



## **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,



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.

### Assessment Types and Moments

 Information Recall	 Diagnostic
 Product	 Formative
 Demonstration	 Summative
 Process	

*Angela*  
Hickel

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
Standard NY5. NF2 Solve word problems involving addition and subtraction of fractions referring to the same whole, including cases of unlike denominators. Elements <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>	Standard NY5. NF2 Solve word problems involving addition and subtraction of fractions referring to the same whole, including cases of unlike denominators. Elements <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>	Standard NY5. NF2 Solve word problems involving addition and subtraction of fractions referring to the same whole, including cases of unlike denominators. Elements <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>	Standard NY5. NF2 Solve word problems involving addition and subtraction of fractions referring to the same whole, including cases of unlike denominators. Elements <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>	Standard NY5. NF2 Solve word problems involving addition and subtraction of fractions referring to the same whole, including cases of unlike denominators. Elements <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</b>(11/28-12/23) 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:

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 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 33K+ 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.

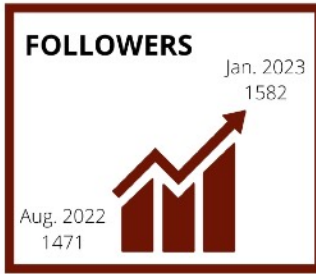
### PARENTSQUARE

**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.

**#1** SUMMER PROGRAM: WULA DRUM 8/10/2022



**#2** TGIF REEL FIELD DAY BOUNCE 8/19/2022



**#3** #TBT FIELD DAY 12/15/2022



**#4** ARVERNE BY THE SEA GROUNDBREAKING 12/27/2022



**#5** MOOORREEE 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.

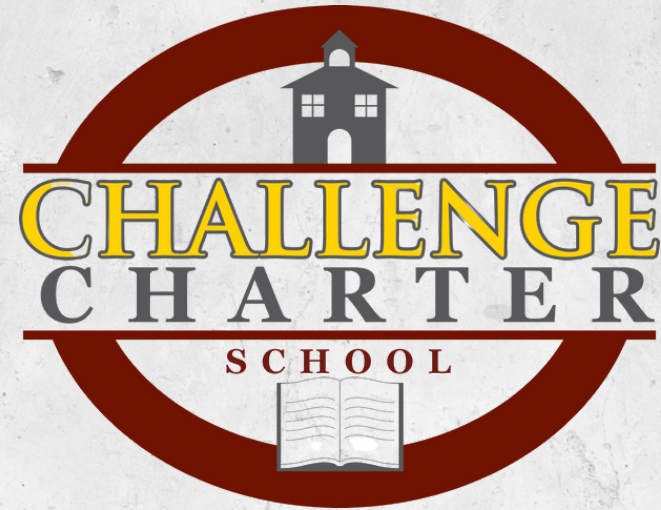
- Rising 6th & 9th Open House events - support and design for slide presentations, letters, packets for families
- Redesigned school flyer/brochure - internal one almost completed
- Social Media - postings began in December and will continue through April
- Vanguard - letter complete; mailing in January
- 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



