



# E.L. Haynes Public Charter School

## February 2024 Board Meeting

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### Date and Time

Thursday February 15, 2024 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			1 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 December 2023 Board Meeting on December 14, 2023		
<b>D.</b> Public Comment	Discuss	Lisa Carlton Waller	15 m
<b>II. CEO Update</b>			<b>6:19 PM</b>

	Purpose	Presenter	Time
A. CEO Update	FYI	Hilary Darilek	15 m
<b>III. School Performance Committee</b>			<b>6:34 PM</b>
A. Quarter 2 Academic Update	Discuss	Rikki Hunt Taylor	25 m
B. Campus Reconfiguration Discussion and Vote	Vote	Hilary Darilek	5 m
<b>IV. Governance Committee</b>			<b>7:04 PM</b>
A. SY 23-24 Board Recruitment Update and Next Steps	Discuss	Roshelle Payes	5 m
<b>V. Community Relations Committee</b>			<b>7:09 PM</b>
A. Annual Fund Update	FYI	Fonda Sutton	2 m
B. FY24 EOY Giving Campaign Update	Discuss	Joe Callahan	2 m
C. Upcoming Campus Activities for Board Participation	FYI	Joe Callahan	1 m
<b>VI. Audit, Finance, and Facilities</b>			<b>7:14 PM</b>
A. FY24 - Q2 Financials Update	FYI	Justin Rydstrom	5 m
B. FY25 Budget Planning Update	FYI	Justin Rydstrom	10 m
<b>VII. Closed Session</b>			<b>7:29 PM</b>
A. Personnel Discussion	Discuss	Lisa Carlton Waller	30 m
<b>VIII. Closing Items</b>			<b>7:59 PM</b>
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 December 2023 Board Meeting on December 14, 2023

APPROVED



# E.L. Haynes Public Charter School

## Minutes

### December 2023 Board Meeting

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#### **Date and Time**

Thursday December 14, 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**

F. Sutton, J. Hanna, K. Simpkins (remote), L. Carlton Waller, L. Johnson-Law, L. Robinson Mills (remote), M. Hall, M. Kovner (remote), N. Greene (remote), R. Laine, R. Payes, T. Gibian

#### **Trustees Absent**

G. Navidi-Kasmai

#### **Guests Present**

A. Brooks, Basil Chawkat, Candace Cunningham, E. Hueber Stoetzer (remote), H. Darilek, J. Callahan, J. Rydstrom, P. Rayamajhi, R. Hunt Taylor

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### **I. Opening Items**

#### **A. Record Attendance**

#### **B. Call the Meeting to Order**

L. Carlton Waller called a meeting of the board of trustees of E.L. Haynes Public Charter School to order on Thursday Dec 14, 2023 at 6:00 PM.

### C. Approve Minutes

M. Hall made a motion to approve the minutes from November 2023 Board Meeting on 11-16-23.

R. Payes seconded the motion.

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

## II. CEO Update

### A. CEO Update

At this point in the year, exciting events have been happening at all three campuses:

- ES back to full concerts/ performances; combination of singing, dancing, art, and science demonstrations
- MS engaging in lots of field trips; skating and health and wellness related activities
- HS had Sophomore Career Day and participated in mock interviews and panels. Thank you to the Board members who participated in panels enjoyed their experiences and had students ask engaging and interesting questions,

OSSE published DC School Report Card, which provides a summative score for each campus

- ES/ MS are at or just below that covers many different markers which includes PARRC proficiency and growth.
- HS has 6th highest summative score is higher than most other PCS in the District including application based DCPS high school.

Re Accreditation process through Middle States is approaching; MSA team visit will be in March, PCSB doing a 5 yr review early in March / April. Our pre-meeting took place today, 12/14/23

## III. School Performance Committee

### A. Quarter 1 Dashboard Review and Discussion

Richard Laine:

- Committee trying to get more focused because the Dashboard is very expansive. Trying to figure out how to disaggregate the lowest metrics
- Hard decisions upcoming about which interventions need to be cut due to upcoming budgeting changes
- Want to be asking the questions of what to protect or get rid of

- Messaging on Report Card: “significant growth AND significant gains needed” to get ES/MS students on track
- Solutions include well-rounded resources and support for staff, teachers, and other student-level support needs

*During the meeting, the board split into small groups (in-person and virtual) to discuss the Quarter 1 Dashboard results.*

Dashboard Data Review: What are board member noticings and wonderings? What are things to be celebrated, and what are things that can be improved on?

#### **IV. Governance Committee**

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

Roshelle Payes: We continue to seek more potential Board members. We encourage all board members to think about individuals in their networks who may be interested in learning more about E.L. Haynes. We will be reaching out to members of the Board whose first terms are up to determine whether or not they are interested in serving on a second term. At this point, we could need to fill between 3-7 seats as of 06/30/2024.

#### **V. Community Relations Committee**

##### **A. Annual Fund Update**

Fonda Sutton: We are in good shape for FY24. We've seen strong performances across all of our funding categories and at this point there are no concerns for hitting our overall goals.

##### **B. FY24 EOY Giving Campaign**

Joe Callahan: Nearly at 100% of Board giving through events and EOY giving, as we continue to send out fundraising emails to individuals, please consider forwarding them to individuals who you think might be interested in supporting our mission.

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

Joe Callahan: Staff Holiday Gift Distribution on 12/19

#### **VI. Audit, Finance, and Facilities**

##### **A. Audit Update**

Norm Green:

- Completed another successful audit
- First year without Vanessa Carlo-Miranda as CFO. A huge thank you and congratulations to Justin and his team for a great job of making transitions after such long time of service for previous CFO.
- Another year without incident or concerning findings

Justin Rydstrom:

- No Quarterly financials to report out this meeting, but will be for next
- Now through March/ April will be critical time for projecting and determining budgeting for th 2025 FY
- Current assumptions still currently on the conservative side
- Preparing now for ending of Fed ESSER funds in FY25 (approx. \$2.2M)

## **B. Facilities Planning Update**

Justin Rydstrom:

- We are moving forward with our ongoing meetings with the architect. The timeline remains the same. We are still in the planning and design phase.

## **VII. Public Comment**

### **A. Public Comment**

**Zach Israel**, parent of Pre-K3 Student

- Curious of thoughts on FY25 and playground equipment at school
- Enjoys taking children to the playground.
- Noticed there was some damage to one of the slides.
- He would like to know if there is any analysis done to ensure safety or upgrading of playground equipment?
- Is there any room in the budget for updates, remodeling, etc.

