E.L. Haynes Public Charter School

May 2024 Board Meeting

Date and Time

Tuesday May 14, 2024 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			1 m
B.	Call the Meeting to Order			1 m
C.	Approve Minutes	Approve Minutes	Lisa Carlton Waller	1 m
	Approve minutes for April 2024 Board Meeting on April 9, 2024			
D.	Public Comment	Discuss	Lisa Carlton Waller	7 m
II.	**CEO Update**			**6:10 PM**

		Purpose	Presenter	Time
A.	CEO Update	FYI	Hilary Darilek	20 m

III. School Performance Committee — 6:30 PM

		Purpose	Presenter	Time
A.	Reflections and Discussion on Q3 Academic Data	Discuss	Rikki Hunt Taylor	10 m

IV. Governance Committee — 6:40 PM

		Purpose	Presenter	Time
A.	VOTE to re-appoint Richard Laine and Fonda Sutton to Board of Trustees (2nd Term)	Vote	Roshelle Payes	2 m
B.	VOTE to re-appoint Lisa Carlton Waller for a one-year extension	Vote	Roshelle Payes	2 m
C.	Discuss and VOTE on the officer slate for SY 2024-2025	Vote	Roshelle Payes	2 m
D.	Review and discuss SY 2024-25 Board Meeting Calendar and Committee Assignments	Discuss	Roshelle Payes	2 m
E.	SY 2024-25 Board Recruitment Update and Next Steps	FYI	Roshelle Payes	2 m

V. Audit, Finance, and Facilities — 6:50 PM

		Purpose	Presenter	Time
A.	Discuss and VOTE on proposed FY25 Budget	Vote	Justin Rydstrom	13 m
B.	VOTE on Board Signatory Resolution	Vote	Justin Rydstrom	2 m

VI. Community Relations Committee — 7:05 PM

		Purpose	Presenter	Time
A.	Annual Fund Update	FYI	Fonda Sutton	3 m
B.	FY25 Fundraising Goals	FYI	Joe Callahan	3 m
C.	Discuss E.L. Haynes 20th Anniversary Event	FYI	Fonda Sutton	2 m
D.	Upcoming Events at E.L. Haynes	FYI	Joe Callahan	2 m

VII. Closed Session — 7:15 PM

		Purpose	Presenter	Time
A.	Discussion on Personnel Issues and Proprietary Information	Discuss	Lisa Carlton Waller	44 m

VIII. **Closing Items**   **7:59 PM**

		Purpose	Presenter	Time
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 April 2024 Board Meeting on April 9, 2024

E.L. Haynes Public Charter School

Minutes

April 2024 Board Meeting

Date and Time
Tuesday April 9, 2024 at 6:00 PM

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

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

Trustees Absent
L. Johnson-Law, R. Laine

Guests Present
A. Brooks, Basil Chawkat, Candace Cunningham, DiAnte McGriff, Dominique Moore, Gwyn Prater (remote), H. Darilek, J. Callahan, Katherine Wynne, P. Rayamajhi, R. Hunt Taylor, Shereen Williams, Tashiyra Freeman (remote)

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 Tuesday Apr 9, 2024 at 6:00 PM.

C. Approve Minutes

F. Sutton made a motion to approve the minutes from February 2024 Board Meeting on 02-15-24.
R. Payes seconded the motion.
The board **VOTED** unanimously to approve the motion.

D. Public Comment

No public comment submitted.

II. CEO Update

A. CEO Update

Hilary Darilek, presented her CEO Update

PCSB Five-Year Review:

- Went before charter school board last night; issued a report recommending renewal for next 5 years
- Raised concerns about the MS performance and suggested a QSR (condition for yearly review)
- Pushed back on suggestion of yearly condition with support from Core leadership and academic teams
- Public hearing also included discussion about ASPIRE framework
- Board voted 4-2 to continue charter without condition
- Reflections:
- Lisa: Was very impressed with the way Hilary and Rikki spoke with and engaged with the board

Enrollment Update:

- Officially in enrollment season; families can complete every part of the process online
- Have officially enrolled 138 families; waitlists for every grade level

III. School Performance Committee

A.

MSA Accreditation Recommendation

Rikki Hunt Taylor (RHT) presented the School Performance Committee update:

Middle States Accreditation Team visit:

- Submitted action plans prior to visit; visitors were very impressed with what they saw
- Were also impressed with the resources students had, sense of community on campus, and impressed with plans to address gaps
- Officially reaccredited for another 7 years

B. **ASPIRE Overview**

ASPIRE Framework:

- 2011 DC PCSB used Performance Management Framework (PMF) as public facing school quality report
- DC PCSB will work with school LEAs about school- specific metrics that will be negotiated with PCSB
- ASPIRE is not yet finalized; also concern about capacity to implement new framework
- PCSB feels really strongly about wanting to have their own framework that is not dependent on OSSE
- Still lots of unanswered questions and won't be finalized until June
- ASPIRE comprised of 5 frameworks (Pre-K only, Pre-K - 8, HS, Adult, and Alternative (has didn't measures that add up to final score up to 5
- 5 categories: **school progress** (students' academic growth), **achievement** (how well school prepare students for academic success; points for growing a student to proficiency), **environment** (absenteeism), and **performance** (measures qualities specific to school mission and program/ model)
- Environment is more weighted in the HS because of the stronger potential for absenteeism
- Subgroups have different weights; and acknowledges the factors that may contribute to some groups over others; some push back against the current weighted subgroups
- Score is the percent of the total points earned (1- highest score; 5 the lowest score)
- Received preliminary report based on the 90 possible points

IV. Governance Committee

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

Roshelle Payes presented our current needs for the upcoming school year, with regards to board recruitment. Board members should continue to review their networks. The

Governance Committee has also been reaching out to board members for renewal terms and extensions and we will vote on those resolutions at the coming May meeting.

B. Discuss and VOTE to approve Jennie Niles to Board of Trustees

R. Payes made a motion to Elect Jennie Niles to the E.L. Haynes Board of Trustees effective July 1, 2024.
M. Hall seconded the motion.
Roshelle Payes presented Jennie Niles' candidacy for E.L. Haynes Board of Trustees. Members of the governance committee supported the motion.
The board **VOTED** unanimously to approve the motion.

V. Community Relations Committee

A. Annual Fund Update

Fonda Sutton: We have officially surpassed our FY24 Annual Fund goal. As we look to continue to push for Individual Giving through the end of the fiscal year, Joe Callahan and I will be reaching out to board members about how they can help.

B. Upcoming Campus Activities for Board Participation

Fonda Sutton: Reminder that there are lots of opportunities for board members to engage in the school community. FS endorsed the 10th Grade Career Shadow Day and Hilary Darilek noted that board members will also receive invitations to the June 12 Staff Awards Ceremony.

VI. Audit, Finance, and Facilities

A. FY25 Budget Update

B. FY25 Mayor's Education Budget

Fonda Sutton briefly presented on the Mayor's proposed budget.

- Mayor officially released budget last week; have been lots of hearings for budget advocacy
- Headlines: 12% Increase in UPSFF; also increase in charter facilities allotment; however, the charter facilities allotment is repealed in 25-26 and beyond. There will be an opportunity for advocacy there.
- Other good investments include high impact tutoring, and reimagining High Schools
- Toughest hit was elimination of ECE Equity fund

VII. Closed Session

A. Personnel Discussion

L. Carlton Waller made a motion to move into closed session to discuss a personnel matter.
M. Kovner 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 7:30 PM.