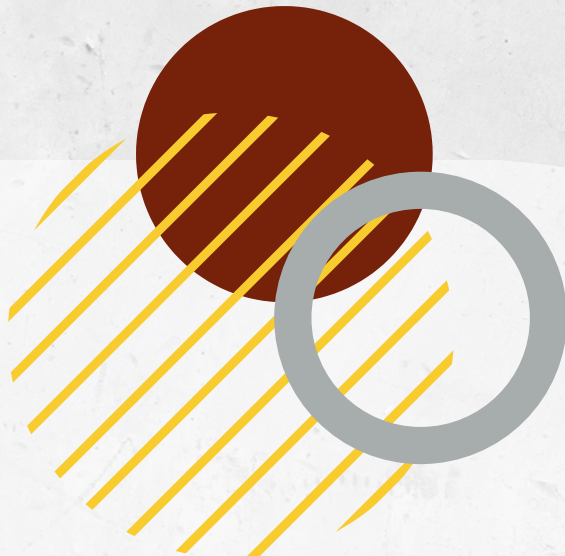
# **STUDENT ENROLLMENT AND RECRUITMENT BOARD REPORT #7**

**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**

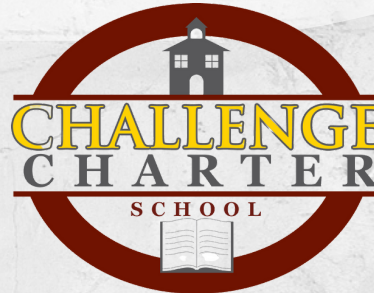
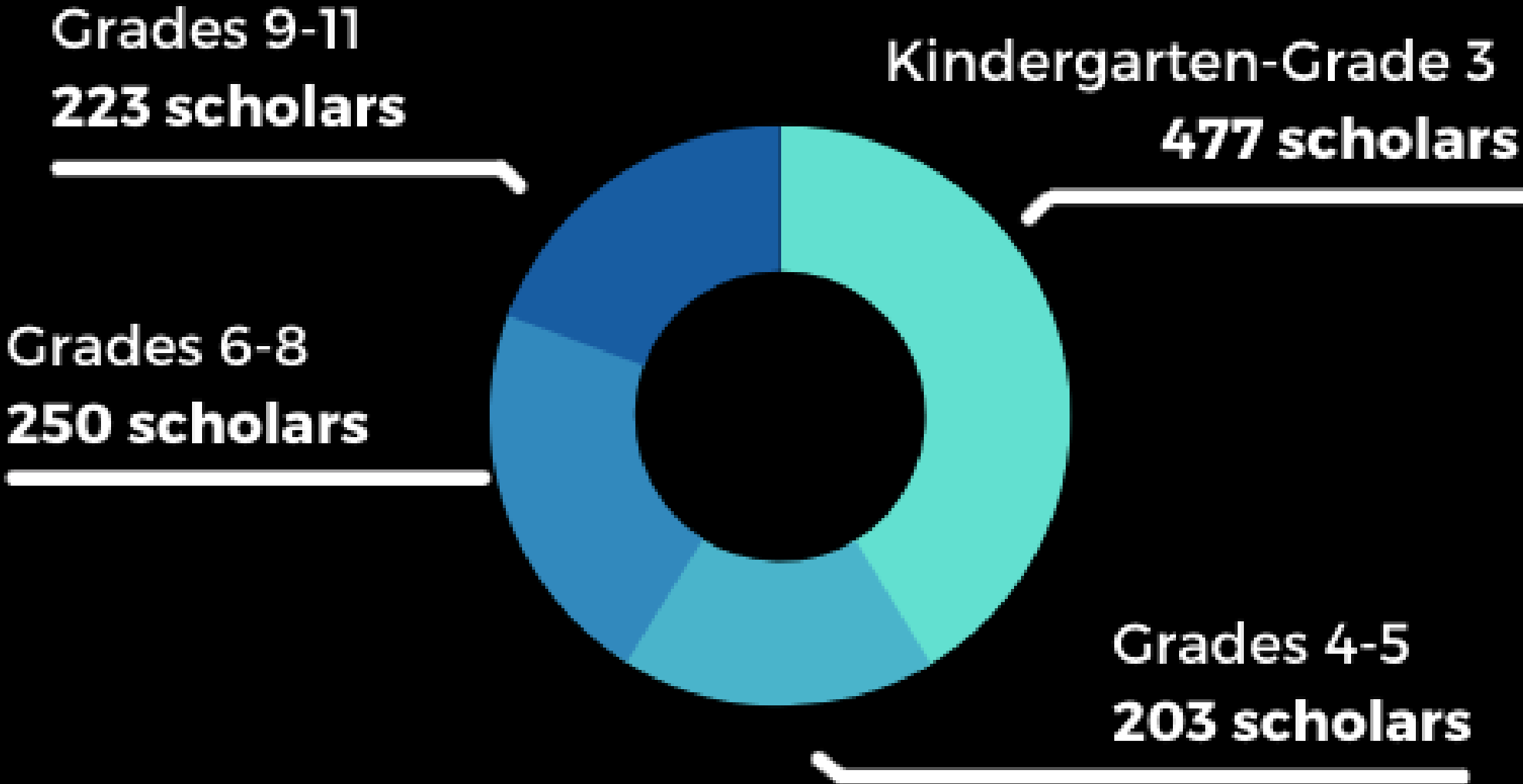
# Enrollment Overview



