



# E.L. Haynes Public Charter School

## December 2023 Board Meeting

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### Date and Time

Thursday December 14, 2023 at 6:00 PM EST

### Location

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

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### Agenda

	Purpose	Presenter	Time
<b>I. Opening Items</b>			<b>6:00 PM</b>
<b>A.</b> Record Attendance			2 m
<b>B.</b> Call the Meeting to Order			1 m
<b>C.</b> Approve Minutes	Approve Minutes	Lisa Carlton Waller	2 m
	Approve minutes for November 2023 Board Meeting on November 16, 2023		
<b>II. CEO Update</b>			<b>6:05 PM</b>
<b>A.</b> CEO Update	FYI	Hilary Darilek	10 m
<b>III. School Performance Committee</b>			<b>6:15 PM</b>

	Purpose	Presenter	Time
<b>A.</b> Quarter 1 Dashboard Review and Discussion	Discuss	Rikki Hunt Taylor	20 m
<b>IV. Governance Committee</b>			<b>6:35 PM</b>
<b>A.</b> SY 23-24 Board Recruitment Update and Next Steps	Discuss	Roshelle Payes	5 m
<b>V. Community Relations Committee</b>			<b>6:40 PM</b>
<b>A.</b> Annual Fund Update	FYI	Fonda Sutton	2 m
<b>B.</b> FY24 EOY Giving Campaign	Discuss	Joe Callahan	2 m
<b>C.</b> Discuss Upcoming Campus Activities for Board Participation	FYI	Joe Callahan	1 m
<b>VI. Audit, Finance, and Facilities</b>			<b>6:45 PM</b>
<b>A.</b> Audit Update	Vote	Justin Rydstrom	10 m
<b>B.</b> Facilities Planning Update	FYI	Justin Rydstrom	10 m
<b>VII. Public Comment</b>			<b>7:05 PM</b>
<b>A.</b> Public Comment	Discuss	Lisa Carlton Waller	10 m
<b>VIII. Closed Session</b>			<b>7:15 PM</b>
<b>A.</b> Personnel Discussion	Discuss	Lisa Carlton Waller	44 m
<b>IX. Closing Items</b>			<b>7:59 PM</b>
<b>A.</b> 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 November 2023 Board Meeting on November 16, 2023

APPROVED



# E.L. Haynes Public Charter School

## Minutes

### November 2023 Board Meeting

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#### **Date and Time**

Thursday November 16, 2023 at 6:00 PM

#### **Location**

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

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#### **Trustees Present**

K. Simpkins, L. Carlton Waller, L. Robinson Mills, M. Hall (remote), M. Kovner (remote), N. Greene (remote), R. Laine, R. Payes (remote), T. Gibian

#### **Trustees Absent**

F. Sutton, G. Navidi-Kasmai, J. Hanna

#### **Guests Present**

A. Brooks, Alvin Greene, Basil Chawkat, Candace Cunningham, DiAnte McGriff, Dominique Moore (remote), Elizabeth Hennings (remote), Gwyn Prater, H. Darilek, J. Callahan, J. Rydstrom, Kailah Covington, LaJoy Johnson-Law (remote), Nathaniel Flores (remote), P. Rayamajhi, R. Hunt Taylor, Tashiyra Freeman

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#### **I. Opening Items**

**A.**

## Record Attendance

### B. Call the Meeting to Order

T. Gibian called a meeting of the board of trustees of E.L. Haynes Public Charter School to order on Thursday Nov 16, 2023 at 6:00 PM.

### C. Approve Minutes

R. Laine made a motion to approve the minutes from September 2023 Board Meeting on 09-05-23.

M. Hall seconded the motion.

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

### D. Public Comment

A. Greene: Provided perspective around the positive attributes to intersession programming, including its importance during summer 2023. Interested in following up on whether Intersession will continue and how funding will allow for upcoming summer intersession programming. Mr. Greene also expressed gratitude for the recent bonus for staff.

## II. CEO Update

### A. CEO Update

Hilary Darilek provided a brief update on our strategic plan and an update on our current organizational priorities for 2023-2024 School Year.

Strategic Plan: 3 Pillars- Academics, Talent, Organizational Development

- **Academics:** Focusing on Tier 1 Academic Experiences
  - Every campus had instructional rounds
  - HD spent the day in HS English Language Arts classrooms, and saw connections between priorities and shifts in classroom showing real transitions addressing priorities
- **Talent:** Rethinking benefits, particularly healthcare benefits
  - One benefit offer will end; A. Brooks to offer staff to share their experience with benefits offerings
  - First THRIVE Award pilot; special way to honor staff and their contributions
- **Operations Model: Ensuring financial model is the right one to lead to capital campaign**
  - Losing significant amount of federal resources; thinking about how to compensate for this loss in funding

- OSSE Charter Teacher Pay: Returning Teachers and staff received \$5000 stipend, new staff \$1000

Enrollment: We finalized enrollment: 1173 students (more to be discussed during Audit Finance and Facilities Committee update)

### III. Governance Committee

#### A. Discuss and VOTE on LaJoy Johnson Law Board Candidacy

Roshelle Payes presented LaJoy Johnson-Law for candidacy for the Board of Trustees. R. Payes made a motion to Elect LaJoy Johnson-Law to a three-year term on the E.L. Haynes Board of Trustees. M. Hall seconded the motion. The board **VOTED** unanimously to approve the motion.

#### B. SY 23-24 Board Recruitment Update and Next Steps

R. Payes provided a brief update on our current board recruitment work and requested that board members continue to think about potential candidates for recruitment and election.

M. Hall and M. Kovner provided additional context to LaJoy Johnson-Law's candidacy as members of the governance committee.