Respectfully Submitted,
T. Gibian

Coversheet

Reflections and Discussion on Q3 Academic Data

Section: III. School Performance Committee
Item: A. Reflections and Discussion on Q3 Academic Data
Purpose: Discuss
Submitted by:
Related Material: Q3 Organizational Dashboard (May 2024).pdf

DASHBOARD METRIC		ES				MS				HS				ELH			
ORGANIZATIONAL PRIORITIES		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	2023-24		46%				38%				24%				36%		
	Target				50%				50%				50%				50%
	2022-2023				35%				21%				18%				25%
ORG PRIORITIES: By the end of the 2023-24 School Year, **at least 50% of students** will meet their **above average growth goal** in Math	2023-24		37%				34%				53%				38%		
	Target				50%				50%				50%				50%
	2022-2023				31%				15%								23%
TIER 1 INSTRUCTION: By June 2024, **75%** of classrooms will effectively use discourse techniques and appropriate types of questions as evidenced by classroom observations.	2023-24	47%			53%	29%			63%	41%			56%	38%			57%
	Target				75%				75%				75%				75%
	2022-23																
TIER 1 INSTRUCTION: By June 2024, **75%** of core content classes will ultilize effective small group teaching techniques during their learning blocks at least 75% of the time as evidenced by classroom observations.	2023-24	53%			67%	38%			75%	47%			61%	45%			67%
	Target				75%				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	82%			73%	29%			69%	65%			78%	59%			73%
	Target				75%				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%				
	2022-2023																
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%				75%
	2022-23																
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 SAP IPG Foundational Skills Tool.	2023-24	100%			100%												
	Target				75%												
CAMPUS GOAL (ES/MTSS): By June 2024, 75% of students enrolled in an ES evidenced-based reading intervention (DD Fundations, Burst) will meet average growth or better 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 managment.	2023-24	63%															
	Target								75%								
	2022-23																
CAMPUS GOAL (HS): By June 2024, 60% of students making quarterly GPA growth (% of students growing from average 2.0 to 3.0 GPA)	2023-24									64%	34%	62%					
	Target									60%	60%	60%	60%				
	2022-23																

E.L. HAYNES 2023-2024 ORGANIZATIONAL DASHBOARD

E.L. HAYNES 2023-2024 ORGANIZATIONAL DASHBOARD

INSTRUCTION

DASHBOARD METRIC		ES Q1	ES Q2	ES Q3	ES Q4	MS Q1	MS Q2	MS Q3	MS Q4	HS Q1	HS Q2	HS Q3	HS Q4	ELH Q1	ELH Q2	ELH Q3	ELH 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	53%	64%														
	Target				90%												
	2022-23	46%	75%		87%												
ELA GROWTH: % of students who meet their growth target on i-Ready (K-8) or Reading Inventory (HS)	2023-24		63%				57%				53%						
	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		57%				53%										
	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	19%	31%														
	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	18%	29%														
	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	24%	25%	27%		36%	32%	34%		33%	38%	33%					
	Target				31%				38%				41%				
	2022-23	16%	21%	23%	20%	30%	33%	30%	23%	39%	38%	32%	33%				26%
MATH 3-10 ACHIEVEMENT: % of students who score a 4 or above on the math PARCC assessment (Q1-Q3 ES based ANET Predictions.	2023-24	36%	32%	37%		20%	16%	12%		36%	38%	32%					
	Target				32%				23%				21%				
	2022-23	19%	23%	26%	22%	20%	22%	16%	13%	5%	12%	14%	13%				14%
INTERVENTION: % of students enrolled in Read 180/HS Literacy Intervention meeting average growth or better.	2023-24						58%										
	Target								75%				75%				
	2022-23								13%				57%				
COACHING: % of coached teachers whose students achieve their student centered coaching goal	2023-24	56%	74%				50%				70%						
	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	81%			89%	83%			71%	95%			92%				
	Target				85%				85%				85%				
	2022-23	73%	83%		63%	95%	82%		83%	83%	88%		74%				

		ES				MS				HS				ELH			
E.L. HAYNES 2023-2024 ORGANIZATIONAL DASHBOARD																	
CULTURE & WELLNESS																	
DASHBOARD METRIC																	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
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
90% ATTENDANCE: % of students meeting attendance requirements of 90% or more of their enrolled days	2023-24	77%	73%	77%		84%	77%	77%		70%	63%	60%					
	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	92%	92%	92%		93%	92%	92%		89%	88%	88%					
	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	0	0.2%	0.2%		0.5%	0.9%	2.2%		0.5%	0.9%	1.4%					
	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	86%			78%	58%			60%	71%			75%				
	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	81%			83%	53%			51%	67%			73%				
	Target				88%				75%				75%				
	2022-23	83%		80%	94%	60%		59%	58%	73%		67%	73%				

E.L. HAYNES 2023-2024 ORGANIZATIONAL DASHBOARD

STUDENT AND FAMILY ENGAGEMENT

DASHBOARD METRIC		ES Q1	ES Q2	ES Q3	ES Q4	MS Q1	MS Q2	MS Q3	MS Q4	HS Q1	HS Q2	HS Q3	HS Q4	ELH Q1	ELH Q2	ELH Q3	ELH Q4
STUDENT ENGAGEMENT: % of STUDENTS who agree or strongly agree that "I like coming to school."	2023-24	64%			64%	43%			32%	36%			43%	45%			47%
	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	67%			60%	59%			54%	62%			60%	62%			58%
	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	74%			72%	46%			39%	51%			58%	54%			56%
	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	74%				76%				80%				76%			
	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 connnected to my child(ren)'s teachers..."	2023-24	87%			89%	73%			76%	78%			93%	80%			86%
	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	11%	9%	6%		5%	5%	3%		23%	20%	16%					
	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	0%	0%	0%		16%	28%	16%		63%	71%	37%					
	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	79%			84%	81%			81%	79%			87%	79%			84%
	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	94%			94%	83%			83%	91%			93%	90%			90%
	Target				90%				90%				90%				90%
	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

DASHBOARD METRIC		ES				MS				HS				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					49%	43%	42%		44%	42%	43%					
	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									64%	34%	62%					
	Target																
	2022-23																
9TH GRADE ON TRACK: % of first-time 9th graders who are on track to graduate in 4 years	2023-24									91%	89%	86%					
	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									85%	88%	87%					
	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									59%	80%						
	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 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	
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**																	Talent Team will host an all-staff focus group to learn more abut additional benefits offerings options that align with staff needs on 11/29.
	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**																	Talent team has created draft one-pager and finalizing inputs for staff members.
	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**																	Managers have engaged in two sessions to codify the why, what, and how around expectations for people management at Haynes.
	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**																	THRIVE awards were implemented during the October All-Staff Meeting. Proposal created for end of year staff awards program.
	Target																C	
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**	**79%**			**83%**	**81%**			**68%**	**91%**			**83%**	**84%**			**76%**	
	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**	**74%**			**62%**	**61%**			**77%**	**65%**			**51%**	**66%**			**63%**	
	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**	**79%**			**77%**	**75%**			**72%**	**91%**			**90%**	**83%**			**79%**	
	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**	**71%**			**74%**	**80%**			**71%**	**78%**			**76%**	**76%**			**73%**	
	Target																85%	
	2022-23																	

E.L. HAYNES 2023-2024 ORGANIZATIONAL DASHBOARD

ORGANIZATIONAL DEVELOPMENT

DASHBOARD METRIC		ES Q1	ES Q2	ES Q3	ES Q4	MS Q1	MS Q2	MS Q3	MS Q4	HS Q1	HS Q2	HS Q3	HS Q4	ELH Q1	ELH Q2	ELH Q3	ELH Q4	NOTES & UPDATES
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													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																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																	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																O	
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													ON				All Quarter KPIs are on target and FY23 financial decisions are having positive impact on FY24 budget.
	Target																C	
DAYS OF CASH ON HAND: Days of cash-on-hand is above the threshold required by our loan covenants and PCSB requirements	2023-24													134				
	Target																136	
	2022-2023																134	
DEBT SERVICE COVERAGE RATIO: The Debt-Service Coverage Ration remains below the threshold set by our loan covenants (1).	2023-24													1.35				
	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													0.40%				
	Target													-5%	-5%	-5%	-5%	
	2022-2023																0.20%	
GRANTS INVOICED: By June 30, 2024, 100% of federal grants will be invoiced.	2023-24													2%				
	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%	100%	
	2022-2023			101%				99%				95%					98%	
FUNDRAISING: % of 2022-23 fundraising goal met	2023-24													$570K				
	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	71%			77%	72%			72%	80%			78%	75%			77%	
	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	83%			80%	84%			92%	91%			85%	87%			85%	
	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	63%			63%	91%			96%	52%			43%	66%			64%	
	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 2023-2024 ORGANIZATIONAL DASHBOARD

