



2022-23 School Year Board Meeting #5

Minutes Frederica Jeffries, CPCS Chair called the meeting to order and welcomed everyone to the CPCS 2022-23 School Year Board Meeting #5 at 6:30 PM on November 29, 2022.

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

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

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

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

Members present: Frederica Jeffries, Dr. Michelle Daniel-Robertson, Karon McFarlane, Ben Waxman, Gertrudis Hernandez, Andrew Barnes, Linda Plummer

Members absent: Dr. Michelle Daniel-Robertson

Also present: Dr. Mullings, Donna Webster

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

1. Dr. Mullings introduced Ms. Webster as the meeting began.
2. The agenda was approved by common consent.
3. Due to the death of Senior Advisor Dr. Michael Estep, the minutes from the previous meeting could not be reviewed at this time.
4. The Board Chair asked for Dr. Mullings’ report.
5. Dr. Mullings reflected on Dr. Estep’s involvement. He said that through the years, there was nothing that Mike couldn’t do. He never said no. He always said there is a way or we will find a way. He was generous, and the foundation that Mike and all of us established put us in a good position as we continue. As we received attention for our accomplishments, we said we are crazy and we are getting good things done. I thank God for the man and for meeting him. Ben Waxman said we have two feet on the ground, and we have so much to thank Mike for.
 - a. Dr. Mullings circled back to the help that Ms. Webster is providing to fill in the financial leadership gap.

- b. Dr. Mullings spoke about the holiday shows coming up.
6. The various reports provided by CPCS Directors and Principals that were sent prior to the meeting were referenced.
 7. Frederica Jeffries recognized the report saying:
 - Mike's work was finished. We are in a great position. He was extraordinary.
 - She called for the financial report.
 8. Donna Webster reported from the November financials:
 - She brought condolences regarding Dr. Estep. She said he had always made her feel comfortable. She said he never got off the phone or left a meeting without expressing appreciation. He was one of the best and most remarkable people I have ever known.
 - Up to the end of October cash on hand is \$6.5M. Projecting into the next school year based on the budget, we would carry over \$1.7M.
 - The first per-pupil invoice was based on 1101 students trending above the projected 1086. \$23K per pupil was budgeted, but \$23.9K per pupil is the actual number.
 - Expenditures are slightly over budget so far this year. Total assets are \$10.4M with \$7.7M in liabilities, so we are in good standing.
 - The January and February per-pupil invoice was just finished today and looks to be on target. Instructional staff salaries compared to budget are holding steady, but there is not a lot of wiggle room there.
 - Projected expenses are \$25.9M with a projected end of \$437K income for 2023.
 - Dr. Mullings responded to the budget: we have been speaking to experts and we are a bit top-heavy administratively. We will look to conserve related to staffing. That moved the discussion to the Personnel Report.
 9. The ability to serve ELLs came up related to the migrant population and the demographics of our district. Dr. Mullings affirmed that this is a population that is growing here. Discussion about testing and DOE requirements to see academic improvement is not balanced with the needs that ELLs and SPED students have.
 10. Personnel Report: Dr. Mullings reported that our Director of SPED resigned. We will fill other SPED positions that have been vacant to service scholars. There are no other hires.
 11. The Chair mentioned the next meeting in December. The report was received, and the meeting adjourned by common consent.

After the meeting was over, a call to Kim Messer, Director of Communications, was made to express condolences from the Board over the passing of her father.

Respectfully Submitted,



Karon McFarlane
Secretary



Attachment #1
See Prior
Month
Minutes for
Minute
Attachments



2022-23 School Year Board Meeting #4

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

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

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

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

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

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

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

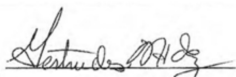
Also present: Dr. Mullings, Dr. Estep, and Auditors: Donna Webster, Gus Saliba, James

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

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

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

Respectfully Submitted,



Gertrudis Hernandez
Secretary Pro Tem



Attachment #2



Senior Director of Teaching and Learning K-5
November 2022 Board Report
 Covering October 10-November 16
Kentia Coreus

Enrollment Compliance

Grade	Total Scholars	Target Enrollment	Difference	# ELL scholars	# scholars w/IEP
K	124	120	4	7	12
1	119	125	-6	0	16
2	118	125	-7	9	24
3	119	125	-6	2	23
4	101	104	-3	6	21
5	101	104	-3	8	18
Totals	682	703		32	114

source: Student Enrollment Weekly Report sent on October 21, 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 at the elementary division: Grade 2 Gen-Ed Teacher, Grade 2 Gen-Ed-ICT Leave Replacement (2), Grade 3 Teacher Assistant. Non-classroom teacher vacancies include: special education liaison, special education instructional coach, and assistant principal of school culture (an offer letter is pending for this role with a January 2023 start date).

The K-5 special projects coordinator is taking the following action steps to support recruitment:

- Posting vacancies on Lever which gets distributed to Indeed and LinkedIn
- Sharing of the SPED Liaison job description with the principal for internal recruitment
- Listing vacancies with Alternative Tutoring, School Professionals and Practice Benefit Corp.
- Vacancies sent to Ms. Messer to post on our Facebook, Instagram, and our monthly newsletter
- Posting vacancies on personal LinkedIn Page
- Connecting with all local area colleges with teaching programs for early access to December graduates
- Reviewing all candidates in Lever who have applied to other instructional roles at the school

Preparing for Renewal: Our MLL/ELL programming at K-5

On November 9, 2022, the elementary division hosted Ms. Jennifer Hall from the Collaborative. The purpose of the visit was to provide us with a preview of what our authorizer will ask about various compliance items as it relates to: recruitment, language access, enrollment and identification of this special population as dictated by charter law and our charter agreement. Below is a summary of her findings and feedback that is applicable to K-11.

Topic	Next Step Considerations
<p>Recruitment <i>Charter schools are state mandated to make good faith efforts to recruit and retain ELLs in comparable numbers to their CSD counterparts</i></p>	<ul style="list-style-type: none"> ● Collect evidence of reaching out to immigrant/multilingual communities <ul style="list-style-type: none"> ○ Your authorizer will want to see evidence of reach-out even if you don't meet your MLL enrollment target, they at least want to see effort in reaching out. ○ In the resources, check out the list of Immigrant-based CBOs by borough (this seemed to be the target growth area during our conversation) ● Attend the 11/14 Webinar on MLL Recruitment Mandates & Best Practices for School Charters ● JH will connect Janisa Vaughn w/ colleague Sherita Smith (Dir. of School Supports & Development) to talk through adding MLL preference to the lottery among other items that Janisa would like to talk through.

<p>Language Access <i>Schools are federally mandated to provide free translation and interpretation for parents/guardians who prefer a language other than English</i></p>	<p><i>Under the Civil Rights Act of 1964, families who speak a language other than English are entitled to receive the same information as English-speaking families in the language that they understand. To do otherwise would be discrimination.</i></p> <p>Based on our conversation, this is an area of strength. Below are some additional items to consider:</p> <ul style="list-style-type: none"> ● School communications must be provided to ALL families (Not only current MLL students families) in the language they prefer. Some items below to consider for translation: <ul style="list-style-type: none"> ○ School Policy Handbooks, are they translated to the home languages of students? ○ Create a language access policy for staff <ul style="list-style-type: none"> ■ Review Language Access Policy with staff and maintain documentation of attendance and agreement ○ Systemize how teachers submit documents for translation ○ Add translation option to school website (See LINK for how to add google translate to your webpage) ○ Create a one-pager or video tutorial for families on how to receive Parent Square communications in their preferred language <p>*See Translation Folder in resources for items that can support with the above.</p>
--	--

<p>Enrollment and Identification <i>Schools are federally mandated to administer a home language survey, assess potential MLLs for English language proficiency, and inform parents/guardians of MLL status and services.</i></p>	<p>Based on our conversation, sounds like you all have fairly strong systems already in place for identifying and supporting MLL/ELL families during enrollment. Below are the growth area items we discussed:</p> <ul style="list-style-type: none"> ● Home Language Identification Survey ● Train up member(s) of enrollment staff to administer the HLIS in partnership with families ● Binder for copy of HLIS at Enrollment that has another language other than English listed to provide to MLL/ELL teachers to confirm with families and provide orientation to MLL/ELL services for potential MLLs/ELLs ● Can pull 3-year history of current/former ELs through the RLAT report(be sure to run report for non-entitled students to see former MLLs) ● Pull HISE Report for a snapshot of their individual MLL test history if needed <p>*See ATS Folder in resources for MLL report cheat sheets</p>
---	---

Supporting School Improvement

The senior director of teaching and learning (“SDTL”) will be collecting evidence of how the members of the elementary team are implementing action plans in support of the [instructional goals](#) that are part of the school improvement plan. A template was provided as a check-in tool for how the team is working towards ensuring high levels of student achievement for all scholars. This work will happen in a series of meetings. The questions below are being considered for the reading and math goals:

Data: According to our baseline data, where are we starting from? Is our goal realistic? What data are we relying on to assess progress?

Teacher actions: What prescription, resource, tool, reference are we utilizing to support this work? What is the current status (use dropdown)? For the sake of time, we will only discuss 1-2 accomplishments and 1-2 barriers for each teacher action.

Later: Enter assessment types and windows under BOY, MOY, EOY. Enter accomplishments and barriers/needs for each teacher action.

The initial meeting resulted in the refinement of the ELA goal identifying a mastery goal for K-1 using the F&P assessment and a growth goal for grades 2-5 using iReady data. The SDTL will lead another conversation about math before expecting the team to refine the writing and professional development goals on their own.