### IV. Community Relations Committee

#### A. Annual Fund Update

\$823,422.18 raised for FY23. We have currently raised approximately \$500,000 for FY24, which J. Callahan says is on track to reach our goal of \$805,000. K. Simpkins asked why our FY24 goals was less than FY23 raised. J. Callahan explained that the goal for FY23 and FY24 are the same. We exceeded our goal in FY23, and that we are planning conservatively for FY24 given recent trends in giving, as well as relaunching our special event in Fall 2023. This could impact EOY giving.

Additionally the current driver for funding performance is based on arrival and timing of grants. J. Callahan explained how we decide to expense certain government grants (that are reimbursed) could impact how / when they show up in annual fund reporting. J. Callahan remains optimistic that we are on track to hit our top-line annual goals.

#### B. Debrief Fall Homecoming Fundraiser

J. Callahan provided a brief update on *Homecoming* and how it performed.

- \$93, 770 raised from Homecoming fundraiser- little shy of \$100K goal
- More than 200 guests
- Begun initial planning phase and identifying date for 20th Anniversary Event
- Date for 20th Anniversary event will be **November 14, 2024**
- Calendar hold to come

### **C. FY24 EOY Giving Campaign**

J. Callahan presented information on our EOY Giving Campaign.

- Goal is to raise \$75K in total giving; in line with historical EOY giving campaigns
- G. Navidi Kasmai, asked why do we send so many fundraising emails to staff?
- Response from J. Callahan: The staff are historically on our distribution list. Not because we expect them to give money, though we appreciate it when they do, but because the emails often feature things that are happening in classrooms and we tend to share them with all staff. We can always send fewer emails to staff/ teachers; but strategy to resume following fundraising best practices.
- J. Callahan explained that a key support from board: Continue to ask friends and colleagues for EOY Giving support.

### **D. Discuss Upcoming Campus Activities for Board Participation**

J. Callahan shared the calendar of events with Board and highlighted the upcoming all staff holiday party. J. Callahan will share a calendar invite with the board.

## **V. School Performance Committee**

### **A. Update on Accreditation Process**

R. Hunt Taylor provided updates on the MSA reaccreditation process.

- We are in the midst of our self-study period
  - Board discussion and committee discussion will be necessary as part of review process, and we will bring appropriate information and topics for discussion to each of the committees as appropriate

### **B. Quarterly Data Review: BOY Assessments**

R. Hunt Taylor provided the board with information regarding our BOY Assessments:

- ES Reading scores increase from 46% GL to 52% on GL
- BOY ES/ MS scores saw 3% point increase from students reaching target for most subgroups
- ES K-2 scores on track to hit EOY Achievement Goals; assuming similar growth from SY 22-23

- Q1 interim assessment scores see improvement from last year: 16% of students reached target during this time last year to 26% reaching the target in ES
- ELA increase 10%
- 8th Grade ELA at highest since 2020
- Math:
  - 22% of ES students reaching target
  - HS: %% of students reaching target to 28%
  - MS: Algebra 1 is largest bright spot with 33% students reaching target
  - BOY math scores see 3% point improvement of students at target

**Attendance:**

- All schools on track to meet in seat attendance goals
- 90% gap from average is reducing for IEP and at- risk students

**Challenges still facing:**

- Improvements still trail our EOY goal of 5% reduction of gap
- HS BOY reading scores fall; largest drop for IEP, MLL, and at risk students; scores at lowest proficiency increase; HS quarterly interim assessment in reading drop of 4% points (39%- 35%)
- MS ELA BOY shoe students 3 grade levels behind or more increase; pushing overall students 3- grade levels behind to over 50%
- Students w/ IEPs and MLL students continue to score far below their peers in ELA and Math

**Achievement Outlook:**

- Making gains in ES reading, want to make sure students reaching grade level
- Continue thinking deeply about math instructions across all campuses
- Must continue to use tech available to provide personalized learning pathways for students

**Data Takeaways:**

- Incorporating small groups for ES ELA, better supports for struggling readers (50% of students read 3 grade levels or more behind); using data to drive instruction in small groups in Math, prioritizing professional development for all teachers, utilizing blended learning programs and other avenues for personalized learning and provide students time to explore them
- K. Simpkins: Shared a reminder that moving students 3 grade levels requires whole community effort and should not just be responsibility of teachers. R. Hunt Taylor agreed, reminding the board that growth is a priority metric organizationally.



## VI. Audit, Finance, and Facilities

### A. Financial Update

J. Rydstrom provided an updated on Q1 financials.

- Projecting stronger budgeted financial picture as we close Q1
- Expected to end year with 134 days of cash (6 more budgeted)
- Will receive \$1.1m additional in per-pupil revenue due to increased enrollment
- Currently planning for FY25 and the \$2.2m reduction in federal revenue from the sunseting ESSER funding

N. Greene made a motion to Approve the Updated Financial Policies and Procedures Manual.

L. Robinson Mills seconded the motion.

In partnership w/ EdOps, CEO and CFO have reviewed and updated the Financial Policies and Procedures Manual for E.L. Haynes

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

### B. Audit Update

J. Rydstrom provided a brief update on the audit. It is in process and wrapping up. We will present the final audit in an upcoming meeting.

### C. Facilities Planning Update

J. Rydstrom provided a brief update on where we are in our facilities planning timeline, and the next steps in finance projections that will come to the board at a later date.