## **VIII. Closed Session**

### **A. Personnel Discussion**

L. Carlton Waller made a motion to move into closed session to discuss a Personnel Matter in accordance with DC Code Section 2-575(b).

T. Gibian seconded the motion.

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

## **IX. 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

## Adjourn Meeting

**Section:** VIII. Closing Items  
**Item:** A. Adjourn Meeting  
**Purpose:** Vote  
**Submitted by:**  
**Related Material:** February 2024 Board Meeting Deck (2.15.24).pdf

# FEBRUARY 2024 BOARD OF TRUSTEES MEETING

February 15, 2024





# Board of Trustees Meeting

February 15, 2024  
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**
- **CLOSED SESSION**



# Board of Trustees Meeting

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- CLOSED SESSION

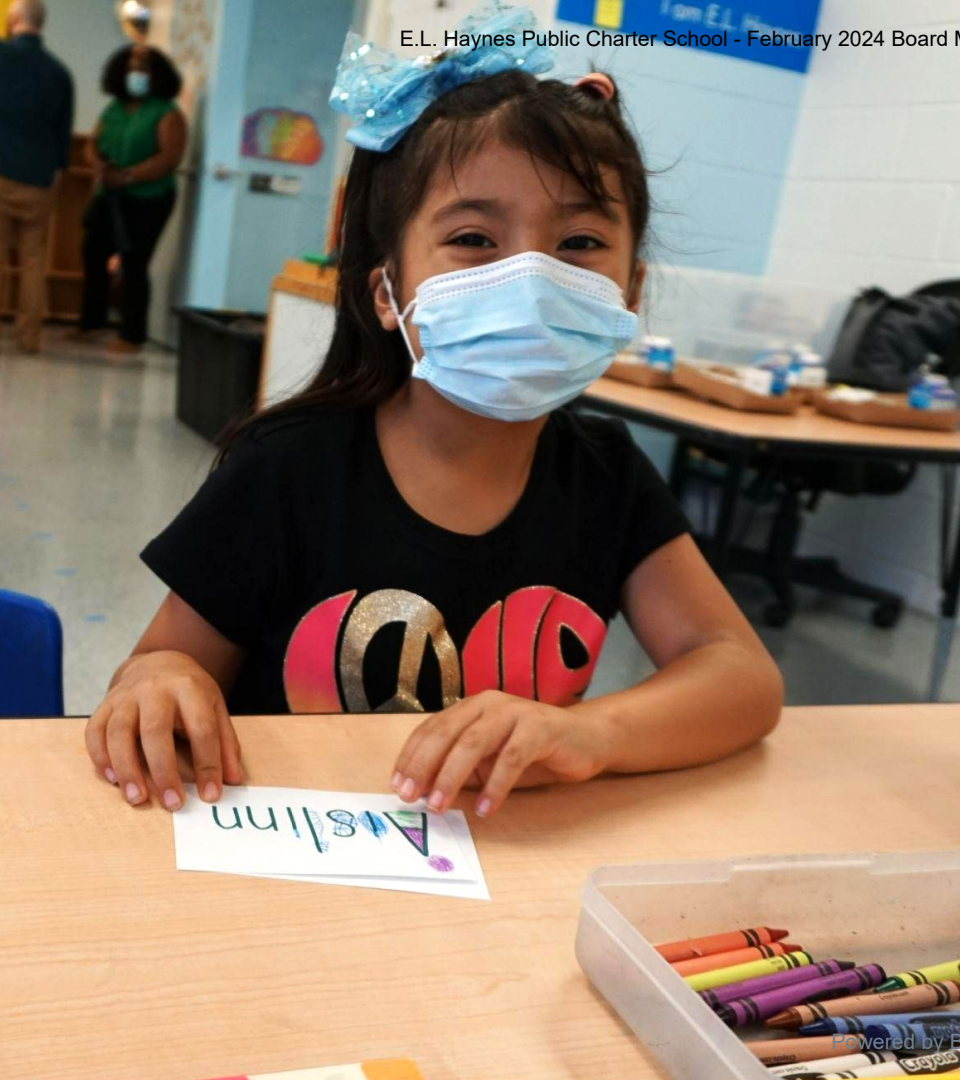


# Board of Trustees Meeting

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

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# School Performance Committee

# Agenda

- **Q2 DATA REVIEW**
- **MIDDLE STATES ACCREDITATION**
- **CAMPUS RECONFIGURATION**
  - **VOTE**

# **i-Ready MOY Analysis**

**January 2024**



# Highlights

## Overall School Performance and Strategic Goals

- % of students at mid-grade + rises across schools and subjects from BOY, however most students remain at least one grade level below
- K-2 is on track to meet EOY Achievement Goals in ELA, falling short in math
- Over 50% of students across schools and subjects are on track to meet growth goals but progress is still needed to meet EOY growth 75% targets
- Nearly all student subgroups growth rates fall within 10% of overall student rates

## ELA

- % of students at mid-grade + increases from 12-16% with improvements in all grades
- % of students 3 grade levels behind or more drops by double digits in grades 3-7
- % of students on pace to meet growth increases from 57% to 59% since 22-23, stretch increases from 39% to 42%

## Math

- % of students at mid-grade + increases from 7 to 13% and from 10 to 13% from 22-23
- % of students 3 grade levels behind or more drops in all grades
- % of students on pace to meet growth increases from 50% to 54% since 22-23, students on pace to meet stretch growth increases from 30% to 35%

# Celebrations

## ELA

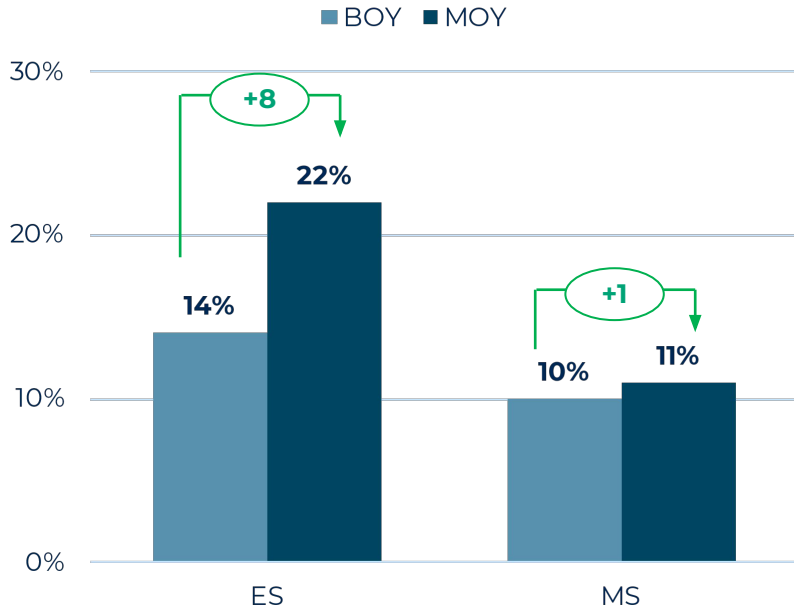
- Grades 3-5 see double digit reductions to % 3 grade levels below, with grade 5 reducing the most from 31% to 15%
- K sees improvement of % on pace for growth from 52% to 70% since 22-23
- Grades 6 and 7 see double digit reductions to % of students 3-grade levels behind from BOY
- Grade 6 sees % on pace for growth increase from 50% to 64% since 22-23, similar double digit growth in % on pace for stretch