Learning Walk #2

The SDTL joined the elementary leadership team in its second learning walk for the 2022-23 school year. The following are high-level areas in need of improvement:

- There is evidence that some teachers need continued support with unpacking NextGeneration standards and developing lesson plan objectives that clearly align with those standards
- There is evidence that some teachers struggle with creating engaging lesson activities that are clearly aligned to lesson objectives
- There is evidence that some teachers are not differentiating for scholars
- There is evidence that some teachers are not providing specially designed instruction for scholars with individual education plans
- There is evidence that some teachers need continued support with creating systems that encourage scholars to create their own questions
- There is evidence that some teachers need support with utilizing scaffolded questions to encourage rigorous scholar thinking processes

As an immediate next step, the elementary team was asked to assign teachers to upcoming professional development opportunities from the Collaborative. The principal is drafting internal next steps which will involve opportunities for teachers to learn from one another and to reflect on their teaching by watching a recording of their teaching. The SDTL will also review the staffing model and make recommendations to the CEO.

Celebrating the Work Happening at Challenge Charter School

On Sunday October 16, 2022, the SDTL facilitated a presentation highlighting CCS' implementation of the School-Wide Enrichment Model. Our implementation of Enrichment clusters/electives was highlighted. On Tuesday November 8, 2022, the SDTL was honored to represent CCS during a presentation at the New York Charter School Association highlighting what we are thankful for as an organization. In addition to recognizing our gratitude for families, teachers and staff who continue to choose it, the presentation was an awesome opportunity to demonstrate gratitude for our CEO and Founder, Dr. Les Mullings for his community work through partnership and relationship building with our elected officials. Governor's Hochul's visit on October 28, 2022 was a highlight of the presentation.



Attachment #3



CHALLENGE CHARTER SCHOOL

2021-2022 Principal's Monthly Board Report

Mavgar Mondesir-Gordon, Principal (Grades 6-11)

School Year 2022-2023 Report November 21, 2022

Current CCHS Enrollment:

Cohort Group	Grade Level	Enrollment as of...									
		Sept, 9, 2022	Oct. 15, 2022	Nov. 28, 2022	Dec. 10, 2022	Jan. 14, 2023	Feb. 16, 2023	Mar. 22, 2023	Apr. 14, 2023	May 20, 2023	Jun. 21, 2023
#3	G. 11	51	52	53							
#4	G. 10	73	77	77							
#5	Gr. 9	90	89	96							
TOTAL		214	218	226							

Current CCMS Enrollment:

Cohort Group	Grade Level	Enrollment as of...									
		Sept, 9, 2022	Oct. 15, 2022	Nov. 28, 2022	Dec. 10, 2022	Jan. 14, 2023	Feb. 16, 2023	Mar. 22, 2023	Apr. 14, 2023	May 20, 2023	Jun. 21, 2023
#6	Gr. 8	73	88	92							
#7	Gr. 7	95	92	96							
#8	Gr. 6	92	69	71							
TOTAL		260	249	259							

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 10, '22	Dec 13, '22 - Jan 14, '23	Jan 17, '22 - Feb 16, '23	Feb 17, '22 - Mar 21, '23	Mar 21, '22 - Apr 14, '23	Apr 15, '22 - May 20, '23	May 21, '22 - Jun 20, '23
#3	Gr. 11	82%	84%	84%							
#4	Gr. 10	46%*	50%*	82%							
#5	Gr. 9	71%*	78%*	83%							
#6	Gr. 8	96%	88%	97%							
#7	Gr. 7	97%	94%	99%							



#8	Gr. 6	96%	93%	100%							
CCMS Average		90%	96%	99%							
CCHS Average		65%	70%	84%							
6-11 Average		81%	81%	91%							

ATTENDANCE:

Administrative efforts aimed at improving attendance rates have been successful so far. Grades 6-11 participate in a mandatory Buy-back program wherein scholars are required to sit for instruction during lunch or from 3:50 PM to 4:30 PM in order to make up for time and work that they missed by being late to school.

STAFFING:

CCMS and CCHS learning spaces are still experiencing a shortage of staff. As it stands at this time, the Principal has had to promote TAs with a Bachelor's degree in line with the course of study to teach the classes as we continue to seek talent. SPED is hardest hit and ENL as our student populations have grown in these sub-groups. Thus another strategic move had to be made to use teachers with Gen Ed. New York State Licenses to provide SETSS services to scholars. In addition to teaching their core classes. They work in tandem with teachers who are SPED certified to get the large number of SETSS services done. This work is led by Dr. Lyle in addition to her tasks as an AP. Please see the layout below:

SPED SETSS Service Providers

Teacher	Certification Status	Grade for Services
J. Giotta	Professional	SWD Grade 6
C. Sylvester	Initial	SWD Grade 8
M. Grimes	SPED COVID-19 Emergency	SWD Grade 7
T. Chapman	Initial	SWD Grade 7
M. Krasnicki	SPED COVID-19 Emergency	SWD 11
M.Zak	SPED Professional	SDW 10
T. White	Pending (BS in SPED)	SWD Grade 9
AP Dr. S. Lyle	SBL/SDL/Reading Specialist	SPED Liaison



Please see the vacancies below:

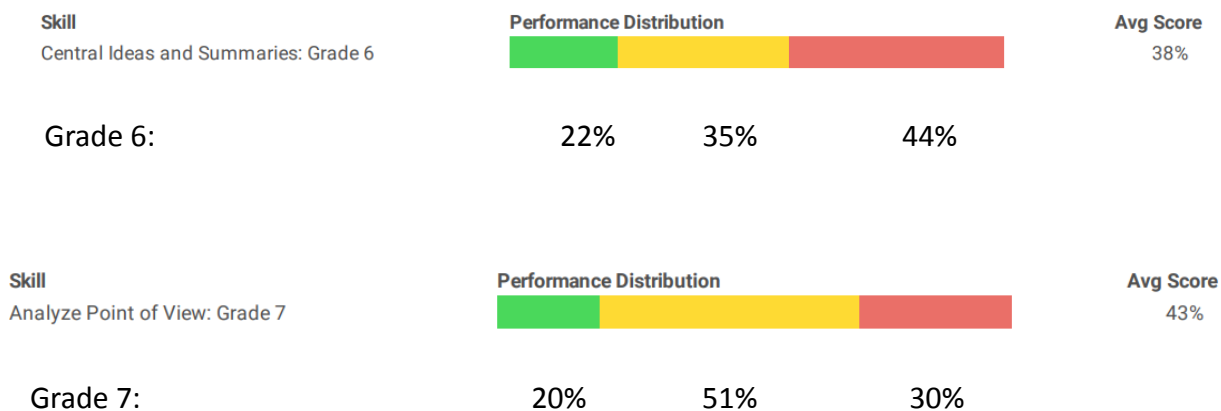
- CCMS:
 - PE/Health 6-8 - TBA- Covered by Dean Russell
 - Grade 8 - Math Teacher - TBA - Covered by AP Vil
- CCMS/CCHS: ENL Teacher (Based on the number of ELLs enrolled and their levels of language proficiency)
- CCMS SPED Certified SETSS Teachers: Grades 6, 7, 8
- CCHS:
 - English 11 - This class is covered by Principal Gordon until a teacher is found.
 - Spanish II Teacher - Covered by Ms. Gomez, ENL Teacher, and Mr. Medina
 - PE/Health Teacher #2 - Based on the student enrollment.
 - CTE - Health 1

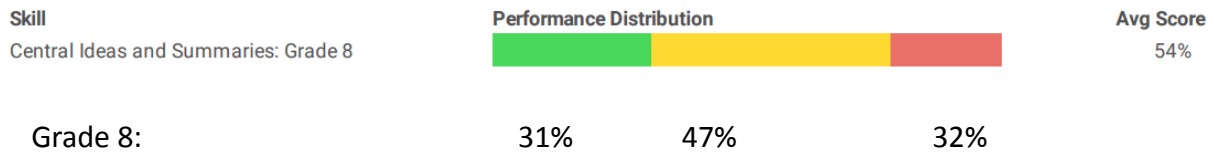
CURRICULUM, INSTRUCTION, AND ASSESSMENT

CCMS and CCHS will focus on weekly mini-assessments in all areas using iReady for the Math and ELA core. All other subject areas will use the Performance Matters software to create their weekly mini-assessments. We will enter into the: Teach - Assess- Analyze Data - RTI - Assess cycle. Further, on December 5-7th, 2022, CCMS and CCHS will complete Test Prep Benchmarks in ELA and Math. The analyses of the data will be the soft launch of our Test Prep Unit. At CCHS, Regents Review will begin the Week of November 28, 2022, and will be held from 3:50 p.m.- 4:30 p.m. This will begin now until June. We have also bought into Castle Learning to support our teachers and scholars in helping them increase and improve their study habits

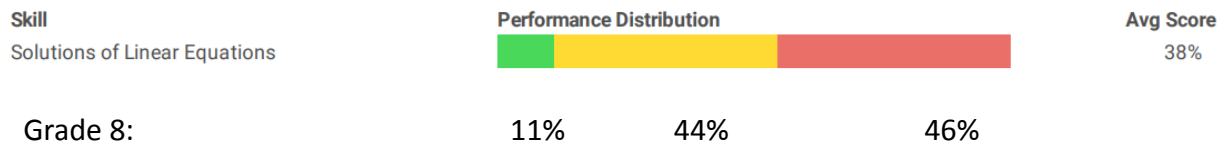
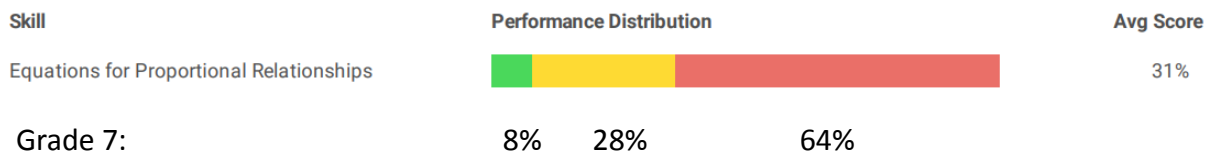
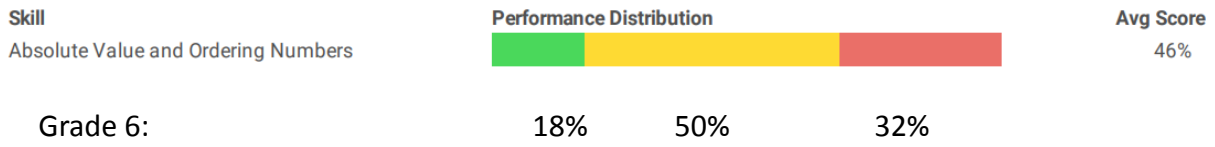
Please see a snapshot of the Mini assessment Standards Mastery done for November 18, 2022.