Approved Charter Enrollment: 1,176 Scholars

## K-11 OVERVIEW

CURRENT ENROLLMENT: **1,153 SCHOLARS**





# Enrollment Overview

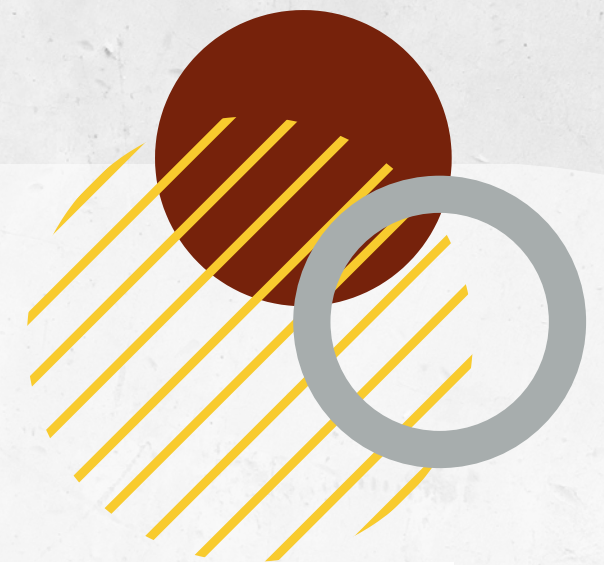
## Elementary Site



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

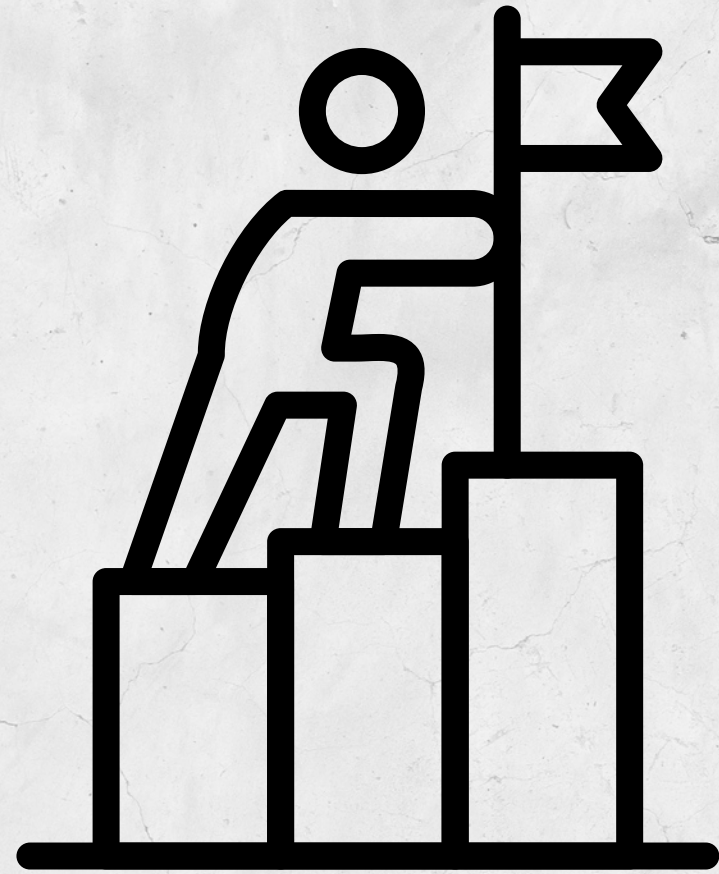
## High School Site



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)**

