E.L. Haynes Public Charter School

E.L. Haynes Board of Trustees Regular Meeting

Date and Time

Thursday May 29, 2025 at 6:00 PM EDT

Location

HS Think Tank

4501 Kansas Ave NW

Washington, DC 20011

Agenda

		Purpose	Presenter	Time
I.	**Opening Items**			**6:00 PM**
A.	Record Attendance		Lisa Carlton Waller	3 m
B.	Call the Meeting to Order		Lisa Carlton Waller	1 m
C.	VOTE to Approve Minutes from April 24, 2025 Regular Meeting	Approve Minutes	Lisa Carlton Waller	1 m
D.	Public Comment	Discuss	Lisa Carlton Waller	5 m
E.	CEO Update		Hilary Darilek	5 m
II.	**School Performance Committee**			**6:15 PM**

			Purpose	Presenter	Time
	A.	Review Q3 Academic Data	Discuss	Rikki Hunt Taylor	40 m
III.	**Governance Committee**				**6:55 PM**
	A.	Discuss and VOTE to Approve Term Renewals and One-Year Extensions	Vote	Roshelle Payes	5 m
	B.	Discuss and VOTE on the SY 2025-26 Slate of Officers	Vote	Roshelle Payes	5 m
	C.	Discuss and VOTE to Elect New Trustees	Vote	Roshelle Payes	5 m
IV.	**Audit, Finance, and Facilities**				**7:10 PM**
	A.	VOTE to Grant Organizational Signature Authority	Vote	Justin Rydstrom	5 m
	B.	Discuss and VOTE to Approve the FY26 Budget	Vote	Justin Rydstrom	35 m
V.	**Community Relations Committee**				**7:50 PM**
	A.	Share Annual Fund and Other Updates	FYI	Katie Wynne	5 m
VI.	**Closing Items**				**7:55 PM**
	A.	Adjourn Meeting	Vote	Lisa Carlton Waller	5 m

Coversheet

VOTE to Approve Minutes from April 24, 2025 Regular Meeting

Section: I. Opening Items
Item: C. VOTE to Approve Minutes from April 24, 2025 Regular Meeting
Purpose: Approve Minutes
Submitted by:
Related Material:
Minutes for E.L. Haynes Board of Trustees Regular Meeting on April 24, 2025

E.L. Haynes Public Charter School

Minutes

E.L. Haynes Board of Trustees Regular Meeting

Date and Time

Thursday April 24, 2025 at 6:00 PM

Location

4501 Kansas Ave NW

HS Think Tank

Washington, DC, 20010

Trustees Present

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

Trustees Absent

M. Hall

Guests Present

A. Brooks, Georgina Palma, H. Darilek, J. Rydstrom, K. Wynne, P. Rayamajhi, R. Hunt Taylor

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 Apr 24, 2025 at 6:00 PM.

C. VOTE to Approve Minutes from March 14, 2025 Special Meeting

L. Carlton Waller made a motion to approve the minutes from E.L. Haynes Board of Trustees Special Meeting on 03-14-25.

K. Simpkins seconded the motion.

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

D. VOTE to Approve Minutes from March 7, 2025 Special Meeting

L. Carlton Waller made a motion to approve the minutes from E.L. Haynes Board of Trustees Special Meeting on 03-07-25.

K. Simpkins seconded the motion.

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

E. VOTE to Approve Minutes from March 5, 2025 Special Meeting

L. Carlton Waller made a motion to approve the minutes from E.L. Haynes Board of Trustees Special Meeting on 03-05-25.

K. Simpkins seconded the motion.

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

F. VOTE to Approve Minutes from February 27, 2025 Special Meeting

L. Carlton Waller made a motion to approve the minutes from E.L. Haynes Board of Trustees Special Meeting on 02-27-25.

K. Simpkins seconded the motion.

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

G. VOTE to Approve Minutes from February 13, 2025 Special Meeting

L. Carlton Waller made a motion to approve the minutes from E.L. Haynes Board of Trustees Special Meeting on 02-13-25.

K. Simpkins seconded the motion.

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

H. VOTE to Approve Minutes from December 12, 2024 Regular Meeting

L. Carlton Waller made a motion to approve the minutes from E.L. Haynes Board of Trustees Regular Meeting on 12-12-24.

K. Simpkins seconded the motion.

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

I. Public Comment

There was no public comment.

