



E.L. Haynes Public Charter School

September 2023 Board Meeting

Date and Time

Tuesday September 5, 2023 at 6:00 PM EDT

Location

E.L. Haynes Public Charter School
4501 Kansas Avenue, NW
High School Think Tank
Washington, DC 20011

Agenda

	Purpose	Presenter	Time
I. Opening Items			6:00 PM
A. Record Attendance			2 m
B. Call the Meeting to Order			1 m
C. Approve Minutes	Approve Minutes	Lisa Carlton Waller	2 m
Approve minutes for May 2023 Board of Trustees Meeting on May 16, 2023			
D. Public Comment	Discuss		10 m
II. CEO Update			6:15 PM

	Purpose	Presenter	Time
A. CEO Update	FYI	Hilary Darilek	15 m
III. Governance Committee			6:30 PM
A. Conflict of Interest Policy	Discuss	Joe Callahan	3 m
B. Discuss and Vote on Recommended By-Law Edits	Vote	Mark Kovner	5 m
C. Discuss and Vote on SY 23-24 Staff Signature Authority	Vote	Roshelle Payes	2 m
D. SY 23-24 Board Recruitment Update and Next Steps	Discuss	Roshelle Payes	5 m
IV. Community Relations Committee			6:45 PM
A. Annual Fund Update	FYI	Fonda Sutton	1 m
B. Discuss Fall Homecoming Fundraiser	Discuss	Joe Callahan	12 m
C. Discuss Upcoming Campus Activities for Board Participation	FYI	Joe Callahan	2 m
V. School Performance Committee			7:00 PM
A. Reflecting on the SY22-23 Organizational Dashboard and Outcomes	Discuss	Richard Laine	5 m
B. Presenting the 2023-2024 Organizational Dashboard and Goals	Discuss	Rikki Hunt Taylor	10 m
C. Discuss 2022-2023 PARCC Results	Discuss	Rikki Hunt Taylor	10 m
VI. Audit, Finance, and Facilities			7:25 PM
A. Financial Update	Discuss	Justin Rydstrom	5 m
B. Audit Update	Vote	Justin Rydstrom	4 m
C. Facilities Planning Update	FYI	Justin Rydstrom	5 m
VII. Closed Session			7:39 PM

	Purpose	Presenter	Time
A. Personnel Discussion	Discuss	Lisa Carlton Waller	20 m
VIII. Closing Items			7:59 PM
A. Adjourn Meeting	Vote		1 m

Coversheet

Approve Minutes

Section:	I. Opening Items
Item:	C. Approve Minutes
Purpose:	Approve Minutes
Submitted by:	
Related Material:	Minutes for May 2023 Board of Trustees Meeting on May 16, 2023



E.L. Haynes Public Charter School

Minutes

May 2023 Board of Trustees Meeting

Date and Time

Tuesday May 16, 2023 at 6:00 PM

Location

E.L. Haynes Public Charter School

4501 Kansas Avenue, NW

Washington, DC 20011

High School 1st Floor PD Room

Trustees Present

E. Westendorf, F. Sutton (remote), G. Navidi-Kasmai, J. Edelman, J. Hanna, K. Simpkins (remote), L. Carlton Waller (remote), L. Robinson Mills, M. Hall (remote), M. Kovner, N. Greene, R. Laine, R. Payes, T. Gibian

Trustees Absent

None

Guests Present

A. Brooks, Alan Newman (remote), Alexandria Brooks, B. Wagner-Friel, DiAnte McGriff, Electra Bolotas, Erika Thomas (remote), Gwyn Prater, H. Darilek, J. Callahan, J. Rydstrom (remote), K. Wynne, Kailah Covington, LaToya Hutchins (remote), Madison Dalton (remote), Myles Bradshaw (remote), R. Murphy, Tashiyra Freeman (remote), Z. Mahon-Belton, Zenada Mahon-Belton

I. Opening Items

A.

Record Attendance

B. Call the Meeting to Order

J. Edelman called a meeting of the board of trustees of E.L. Haynes Public Charter School to order on Tuesday May 16, 2023 at 6:00 PM.

C. Approve Minutes

Motion to approve the minutes from April 2023 Board of Trustees Meeting on 04-11-23. The board **VOTED** unanimously to approve the motion.

D. Public Comment

- L. Hutchins: Given recent transition of our Operations, Finance Directors, and CFO Role; what opportunities will staff have to engage with the hiring process for those roles? -- There will be opportunities for representative participation, but not necessarily by each staff member. (HD)
- M. Bradshaw: Would like to follow up on the non-percentage rate we are spending vs. instructional and non-instructional staff member (coaches, managers, directors, executives); I'd like to know the total dollar amount (not a percentage). -- We will share that with you (HD)
- E. Bolotas: I'm following up about my question about support for students with IEPs. I'm concerned about the amount of transition, especially since there is over-enrollment in 9th grade, is there a vision for what support will look like that can be shared with staff? I brought this up at previous Board meetings with Maria; I received a vision but not a clear detailed plan. LRM - did you bring this up with your leadership team? GNK - From what I understand from Rikki, the caseloads are extremely high; we're trying to reduce the number of students per caseload, so we are trying to bring more SpEd teachers in as we pivot to more SpeEd teachers vs. para-educators. HD - there are a few different reasons why some of these transitions happened; clarified that our over-enrollment in 9th grade is due to record high retention (not opening new seats). HD confirmed there will be an additional SpEd teacher.

II. CEO Update

A. CEO Update

- After this week there are five more weeks of instruction, and only two more weeks with 12th graders. We are in the thick of testing; thank you to all of our staff who are helping us get through four weeks of testing. We will soon begin celebrating students accomplishments and transitions; as well as staff transitions.
- H. Darilek announced that this is the last meeting for Josh Edelman and Eric Westendorf and thanked them for their years of service.

- We launched the search for a Teacher Advisory Group to formalize how teacher voice is incorporated into decision-making year-round.
 - For the time ever, E.L. Haynes will host a walking group in the DC Pride Parade; this will be open to students, staff, and families.
 - As of today, we have enrolled 923 students (total is 1,160); we're very focused on re-enrollment at this point.
 - [INSERT NOTE ABOUT staff retention]
 - On May 26 we will hold an all-staff meeting from 8:30 - 9:30; we will feature teachers and their work to focus on GLEAM instruction; staff milestones and anniversary celebrations, we have four staff members reaching their 15th anniversary this school year.
 - On June 10, we will host graduation at Howard University.
 - On Friday, June 23, we will host an all-staff barbecue.
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- We did not see as much turnover during the pandemic; our staff enrollment has remained fairly consistent; our staff retention rate is higher than what we're seeing in (DCPS and PCS) - HD (question from Eric)
 - Richard - Thanked Josh and Eric.

III. Governance Committee

A. Discuss and Vote on Board Membership Renewal Resolution

M. Hall made a motion to reappoint Tom to serve a second three-year term, and for Norm to serve a one-year extension effective 7/1/2023.

R. Laine seconded the motion.

The board **VOTED** unanimously to approve the motion.

B. Discuss and Vote on SY23-24 Officer Slate

M. Hall made a motion to elect L. Carlton as Chair, L. Robinson-Mills as Vice-Chair, N. Greene as Treasurer, and T. Gibian as Secretary for one year effective 7/1/2023.

R. Payes seconded the motion.

The board **VOTED** unanimously to approve the motion.

C. Preview and Discuss SY23-24 Committee Leadership Changes

- R. Laine will become Chair of the School Performance Committee
- R. Payes has agreed to serve as Chair of the Governance Committee
- N. Greene will continue as Chair of the AFF
- F. Sutton will serve as CRC Chair

D. Discuss Updates to the ELH Bylaws: Defining the Executive Committee

Remarks by M. Kovner

- The Governance Committee proposes keeping an executive committee, but wants to clarify and enumerate the powers, role, and membership of the executive committee.
- Provided an overview of the proposed changes to the bylaws.
- When the Board was previously working through facilities decisions and construction having an executive committee was useful.
- K. Simpkins, at this moment in time I worry that having an executive committee would endanger efforts to meet calls for given increased transparency from staff. If we move forward with this, I'd want to see the powers of this committee clearly defined and limited.
- J. Hanna: How would the EC be called? -- We can add clarifying information.
- G. Navidi-Kasmai: Would the size of the board matter? This makes more sense to me if it was a larger board, I wonder if it makes sense for a small board.

E. Short Break

IV. Audit, Finance, and Facilities

A. FY23 Q3 Financial Update

Remarks from N. Greene

- It takes a lot to get to this point in the school year, this year we have the added complexity of modeling out multiple years.
- The AFF committee was highly engaged, as was the larger board.

Remarks from J. Rydstrom

- J. Rydstrom provided an overview of Quarter 3 key performance indicators.
- \$2.6 million to LEA, \$17.4 million (87% of the budget) goes to staffing the school
- There was a question about amount of SpEd staffing, the board committed to making sure that information is shared again

B. Discuss and Vote on FY24 Budget

N. Greene made a motion to Motion to approve the school's FY24 budget for E.L. Haynes as presented in our April 11 meeting and unanimously approved by the Audit, Finance & Facilities committee meeting on May 1.

R. Laine seconded the motion.

The board **VOTED** to approve the motion.

Roll Call

K. Simpkins No

C. Board Signature Authority - SY23-24

G. Navidi-Kasmai made a motion to Grant board signature authority.
M. Kovner seconded the motion.
The board **VOTED** unanimously to approve the motion.

V. School Performance Committee

A. Discuss SY2023-2024 Draft Academic Priorities

Remarks by Eric Westendorf:

- Rob is going to walk us through the evolution of our academic priorities.
- SPC discussed the Teacher Advisory Group, the QSVR review, and the Middle States Review

Remarks by Rob Murphy

- R. Murphy provided an overview of the year-over-year evolution of our priorities beginning with the 20-21 School Year
- R. Laine - can you talk about how teacher feedback was incorporated? -- These priorities were established mainly by data, I can't speak to how teachers were engaged
- G. Navidi-Kasmai - how will we gather data and measure for Questioning and discourse? -- We will think about how we document this work during observations; we will measure this longitudinally and with our instructional coaching program
- J. Hanna - can we continue to see notes about significant resources decisions relating to these priorities?

VI. Community Relations Committee

A. Annual Fund Update

B. Discuss Fall Homecoming Fundraiser

C. Discuss Upcoming Campus Activities for Board Participation

Remarks from J. Callahan

- Provided an overview of engagement opportunities

J. Edelman made a motion to move into closed session.
The board **VOTED** unanimously to approve the motion.

VII. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 8:00 PM.

Respectfully Submitted,
E. Westendorf

Coversheet

Conflict of Interest Policy

Section:	III. Governance Committee
Item:	A. Conflict of Interest Policy
Purpose:	Discuss
Submitted by:	
Related Material:	Conflict of Interest Policy (SY23-24).pdf



**E.L. HAYNES PUBLIC CHARTER SCHOOL
CONFLICT OF INTEREST POLICY**
SY 2023-2024

CONFLICT OF INTEREST POLICY
(Adopted November 29, 2007)

**Article I.
Purpose**

The purpose of this Conflict of Interest Policy is to protect the E.L. Haynes Public Charter School's (the "Corporation") interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the Corporation. This policy is intended to supplement but not replace any applicable state and federal laws governing conflicts of interest applicable to nonprofit and charitable corporations.

**Article II.
Definitions**

1. Interested Person

Any director, principal officer, or member of a committee with board-delegated powers who has a direct or indirect financial interest, as defined below, is an interested person. If a person is an interested person with respect to any entity of which the Corporation is a part, he or she is an interested person with respect to the Corporation.

2. Financial Interest

A person has a financial interest if the person has, directly or indirectly, through business, investment or family:

- a. An ownership or investment interest in any entity with which the Corporation has a transaction or arrangement, or
- b. A compensation arrangement with the Corporation or with any entity or individual with which the Corporation has a transaction or arrangement, or
- c. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Corporation is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial.

A financial interest is not necessarily a conflict of interest. Under Article III, Section 2, a person who has a financial interest may have a conflict of interest only if the appropriate board or committee decides that a conflict of interest exists.



E.L. HAYNES PUBLIC CHARTER SCHOOL
CONFLICT OF INTEREST POLICY
SY 2023-2024

Article III.
Procedures

1. Duty to Disclose

In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and must be given the opportunity to disclose all material facts to the directors and members of committees with board-delegated powers considering the impact of the potential conflict of interest on the proposed transaction or arrangement.

2. Determining Whether a Conflict of Interest Exists

After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the board or committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.

3. Procedures for Addressing the Conflict of Interest

- a. An interested person may make a presentation at the board or committee meeting, but after such presentation, he/she shall leave the meeting during the discussion of, and any vote on, the transaction or arrangement involving the possible conflict of interest.
- b. The chairperson of the board or committee shall, if appropriate, appoints a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
- c. After exercising due diligence, the board or committee shall determine whether the Corporation can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.
- d. If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the board or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the Corporation's best interest, for its own benefit, and whether the transaction is fair and reasonable. The Corporation shall make its decision as to whether to enter into the transaction or arrangement in conformity with the above determination.

4. Violations of the Conflict of Interest Policy

- a. If the board or committee has reasonable cause to believe that a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
- b. If, after hearing the member's response and after making such further investigation as warranted by the circumstances, the board or committee



**E.L. HAYNES PUBLIC CHARTER SCHOOL
CONFLICT OF INTEREST POLICY
SY 2023-2024**

determines that the member has in fact failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

**Article IV.
Records of Proceedings**

1. The minutes of the board and all committees with board-delegated powers shall contain:
 - a. The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the board's or committee's decision as to whether a conflict of interest in fact existed.
 - b. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

**Article V.
Compensation**

1. A voting member of the board of directors who receives compensation, directly or indirectly, from the Corporation for services is precluded from voting on matters pertaining to that member's compensation.
2. A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Corporation for services is precluded from voting on matters pertaining to that member's compensation.
3. No voting member of the board or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Corporation, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

**Article VI.
Annual Statements**

1. Each director, principal officer and member of a committee with board-delegated powers shall annually sign a statement, which affirms that such person:
 - a. Has received a copy of the conflict of interest policy,
 - b. Has read and understands the policy,
 - c. Has agreed to comply with the policy, and
 - d. Understands that the Corporation is a charitable organization and that in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.



**E.L. HAYNES PUBLIC CHARTER SCHOOL
CONFLICT OF INTEREST POLICY**
SY 2023-2024

**Article VII.
Periodic Reviews**

1. To ensure that the Corporation operates in a manner consistent with its charitable purposes and that it does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:
 - a. Whether compensation arrangements and benefits are reasonable, based on competent survey information, and are the result of arm's length bargaining.
 - b. Whether partnership, joint ventures, arrangements with management, and arrangements with other entities— if either nonprofit or for-profit entities—conform to the Corporation's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or an excess benefit transaction.
 - c. Whether agreements to provide education, training or other services and agreements with other organizations or their employees, further the Corporation's charitable purposes and do not result in inurement or impermissible private benefit.

**Article VIII.
Use of Outside Experts**

In conducting the periodic reviews provided for in Article VII, the Corporation may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the board of its responsibility for ensuring that periodic reviews are conducted.

Signature

Name

Date

Please list any potential conflicts in the space below:

Coversheet

Discuss and Vote on Recommended By-Law Edits

Section: III. Governance Committee
Item: B. Discuss and Vote on Recommended By-Law Edits
Purpose: Vote
Submitted by:
Related Material:
E-L-_Haynes_Amended_and_Restated_Bylaws_MLK edits LEB review REDLINE (1).pdf

**AMENDED AND RESTATED BYLAWS
OF EUPHEMIA L. HAYNES PUBLIC CHARTER SCHOOL**

A District of Columbia Nonprofit Corporation
(Ratified, Approved, and Adopted by the Board of Trustees on
September 5, 2023~~March 21, 2019~~)

ARTICLE I — General Provisions

Section 1.01 Charter The Corporation ~~as herein defined~~ shall be operated in a manner consistent with the Charter granted to the Corporation pursuant to DC Code 38-1802.03.

Section 1.02 Registered Office The Corporation shall maintain a registered office within the District of Columbia at such place as the Board of Trustees may designate.

Section 1.03 Other Offices The Corporation may also have offices at such other places both within and without the District of Columbia as the Board of Trustees may from time to time determine or the business of the Corporation may require.

ARTICLE II — Name and Purposes of the Organization

Section 2.01 Name The name of this organization shall be Euphemia L. Haynes Public Charter School, Inc. (hereinafter "the Corporation" ~~or~~ "the School").

Section 2.02 Nonprofit Purposes The ~~is~~ Corporation is organized exclusively for one or more of the purposes as specified in Section 501(c)(3) of the Internal Revenue Code, including, for such purposes, the making of distributions to organizations that qualify as exempt organizations under Section 510(c)(3) of the Internal Revenue Code.

Section 2.03 Educational Purposes The purposes of the Corporation are described in the Articles of Incorporation and the Charter Proposal.

ARTICLE III - Board of Trustees

Section 3.01 General Powers The affairs of the Corporation shall be managed by its Board of Trustees in compliance with the law, the Articles of Incorporation, the Charter, and these Bylaws. The Board may delegate the management of the Corporation's activities to any person(s), provided that the activities and affairs of the Corporation shall be managed by, and all corporate powers shall be exercised under, the ultimate direction of the Board. No assignment, referral, or delegation of authority by the Board or anyone acting under such delegation shall preclude the Board from exercising full authority over the conduct of the Corporation's activities, and the Board may rescind any such assignment, referral, or delegation at any time. All Trustees shall have identical rights and responsibilities except for the Chairperson, who shall have the additional rights and responsibilities enumerated herein. All Trustees shall serve the School with the highest degree of moral character, duty, loyalty, and care, shall undertake no enterprise to profit personally from their position with the

Euphemia L. Haynes Public Charter School, Inc. Bylaws
Adopted 2003, amended 2008, 2012, 2016, and 2019.

School, and shall abide by all applicable School policies and procedures.

Section 3.02 Specific Powers Without prejudice to its general powers set forth above, the Board shall have the following powers in addition to any other powers enumerated in these Bylaws and permitted by law:

- a. To select and remove the Chief Executive Officer of the School and to provide counsel on the selection and removal of other senior administrators, for ~~example~~instance, a principal;
- b. To manage and govern the affairs and activities of the School and to make such rules and regulations therefore which are not inconsistent with the law, the Corporation's Articles of Incorporation, or these Bylaws, as it deems best;
- c. To acquire real property for use as the School's facilities, from public or private sources;
- d. To receive and disburse funds on behalf of the School for ~~c~~Corporate purposes;
- e. To secure appropriate insurance and to make contracts and leases, including agreements to procure or purchase services, equipment, and supplies;
- f. To incur debt in reasonable anticipation of the receipt of funds from the general fund of the District of Columbia or ~~the receipt of~~ Federal or private funds;
- g. To solicit and accept any grants or gifts for the School's purposes, provided the School shall not accept any grants or gifts subject to any condition contrary to law or contrary to its Charter;
- h. To sue and be sued in the Corporation's own name; and,
- i. To carry out such other duties as are described in the Charter granted by the eligible chartering authority, including the submission of an annual report on the extent to which the School is meeting its mission and goals.

Section 3.03 Number and Qualifications of Trustees The School shall be governed by a self-perpetuating Board of Trustees consisting of ~~no fewer~~~~not less~~ than five (5) and ~~not~~ more than fifteen (15) ~~members~~, as may be fixed from time to time by resolution of the Board of Trustees, and consisting of an odd number at all times for voting purposes. To effectuate the preceding provision, at any time when the Board is comprised of an even number of Trustees, the chair shall designate the most junior non-officer Trustee, or one among the most junior non-officer Trustees, as a nonvoting Trustee until such time as the Board is comprised of an odd number of Trustees. The Board of Trustees shall include at least two parents of students attending the School. The majority of Trustees shall be residents of Washington, DC. If a DC resident Trustee anticipates relocating outside the District of Columbia or has done so, or the child of a parent Trustee is expected to graduate or otherwise leave the School or has done so, and either such action will cause or has caused the Board to be in noncompliance with the

parent Trustee or DC residency requirements stated herein, then the Board shall take such action as is necessary to prevent such noncompliance from occurring, or to restore compliance as soon as reasonably possible, including accepting the resignation of the Trustee involved, or requiring ~~their his or her~~ removal from the Board if a resignation is not forthcoming, and electing a successor Trustee.