RACE & EQUITY

DASHBOARD METRIC		ES Q1	ES Q2	ES Q3	ES Q4	MS Q1	MS Q2	MS Q3	MS Q4	HS Q1	HS Q2	HS Q3	HS Q4	ELH Q1	ELH Q2	ELH Q3	ELH Q4
EQUITY ATTENDANCE: % of students (by subgroup) who attended 90% or more of their enrolled days	**All Students**	**77%**	**73%**	**77%**		**84%**	**77%**	**77%**		**70%**	**63%**	**60%**					
	SPED	**68%**	**64%**	**73%**		**78%**	**73%**	**70%**		**68%**	**62%**	**55%**					
	Gap	9%	9%	4%		6%	4%	7%		2%	1%	5%					
	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 ANET/Transcend (Q1-Q3) and PARCC (Q4)	**2023-24**	**17%**	**9%**	**15%**		**25%**	**24%**	**25%**		**22%**	**31%**	**29%**					
	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 ANET/Transcend (Q1-Q3) and PARCC (Q4)	**2023-24**	**23%**	**20%**	**26%**		**20%**	**12%**	**7%**		**28%**	**32%**	**25%**					
	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**	**42%**			**33%**	**34%**			**43%**	**46%**			**33%**	**43%**			**39%**
	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**	**39%**			**57%**	**50%**			**48%**	**56%**			**54%**	**50%**			**54%**
	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**	**75%**			**77%**	**69%**			**72%**	**61%**			**60%**	**64%**			**70%**
	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**	**71%**			**80%**	**66%**			**64%**	**57%**			**58%**	**64%**			**67%**
	Target				75%				75%				75%				75%
	2022-23	51%		66%	50%	69%		78%	76%	68%		70%	53%	65%		73%	60%
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**	**75%**			**77%**	**69%**			**72%**	**61%**			**60%**	**64%**			**70%**
	Target				75%				75%				75%				75%
	2022-23	53%			50%	73%			76%	71%			57%	66%			60%

Coversheet

VOTE to re-appoint Richard Laine and Fonda Sutton to Board of Trustees (2nd Term)

Section: IV. Governance Committee
Item: A. VOTE to re-appoint Richard Laine and Fonda Sutton to Board of Trustees (2nd Term)
Purpose: Vote
Submitted by:
Related Material: 2nd Term Board Trustee Resolution - 5.14.24.pdf

E.L. HAYNES PUBLIC CHARTER SCHOOL
Resolution to Re-Elect Members to the Board of Trustees
May 14, 2024

Euphemia L. Haynes Public Charter School, Inc.
3600 Georgia Avenue, NW
Washington, DC 20010

Board of Trustees 2024-2025 School Year

WHEREAS, Article III of the bylaws of E.L. Haynes Public Charter School states that the Board of Trustees shall elect trustees of the corporation; and

WHEREAS, Article III in the bylaws further state that

- Board members will be elected by a majority of the quorum present;

- Trustees are first elected to serve one, three-year term, then re-election for a second consecutive three-year term;

- Trustees may elect to remain on for one additional year to support the board transition to term limits; and,

- Terms ordinarily start on July 1 and end on June 30;

BE IT RESOLVED, that the Board of Trustees hereby re-appoints:

- Richard Laine for his second term as member of the Board of Trustees of Euphemia L. Haynes Public Charter School;

BE IT RESOLVED, that the Board of Trustees hereby re-appoints:

- Fonda Sutton for her second term as members of the Board of Trustees of Euphemia L. Haynes Public Charter School;

FURTHER RESOLVED, that the Board of Trustees re-appoints:

- Lisa Carlton Waller to her one-year extension as member of the Board of Trustees of Euphemia L. Haynes Public CHarter School; and

FURTHER RESOLVED, that these resolutions shall be effective as of July 1, 2024, unless rescinded by subsequent action by the Board of Trustees.

Coversheet

Discuss and VOTE on proposed FY25 Budget

Section: V. Audit, Finance, and Facilities
Item: A. Discuss and VOTE on proposed FY25 Budget
Purpose: Vote
Submitted by:
Related Material: SY24-25 Budget Memo.pdf
                      SY24-25 Budget Comp v5a.pdf

SCHOOL YEAR 2024-25 BUDGET
May 14, 2024

We are pleased to present the School Year (SY) 2024-25 budget for E.L. Haynes for your review and consideration. We wanted to guide your review of this budget by highlighting revenues and expenditures changes compared to the SY 2023-24 budget.

REVENUES
- **STATE AND LOCAL REVENUE:** Revenues from state and local sources increased by $4,846,020. This increase is mostly driven by significant increases to the Uniform Per Student Funding Formula or UPSFF.
  - **Enrollment:** Student enrollment drives the majority of the school's revenue through the Uniform Per Student Funding Formula (UPSFF) payments from the DC Government. The school is projecting an overall enrollment of 1170 (10 more students than this year), an increase to the base of the UPSFF of 12.41%, and an increase of 3.1% to the facilities allowance.
  - **Special Education, English Learners, and At-Risk populations:** The UPSFF includes additional payments for students who have been identified as Special Education, English Language Learners (ELL), and At-Risk (as defined by DC law)[1]. The school is projecting enrollment in sub-populations similar to those from SY 2023-24.

- **FEDERAL REVENUE:** The school receives three types of federal revenues: 1) entitlement funds which are based on a formula (i.e. Title I, Title II, Title III, Title IV); 2) competitive grant funds that we have to compete for to receive funding (i.e. SOAR Act funds), and 3) federal programs (i.e. National School Lunch Program and Child Care Subsidy Program). This budget revision assumes an overall decrease of $2,110,218 in federal revenue, due to the sunset of ESSER funds.
  - **Federal entitlement funds:** This budget assumes a conservative amount of entitlement funds consistent with prior years, with the exception of the loss of ESSER funds, which end 9/30.
  - **Competitive grants:** This budget does not assume any potential competitive grants awards, federal or private. If received, quarterly projections for revenue and expenses will be adjusted accordingly.
  - **Federal programs:** The revenue forecast for federal programs is conservative and consistent with prior years overall. We are budgeting for Medicaid reimbursements for the first time, with an initial conservative estimate of $88,000. This forecast will be updated once we have updated numbers in the fall of SY 2024-25.

- **PRIVATE REVENUE:** This budget assumes private revenue remains consistent with SY 2023-24.

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[1]The at-risk weight applies to students who are homeless, in the District's foster care system, qualify for Temporary Assistance for Needy Families (TANF) or the Supplemental Nutrition Assistance Program (SNAP), or high school students that are one year older, or more than the expected age for the grade in which the students are enrolled. The at-risk weight is cumulative to all other weights, with the exception of the adult and alternative weights. This definition is consistent with the "Fair Student Funding and School-Based Budgeting Amendment Act of 2013".

EXPENSES
- **STAFF-RELATED EXPENSE:** This budget includes an overall increase in staff-related expense of $1,482,407, which includes:
    - $593,500 increases in current staff salaries, accounting for the required step increases. This line item reflects the reduction of 16 previous staff roles and the addition of 6 new staff roles.
    - Increase in health benefit costs of 5%.
- **OCCUPANCY EXPENSE:** This budget assumes a $173,199 increase in occupancy expenditures to account for increasing operating expenses, renewal or purchase of existing modular classrooms, and potential carrying costs of added property. This also includes continuing facility architectural consulting fees for the campus consolidation planning aligned to the school's strategic plan.
- **ADDITIONAL EXPENSE:** This budget includes a $683,194 increase in additional expense driven resulting primarily from:
    - Increased food service costs for student meals (~ $200k)
    - Increased services for students with disabilities (~$100k)
    - 4.5% inflation assumption (~300k)

STARTING/ENDING BANK BALANCE
- The projected starting bank balance for SY 2024-25 is $12,870,424.
- The projected change in net cash for SY 2024-25 is $55,630.
- The projected ending bank balance is $12,926,054.
- The projected Days of Cash on Hand for SY 2024-25 (liquidity test as defined by our loan documents) is 124 days. This is higher than the 45 days recommended by the Public Charter School Board (PCSB), and 80 days required by our lenders. It is also higher than our internal target of 110 days.
- The revised Debt Service Coverage Ratio (DCSR) is 1.34 including sinking fund payments (1.62 excluding sinking fund payments). This is higher than the 1.00 including sinking fund payments (1.20 excluding sinking fund payments) required by our lenders.