II. CEO Update

A.

CEO Update

- H. Darilek thanked trustees for all their work this year to navigate two major decisions: the CEO search and the facilities planning process.
- H. Darilek provided school-based highlights including:
    - The middle school Zines project;
    - The elementary school's upcoming musical, Fame, Jr.,
    - Senior Week at the high school.
- H. Darilek noted that, earlier that day, the Chief Academic Officer led the last day of instructional rounds, which allow leadership to observe classrooms to identify instructional strengths and areas of improvement.
- H. Darilek and P. Rayamajhi gave high-level SY 2025-26 enrollment updates, including that:
    - 422 students were enrolled as of April 24, 2025;
    - Our goal is to be 100% enrolled by June 15, 2025;
    - We currently have wait lists at every grade level.
- H. Darilek previewed that we are about to begin testing season, which will include the DC CAPE assessment and Advanced Placement exams.
- H. Darilek noted that she signed the U.S. Department of Education (USED) Title VI certification, with legal guidance.

III. Audit, Finance, and Facilities

A. Share FY 2025 Quarter 3 Financials

- J. Rydstrom shared updates about Quarter 3 financials, including information about the number of days of cash on hand; our gross margin; grants invoiced; our debt service coverage ratio; among other key performance indicators.

B. Review Draft FY 2026 Organizational Budget

- H. Darilek summarized the steps that were taken to engage E.L. Haynes stakeholders in the budget planning process. She noted that the majority of the community's questions and concerns revolved around budget uncertainty at the federal and local levels.
- In response to a question from L. Robinson Mills about the budget planning timeline given federal and local uncertainty, H. Darilek clarified that the Board will still vote on a budget at the May 29 meeting, but that there are options to adjust in the next year, if needed.
- J. Rydstrom noted that E.L. Haynes is in a strong financial situation.
- H. Darilek and A. Brooks shared updates about how the E.L. Haynes compensation system and scale have been reviewed and updated throughout the last few years.
    - H. Darilek noted that, while the majority of staff compensation packages remain competitive, the Talent Team recommended some specific salary

increases to remain most competitive. However, given all the budget uncertainties, those changes have been put on pause.

- J. Rydstrom walked through a comparative analysis of E. L. Haynes' finances, highlighting that our lower payments on rent and occupancy allow us to spend more on salaries, compared to other schools.
- J. Rydstrom provided a high-level summary of potential financial losses, pending budgetary actions by the federal and local governments.

C. Review Draft Form 990

- J. Rydstrom invited trustees to review the draft 990, located in the board packet.

IV. School Performance Committee

A. Review School-Specific ASPIRE Performance Measures

- R. Hunt Taylor walked through the ASPIRE model's major categories.
- R. Hunt Taylor clarified that the E.L. Haynes school-specific performances measures (SSPM) will be formalized with PCSB shortly, and then walked through each set of SSPMs.

B. Share SY 2025-26 Academic Budget Priorities

- R. Hunt Taylor walked through SY 2025-26 academic budget priorities, highlighting that the overarching strategy is to maintain recent investments.
- K. Simpkins asked if the SY 2025-26 budget will reinstate a third High School Assistant Principal; R. Hunt Taylor and H. Darilek clarified that the SY 2025-26 staffing structure includes two high school assistant principals.

V. Governance Committee

A. Preview Next Steps for Onboarding Resources

- R. Payes shared updates about when the board can expect to receive and review onboarding resources.

B. Share Recruitment Progress Updates

- R. Payes noted that we have strong interest from one candidate and are vetting a second candidate. Both will be presented to the board for an election vote on May 29.

VI. Community Relations Committee

A. Share Annual Fund Updates

• K. Wynne highlighted that we have exceeded the FY 2025 fundraising target.