Section 3.04 Election and Term of Trustees As of October 27, 2016, Trustees shall be elected for an initial term of three years, and service as a Trustee shall be subject to term limits as follows. Trustees shall be eligible for reelection and shall be permitted to serve for two consecutive three-year terms. A Trustee who has served for two consecutive three-year terms shall be eligible for reelection and to return to the Board after an absence from the Board of at least one year. A Trustee's term ordinarily shall start on July 1 and end on June 30. If a Trustee joins the Board on a different date, the Trustee's first three-year term shall be deemed to start on the following July 1 for purposes of applying the term limits provisions, and shall end on June 30 three years hence. Notwithstanding the term limits provisions stated herein, any Trustee's period of service may be extended for good cause, as determined and approved by a majority of other Trustees, without requiring amendment of these bylaws. No single term will exceed five years. Such good cause may include, but shall not be limited to, providing for a smooth transition to the term limits provisions stated herein, maintaining a full complement of Trustees pending election of successor Trustees, maintaining necessary expertise on the Board, and providing continuity of Board leadership. The term applicable to each Trustee shall be specified in the resolution electing the Trustee. A Trustee whose term is expiring may vote with the other Trustees in the election of his or her successor. A Trustee whose term is expiring or has expired in the past shall be eligible to be reelected subject only to the term limits provisions stated herein. The Board may elect or appoint any person who it believes will serve the interests of the School faithfully and effectively. The Chief Executive Officer of the School shall not be a Trustee.

Section 3.05 Vacancies, Resignation, and Removal of Trustees Any vacancy occurring in the Board of Trustees and any seat on the Board to be filled by reason of an increase in the number of Trustees may be filled by the affirmative vote of a majority of the Trustees in office, though less than a quorum of the Board of Trustees, or by a sole remaining Trustee. Any Trustee may resign at any time by giving written notice to the Board Chairperson, the Secretary, or the Board. Such notice shall take effect at the time specified therein, and the acceptance of such resignation by the Board shall not be necessary to make it effective. Any Trustee may be removed at any time, with or without cause, by a two-thirds vote of all other members of the Board of Trustees.

Section 3.06 Compensation and Expenses The Board of Trustees shall serve in their capacity as Trustees or committee members without compensation. The Trustees may be reimbursed for reasonable expenses, if any, incurred in carrying out the purposes of the School, as long as any such payment is approved in advance by the majority of the Trustees. The Board of Trustees shall have the power and authority, in its discretion, to contract for and to pay Trustees compensation for unusual or special services rendered to the School; provided, that any such compensation shall be reasonable and appropriate to the value of the services rendered by the Trustees, and further provided that any such payment shall be disclosed to the Board of Trustees.

Section 3.07 Conflicts of Interest The Board of Trustees shall adopt a Conflict of Interest Policy to set forth a Trustee's duties to disclose and address any actual or apparent conflict of interest. Each Trustee must review and agree in writing to the policy annually.

Section 3.08 Interested Parties Not more than 49% of the persons serving on the Board may be interested persons. An "interested person" is ~~(1) any person who any director, principal officer, or member of a committee with Board delegated powers who has~~ a direct or indirect financial interest in any activities of the School, ~~including, but not limited to, any person who is or Corporation.~~ Furthermore, ~~an interested person is (1) any person~~ currently being compensated by, or who is seeking compensation from, the School for services rendered to ~~such person~~ it within the previous twelve (12) months, whether as a full-time or part-time employees, independent contractor, or otherwise; ~~and~~ (2) any sister, brother, ancestor, descendant, spouse, sister-in-law, brother-in-law, daughter-in-law, son-in-law, mother-in-law, father-in-law of any such person.

Section 3.09 Nonliability of Trustees The Trustees shall not be personally liable for the debts, liabilities, or other obligations of the School. ~~or Corporation.~~

ARTICLE IV - Board of Trustees Meetings

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Section 4.01 Annual and Regular Meetings There shall be an annual meeting of the Board of Trustees which shall be held in the last quarter of the fiscal year at a date, time and place fixed by the Board, for the election of officers and Trustees and for the transaction of such other business as may properly come before the Board at the meeting. In addition to the annual meeting, the Board of Trustees shall meet at least four other times each year, with the specific dates and times to be selected by the Chairperson. Other regular meetings may be held as required. During any meeting of the Board, Trustees may meet in executive session, limited to voting members of the Board of Trustees. The executive session shall be used to protect student, family, or staff confidentiality; to receive legal advice; and for other sensitive matters, including but not limited to the evaluation, discipline, or compensation of the Chief Executive Officer. The Board of Trustees may invite the Chief Executive Officer and other specific attendees to participate in executive session.

Section 4.02 Special Meetings The majority of Trustees, or the Chairperson, or the Secretary upon the request of any other Trustee, may call a special meeting for any purpose at any time.

Section 4.03 Notice of Meeting Written notice of the time, date and place of each meeting of the Trustees shall be given to each Trustee by the Chairperson, or his or her designee, at least forty-eight (48) hours in advance. Notice of annual and regular meetings need not state specifically the business to be conducted at the meeting. Notice of a special meeting shall be provided by the Trustee(s) who call for the meeting and such notice shall state the specific purpose of the special meeting and shall conform to the requirements for notice and waiver of notice set forth in these bylaws. ~~Special meetings of the Board of Trustees may be held without written notice, provided all the Trustees are present or waive notice thereof before or after the meeting in writing or by email that is filed with the records of the meeting.~~

Section 4.04 Waiver of Notice of Meeting Meetings of the Board may be held without notice if all the Trustees are present either in person or by proxy, or if notice is waived in writing ~~or by email~~ by those not present, either before or after the meeting, and such writing is filed with the records of the meeting.

Section 4.05 Quorum A simple majority of Trustees ~~in office~~ shall constitute a quorum for the

transaction~~s~~ of any business. If a quorum is present, a majority vote of Trustees who are present shall be an act of the Board of Trustees, except where the act of a greater number is required by these Bylaws, the Articles of Incorporation, or law provisions of statute. In the event that an even number of Board or committee members are present during a meeting when a vote is taken, a majority shall mean one-half of the number of persons voting plus one.

Section 4.06 Action Without Meetings and Telephone Meetings Any action required or permitted to be taken at any meeting of the Board or any committee thereof may be taken without a meeting if all members of the Board or committee, as the case may be, consent thereto in writing ~~or by email~~ and such consent if filed with the minutes of the proceedings of the Board or committee. Members of the Board or any committee thereof may participate in a meeting of the Board or such committee by means of a conference telephone or similar communications equipment provided all persons participating in the meeting can hear each other, and such participation in a meeting shall constitute presence in person at such meeting.

Section 4.07 Voting Every Trustee has the right to participate in the deliberations and to vote on all issues before the Board, except ~~that no~~ Trustee:

~~(1) No Trustee~~ shall discuss or vote on any matter that would constitute involving a conflict of interest, ~~including but not limited to (a) a self-dealing transactions or,~~

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~~(b) conflict of interest or (c)~~ indemnification of that Trustee.

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ARTICLE V — Officers of the Board of Trustees

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Section 5.01 Officers The officers of the Board of Trustees Corporation shall be a Chairperson, ~~a Vice--~~ Chairperson, a Secretary, a Treasurer, and such other officers as may be elected in accordance with the provisions of this ~~a~~Article.

Section 5.02 Election and Term of Office Board of Trustee ~~member officers~~ will be elected ~~to office~~ by a majority of the quorum present. Board of Trustee officers Trustees serve ~~in their office~~ for a one-year term. Subject to the term limits provisions contained herein, Board of Trustees officers may serve in a single office for an unlimited number of terms if elected.

Section 5.03 Resignation and Removal Any officer may resign at any time by giving written notice to the Chairperson, Secretary, or the full Board. Any such resignation shall take effect at the date of receipt of such notice or at any later date specified in the notice. Unless stated in the notice, acceptance of a resignation shall not be necessary to make it effective. Any officer elected or appointed by the Board of Trustees may be removed by affirmative vote of a majority of the Trustees in office whenever in its judgment the Board determines the best interests of the School would be served thereby. Such removal may be executed only after reasonable notice and opportunity to be heard.

Section 5.04 Vacancies A vacancy in any office because of death, resignation, removal, disqualification or otherwise, may be filled by the Board of Trustees for the unexpired portion of the term. In the event of a vacancy in any office other than that of the Chairperson, such vacancy may be filled

temporarily by appointment by the Chairperson until such time as the Board shall fill the vacancy.
~~Vacancies occurring in offices appointed at the discretion of the Board may or may not be filled, as the board shall determine.~~

Section 5.05 Duties of Chairperson Subject to Board control and these Bylaws, the Chairperson has general supervision, direction, and control of the affairs of the School, and such other powers and duties as the Board may prescribe. If present, the Chairperson shall preside over the Board meetings.

Section 5.06 Duties of Vice-Chairperson In the absence of the Chairperson or in the event of the Chairperson's inability to act, the Vice-Chairperson shall perform the duties of the Chairperson and when so acting shall have all the powers of, and be subject to, all the restrictions upon the Chairperson. The Vice-Chairperson shall perform such other duties and have such other powers as the Board or, if authorized by the Board to do so, the Chairperson, may from time to time prescribe.

Section 5.07 Duties of Secretary

The Secretary shall:

- a. Keep or cause to be kept, at the School's principal office, or at such other place as the Board may direct, a book of minutes of all meetings of the Board and Board Committees either electronic or in hard copy, noting the time and place of the meeting, whether it was regular or special (and if special, how authorized), the notice given, the names of those present, and the proceedings;
- b. Keep or cause to be kept a copy of the School's Articles of Incorporation and bylaws, with amendments;
- c. See that all notices are duly given in accordance with the provisions of these bylaws or as required by law;
- d. Be custodian of the records and of the seal of the School and affix the seal, as authorized by law or the provisions of these bylaws, to duly executed documents of the School. When so affixed, the seal may be attested by the signature of the Secretary. The Board also may give general or specific authority to any other officer to affix the corporate seal and attest thereto. The Secretary also may attest all instruments signed on behalf of the School or Corporation by the Chairperson or Vice-Chairperson;
- e. ~~Provide Exhibit at all reasonable times~~ to any Trustee, or to his/her agent or attorney, on a timely basis, ~~request therefor~~, the bylaws and the minutes of the proceedings of the Board or committees of the School;
- f. In general, have such other powers and perform such other duties incident to the office of Secretary or as the Board may prescribe, or as may be required by law, by the Articles of Incorporation, or by these bylaws.

Section 5.08 Duties of the Treasurer

The Treasurer shall:

- a. Keep or cause to be kept adequate and correct accounts of the School's properties, receipts, and disbursements;
- b. Make the books of account available at all times for inspection of any Trustee;
- c. Deposit or cause to be deposited the School's monies and other valuables in the School's name and to its credit, with the depositories the Board designates;
- d. Disburse or cause to be disbursed the School's funds as the Board directs;
- e. Render to the Chairperson and the Board, as requested but no less frequently than once every fiscal year, an account of the School's financial transactions and financial condition;
- f. Prepare, or cause to be prepared, and certify, or cause to be certified, the financial statements to be included in any required reports, and submit or cause to be submitted financial reports, as required, to the charter authority;
- g. Prepare any reports on financial issues required by an agreement on loans, and;
- h. In general, have such other powers and perform such other duties incident to the office of Treasurer or as the Board may prescribe, or as may be required by law, by the Articles of Incorporation, or by these bylaws.

ARTICLE VI - ADMINISTRATIVE OFFICERS

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The Chief Executive Officer shall be an officer of the School, shall be appointed by the Board, ~~and~~ shall serve at the pleasure of the Board, and shall receive such compensation as the Board may direct. The Chief Executive Officer shall be responsible for the effective administration of the School, subject to the authority granted by the Board. The Chief Executive Officer shall conduct general management of all academic and administrative operations of the School. The Chief Executive Officer shall have full authority to prescribe and direct the course of study, the discipline to be observed in the School, and the assessment of student performance in consultation with the Board, and shall be responsible for all required reporting to the District of Columbia. The Chief Executive Officer shall employ and discharge all personnel, prescribe their duties and terms of office, shall set their salaries within the minimum and maximum limits established by the Board, and shall ensure that annual reviews are conducted for all School personnel.

ARTICLE VII - Committees

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Section 6.01 Committees of Trustees The Board of Trustees, by resolution adopted by a majority of the Trustees ~~in office~~, may establish such committees as are deemed desirable, each of which shall consist of two or more Trustees appointed by the Chairperson. Such established ~~which~~ committees,

to the extent provided in said resolution, shall have and exercise the authority of the Board of Trustees, in the management of the School; ~~;~~ provided, however, that no such committee shall have any power prohibited by law or the power:

- a. To change the location of the principal office of the Sschool;
- b. To repeal, amend, or authorize the amendment of these Bylaws;
- c. To elect officers required by law or these Bylaws to be elected by the Trustees, to fill vacancies in any such office, or to supervise the performance of the Chief Executive Officer;
- d. To change the size of the Board of Trustees or to fill vacancies in the Board of Trustees;
- e. To remove officers or Trustees from office;
- f. To authorize a sale or other disposition of all or substantially all the property and business of the School; ~~or~~
- g. To authorize the liquidation or dissolution of the School; ~~;~~
- h. To relieve Trustees of their liability;
- i. To delegate to a committee the authority to authorize distributions;
- j. To place something before the Board of Trustees members for a vote.

Each member of a committee shall hold office until the next annual meeting of the Board (or until such other time as the Board of Trustees may determine, either in the vote establishing the committee or at the selection of such committee member) and until such member's successor is elected and qualified, ~~or~~ until such member sooner dies, resigns, is removed, or is replaced by change of membership, or becomes disqualified by ceasing to be a Trustee, or until the committee is sooner abolished by the Board of Trustees.

The Board Chairperson shall appoint the chairperson of each committee. The Board Chairperson shall have authority to appoint persons who are not Trustees ~~to as members of~~ any Board committee. ~~persons who are not Trustees.~~ Committee members shall maintain minutes of each meeting and shall file copies of the minutes with the Secretary. Unless otherwise specified in a resolution of the Board, a majority of the Trustee members of a committee shall constitute a quorum for the conduct of business, each Trustee member of the committee shall have one vote, and the affirmative vote of a majority of the Trustee committee members who are present at any meeting at which there is a quorum shall be an act of the committee. Each committee chairperson shall be responsible for ensuring that all committee members receive adequate advance notice of each committee meeting.

Section 6.02 Executive Committee

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The Board of Trustees may establish an Executive Committee of the Board. If so established, the Executive Committee shall consist of the Chairperson, the Vice Chairperson, the Secretary, and the Treasurer of the Board, as well as any Chairs or Co-Chairs of Board Committees that the Chairperson may ask to join the Executive Committee. The Chief Executive Officer and other School staff may participate in Executive Committee meetings in a non-voting and advisory capacity at the discretion of the Chairperson.

The Executive Committee shall have no responsibilities or powers beyond: (1) identifying matters for full Board of Trustees consideration, and (2) addressing time-sensitive matters requiring Board-level actions before the next regularly scheduled Board of Trustees meeting; however, the Executive Committee shall have no authority to act on time-sensitive urgent matters unless the Board has expressly delegated such authority to the Executive Committee to act on its behalf. To the extent permitted by applicable law and these Bylaws, the Executive Committee is empowered to act for the full Board; provided however, that the Executive Committee shall not have power or authority to take any actions listed in Section 6.01 (a) – (i) absent express authority to do so granted by a majority of the Board of Trustees.

The Executive Committee shall meet as circumstances may require. A quorum shall consist of the Chair and at least two other members of the Executive Committee. Meetings may be rescheduled in the absence of a quorum. In the event of a tie on any matter before the Executive Committee, the vote of the Chair shall be dispositive unless the Chair decides to refer the matter to the full Board. All proceedings of the Executive Committee shall be presented to the Board at its next meeting for inclusion in the official minutes of the Board.

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ARTICLE VIII - BOARD OF ADVISORS

The Board of Trustees may at its discretion elect to establish a Board of Advisors to the Board of Trustees.~~appoint individuals to serve as a Board of Advisors to the Board of Trustees.~~ The purpose of the Board of Advisors shall be to serve the School in such ways as may be specified by the Board of Trustees, and the Board of Advisors shall have such specific functions and responsibilities as shall be determined by the Board of Trustees. However, the Board of Trustees may not delegate any of its power, authority, or functions to the Board of Advisors.

The Chairperson shall appoint members of the Board of Advisors. The Executive Committee shall be consulted prior to each appointment. The full Board of Trustees shall be informed but no vote shall be required. The Board of Advisors shall be comprised primarily of former board members who are able and wish to remain active in the life of the school. The Board of Advisors also may include persons who have not previously served as a Trustee, where such persons have expertise or experience of particular interest to the Board of Trustees, and where such persons are able to meet the expectations stated herein for service on the Board of Advisors.

Members of the Board of Advisors ~~in most cases~~ shall be expected to serve on and participate in the activities of at least one Board committee,~~including attendance at committee meetings.~~ Members

of the Board of Advisors shall be invited to attend regularly scheduled Board meetings and all School events to which Trustees are invited, but such attendance shall not be required.

Members of the Board of Advisors shall be appointed for two-year terms and shall not be subject to term limits. ~~No limit shall be set on the size of the Board of Advisors, but the intent is to have a Board of Advisors that is manageable in size, smaller than the Board of Trustees, and comprised entirely of members who remain active in the life of the school and are committed to supporting the mission of the school and the work of the Trustees. Persons who are not able to meet the expectations of serving on the Board of Advisors shall not be reappointed.~~

Members of the Board of Advisors shall not have voting authority on any issue and, shall not be entitled to compensation for the performance of their duties as members of the Board of Advisors, but may be reimbursed for expenses incurred in the performance of those duties in the same manner and under the same circumstances as apply to Trustees. Members of the Board of Advisors shall be subject to the same conflict of interest provisions that apply to Trustees.

ARTICLE VII - Fiscal Year

Section 7.01 The fiscal year of the Corporation shall begin on the first day of July and end on the last day of June in each year.

ARTICLE VIII — Amendments to Bylaws

Section 8.01 These foregoing bylaws may be altered, amended or repealed and new bylaws may be adopted by the affirmative vote of two-thirds (2/3) of the Trustees in office, provided that prior notice has been given to all Board Trustees in accordance with the notice provisions set out in Article IV herein.

ARTICLE IX - Internal Revenue Code Requirements

Section 9.01 As a publicly-supported Corporation organized and operated exclusively for charitable purposes as defined in Section 501(c)(3) of the Internal Revenue Code, the following restrictions and conditions are mandatory:

- a. ~~No part of the net earnings shall insure to the benefit of private persons, except that the School shall be authorized to pay reasonable compensation.~~
- b. ~~No substantial part of its activities shall consist of attempts to influence legislation by propaganda or otherwise, and the Corporation shall not participate in or intervene in any political campaign on behalf of any candidate for public office.~~
- c. ~~In accordance with the rules set forth in DC Code 38-1802.13a, upon dissolution, the remaining assets of the School shall be disposed of exclusively to an organization qualified under Section 501(c)(3) of the Internal Revenue Code.~~

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- d. The Corporation will be dissolved if the school's charter has (1) been revoked by the District of Columbia Public Charter School Board ("PCSB"); (2) not been renewed by PCSB; or (3) has voluntarily been relinquished by the Board.

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ARTICLE X — Indemnification

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Section 10.01 Authority to Indemnify To the fullest extent permitted by law, the Corporation shall indemnify any present or former Trustee or officer, and may, by resolution of the Board of Trustees, indemnify any employee against expenses (including attorneys' fees), judgments, fines, and amounts paid in settlement actually and reasonably incurred by the individual so indemnified in connection with any threatened, pending, or completed action, suit, or proceeding, whether civil, criminal, administrative, or investigative, to which he or she may be or is a party by reason of having been such Trustee, officer, or employee.

Section 10.02 Expenses of Indemnity Before the final disposition of any action, suit, or proceeding referred to in this Article, the Corporation shall pay the reasonable expenses incurred by any present or former Trustee or officer seeking indemnification in defending a civil or criminal action, suit, or proceeding, upon receipt by the Corporation of an undertaking by or on behalf of such individual to repay such amount if it shall be ultimately determined that he or she is not entitled to such indemnification. Such expenses incurred by employees and agents of the Corporation may also be paid upon such terms and conditions as the Board deems appropriate.

Section 10.03 Scope of Indemnity The indemnification provided by this Article shall not be deemed exclusive of any other rights to which such Trustee, officer or employees may be entitled under any statute, Bylaw, agreement, vote of the Board of Trustees, or otherwise.

Section 10.04 Liability Insurance Except as may be otherwise provided under provisions of law, the Board of Trustees may adopt a resolution authorizing the purchase and maintenance of insurance on behalf of any agent of the Corporation (including a Trustee, officer, employee or other agent of the Corporation) against liabilities asserted against or incurred by the agent in such capacity or arising out of the agent's status as such, whether or not the Corporation would have the power to indemnify the agent against such liability under the Articles of Incorporation, these Bylaws, or provisions of law.

ARTICLE XI - Other Provisions

Section 11.01 Checks, Notes and Contracts The Board of Trustees shall determine those persons authorized on the Corporation's behalf to sign checks, drafts, or other orders for payment of money; to sign acceptances, notes, or other evidence of indebtedness; to enter into contracts; or to execute and deliver other documents and instruments.

Section 11.02 Deposits All funds of the Corporation shall be deposited from time to time to the credit of the Corporation in such banks, trust companies, or other depositories as the Board of Trustees may select.