READING:





MATH:



Our Two CTE experiential classes are continuing with scholars placing a deep interest in the content and practicality of these classes. We are pleased to announce the arrival of Mr. Brickel, our Culinary Arts Teacher, who is certified and highly experienced, as well as Ms. McKoy, who came as a TA but is CNA certified and has a wealth of experience in the field. She has enrolled at Queens College for the RN program and will cover the class in the meantime as we seek to fill this vacancy.

- Beginning the first period of the day with core instruction across CCMS/CCHS has yielded an improvement in punctuality. However, we have scholars who are habitually late. CCMS/CCHS have begun the Buy Back Initiative. Scholars who are late must stay in school for an extended period from 3:50 p.m. to 4:30 pm. Working on the instructional time lost in the morning.
- iReady has become the Adaptive Learning Lab, which focuses on scholars' dedication to path and teacher-assigned lessons.
- CCMS has also added a Math Intensive Class which is focused on building the fluency and essential prerequisites needed to navigate the math curriculum on all grade levels. With the Compensatory Services guidelines, this class will help



with supporting our scholars with IEPs as well.

- CCHS continues to use the HMH curriculum in all areas of the curriculum except for English, where the Engage NY continues to be used.
- CCHS has launched the CTE Experience offering Health I and Culinary Arts. We are also getting ready to launch the Aviation experience.
- At CCHS, APEX will also be used in the Adaptive Learning Lab, which focuses on scholars' dedication to recovering their credits and placing them on a path to graduation. We also have the Study Hall, where teachers push in to help scholars with projects and assignments.
- i-Ready BOY Reading and Math diagnostics are mostly complete. As we enroll scholars, the data will be updated.

SOCIAL-EMOTIONAL LEARNING (SEL)

- At this time, CCMS/CCHS teachers are engaged in growing their knowledge in the RULER - MTSS for adults. Teachers are given portions to work on every week, and then this is discussed at the beginning of our Friday PDs.
- The SST Team has also received invitations to work on the RULER with Ms. Richards - Director of Pupil Personnel Services. They also meet every First Friday of the month to engage in PD with her.
- CCMS will work with the Second Step Curriculum, and CCHS will work with the Overcoming Obstacles Curriculum.
- Ms. Richards, Principal Gordon, and the SST team met with a consulting firm, Windows of Opportunity - Hal Eisenberg – to work on a curriculum titled “HEAL” for Advisory, which will launch in the first week of December for advisory.
- Naviance was also launched this month to help support our scholars make their transition to college readiness.
- CCMS and CCHS will also partner with Northwell Children’s Hospital and Cohen’s Children's Hospital to provide support as part of our SEL work. In these sessions, the scholars will continue to be guided on topics that have reared their unwanted presence in this pandemic era—impeding the socialization process for our scholars.

SPECIAL EDUCATION and ENL SERVICES

- Dr. Lyle continues to lead the SPED work on all grade levels 6-11. Ms. Ana Gomez provides ENL services but will need support as we search for another ENL teacher due to the increase in the ENL population at our school.
- RTI will also continue this year, coupled with MTSS for scholars who need the intervention as per the IDEA and IDEiA Law.
- IEP meetings are in full swing and thus far have been doing well—As the CSE now has a new team in place.
- Principal Gordon has also joined the Principal Cohort at the Collaborative to ensure that the school is in full compliance and maintains the knowledge needed to do this work. Our staff has also been strong attendees at the SPED and ENL boot camps and the Pipeline Program



DIGITAL PLATFORMS

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

PARENT AND SCHOLAR OUTREACH and ACCESSIBILITY

We hosted our first in-person Parent-teacher conferences and the attendance was astounding. Many families turned out to meet their scholar's teachers. It was an afternoon and evening of warm and cheerful discourse.

PROFESSIONAL DEVELOPMENT

- AP Canzoneri and Instructional Coach Manniello have begun their studies in SBL at Molloy University and Ms. Sylvester and Ms. Vidal have returned to St. Francis College to pursue their Masters in Special Education. CCMS/CCHS will see another graduating cohort of teachers who are certified in May 2023.
- We have also begun our work with the Collaborative at the Charter School Center - joining sub-cohorts such as the SPED and MLL/ELL Bootcamps, Principal Cohort, and the SPED Pipeline Programs.
- GRADE TEAM PLANNING AND ONGOING PROFESSIONAL DEVELOPMENT
 - Professional development take place daily:
- VERTICAL DEPARTMENT PLANNING
 - Department Teams continue to meet to discuss instructional planning across disciplines.

INSTRUCTIONAL OBSERVATIONS

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



Attachment #4



Challenge Charter School Communications Report - November 2022

Kim Messer, Director of Communications

Social Media

Our Family Fall Photo Challenge Brought in some great images across all grade levels. Parent engagement is a key goal with these fun challenges.

Internal/External

- **ParentSquare** - Work continues to correct records that affect unregistered families. Monthly reports have been sent to help Operations have data to correct or update records for our families
- **Community Events** - 'Tis the season for many community events that we share with our families. Career fairs, Turkey Distribution, Toy Distribution, and Healthcare Screening are just a few of the opportunities we have or will be providing to our families before the end of the year.
- **Harvest Feast** - Our annual event is back! We changed this event to be school-wide and over 200 Cheetah family members along with staff celebrated on Friday, November 18.



Application Season 2023-24

Marketing plans and website updates are continuing for our next application season. Due to budgetary limitations, we will have to choose to be targeted and not expand as much as is needed. Our current budget is .02% of our potential scholar income based on per pupil amounts. This is much lower than standard marketing spends typically in the 2-5% range.

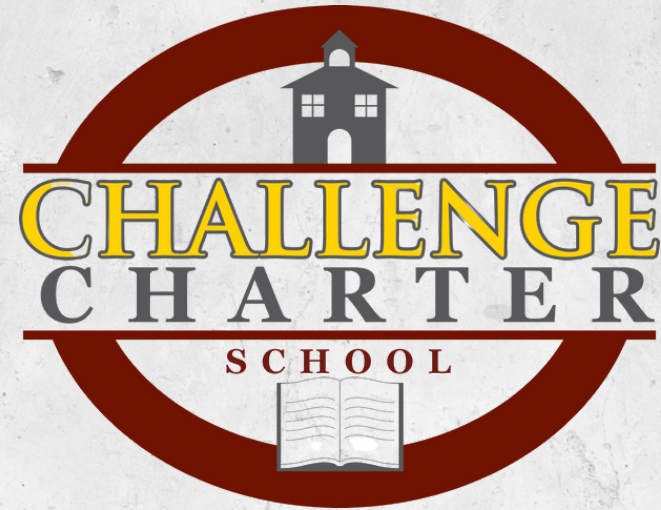
- Redesigned school flyer/brochure - running behind due to workload
- Bus shelter ads - we will need to limit the amount of placements
- Social Media/Google Ads - will likely not be possible this year
- Vanguard - we will have to be creative about how to use this service
- Local print ads - we will utilize these in similar ways as we have in the past

Website

Due to my workflow load there are still a number of updates needed including more SEO work. Daily work involves keeping events updated and monthly work involves updating staff lists, refreshing photos, and the site specific pages.