## VII. Closed Session

### A. Personnel Discussion

L. Carlton Waller made a motion to Enter into closed session to discuss H. Darilek's annual performance review.

K. Simpkins seconded the motion.

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

## VIII. 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,

T. Gibian

# Coversheet

## Quarter 1 Dashboard Review and Discussion

**Section:** III. School Performance Committee  
**Item:** A. Quarter 1 Dashboard Review and Discussion  
**Purpose:** Discuss  
**Submitted by:**  
**Related Material:** SY23-24 E.L. Haynes Organization Dashboard (Q1) (12.12.23).pdf

E.L. HAYNES 2023-2024 ORGANIZATIONAL DASHBOARD																	
DASHBOARD METRIC		ES				MS				HS				ELH			
ORGANIZATIONAL PRIORITIES		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>ORG PRIORITIES:</b> By the end of the 2023-24 School Year, <b>at least 50% of students</b> will meet their <b>above average growth goal</b> in ELA	<b>2023-24</b>																
	Target				50%				50%				50%				50%
	2022-2023				35%				21%				18%				25%
<b>ORG PRIORITIES:</b> By the end of the 2023-24 School Year, <b>at least 50% of students</b> will meet their <b>above average growth goal</b> in Math	<b>2023-24</b>																
	Target				50%				50%				50%				50%
	2022-2023				31%				15%								23%
<b>TIER 1 INSTRUCTION:</b> By June 2024, <b>75%</b> of classrooms will effectively use discourse techniques and appropriate types of questions as evidenced by classroom observations.	<b>2023-24</b>	47%				29%				41%				38%			
	Target				75%				75%				75%				75%
	2022-23																
<b>TIER 1 INSTRUCTION:</b> By June 2024, <b>75%</b> 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.	<b>2023-24</b>	53%				38%				47%				45%			
	Target				75%				75%				75%				75%
	2022-23																
<b>TIER 1 INSTRUCTION:</b> By June 2024, <b>75%</b> of classrooms will provide rigorous grade-level tasks as evidenced by classroom observations and learning task audits.	<b>2023-24</b>	82%				71%				65%				88%			
	Target				75%				75%				75%				75%
	2022-23																
<b>MTSS AND STUDENT SUPPORTS:</b> By June 2024, <b>75%</b> of students enrolled in READ 180 will meet their lexile growth goal.	<b>2023-24</b>																
	Target								75%				75%				
	2022-2023																
<b>MTSS AND STUDENT SUPPORTS:</b> By June 2024, <b>75%</b> 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.	<b>2023-24</b>																
	Target				75%				75%				75%				75%
	2022-23																
<b>CAMPUS GOAL (ES):</b> By June 2024, 75% of ELA teachers will implement evidenced-based reading strategies in the classroom as evidenced by classroom observations and SAP IPG Foundational Skills Tool.	<b>2023-24</b>	100%															
	Target				75%												
	2022-23																
<b>CAMPUS GOAL (ES/MTSS):</b> By June 2024, 75% of students enrolled in an ES evidenced-based reading intervention (DD Foundations, Burst) will meet average growth or better by EOY Dibels scores.	<b>2023-24</b>																
	Target				75%												
	2022-23																
<b>CAMPUS GOAL (MS):</b> By June 2024, 75% of teachers will effectively utilize developmental designs framework and strategies in every classroom as evidenced by classroom observations.	<b>2023-24</b>																
	Target								75%								
	2022-23																
<b>CAMPUS GOAL (MS):</b> 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.	<b>2023-24</b>	63%															
	Target								75%								
	2022-23																
<b>CAMPUS GOAL (HS):</b> By June 2024, 60% of students making quarterly GPA growth (% of students growing from average 2.0 to 3.0 GPA)	<b>2023-24</b>																
	Target									60%	60%	60%	60%				
	2022-23																

**E.L. HAYNES 2023-2024 ORGANIZATIONAL DASHBOARD**

INSTRUCTION																	
DASHBOARD METRIC		ES				MS				HS				ELH			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>CLASS:</b> "Instructional Support" rating on the CLASS	<b>2023-24</b>																
	Target				4.00												
	2022-2023				3.85												
<b>EARLY LITERACY:</b> % of students in K-4 on-level or making average growth or better on DIBELS (BOY includes only students on-level)	<b>2023-24</b>	53%															
	Target				90%												
	2022-23	46%	75%		87%												
<b>ELA GROWTH:</b> % of students who meet their <a href="#">growth target</a> on i-Ready (K-8) or Reading Inventory (HS)	<b>2023-24</b>																
	Target				75%				75%				75%				
	2022-23		61%		65%		56%		54%			51%		53%			
<b>MATH GROWTH:</b> % of students K-8 who meet their <a href="#">growth target</a> on i-Ready	<b>2023-24</b>																
	Target				75%				75%								
	2022-23		58%		64%		45%		41%								
<b>ELA K-2 ACHIEVEMENT:</b> % of students in K-2 scoring mid-grade level or above on ELA i-Ready	<b>2023-24</b>	26%															
	Target				40%												
	2022-2023	15%			45%												
<b>MATH K-2 ACHIEVEMENT:</b> % of students in K-2 scoring mid-grade level or above on math <a href="#">i-Ready</a>	<b>2023-24</b>	23%															
	Target				56%												
	2022-23	13%	27%		39%												
<b>ELA 3-10 ACHIEVEMENT:</b> % of students who score a 4 or above on the ELA PARCC assessment (Q1-Q3 ES based on <a href="#">ANET Predictions</a> ).	<b>2023-24</b>	26%				34%				35%							
	Target				31%				38%				41%				
	2022-23	16%	21%	23%	20%	30%	33%	30%	23%	39%	38%	32%	33%				26%
<b>MATH 3-10 ACHIEVEMENT:</b> % of students who score a 4 or above on the math PARCC assessment (Q1-Q3 ES based on <a href="#">ANET Predictions</a> ).	<b>2023-24</b>	33%				17%				23%							
	Target				32%				23%				21%				
	2022-23	19%	23%	26%	22%	20%	22%	16%	13%	5%	12%	14%	13%				14%
<b>INTERVENTION:</b> % of students enrolled in Read 180/HS Literacy Intervention meeting average growth or better.	<b>2023-24</b>																
	Target								75%				75%				
	2022-23								13%				57%				
<b>COACHING:</b> % of coached teachers whose students achieve their student centered coaching goal	<b>2023-24</b>	56%															
	Target				85%				85%				85%				
	2022-23	17%	65%			17%	43%			0%	30%						
<b>TEACHER SUPPORT/COACHING:</b> % 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	<b>2023-24</b>	83%															
	Target				85%				85%				85%				
	2022-23	73%	83%		63%	95%	82%		83%	83%	88%		74%				