Section 11.03 Books and Records The Corporation shall keep at its principal office in the District of

Columbia: (1) correct and complete books and records of account, and (2) minutes of the proceedings of the Board of Trustees and any committee having any of the authority of the Board.

Section 11.04 Inspection Rights Every Trustee shall have the absolute right at any reasonable time to inspect and copy all books, records and documents of every kind and to inspect the physical properties of the Corporation, and shall have such other rights to inspect the books, records and properties of the Corporation as may be required under the Articles of Corporation, other provisions of these Bylaws, ~~and provisions of~~ law.

Article XII — Nondiscrimination

Section 12.01 In accordance with Title VI of the Civil Rights Act of 1964 ("Title VI"), Title IX of the Education Amendments of 1972 ("Title IX"), Section 504 of the Rehabilitation Act of 1973 ("Section 504"), Title II of the Americans with Disabilities Act of 1990 ("ADA"), and the Age Discrimination Act of 1975 ("The Age Act"), and the District of Columbia Human Rights Act of 1977, applicants for admission and employment, students, parents, employees, sources of referral of applicants for admission and employment, and all unions or professional organizations holding collective bargaining or professional agreements with ~~the School E.L. Haynes~~ are hereby notified that ~~the School E.L. Haynes~~ does not discriminate on the basis of race, color, national origin, sex, age, disability, marital status, personal appearance, sexual orientation, gender identity or expression, family status, family responsibilities, matriculation, political affiliation, genetic information, source of income, status as a victim of interfamily offense, or place of residence or business in admission or access to, or treatment or employment in, its programs and activities.

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Coversheet

Discuss and Vote on SY 23-24 Staff Signature Authority

Section:	III. Governance Committee
Item:	C. Discuss and Vote on SY 23-24 Staff Signature Authority
Purpose:	Vote
Submitted by:	
Related Material:	Staff Signature Authority Resolution SY23-24.pdf



E.L. HAYNES PUBLIC CHARTER SCHOOL
Staff Signature Authority Resolution
September 5, 2023

Euphemia L. Haynes Public Charter School, Inc.

3600 Georgia Avenue, NW
Washington, DC 20010

Staff Signature Authority Resolutions for the 2023-2024 School Year

BE IT RESOLVED, that the Board of Trustees hereby appoints Hilary Darilek, Chief Executive Officer), Rikki Hunt Taylor (Chief Academic Officer), and Justin Rydstrom (Senior Advisory), as agents (“Agent(s)”) of Euphemia L. Haynes Public Charter School, Inc. (the “Corporation”) for the purposes set forth herein; and

FURTHER RESOLVED, that either of the Agents, in each instance acting independently without the joinder of the other Agent, is hereby authorized, directed and empowered, on behalf of the Corporation, to execute and deliver any documents, agreements, certificates, certifications and instruments, Federal or state entitlement or funding applications, Federal or state reimbursement requests, grant applications, and amendments and supplements thereto, and to do or cause to be done any and all acts and things such Agent may deem necessary or appropriate in connection therewith; provided that all such actions are (1) in the ordinary course of business of the Corporation and in compliance with the school’s internal controls or (2) otherwise in furtherance of and compliance with approvals or authorizations issued by the Board of Trustees; and

FURTHER RESOLVED, that these Resolutions shall be effective as of September 30, 2023, and shall remain in full force and effect until October 1, 2024, unless rescinded by subsequent action by the Board of Trustees; and,

FURTHER RESOLVED, that any third party shall be entitled to rely on the affirmation of any Trustee or Officer of the Corporation indicating that these Resolutions are valid and binding on the Corporation and remain in full force and effect with respect to the authority hereby conferred on the Agents.

Coversheet

Reflecting on the SY22-23 Organizational Dashboard and Outcomes

Section:	V. School Performance Committee
Item:	A. Reflecting on the SY22-23 Organizational Dashboard and Outcomes
Purpose:	Discuss
Submitted by:	
Related Material:	2022-23 E.L. Haynes Goals Quarterly Dashboard (1).pdf

		E.L. HAYNES GOALS DASHBOARD 2022-23 SCHOOL YEAR											
DASHBOARD METRIC		ES				MS				HS			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
CLASS: "Instructional Support" rating on the CLASS	2022-23				3.85								
	Target				4.00								
	2021-22				3.93								
EARLY LITERACY: % of students in K-4 on-level or making average growth or better on DIBELS (BOY includes only students on-level)	2022-23	46%	75%	87%									
	Target			90%									
	2021-22	33%	75%	80%									
ELA GROWTH: % of students who meet their growth target on i-Ready (K-8) and Reading Inventory (HS)	2022-23		61%	65%		56%	54%			51%	53%		
	Target			75%			75%				75%		
	2021-22		47% (19-20)	45%		50%	44%			51% (19-20)	48%		
MATH GROWTH: % of students K-8 who meet their growth target on i-Ready	2022-23		58%	64%		45%	41%						
	Target			75%			75%						
	2021-22		49% (19-20)	49%		60%	49%						
ELA K-2 ACHIEVEMENT: % of students in K-2 scoring mid-grade level or above on ELA i-Ready	2022-23	15%	30%	45%									
	Target			40%									
	2021-22	10%		32%									
MATH K-2 ACHIEVEMENT: % of students in K-2 scoring mid-grade level or above on math i-Ready	2022-23	13%	27%	39%									
	Target			56%									
	2021-22	7%		30%									
ELA 3-10 ACHIEVEMENT: % of students who score a 4 or above on the ELA PARCC assessment (Q1-Q3 ES and HS based on ANET Predictions, MS based on Transcend)	2022-23	16%	21%	23%	20%	30%	33%	30%	23%	39%	38%	32%	33%
	Target				31%				38%				41%
	2021-22	27%	27%	26%	21%	28%	37%	37%	24%	38%	30%	30%	26%
MATH 3-10 ACHIEVEMENT: % of students who score a 4 or above on the math PARCC assessment (Q1-Q3 ES and HS based on ANET Predictions, MS based on Transcend)	2022-23	19%	23%	26%	22%	20%	22%	16%	13%	5%	12%	14%	13%
	Target				32%				23%				21%
	2021-22	21%	23%	22%	21%	8%	9%	8%	11%	11%	12%	12%	9%
INTERVENTION: % of students enrolled in Read 180/HS Literacy Intervention meeting their Lexile Growth Goal	2022-23								13%				57%
	Target								75%				75%
	2021-22								47%				
COACHING: % of coached teachers whose students achieve their student centered coaching goal	2022-23	17%	65%	76%	17%	43%	48%	0%	30%	60%			
	Target			85%			85%			85%			
	2021-22	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
TEACHER SUPPORT/COACHING: % of teachers who agree that through coaching and feedback from either my instructional coach or manager, I receive specific actions to improve my teaching practice	2022-23	73%	83%	63%	95%	82%	83%	83%	88%	74%			
	Target			85%			85%			85%			
	2021-22	41%	49%	36%	57%	52%	46%	61%	51%	50%			

CULTURE & WELLNESS													
DASHBOARD METRIC		ES				MS				HS			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
90% ATTENDANCE: % of students meeting attendance requirements of 90% or more of their enrolled days	2022-23	72%	66%	70%	72%	71%	62%	65%	64%	60%	52%	53%	50%
	Target				90%				90%				80%
	2021-22	63%	49%	55%	58%	72%	48%	51%	49%	60%	33%	38%	34%
IN-SEAT ATTENDANCE: Average attendance rate	2022-23	92.3%	91.1%	91.2%	91%	91.8%	90.3%	90.6%	90%	88.4%	86.2%	85.9%	85%
	Target				90%				90%				85%
	2021-22	89.5%	86.4%	87.8%	88.1%	91.0%	84.7%	85.1%	85.2%	85.6%	78.9%	79.3%	78.6%
SUSPENSIONS: % of students suspended at least once	2022-23	0.0%	0.0%	0.0%	0.0%	0.8%	0.8%	1.9%	3.2%	2.1%	2.8%	4.7%	6.2%
	Target				0%				3%				5%
	2021-22	0.0%	0.0%	0.6%	0.6%	1.4%	1.7%	3.6%	3.9%	2.0%	2.0%	4.3%	5.6%
STUDENT MENTAL HEALTH AND WELLNESS: % of students who agree that "there is at least one adult in the school building with whom I can share a concern/problem"	2022-23	81%	89%		94%	68%	63%		71%	78%	92%		79%
	Target				85%				75%				80%
	2021-22		74%	82%	85%		67%	58%	64%		74%	72%	77%
RELATIONSHIPS: % of students who agree that they feel connected to a trusted adult at their school	2022-23	83%	80%		94%	60%	59%		58%	73%	67%		73%
	Target				88%				75%				75%
	2021-22	86%	78%	81%	88%	67%	68%	56%	61%	69%	73%	68%	68%

FAMILY ENGAGEMENT													
DASHBOARD METRIC		ES				MS				HS			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
FAMILY ENGAGEMENT: % of students whose families receive a direct contact within two school days of an unexcused absence	2022-23	12%	7%	9%	8%	10%	8%	10%	8%	17%	15%	15%	14%
	Target				75%				75%				75%
	2021-22	6%	8%	8%	8%	8%	10%	9%	9%	15%	12%	11%	10%
PROGRESS MEETINGS: % of students whose families participate in at least 2 student progress meetings (Q1 and Q2 results based on participation in 1 progress meeting)	2022-23	61%	89%	67%	67%	32%	52%	37%	38%	78%	85%	64%	67%
	Target				85%				60%				60%
	2021-22	51%	90%	67%	68%	39%	68%	38%	39%	66%	89%	59%	60%
FAMILY VOICE: % of families who agree that the school seeks their opinions about important issues (Diverse Input)	2022-23	89%	88%		90%	86%	91%		87%	89%	89%		90%
	Target				75%				75%				75%
	2021-22	n/a	n/a		n/a	n/a	n/a		n/a	n/a	n/a		n/a
WOULD RECOMMEND: % of families who would recommend E.L. Haynes to a friend or neighbor	2022-23	95%	90%		95%	84%	91%		77%	93%	94%		87%
	Target				90%				90%				90%
	2021-22	n/a	n/a		n/a	n/a	n/a		n/a	n/a	n/a		n/a
RE-ENROLLMENT: % of families that return to E.L. Haynes in the following year	2022-23				94%				94%				89%
	Target				90%				90%				90%
	2021-22				83%				86%				90%

MISSION & GRADUATE PROFILE													
DASHBOARD METRIC		ES				MS				HS			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
GPA: % of students with a weighted GPA of 3.0 or above this year	2022-23					47%	47%	50%	52%	39%	40%	41%	39%
	Target								45%				40%
	2021-22					41%	39%	41%	44%	45%	38%	41%	40%
9TH GRADE ON TRACK: % of first-time 9th graders who are on track to graduate in 4 years	2022-23									95%	93%	91%	
	Target												98%
	2021-22									95%	99%	99%	98%
GRADUATION RATE: % of cohort graduating within 4 years (Q1-Q3 shows % of enrolled cohort on track to graduate, Q4 shows ACGR)	2022-23									97%	96%	92%	
	Target												90%
	2021-22									74%	96%	91%	94%
SAT: % of the Senior Class who score >= 480 on EBRW and 530 on Math on the SAT (College Board criteria)	2022-23												3%
	Target												20%
	2021-22												5%
AP PERFORMANCE: % of AP students who passed at least one AP exam	2022-23												33%
	Target												35%
	2021-22												28%
COLLEGE ACCEPTANCE: % of graduating seniors accepted to a 2- or 4-year postsecondary institution	2022-23										45%	77%	
	Target												100%
	2021-22										30%	83%	99%
COLLEGE ENROLLMENT: % of students who enroll in a 2- or 4-year postsecondary institution within 2 years of graduating	Class of 2022												
	Target												70%
	Class of 2021												53%
	Class of 2020												64%

RACE & EQUITY																	
DASHBOARD METRIC		ES				MS				HS				ELH			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
EQUITY ATTENDANCE: % of students (by subgroup) who attended 90% or more of their enrolled days	All Students	72%	66%	70%	72%	71%	62%	65%	64%	60%	52%	53%	50%				
	SPED	63%	60%	67%	67%	60%	51%	54%	49%	51%	42%	42%	40%				
	Gap		-5%	-3%	-5%	-11%	-10%	-12%	-15%	-9%	-11%	-11%	-9%				
	Target				-5%				-5%				-5%				
	2021-22 Gap	-14%	-5%	-14%	-18%	-15%	-13%	-18%	-16%	-13%	-9%	-13%	-12%				
AT RISK ELA ACHIEVEMENT: % of students who are designated at risk meeting expectations in ELA on ANET /Transcend (Q1-Q3) and PARCC (Q4)	2022-23	11%	13%	15%	12%	20%	26%	24%	17%	31%	33%	31%	25%				
	Target				35%				25%				25%				
	2021-22	16%	16%	18%	7%	26%	32%	29%	16%	31%	29%	23%	21%				
AT RISK MATH ACHIEVEMENT: % of students who are designated at risk meeting expectations in math on ANET /Transcend (Q1-Q3) and PARCC (Q4)	2022-23	11%	11%	13%	10%	16%	19%	9%	8%	3%	8%	9%	8%				
	Target				35%				25%				25%				
	2021-22	9%	9%	9%	14%	7%	7%	5%	8%	6%	12%	8%	6%				
ELL PROGRESS: % of ELL students meeting their ACCESS growth goal (Increasing to next level is the goal in 2022-23)	2022-23				57%				10%				25%				
	Target				63%				43%				49%				
	2018-19				31%				12%				42%				
SPED PROGRESS: % of goals students are progressing on or have mastered	2022-23	92%	92%			93%	89%			58%	64%						
	Target				85%				85%				85%				
	2021-22	80%	84%	87%	87%	73%	75%	77%	78%	55%	55%	58%	60%				
DIVERSE INPUT ORGANIZATION: % of staff who agree that decisions made by organizational leadership are based on input from a diverse group of staff	2022-23	33%	34%		21%	52%	63%		50%	48%	50%		32%	48%	53%		37%
	Target				80%				80%				80%				80%
	2021-22	41%	44%	35%	32%	43%	52%	52%	46%	46%	60%	48%	50%	45%	55%	46%	45%
DIVERSE INPUT CAMPUS: % of staff who agree that decisions made by campus leadership are based on input from a diverse group of staff	2022-23	31%	47%		29%	67%	63%		76%	65%	52%		43%	51%	51%		48%
	Target				80%				80%				80%				80%
	2021-22	41%	44%	35%	32%	43%	52%	52%	46%	46%	60%	48%	50%	45%	55%	46%	45%
INCLUSIVE COMMUNITY: % of staff who agree that their identity is valued at work and contributes to their accomplishments	2022-23	53%	59%		50%	73%	71%		76%	72%	73%		57%	66%	64%		53%
	Target				85%				85%				85%				85%
	2021-22	47%	68%	57%	54%	60%	67%	74%	69%	71%	74%	65%	61%	58%	72%	64%	63%
INCLUSIVE DECISION MAKING: % of staff who agree that their opinion seems to matter	2022-23	51%	66%		50%	69%	78%		76%	68%	70%		53%	65%	73%		60%
	Target				70%				70%				70%				70%
	2021-22	41%	66%	54%	50%	47%	70%	78%	62%	64%	68%	65%	61%	51%	69%	65%	59%

TALENT & OPERATIONS																	
DASHBOARD METRIC		ES				MS				HS				ELH			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
EARLY HIRING: % of instructional vacancies known by May 1 filled by June 1	2022-23																96%
	Target																90%
	2021-22																60%
RETENTION: % of staff retained	2022-23				84%				80%				80%				81%
	Target				85%				85%				85%				85%
	2021-22				85%				85%				92%				86%
RISE: % of staff who agree that RISE provides clarity and transparency for their role	2022-23	60%	44%	36%	58%	39%	32%	47%	36%	34%	54%	39%	32%				
	Target			84%			85%			85%			85%				
	2021-22	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a				
RISE FEEDBACK: % of staff who agree that RISE provides the feedback and support I need to develop in my role	2022-23	56%	63%	36%	65%	56%	64%	62%	73%	62%	61%	65%	60%				
	Target												85%				
	2021-22	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a				
CUSTOMER SERVICE (HR): % of staff agree they receive timely responses regarding personnel matters (benefits, payroll, leave)	2022-23	31%	47%	32%	50%	56%	56%	40%	43%	53%	38%	49%	50%				
	Target			85%			85%			85%			85%				
	2021-22	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a				
ENROLLMENT: % of students enrolled by June 1 based on target enrollment	2022-23				101%				99%				95%				98%
	Target				100%				100%				100%				100%
	2021-22																89%
FUNDRAISING: % of 2022-23 fundraising goal met	2022-23													\$107K	\$707K	\$798K	\$823K
	Target																\$805K
	2021-22													\$515K	\$1.05M	\$1.09M	\$1.1M
BUDGET EXPENSES: ELH operates within 3% of our annual expense budget (Note: Based on budget vs actual year-to-date)	2022-23													0.0%	2.6%		
	Target																2%
	2021-22													6.3%	2.6%		
SUPPLIES: % of staff who agree that they have the materials and equipment needed to do their work	2022-23	82%	88%	86%	92%	93%	97%	77%	91%	85%	84%	91%	87%				
	Target			90%			95%			90%			90%				
	2021-22	88%	85%	86%	77%	89%	92%	82%	89%	86%	83%	87%	89%				