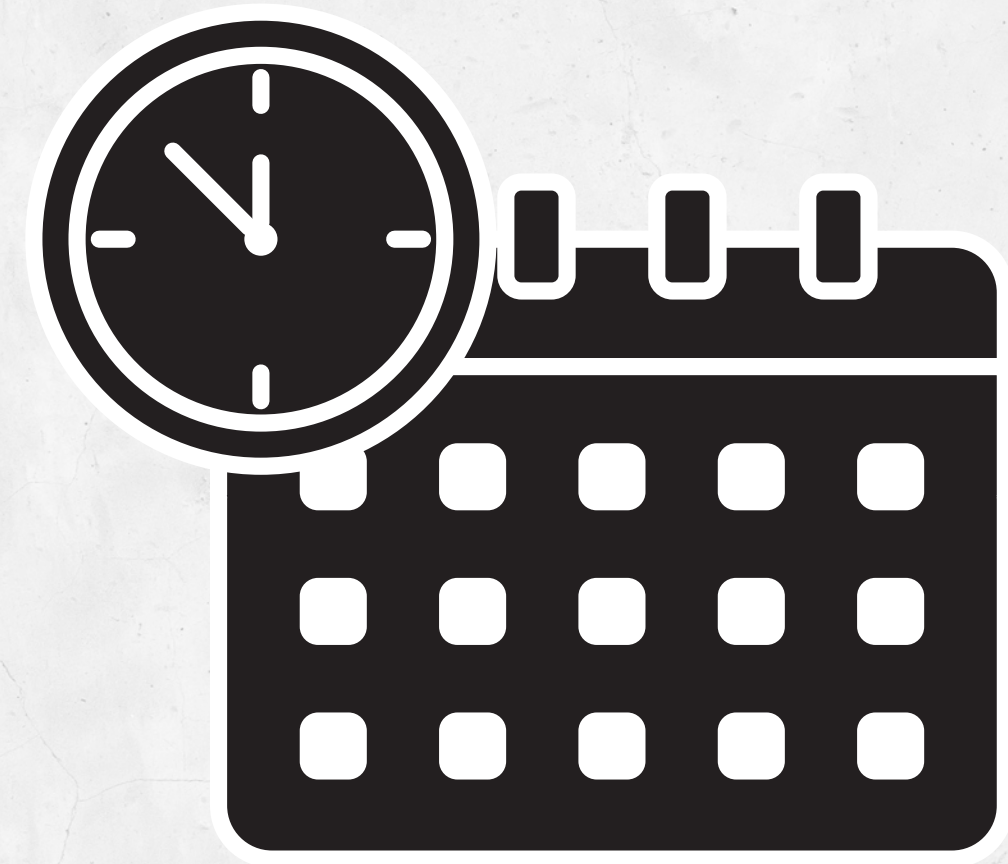
Increase the number of enrolled ELL scholars by at least 3%.



### **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**



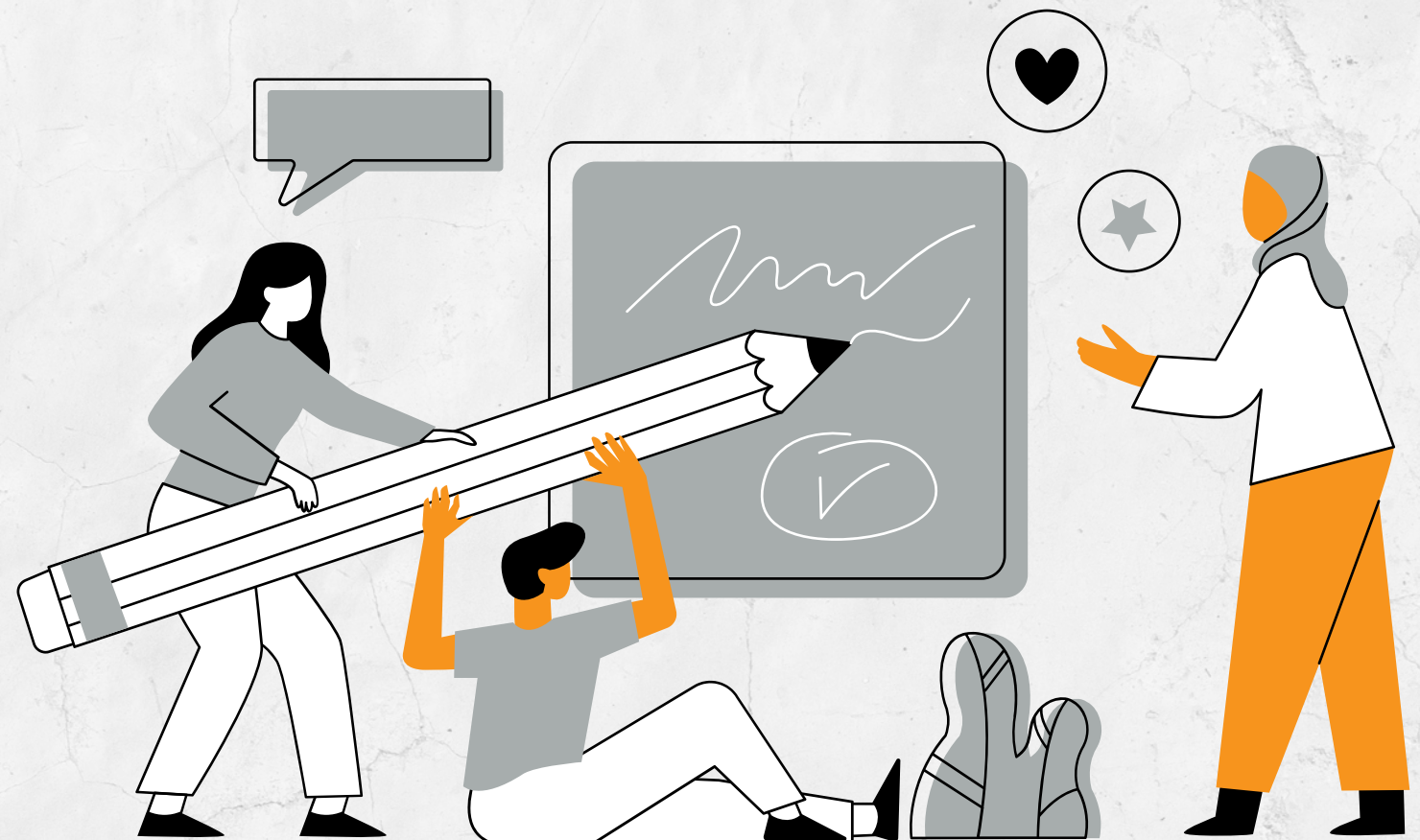
**School Wide Recruitment Initiative**  
The staff, scholars, and parents will have opportunities throughout the school year to participate in scholar recruitment.