## Math

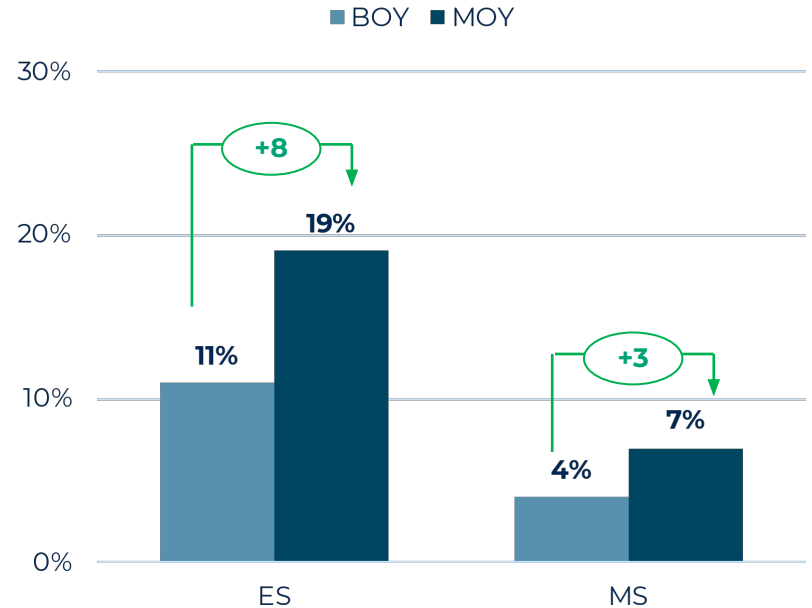
- All grades see YoY improvements in % at Mid-grade + from 22-23, and reductions in % 3 grades below from BOY
- Grades 3 -5 see double digit reductions in % of students 3 grade levels behind.
- Grade 3 sees % of students on pace for growth increase from 40% to 62%
- Grades 7 and 8 see double digit increases in % on pace to meet growth and stretch targets