**E.L. HAYNES 2023-2024 ORGANIZATIONAL DASHBOARD**

<b>CULTURE &amp; WELLNESS</b>																	
<b>DASHBOARD METRIC</b>		<b>ES</b>				<b>MS</b>				<b>HS</b>				<b>ELH</b>			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>MTSS AND STUDENT SUPPORTS:</b> 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)	<b>2023-24</b>																
	Target				C				C				C				C
<b>90% ATTENDANCE:</b> % of students meeting attendance requirements of <a href="#">90% or more of their enrolled days</a>	<b>2023-24</b>	<b>77%</b>				<b>84%</b>				<b>70%</b>							
	Target				90%				90%				80%				
	2022-23	72%	66%	70%	72%	71%	62%	65%	64%	60%	52%	53%	50%				
<b>IN-SEAT ATTENDANCE:</b> Average <a href="#">attendance rate</a>	<b>2023-24</b>	<b>92%</b>				<b>93%</b>				<b>89%</b>							
	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%				
<b>SUSPENSIONS:</b> % of students suspended at least once	<b>2023-24</b>	<b>0</b>				<b>1</b>				<b>3</b>							
	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%				
<b>SOCIAL EMOTIONAL LEARNING:</b> % of students who improve at least one level on the SEL assessment	<b>2023-24</b>																
	Target																
	2022-23																
<b>STUDENT MENTAL HEALTH AND WELLNESS:</b> % of students who agree that "there is at least one adult in the school building with whom I can share a concern/problem"	<b>2023-24</b>	<b>86%</b>				<b>58%</b>				<b>71%</b>							
	Target				85%				75%				80%				
	2022-23	81%	89%	94%	94%	68%	63%	71%	71%	78%	92%	79%	79%				
<b>RELATIONSHIPS:</b> % of students who agree that they feel connected to a trusted adult at their school	<b>2023-24</b>	<b>81%</b>				<b>53%</b>				<b>67%</b>							
	Target				88%				75%				75%				
	2022-23	83%	80%	94%	94%	60%	59%	58%	58%	73%	67%	73%	73%				

**E.L. HAYNES 2023-2024 ORGANIZATIONAL DASHBOARD**

STUDENT AND FAMILY ENGAGEMENT																	
DASHBOARD METRIC		ES				MS				HS				ELH			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>STUDENT ENGAGEMENT:</b> % of STUDENTS who agree or strongly agree that "I like coming to school."	<b>2023-24</b>	<b>64%</b>				<b>43%</b>				<b>36%</b>				<b>45%</b>			
	Target																
	2022-23	83%	85%	82%		54%	48%	58%		62%	52%	54%		66%	59%	59%	
<b>STUDENT ENGAGEMENT:</b> % of STUDENTS who agree or strongly agree that "what I am learning in class is <b>CHALLENGING.</b> "	<b>2023-24</b>	<b>67%</b>				<b>59%</b>				<b>62%</b>				<b>62%</b>			
	Target																
	2022-23	87%	83%	82%		68%	63%	75%		64%	64%	67%		73%	86%	72%	
<b>STUDENT ENGAGEMENT:</b> % of STUDENTS who agree or strongly agree that "what I am learning in class is <b>INTERESTING.</b> "	<b>2023-24</b>	<b>74%</b>				<b>46%</b>				<b>51%</b>				<b>54%</b>			
	Target																
	2022-23	87%	83%	82%		68%	63%	75%		64%	64%	67%		73%	86%	72%	
<b>STUDENT ENGAGEMENT:</b> % of STUDENTS who agree or strongly agree that "what I am learning in class is <b>IMPORTANT.</b> "	<b>2023-24</b>																
	Target																
	2022-23	87%	83%	82%		68%	63%	75%		64%	64%	67%		73%	86%	72%	
<b>STUDENT ENGAGEMENT:</b> % of FAMILIES who agree or strongly agree that "I believe my student is <b>challenged</b> in their classes"	<b>2023-24</b>	<b>74%</b>				<b>76%</b>				<b>80%</b>				<b>76%</b>			
	Target																
	2022-23	78%	83%	85%		70%	80%	83%		78%	77%	84%		73%	86%	72%	
<b>FAMILY ENGAGEMENT:</b> % of FAMILIES who agree or strongly agree that "I feel connected to my child(ren)'s teachers..."	<b>2023-24</b>	<b>87%</b>				<b>73%</b>				<b>78%</b>				<b>80%</b>			
	Target																
	2022-23	80%	83%	90%		68%	72%	64%		67%	73%	81%		80%	79%	84%	
<b>FAMILY ENGAGEMENT:</b> % of <u>students</u> whose families receive a direct contact within two school days of an unexcused absence	<b>2023-24</b>	<b>11%</b>				<b>5%</b>				<b>23%</b>							
	Target				<b>75%</b>				<b>75%</b>				<b>75%</b>				
	2022-23	12%	7%	9%	8%	10%	8%	10%	8%	17%	15%	15%	14%				
<b>PROGRESS MEETINGS:</b> % of students whose families participate in at least 2 <u>student progress meetings</u> (Q1 and Q2 results based on participation in 1 progress meeting)	<b>2023-24</b>	<b>0%</b>				<b>16%</b>				<b>63%</b>							
	Target				<b>85%</b>				<b>60%</b>				<b>60%</b>				
	2022-23	61%	89%	67%	67%	32%	52%	37%	38%	78%	85%	64%	65%				
<b>FAMILY VOICE:</b> % of families who agree that the school seeks their opinions about important issues (Diverse Input)	<b>2023-24</b>	<b>79%</b>				<b>81%</b>				<b>79%</b>				<b>79%</b>			
	Target				<b>75%</b>				<b>75%</b>				<b>75%</b>				
	2022-23	89%	88%	90%		86%	91%	87%		89%	89%	90%		91%	93%	80%	
<b>WOULD RECOMMEND:</b> % of families who would recommend E.L. Haynes to a friend or neighbor	<b>2023-24</b>	<b>94%</b>				<b>83%</b>				<b>91%</b>				<b>90%</b>			
	Target				<b>90%</b>				<b>90%</b>				<b>90%</b>				<b>90%</b>
	2022-23	95%	90%	95%		84%	91%	77%		93%	94%	87%		94%	92%	84%	

