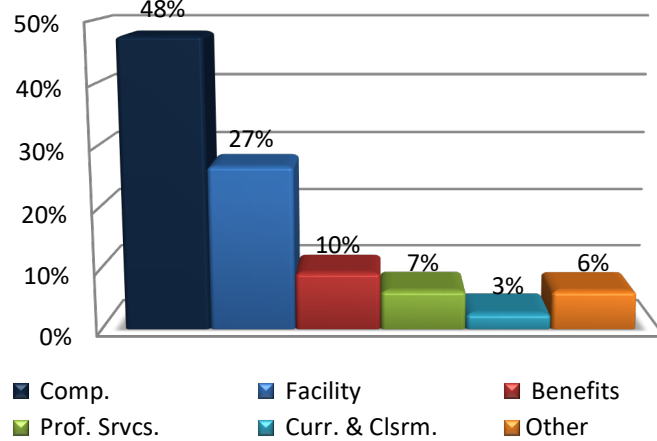
Revenue Breakdown YTD



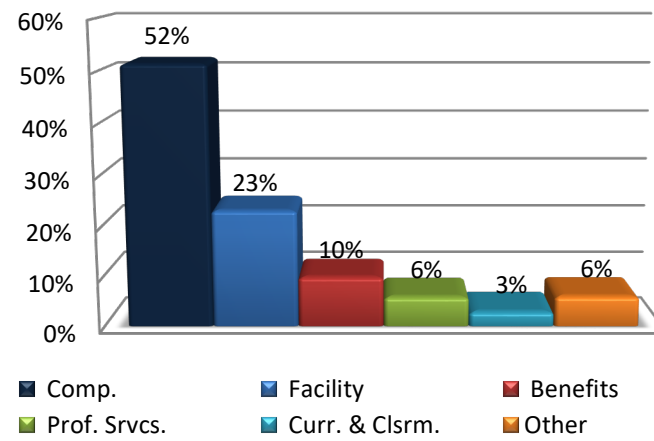
Revenue Breakdown YE



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
ASSETS		
Current Assets	-	
Bank Accounts		
1000 Cash		
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	
Total 1000 Cash	\$ 3,909,733	
Total Bank Accounts	\$ 3,909,733	
Accounts Receivable		
1100 Accounts Receivable	447,826	
Total Accounts Receivable	\$ 447,826	
Other current assets		
1300 Prepaid Expenses	218,963	
1301 Prepaid Insurance	113,362	
1310 Prepaid Rent	481,474	
Total Other current assets	\$ 827,799	
Total Current Assets	\$ 5,185,358	
Fixed Assets		
1500 Furniture, Fixtures & Equipment		
1510 Office & Admin Computers & Equipment	256,303	
1511 Classroom Computers & Equipment	1,422,150	
1512 Classroom Furniture	602,853	
1513 Office Furniture	203,196	
Total 1513 Office Furniture	\$ 203,196	
1514 Musical Instruments	16,390	
1515 Computer Software	44,217	
Total 1500 Furniture, Fixtures & Equipment	2,545,110	
1519 Facility and Construction	127,589	
1520 Architect Fees	115,620	
1525 Fire Alarm System	7,500	
Total 1525 Fire Alarm System	\$ 7,500	
1530 Kitchen/Cafeteria	162,079	
1535 Construction In Progress	-	
1540 Leasehold Improvements	845,530	
Total 1519 Facility and Construction	1,258,317	

Challenge Prep Charter School
Balance Sheet
YTD as of November 30, 2022

	Total	Comments
1610 Website	11,000	
Total 1610 Website	\$ 11,000	
1700 Accumulated Depreciation & Amortization		
1710 Accumulated Depreciation	(2,064,877)	
1750 Accumulated Amortization	(8,861)	
Total 1700 Accumulated Depreciation & Amortization	\$ (2,073,738)	
Total Fixed Assets	\$ 1,740,689	
Other Assets		
1800 Security Deposits	925,999	
Total Other Assets	\$ 925,999	
TOTAL ASSETS	\$ 7,852,046	
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
2000 Accounts Payable	244,539	
Total Accounts Payable	\$ 244,539	
Other Current Liabilities		
2301 Accrued Expenses	90,140	
2302 Refunds Payable	2,256	
2400 Unearned/Deferred Revenue	1,704,332	
Total Other Current Liabilities	\$ 1,800,453	
Total Current Liabilities	\$ 2,044,992	
Long-Term Liabilities		
2700 Deferred Rent Liability	3,042,643	
Total Long-Term Liabilities	\$ 3,042,643	
Total Liabilities	\$ 5,087,635	
Equity		
3100 Retained Earnings	1,850,415	
Net Income	913,997	
Total Equity	\$ 2,764,411	
TOTAL LIABILITIES AND EQUITY	\$ 7,852,046	

**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	
Income											
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	
Total Income	2,124,909	2,078,212	46,696	10,752,942	10,339,849	413,093	16,543,005	27,295,947	25,071,163	2,224,785	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;
Expenses											
Compensation											
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
5000 Compensation	1,062,443	1,116,879	(54,437)	4,700,303	4,644,686	55,617	8,658,167	13,358,470	13,402,553	(44,083)	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	
Total Expenses	2,020,302	2,077,674	(57,373)	9,838,945	9,414,032	424,913	16,005,933	25,844,878	25,066,857	778,021	
Net Income	104,607	538	104,069	913,997	925,817	(11,820)	537,072	1,451,069	4,305	1,446,764	
Capital Expenditures											
Furniture, Fixtures & Equipment	20,984	-	20,984	214,281	-	214,281	25,719	240,000	-	240,000	
Website	-	-	-	-	-	-	-	-	-	-	
Total Capital Expenditures	20,984	-	20,984	243,342	-	243,342	46,658	290,000	-	290,000	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
Beginning Cash Balance (Operating Account)	6,645,873	2,833,529	3,581,664	5,360,669	3,294,207	5,248,209	3,181,747	5,139,969	3,073,507	1,758,835
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)
Net Cash from Operations	537,072	(1,773,743)	2,120,349	(2,059,797)	1,960,667	(2,059,797)	1,964,888	(2,059,797)	(1,308,006)	(332,250)
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	-	-	-	-	-	-	-	-	-	-
Ending Cash Balance (Operating Account)	7,229,603	1,013,128	5,360,669	3,294,207	5,248,209	3,181,747	5,139,969	3,073,507	1,758,835	1,426,585
Other Cash Accounts (Net of Transfers)	-	328,069	328,069	328,069	328,069	328,069	328,069	328,069	328,069	328,069
Total Cash (All Accounts)	7,229,603	1,341,197	5,688,738	3,622,276	5,576,277	3,509,815	5,468,038	3,401,576	2,086,904	1,754,654

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:	339,399	
Net cash provided by operating activities	1,253,396	
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	(243,159)	
FINANCING ACTIVITIES		
2700 Deferred Rent Liability	-	
Net cash provided by financing activities	-	
Net cash increase for period	1,010,237	
Cash at beginning of period	2,899,496	
Total Cash at beginning of period	2,899,496	
Cash at end of period	3,909,733	