# i-Ready ELA and Math % of Students Mid-grade + Make Single Digit Improvement Across Schools and Subjects Since BOY

### i-Ready ELA % Mid+ 23-24

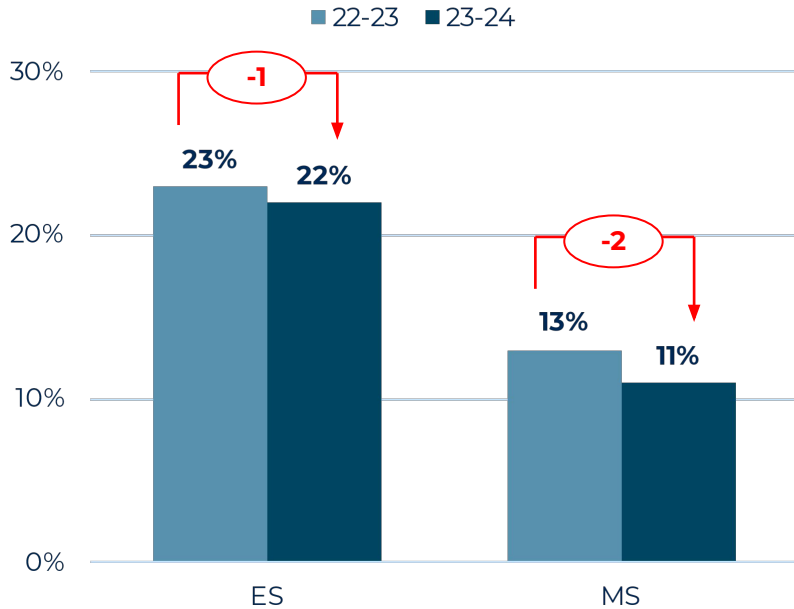


### i-Ready Math % Mid+ 23-24

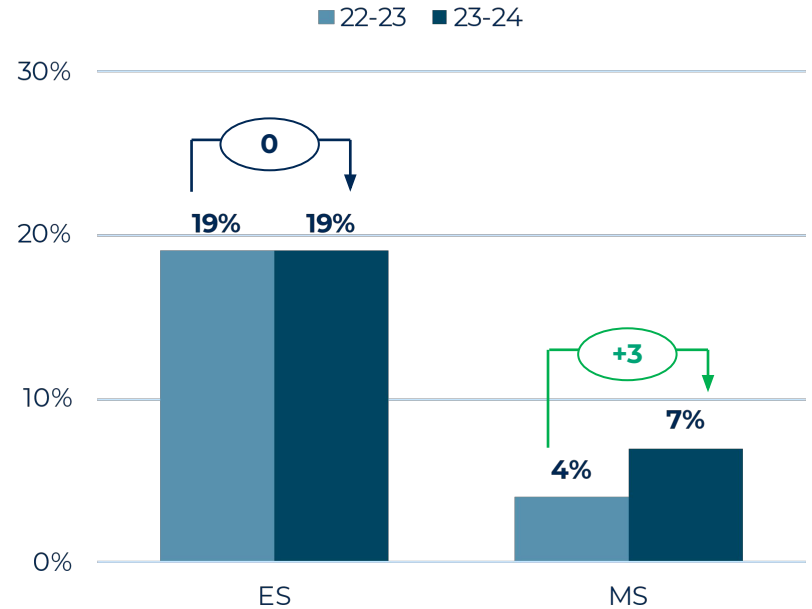


# 23-24 MOY Performance Shows Little Change from 22-23

### i-Ready ELA % Mid+ MOY

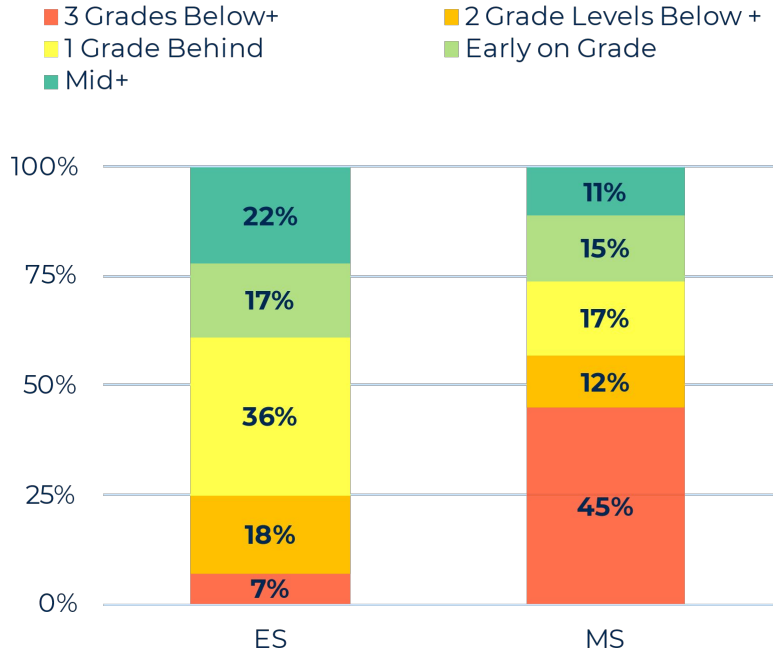


### i-Ready Math % Mid+ MOY

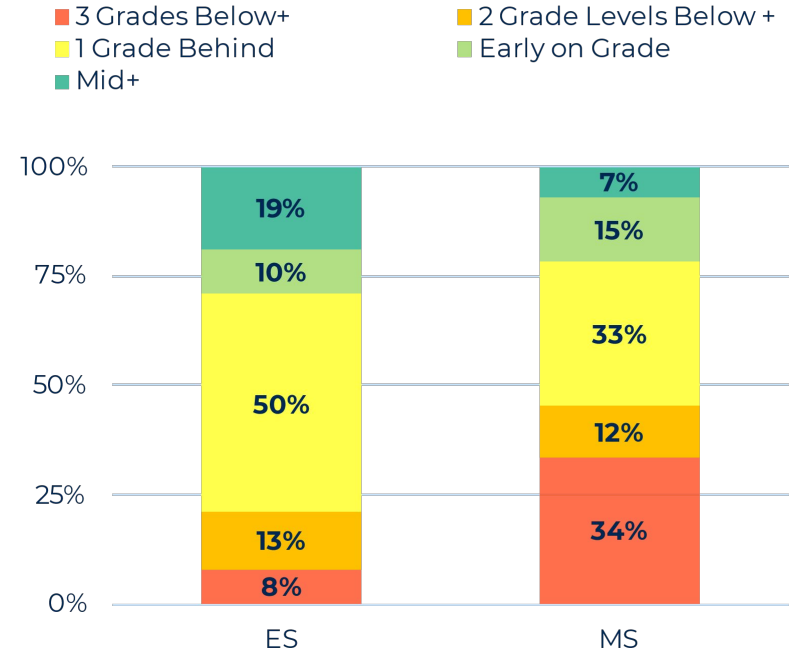


# Most Students Remain 1 or More Grade Levels Behind Across Schools and Subject Areas

### ELA by Relative Performance Level



### Math by Relative Performance Level



# MOY ANET Analysis

**School Year 2023-2024**

# Highlights and Celebrations

## **ANET A2 ELA Scores above 50% fall from 40% to 39% since 21-22, improve from 37% to 39% from A1**

- % of students scoring <30% remains at 35% from A1 to A2
- Grades 5 and 8 currently on pace to meet organizational 4+ targets.
- HS is on pace to meet organizational 4+ target for at-risk achievement; MS is within 1 point

## **ANET A2 Math Scores above 50% increases from 25% to 33% since 21-22, improve from 28% to 33% from A1**

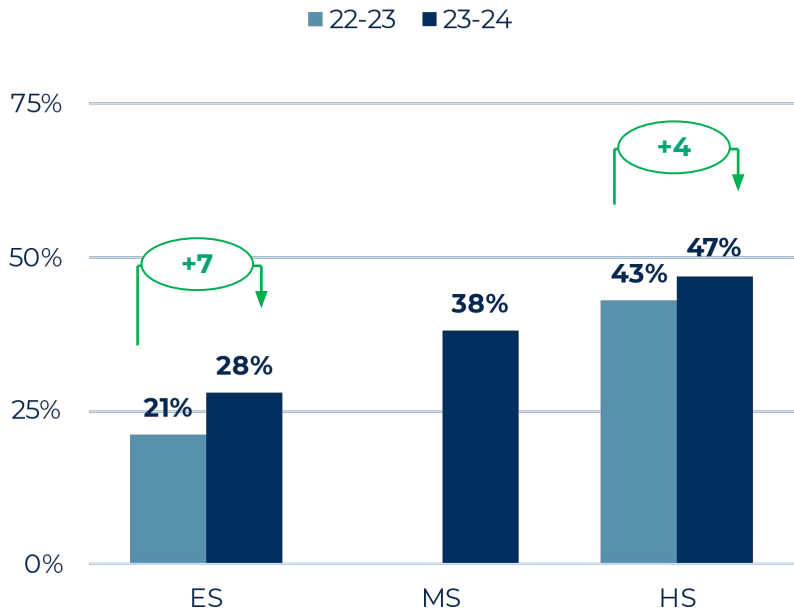
- % of students scoring <30% falls from 43% to 35% from A1 to A2
- ES and HS currently on pace to meet organizational 4+ targets, 5 individual courses on pace to exceed target by 10+ points
- Only HS is on pace to meet target for at-risk achievement