EL Haynes Budget Summary Comp FY25			
Description	SY24-25	SY23-24	Difference
Students	1,170	1,160	10
Income Statement			
Revenue			
04 · State and Local Revenue	36,392,080	31,546,060	4,846,020
05 · Federal Revenue	2,306,068	4,416,286	(2,110,218)
06 · Private Revenue	1,173,768	1,176,979	(3,211)
Total Revenue	39,871,916	37,139,325	2,732,591
Operating Expense			
07 · Staff-Related Expense	28,216,706	26,734,299	1,482,407
08 · Occupancy Expense	1,993,462	1,820,263	173,199
09 · Additional Expense	6,462,716	5,779,522	683,194
Total Operating Expense	36,672,884	34,334,084	2,338,800
Net Operating Income	3,199,032	2,805,241	393,791
Interest, Depreciation			
Interest	1,232,364	1,275,761	(43,397)
Depreciation	1,788,391	1,960,862	(172,471)
Total Expenses	39,693,639	37,570,707	2,122,932
Net Income	**178,277**	**(431,382)**	**609,659**
Adjustments To Cash Flow			
Operating Activities			
Net Income	178,277	(431,382)	609,659
Cash Flow Adjustments	(122,647)	44,584	(167,231)
Net cash increase for year	**55,630**	**(386,798)**	**442,428**
Description	SY24-25	SY23-24	Difference
CASH FLOW ADJUSTMENTS BREAKOUT			
Add Depreciation	1,788,391	1,960,862	(172,471)
Operating Fixed Assets	(713,193)	(632,597)	(80,596)
Buildings and Facilities Projects	(1,241,354)	(1,327,353)	85,999
Other Operating Activities	43,509	43,672	(162)
Financing Activities	0	0	0
TOTAL	(122,647)	44,584	(167,231)
Additional Analysis			
Starting Bank Balance	12,870,424	12,857,299	13,125
End Bank Balance	12,926,054	12,470,501	455,553
Daily Expense (Estimate)	103,803	97,561	6,241
Number of Days Cash on Hand	**124**	**128**	**(4)**
Debt Service Coverage Ratio			
DSCR with sinking fund	**1.34**	**1.19**	**0.15**
DSCR without sinking fund	**1.62**	**1.51**	**0.11**
Days Cash Target	80	80	
Days Cash Check	OK	OK	
DSCR Target	1.0	1.0	
DSCR (no sinking fund) Target	1.2	1.2	
DSCR check (1.0)	OK	OK	
DSCR (no sinking fund) check (1.20)	OK	OK	

Coversheet

VOTE on Board Signatory Resolution

Section: V. Audit, Finance, and Facilities
Item: B. VOTE on Board Signatory Resolution
Purpose: Vote
Submitted by:
Related Material: Board Signature Authority Resolution SY24-25.pdf

Euphemia L. Haynes Public Charter School, Inc.
3600 Georgia Avenue, NW
Washington, DC 20010

Signature Authority Resolutions for the 2024-2025 School Year

BE IT RESOLVED, that the Board of Trustees hereby appoints Lisa Carlton, Chair (Trustee), Jaymes Hanna Treasurer (Trustee) and Tom Gibian, Secretary (Trustee) as agents ("Agent(s)") of Euphemia L. Haynes Public Charter School, Inc. (the "Corporation") for the purposes set forth herein; and

FURTHER RESOLVED, that the Board of Trustees removes Norman Anthony Greene, as agent ("Agent") of the Corporation; 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 July 1, 2024, and shall remain in full force and effect until June 30, 2025, 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

Adjourn Meeting

Section: VIII. Closing Items
Item: A. Adjourn Meeting
Purpose: Vote
Submitted by:
Related Material: May 2024 Board Meeting Deck (5.14.24).pdf

MAY 2024 BOARD OF TRUSTEES MEETING

May 14, 2024

E.L. HAYNES

Board of Trustees Meeting

May 14, 2024
6:00 p.m. - 8:00 p.m.

AGENDA

- **WELCOME**

- **OPENING ITEMS**

- **CEO UPDATE**

- **SCHOOL PERFORMANCE COMMITTEE**

- **GOVERNANCE COMMITTEE**

- **AUDIT, FINANCE, AND FACILITIES COMMITTEE**

- **COMMUNITY RELATIONS COMMITTEE**

- **CLOSED SESSION**

Board of Trustees Meeting

May 14, 2024
6:00 p.m. - 8:00 p.m.

AGENDA

- **WELCOME**

- **OPENING ITEMS**

- **CEO UPDATE**

- **SCHOOL PERFORMANCE COMMITTEE**

- **GOVERNANCE COMMITTEE**

- **AUDIT, FINANCE, AND FACILITIES COMMITTEE**

- **COMMUNITY RELATIONS COMMITTEE**

- **CLOSED SESSION**

Board of Trustees Meeting

May 14, 2024
6:00 p.m. - 8:00 p.m.

AGENDA

- **WELCOME**

- **OPENING ITEMS**

- **CEO UPDATE**

- **SCHOOL PERFORMANCE COMMITTEE**

- **GOVERNANCE COMMITTEE**

- **AUDIT, FINANCE, AND FACILITIES COMMITTEE**

- **COMMUNITY RELATIONS COMMITTEE**

- **CLOSED SESSION**

STRATEGIC PRIORITIES AND KEY DECISIONS: SY23-24

Our Racial Equity Commitment		
Community Engagement and Clear Decision-Making Processes		
ACADEMICS	**TALENT**	**ORGANIZATIONAL DEVELOPMENT**
Tier 1 Academic Experiences	Investing in Our People	Long-Term Facilities Planning
Student Supports and MTSS	Growth and Development	Exceptional Finances
Campus-Based Priorities	Celebrate Excellence	Operations Model

ACADEMIC PRIORITIES & KEY OUTCOMES: SY23-24

TIER 1 ACADEMIC EXPERIENCES

| Questioning and Discourse | Small and Cooperative Groups | Rigorous Learning Tasks |

STUDENT SUPPORTS AND MTSS

| Aligned MTSS Structures | Attendance Supports | Interventions and Supports for Students | SpEd and MLL Model Implementation |

CAMPUS-BASED PRIORITIES

| Elementary School *The Science of Reading* | Middle School *Co-Teaching and Developmental Designs* | High School *GPA Growth* |

SOCIAL-EMOTIONAL LEARNING (SEL)