Attachment #5



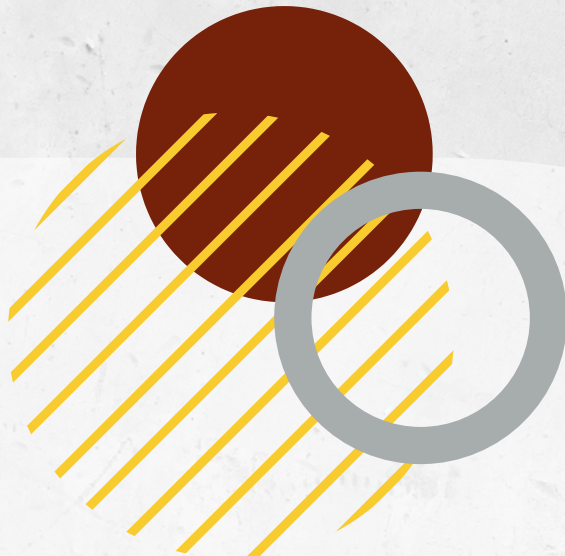
STUDENT ENROLLMENT AND RECRUITMENT BOARD REPORT #3

**DATE: NOVEMBER 21, 2022
PREPARED BY: JANISA VAUGHN,
DIRECTOR OF STUDENT ENROLLMENT AND RECRUITMENT**

Table Of Content

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

Enrollment Overview



K-11 OVERVIEW

CURRENT ENROLLMENT: **1,170 SCHOLARS**

Grades 9-11
226 scholars

Kindergarten-Grade 3
481 scholars

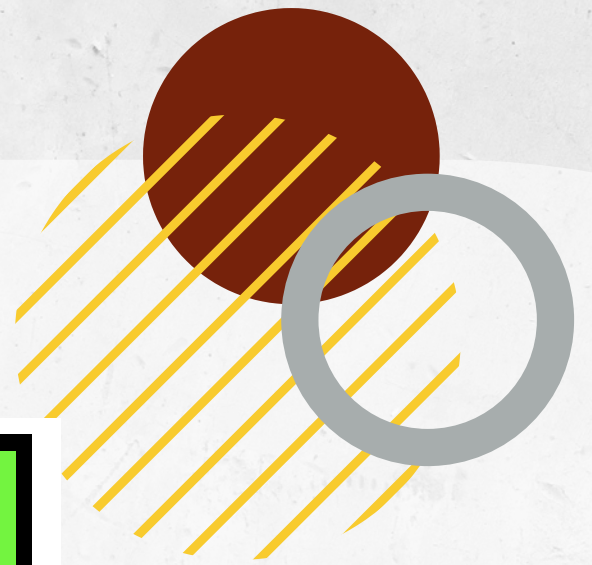
Grades 6-8
260 scholars



Grades 4-5
203 scholars

Enrollment Overview

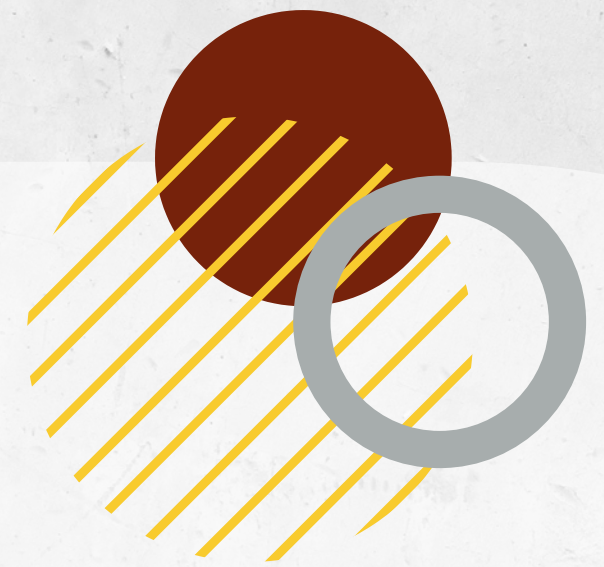
Elementary Site



Site	Grade	CCS Enrollment Goal 2022-23	Total Number of Scholars Currently Enrolled 11/18/22
Elementary	K	120	123
	1	125	122
	2	125	117
	3	125	119
	4	104	102
	5	104	101
	Total	703	684

Enrollment Overview

Middle Site



Site	Grade	CCS Enrollment Goal 2022-23	Total Number of Scholars Currently Enrolled 11/18/22
Middle	6	104	92
	7	104	97
	8	78	71
	Total	286	260

Enrollment Overview

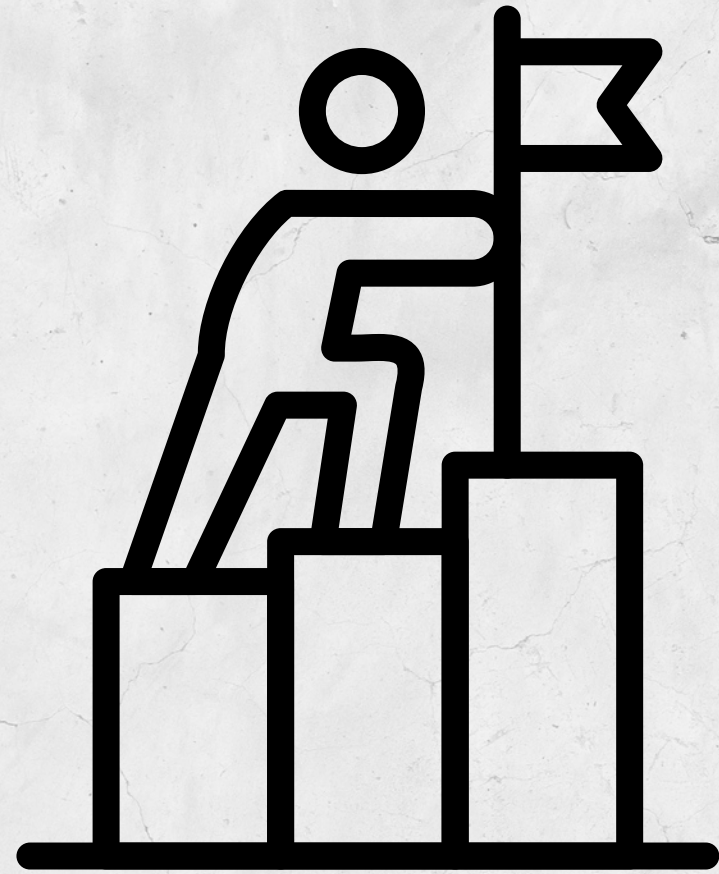
High School Site



Site	Grade	CCS Enrollment Goal 2022-23	Total Number of Scholars Currently Enrolled 11/18/22
High	9	90	96
	10	75	77
	11	53	53
	Total	218	226

Enrollment Goals

2022-23 SY



99% Enrollment

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



English Language Learners (ELL)

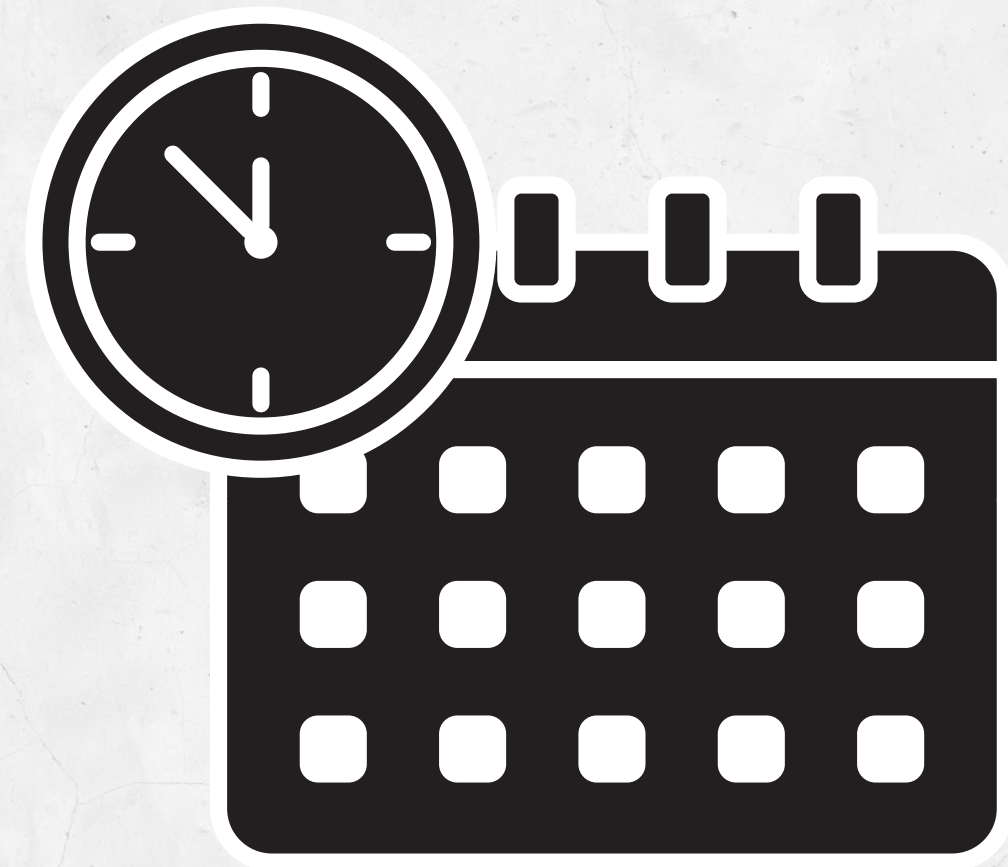
Increase the number of enrolled ELL scholars by at least 3%.