## **Over 50% of Students Tested BOY have reached projected and stretch MAP growth targets**

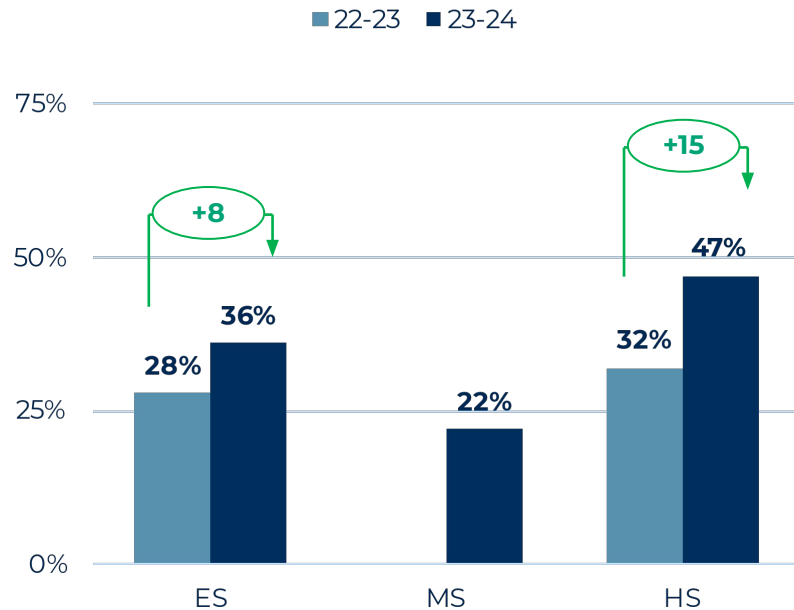
- MOY MAP data primarily from students in grades 11 and 12