6

ACADEMIC PRIORITIES - Year 4

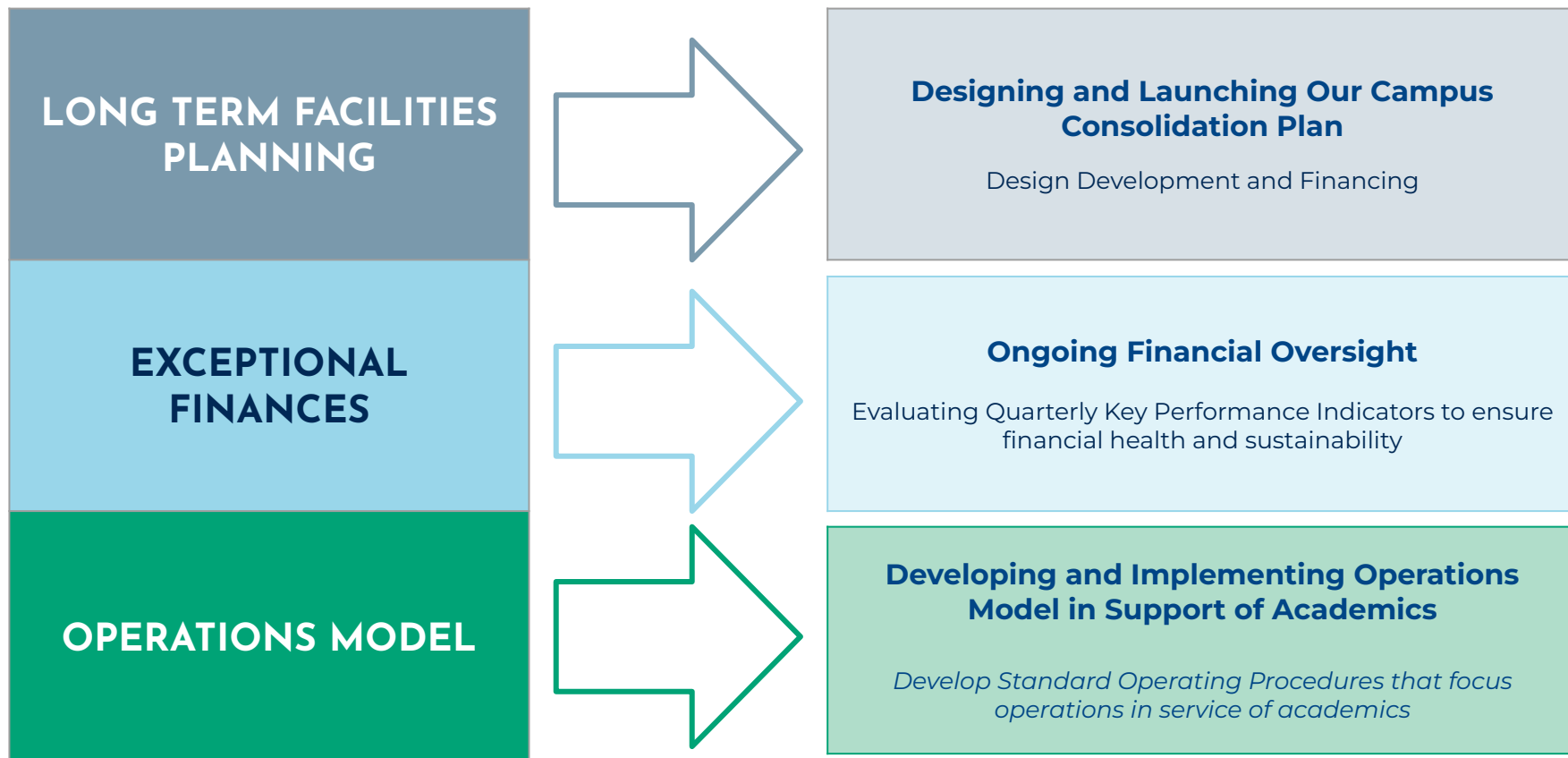|	Goals	Q1 (Nov)	Q2 (Feb)	Q3 (May)
Academics	Questioning and Discourse Small and Cooperative Groups Rigorous Learning Tasks	Continuing to analyze data collected during Instructional Rounds	**See IR Slides**	IR rounds and data collection completed. All campuses made growth on all school priorities, MS and HS made growth on campus based priorities.
Tier 1 Supports and MTSS	Aligned MTSS Structures Attendance Supports Interventions and Supports for Students Implementation of SpEd and ML models	Launching MTSS project on 11/16 School Psychologists brainstorm implementation strategies Completed initial MLL implementation walkthroughs Specialized Instruction initial PD complete Exploring MTSS structures at each campus throughout the fall	**See IR Slides**	Specialized Instruction PD continues.
Campus-Based Priorities - ES	The Science of Reading	Every teacher has had at least 2 trainings on LTRS Collect data on how well teachers are teaching foundational skills through WIN blocks and other walkthroughs	**See IR Slides**	LETRS training continues, and we are Scheduling LETRs 2 to begin in the fall. We will continue with this priority for next school year.
Campus-Based Priorities - MS	Co-Teaching and Developmental Designs	All co-teachers have received training from Marilyn Friend AD hosting trainings for specialized instruction	**See IR Slides**	Co-teaching training continues. Improvement seen over last IR.
Campus-Based Priorities - HS	GPA Growth		**See IR Slides**	Improvement in ratio of student/teacher talk and critical thinking prompts over last instructional rounds

TALENT PRIORITIES & KEY OUTCOMES: SY23-24

INVESTING IN OUR PEOPLE		
	Creating Personalized Benefits Snapshot *Haynes Employee-specific Benefits Snapshots*	**Reviewing Key Medical Benefits** *Comprehensive review and proposed updates to Hanes Medical Benefits*

GROWTH AND DEVELOPMENT		
	Establishing an Org-Wide Vision for Haynes People Management	**Develop and Launch Non-instructional RISE Competency Map**

CELEBRATE EXCELLENCE	
	Honor and Celebrate Excellence *Design and launch a Haynes Staff Awards Program*

TALENT PRIORITIES - Year 4

|	Goals	Q1 Updated (Nov.)	Q2 Update (Feb.)	Q3 Update (May)
Investing in Our People	Reviewing Medical Benefits Creating Personal Benefits Snapshot	Scheduled benefits focus group session for staff on 11/29 Begun pulling data points for personal benefits snapshot	Strategy meetings with benefits broker All-Staff Benefits Survey on 2/7 Investment one-pagers scheduled to accompany returning offer/acknowledgment letters	Investment one-pagers sent to instructional staff in March, 12-month one-pagers sending in May Updated healthcare plans finalized, will share with staff on 5/1
Growth and Development	Establishing an Org-Wide Vision for Haynes People Management Develop and Launch Non-Instructional RISE Competency Map	Non-instructional working group has met twice and developed draft competencies for non-instructional staff to review Managers have engaged once to brainstorm the "what" around people management expectations	Non-instructional competency map being finalized and being shared with non-instructional staff 360 Manager Feedback results will be used to guide finalizing the Vision for Management at Haynes	360 Manager Feedback results will be used to guide finalizing the Vision for Management at Haynes Getting feedback from managers on Manager Vision and updates to RISE during 5/15 Manager Training
Celebrate Excellence	Honor and Celebrate Excellence by Designing and Launching a Haynes Staff Awards Program	Launched the THRIVE Awards Created a proposal for an end of year staff awards program	Received feedback from Teacher Advisory Group on staff awards program	Logistics for end of staff awards finalized, preview email will be sent to all staff by Friday, 4/26

ORGANIZATIONAL DEVELOPMENT PRIORITIES: SY 2023-24

LONG TERM FACILITIES PLANNING	**Designing and Launching Our Campus Consolidation Plan** Design Development and Financing
EXCEPTIONAL FINANCES	**Ongoing Financial Oversight** Evaluating Quarterly Key Performance Indicators to ensure financial health and sustainability
OPERATIONS MODEL	**Developing and Implementing Operations Model in Support of Academics** *Develop Standard Operating Procedures that focus operations in service of academics*

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ORGANIZATIONAL DEVELOPMENT PRIORITIES - Year 4

	Goal	Q1 Update (Nov)	Q2 Update (Feb)	Q3 Update (May)
Long-Term Facilities Planning	Designing and Launching our Campus Consolidation Plan	Hired Architect who conducted space plan and began schematic design work Launched planning/design committee who meet bi-weekly to manage project Financing planning work began; proforma enrollment and staffing assumptions in development; met with M&T Bank; applying to Charter School Growth Fund	Applied to Charter School Growth Fund (process continues this spring); met with EdForward to begin their process Hosted ongoing design/planning sessions with full committee (including architect, Board rep, sustainability consultant))	Hosted CSGF team for semi-finalist site visit. Continue to pursue other funding opportunities. Continue ongoing design meetings with architect. Confirmed delayed timeline (from 2025 to 2026 break ground).
Exceptional Finances	Ongoing Financial Oversight by Evaluating Quarterly Key Performance Indicators to Ensure Financial Health and Sustainability	Expect to end the year with 134 days of cash (6 more than budgeted) Received $1.1m more in per-pupil revenue due to our enrollment (12 GenEd, 19 SpEd, 34 MLL students) and Pandemic Supplemental funding Net income has increased $472k as a result of these two factors	*See Q2 deck*	Expect to end the year contributing to cash (ahead of approved budget). Strong position for FY25 budget planning given early budget planning and decisions.
Operations Model	Developing and Implementing Operations Model in Support of Academics	Realignment of Ops POCs and campus-based teams in progress; completed new hires on security team	Developing key SOPs to continue improve, align, and standardize operating procedures	Draft SOPs for safety and security procedures. Draft vision for Operations Model.