**E.L. HAYNES 2023-2024 ORGANIZATIONAL DASHBOARD**

MISSION AND GRADUATE PROFILE		E.L. HAYNES 2023-2024 ORGANIZATIONAL DASHBOARD															
		ES				MS				HS				ELH			
DASHBOARD METRIC		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>GPA:</b> % of students with a weighted GPA of 3.0 or above this year	<b>2023-24</b>					<b>46%</b>				<b>43%</b>							
	Target								45%				40%				
	2022-23					47%	47%	50%	52%	39%	40%	41%	39%				
<b>GPA Growth:</b> % 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	<b>2023-24</b>																
	Target																
	2022-23																
<b>9TH GRADE ON TRACK:</b> % of first-time 9th graders who are on track to graduate in 4 years	<b>2023-24</b>									<b>91%</b>							
	Target												98%				
	2022-23									95%	93%	91%	98%				
<b>GRADUATION RATE:</b> % of cohort graduating within 4 years (Q1-Q3 shows % of enrolled cohort on track to graduate, Q4 shows ACGR)	<b>2023-24</b>									<b>85%</b>							
	Target												90%				
	2022-23									97%	96%	92%	94%				
<b>SAT:</b> % of the Senior Class who score >= 480 on EBRW and 530 on Math on the SAT ( <a href="#">College Board criteria</a> )	<b>2023-24</b>																
	Target												20%				
	2022-23												3%				
<b>AP PERFORMANCE:</b> % of AP students who passed at least one AP exam	<b>2023-24</b>																
	Target												35%				
	2022-23												33%				
<b>COLLEGE ACCEPTANCE:</b> % of graduating seniors <a href="#">accepted to a 2- or 4-year postsecondary institution</a>	<b>2023-24</b>																
	Target												100%				
	2022-23										45%	77%	100%				
<b>COLLEGE ENROLLMENT:</b> % of students who <a href="#">enroll in a 2- or 4-year postsecondary institution</a> within 2 years of graduating	<b>Class of 2023</b>																
	Target												70%				
	Class of 2022																
	Class of 2021															53%	
	Class of 2020															64%	



**E.L. HAYNES 2023-2024 ORGANIZATIONAL DASHBOARD**

TALENT																		
DASHBOARD METRIC		ES				MS				HS				ELH				NOTES & UPDATES
TALENT METRICS		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
<b>ORG PRIORITIES (INVESTING IN OUR PEOPLE):</b> 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)	<b>2023-24</b>																	Talent Team will host an all-staff focus group to learn more about additional benefits offerings options that align with staff needs on 11/29.
	Target																C	
<b>ORG PRIORITIES (INVESTING IN OUR PEOPLE):</b> 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)	<b>2023-24</b>																	Talent team has created draft one-pager and finalizing inputs for staff members.
	Target																C	
<b>ORG PRIORITIES (GROWTH &amp; DEVELOPMENT):</b> 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)	<b>2023-24</b>																	Managers have engaged in two sessions to codify the why, what, and how around expectations for people management at Haynes.
	Target																C	
<b>ORG PRIORITIES (CELEBRATE EXCELLENCE):</b> 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)	<b>2023-24</b>																	THRIVE awards were implemented during the October All-Staff Meeting. Proposal created for end of year staff awards program.
	Target																C	
<b>EARLY HIRING (HIRING):</b> % of instructional vacancies known by May 1 filled by June 1	<b>2023-24</b>																	
	Target																90%	
	2022-23																96%	
<b>RETENTION (HIRING):</b> % of staff retained	<b>2023-24</b>																	
	Target				85%				85%				85%				85%	
	2022-23				84%				80%				78%				81%	
<b>RISE:</b> % of staff who agree that RISE checkpoints provide meaningful feedback and support needed to meet my goals in my role	<b>2023-24</b>	<b>79%</b>				<b>81%</b>				<b>91%</b>				<b>84%</b>				
	Target				84%				85%				85%				85%	
	2022-23	56%	63%	36%	65%	56%	64%	62%	73%	62%	61%	65%	60%					
<b>CUSTOMER SERVICE (HR):</b> % of staff agree that they receive a response that sufficiently helps to address their personnel matters (benefits, payroll, leave, etc.)	<b>2023-24</b>	<b>71%</b>				<b>53%</b>				<b>57%</b>				<b>58%</b>				
	Target				85%				85%				85%				85%	
	2022-23	31%	47%	32%	50%	56%	56%	40%	43%	53%	38%	49%	50%					
<b>STAFF SUPPORT/COACHING (RISE):</b> % of non-instructional staff who agree that through coaching and feedback from my manager, I receive specific actions to develop in my role	<b>2023-24</b>	<b>71%</b>				<b>75%</b>				<b>100%</b>				<b>82%</b>				
	Target																85%	
	2022-23	56%	63%	36%	65%	56%	64%	62%	73%	62%	61%	65%	60%					
<b>MANAGER TRAINING (RISE):</b> % of managers who believe they have the support needed to be effective managers	<b>2023-24</b>	<b>63%</b>				<b>75%</b>				<b>67%</b>				<b>67%</b>				
	Target																85%	
	2022-23																	