Scholar Retention

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

Looking Ahead- Lottery 2023-2024



Lottery Date: April 4, 2023

Lottery Application

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

Recruitment Events

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

Retention

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

Scholar Recruitment Lottery 2023-2024

Theme:
Begin A Lifetime Of Learning



School Wide Recruitment Initiative

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



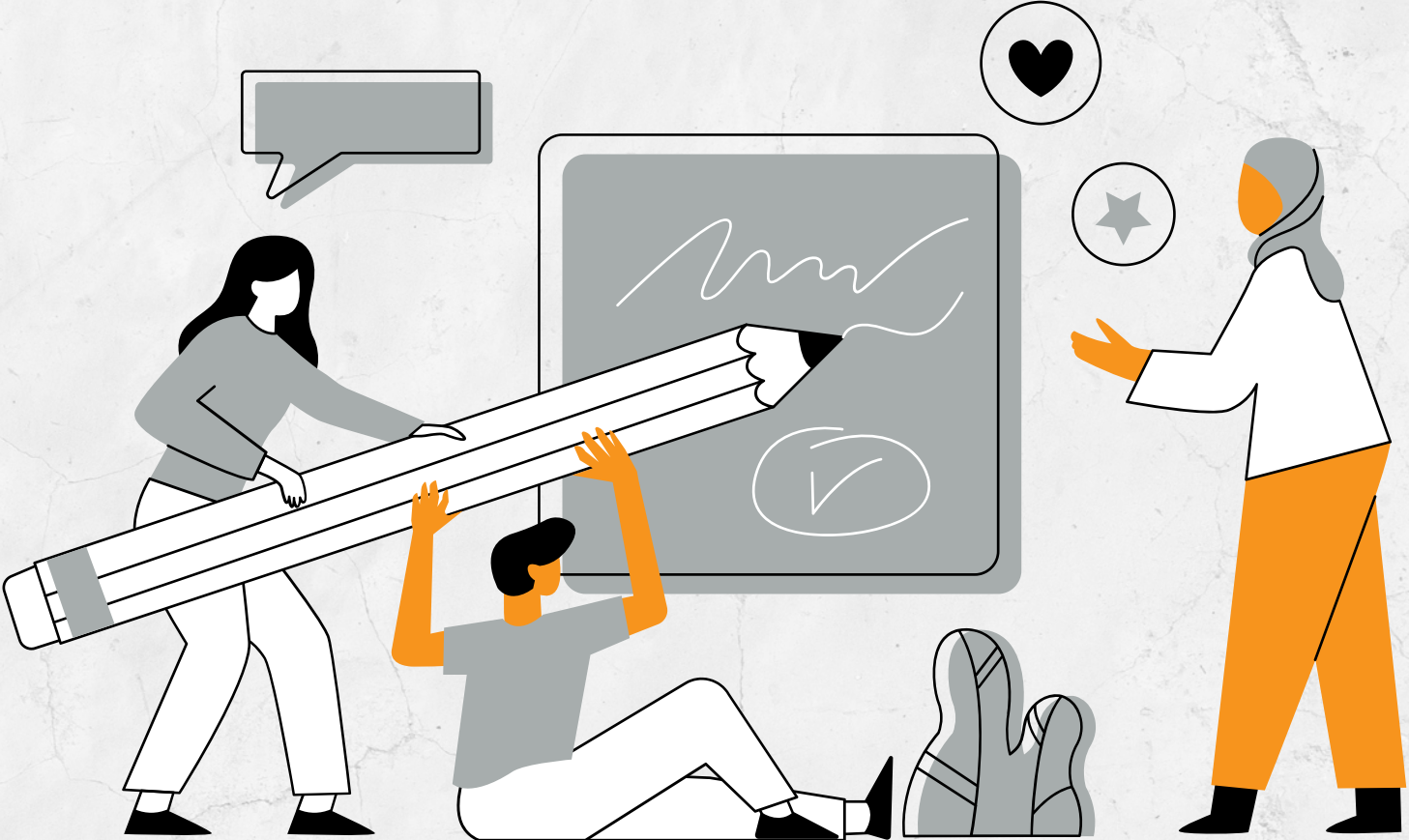
Community Outreach

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



Host Recruitment Events

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





Attachment #6



Director of Operations
November Board Report
November 21, 2022

I am happy to bring to you this report of activity as the director of Operations for November 2022. As I assume this newly appointed role as the Director of Operations I have overseen matters related to the operation management of Challenge Charter School. I will provide you with an update of each operation management task thus far.

- Creates a detailed start-up checklist and ordering list to ensure that the school starts each: **In progress**
- Facility: Overseeing site management and development and ensuring that the school site is maintained as a safe and clean environment: **Obtained a contract for snow removal for all 4 Challenge Charter School locations; completed an adequate filtration for our water filter systems at all Challenge Charter locations; changed air filters at 2/4 locations**
- Food and Transportation: Manages food and transportation services; **Conducted strategic outreach to obtain the return of 836 2022-2023 Survey of Charter School Enrollments and Poverty Status forms**
- Student Data: Manages primarily student attendance at each site and generates **Obtained ATS Access. Will receive training starting 11/22/22; Initiated internal audits to ensure accuracy at all sites, established an outreach plan to reach a goal of 100% registered families on parent square**
- Manage logistics of all special school wide events and projects; **Major events this month Harvest Feast, Community Turkey Give away**
- Manages the registration process of each scholar updating and maintaining each scholar's: **Managed a system to request and receive student records**
- Creates and oversees each site's Safety Plans; **Submitted in October 2022; Successfully conducted 1st fire drill at all Challenge Charter locations;**
- Oversee and maintains school facilities ensuring that building rules and regulations are met for all government agencies i.e. DOH, FDNY. – **FDNY report completed at 710 Hartman Lane on 11/11/22-2 Violations were eradicated; Sprinkler systems at Elementary and High School are up to date**
- Manages and maintains the Purchase Order System with the Director of Finance: **This is a daily activity handled by each site's Operations Managers along with the Supervision of the Director of Operations**
- Regulations and Reporting: Ensures school-wide compliance with health and safety laws, state education mandates and all federal and state workplace regulations in coordination with the CEO and Senior Advisor; **Collaborated with the Health Liaison Ms.**



Director of Operations
November Board Report
November 21, 2022

bailey to move from 70%-89.1% Immunization status complete; Created a Covid-19 Testing Kit Inventory system; Distribute tests to continue to minimize the spread of COVID-19

- Manages the operations Managers at each site; Operations School Aides, Operation Assistants, and Custodial Staff; Conduct weekly meetings with the Operations Managers; Initiated Cycle 1 of Employee evaluations: Self Reflection; Conducted an Operations staff meeting to set expectations with School Aides and Operation Assistants; Meet with the custodial staff several times a week
- Manages and maintains [in conjunction with the Director of Finance] the inventory of all equipment, furniture, etc. being “audit” ready at all times; To date we have not had a request from the auditors for this information: Created an inventory tracking system to document curriculum, technology, and furniture ordered/received
- Performs other related duties as required and assigned; Developed a Professionalism Professional Development Series that will be implemented in December 2022

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

Respectfully Submitted,

Alexyia N. McNeil

Alexyia N. McNeil
Director of Operations



Attachment #7



Director of Technology Report

Nov. 2022 - Dale Richardson

I: Current Work

1. Firewall at 12-79 Redfern Ave
 - a. (Formerly in the “pending budget approval” section) This item should not be postponed much longer, in order to ensure we meet compliance on student internet safety at our middle school.
 - b. This device will expire in January of 2023.
 - i. Quote for new device: \$11,180.70 for new firewall.
 - ii. Quote for a one year extended license: \$2,620.00.
 2. Reso-A delivery at 15-20 Central Ave.
 - a. We have received 4 Lexmark CX725 series printers.
 - b. We have received 5 Promethean AP9-B864 Active panels (often referred to as smart boards).
 - c. The Apple laptops that we ordered have been discontinued and are no longer available. Depending on the pricing for the new/replacement Apple MacBook Pro Laptops, the school will have approximately \$58,681.00 in Grant Funding still available within the budget for this Grant Allocation.
 3. Smart-Board Guys delivery at 15-20 Central Ave.
 - a. We have received 4 Newline AP9-B864 Active panels (often referred to as smart boards).
 4. (Formerly in the “pending budget approval” section) Security Camera Installs at 710 Hartman Ln & 1526 Central Ave.
 - a. Security Cameras for 710 Hartman Lane.
 - i. Quote pending.
 - b. Security Cameras for 1526 Central Avenue.
-



i. Quote pending.

5. eRate 2023 - 2024

- a. eRate season is approaching.
- b. We will need to submit our total certifiable scholar count.
- c. We will also need to submit how many scholars qualify for free/reduced lunch.
- d. For an overview of the program, please use the following url:
<https://www.usac.org/e-rate/>

—

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

1. Security Upgrade at 15-20 Central Ave.
 - a. Bullet proof glass for security (awaiting quote approval).
 - i. Quote received: \$9,300 - Bullet resistance level 1.
 - ii. Quote received: \$11,650 - Bullet resistance level 3.
 - b. Upgrades to security monitoring station
 - i. Quote received: \$3,209.24 - Two TV 55" TVs, mount cables, & installation.
2. Independent Cyber Security Audit for the entire organization.
 - a. An independent cyber security assessment should be completed, in order to satisfy various insurance and state requirements. Ex:
https://www.dfs.ny.gov/industry_guidance/cybersecurity
 - i. Quote received: \$42,327.00.



3. Upgrades to Challenge's phone systems.
 - a. A single phone number to reach our entire organization?
 - b. The phone systems at 710 Hartman Lane & 1526 Central Ave should be upgraded as soon as possible.
 - c. Our quote from last season has expired. A new quote will be generated, when we decide to move forward with the project. I suggest we approve a quote soon, which will allow us to implement this change during the summer months.

—

III: Risk Factors

1. Reso- A
 - a. Challenge Prep Charter School was allocated \$250K in Fiscal Year 2022 (FY22) for a Reso A Technology project by the Council Member.
 - b. Funds are now being released and we should begin assessing each site for necessary upgrades.
2. Computer Lab at 1520 Central Ave.
 - a. This item is being removed from risk factor shortly, as it is currently up and running now.
 - b. As Apple desktops are discontinued, I suggest ordering Windows desktops via Reso A, removing the current Macs, and distributing them for staff.



3. Lenovo Laptop Inventory shortage.
 - a. The Lenovos currently being used by teachers are beginning to age and fail.
 - b. New laptops should be purchased via Reso A funding. (note) Laptop and desktop computers which are ordered via the DOE also come with apps, security, and system optimizations from the doe which are paid for by the DOE. It is not recommended that Challenge purchases devices outside of the Reso-A. This will save our organization dollars annually in 3rd party subscription fees.