STRATEGIC PRIORITIES AND KEY DECISIONS: SY23-24

OUR RACIAL EQUITY COMMITMENT

COMMUNITY ENGAGEMENT AND CLEAR DECISION-MAKING PROCESS
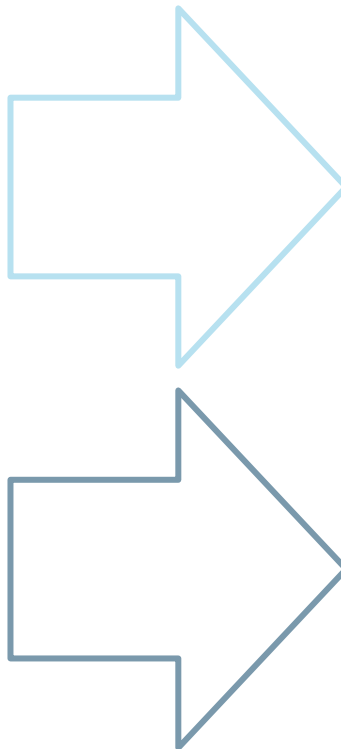
Reflect On and Define Our Renewed Racial Equity Commitments
Engage staff members in open forums to reflect on key questions about our individual and collective commitment to equity, and use themes to define our renewed racial equity commitment

Defining How, When, and Who Will Make Decisions
Outline key areas for staff, family, and student engagement this year

CROSS-CAMPUS STRATEGIC PRIORITIES - Year 4

|	Goal	Q1 Updated (Nov)	Q2 Update (Feb)	Q3 Update (May)
Our Racial Equity Commitment	Engage staff members in open forums to reflect on key questions about our individual and collective commitment to equity, and use themes to define our renewed racial equity commitment	Three open forums scheduled for early November	Launching Equity Audit Tool with third-party Fall 2024 Re-establishing the Racial Equity Committee to review equity audit results and identify priorities for SY24-25	Work with the Equity Lab during May Core Leadership Retreat to begin defining what equity means at E.L. Haynes and engage in identifying shared learning and actions.
Community Engagement and Clear Decision-Making Process	Define how, when, and who will make key organization-wide decisions; and clarify how, when, and why we solicit staff input	Defined key areas for staff input: facility planning, benefits/perks, staff recognition	Communicated/previewed budget decisions with all staff, shared real-time update (1/26) CTO met with TAG and hosted benefits/perks session open to all staff. Brief all-staff survey will launch Feb 2024.	Hosted budget learning sessions with staff and families. Continued budget communication with all-staff, including additional shifts with projected 12.4% UPSFF increase (4/11). CTO hosted open sessions on benefits, and an open survey. CAO continued TAG for ongoing academic input (PLCs, etc.)

Board of Trustees Meeting

May 14, 2024
6:00 p.m. - 8:00 p.m.

AGENDA

- **WELCOME**

- **OPENING ITEMS**

- **CEO UPDATE**

- **SCHOOL PERFORMANCE COMMITTEE**

- **GOVERNANCE COMMITTEE**

- **AUDIT, FINANCE, AND FACILITIES COMMITTEE**

- **COMMUNITY RELATIONS COMMITTEE**

- **CLOSED SESSION**

ORGANIZATIONAL DASHBOARD
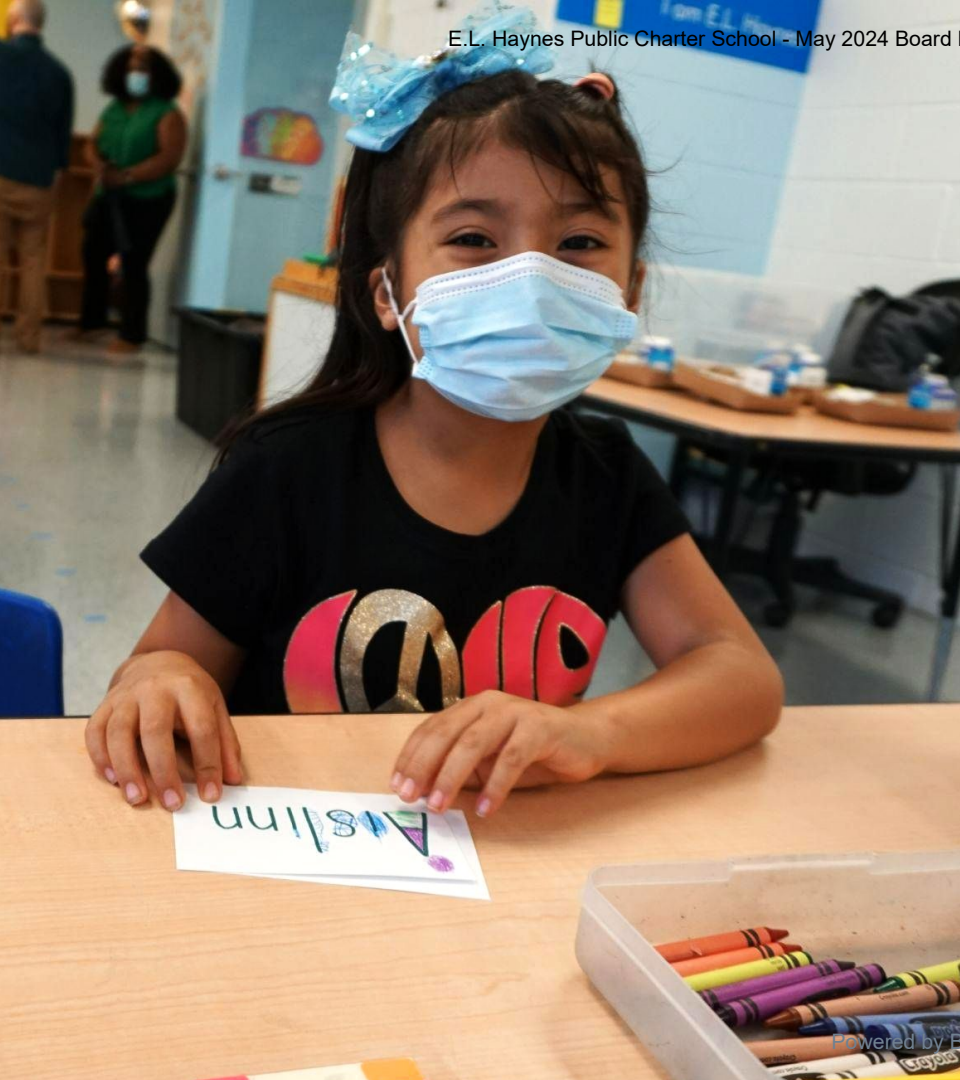
Board of Trustees Meeting

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Agenda

Governance Committee

- **Discuss and vote to renew Richard Laine and Fonda Sutton for a three-year term and extend Lisa Carlton Waller's term by one-year**

- **Discuss and vote on the slate of officers for SY 2024-2025**

- **Review and discuss the SY2024-2025 Board Meeting Calendar and Committee Assignments**

- **Review Recruitment Needs for SY 2024-2025**

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VOTE

To re-appoint **RICHARD LAINE** and **FONDA SUTTON** to serve their second three-year term, and for **LISA CARLTON WALLER** to serve a one-year extension on the E.L. Haynes Board of Trustees effective July 1, 2024.