B. Highlight Upcoming Community Events

K. Wynne and H. Darilek highlighted upcoming opportunities for trustees to engage with the E.L. Haynes community, adding a few additions:

- An upcoming celebration of the 10th anniversary of E.L. Haynes' first graduating class;
- The Girls on the Run 5k, during which elementary and middle school students will complete a 5k race; and
- The high school's annual Senior Awards Dinner.

VII. Closed Session

A. Personnel Matters

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

Coversheet

Review Q3 Academic Data

Section: II. School Performance Committee
Item: A. Review Q3 Academic Data
Purpose: Discuss
Submitted by:
Related Material: ELH SY 2024-25 Organizational Dashboard_05.27.25.pdf

		ES				MS				HS				ELH			
E.L. HAYNES 2024-2025 ORGANIZATIONAL DASHBOARD																	
DASHBOARD METRIC																	
ACADEMIC ORGANIZATIONAL PRIORITIES		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
TIER 1 INSTRUCTION: By June 2025, **75%** of classrooms will effectively use discourse techniques and appropriate types of questions as evidenced by classroom observations and instructional rounds.	**2024-25**	59%			89%	12%			53%	76%			31%	49%			59%
	Target				75%				75%				75%				75%
	2023-2024	47%			53%	29%			63%	41%			56%	38%			57%
TIER 1 INSTRUCTION: By June 2025, **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.	**2024-25**	81%			80%	35%			50%	67%			25%	60%			54%
	Target				75%				75%				75%				75%
	2023-2024	53%			67%	38%			75%	47%%			61%	45%			67%
TIER 1 INSTRUCTION: By June 2025, **75%** of classrooms will provide rigorous grade-level tasks as evidenced by classroom observations and learning task audits.	**2024-25**	78%			90%	94%			100%	88%			73%	86%			89%
	Target				75%				75%				75%				75%
	2023-2024	82%			73%	29%			69%	65%			78%	59%			73%
MTSS AND STUDENT SUPPORTS: By June 2025, **75%** of students enrolled in and ELA intervention (ES,MS, HS) will meet their MAP growth/Acadiance Reading goal.	**2024-25**		49%				61%				59%				53%		
	Target				75%				75%				75%				75%
	2023-2024						42%	54%									
MTSS AND STUDENT SUPPORTS: By June 2025, **75%** of students enrolled in an evidenced-based math intervention (Math Mastery, Math 180) will meet their math growth goal as evidenced by EOY MAP or Acadiance math scores.	**2024-25**		37%				50%								41%		
	Target				75%				75%				75%				75%
	2023-2024																
CAMPUS GOAL (ES): By June 2025, 75% of ELA teachers will implement evidenced-based reading strategies in the classroom as evidenced by classroom observations and SAP IPG Foundational Skills Tool.	**2024-25**	100%			80%												
	Target				75%												
	2023-2024	100%			100%												
CAMPUS GOAL (MS): By June 2025, 75% of students will meet at least 75% of their IEP goals due to new co-teaching structure and whole child case managment.	**2024-25**																
	Target								75%								
	2023-2024					63%											
CAMPUS GOAL (HS): By June 2025, 75% of students making quarterly GPA growth (% of students growing from average 2.0 to 3.0 GPA)	**2024-25**									69%	37%	21%					
	Target												75%				
	2023-2024									64%	34%	62%	40%				