4. Student Chromebooks
 - a. The warranty on Chromebooks at Middle School is now expired.
 - b. We should prepare to replace them soon.
 - c. As a heads up, warranties on chromebooks expire 3 years after purchase.
 - d. Spacing out purchases and ordering 300 - 400 chromebooks each year will be best. It will not hit the budget, or logistics as hard. Plus it gives us room to repair and scale up/down if necessary. This is known as "order throttling" and you may read up on a similar concept at the following url: <https://olosupport.zendesk.com/hc/en-us/articles/115002752386-Order-Throttling-Strategies-Overview>



Attachment #8

Performing Arts Department Update
Board of Trustees Meeting
November 2022
Challenge Preparatory Charter School
Prepared By:
Anwar Robinson, MEd / SDL / SBL
Director of Performing Arts

Summary

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

Department Vision Statement

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

Objectives

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

Major Project (for November-December 2022)

- ❖ Winter Extravaganza — Thursday, December 22, 2022 at 6:00PM EST
 - Grades 4 – 11 will participate
 - Concert includes Scholar Ensemble performances according to their Grade Cohorts
 - Special Vocal Ensembles will also be featured
 - Dance performances (2) will commence
 - Directed by A. Robinson
 - Featuring Live Band (Rhythm Section), directed by Alvin Jones (Performing Arts Teacher Assistant)
 - Will elicit support from Communications Department, Parent Liaisons, and other Administrative Team Members

Challenge Charter High School

- ❖ Music Curriculum Development Approved and in Progress by A. Robinson
- ❖ Music Teacher: Candidate — Tamara Kachelmeier — is in the Reference Check Stage
- ❖ Instruction continues under the purview of A. Robinson, assisted by Tequan Henry
- ❖ Unit 2 Assessments given Week of 11.14.2022
 - 63% of Scholars achieved Proficiency
 - Focus on Music History & Industry Practices, as experienced through notable Black American Music Creatives
- ❖ Ms. Henry received feedback via [Short Observation Form](#)
- ❖ Unit 3: Intermediate Piano Lab & CyberOrchestra
- ❖ Dance: Cheetah Divas will perform at the **Winter Extravaganza**

Challenge Charter Middle School

- ❖ Music Curriculum Developed, Approved, and Launched by A. Robinson
 - Curriculum in implementation and revision stage in cooperation with Performing Arts Teaching Assistant, Alvin Jones
 - General Music Classes for Grades 6 – 8
 - Inspirational Vocal Ensembles (2): Grade 6 & 7
 - Mr. Jones has received feedback via [Short Observation Forms](#)
 - SoundTrap® DAW (digital audio workstation) featured as major teaching platform for Quarter 2 (October 28, 2022 – January 30, 2023)

Challenge Preparatory Charter School

- ❖ Performing Arts: Music Program
 - Nicholas Green, Music Teacher — began November 7, 2022
 - Orientation and Observations / Intros to CPCS Scholars took place during first week
 - Mr. Green began formal instruction on CPCS sites week of 11.14.2022
 - [First Short Observation](#) & Post-Observation Conference took place on 11.15.2022
 - Mr. Green will be taking the NYSTCE Music Content Area (165) Teacher Certification Exam on Saturday, 11.26.2022 — under the purview of A. Robinson
 - This is part of providing a **supported pathway to certification** for Mr. Green
- ❖ Fine Arts: Visual Arts Instructor — Maria Tapia
 - Program Launched October 2022
 - [First Short Observation](#) on 11.15.2022
 - Ms. Tapia is a **certified**, veteran Visual Arts instructor who is proving to be an asset to the CPCS community

Programming for SY2022-2023

- ❖ Network & Community-Wide Events
 - Winter Holiday Extravaganza (Thursday, 12.22.2022)
 - Black History Month Celebration
 - Spring Concert
- ❖ Site-Specific Events
 - Special Assemblies
 - Visiting Guest Artists
 - **Liaising with Community Arts Provider Programs**

Gains

- ❖ All CCS sites have Fine and Performing Arts Programming being delivered to Scholars
- ❖ Communications Department support in promoting Performing Arts Events

Needs

- ❖ Continued logistical support for Winter Extravaganza
 - Will be solidified in next follow up meeting on Friday, December 2, 2022
- ❖ Funding for Rhythm Section / Band for Winter Extravaganza: **\$2,500.00 USD**

- ❖ Support from Organization for the Professional Development and Continued Education for Performing Arts Teacher Assistants – proposal pending on assessment of program, post-Winter Extravaganza

Closing

The Fine and Performing Arts Department will continue to develop, through the parameters of the NYS required instructional programs, replete with standards-based instruction in the Arts. The foundation of this programming will serve as the basis to launch extra-curricular programming, that will be available to our almost 1,200 Scholars in the greater Far Rockaway Community.



Attachment #9



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



experience. expertise. execution.