Governance Committee

Agenda

- **Discuss and vote to renew Richard Laine and Fonda Sutton for a three-year term and extend Lisa Carlton Waller's term by one-year**

- **Discuss and vote on the slate of officers for SY 2024-2025**

- **Review and discuss the SY 2024-2025 Board Meeting Calendar and Committee Assignments**

- **Review Recruitment Needs for SY 2024-2025**

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VOTE

To elect the proposed slate of officers of the E.L. Haynes Board of Trustees effective July 1, 2024, for a term of ONE year.

- **Lisa Carlton Waller**, Chair
- **Lenora Robinson-Mills**, Vice Chair
- **Jaymes Hanna**, Treasurer
- **Tom Gibian**, Secretary

- **Fonda Sutton**, Chair-Elect

Agenda

Governance Committee

- **Discuss and vote to renew Richard Laine and Fonda Sutton for a three-year term and extend Lisa Carlton Waller's term by one-year**

- **Discuss and vote on the slate of officers for SY 2024-2025**

- **Review and discuss the SY 2024-2025 Board Meeting Calendar and Committee Assignments**

- **Review Recruitment Needs for SY 2024-2025**

DRAFT Board of Trustees: Meeting Calendar - SY24-25

ITEM	DATE	TIME	LOCATION	KEY TOPICS
Meeting	**9/12**	6:00 - 8:00 p.m.	**HS Think Tank** **4501 Kansas Avenue, NW**	Reflect on start of SY24-25 Update on Strategic Plan and SY24-25 Goals Discuss 20th Anniversary Fundraiser Conflict of Interest Policy
Meeting	**11/7**	6:00 - 8:00 p.m.	**HS Think Tank** **4501 Kansas Avenue, NW**	Preview Q1 Academic Data Preview 20th Anniversary Fundraiser and Discuss End-of-Year Giving
Meeting	**12/12**	6:00 - 8:00 p.m.	**HS Think Tank** **4501 Kansas Avenue, NW**	Review Q1 Dashboard Begin FY26 Budget Planning
Meeting	**2/13**	6:00 - 8:00 p.m.	**HS Think Tank** **4501 Kansas Avenue, NW**	FY26 Budget Planning Continued Preview Q2 Data
Meeting	**4/10**	6:00 - 8:00 p.m.	**HS Think Tank** **4501 Kansas Avenue, NW**	Discuss final FY26 Budget proposal and answer remaining questions. Review Q2 Data
Meeting	**5/20**	6:00 - 8:00 p.m.	**HS Think Tank** **4501 Kansas Avenue, NW**	Vote on FY26 Budget Review Q3 Data Elect New Members to Board of Trustees Vote on Board or Staff Signatories as needed
Retreat	**6/6**	9:00 a.m. - 5 p.m.	**TBD**	Annual Board of Trustees Retreat

The above meetings align with the requirements of the E.L. Haynes bylaws, and are no fewer than are required in the bylaws. All meetings are open to the public in accordance with the Opens Meetings Act.

SY24-25 Committee Assignments

Name	School Performance	A, F, and F	Governance	Community Relations
Lisa Carlton, Chair	*Ex Officio*	*Ex Officio*	*Ex Officio*	*Ex Officio*
Lenora Robinson-Mills*, Vice-Chair		X		
Jaymes Hanna, Treasurer		Chair		
Tom Gibian, Secretary	X			
Michael Hall		X	X	
LaJoy Johnson-Law*				X
Mark Kovner	X		X	
Richard Laine	**Chair**	X		
Jennie Niles		X		
Roshelle Payes*			**Chair**	X
Keylon Simpkins	X	X		
Fonda Sutton, Chair-Elect				**Chair**

Agenda

Governance Committee

- **Discuss and vote to renew Richard Laine and Fonda Sutton for a three-year term and extend Lisa Carlton Waller's term by one-year**

- **Discuss and vote on the slate of officers for SY 2024-2025**

- **Review and discuss the SY 2024-2025 Board Meeting Calendar and Committee Assignments**

- **Review Recruitment Needs for SY 2024-2025**

SY 2024-25 Board Recruitment Needs

FY24 Recruitment Needs	
Current Membership	12
FY24 Vacancies	3
Total Expiring Terms *(as of June 2025)*	1
Possible One-Year Extensions *(as of June 2025)*	2
Possible Expiring First Terms *(as of June 2024-25)*	3
TOTAL SY24-25 NEEDS *(as of 6/30/24)*	**3**
TOTAL SY25-26 NEEDS *(as of 6/30/25)*	**1-6**

Demonstrated Needs

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

Committee Needs

- Chair, Community Relations (SY25-26)

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

May 14, 2024
6:00 p.m. - 8:00 p.m.

AGENDA

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- **CLOSED SESSION**

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Audit, Finance & Facilities

May 1, 2024

Agenda

Audit, Finance, and Facilities Committee

- **Review Q3 Financials**

- **VOTE on FY25 Budget**

- **VOTE on Board Signatory Resolution**

Key Performance Indicators

Days of Cash

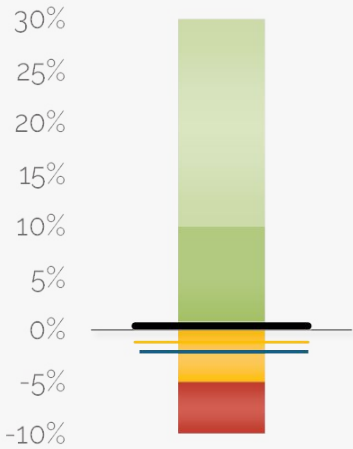*Cash balance at year-end divided by average daily expenses*
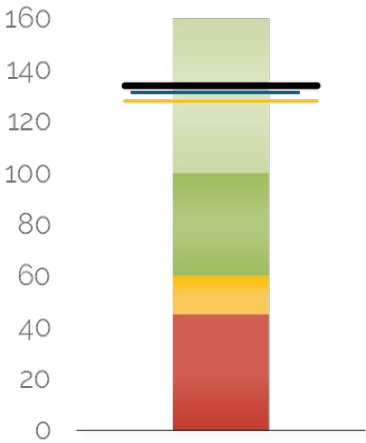
134 DAYS OF CASH AT YEAR'S END

The school will end the year with 134 days of cash. This is above the recommended 60 days, and 1309 less days than last month.

─── **FY23 Q3**

Gross Margin

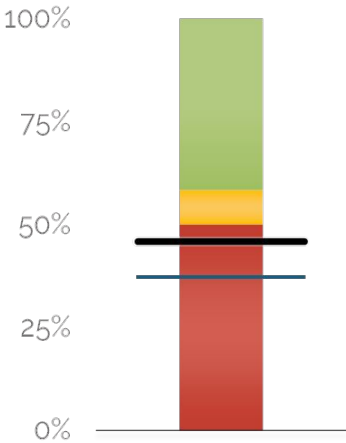*Revenue less expenses, divided by revenue*

0.4% GROSS MARGIN

The forecasted net income is $883k, which is $1.3m above the budget. It yields a 0.4% gross margin.