E.L. HAYNES 2024-2025 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	2024-25																
	Target				4.00												
	2023-2024				3.76												
EARLY LITERACY: % of students in K-5 on-level or making average growth or better on Acadience DIBELS (BOY includes only students on-level)	2024-25	47%	62%														
	Target																
	2023-2024	53%	64%	71%													
ELA GROWTH: % of students who meet their growth target on i-Ready (K-8) or NWEA MAP (HS)	2024-25		59%				54%				52%						
	Target																
	2023-2024		63%	59%			57%	52%			53%	63%					
MATH GROWTH: % of students K-8 who meet their growth target on i-Ready(K-8) or NWEA MAP (HS)	2024-25		59%				50%				62%						
	Target				70%				53%								
	2023-2024		57%	60%			53%	43%			58%						
ELA 3-10 ACHIEVEMENT: % of students who score a 4 or above on the ELA CAPE assessment (Q1-Q3 ES based on ANET Predictions. **[Based on 50% ANET Proficiency Prediction]**	2024-25	29%	26%	30%		33%	31%	36%		35%	36%	29%					
	Target				35%				31%				33%				
	2023-2024	24%	25%	27%	25%	36%	32%	34%	21%	33%	38%	33%	23%				22%
ELA 3-10 ACHIEVEMENT: % of students who score a 4 or above on the ELA CAPE assessment (Q1-Q3 ES based on ANET Predictions. **[Based on 60%+ ANET Proficiency Prediction]**	2024-25	19%	17%	19%		24%	26%	26%		18%	22%	15%					
	Target				35%				31%				33%				
	2023-2024	16%	15%	18%	25%	25%	22%	21%	21%	22%	24%	22%	23%				22%
MATH 3-10 ACHIEVEMENT: % of students who score a 4 or above on the math CAPE assessment (Q1-Q3 ES based ANET Predictions. **[Based on 50% ANET Proficiency Prediction]**	2024-25	42%	42%	45%		42%	29%	27%		34%	35%	34%					
	Target				30%				25%				23%				
	2023-2024	36%	32%	37%	20%	20%	16%	12%	15%	36%	38%	32%	13%				15%
MATH 3-10 ACHIEVEMENT: % of students who score a 4 or above on the math CAPE assessment (Q1-Q3 ES based ANET Predictions. **[Based on 60%+ ANET Proficiency Prediction]**	2024-25	30%	33%	32%		29%	16%	13%		20%	26%	19%					
	Target				30%				25%				23%				
	2023-2024	23%	26%	25%	20%	9%	7%	7%	15%	18%	21%	18%	13%				15%
INTERVENTION: % of students enrolled in Just Words /HS Literacy Intervention meeting average growth or better on NWEA MAP Assessment.	2024-25						62%				59%						
	Target												75%				
	2023-2024							58%	53%				70%			58%	53%
COACHING: % of coached teachers whose students achieve their student centered coaching goal	2024-25	83%	82%			73%	64%			50%	74%						
	Target				85%				80%				80%				
	2023-2024	56%		74%	80%		50%	50%				70%	74%				
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	2024-25	67%				60%				87%							
	Target				90%				90%				95%				
	2023-2024	81%			89%	83%			71%	95%			92%				

| | | E.L. HAYNES 2024-2025 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

| | | | | | | | | | | | | E.L. HAYNES 2024-2025 ORGANIZATIONAL DASHBOARD | | | | | |

CULTURE & WELLNESS

DASHBOARD METRIC		ES				MS				HS				ELH			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
MTSS AND STUDENT SUPPORTS: By May 2025, 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)	**2024-25**																
	Target																
	2023-2024			on				OFF				OFF					OFF
90% ATTENDANCE: % of students meeting attendance requirements of 90% or more of their enrolled days	**2024-25**	**79%**	**74%**	**75%**		**84%**	**78%**	**71%**		**74%**	**64%**	**62%**					
	Target				90%				90%				90%				
	2023-2024	77%	73%	77%	75%	84%	77%	77%	72%	70%	63%	60%	53%				
IN-SEAT ATTENDANCE: Average attendance rate	**2024-25**	**93%**	**92%**	**92%**		**94%**	**93%**	**91%**		**91%**	**88%**	**88%**					
	Target				90%				90%				90%				
	2023-2024	92%	92%	92%	92%	93%	92%	92%	91%	89%	88%	88%	86%				
SUSPENSIONS: % of students suspended at least once	**2024-25**	**0%**	**0%**	**0%**		**0%**	**0.90%**	**1.5%**		**0.9%**	**1.8%**	**2.3%**					
	Target				0%				2%				1%				
	2023-2024	0%	0.2%	0.2%	0.2%	0.5%	0.9%	2.2%	4.6%	0.5%	0.9%	1.4%	2.0%				
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"	**2024-25**	**89%**				**59%**				**81%**							
	Target				80%				80%				80%				
	2023-2024	86%			78%	58%			60%	71%			75%				
RELATIONSHIPS: % of students who agree that they feel connected to a trusted adult at their school	**2024-25**	**85%**				**54%**				**74%**							
	Target				80%				80%				80%				
	2023-2024	81%			83%	53%			51%	67%			73%				