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Domain	Metric	Link	Calculation	Notes
Instruction	CLASS: "Instructional Support" rating on the CLASS		Average of four classroom scores on Instructional Support	
Instruction	EARLY LITERACY: % of students in K-4 on-level or making average growth	https://app.powerbi.com/groups/me/apps/a5df533d	Numerator: Each student with EOY score At Benchmark or Above OR Year Growth is Average or Above. Denominator: All students with BOY and EOY scores.	
Instruction	ELA GROWTH: % of students who meet their growth target on i-Ready (K-5)	https://app.powerbi.com/groups/me/apps/a5df533d	Numerator: Students meeting typical growth goal on i-Ready or national average growth on i-Ready. Denominator: Students with BOY and EOY scores.	
Instruction	MATH GROWTH: % of students K-8 who meet their growth target on i-Ready	https://app.powerbi.com/groups/me/apps/a5df533d	Numerator: Students meeting typical growth goal on i-Ready. Denominator: Students with BOY and EOY scores.	
Instruction	ELA K-2 ACHIEVEMENT: % of students in K-2 scoring mid-grade level or above	https://app.powerbi.com/groups/me/apps/a5df533d	Numerator: Students scoring mid+ on i-Ready. Denominator: students who took i-Ready	
Instruction	MATH K-2 ACHIEVEMENT: % of students in K-2 scoring mid-grade level or above	https://app.powerbi.com/groups/me/apps/a5df533d	Numerator: Students scoring mid+ on i-Ready. Denominator: students who took i-Ready	
Instruction	ELA 3-10 ACHIEVEMENT: % of students who score a 4 or above on the ELA assessment	https://app.powerbi.com/groups/me/apps/a5df533d	Numerator: Students who score and average of 50% on ANET or a 4 on Transcend or PARCC. Denominator: Student who took ANET/Transcend/PARCC.	
Instruction	MATH 3-10 ACHIEVEMENT: % of students who score a 4 or above on the math assessment	https://app.powerbi.com/groups/me/apps/a5df533d	Numerator: Students who score and average of 50% on ANET or a 4 on Transcend or PARCC. Denominator: Student who took ANET/Transcend/PARCC.	
Instruction	INTERVENTION: % of students enrolled in Read 180/HS Literacy Intervention meeting their Lexile Growth Goal		Numerator: Students in intervention who met lexile g Lexile Growth goals are viewable in HMH Leader Central	
Instruction	COACHING: % of coached teachers whose students achieve their student centered coaching goal		Alex provides this metric	
Instruction	TEACHER SUPPORT/COACHING: % of teachers who agree that through coaching and feedback from either my instructional coach or a peer coach		Numerator: Teachers who agree or strongly agree with the survey item. Denominator: Teachers who answer the survey item.	
Culture & Wellne	100% ATTENDANCE: % of students meeting attendance requirements of 100%	https://app.powerbi.com/groups/me/apps/a5df533d	Numerator: Students with attendance average 90% or higher. Denominator: all enrolled students	
Culture & Wellne	IN-SEAT ATTENDANCE: Average attendance rate	https://app.powerbi.com/groups/me/apps/a5df533d	Numerator: Total number of students present summed across all school days. Denominator: Total number of students enrolled summed across all school days.	
Culture & Wellne	SUSPENSIONS: % of students suspended at least once	https://app.powerbi.com/groups/me/apps/a5df533d	Numerator: Students who have been suspended one or more days. Denominator: All students enrolled at all that year.	
Culture & Wellne	SOCIAL EMOTIONAL LEARNING: % of students who improve at least one level on the SEL assessment		Panorama should help us calculate this, but it hasn't been done yet.	
Culture & Wellne	STUDENT MENTAL HEALTH AND WELLNESS: % of students who agree that they feel connected to school	https://app.powerbi.com/groups/me/apps/a5df533d	Numerator: Students who agree or strongly agree with the survey item. Denominator: Students who answer the survey item.	
Culture & Wellne	RELATIONSHIPS: % of students who agree that they feel connected to school	https://app.powerbi.com/groups/me/apps/a5df533d	Numerator: Students who agree or strongly agree with the survey item. Denominator: Students who answer the survey item.	
Family Engagem	FAMILY ENGAGEMENT: % of students whose families receive a direct communication from the school	https://app.powerbi.com/groups/me/apps/a5df533d	Numerator: Number of times a student is contacted at least once within two school days of an unexcused absences. Denominator: Number of unexcused absences.	
Family Engagem	PROGRESS MEETINGS: % of students whose families participate in at least one progress meeting	https://app.powerbi.com/groups/me/apps/a5df533d	Numerator: Number of students whose family engages in two or more progress meetings (PTG, College meeting, IEP meeting). Denominator: Number of students.	
Family Engagem	FAMILY VOICE: % of families who agree that the school seeks their opinion	https://app.powerbi.com/groups/me/apps/a5df533d	Numerator: Family members who agree or strongly agree with the survey item. Denominator: Family members who answer the survey item.	
Family Engagem	WOULD RECOMMEND: % of families who would recommend E.L. Haynes	https://app.powerbi.com/groups/me/apps/a5df533d	Numerator: Family members who agree or strongly agree with the survey item. Denominator: Family members who answer the survey item.	
Family Engagem	RE-ENROLLMENT: % of families that return to E.L. Haynes in the following year		Right now this is calculated using a complicated SQL. I recommend changing our Re-enrollment calculation to match the business rules used by OSSE and PCSB. That would simplify the process.	
Missing & Gradu	GPA: % of students with a weighted GPA of 3.0 or above this year	https://app.powerbi.com/groups/me/apps/a5df533d	Uses the SQL code "G:\Shared drives\Data Team\SQL\Quarterly Dashboard SQL\GPA for Dashboard v3.sql" to calculate yearly gpa by quarter. It would be simpler to just take a snapshot of yearly GPAs on the day grades are due, but that would include in progress grades for the following term.	
Missing & Gradu	9TH GRADE ON TRACK: % of first-time 9th graders who are on track to graduate	https://app.powerbi.com/groups/me/apps/a5df533d	Calculated using SQL code "G:\Shared drives\Data Team\SQL\Quarterly Dashboard SQL\On Track by Quarter - New Views.sql". This determines who is on track using only the grades from completed terms. Avoids the problems of students appearing off track because they're failing a class in the first week of a new term.	
Missing & Gradu	GRADUATION RATE: % of cohort graduating within 4 years (01-Q3 show)	https://app.powerbi.com/groups/me/apps/a5df533d	ACOR Business rules are available at https://drive.google.com/open?id=1P1wW0XdfUxXwTuT1-3RC75-D6yhyXPUJaukAuser=swlsln140elhaynes.org&usp=drive_fs	
Missing & Gradu	SAT: % of the Senior Class who score >= 480 on EBRW and 530 on Math	https://app.powerbi.com/groups/me/apps/a5df533d	Numerator: All seniors who score 480+ on EBRW and 530+ on math on either SAT. Denominator: All seniors.	
Missing & Gradu	AP PERFORMANCE: % of AP students who passed at least one AP exam		Numerator: All students who took an AP exam. Denominator: All students who scored 3+ on an exam	
Missing & Gradu	COLLEGE ACCEPTANCE: % of graduating seniors accepted to a 2- or 4-year college	https://app.powerbi.com/groups/me/apps/a5df533d	Numerator: Graduates accepted to college as verified by PCSB. Denominator: Graduates.	
Missing & Gradu	COLLEGE ENROLLMENT: % of students who enroll in a 2- or 4-year postsecondary institution	https://app.powerbi.com/groups/me/apps/a5df533d	Numerator: Former graduates who were ever enrolled in college by the spring semester 2 years after graduating. Denominator: Graduates in that class	
Race & Equity	EQUITY ATTENDANCE: % of students (by subgroup) who attended 90% or more of school	https://app.powerbi.com/groups/me/apps/a5df533d	Difference between 90% attendance rate for All students and SPED subgroup.	
Race & Equity	AT RISK ELA ACHIEVEMENT: % of students who are designated at risk in ELA	https://app.powerbi.com/groups/me/apps/a5df533d	Numerator: At Risk Students who score and average of 50% on ANET or a 4 on Transcend or PARCC. Denominator: At Risk Students who took ANET/Transcend/PARCC.	
Race & Equity	AT RISK MATH ACHIEVEMENT: % of students who are designated at risk in math	https://app.powerbi.com/groups/me/apps/a5df533d	Numerator: At Risk Students who score and average of 50% on ANET or a 4 on Transcend or PARCC. Denominator: At Risk Students who took ANET/Transcend/PARCC.	
Race & Equity	ELL PROGRESS: % of ELL students meeting their ACCESS growth goal		Numerator: ELL students who met access goal. Denominator: ELL students	
Race & Equity	SPED PROGRESS: % of goals students are progressing on or have mastered		Right now, this is calculated by looking at all of the goals. We need to find a new way to calculate this using data from Special Programs	
Race & Equity	DIVERSE INPUT ORGANIZATION: % of staff who agree that decisions made by the organization are inclusive	https://app.powerbi.com/groups/me/apps/a5df533d	Numerator: Staff who agree or strongly agree with the survey item. Denominator: Staff who answer the survey item.	
Race & Equity	DIVERSE INPUT CAMPAIGN: % of staff who agree that decisions made by the organization are inclusive	https://app.powerbi.com/groups/me/apps/a5df533d	Numerator: Staff who agree or strongly agree with the survey item. Denominator: Staff who answer the survey item.	
Race & Equity	INCLUSIVE COMMUNITY: % of staff who agree that their identity is valued	https://app.powerbi.com/groups/me/apps/a5df533d	Numerator: Staff who agree or strongly agree with the survey item. Denominator: Staff who answer the survey item.	
Race & Equity	INCLUSIVE DECISION MAKING: % of staff who agree that their opinion is valued	https://app.powerbi.com/groups/me/apps/a5df533d	Numerator: Staff who agree or strongly agree with the survey item. Denominator: Staff who answer the survey item.	
Talent & Operatio	EARLY HIRING: % of instructional vacancies known by June 1		Get this from HR	
Talent & Operatio	RETENTION: % of staff retained		Get this from HR	
Talent & Operatio	RISE: % of staff who agree that RISE provides clarity and transparency for staff	https://app.powerbi.com/groups/me/apps/a5df533d	Numerator: Staff who agree or strongly agree with the survey item. Denominator: Staff who answer the survey item.	
Talent & Operatio	RISE FEEDBACK: % of staff who agree that RISE provides the feedback	https://app.powerbi.com/groups/me/apps/a5df533d	Numerator: Staff who agree or strongly agree with the survey item. Denominator: Staff who answer the survey item.	
Talent & Operatio	CUSTOMER SERVICE (HR): % of staff who agree they receive timely responses	https://app.powerbi.com/groups/me/apps/a5df533d	Numerator: Staff who agree or strongly agree with the survey item. Denominator: Staff who answer the survey item.	
Talent & Operatio	ENROLLMENT: % of students enrolled by June 1 based on target enrollment		Get this from Franklin/Ops on June 1	
Talent & Operatio	FUNDRAISING: % of 2022-23 fundraising goal met		Get this from Katie Wynne	
Talent & Operatio	BUDGET EXPENSES: ELH operates within 3% of our annual expense budget (Note: Based on budget vs actual year-to-date)		Get this from Justin/new Carl	
Talent & Operatio	SUPPLIES: % of staff who agree that they have the materials and equipment	https://app.powerbi.com/groups/me/apps/a5df533d	Numerator: Staff who agree or strongly agree with the survey item. Denominator: Staff who answer the survey item.	

Coversheet

Presenting the 2023-2024 Organizational Dashboard and Goals

Section:	V. School Performance Committee
Item:	B. Presenting the 2023-2024 Organizational Dashboard and Goals
Purpose:	Discuss
Submitted by:	
Related Material:	Draft 23-24 Dashboard (All).pdf

ORGANIZATIONAL PRIORITIES																			
DASHBOARD METRIC		ES				MS				HS				LEA / ELH					
ACADEMIC METRICS		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
ORG PRIORITIES: By the end of the 2023-24 School Year, at least 50% of students will meet their above average growth goal in ELA and Math	2023-24																		
	Target 2022-2023				50%				50%				50%				50%		
TIER 1 INSTRUCTION: By June 2024, 75% of classrooms will effectively use questioning techniques and appropriate types of questions as evidenced by classroom observations.	2023-24																		
	Target 2022-23				75%				75%				75%				75%		
TIER 1 INSTRUCTION: By June 2024, 75% of core content classes will utilize effective small group teaching techniques during their learning blocks at least 75% of the time as evidenced by classroom observations.	2023-24																		
	Target 2022-23				75%				75%				75%				75%		
TIER 1 INSTRUCTION: By June 2024, 75% of classrooms will provide rigorous grade-level tasks as evidenced by classroom observations and learning task audits.	2023-24																		
	Target 2022-23				75%				75%				75%				75%		
MTSS AND STUDENT SUPPORTS: By June 2024, 75% of students enrolled in READ 180 will meet their lexile growth goal.	2023-24																		
	Target 2022-2023								75%				75%						
MTSS AND STUDENT SUPPORTS: By June 2024, 75% of students enrolled in an evidenced-based math intervention (Bridges, Math Mastery, Math 180) will meet their math goal as evidenced by EOY Math Inventory or MClass math scores.	2023-24																		
	Target 2022-23				75%				75%				75%				75%		
MTSS AND STUDENT SUPPORTS: By May 2024, all campuses will have a functioning MTSS structure that is aligned to our MTSS philosophy and approach (ON = On Track; OFF = Off Track; C = Complete)	2023-24																		
	Target				C				C				C				C		
CAMPUS GOAL (ES): By June 2024, 75% of ELA teachers will implement evidenced-based reading strategies in the classroom as evidenced by classroom observations and SOR reading checklists.	2023-24																		
	Target				75%														
CAMPUS GOAL (ES/MTSS): By June 2024, 75% of students enrolled in an ES evidenced-based reading intervention (DD Foundations, Burst) will meet their reading goal as evidenced by EOY Dibels scores.	2023-24																		
	Target 2022-23				75%														
CAMPUS GOAL (MS): By June 2024, 75% of teachers will effectively utilize developmental designs framework and strategies in every classroom as evidenced by classroom observations.	2023-24																		
	Target 2022-23								75%										
CAMPUS GOAL (MS): By June 2024, 75% of students will meet at least 75% of their IEP goals due to new co-teaching structure and whole child case management.	2023-24																		
	Target 2022-23								75%										
CAMPUS GOAL (HS): By June 2024, 75% of students making quarterly GPA growth (% of students growing from average 2.0 to 3.0 GPA (Baseline: SY 22-23 25% GPA Growth .1 or Greater, 13% GPA Growth .2 or Greater)	2023-24																		
	Target 2022-23									75%	75%	75%	75%						
DASHBOARD METRIC		ES				MS				HS				LEA / ELH					
TALENT METRICS		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
ORG PRIORITIES (INVESTING IN OUR PEOPLE): By April 2024, identify and communicate robust medical health plans to replace CareFirst POS and PPO plans that meet the needs of our diverse staff community. (ON = On Track; OFF = Off Track; C = Complete)	2023-24																		
	Target																		C
ORG PRIORITIES (INVESTING IN OUR PEOPLE): By May 2024, create and share a Haynes "Our Investment in You" one-pager that details all financial investments made in individual full-time Haynes employees. (ON = On Track; OFF = Off Track; C = Complete)	2023-24																		
	Target																		C
ORG PRIORITIES (GROWTH & DEVELOPMENT): By March 2024, codify a management vision for all Haynes people managers that is aligned with our Core Values and Manager Competencies.(ON = On Track; OFF = Off Track; C = Complete)	2023-24																		
	Target																		C
ORG PRIORITIES (CELEBRATE EXCELLENCE): By June 2024, create a Haynes awards celebration that recognizes full-time staff members' exceptional performance in achieving outcomes for students, commitment to our school community, our core values, and milestone recognitions.(ON = On Track; OFF = Off Track; C = Complete)	2023-24																		
	Target																		C
DASHBOARD METRIC		ES				MS				HS				LEA / ELH					
ORGANIZATIONAL DEVELOPMENT METRICS		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
ORG PRIORITIES (LONG TERM FACILITIES PLANNING): Remain on track for campus consolidation by SY2026-27 through design development with stakeholder input and an enrollment and financing model by June 30, 2024. (ON = On Track; OFF = Off Track; C = Complete)	2023-24																		
	Target																		C
ORG PRIORITIES (SCHOOL OPERATIONS MODEL): By June 2024, create Standard Operating Procedures (SOPs) that outline a clear and defined approach to minimizing academic learning disruptions and maximizing available resources. (ON = On Track; OFF = Off Track; C = Complete)	2023-24																		
	Target																		C
ORG PRIORITIES (EXCEPTIONAL FINANCES): Maintain healthy financials as measured by the quarterly Key Performance Indicators (days of cash, gross margin, grant reimbursements, and debt-service coverage ratio). (ON = On Track; OFF = Off Track; C = Complete)	2023-24																		
	Target																		C
DASHBOARD METRIC		ES				MS				HS				LEA / ELH					
OTHER METRICS		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
ORG PRIORITIES (RACIAL EQUITY): By the end of the 2023-2024, more than 20 staff members will participate in racial equity training opportunities and share their learning with the community to inform future learning/development investments.	2023-24																		
	Target																		20
ORG PRIORITIES (RACIAL EQUITY METRIC): By the end of 2023-2024 School Year, at least 75% of ELH Staff will agree or strongly agree that "my identity is valued at work and contributes to my accomplishments."	2023-24																		
	Target				75%				75%				75%				75%		
ORG PRIORITIES (DECISION-MAKING): By the end of the 2023-2024 school year, we will facilitate quarterly open forums to directly engage staff members on organizational priorities. (ON = On Track; OFF = Off Track; C = Complete)	2023-24																		
	Target																		C
ORG PRIORITIES (DECISION-MAKING): By the end of 2023-2024 School Year, at least 75% of ELH Staff will agree or strongly agree that "at work my opinion seems to count."	2023-24																		
	Target 2022-23				75%				75%				75%				75%		

**E.L. HAYNES GOALS DASHBOARD
2023-2024 SCHOOL YEAR**

INSTRUCTION																	
DASHBOARD METRIC		ES				MS				HS				LEA / ELH			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
CLASS: "Instructional Support" rating on the CLASS	2023-24																
	Target				4.00												
	2022-2023				3.85												
EARLY LITERACY: % of students in K-4 on-level or making average growth or better on DIBELS (BOY includes only students on-level)	2023-24																
	Target				90%												
	2022-23	46%	75%		87%												
ELA GROWTH: % of students who meet their growth target on i-Ready (K-8) and Reading Inventory (HS)	2023-24																
	Target				75%				75%				75%				
	2022-23		61%		65%		56%		54%		51%		53%				
MATH GROWTH: % of students K-8 who meet their growth target on i-Ready	2023-24																
	Target				75%				75%								
	2022-23		58%		64%		45%		41%								
ELA K-2 ACHIEVEMENT: % of students in K-2 scoring mid-grade level or above on ELA i-Ready	2023-24																
	Target				40%												
	2022-2023	15%			45%												
MATH K-2 ACHIEVEMENT: % of students in K-2 scoring mid-grade level or above on math i-Ready	2023-24																
	Target				56%												
	2022-23	13%	27%		39%												
ELA 3-10 ACHIEVEMENT: % of students who score a 4 or above on the ELA PARCC assessment (Q1-Q3 ES based on ANET Predictions)	2023-24																
	Target				31%				38%				41%				
	2022-23	16%	21%	23%		30%	33%	30%		39%	38%	32%					
MATH 3-10 ACHIEVEMENT: % of students who score a 4 or above on the math PARCC assessment (Q1-Q3 ES based on ANET Predictions)	2023-24	19%	23%	26%		20%	22%	16%		5%	12%	14%					
	Target				32%				23%				21%				
	2022-23	19%	23%	26%		20%	22%	16%		5%	12%	14%					
INTERVENTION: % of students enrolled in Read 180/HS Literacy Intervention meeting their Lexile Growth Goal	2023-24																
	Target								75%				75%				
	2022-23								13%				57%				
COACHING: % of coached teachers whose students achieve their student centered coaching goal	2023-24																
	Target				85%				85%				85%				
	2022-23	17%	65%			17%	43%			0%	30%						
TEACHER SUPPORT/COACHING: % of teachers who agree that through coaching and feedback from either my instructional coach or manager, I receive specific actions to improve my teaching practice	2023-24																
	Target				85%				85%				85%				
	2022-23	73%	83%	63%	95%	82%		83%	83%	88%		74%					
CULTURE & WELLNESS																	
DASHBOARD METRIC		ES				MS				HS				LEA / ELH			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
90% ATTENDANCE: % of students meeting attendance requirements of 90% or more of their enrolled days	2023-24																
	Target				90%				90%				80%				
	2022-23	72%	66%	70%	72%	71%	62%	65%	64%	60%	52%	53%	50%				
IN-SEAT ATTENDANCE: Average attendance rate	2023-24																
	Target				90%				90%				85%				
	2022-23	92.3%	91.1%	91.2%	91	91.8%	90.3%	90.6	90.0%	88.4%	86.2%	85.9%	85.0%				
SUSPENSIONS: % of students suspended at least once	2023-24																
	Target				0%				3%				5%				
	2022-23	0.0%	0.0%	0.6%	0.6%	0.8%	0.8%	1.9%	3.2%	2.1%	2.8%	4.7%	6.2%				
SOCIAL EMOTIONAL LEARNING: % of students who improve at least one level on the SEL assessment	2023-24																
	Target																
	2022-23																
STUDENT MENTAL HEALTH AND WELLNESS: % of students who agree that "there is at least one adult in the school building with whom I can share a concern/problem"	2023-24																
	Target				85%				75%				80%				
	2022-23	81%	89%		94%	68%	63%		71%	78%	92%		79%				
RELATIONSHIPS: % of students who agree that they feel connected to a trusted adult at their school	2023-24																
	Target				88%				75%				75%				
	2022-23	83%	80%		94%	60%	59%		58%	73%	67%		73%				
STUDENT AND FAMILY ENGAGEMENT																	
DASHBOARD METRIC		ES				MS				HS				LEA / ELH / Mult			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
STUDENT ENGAGEMENT: % of STUDENTS who agree or strongly agree that "I like coming to school."	2023-24																
	Target																
	2022-23	83%	85%		82%	54%	48%		58%	62%	52%		54%	66%	59%		59%
STUDENT ENGAGEMENT: % of STUDENTS who agree or strongly agree that "what I am learning in class is CHALLENGING."	2023-24																
	Target																
	2022-23	87%	83%		82%	68%	63%		75%	64%	64%		67%	73%	86%		72%

STUDENT ENGAGEMENT: % of STUDENTS who agree or strongly agree that "what I am learning inc lass is INTERESTING. "	2023-24																	
	Target																	
	2022-23	87%	83%	82%	68%	63%	75%	64%	64%	67%	73%	86%	72%					
STUDENT ENGAGEMENT: % of STUDENTS who agree or strongly agree that "what I am learning inc lass is IMPORTANT. "	2023-24																	
	Target																	
	2022-23	87%	83%	82%	68%	63%	75%	64%	64%	67%	73%	86%	72%					
STUDENT ENGAGEMENT: % of FAMILIES who agree or strongly agree that "I believe my student is challenged in their classes"	2023-24																	
	Target																	
	2022-23	78%	83%	85%	70%	80%	83%	78%	77%	84%	73%	86%	72%					
FAMILY ENGAGEMENT: % of FAMILIES who agree or strongly agree that "I feel connected to my child(ren)'s teachers..."	2023-24																	
	Target																	
	2022-23	80%	83%	90%	68%	72%	64%	67%	73%	81%	80%	79%	84%					
FAMILY ENGAGEMENT: % of students whose families receive a direct contact within two school days of an unexcused absence	2023-24																	
	Target				75%				75%				75%					
	2022-23	12%	7%	9%	8%	10%	8%	10%	8%	17%	15%	15%	14%					
PROGRESS MEETINGS: % of students whose families participate in at least 2 student progress meetings (Q1 and Q2 results based on participation in 1 progress meeting)	2023-24																	
	Target				85%				60%				60%					
	2022-23	61%	89%	67%	67%	32%	52%	37%	38%	78%	85%	64%	65%					
FAMILY VOICE: % of families who agree that the school seeks their opinions about important issues (Diverse Input)	2023-24																	
	Target				75%				75%				75%					
	2022-23	89%	88%	90%	86%	91%	87%	89%	89%	90%	91%	93%	80%					
WOULD RECOMMEND: % of families who would recommend E.L. Haynes to a friend or neighbor	2023-24																	
	Target				90%				90%				90%					90%
	2022-23	95%	90%	95%	84%	91%	77%	93%	94%	87%	94%	92%	84%					
MISSION AND GRADUATE PROFILE																		
DASHBOARD METRIC		ES				MS				HS				LEA / ELH				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
GPA: % of students with a weighted GPA of 3.0 or above this year	2023-24																	
	Target								45%				40%					
	2022-23					47%	47%	50%	52%	39%	40%	41%	39%					
GPA Growth: % of students growing from average 2.0 to 3.0 GPA Baseline: SY 22-23 25% GPA Growth .1 or Greater, 13% GPA Growth .2 or Greater	2023-24																	
	Target																	
	2022-23																	
9TH GRADE ON TRACK: % of first-time 9th graders who are on track to graduate in 4 years	2023-24																	
	Target												98%					
	2022-23									95%	93%	91%	98%					
GRADUATION RATE: % of cohort graduating within 4 years (Q1-Q3 shows % of enrolled cohort on track to graduate, Q4 shows ACGR)	2023-24																	
	Target												90%					
	2022-23									97%	96%	92%	94%					
SAT: % of the Senior Class who score >= 480 on EBRW and 530 on Math on the SAT (College Board criteria)	2023-24																	
	Target												20%					
	2022-23												3%					
AP PERFORMANCE: % of AP students who passed at least one AP exam	2023-24																	
	Target												35%					
	2022-23												33%					
COLLEGE ACCEPTANCE: % of graduating seniors accepted to a 2- or 4-year postsecondary institution	2023-24																	
	Target												100%					
	2022-23										45%	77%	100%					
COLLEGE ENROLLMENT: % of students who enroll in a 2- or 4-year postsecondary institution within 2 years of graduating	Class of 2023																	
	Target												70%					
	Class of 2022																	
	Class of 2021													53%				
	Class of 2020													64%				