Challenge Prep Charter School

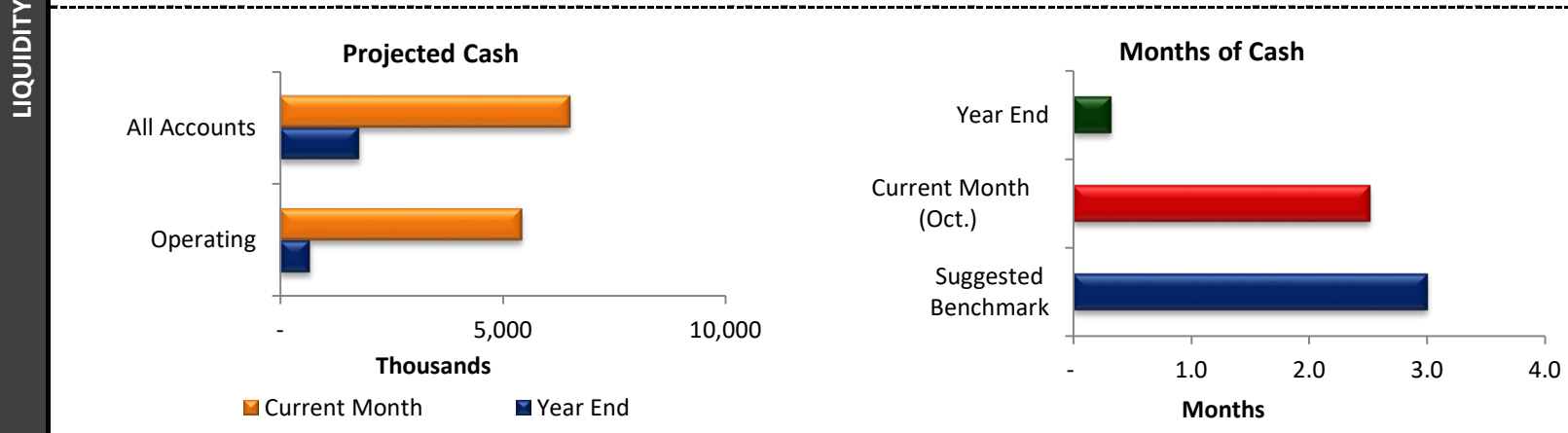
Monthly Financial Report
October 2022



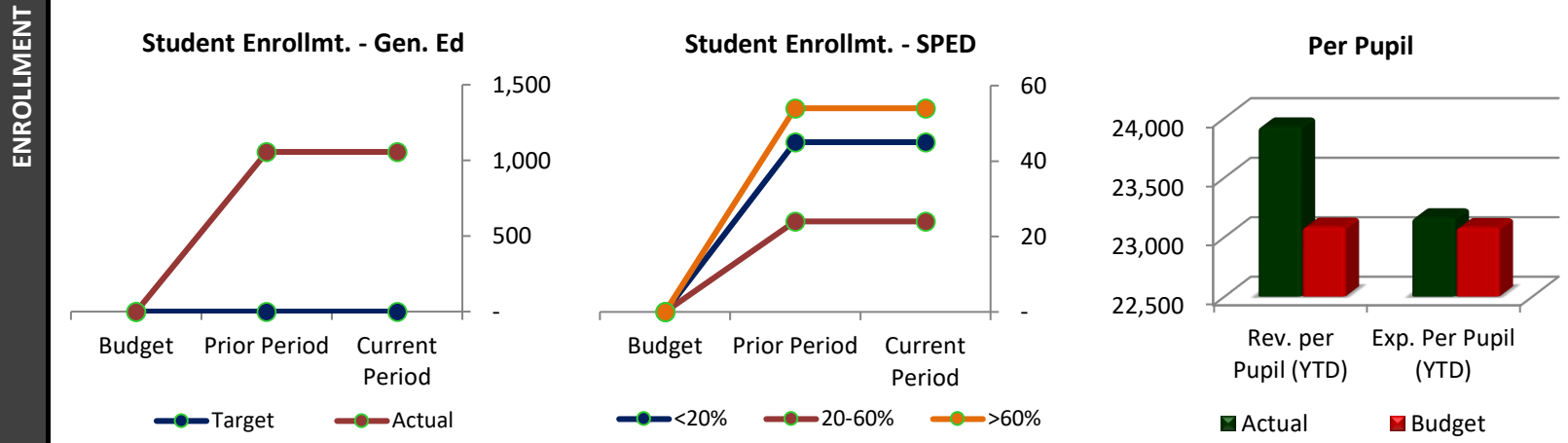
Challenge Prep Charter School

Financial Summary For Period Ended October 31, 2022

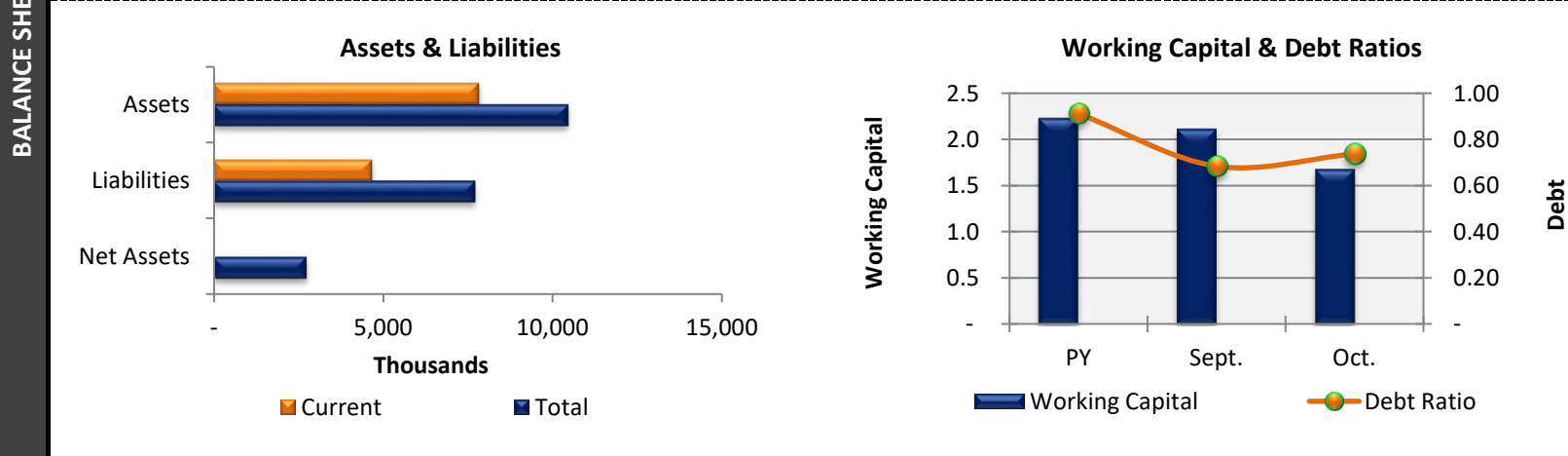
LIQUIDITY	Cash in Bank (Operating Account(s) Only: as of October 31, 2022)	\$ 5,424,075
	Projected months of cash on hand	2.5
	Cash in Bank (Total - All Accounts: as of October 31, 2022)	\$ 6,506,828
	FY Ending Cash Available to Carryover to FY23-24 (Operating Account(s) Only)	\$ 678,984
	Projected months of cash on hand	0.3
	FY Ending Cash Available to Carryover to FY23-24 (Total - All Accounts)	\$ 1,761,737



	Actual	Budget	Variance	Actual	Budget	Variance
General Ed	1,101.61	1,086.00	15.61	\$ 17,791,018	\$ 16,624,488	\$ 1,166,530
SPED						
0 - 20%	47.97	45.00	2.97	-	-	\$ -
20 - 59%	36.92	27.00	9.92	383,630	280,530	\$ 103,100
60% - Over	77.08	66.00	11.08	1,468,240	1,257,234	\$ 211,006
Total SPED	161.97	138.00	23.97	1,851,870	1,537,764	\$ 314,106



Total Current Assets:	\$ 7,819,011
Total Current Liabilities:	\$ 4,659,914
Working Capital (Current) Ratio	1.68
Total Assets:	\$ 10,445,642
Total Liabilities:	\$ 7,702,557
Debt Ratio	0.74
Total Net Assets:	\$ 2,743,085



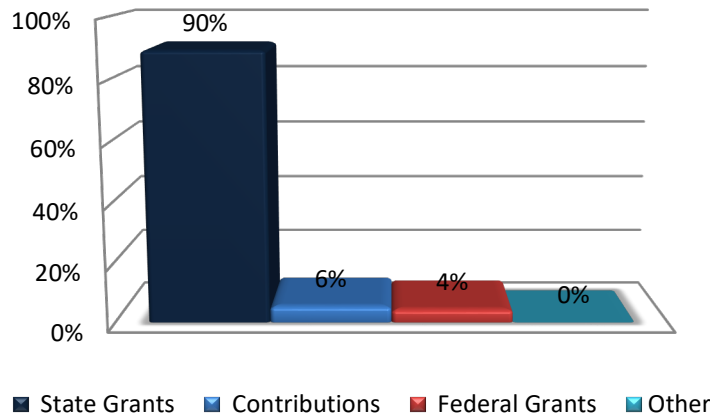
Challenge Prep Charter School

Financial Summary For Period Ended October 31, 2022

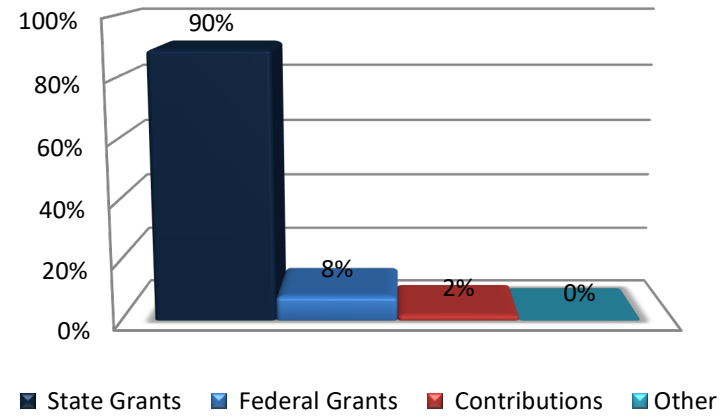
	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Total Revenue YTD:	\$ 8,628,033	\$ 8,261,637	\$ 366,397
Total Expenses YTD:	(7,735,363)	(7,336,358)	(399,005)
Net Operating Surplus(Deficit):	\$ 892,671	\$ 925,279	\$ (32,608)
	<u>Projected</u>	<u>Budget</u>	<u>Variance</u>
Annual Projected Revenue:	\$ 26,359,403	\$ 25,071,163	\$ 1,288,241
Annual Projected Expenses (before depreciation):	(25,517,960)	(25,066,857)	(451,103)
Projected Net Operating Surplus(Deficit) before Depreciation:	\$ 841,443	\$ 4,305	\$ 837,138
Annual Projected Depreciation:	(403,885)	-	(403,885)
Projected Net Operating Surplus(Deficit) after Depreciation:	\$ 437,558	\$ 4,305	\$ 433,253
Capital Expenditure Requirements	\$ (255,000)	\$ -	\$ (255,000)
Total Cash Expenditures	\$ (24,859,076)	\$ (25,066,857)	\$ 207,781
Revenue per Pupil (YTD)	\$ 23,928	\$ 23,086	\$ 842
Expenditure per Pupil (YTD)	\$ 23,164	\$ 23,082	\$ 82

BUDGETING / REVENUE & EXPENSES

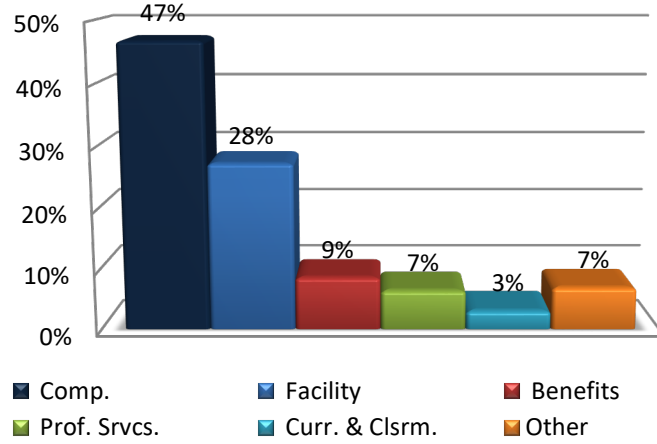
Revenue Breakdown YTD



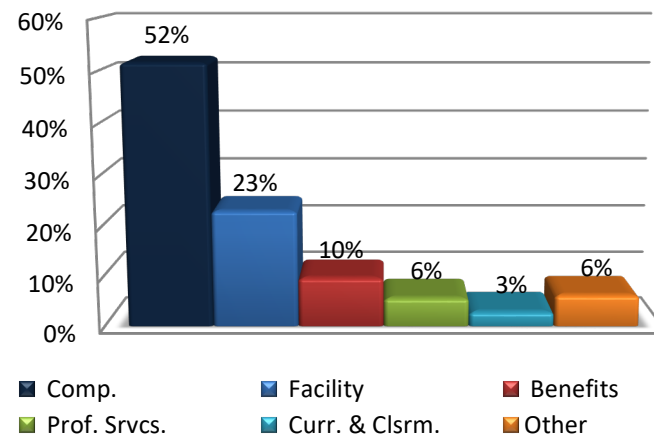
Revenue Breakdown YE



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	854,988
Net Projected Deficit Variance after Depreciation	<u>\$ 437,558</u>

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

	Total	Comments
ASSETS		
Current Assets	-	
Bank Accounts		
1000 Cash		
1001 HSBC Checking - 0844	4,575,718	
1002 HSBC Checking - 0852	8,129	
1003 HSBC Checking - 0879	848,357	
1005 HSBC Money Market - 5972	1,004,624	
1006 Chase Escrow - 3060	70,000	
Total 1000 Cash	\$ 6,506,828	
Total Bank Accounts	\$ 6,506,828	
Accounts Receivable		
1100 Accounts Receivable	414,279	
Total Accounts Receivable	\$ 414,279	
Other current assets		
1300 Prepaid Expenses	234,400	
1301 Prepaid Insurance	129,556	
1310 Prepaid Rent	519,948	
Total Other current assets	\$ 897,904	
Total Current Assets	\$ 7,819,011	
Fixed Assets		
1500 Furniture, Fixtures & Equipment		
1510 Office & Admin Computers & Equipment	256,303	
1511 Classroom Computers & Equipment	1,401,166	
1512 Classroom Furniture	583,780	
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	2,505,052	
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 October 31, 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	\$ 1,700,632	
Other Assets		
1800 Security Deposits	925,999	
Total Other Assets	\$ 925,999	
TOTAL ASSETS	\$ 10,445,642	
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
2000 Accounts Payable	779,683	
Total Accounts Payable	\$ 779,683	
Other Current Liabilities		
2301 Accrued Expenses	84,673	
2302 Refunds Payable	2,256	
2400 Unearned/Deferred Revenue	3,789,577	
Total Other Current Liabilities	\$ 3,880,231	
Total Current Liabilities	\$ 4,659,914	
Long-Term Liabilities		
2700 Deferred Rent Liability	3,042,643	
Total Long-Term Liabilities	\$ 3,042,643	
Total Liabilities	\$ 7,702,557	
Equity		
3100 Retained Earnings	1,850,415	
Net Income	892,671	
Total Equity	\$ 2,743,085	
TOTAL LIABILITIES AND EQUITY	\$ 10,445,642	