| | | | | | | | | | | | | E.L. HAYNES 2024-2025 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
STUDENT ENGAGEMENT: % of STUDENTS who agree or strongly agree that "I like coming to school."	**2024-25**	**63%**				**36%**				**44%**				**41%**			
	Target																
	2023-2024	64%			64%	43%			32%	36%			43%	45%			47%
STUDENT ENGAGEMENT: % of STUDENTS who agree or strongly agree that "what I am learning in class is **challenging.**"	**2024-25**	**33%**				**55%**				**60%**				**54%**			
	Target																
	2023-2024	67%			60%	59%			54%	62%			60%	62%			58%
STUDENT ENGAGEMENT: % of STUDENTS who agree or strongly agree that "what I am learning in class is	**2024-25**	**63%**				**52%**				**48%**				**52%**			

E.L. HAYNES 2024-2025 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
strongly agree that "what I am learning in class is **interesting."**	Target																
	2023-2024	74%			72%	46%			39%	51%			58%	54%			56%
STUDENT ENGAGEMENT: % of FAMILIES who agree or strongly agree that "I believe my student is **challenged** in their classes"	**2024-25**	77%				79%				84%				78%			
	Target																
	2023-2024	74%			84%	76%			76%	80%			85%	76%			82%
FAMILY ENGAGEMENT: % of FAMILIES who agree or strongly agree that "I feel connnected to my child(ren)'s teachers."	**2024-25**	83%				66%				80%				78%			
	Target																
	2023-2024	87%			89%	73%			76%	78%			93%	80%			86%
FAMILY ENGAGEMENT: % of students whose families receive a direct contact within two school days of an unexcused absence	**2024-25**	2%	3%	4%		1%	3%	3%		6%	5%	5%					
	Target																
	2023-2024	11%	9%	6%	6%	5%	5%	3%	3%	23%	20%	16%	13%				
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)	**2024-25**	13%	15%	5%		24%	34%	15%		64%	72%	42%					
	Target																
	2023-2024				38%	16%	28%	16%	17%	63%	71%	37%	50%				
WOULD RECOMMEND: % of families who would recommend E.L. Haynes to a friend or neighbor	**2024-25**	97%				83%				90%				90%			
	Target																
	2023-2024	94%			94%	83%			83%	91%			93%	90%			90%

E.L. HAYNES 2024-2025 ORGANIZATIONAL DASHBOARD

MISSION AND GRADUATE PROFILE

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
GPA: % of students with a weighted GPA of 3.0 or above this year	**2024-25**					42%	34%	40%		41%	42%	45%					
	Target								60%				50%				
	2023-2024					49%	43%	42%	42%	44%	42%	43%	43%				
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	**2024-25**									69%	37%	21%					
	Target																
	2023-2024									64%	34%	62%	40%				
9TH GRADE ON TRACK: % of first-time 9th graders who are on track to graduate in 4 years	**2024-25**									78%	80%	86%					
	Target												100%				
	2023-2024									91%	89%	86%	99%				
GRADUATION RATE: % of cohort graduating within 4 years (Q1-Q3 shows % of enrolled cohort on track to graduate, Q4 shows ACGR)	**2024-25**									82%	92%	100%					
	Target												100%				
	2023-2024									85%	88%	87%	93%				

E.L. HAYNES 2024-2025 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
SAT: % of the Senior Class who score >= 480 on EBRW and 530 on Math on the SAT ([College Board criteria](#))	**2024-25**												**13%**				
	Target												20%				
	2023-2024												8%				
AP PERFORMANCE: % of AP students who passed at least one AP exam with a score of at least a 3	**2024-25**																
	Target												55%				
	2023-2024												51%				
COLLEGE ACCEPTANCE: % of graduating seniors [accepted to a 2- or 4-year postsecondary institution](#)	**2024-25**																
	Target												100%				
	2023-2024										59%	80%	100%				
COLLEGE ENROLLMENT: % of students who [enroll in a 2- or 4-year postsecondary institution](#) within 2 years of graduating	**Class of 2024**																
	Target																
	Class of 2023																
	Class of 2022												65%				
	Class of 2021												53%				