		E.L. HAYNES GOALS DASHBOARD 2023-2024 SCHOOL YEAR															
TALENT																	
DASHBOARD METRIC		ES				MS				HS				ELH			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
EARLY HIRING (HIRING): % of instructional vacancies known by May 1 filled by June 1	2023-24																
	Target																90%
	2022-23																96%
RETENTION (HIRING): % of staff retained	2023-24																
	Target				85%				85%				85%				85%
	2022-23				84%				80%				78%				81%
RISE: % of staff who agree that RISE checkpoints provide meaningful feedback and support needed to meet my goals in my role	2023-24																
	Target				84%				85%				85%				85%
	2022-23	56%	63%		36%	65%	56%		64%	62%	73%		62%	61%	65%		60%
CUSTOMER SERVICE (HR): % of staff agree that they receive a response that sufficiently helps to address their personnel matters (benefits, payroll, leave, etc.)	2023-24																
	Target				85%				85%				85%				85%
	2022-23	31%	47%		32%	50%	56%		56%	40%	43%		53%	38%	49%		50%
STAFF SUPPORT/COACHING (RISE): % of non-instructional staff who agree that through coaching and feedback from my manager, I receive specific actions to develop in my role	2023-24																
	Target																85%
	2022-23	56%	63%		36%	65%	56%		64%	62%	73%		62%	61%	65%		60%
MANAGER TRAINING (RISE): % of managers who believe they have the support needed to be effective managers	2023-24																
	Target																85%
	2022-23																

		E.L. HAYNES GOALS DASHBOARD 2023-2024 SCHOOL YEAR															
ORGANIZATIONAL DEVELOPMENT																	
DASHBOARD METRIC		ES				MS				HS				ELH			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DAYS OF CASH ON HAND: Days of cash-on-hand is above the threshold required by our loan covenants and PCSB requirements	2023-24																
	Target																136
	2022-2023																136
DEBT SERVICE COVERAGE RATIO: The Debt-Service Coverage Ration remains below the threshold set by our loan covenants (1).	2023-24																
	Target													1	1	1	1
	2022-2023																1.41
GROSS MARGIN: The Gross Margin (revenue less expenses, divided by revenue) is above 1% on a quarterly basis	2023-24																
	Target													-5%	-5%	-5%	-5%
	2022-2023																0.20%
GRANTS INVOICED: By June 30, 2024, 100% of federal grants will be invoiced.	2023-24																
	Target																100%
	2022-2023																100%
ENROLLMENT: % of students enrolled by June 1 based on target enrollment	2023-24																
	Target				100%				100%					100%	100%	100%	100%
	2022-2023				101%				99%					95%			98%
FUNDRAISING: % of 2022-23 fundraising goal met	2023-24																
	Target																\$805K
	2022-23													\$107K	\$707K	\$798K	\$824K
SUPPLIES & MATERIALS: % of staff who agree that they have the materials and equipment needed to do their work	2023-24																
	Target				90%				95%				90%				90%
	2022-23	82%	88%		86%	92%	93%		97%	77%	91%		85%	84%	91%		87%
TECHNOLOGY: % of staff who agree that they have the technology needed to do their work	2023-24																
	Target				90%				95%				90%				90%
	2022-23	82%				92%				77%				84%			
WORKSPACE: % of staff who agree that they have the workspace needed to do their work	2023-24																
	Target				90%				95%				90%				90%
	2022-23	82%				92%				77%				84%			
RE-ENROLLMENT: % of families that return to E.L. Haynes in the following year	2023-24																
	Target				90%				90%				90%				
	2022-23																

E.L. HAYNES GOALS DASHBOARD 2023-2024 SCHOOL YEAR																	
RACE & EQUITY																	
Dashboard Metric		ES				MS				HS				ELH			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
EQUITY ATTENDANCE: % of students (by subgroup) who <u>attended 90%</u> or more of their enrolled days	All Students																
	SPED																
	Gap																
	Target				-5%				-5%				-5%				
	2022-23 Gap	-9%	-5%	-3%	-5%	-11%	-10%	-12%	-15%	-9%	-11%	-11%	-9%				
AT RISK ELA ACHIEVEMENT: % of students who are designated at risk meeting expectations in ELA on <u>ANET</u> /Transcend (Q1-Q3) and PARCC (Q4)	2023-24																
	Target				35%				25%				25%				
	2022-23	11%	13%	15%		20%	26%	24%		31%	33%	31%					
AT RISK MATH ACHIEVEMENT: % of students who are designated at risk meeting expectations in math on <u>ANET</u> /Transcend (Q1-Q3) and PARCC (Q4)	2023-24																
	Target				35%				25%				25%				
	2022-23	11%	11%	13%		16%	19%	9%		3%	8%	9%					
ELL PROGRESS: % of ELL students meeting their ACCESS growth goal (Increasing to next level is the goal in 2022-23)	2023-24																
	Target				63%				43%				49%				
	2022-23				57%				10%				25%				
SPED PROGRESS: % of goals students are progressing on or have mastered	2023-24																
	Target				85%				85%				85%				
	2022-23	92%	92%			93%	89%			58%	64%						
DIVERSE INPUT ORGANIZATION: % of staff who agree that decisions made by organizational leadership are based on input from a diverse group of staff	2023-24																
	Target				75%				75%				75%				75%
	2022-23	33%	34%	21%		52%	63%	50%		48%	50%	32%		48%	53%	37%	
DIVERSE INPUT CAMPUS: % of staff who agree that decisions made by campus leadership are based on input from a diverse group of staff	2023-24																
	Target				75%				75%				75%				75%
	2022-23	31%	47%	29%		67%	63%	76%		65%	52%	43%		51%	51%	48%	
INCLUSIVE COMMUNITY: % of staff who agree that their identity is valued at work and contributes to their accomplishments	2023-24																
	Target				75%				75%				75%				75%
	2022-23	53%	59%	50%		73%	71%	76%		72%	73%	57%		66%	64%	53%	
INCLUSIVE DECISION MAKING: % of staff who agree that their opinion seems to count	2023-24																
	Target				75%				75%				75%				75%
	2022-23	51%	66%	50%		69%	78%	76%		68%	70%	53%		65%	73%	60%	

Coversheet

Adjourn Meeting

Section:	VIII. Closing Items
Item:	A. Adjourn Meeting
Purpose:	Vote
Submitted by:	
Related Material:	September 2023 Board Meeting Deck (9.5.23).pdf

SEPTEMBER 2023 BOARD OF TRUSTEES MEETING

September 5, 2023





Board of Trustees Meeting

September 5, 2023

6:00 p.m. - 8:00 p.m.

AGENDA

- **WELCOME**
- **OPENING ITEMS**
- **CEO UPDATE**
- **GOVERNANCE COMMITTEE**
- **COMMUNITY RELATIONS COMMITTEE**
- **SCHOOL PERFORMANCE COMMITTEE**
- **AUDIT, FINANCE, AND FACILITIES COMMITTEE**
- **CLOSED SESSION**



Board of Trustees Meeting

September 5, 2023

6:00 p.m. - 8:00 p.m.

AGENDA

- WELCOME
- **OPENING ITEMS**
- CEO UPDATE
- GOVERNANCE COMMITTEE
- COMMUNITY RELATIONS COMMITTEE
- SCHOOL PERFORMANCE COMMITTEE
- AUDIT, FINANCE, AND FACILITIES COMMITTEE
- CLOSED SESSION

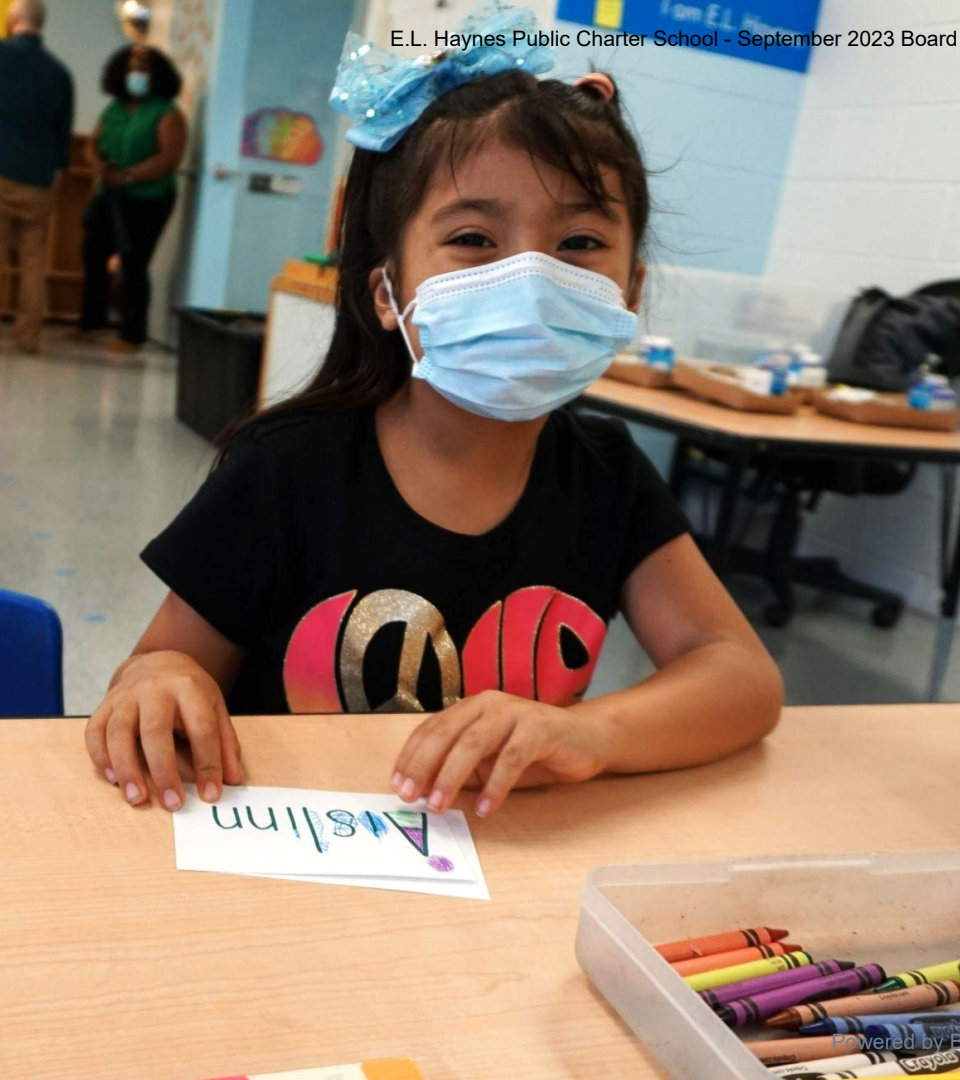


Board of Trustees Meeting

September 5, 2023
6:00 p.m. - 8:00 p.m.

AGENDA

- WELCOME
- OPENING ITEMS
- **CEO UPDATE**
- GOVERNANCE COMMITTEE
- COMMUNITY RELATIONS COMMITTEE
- SCHOOL PERFORMANCE COMMITTEE
- AUDIT, FINANCE, AND FACILITIES COMMITTEE
- CLOSED SESSION



Board of Trustees Meeting

September 5, 2023

6:00 p.m. - 8:00 p.m.

AGENDA

- WELCOME
- OPENING ITEMS
- CEO UPDATE
- **GOVERNANCE COMMITTEE**
- COMMUNITY RELATIONS COMMITTEE
- SCHOOL PERFORMANCE COMMITTEE
- AUDIT, FINANCE, AND FACILITIES COMMITTEE
- CLOSED SESSION

Governance Committee

Agenda

- **Conflict of Interest Policy**
- **Discuss and VOTE on Changes to E.L. Haynes By-Laws**
- **VOTE on Staff Signature Authority for the SY 2023-24**
- **Review Recruitment Needs for SY 2023-24**

Conflict of Interest Policy

Please fill out and submit your conflict of interest forms to Joe Callahan (jcallahan@elhaynes.org) **by Friday, September 30, 2022.**

E.L. Haynes Conflict of Interest Policy

The purpose of this Conflict of Interest Policy is to protect the E.L. Haynes Public Charter School's interest when it is contemplating entering into a transaction or arrangement with an officer or director of the Corporation, or other interested persons as defined by the policy.

This policy is intended to supplement but not replace any applicable state and federal laws governing conflicts of interest applicable to nonprofit and charitable corporations.

Interested Person:

- I. An individual who is a founder of the Corporation, or who is a current or former trustee, director, member, member of a designated body, officer, or key leader of the Corporation; a family member of any of the individuals identified in sub-subparagraph (i);
- II. An entity identified as submitting a petition to establish the Corporation pursuant to § 38-1802.02(13);
- III. An entity in which an individual identified in sub-subparagraph (i) serves as a member of the board of directors or has a financial interest; or
- IV. An entity in which a family member of an individual identified in sub-subparagraph (i) serves as a member of the board of directors or has a financial interest.

Definitions (continued)

Financial Interest

A person has a financial interest if the person has, directly or indirectly, through business, investment or family:

- a. An ownership or investment interest in any entity with which the Corporation has a transaction or arrangement, or
- b. A compensation arrangement with the Corporation or with any entity or individual with which the Corporation has a transaction or arrangement, or
- c. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Corporation is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial.

When a conflict of interest contract may be allowed

A conflict of interest exists for any contract or transaction between E.L. Haynes and an interested party, but such conflicting interest transactions are not necessarily prohibited provided that the procedures below are followed, and the Board of Trustees authorizes the transaction in good faith and the transaction is fair to E.L. Haynes at the time that it is authorized.

Procedures

- Duty to Disclose
- Determining Whether a Conflict of Interest Exists
- Procedures for Voting on Conflicting Interest Transactions
- Records of Proceedings

See the **Conflict of Interest Form** for more information.

This will need to be signed by all Board of Trustees, Officers of E.L. Haynes, and Procurement staff.

Violations of the Conflict of Interest Policy

- If the board or committee has reasonable cause to believe that a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
- If, after hearing the member's response and after making such further investigation as warranted by the circumstances, the board or committee determines that the member has in fact failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.
- The board or committee must also determine whether the transaction is void or voidable as a result of the conflict of interest.

Governance Committee

Agenda

- **Conflict of Interest Policy**
- **Discuss and VOTE on Changes to E.L. Haynes Bylaws**
- **VOTE on Staff Signature Authority for the SY 2023-24**
- **Review Recruitment Needs for SY 2023-24**

Proposed Changes to E.L. Haynes By-Laws

1. **Executive Committee**
definition and clarification.
2. **General edits** and
clarifications

VOTE

*Proposed Changes to
E.L. Haynes By-Laws*

**To adopt all of the edits
and changes to the E.L.
Haynes by-laws presented
by the Governance
Committee.**

Governance Committee

Agenda

- **Conflict of Interest Policy**
- **Discuss and VOTE on Changes to E.L. Haynes Bylaws**
- **VOTE on Staff Signature Authority for the SY 2023-24**
- **Review Recruitment Needs for SY 2023-24**

VOTE

*Staff Signature Authority
SY 2023-24*

**On the proposed
resolution, granting
organizational signature
authority to:**

- **Hilary Darilek**
- **Rikki Hunt Taylor**
- **Justin Rydstrom**

**Effective September 30,
2023, through October 1,
2024.**

Governance Committee

Agenda

- **Conflict of Interest Policy**
- **Discuss and VOTE on Changes to E.L. Haynes Bylaws**
- **VOTE on Staff Signature Authority for the SY 2023-24**
- **Review Recruitment Needs for SY 2023-24**

SY 2023-2024 Board Recruitment Needs

FY24 Recruitment Needs

Current Membership	12
FY24 Vacancies	3
Total Expiring Terms	1
Possible One-Year Extensions	1
Expiring First Terms	3
TOTAL POSSIBLE NEEDS <i>(as of 6/30/24)</i>	4-8

Demonstrated Needs

- Financial Management
- Education Expertise
- DC Government Understanding and Expertise
- Fundraising and Governance
- Parent / Family Voice - particularly one from middle school
- Neighbors (Individual or institutional)
- Latino / Latina representation

Committee Needs

- Chair, Audit, Finance, & Facilities Committee (23-24)
- Treasurer (23-24)
- Chair, Board of Trustees (24-25*)

Characteristics

- Deep commitment to equity
- Team player
- Willing to do the work
- Understanding and commitment to our vision and strategy for the future



Board of Trustees Meeting

September 5, 2023

6:00 p.m. - 8:00 p.m.

AGENDA

- WELCOME
- OPENING ITEMS
- CEO UPDATE
- GOVERNANCE COMMITTEE
- **COMMUNITY RELATIONS COMMITTEE**
- SCHOOL PERFORMANCE COMMITTEE
- AUDIT, FINANCE, AND FACILITIES COMMITTEE
- CLOSED SESSION

Community Relations Committee

Agenda

- **Annual Fund Update**
- **Homecoming Fundraiser and Board Participation**
- **Opportunities to Connect with the E.L. Haynes Community**

Annual Fund Update

Annual Fund Report as of 8/25/2023

Category	FY23 Raised	FY24 Goal	FY24 Raised TD	% of Goal	Delta
GOVERNMENT	\$450,140.18	\$470,000.00	\$0	0%	(\$470,000)
FOUNDATIONS	\$264,775	\$215,000.00	\$50,000	23.26%	(\$165,000)
CORPORATIONS	\$12,950	\$20,000.00	\$0	0%	(\$20,000)
INDIVIDUALS	\$78,557	\$75,000.00	\$13,655	18.21%	(\$61,345)
SPECIAL EVENTS	\$17,000	\$25,000.00	\$6,500	26%	(\$18,500)
TOTAL	\$823,422.18	\$805,000.00	\$70,155	8.71%	(\$734,845)

Community Relations Committee

Agenda

- Annual Fund Update
- Homecoming Fundraiser and Board Participation
- Opportunities to Connect with the E.L. Haynes Community

Community Relations Committee

Agenda

- Annual Fund Update
- Homecoming Fundraiser and Board Participation
- Opportunities to Connect with the E.L. Haynes Community

Upcoming Opportunities to Engage with the E.L. Haynes Community					
Opportunities with Staff		Major Events		Opportunities with Students	
Date	Detail	Date	Detail	Date	Detail
09/22/2023	Staff PD Day	09/15 - 10/15	Hispanic Heritage Month	09/09/2023 9 - 10:30 a.m.	Elementary School Back to School Event
10/18/2023	All Staff Meeting	TBD	Campus-Based Hispanic Heritage Month Celebrations	09/13/2023 5 - 6 p.m.	Middle School Back to School Night
		10/26/2023	Homecoming: A Fundraiser for E.L. Haynes	10/26/2023 1:30 p.m.	Homecoming Pep-Rally - High School Gym
				<u>Fall sports MS / HS schedule</u>	



Board of Trustees Meeting

September 5, 2023

6:00 p.m. - 8:00 p.m.

AGENDA

- WELCOME
- OPENING ITEMS
- CEO UPDATE
- GOVERNANCE COMMITTEE
- COMMUNITY RELATIONS COMMITTEE
- **SCHOOL PERFORMANCE COMMITTEE**
- AUDIT, FINANCE, AND FACILITIES COMMITTEE
- CLOSED SESSION



SCHOOL PERFORMANCE COMMITTEE MEETING

September 5, 2023

AGENDA

- **DISCUSSION: PARCC SCORES**
- **EOY DASHBOARD REVIEW**
- **UNDERSTANDING NEW DASHBOARD**

2023 PARCC Results

Questions for Your Consideration:

What stands out to you in these data?