# ANET Scores Show Year Over Year Improvement Across Schools with the Largest Gains in Math

### ANET A2 ELA Scores 50%+



### ANET A2 Math Scores 50%+

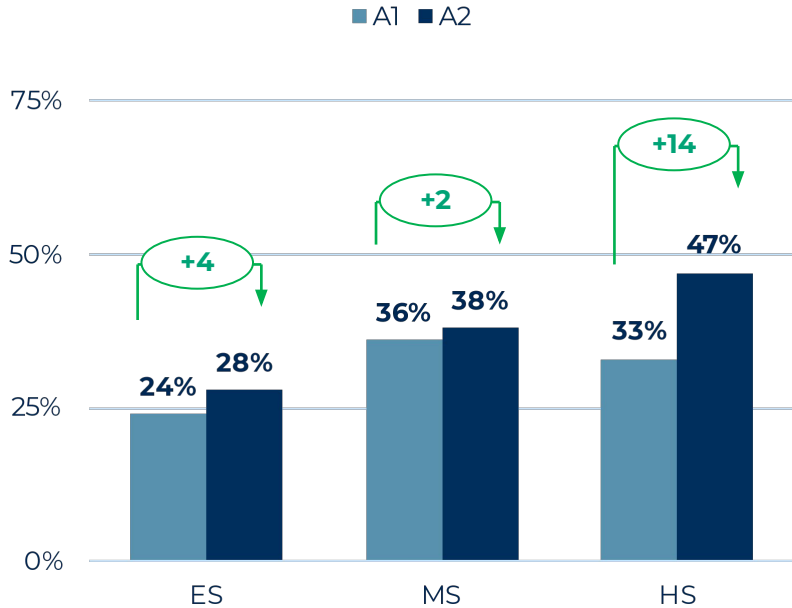


Notes: Grades 5-8 did not take ANET 22-23

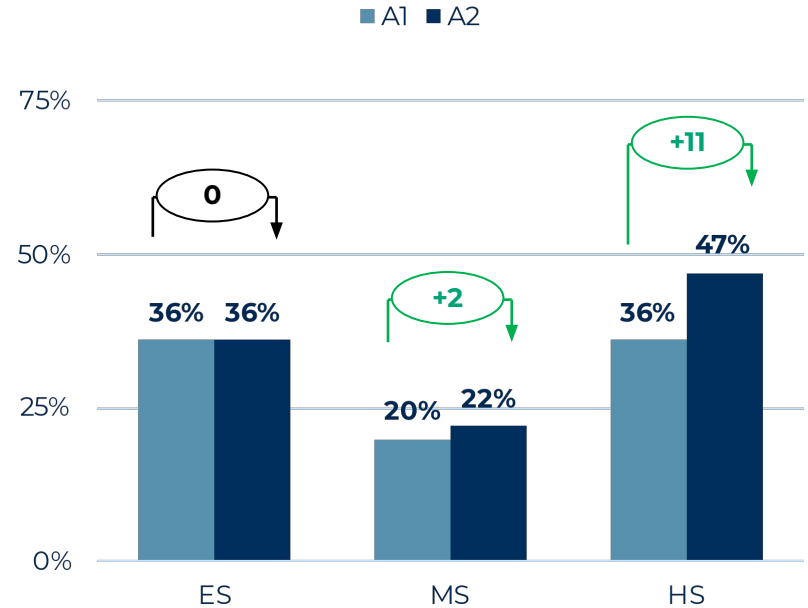


# From A1 to A2 Nearly All Schools and Subjects See Improved 50%+ Rates with the Largest Gains at the HS

### ANET A2 ELA Scores 50%+

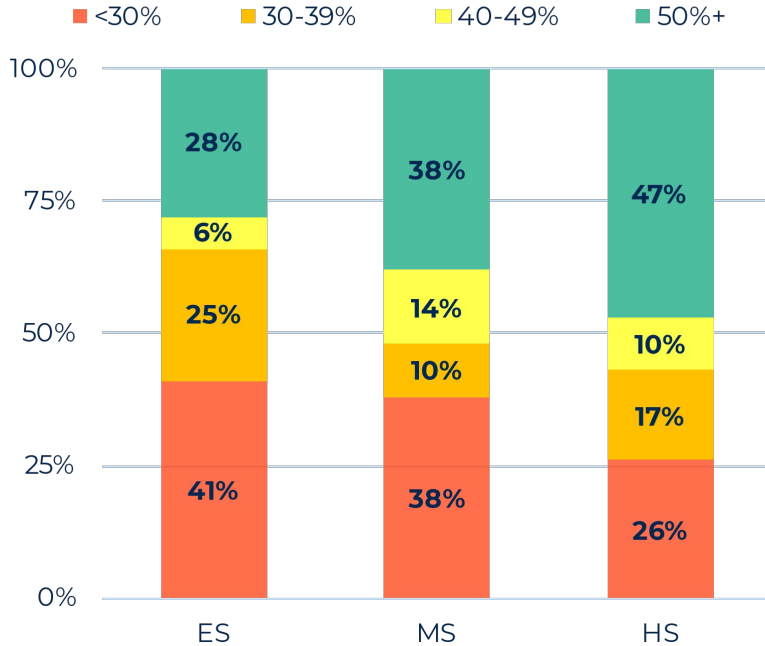


### ANET A2 Math Scores 50%+

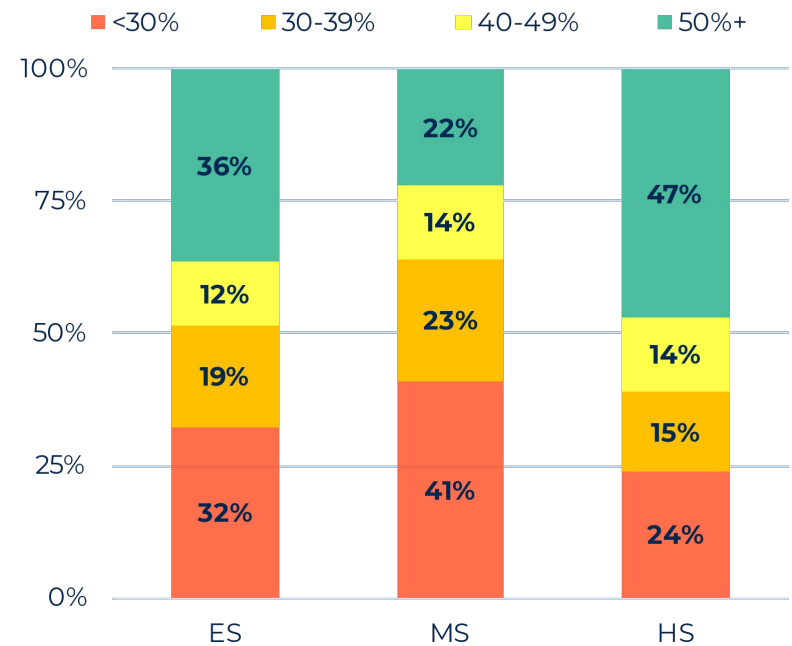


# Performance Distribution Varies Significantly Across Schools; % of Students Under 30% Highest in ES and MS

### ELA by Performance Band



### Math by Performance Band



# School Performance Committee

# Agenda

- Q2 DATA REVIEW
- **MIDDLE STATES ACCREDITATION**
- CAMPUS RECONFIGURATION
  - *VOTE*

# Middle States Accreditation

**March 4 -7, 2024**

# School Performance Committee

# Agenda

- Q2 DATA REVIEW
- MIDDLE STATES ACCREDITATION
- **CAMPUS RECONFIGURATION**
  - **VOTE**

# Campus Reconfiguration

## PCSB Proposal and Vote

**As part of campus consolidation shifts, beginning the 2023-24 School year, we kept 5th Grade at our Kansas Avenue Campus.**

**By March 1, we must submit a formal application to PCSB. As part of that application the Board must formally vote to formalize this shift.**

**This shift will impact our accountability measures and reports.**

# VOTE

***To approve a formal application for campus reconfiguration so that 5th grade will be a part of the ES for all accountability systems starting in SY24-25.***



# Board of Trustees Meeting

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- PUBLIC COMMENT
- CLOSED SESSION



# 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 (24-25)
- 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



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# Community Relations Committee

# Agenda

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

# Annual Fund Update

## Annual Fund Report as of 02/12/2024

Category	FY23 Raised	FY24 Goal	FY24 Raised TD	% of Goal	Delta
GOVERNMENT	\$450,140	\$470,000	\$257,270	54.7%	(\$212,730)
FOUNDATIONS	\$264,775	\$215,000	\$230,000	106.05%	\$15,000
CORPORATIONS	\$12,950	\$20,000	\$15,500	77.5%	(\$4,500)
INDIVIDUALS	\$78,557	\$75,000	\$50,810	67.7%	(\$24,190)
SPECIAL EVENTS	\$17,000	\$25,000	\$76,770	307%	\$51,770
<b>TOTAL</b>	<b>\$823,422</b>	<b>\$805,000</b>	<b>\$630,350</b>	<b>78%</b>	<b>(\$174,650)</b>

# Agenda

## Community Relations Committee

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

# EOY Giving Update: Historical Analysis

EOY Giving Campaign Historical Comparisons				
Year	Start Date	End Date	Total Raised	# of Gifts
<b>FY 2019</b>	11/1/2018	01/31/2019	\$ 97,815	66
<b>FY 2020</b>	11/1/2019	01/31/2020	\$ 63,845 **	72
<b>FY 2021</b>	11/1/2020	01/31/2021	\$ 95,545	101
<b>FY 2022</b>	11/1/2021	01/31/2022	\$ 122,365	144
<b>FY 2023</b>	11/1/2022	01/31/2023	\$ 81,075	108
<b>FY 2024</b>	11/1/2023	01/31/2024	\$ 59,235 **	74

**\*\* Years we have hosted events**

# Agenda

## Community Relations Committee

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

## Opportunities to Engage with the E.L. Haynes Community / Key Upcoming Dates

<b>Event</b>	<b>Date</b>	<b>Time</b>	<b>Location</b>
<b>ES Black History Month Celebration</b>	2/13/24	5:00 - 6:30 p.m.	ES Lollipop
<b>HS Black History Month Celebration</b>	2/15/24	4:30 - 6:30 p.m.	HS Gym
<b>MS Black History Month Celebration</b>	2/28/24	9:00 a.m. - 12:00 p.m.	HS Gym
<b>MSA Accreditation Visit</b>	3/4/24 - 3/7/24		Various
<b>All Staff Meeting</b>	3/13/2024	3:00 - 4:00 p.m.	HS Gym
<b>PCSB 5-Year Review Meeting</b>	3/18/2024	6:00 - 8:00 p.m.	Virtual
<b>April Board Meeting</b>	4/9/2024	6:00 - 8:00 p.m.	HS Think Tank
<b>ES All-School Meetings</b>	Weekly on Wednesdays	8:40 - 9:15 a.m.	ES Lollipop





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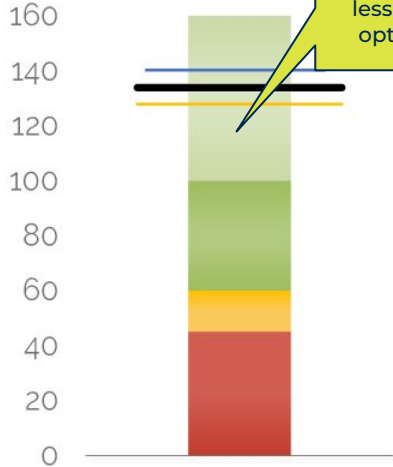
## Audit, Finance, and Facilities Committee