E.L. HAYNES 2024-2025 ORGANIZATIONAL DASHBOARD

TALENT

DASHBOARD METRIC / TALENT METRICS		ES				MS				HS				ELH			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
EARLY HIRING (HIRING): % of instructional vacancies known by May 1 filled by June 20	2024-25																
	Target																90%
	2023-2024																73%
HIRING (HIRING): % of instructional vacancies filled by August 1	2024-25																
	Target																100%
	2023-2024																93%
RETENTION (HIRING): % of staff retained	2024-25																
	Target																85%
	2023-2024																85%
RISE: % of staff who agree that RISE checkpoints provide meaningful feedback and support needed to meet my goals in my role	2024-25	58%				73%				82%				72%			
	Target																85%
	2023-2024	79%			83%	81%			68%	91%			83%	84%			76%
CUSTOMER SERVICE (HR): % of staff agree that they receive a timely response to their personnel matters (benefits, payroll, leave, etc.)	2024-25	64%				85%				71%				75%			
	Target																85%
	2023-2024	74%			62%	61%			77%	65%			51%	66%			63%
MANAGER TRAINING (RISE): % of managers who believe they have the support needed to be effective managers	2024-25	55%				53%				80%				67%			
	Target																85%
	2023-2024	71%			74%	80%			71%	78%			76%	76%			73%

E.L. HAYNES 2024-2025 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**	79%	74%	75%		84%	78%	71%		74%	64%	62%					
	SPED	85%	74%	71%		64%	63%	60%		70%	57%	54%					
	Gap	6%	0%	-5%		-20%	-15%	-11%		-4%	-7%	-7%					
	Target				90%				90%				90%				
	2023-24 Gap	-9%	-9%	-4%	-4%	-6%	-4%	-7%	-11%	-2%	-1%	-5%	-7%				
AT RISK ELA ACHIEVEMENT: % of students who are designated at risk meeting expectations in ELA on ANET (Q1-Q3) and CAPE (Q4) **[Based on 50% ANET Proficiency Prediction]**	**2024-25**	10%	9%	13%		27%	36%	30%		31%	29%	25%					
	Target																
	2023-2024	17%	9%	15%	7%	25%	24%	25%	14%	22%	31%	29%	20%				
AT RISK ELA ACHIEVEMENT: % of students who are designated at risk meeting expectations in ELA on ANET (Q1-Q3) and CAPE (Q4) **[Based on 60%+ ANET Proficiency Prediction]**	**2024-25**	8%	7%	5%		21%	23%	22%		24%	17%	10%					
	Target																
	2023-2024	10%			7%	17%			14%	19%			20%				
AT RISK MATH ACHIEVEMENT: % of students who are designated at risk meeting expectations in math on ANET (Q1-Q3) and CAPE (Q4) **[Based on 50% ANET Proficiency Prediction]**	**2024-25**	20%	18%	22%		40%	29%	23%		30%	31%	35%					
	Target																
	2023-2024	23%	20%	26%	4%	20%	12%	7%	12%	28%	32%	25%	12%				
AT RISK MATH ACHIEVEMENT: % of students who are designated at risk meeting expectations in math on ANET (Q1-Q3) and CAPE (Q4) **[Based on 60%+ ANET Proficiency Prediction]**	**2024-25**	6%	15%	13%		25%	15%	16%		17%	24%	35%					
	Target																
	2023-2024	10%			4%	7%			12%	15%			12%				
MLL PROGRESS: % of MLL students meeting their ACCESS growth goal	**2024-25**				46%				51%				39%				
	Target																
	2023-2024				42%				33%				53%				
ORGANIZATIONAL INPUT: % of staff who agree they have opportunities to share input on this year's organizational priorities	**2024-25**	88%				88%				84%				87%			
	Target																85%
	2023-2024	42%			33%	34%			43%	46%			33%	43%			39%
INCLUSIVE DECISION MAKING: % of staff who agree that their opinion seems to count	**2024-25**	50%				55%				65%				59%			
	Target																85%
	2023-2024	71%			80%	66%			64%	57%			58%	64%			67%