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

	October 31, 2022			YTD Through October 31, 2022			Projected FYE June 30, 2023				Comments
	Actual	Budget	Variance	Actual	Budget	Variance	Projected - October 31, 2022	Actuals - July 2022-October 31, 2022 + Projections thru June 30, 2023	Annual Budget	Variance	
Income											
4100 State Grants	1,933,644	1,909,626	24,019	7,759,905	7,638,503	121,402	15,917,012	23,676,917	22,990,704	686,213	Projected based on budget: Per Pupil GenEd based on 1,086 students, SpEd based on 27 (20-60); 66 (>60); Projection updated to GenEd 1,101.611 students, SpEd of 36.923 (20-60) & 77.077 (>60)
4200 Federal Grants	68,124	168,587	(100,462)	385,881	623,134	(237,254)	1,806,466	2,192,346	2,080,458	111,888	Title projection based on preliminary allocation per NYSED
4300 Contributions	46,419	-	46,419	477,624	-	477,624	-	477,624	-	477,624	
4400 Miscellaneous Income	1,431	-	1,431	4,624	-	4,624	7,892	12,516	-	12,516	
Total Income	2,049,619	2,078,212	(28,593)	8,628,033	8,261,637	366,397	17,731,370	26,359,403	25,071,163	1,288,241	Projected based on November invoice: Per Pupil GenEd based on 1,101.611 students, SpEd based on 36.923 (20-60); 77.077 (>60); Title projections based on preliminary allocation;
Expenses											
Compensation											
5100 Instructional Staff	726,544	757,342	(30,798)	2,311,715	2,089,657	222,058	7,064,951	9,376,666	9,088,104	288,562	Adjusted based on payroll to date
5200 Non-Instructional Staff	219,708	224,683	(4,975)	868,243	898,731	(30,488)	1,757,662	2,625,905	2,696,192	(70,286)	Adjusted based on payroll to date
5300 Pupil Support	119,592	134,855	(15,263)	457,903	539,419	(81,516)	995,731	1,453,633	1,618,257	(164,624)	Adjusted based on payroll to date
5000 Compensation	1,065,843	1,116,879	(51,036)	3,637,861	3,527,807	110,054	9,818,344	13,456,205	13,402,553	53,652	Adjusted based on payroll to date
5400 Benefits	197,897	215,432	(17,536)	676,434	861,730	(185,295)	1,874,839	2,551,273	2,585,189	(33,916)	Projection updated to include Workers Compensation
6100 Administrative Expenses	29,655	45,340	(15,685)	161,469	186,842	(25,373)	390,296	551,765	549,565	2,200	Projection updated to include travel and student meals
6200 Professional Services	112,562	98,097	14,465	506,635	370,722	135,913	980,324	1,486,959	1,202,500	284,459	Projection updated to include temporary staffing (unbudgeted) & \$15K per month for cleaning services
6300 Professional Development	6,131	11,295	(5,164)	78,418	39,636	38,782	71,582	150,000	130,000	20,000	Projection updated to increase non-instructional staff PD
6400 Marketing and Staff/Student Rec	4,397	8,292	(3,895)	11,317	33,167	(21,850)	88,183	99,500	99,500	-	
6500 Fundraising Expenses	-	-	-	-	-	-	-	-	-	-	
7100 Curriculum & Classroom Expenses	21,528	44,781	(23,254)	240,988	166,230	74,758	518,169	759,157	646,877	112,280	Projection updated to increase non-instructional enrichment
8100 Facility	519,324	501,890	17,435	2,129,675	2,007,558	122,117	3,893,999	6,023,674	6,022,674	1,000	
8200 Technology/Communication Expens	34,678	35,667	(988)	147,571	142,667	4,905	280,429	428,000	428,000	-	
8800 Miscellaneous Expenses	9,725	-	9,725	10,366	-	10,366	1,062	11,428	-	11,428	
8900 Depreciation Expense	-	-	-	134,628	-	134,628	269,256	403,885	-	403,885	
Total Expenses	2,001,740	2,077,674	(75,934)	7,735,363	7,336,358	399,005	18,186,482	25,921,845	25,066,857	854,988	
Net Income	47,879	538	47,341	892,671	925,279	(32,608)	(455,112)	437,558	4,305	433,253	
Capital Expenditures											
Furniture, Fixtures & Equipment	14,022	-	14,022	174,224	-	174,224	30,776	205,000	-	205,000	
Website	-	-	-	-	-	-	-	-	-	-	
Total Capital Expenditures	(5,479)	-	(5,479)	203,285	-	203,285	51,715	255,000	-	255,000	Fixed Assets not included in board-approved budget

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

	Projected Aug 22 - June 23	Projected Aug 22 - June 23	November	December	January	February	March	April	May	June	July + Subsequent FY22-23 Items
Beginning Cash Balance (Operating Account)	6,645,873	5,432,204	5,424,075	2,490,824	4,607,419	2,538,523	4,490,092	2,421,196	4,376,986	2,308,091	988,705
Projected Cash Receipts from Operations (below)	17,731,370	13,939,246	6,140	4,191,630	6,140	4,026,604	6,140	4,030,825	6,140	757,931	907,696
Projected Cash Disbursements from Operations (below)	(18,186,482)	(17,768,267)	(2,068,571)	(2,068,571)	(2,068,571)	(2,068,571)	(2,068,571)	(2,068,571)	(2,068,571)	(2,070,852)	(1,217,417)
Net Cash from Operations	(455,112)	(3,829,021)	(2,062,431)	2,123,059	(2,062,431)	1,958,033	(2,062,431)	1,962,254	(2,062,431)	(1,312,921)	(309,721)
Cash Receipts from Accounts & Misc Receivables (not included in revenue below)	-	-	-	-	-	-	-	-	-	-	-
Cash Disbursements for Accounts Payable & Accrued Expenses	-	-	(864,356)	-	-	-	-	-	-	-	-
Capital Expenditures (below)	(51,715)	(51,715)	(6,464)	(6,464)	(6,464)	(6,464)	(6,464)	(6,464)	(6,464)	(6,464)	-
Accounts Receivable	-	-	-	-	-	-	-	-	-	-	-
Ending Cash Balance (Operating Account)	6,242,476	1,551,469	2,490,824	4,607,419	2,538,523	4,490,092	2,421,196	4,376,986	2,308,091	988,705	678,984
Other Cash Accounts (Net of Transfers)	-	1,082,753	1,082,753	1,082,753	1,082,753	1,082,753	1,082,753	1,082,753	1,082,753	1,082,753	1,082,753
Total Cash (All Accounts)	6,242,476	2,634,222	3,573,577	5,690,172	3,621,277	5,572,845	3,503,950	5,459,739	3,390,844	2,071,458	1,761,737

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

OPERATING ACTIVITIES	Total	Comments
Net Income	892,671	
Adjustments to reconcile Net Income to Net Cash provided by operations:		
1100 Accounts Receivable	112,968	
1200 Accounts Receivable:Other Receivables - Salary Advance	-	
1300 Prepaid Expenses	(100,442)	
1301 Prepaid Insurance	(129,556)	
1310 Prepaid Rent	151,141	
1710 Accumulated Depreciation & Amortization:Accumulated Depreciation	134,445	
2000 Accounts Payable	586,895	
2100 HSBC Loan Payable	-	
2300 Accrued Salaries/Taxes	-	
2301 Accrued Expenses	(1,425,791)	
2302 Refunds Payable	(38,378)	
2303 Accrued Interest - PPP	(11,767)	
2304 Due To Friends of Challenge Prep, Inc.	-	
2400 Unearned/Deferred Revenue	-	
2600 Exchange Transactions (deleted)	3,647,248	
Total Adjustments to reconcile Net Income to Net Cash provided by operations:	2,917,763	
Net cash provided by operating activities	3,810,434	
INVESTING ACTIVITIES		
1500 Furniture, Fixtures & Equipment		
1510 Furniture, Fixtures & Equipment:Office & Admin Computers & Equipment	-	
1511 Furniture, Fixtures & Equipment:Classroom Computers & Equipment	-	
15111 Furniture, Fixtures & Equipment:pp (deleted)	(110,156)	
1512 Furniture, Fixtures & Equipment:Classroom Furniture	-	
1513 Furniture, Fixtures & Equipment:Office Furniture	(59,896)	
1514 Furniture, Fixtures & Equipment:Musical Instruments	(4,172)	
1610 Website	(29,061)	
Net cash provided by investing activities	(203,102)	
FINANCING ACTIVITIES		
2700 Deferred Rent Liability	-	
Net cash provided by financing activities	-	
Net cash increase for period	3,607,332	
Cash at beginning of period	2,899,496	
Total Cash at beginning of period	2,899,496	
Cash at end of period	6,506,828	