E.L. HAYNES 2023-2024 ORGANIZATIONAL DASHBOARD																		
ORGANIZATIONAL DEVELOPMENT																		
DASHBOARD METRIC		ES				MS				HS				ELH				NOTES & UPDATES
ORGANIZATIONAL DEVELOPMENT METRICS		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
<b>ORG PRIORITIES (LONG TERM FACILITIES PLANNING):</b> 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																ON	We have engaged an architect and sustainability consultant. Schematic design process has begun. ELH to engage stakeholders in key discussions for next phase.
	Target																	
<b>ORG PRIORITIES (SCHOOL OPERATIONS MODEL):</b> 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																	Various components of SOP like Building Use, Security Post Orders, Events Management, etc. are in draft proposal and will be ready for group review in Q2
	Target																	
<b>ORG PRIORITIES (EXCEPTIONAL FINANCES):</b> 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																ON	All Quarter KPIs are on target and FY23 financial decisions are having positive impact on FY24 budget.
	Target																	
<b>DAYS OF CASH ON HAND:</b> Days of cash-on-hand is above the threshold required by our loan covenants and PCSB requirements	2023-24													134				
	Target																	
	2022-2023																	134
<b>DEBT SERVICE COVERAGE RATIO:</b> The Debt-Service Coverage Ratio remains below the threshold set by our loan covenants (1).	2023-24													1.35				
	Target													1	1	1	1	
	2022-2023																	1.41
<b>GROSS MARGIN:</b> The Gross Margin (revenue less expenses, divided by revenue) is above 1% on a quarterly basis	2023-24													0.40%				
	Target													-5%	-5%	-5%	-5%	
	2022-2023																	0.20%
<b>GRANTS INVOICED:</b> By June 30, 2024, 100% of federal grants will be invoiced.	2023-24													2%				
	Target																	
	2022-2023																	100%
<b>ENROLLMENT:</b> % of students enrolled by June 1 based on target enrollment	2023-24																	
	Target				100%			100%				100%	100%	100%	100%	100%	100%	
	2022-2023				101%			99%			95%							98%
<b>FUNDRAISING:</b> % of 2022-23 fundraising goal met	2023-24																	
	Target																	
	2022-23													\$107K	\$707K	\$798K	\$824K	
<b>SUPPLIES &amp; MATERIALS:</b> % of staff who agree that they have the materials and equipment needed to do their work	2023-24	71%				72%				83%				75%				
	Target				90%			95%			90%							
	2022-23	82%	88%	86%		92%	93%	97%		77%	91%	85%		84%		91%		87%
<b>TECHNOLOGY:</b> % of staff who agree that they have the technology needed to do their work	2023-24	83%				84%				91%				87%				
	Target				90%			95%			90%							
	2022-23	82%				92%				77%				84%				
<b>WORKSPACE:</b> % of staff who agree that they have the workspace needed to do their work	2023-24	63%				91%				52%				66%				
	Target				90%			95%			90%							
	2022-23	82%				92%				77%				84%				
<b>RE-ENROLLMENT:</b> % of families that return to E.L. Haynes in the following year	2023-24																	
	Target				90%			90%			90%							
	2022-23																	

**E.L. HAYNES 2023-2024 ORGANIZATIONAL DASHBOARD**

**RACE & EQUITY**

DASHBOARD METRIC		ES				MS				HS				ELH			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>EQUITY ATTENDANCE:</b> % of students (by subgroup) who <a href="#">attended 90%</a> or more of their enrolled days	<b>All Students</b>	<b>77%</b>				<b>84%</b>				<b>70%</b>							
	<b>SPED</b>	<b>68%</b>				<b>78%</b>				<b>68%</b>							
	<b>Gap</b>	9%				6%				2%							
	Target				-5%				-5%					-5%			
	2022-23 Gap	-9%	-5%	-3%	-5%	-11%	-10%	-12%	-15%	-9%	-11%	-11%	-9%				
<b>AT RISK ELA ACHIEVEMENT:</b> % of students who are designated at risk meeting expectations in ELA on <a href="#">ANET</a> /Transcend (Q1-Q3) and PARCC (Q4)	<b>2023-24</b>	<b>17%</b>				<b>24%</b>				<b>24%</b>							
	Target				35%				25%				25%				
	2022-23	11%	13%	15%		20%	26%	24%		31%	33%	31%					
<b>AT RISK MATH ACHIEVEMENT:</b> % of students who are designated at risk meeting expectations in math on <a href="#">ANET</a> /Transcend (Q1-Q3) and PARCC (Q4)	<b>2023-24</b>	<b>20%</b>				<b>13%</b>				<b>17%</b>							
	Target				35%				25%				25%				
	2022-23	11%	11%	13%		16%	19%	9%		3%	8%	9%					
<b>ELL PROGRESS:</b> % of ELL students meeting their ACCESS growth goal (Increasing to next level is the goal in 2022-23)	<b>2023-24</b>																
	Target				63%				43%				49%				
	2022-23				57%				10%				25%				
<b>SPED PROGRESS:</b> % of goals students are progressing on or have mastered	<b>2023-24</b>																
	Target				85%				85%				85%				
	2022-23	92%	92%			93%	89%			58%	64%						
<b>DIVERSE INPUT ORGANIZATION:</b> % of staff who agree that decisions made by organizational leadership are based on input from a diverse group of staff	<b>2023-24</b>	<b>42%</b>				<b>34%</b>				<b>46%</b>				<b>43%</b>			
	Target				75%				75%				75%				75%
	2022-23	33%	34%		21%	52%	63%		50%	48%	50%		32%	48%	53%		37%
<b>DIVERSE INPUT CAMPUS:</b> % of staff who agree that decisions made by campus leadership are based on input from a diverse group of staff	<b>2023-24</b>	<b>38%</b>				<b>50%</b>				<b>54%</b>				<b>47%</b>			
	Target				75%				75%				75%				75%
	2022-23	31%	47%		29%	67%	63%		76%	65%	52%		43%	51%	51%		48%
<b>INCLUSIVE COMMUNITY:</b> % of staff who agree that their identity is valued at work and contributes to their accomplishments	<b>2023-24</b>	<b>75%</b>				<b>69%</b>				<b>61%</b>				<b>64%</b>			
	Target				75%				75%				75%				75%
	2022-23	53%	59%		50%	73%	71%		76%	72%	73%		57%	66%	64%		53%
<b>INCLUSIVE DECISION MAKING:</b> % of staff who agree that their opinion seems to count	<b>2023-24</b>	<b>71%</b>				<b>66%</b>				<b>57%</b>				<b>64%</b>			
	Target				75%				75%				75%				75%
	2022-23	51%	66%		50%	69%	78%		76%	68%	70%		53%	65%	73%		60%
<b>ORG PRIORITIES (RACIAL EQUITY METRIC):</b> 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."	<b>2023-24</b>	<b>75%</b>				<b>69%</b>				<b>61%</b>				<b>64%</b>			
	Target				75%				75%				75%				75%
	2022-23	53%			50%	73%			76%	71%			57%	66%			60%