E.L. HAYNES 2024-2025 ORGANIZATIONAL DASHBOARD

ORGANIZATIONAL DEVELOPMENT

DASHBOARD METRIC		ES				MS				HS				ELH			
ORGANIZATIONAL DEVELOPMENT METRICS		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DAYS OF CASH ON HAND: Days of cash-on-hand is above the threshold required by our loan covenants and PCSB requirements	**2024-25**													159	150	165	
	Target																min 80
	2023-2024													134			
DEBT SERVICE COVERAGE RATIO: The Debt-Service Coverage Ration remains below the threshold set by our loan covenants (1).	**2024-25**													1.77	1.53	2.07	
	Target																1.25
	2023-2024													1.35			
GROSS MARGIN: The Gross Margin (revenue less expenses, divided by revenue) is above 1% on a quarterly basis	**2024-25**													2.60%	1.3%	4.2%	
	Target																min 0%
	2023-2024													0.40%			
GRANTS INVOICED: By June 30, 2025, 100% of federal grants will be invoiced.	**2024-25**													43%	60%	85%	
	Target																100%
	2023-2024													2%			
ENROLLMENT: 100% of students enrolled by June 15 based on target enrollment	**2024-25**																
	Target																100%
	2023-2024																97%
FUNDRAISING: 100% of 2024-25 fundraising goal met	**2024-25**													$972K	$1.1M	$1.1M	
	Target																$805K
	2023-2024													$570K			$864K
CUSTOMER SERVICE: % of staff who agree that the operations and technology team responds to inquiries in a timely fashion. (2023-24: Supplies)	**2024-25**	73%				95%				91%				88%			
	Target																85%
	2023-2024	71%		77%		72%			72%	80%			78%	75%			77%
TECHNOLOGY SUPPORT: % of staff who agree that they receive the technology support needed to do their job effectively. (2023-24: Tech Equipment)	**2024-25**	85%				91%				91%				88%			
	Target																85%
	2023-2024	83%		80%		84%			92%	91%			85%	87%			85%
OPERATIONAL SUPPORT: % of staff who agree they receive operational support (i.e., supplies, events, security) needed to do their job effectively. (2023-24: Work Space)	**2024-25**	58%				82%				79%				74%			
	Target																85%
	2023-2024	63%		63%		91%			96%	52%			43%	66%			64%
RE-ENROLLMENT: % of families that return to E.L. Haynes in the following year	**2024-25**	91%				90%				95%							
	Target			95%				95%				95%					
	2023-2024			95%				94%				91%					

Coversheet

Discuss and VOTE to Elect New Trustees

Section: III. Governance Committee
Item: C. Discuss and VOTE to Elect New Trustees
Purpose: Vote
Submitted by:
Related Material: Trustee Candidate Profiles_05.27.25.pdf

TRUSTEE CANDIDATE PROFILES
May 2025

ROY JONES

New York City native Roy Jones attended NYC public schools, including the Bronx High School of Science. Currently a Principal Scientist at Leidos, Roy is a physicist with 30+ years experience in the areas of space and oceanic science. He holds a BA in Physics from Columbia University and received a PhD in astrophysics from Rutgers. Roy is a longtime education volunteer, focusing his work on science-based educational mentorship and support. Roy first served on the E.L. Haynes Board of Trustees from 2006 - 2017, helping the school grow and expand strategically.

GRASE OLEAGA CALA

Grase Oleaga Cala brings strong expertise in event operations, program management, and community engagement. As Operations and Events Manager at The CALPRO Group Inc., she oversees logistics and stakeholder engagement for national and international conferences and events. Grase holds a BA in Hospitality Management from Universidad UNAPEC and a specialization from ESSEC Business School. Passionate about community service, she serves as a D.C. Commissioner on Latino Community Development, is a board member of the Greater Washington Hispanic Chamber of Commerce Women's Group, and actively supports the Elementary School ROAR Family Community. Grase is also a proud E.L. Haynes parent.

Be Kind.
Work Hard.
Get Smart.