- **subject?**
- **grade?**
- **student subgroup?**

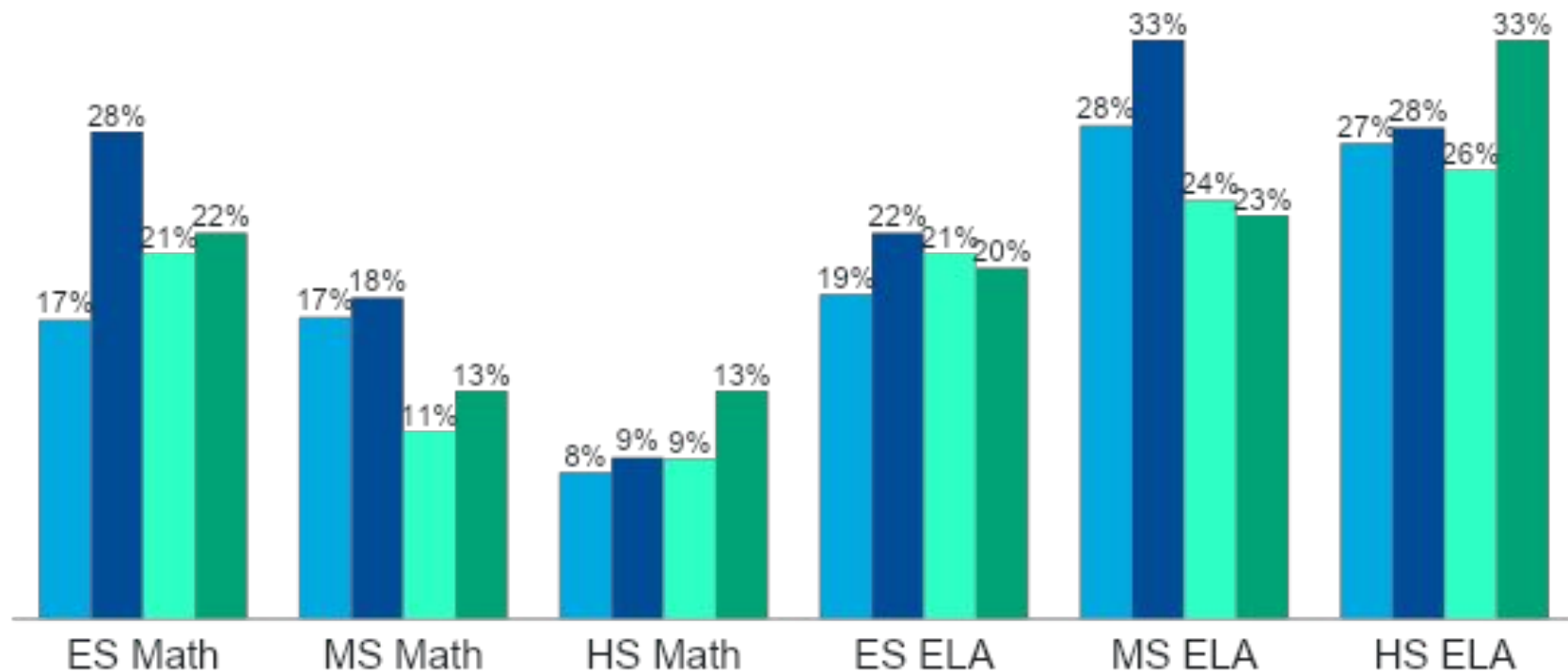
What hypotheses or conclusions are you beginning to draw from the data?

Our Reflections on Our Performance

- **10th Grade ELA, HS Geometry, and 7th Grade Math all saw significant increases in performance compared to 2021-2022.**
- **Though not fully shown in these PARCC results, our students have grown significantly.**
- **We still have a lot of work to do.**
- **AND, the data from PARCC are consistent with and add to what we learned throughout 2022-23.**

PARCC 4+

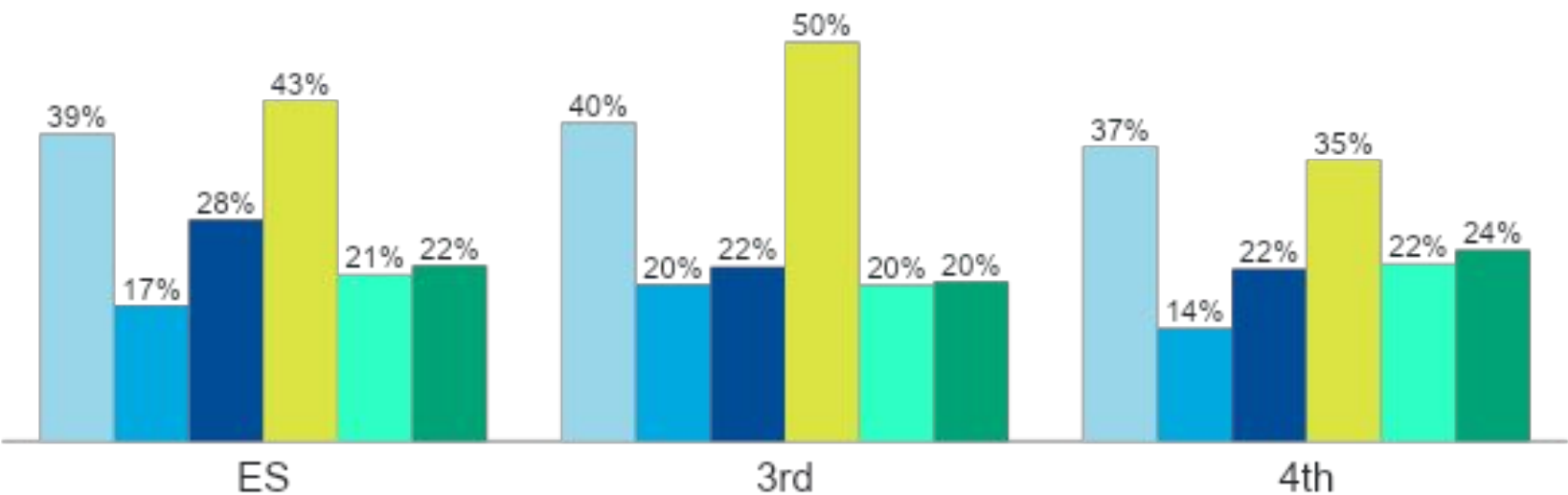
■ Charters 2022 ■ Charters 2023 ■ ELH 2022 ■ ELH 2023



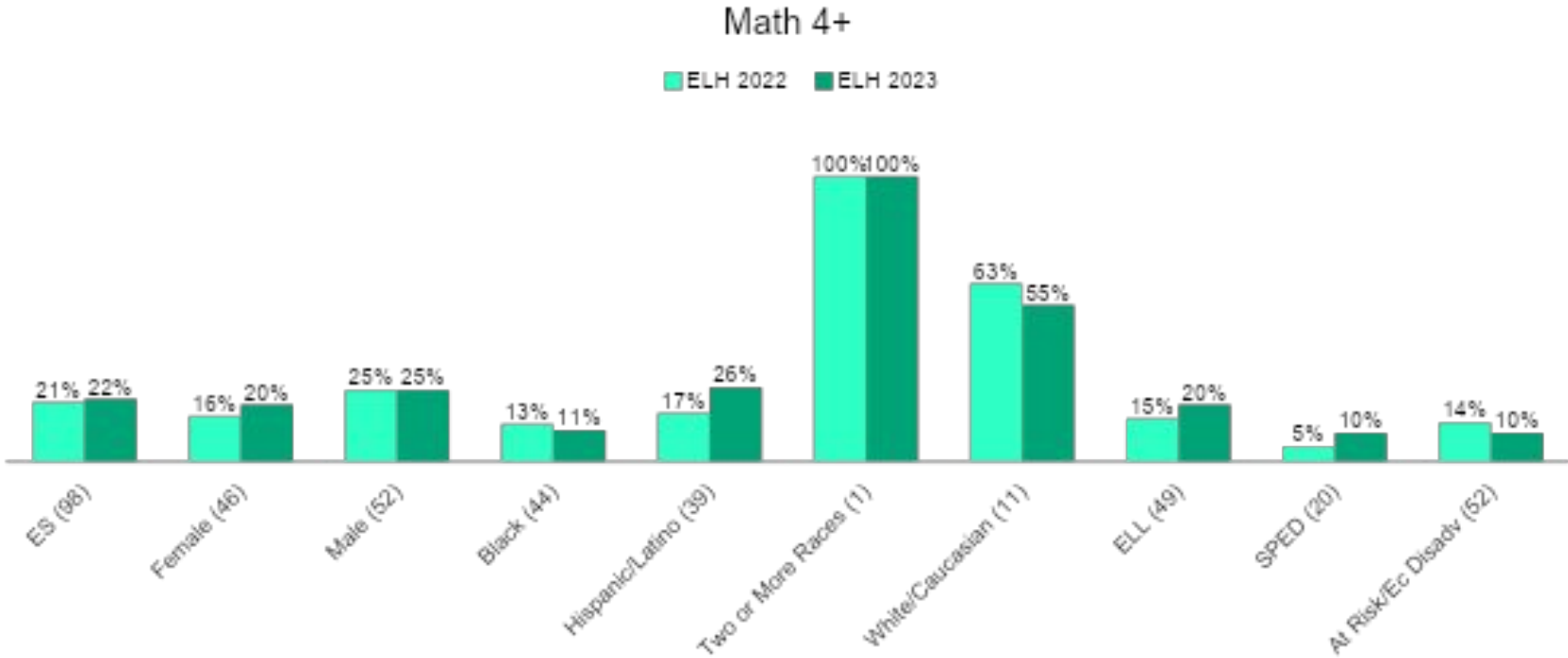
Math 4+

Math 4+

Charters 2019 Charters 2022 Charters 2023 ELH 2019 ELH 2022 ELH 2023



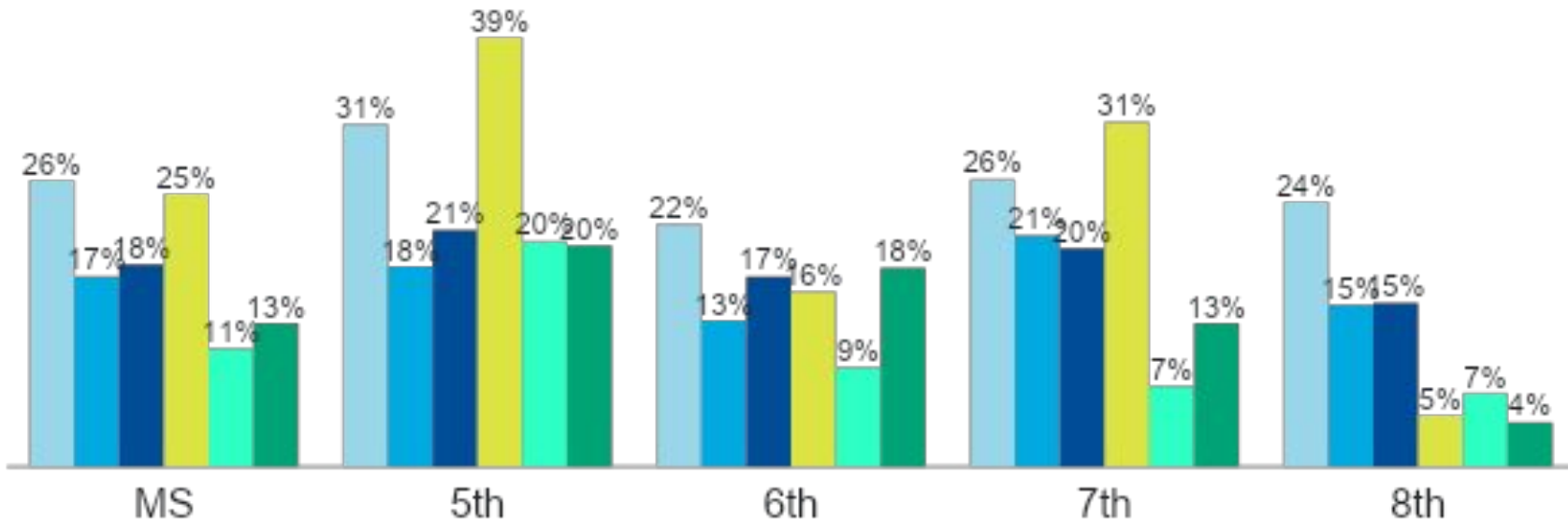
Elementary School - Math 4+ By Subgroup



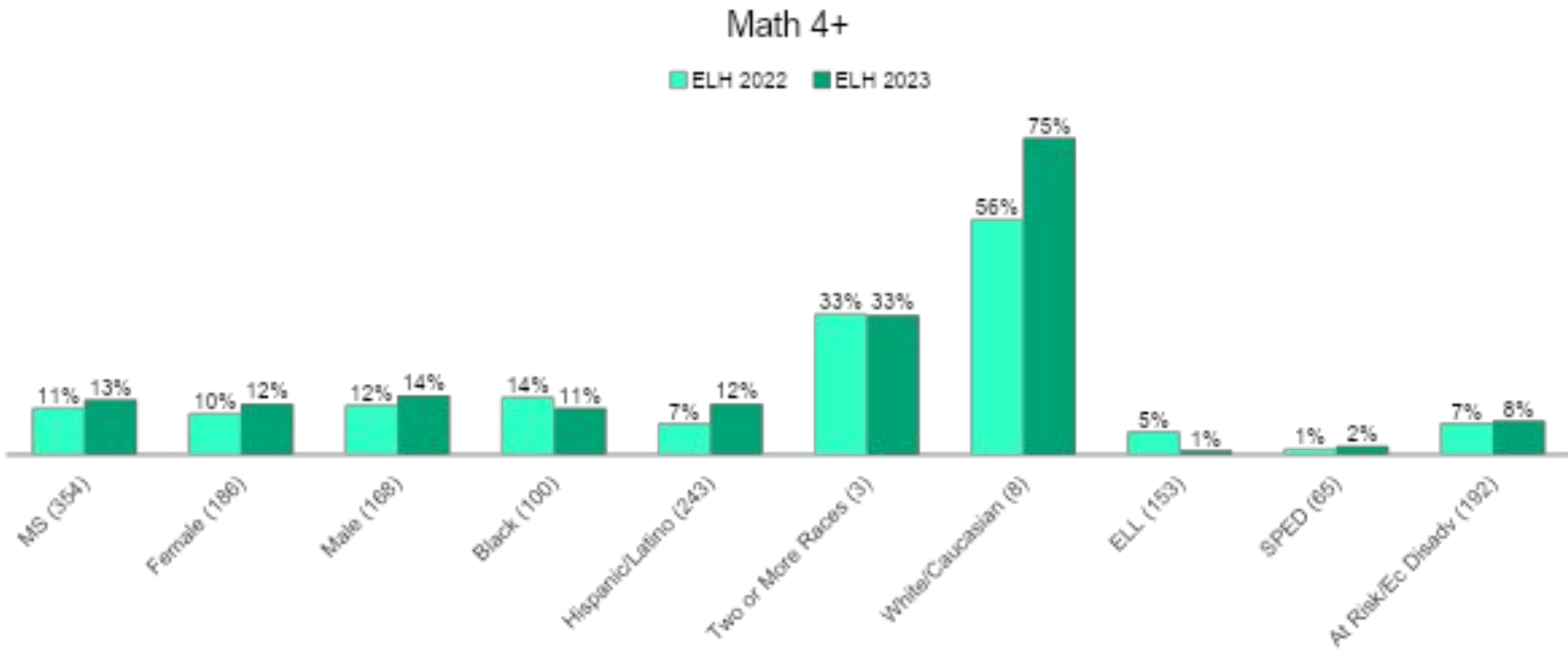
Middle School - Math

Math 4+

■ Charters 2019
 ■ Charters 2022
 ■ Charters 2023
 ■ ELH 2019
 ■ ELH 2022
 ■ ELH 2023