**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

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### 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



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

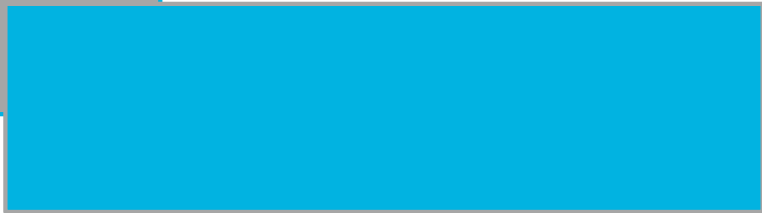
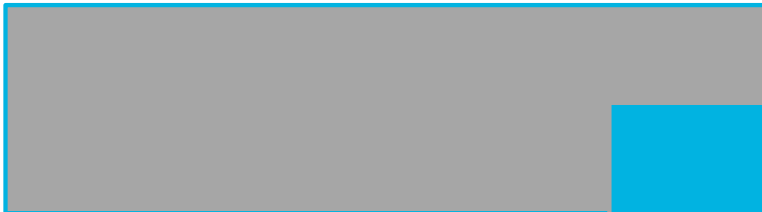
**CSBM**  
CHARTER SCHOOL  
BUSINESS MANAGEMENT

*experience. expertise. execution.*

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## **Challenge Prep Charter School**