Grants Invoiced

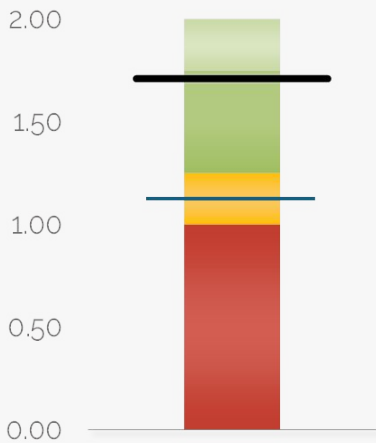*Federal grants requested divided by federal grants awarded.*

46% GRANTS INVOICED

ESSER III to be finalized by 5/1

DSCR

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

DSCR IS 1.71

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

FY24 Fiscal Updates - Q3 Financials

Revenue Updates

- Earned fees increased $513k from Q2 mainly from the opening of the sweep account
- Overall, revenue is up $3.2m for the year

Expense Updates

- Salaries decreased $137k from Q2 due to vacancy savings
- Benefits and taxes decreased $322k from Q2 due to lower than projected health insurance costs
- Direct student expenses increased $194k from Q2 for contracted instruction, curriculum and assessment materials

Cash Flow Adjustments

- We have added a $1m assumption for the possible purchase of the house by 6/30

Agenda

Audit, Finance, and Facilities Committee

- **Review Q3 Financials**
- **VOTE on FY25 Budget**
- **VOTE on Board Signatory Resolution**

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FY25 Budget Assumptions

Category	January 2024	April 2024	May 2024
UPSFF	3% UPSFF	10% UPSFF	12.4% UPSFF
Enrollment	Enrollment increase (1175)	Enrollment stable (1170)	Enrollment stable (1170)
Benefits	15% increase in health care benefits	5% increase in health care benefits	5% increase in health care benefits
ESSER	Removal of ESSER funding	Removal of ESSER funding	Removal of ESSER funding
Support Corp	$1 million Support Corp donation	$200,000 Support Corp donation (minimum)	$200,000 Support Corp donation (minimum)
Staffing Model	Removed 19 staff roles, added 3	Added 6 additional roles (aligned to academic program)	No additional changes

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FY25 Budget Comparison: FY25 vs Current (FY24)

E.L. Haynes Budget Summary Comparison FY25 vs. FY 24

Description	SY24-25	SY23-24	Difference
Students	1,170	1,160	10
Income Statement			
Revenue			
04 · State and Local Revenue	36,392,080	31,546,060	4,846,020
05 · Federal Revenue	2,306,068	4,416,286	(2,110,218)
06 · Private Revenue	1,173,768	1,176,979	(3,211)
Total Revenue	39,871,916	37,139,325	2,732,591
Operating Expense			
07 · Staff-Related Expense	28,216,706	26,734,299	1,482,407
08 · Occupancy Expense	1,993,462	1,820,263	173,199
09 · Additional Expense	6,462,716	5,779,522	683,194
Total Operating Expense	36,672,884	34,334,084	2,338,800
Net Operating Income	3,199,032	2,805,241	393,791
Interest, Depreciation			
Interest	1,232,364	1,275,761	(43,397)
Depreciation	1,788,391	1,960,862	(172,471)
Total Expenses	39,693,639	37,570,707	2,122,932
Net Income	**178,277**	**(431,382)**	**609,659**
Adjustments To Cash Flow			
Operating Activities			
Net Income	178,277	(431,382)	609,659
Cash Flow Adjustments	(122,647)	44,584	(167,231)
Net cash increase for year	**55,630**	**(386,798)**	**442,428**

Powered by BoardOnTrack

FY25 Budget Comparison: FY25 vs Current (FY24)

Description	SY24-25	SY23-24	Difference
CASH FLOW ADJUSTMENTS BREAKOUT			
Add Depreciation	1,788,391	1,960,862	(172,471)
Operating Fixed Assets	(713,193)	(632,597)	(80,596)
Buildings and Facilities Projects	(1,241,354)	(1,327,353)	85,999
Other Operating Activities	43,509	43,672	(162)
Financing Activities	0	0	0
TOTAL	(122,647)	44,584	(167,231)
Additional Analysis			
Starting Bank Balance	12,870,424	12,857,299	13,125
End Bank Balance	12,926,054	12,470,501	455,553
Daily Expense (Estimate)	103,803	97,561	6,241
Number of Days Cash on Hand	**124**	**128**	**(4)**
Debt Service Coverage Ratio			
DSCR with sinking fund	**1.34**	**1.19**	**0.15**
DSCR without sinking fund	**1.62**	**1.51**	**0.11**
Days Cash Target	80	80	
Days Cash Check	OK	OK	
DSCR Target	1.0	1.0	
DSCR (no sinking fund) Target	1.2	1.2	
DSCR check (1.0)	OK	OK	

Powered by BoardOnTrack

Detailed E.L. Haynes FY25 Budget Timeline

Date	Action Item
March 13 & 20	Budget learning sessions with stakeholders; budget drafting sessions
March 25	Send draft budget to finance committee
March 27	Presentation of detailed draft budget to finance committee with discussion and feedback
April 9	High level FY25 budget draft shared with full Board of Trustees
April	Update budget based on finance committee feedback
May 1	Presentation of updated budget to finance committee (with invite to BoT members); AFF vote on motion for approval by full Board
May 14	Approval of FY25 budget motion from AFF to Board of Trustees
May 30	Submit budget to PCSB (one month prior to deadline)

VOTE

FY25 Budget

To **APPROVE** the FY25 Budget as presented by the Audit, Finance, and Facilities Committee.

Agenda

Audit, Finance, and Facilities Committee

- **Review Q3 Financials**

- **VOTE on FY25 Budget**

- **VOTE on Board Signatory Resolution**

VOTE

Board Signatory

To **REMOVE Norm Greene** as an E.L. Haynes Organizational Signatory and **ADD Jaymes Hanna**, effective July 1, 2024, through June 30, 2025.

Board of Trustees Meeting

May 14, 2024
6:00 p.m. - 8:00 p.m.

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Annual Fund Update and FY25 Goals

Annual Fund Report as of 05/01/2024						FY25 Goal
Category	FY23 Raised	FY24 Goal	FY24 Raised TD	% of Goal	Delta	FY25 Goal
GOVERNMENT	$450,140	$470,000	$465,270	99%	($4,730)	$400,000
FOUNDATIONS	$264,775	$215,000	$238,000	110%	$23,000	$250,000
CORPORATIONS	$12,950	$20,000	$18,000	90%	($2,000)	$10,000
INDIVIDUALS	$78,557	$75,000	$66,040	88%	($8,960)	$50,000
SPECIAL EVENTS	$17,000	$25,000	$82,370	329%	$57,370	$95,000
TOTAL	$823,422	$805,000	$869,680	108%	$64,680	$805,000

20th Anniversary Event
Goals vs Actuals

FY25 Goal vs Actual	Price	Projected	# Actual	Actual
Sponsorships				
Platinum	$ 35,000	$ 35,000	0	$ -
Anniversary	$ 20,000	$ 40,000	0	$ -
Gold	$ 10,000	$ 20,000	0	$ -
Silver	$ 5,000	$ 20,000	0	$ -
Bronze	$ 2,500	$ 15,000	1	$ 2,500
Leadership Circle	$ 1,000	$ 9,000	1	$ 1,000
Host Committee	$ 500	$ 7,000	0	$ -
Other	-	-		
TOTAL		**$ 146,000**	**2**	**$ 3,500**
Tickets				
Individual Tickets	$ 150	$ 4,000	0	$ -
Staff Tickets	$ 75	$ -	0	$ -
TOTAL		**$ 4,000**	**0**	**$ -**
Other Donations				
Donations		$ 50,000	0	$ -
TOTAL		**$ 50,000**	**0**	**$ -**
GROSS INCOME		**$ 200,000**		**$ 3,500**

How Can The Board Help?

Make your pledges today!

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

Event	Date	Time	Location
HS Commitment Ceremony	5/24/2024	10:00 - 11:30 a.m.	HS Gym
ES Arts Fest	5/29/2024	9:00 a.m.	ES Lolipop
ES Arts Fest	5/30/2024	4:30 - 5:30 p.m.	ES Lolipop
ES Arts Fest	5/30/2024	5:30 - 6:30 p.m.	ES Lolipop
Senior Awards Dinner	5/30/2024	6:00 p.m.	HS Gym
Graduation	6/1/2024	10:00 a.m. - 12:00 p.m.	Howard University
Board of Trustees Retreat	6/7/2024	9:00 a.m. - 5:00 p.m.**	The Thompson Hotel
DC Pride Parade	6/8/2024	3:00 p.m.	14th Street NW (meet up)
Inaugural Haynes Honors	6/12/2024	6:00 - 9:00 p.m.	Hamilton Live
5th Grade Promotion	6/13/2024	6:00 p.m.	HS Gym
8th Grade Promotion	6/14/2024	6:00 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.