# Coversheet

## Adjourn Meeting

**Section:** IX. Closing Items  
**Item:** A. Adjourn Meeting  
**Purpose:** Vote  
**Submitted by:**  
**Related Material:** December 2023 Board Meeting Deck (12.14.23) Updated.pdf

# DECEMBER 2023 BOARD OF TRUSTEES MEETING

December 14, 2023



# Board of Trustees Meeting

December 14, 2023

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

## AGENDA

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



# Board of Trustees Meeting

December 14, 2023

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

## AGENDA

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



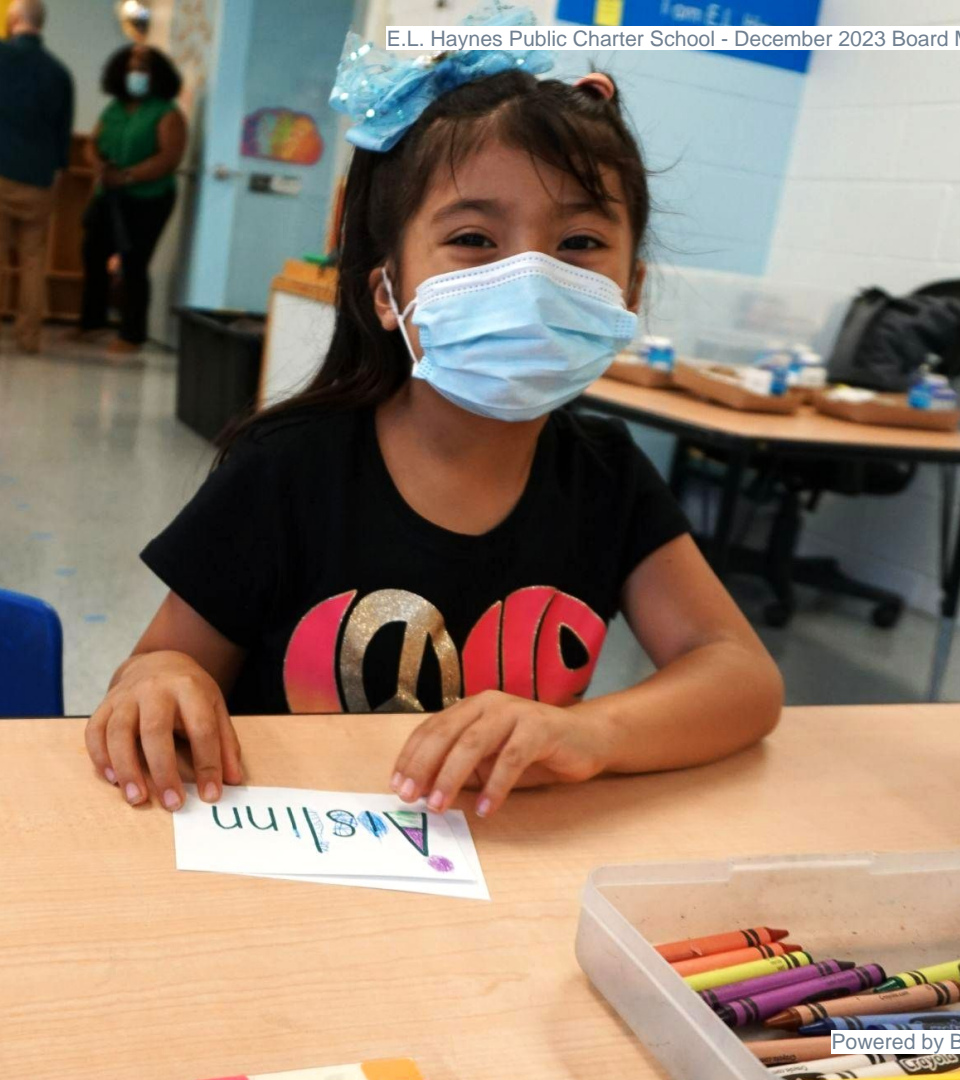
# Board of Trustees Meeting

December 14, 2023  
6:00 p.m. - 8:00 p.m.