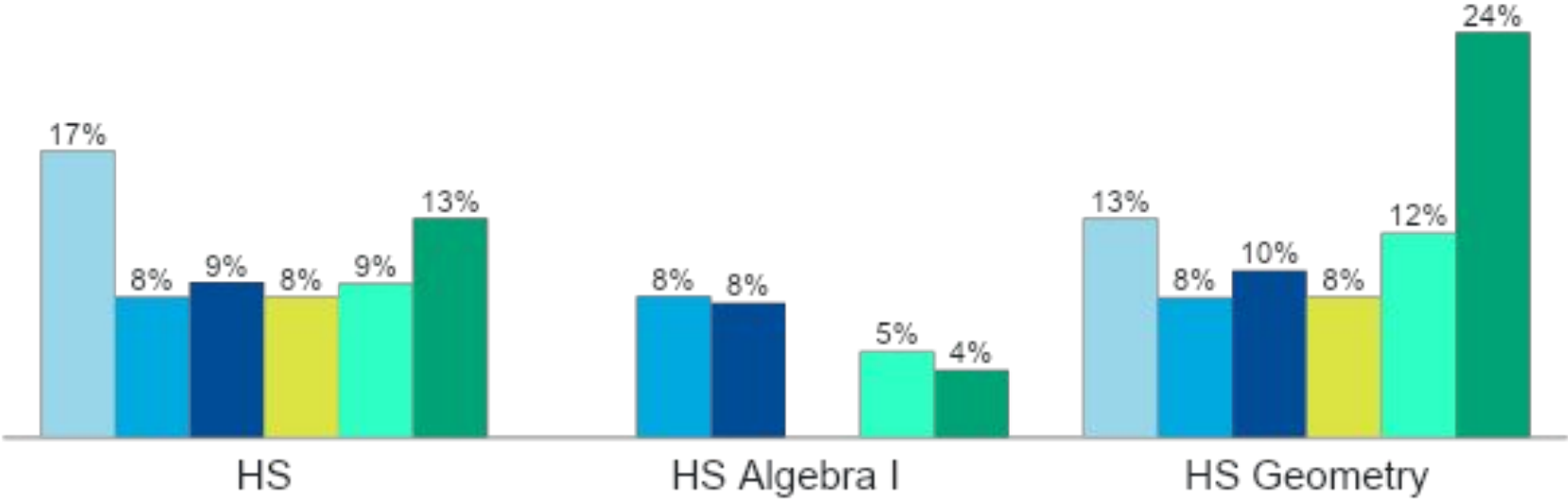


Middle School - Math 4+ By Subgroup

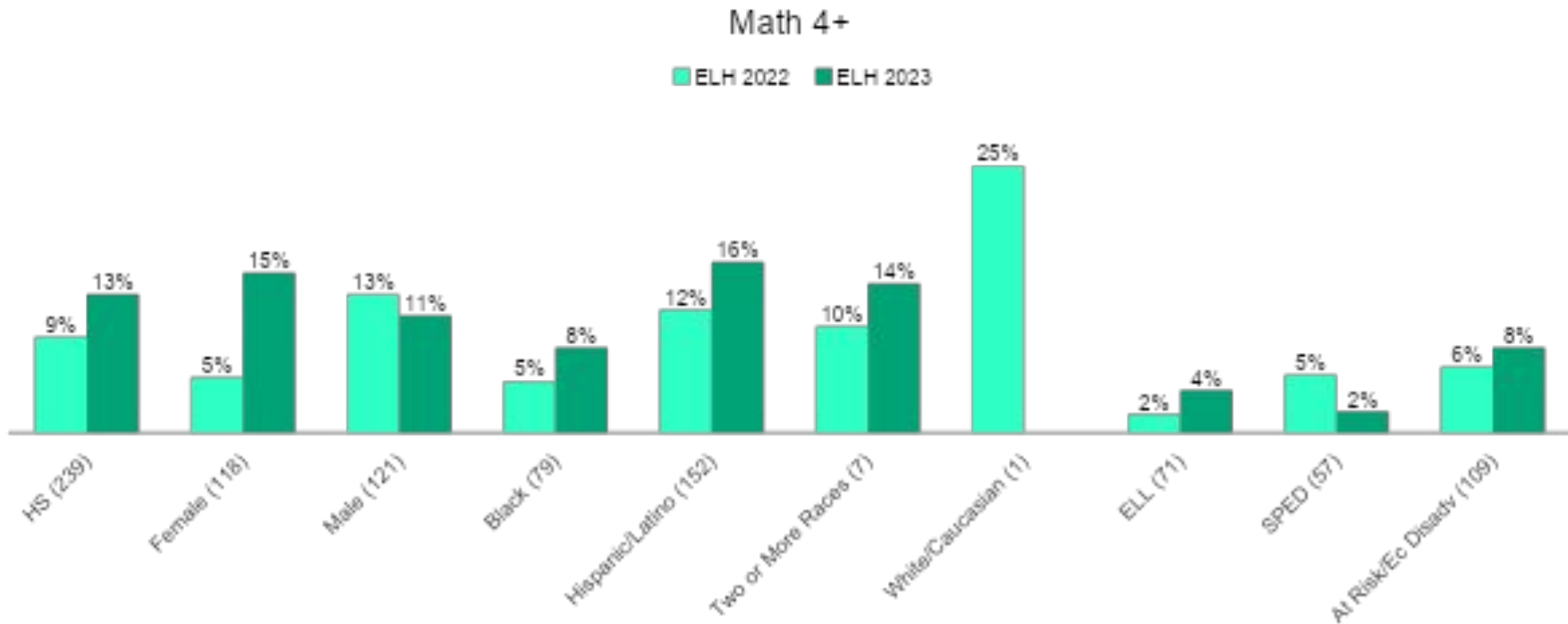


Math 4+

Charters 2019 Charters 2022 Charters 2023 ELH 2019 ELH 2022 ELH 2023



High School - Math 4+ By Subgroup

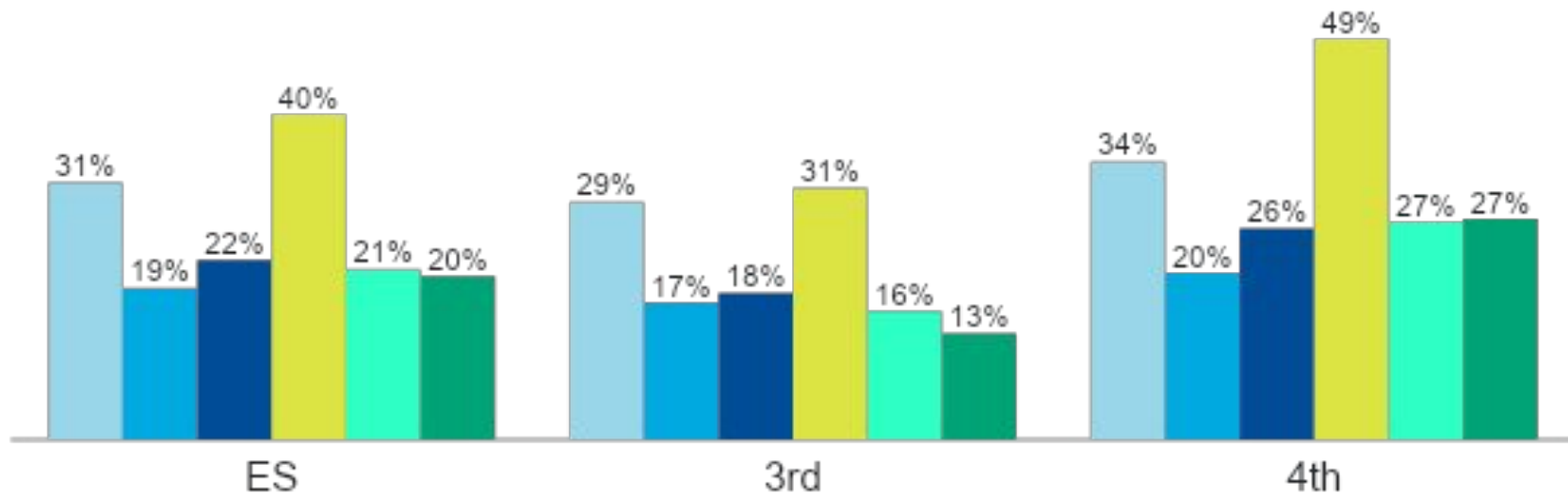


ELA 4+

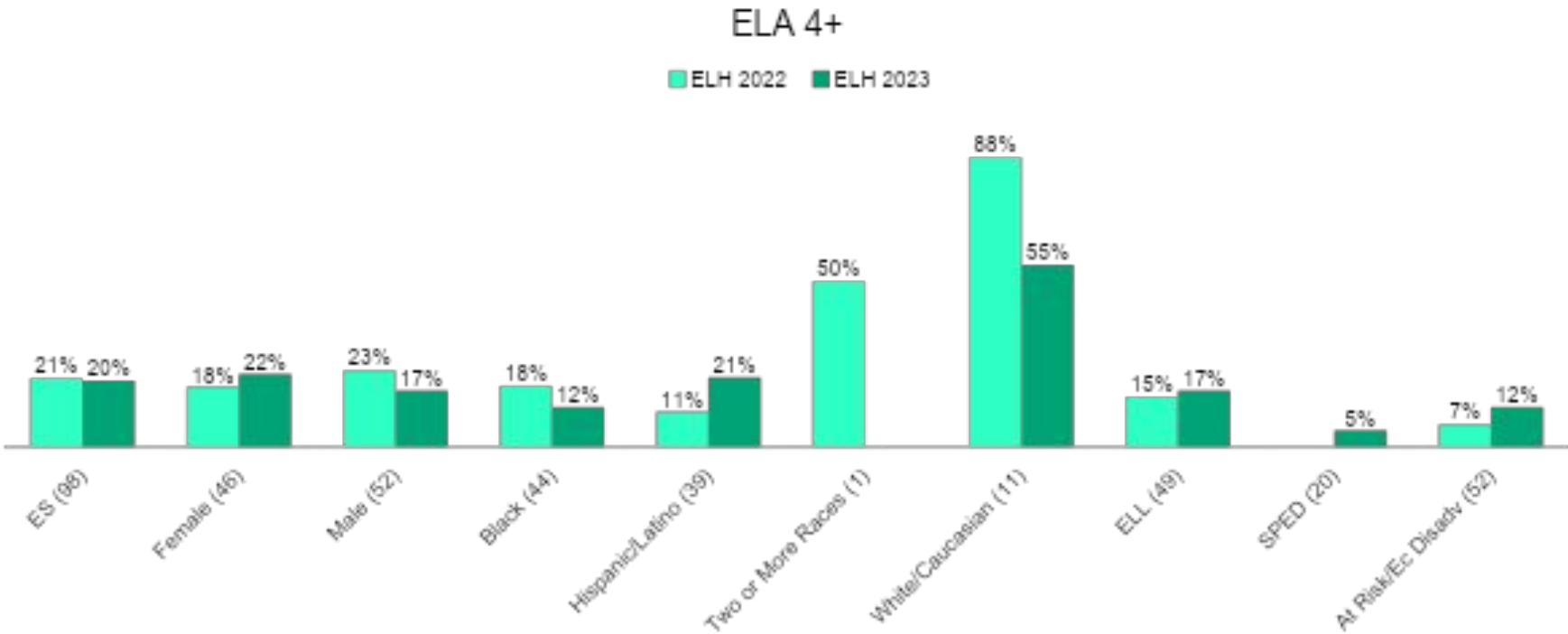
Elementary School - ELA

ELA 4+

■ Charters 2019
 ■ Charters 2022
 ■ Charters 2023
 ■ ELH 2019
 ■ ELH 2022
 ■ ELH 2023

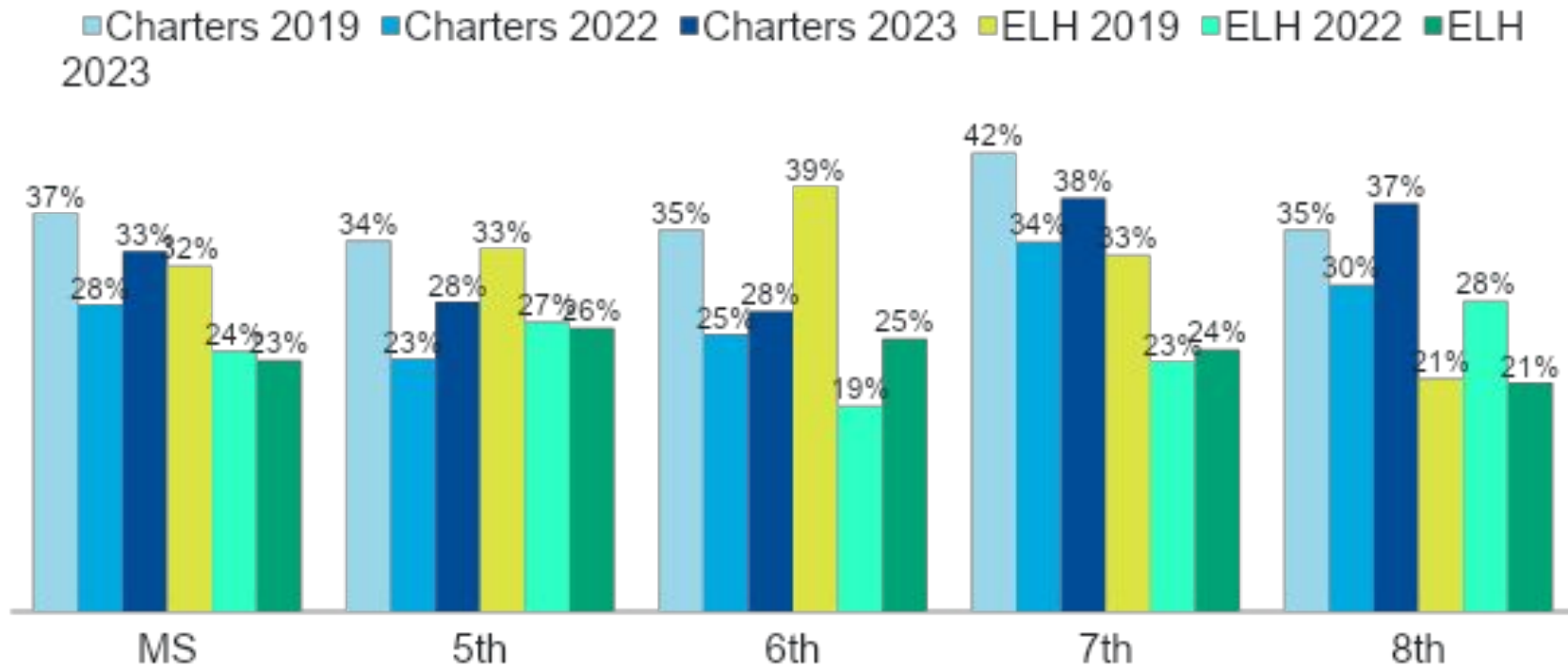


Elementary School - ELA 4+ By Subgroup

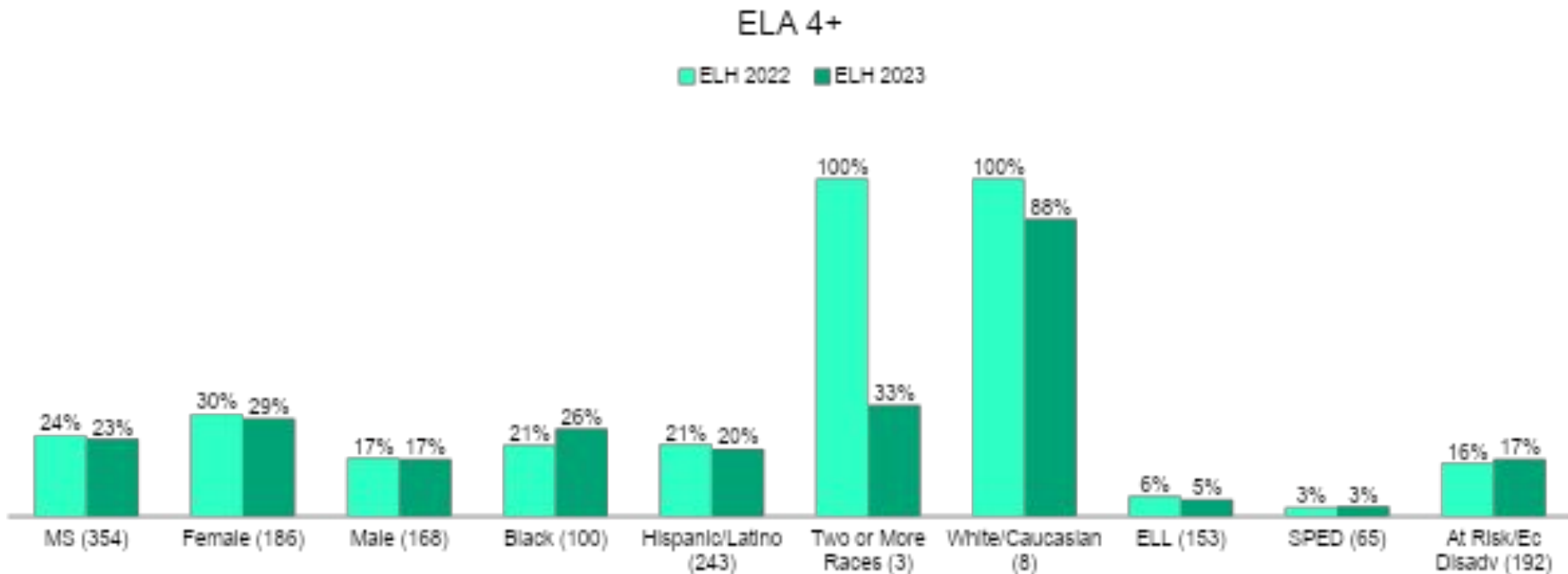


Middle School - ELA

ELA 4+



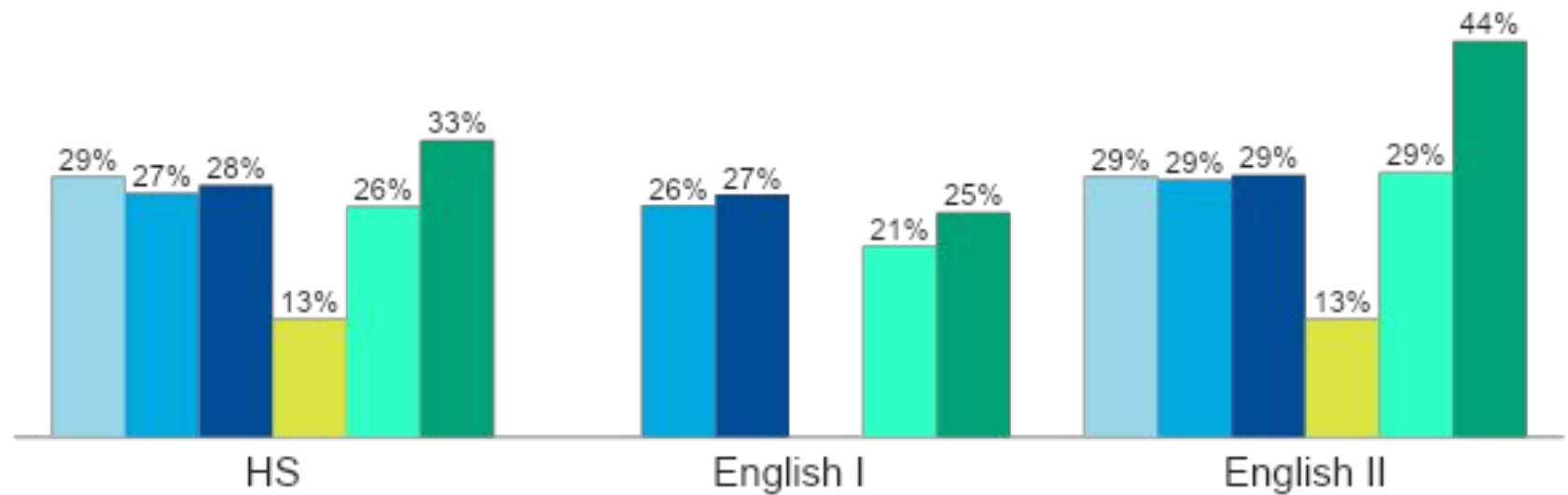
Middle School - ELA 4+ By Subgroup



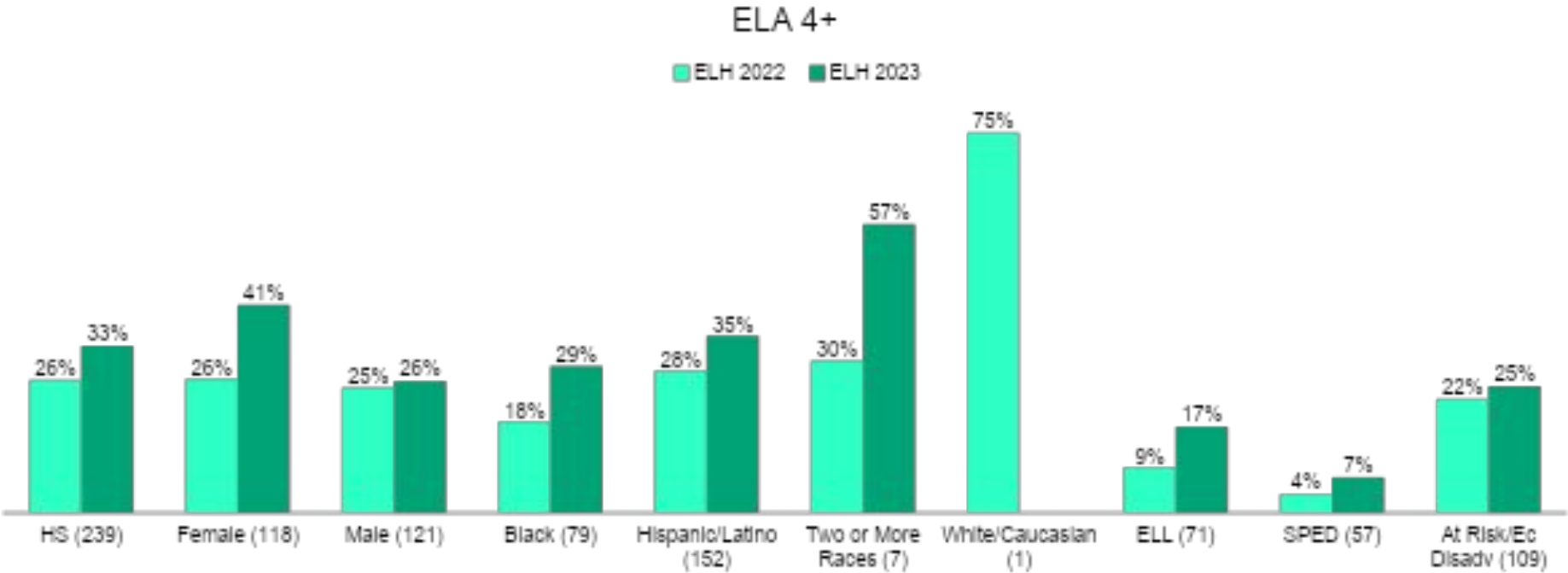
High School - ELA

ELA 4+

■ Charters 2019
 ■ Charters 2022
 ■ Charters 2023
 ■ ELH 2019
 ■ ELH 2022
 ■ ELH 2023



High School - ELA 4+ By Subgroup



TIER 1 ACADEMIC EXPERIENCES	STUDENT SUPPORTS AND MTSS	CAMPUS-BASED PRIORITIES
Questioning and Discourse	Aligned MTSS Structures	Elementary School: <i>The Science of Reading</i>
Small and Cooperative Groups	Attendance Supports	Middle School: <i>Co-Teaching and Developmental Designs</i>
Rigorous Learning Tasks	Interventions and Supports for Students	High School: <i>Graduate Profile</i>
	Implementation of SpEd and MLL Models	
Social-Emotional Learning		



SCHOOL PERFORMANCE COMMITTEE MEETING

August 30, 2023

AGENDA

- **DISCUSSION: PARCC SCORES**
- **EOY DASHBOARD REVIEW**
- **UNDERSTANDING NEW DASHBOARD**

Quarterly Dashboard Alignment

Instruction

Growth
Interventions
Achievement
Coaching

Culture and Wellness

Attendance
SEL
Relationships
Suspensions

Family Engagement

Direct Contact
Progress Mtgs
Family Voice
Recommend
Re-enrollment

Talent and Operations

Early hiring
Retention
Rise
HR Satisfaction
Budget/Finance

Mission and Graduate Profile

9th grade on track, AP courses, SAT, College Acceptance, College Enrollment

Race and Equity

Equity Attendance, At Risk Achievement, MLL and Sped Progress, Diverse Input, Inclusive Community and Decision-Making

Organizational Dashboard: 2022-2023 School Year

	Glows	Grows
Academics	<ul style="list-style-type: none"> 87% Students in K-2 made average growth or better in Early Literacy (up 7%) 65% of students made their growth target in ELA (up 20%) 64% K-8 student made their growth in math (up 15%) 100% of HS seniors graduated 	<ul style="list-style-type: none"> Only 79% of students have a trusted adult at school Gaps in student attendance by subgroup - this has not had sign. improvement in the last 3 years Growth rates improving, but still have areas for growth in achievement in key grades and subjects
Talent	<ul style="list-style-type: none"> Staff retention remains high (81%) 96% of vacancies known by May 1 filled by June 1 (up from 70% in 2022) 	<ul style="list-style-type: none"> Need to focus on staff understanding how our performance system (RISE) supports their growth and development Need to improve support for our community's personnel needs
Organizational Development	<ul style="list-style-type: none"> Exceeded our fundraising goal by \$23K 	<ul style="list-style-type: none"> 60% of staff agree that their opinions seem to matter (goal was 70%)