Monthly Financial Report  
December 2022

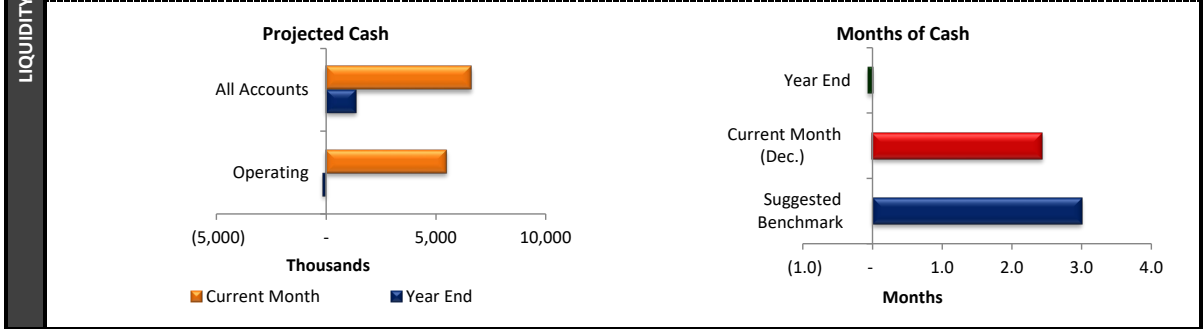


# Challenge Prep Charter School

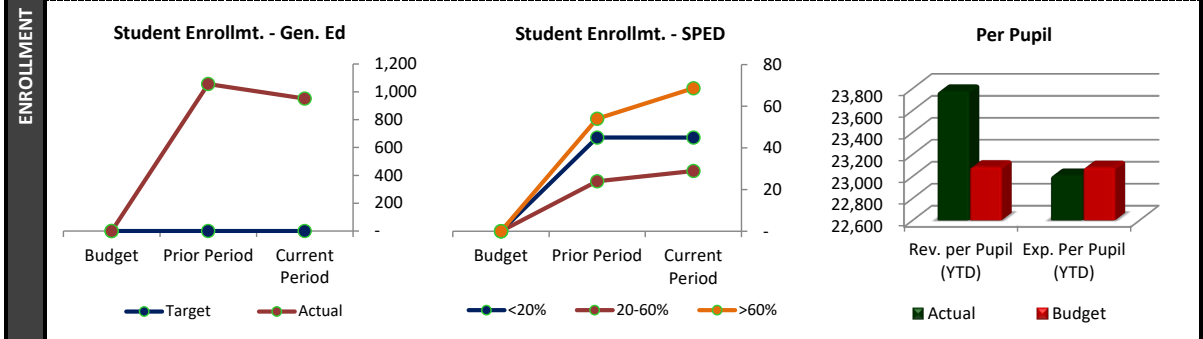
## Financial Summary

For Period Ended December 31, 2022

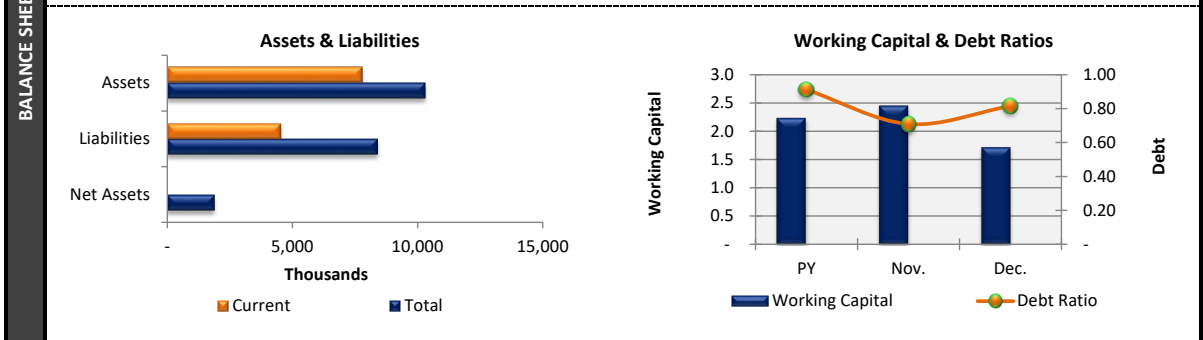
LIQUIDITY	<b>Cash in Bank</b> <i>(Operating Account(s) Only: as of December 31, 2022)</i>	\$ 5,477,605
	<b>Projected months of cash on hand</b>	2.4
	<b>Cash in Bank</b> <i>(Total - All Accounts: as of December 31, 2022)</i>	\$ 6,586,421
	<b>FY Ending Cash Available to Carryover to FY23-24</b> <i>(Operating Account(s) Only)</i>	\$ (143,111)
	<i>*Cash balance available once all FY22-23 obligations &amp; receivables have been settled</i>	
	<b>Projected months of cash on hand</b>	(0.1)
	<b>FY Ending Cash Available to Carryover to FY23-24</b> <i>(Total - All Accounts)</i>	\$ 1,356,754



	<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>	\$ 7,768,849
<b>Total Current Liabilities:</b>	\$ 4,536,723
<b>Working Capital (Current) Ratio</b>	<b>1.71</b>
<b>Total Assets:</b>	\$ 10,299,216
<b>Total Liabilities:</b>	\$ 8,400,629
<b>Debt Ratio</b>	<b>0.82</b>
<b>Total Net Assets:</b>	\$ 1,898,588