## AGENDA

- WELCOME
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- **CEO UPDATE**
- SCHOOL PERFORMANCE COMMITTEE
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# Board of Trustees Meeting

December 14, 2023  
6:00 p.m. - 8:00 p.m.

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- CEO UPDATE
- **SCHOOL PERFORMANCE COMMITTEE**
- GOVERNANCE COMMITTEE
- COMMUNITY RELATIONS COMMITTEE
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# Board of Trustees Meeting

December 14, 2023

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

## AGENDA

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- SCHOOL PERFORMANCE COMMITTEE
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# SY 2023-2024 Board Recruitment Needs

FY24 Recruitment Needs	
<b>Current Membership</b>	13
FY24 Vacancies	2
Total Expiring Terms	1
Possible One-Year Extensions	1
Expiring First Terms	3
<b>TOTAL POSSIBLE NEEDS</b> <i>(as of 6/30/24)</i>	<b>3-7</b>

**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

December 14, 2023

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

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- SCHOOL PERFORMANCE COMMITTEE
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- **COMMUNITY RELATIONS COMMITTEE**
- AUDIT, FINANCE, AND FACILITIES COMMITTEE
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# Agenda

## Community Relations Committee

- **Annual Fund Update**
- **FY24 EOY Giving Campaign**
- **Opportunities to Connect with the E.L. Haynes Community**

# Annual Fund Update

## Annual Fund Report as of 12/12/2023

Category	FY23 Raised	FY24 Goal	FY24 Raised TD	% of Goal	Delta
<b>GOVERNMENT</b>	<b>\$450,140.18</b>	\$470,000	<b>\$257,269.67</b>	54.7%	(\$212,730.33)
<b>FOUNDATIONS</b>	<b>\$264,775</b>	\$215,000	<b>\$228,000</b>	106.05%	\$13,000
<b>CORPORATIONS</b>	<b>\$12,950</b>	\$20,000	<b>\$10,000</b>	50%	(\$10,000)
<b>INDIVIDUALS</b>	<b>\$78,557</b>	\$75,000	<b>\$25,075</b>	33.4%	(\$49,925)
<b>SPECIAL EVENTS</b>	<b>\$17,000</b>	\$25,000	<b>\$76,770</b>	307%	\$51,770
<b>TOTAL</b>	<b>\$823,422.18</b>	<b>\$805,000</b>	<b>\$597,114.67</b>	<b>74.1%</b>	<b>(\$207,885.33)</b>

# Agenda

## Community Relations Committee

- Annual Fund Update
- **FY24 EOY Giving Campaign**
- Opportunities to Connect with the E.L. Haynes Community

# EOY Giving Campaign

## Working Timeline

- **October:** Brainstorm and Plan
- **November 21:** Public Launch
- **December 6:** Message 1
- **December 7:** Haynes Herald
- **December 13:** Message 2
- **December 20:** Message 3
- **December 27:** Message 4
- **December 29:** Don't Forget!
- **December 31:** Thank You!



# Agenda

## Community Relations Committee

- Annual Fund Update
- Homecoming Debrief
- FY24 EOY Giving Campaign
- **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
12/19	Staff Holiday Gift Distribution	11/20 - 12/31	EOY Giving Campaign	Wednesdays, 8:40 - 9:05 a.m.	ES All School Meetings
				12/14	Sophomore Career Exploration Day
				<u><a href="#">Fall sports MS / HS schedule</a></u>	



# Board of Trustees Meeting

December 14, 2023

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

## AGENDA

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

# Agenda

## Audit, Finance, and Facilities Committee


- **Update on FY23 Audit**
- **FY25+ Budgeting**

# Agenda

## Audit, Finance, and Facilities Committee

- Update on FY23 Audit
- **FY25+ Budgeting**

# Budget Timeline

- **December & January:** Shape key priorities and questions 
  - Project initial budget drivers for revenue and expenditures
  - Review staffing models aligned to priorities for additional needs and necessary savings
  - Identify investments from budget priorities for FY25+ budget
- **February & March:** Refine budget proposal with continued discussion / feedback
  - Discussions with staff and families on SY 2024-25 budget needs
  - Leadership team engages in planning conversations
  - Finalize budget revenue and expense inputs
- **April:** Share draft FY25 budget with BoT for discussion
- **May:** Present final FY25 budget to BoT for approval
- **June:** Final FY25 budget due to PCSB on June 1, 2023

# Early Assumptions, Projections, and Budget Drivers

	Current Assumptions
<b>UPSFF</b>	+3% (current modeling assumptions based on precedent and present DC fiscal health)
<b>Staffing</b>	Review staffing models aligned to priorities
<b>Long-Term Facilities Planning</b>	Architects and facilities planning for campus consolidation at Kansas Ave. (current assumption based on Clark Foundation Multi-Year Grant as well as other development opportunities aligned with long-term facilities projects)
<b>Healthcare</b>	+10%
<b>Additional savings</b>	Increased cost saving measures (including catering and travel) combined with additional non-personnel program savings TBD
<b>Compensation investments</b>	Maintain investments in overall compensation model (salary scales and all staff)

**Preparing now for ending of Federal ESSER Funds in FY25 (approximately \$2.2m)**



# Board of Trustees Meeting

December 14, 2023

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

## AGENDA

- WELCOME
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- **PUBLIC COMMENT**
- CLOSED SESSION



# Board of Trustees Meeting

December 14, 2023  
6:00 p.m. - 8:00 p.m.

## AGENDA

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

**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](mailto:opengovoffice@dc.gov).**

**Be Kind.**  
**Work Hard.**  
**Get Smart.**