- **Review and Discuss FY24 Q2 Financials**
- **FY25 Budget Planning and Sustainability**
- **Long Term Facilities**

## Days of Cash

Cash balance at year-end divided by average daily expenses

Light green indicates less than optimal

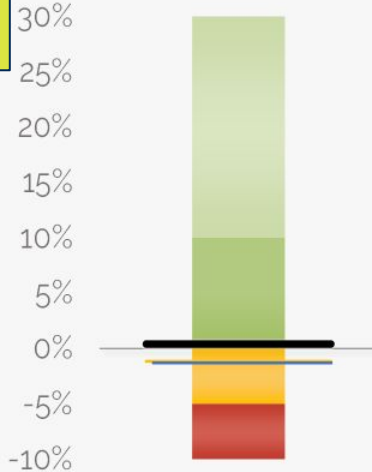


**134 DAYS OF CASH AT YEAR'S END**

The school will end the year with 134 days of cash. This is aligned with Q1 projections.

## Gross Margin

Revenue less expenses, divided by revenue

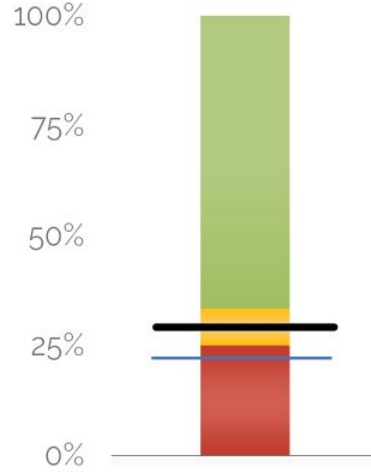


**0.4% GROSS MARGIN**

The forecasted net income is -\$79k, which is \$352k above the budget. It yields a 0.4% gross margin.

## Grants Invoiced

Federal grants requested divided by federal grants awarded.

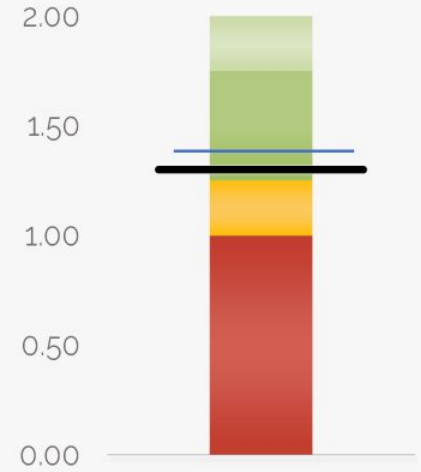


**29% GRANTS INVOICED**

Drawdowns have begun and we are on track to draw all projected FY24 funds.

## DSCR

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



**DSCR IS 1.3**

Debt Service Coverage Ratio is defined by the school's bank covenants.

— FY23 Q2

These KPIs indicate healthy financials. We are in a strong position at midyear.

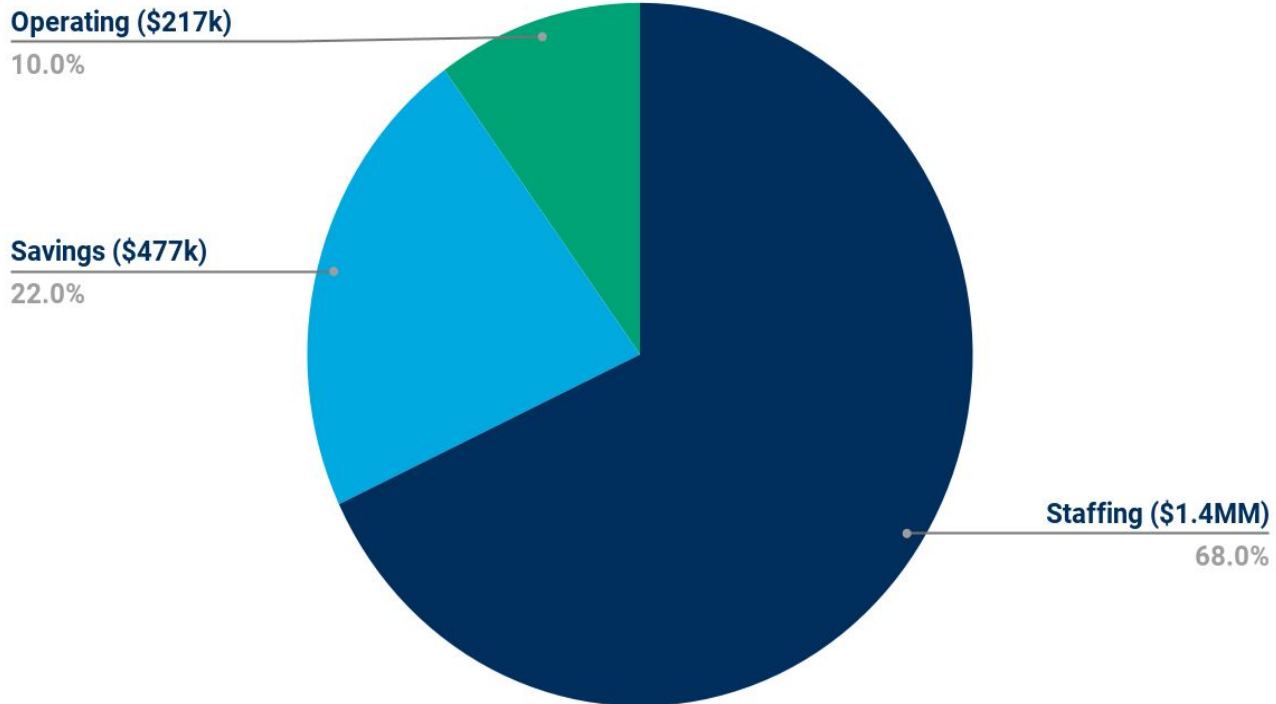
# Agenda

## Audit, Finance, and Facilities Committee

- Review and Discuss FY24 Q2 Financials
- **FY25 Budget Planning and Sustainability**
- Long Term Facilities

# Overall Snapshot

## FY25 - \$2.2 Million in Budget Reductions



# Initial FY25 Budget Assumptions

- Conservative 3% UPSFF increase this is offset by a 3% OpEx increase, driven largely by staff progression on salary scales
- Enrollment increase from 1160 to 1175 next year (current for SY23-24 is 1169)
- 15% increase in Health insurance
- Removal of ESSER funding (-\$2.2MM)
- \$1M Support Corp donation
- Net neutral \$400k towards campus consolidation (expenses offset by direct revenue)