SCHOOL PERFORMANCE COMMITTEE MEETING

August 30, 2023

AGENDA

- **DISCUSSION: PARCC SCORES**
- **EOY DASHBOARD REVIEW**
- **UNDERSTANDING NEW DASHBOARD**

Organizational Dashboard: 2023-2024 School Year

Feedback

- Organizational dashboard moved away from being a dashboard, and became a long list of data we were tracking
- Too many data points that we did not review regularly, or did not need to engage in at the organizational level

Key Changes

- Establishes an **organizational wide goal** grounded in academic growth
- Develops a system for **cascading goals** baked into our performance improvement system
- Includes **campus-based goals**
- Focuses on on **academic goals** and priorities
- Connecting dashboard and goals directly to **annual priorities**

Organizational Dashboard: 2023-2024 School Year

DASHBOARD METRIC		ES				MS				HS			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
TIER 1 INSTRUCTION: By June 2024, 75% of classrooms will effectively use questioning techniques and appropriate types of questions as evidenced by classroom observations.	2023-24												
	Target				75%				75%				75%
	2022-23												
TIER 1 INSTRUCTION: By June 2024, 75% of core content classes will utilize effective small group teaching techniques during their learning blocks at least 75% of the time as evidenced by classroom observations.	2023-24												
	Target				75%				75%				75%
	2022-23												
TIER 1 INSTRUCTION: By June 2024, 75% of classrooms will provide rigorous grade-level tasks as evidenced by classroom observations and learning task audits.	2023-24												
	Target				75%				75%				75%
	2022-23												
MTSS AND STUDENT SUPPORTS: By June 2024, 75% of students enrolled in READ 180 will meet their lexile growth goal.	2023-24												
	Target								75%				75%
	2022-23												
MTSS AND STUDENT SUPPORTS: By June 2024, 75% of students enrolled in an evidenced-based math intervention (Bridges, Math Mastery, Math 180) will meet their math goal as evidenced by EOY Math Inventory or MClass math scores.	2023-24												
	Target				75%				75%				75%
	2022-23												
MTSS AND STUDENT SUPPORTS: By May 2024, all campuses will have a functioning MTSS structure that is aligned to our MTSS philosophy and approach (ON = On Track; OFF = Off Track; C = Complete)	2023-24												
	Target				C				C				C

Organizational Dashboard: 2023-2024 School Year

DASHBOARD METRIC		ES				MS				HS			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
CAMPUS GOAL (ES): By June 2024, 75% of ELA teachers will implement evidenced-based reading strategies in the classroom as evidenced by classroom observations and SOR reading checklists.	2023-24												
	Target	75%	75%	75%	75%								
CAMPUS GOAL (ES/MTSS): By June 2024, 75% of students enrolled in an ES evidenced-based reading intervention (DD Foundations, Burst) will meet their reading goal as evidenced by EOY Dibels scores.	2023-24												
	Target				75%								
	2022-23												
CAMPUS GOAL (MS): By June 2024, 75% of teachers will effectively utilize developmental designs framework and strategies in every classroom as evidenced by classroom observations.	2023-24												
	Target								75%				
	2022-23												
CAMPUS GOAL (MS): By June 2024, 75% of students will meet at least 75% of their IEP goals due to new co-teaching structure and whole child case management.	2023-24												
	Target								75%				
	2022-23												
CAMPUS GOAL (HS): By June 2024, 75% of students making quarterly GPA growth (% of students growing from average 2.0 to 3.0 GPA (Baseline: SY 22-23 25% GPA Growth .1 or Greater, 13% GPA Growth .2 or Greater)	2023-24												
	Target									75%	75%	75%	75%
	2022-23												



Board of Trustees Meeting

September 5, 2023

6:00 p.m. - 8:00 p.m.

AGENDA

- WELCOME
- OPENING ITEMS
- CEO UPDATE
- GOVERNANCE COMMITTEE
- COMMUNITY RELATIONS COMMITTEE
- SCHOOL PERFORMANCE COMMITTEE
- **AUDIT, FINANCE, AND FACILITIES COMMITTEE**
- CLOSED SESSION

FY23

Fiscal Updates

Q4/Soft Close

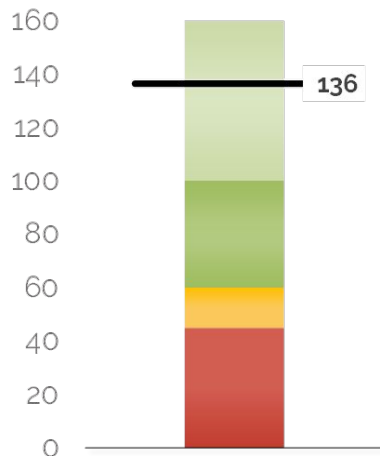
FY23 Fiscal Updates - Year in Review/Soft Close/Audit

- **Continued strong financials through Q4, ending the year with 136 days of cash.**
This is 4 days more than reported close at Q4 and triple the required target.
- **We increased our cash-on-hand \$17k and will end the year with a net income of \$63k;** \$558k of revenue stems from unrealized swap gains.
- As we close the books on FY23, additional revenue (HQIM and E-Rate) will likely offset any late invoices (approx. \$150k).
- **Annual fiscal audit starts next month with RSM.** Gray, Gray, and Gray will do the 403(b) audit again this year. Internal prep for both audits has already begun.

Key Performance Indicators

Days of Cash

Cash balance at year-end divided by average daily expenses

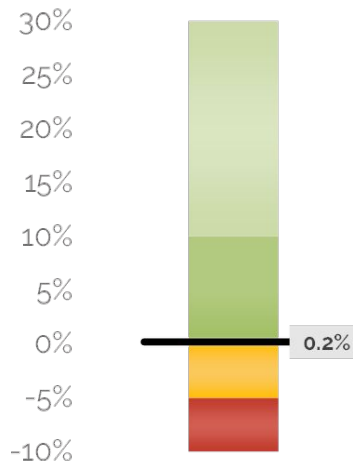


136 DAYS OF CASH AT YEAR'S END

The school will end the year with 136 days of cash.

Gross Margin

Revenue less expenses, divided by revenue

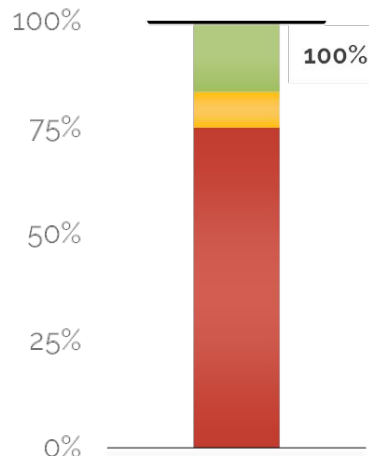


0.2% GROSS MARGIN

The forecasted net income is \$63k, which is \$514k above the budget. It yields a 0.2% gross margin.

Grants Invoiced

Federal grants requested divided by federal grants awarded.

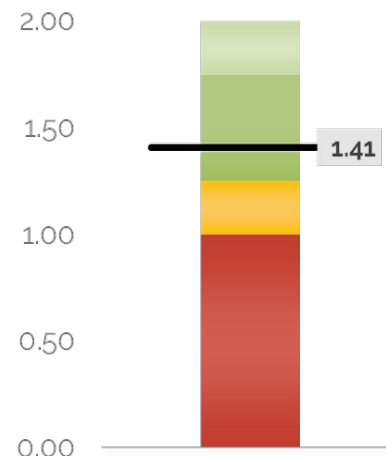


100% GRANTS INVOICED

100% of grants drawn down. Still waiting for finalization of HQIM.

DSCR

Amount of cash flow available to meet annual interest and principal payments on debt



DSCR IS 1.41

Our Debt Service Coverage Ratio defined by M&T bank covenant is 1.

FY24+ Budget

FY24 Budget At-a-Glance: Budget and Key Drivers

SY24 Budget

REVENUE

State and Local Revenue	31,546,060
Federal Revenue	4,416,286
Private Grants and Donations	1,000,065
Earned Fees	176,914
Total Revenue	37,139,325

EXPENSES

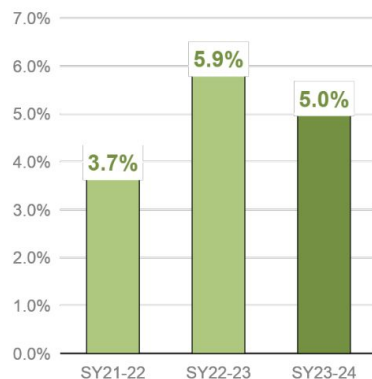
Salaries	19,865,374
Benefits and Taxes	5,324,283
Contracted Staff	1,202,522
Staff-Related Costs	342,119
Rent	100,000
Occupancy Service	1,720,263
Direct Student Expense	2,903,838
Office & Business Expense	2,875,685
Depreciation and Amortization	1,960,862
Interest	1,275,761
Total Expenses	37,570,707
Net Income	(431,382)

Adjustments To Cash Flow

SY23-24

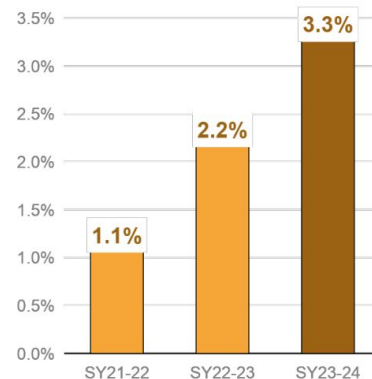
Net Income	(431,382)
Add Depreciation	1,960,862
Operating Fixed Assets	(632,597)
Other Operating Activities	43,672
Facilities Project Adjustments	(1,327,353)
Net cash increase for year	(386,798)

LOCAL FUNDING INCREASE



Based on communications from the Mayor and DC Council so far, we are expecting a PPF increase of 505% for FY24. We are making a more conservative estimate of 2% in FY25. Per-pupil facilities funding (not pictured) is assumed to increase by 3.1% in FY24 and FY25.

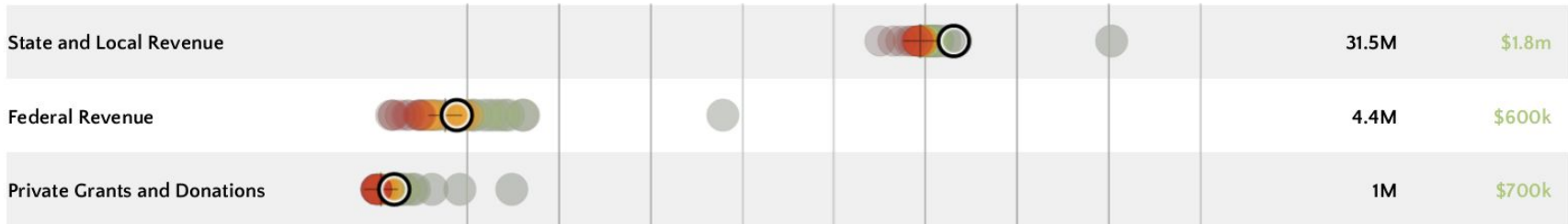
SALARY INCREASE



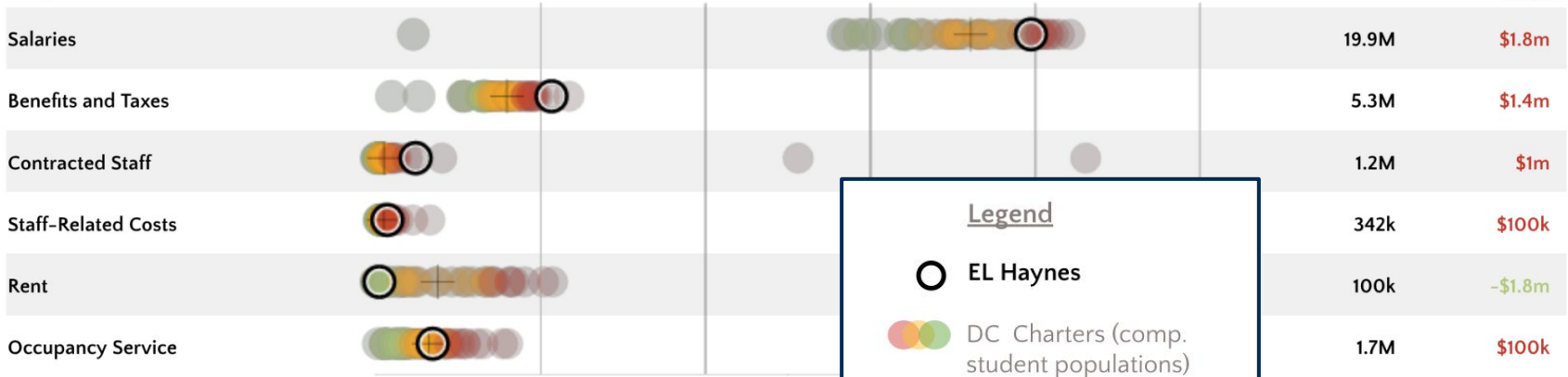
As a result of our continued review of our salaries and our attempt to remain competitive, we have increased non-instructional staff salaries this upcoming school year.

FY24 Budget At-a-Glance: DC Sector Comparisons

Revenue



Expense



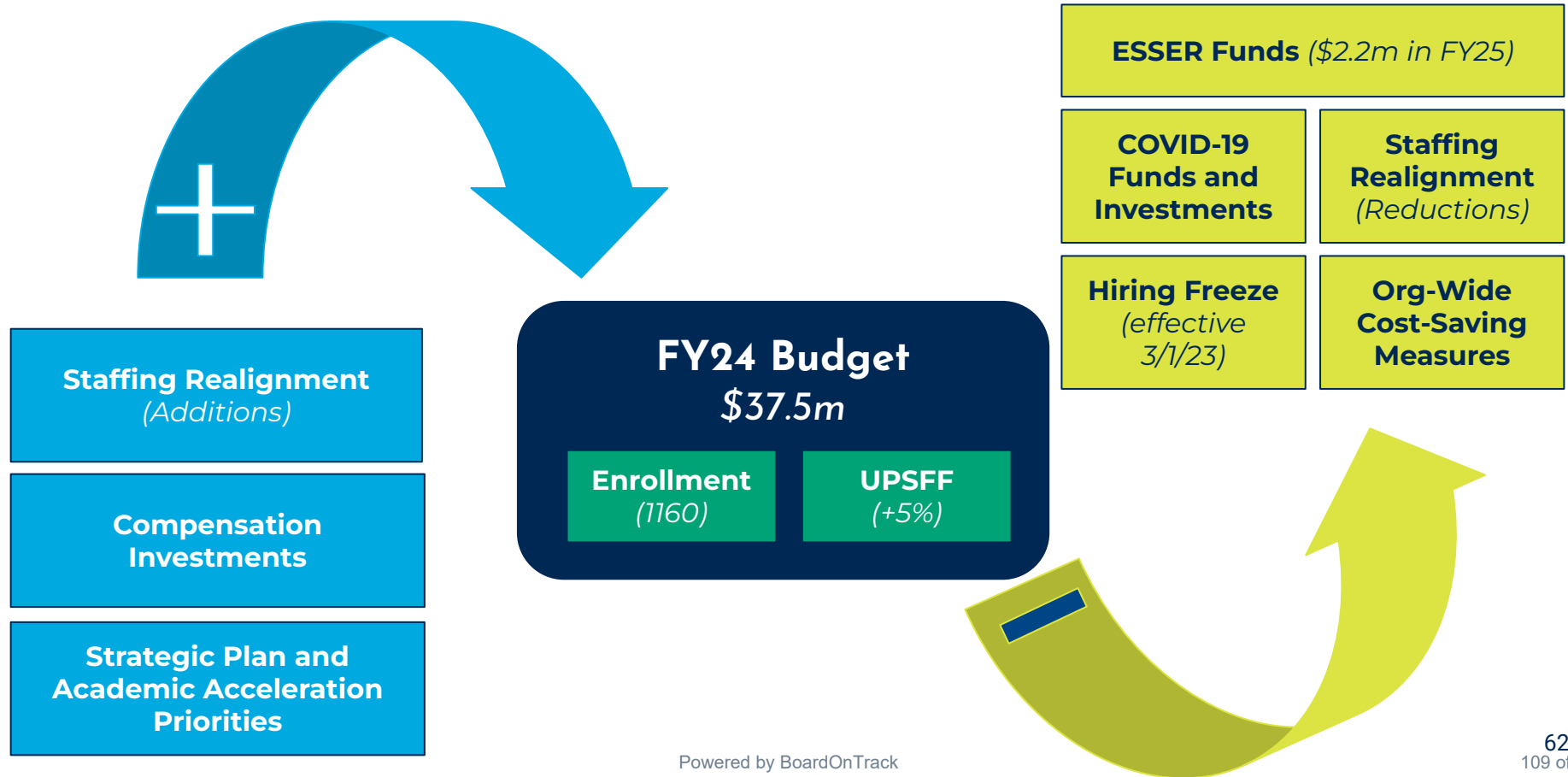
Legend

○ EL Haynes

● DC Charters (comp. student populations)

✚ DC Charters Median

Key Budget Drivers - FY24 and Beyond

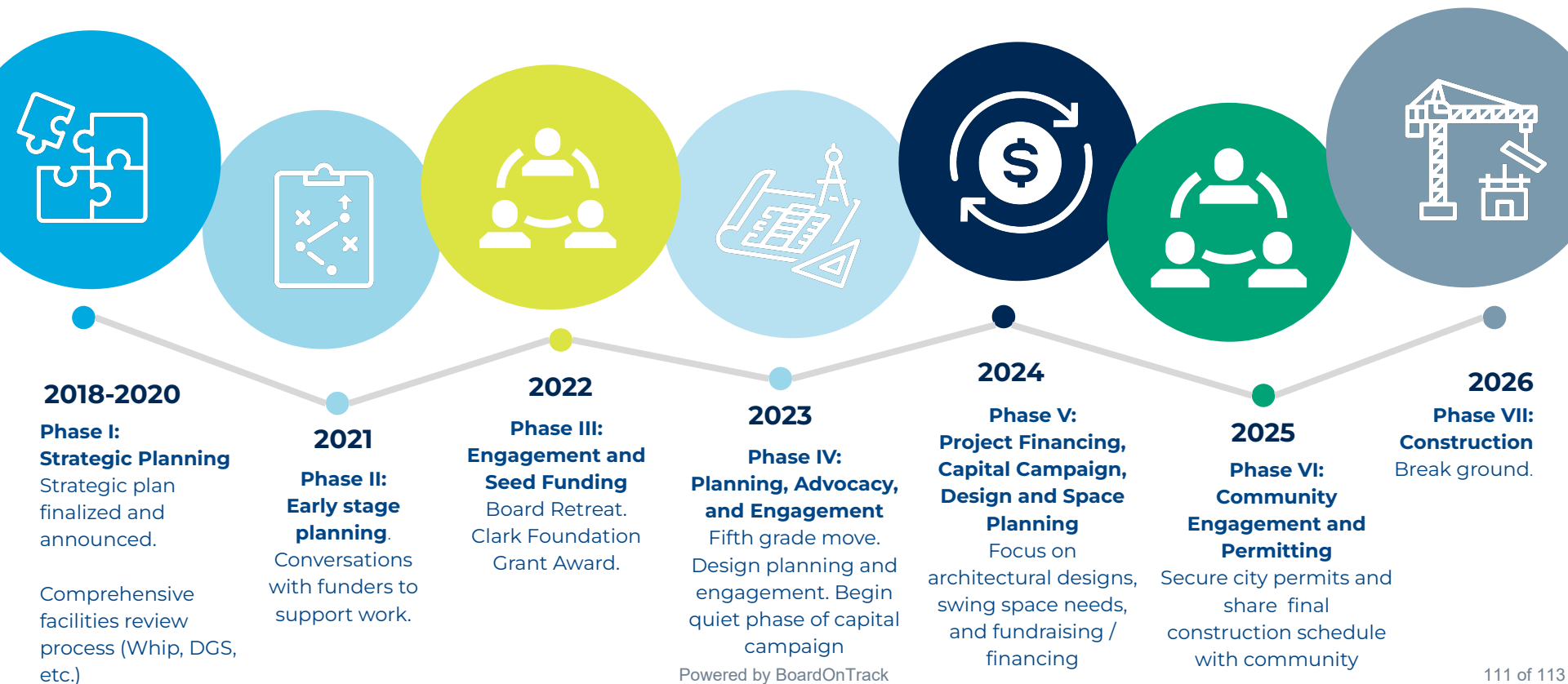


Long-Term Facilities Planning

Long-Term Facilities Timeline

E.L. Haynes Public Charter School - September 2023 Board Meeting - Agenda - Tuesday September 5, 2023 at 6:00 PM

Where we have been and where we are going





Board of Trustees Meeting

September 5, 2023

6:00 p.m. - 8:00 p.m.

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This meeting is governed by the Open Meetings Act. Please address any questions or complaints arising under this meeting to the Office of Open Government at opengovoffice@dc.gov.