# Challenge Prep Charter School

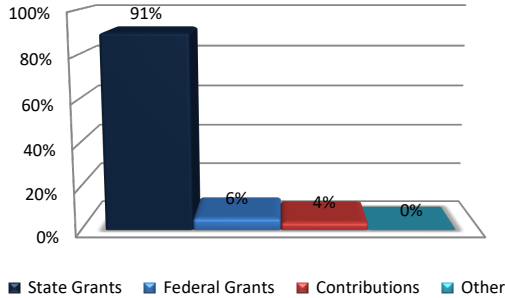
## Financial Summary

For Period Ended December 31, 2022

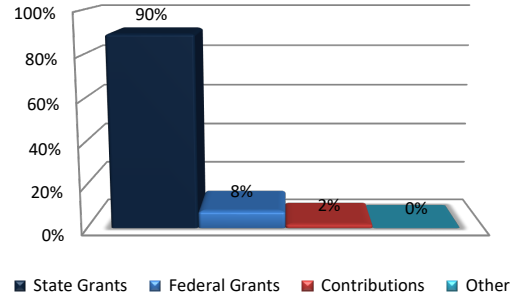
	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Total Revenue YTD:	\$ 13,008,638	\$ 12,526,692	\$ 481,946
Total Expenses YTD:	(12,960,465)	(11,491,706)	(1,468,760)
<b>Net Operating Surplus(Deficit):</b>	<b>\$ 48,173</b>	<b>\$ 1,034,986</b>	<b>\$ (986,813)</b>
	<u>Projected</u>	<u>Budget</u>	<u>Variance</u>
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>
<b>Capital Expenditure Requirements</b>	<b>\$ (290,000)</b>	<b>\$ -</b>	<b>\$ (290,000)</b>
<b>Total Cash Expenditures</b>	<b>\$ (25,620,103)</b>	<b>\$ (25,066,857)</b>	<b>\$ (553,246)</b>
<b>Revenue per Pupil (YTD)</b>	<b>\$ 23,776</b>	<b>\$ 23,086</b>	<b>\$ 690</b>
<b>Expenditure per Pupil (YTD)</b>	<b>\$ 23,009</b>	<b>\$ 23,082</b>	<b>\$ (72)</b>

BUDGETING / REVENUE & EXPENSES

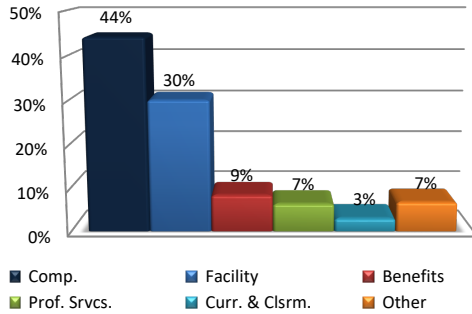
**Revenue Breakdown YTD**



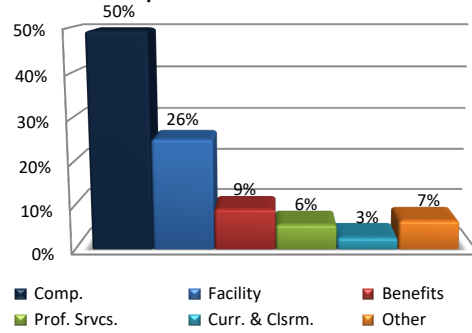
**Revenue Breakdown YE**



**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	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**

	<u>Total</u>	<u>Comments</u>
<b>ASSETS</b>		
<b>Current Assets</b>	-	
<b>Bank Accounts</b>		
<b>1000 Cash</b>		
1001 HSBC Checking - 0844	5,086,556	
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>	<u>\$ 6,586,421</u>	
<b>Total Bank Accounts</b>	<u>\$ 6,586,421</u>	
<b>Accounts Receivable</b>		
1100 Accounts Receivable	(4,150)	
<b>Total Accounts Receivable</b>	<u>\$ (4,150)</u>	
<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>	<u>\$ 1,186,579</u>	
<b>Total Current Assets</b>	<u>\$ 7,768,849</u>	
<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>	<u>\$ 203,196</u>	
1514 Musical Instruments	16,390	
1515 Computer Software	44,217	
<b>Total 1500 Furniture, Fixtures &amp; Equipment</b>	<u>2,546,901</u>	
<b>1519 Facility and Construction</b>	127,589	
1520 Architect Fees	115,620	
1525 Fire Alarm System	7,500	
<b>Total 1525 Fire Alarm System</b>	<u>\$ 7,500</u>	
1530 Kitchen/Cafeteria	162,079	
1535 Construction In Progress	-	
1540 Leasehold Improvements	845,530	
<b>Total 1519 Facility and Construction</b>	<u>1,258,317</u>	

**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>	