# Current Budget Comp FY25

Description	SY4-25	SY23-24	Difference
Students	1,175	1,160	15
Income Statement			
<b>Revenue</b>			
04 · State and Local Revenue	33,658,259	31,546,060	2,112,199
05 · Federal Revenue	2,119,728	4,416,286	(2,296,558)
06 · Private Revenue	1,877,684	1,176,979	700,705
Total Revenue	37,655,671	37,139,325	516,346
<b>Operating Expense</b>			
07 · Staff-Related Expense	26,839,142	26,734,299	104,843
08 · Occupancy Expense	2,077,953	1,820,263	257,690
09 · Additional Expense	6,282,339	5,779,522	502,816
Total Operating Expense	35,199,433	34,334,084	865,349
Net Operating Income	2,456,238	2,805,241	(349,003)
Interest, Depreciation			
Interest	1,234,441	1,275,761	(41,319)
Depreciation	1,982,688	1,960,862	21,826
Total Expenses	38,416,563	37,570,707	845,856
<b>Net Income</b>	<b>(760,892)</b>	<b>(431,382)</b>	<b>(329,510)</b>
Adjustments To Cash Flow			
Operating Activities			
Net Income	(760,892)	(431,382)	(329,510)
Cash Flow Adjustments	(203,481)	44,584	(248,065)
<b>Net cash increase for year</b>	<b>(964,373)</b>	<b>(386,798)</b>	<b>(577,576)</b>

Description	SY4-25	SY23-24	Difference
<b>CASH FLOW ADJUSTMENTS BREAKOUT</b>			
Add Depreciation	1,982,688	1,960,862	21,826
Operating Fixed Assets	(786,875)	(632,597)	(154,279)
Buildings and Facilities Projects	(1,279,964)	(1,327,353)	47,388
Other Operating Activities	(119,330)	43,672	(163,002)
Financing Activities	0	0	0
TOTAL	(203,481)	44,584	(248,065)

<b>Additional Analysis</b>			
Starting Bank Balance	12,735,198	12,857,299	(122,101)
End Bank Balance	11,770,825	12,470,501	(699,677)
Daily Expense (Estimate)	99,819	97,561	2,258
<b>Number of Days Cash on Hand</b>	<b>118</b>	<b>128</b>	<b>(10)</b>
<b><u>Debt Service Coverage Ratio</u></b>			
DSCR with sinking fund	<b>1.01</b>	<b>1.19</b>	<b>(0)</b>
DSCR without sinking fund	<b>1.39</b>	<b>1.51</b>	<b>(0)</b>

# Agenda

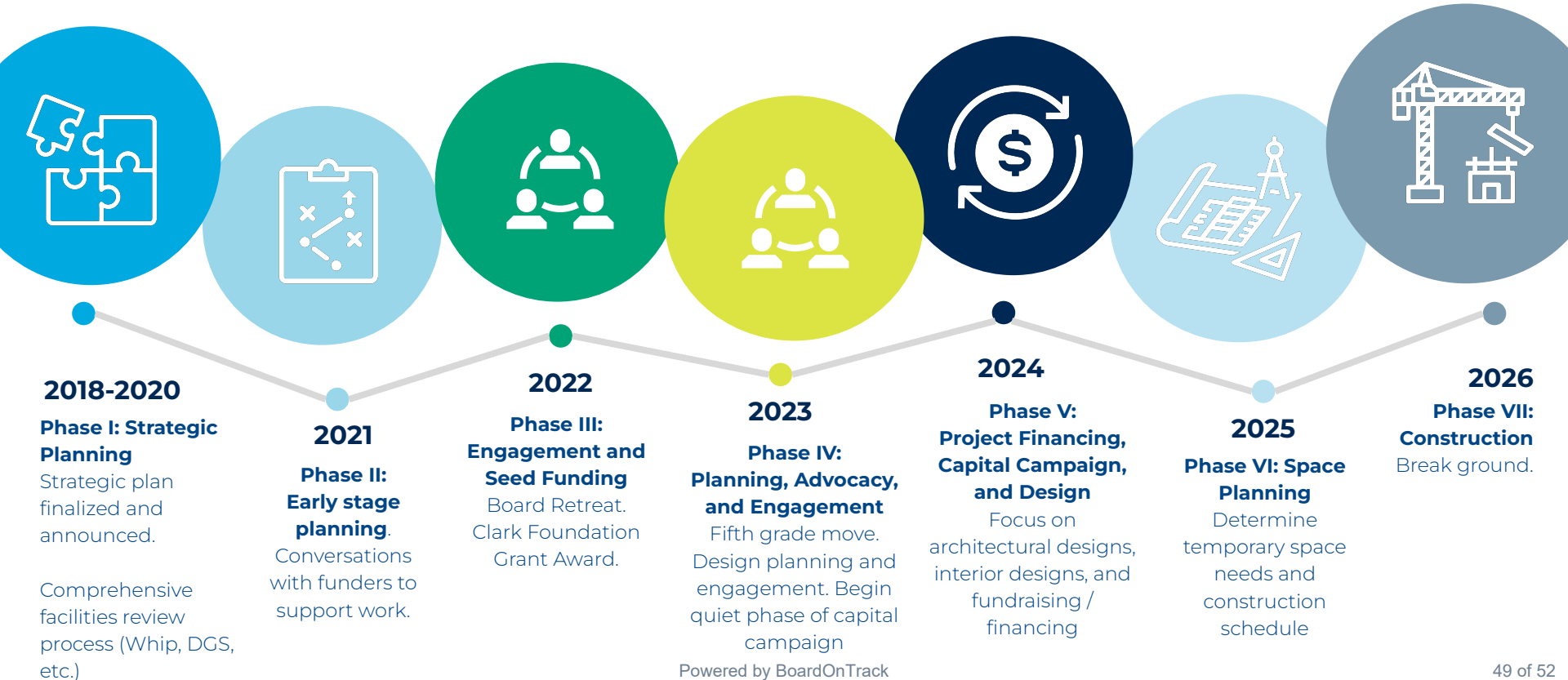
## Audit, Finance, and Facilities Committee

- Review and Discuss FY24 Q2 Financials
- FY25 Budget Planning and Sustainability
- **Long Term Facilities**



# Long-Term Facilities Timeline

Where we have been and Where we are going





# Board of Trustees Meeting

February 15, 2024  
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
- **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.**