1

Coversheet

VOTE to Grant Organizational Signature Authority

Section: IV. Audit, Finance, and Facilities
Item: A. VOTE to Grant Organizational Signature Authority
Purpose: Vote
Submitted by:
Related Material: Board Signature Authority Resolution SY25-26_05.29.25.pdf
                        Staff Signature Authority Resolution SY25-26_05.29.25.pdf

E.L. HAYNES PUBLIC CHARTER SCHOOL
Board of Trustees - Signature Authority Resolution
May 29, 2025

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

Signature Authority Resolutions for the 2025-2026 School Year

BE IT RESOLVED, that the Board of Trustees hereby appoints Fonda Sutton, 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 Lisa Carlton, 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, 2025, and shall remain in full force and effect until June 30, 2026, 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.

E.L. HAYNES PUBLIC CHARTER SCHOOL
Board of Trustees - Signature Authority Resolution
May 29, 2025

Euphemia L. Haynes Public Charter School, Inc.

3600 Georgia Avenue, NW
Washington, DC 20010

Staff Signature Authority Resolution for the 2025-26 School Year

BE IT RESOLVED, that the Board of Trustees hereby appoints **Toni Barton**, Chief Executive Officer, and **Alexandria Brooks**, Chief Talent Officer, in addition to **Justin Rydstrom**, Senior Advisor/CFO, as agents ("Agent(s)") of Euphemia L. Haynes Public Charter School, Inc. (the "Corporation") for the purposes set forth herein; and

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

FURTHER RESOLVED, that these Resolutions shall be effective as of July 1, 2025, and shall remain in full force and effect until June 30, 2026, unless rescinded by or extended by subsequent action by the Board of Trustees; and

FURTHER RESOLVED, that **Hilary Darilek**, Special Advisor to the CEO, will remain an Agent of the Corporation for the purposes set forth herein until September 30, 2025, unless rescinded by or extended 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

Discuss and VOTE to Approve the FY26 Budget

Section: IV. Audit, Finance, and Facilities
Item: B. Discuss and VOTE to Approve the FY26 Budget
Purpose: Vote
Submitted by:
Related Material:
FY26 vs. FY25 Budget Comparison v.9b_05.29.25.xlsx - FY26 v.9b Comp.pdf

FY26 vs. FY25 Budget Comparison v.9b_05.29.25.xlsx

E.L. Haynes Budget Summary Comparison FY26 vs FY25			
Description	**SY25-26**	**SY24-25**	**Difference**
Students	1,175	1,170	5
Income Statement			
Revenue			
04 · State and Local Revenue	37,063,180	36,392,080	671,100
05 · Federal Revenue	2,399,753	2,306,068	93,685
06 · Private Revenue	2,119,800	1,173,768	946,032
Total Revenue	41,582,734	39,871,916	1,710,818
Operating Expense			
07 · Staff-Related Expense	29,629,964	28,216,706	1,413,258
08 · Occupancy Expense	1,626,665	1,993,462	(366,797)
09 · Additional Expense	7,189,647	6,462,717	726,930
Total Operating Expense	38,446,276	36,672,885	1,773,391
Net Operating Income	3,136,458	3,199,031	(62,573)
Interest, Depreciation			
Interest	1,190,937	1,232,364	(41,426)
Depreciation	1,802,183	1,788,391	13,792
Total Expenses	41,439,397	39,693,639	1,745,757
Net Income	**143,337**	**178,276**	**(34,938)**
Adjustments To Cash Flow			
Operating Activities			
Net Income	143,337	178,276	(34,938)
Cash Flow Adjustments	(180,331)	(122,647)	(57,684)
Net cash increase for year	**(36,995)**	**55,630**	**(92,624)**
Description	**SY25-26**	**SY24-25**	**Difference**
CASH FLOW ADJUSTMENTS BREAKOUT			
Add Depreciation	1,802,183	1,788,391	13,792
Operating Fixed Assets	(479,000)	(713,193)	234,193
Buildings and Facilities Projects	(1,548,867)	(1,241,354)	(307,513)
Other Operating Activities	45,352	43,509	1,843
Financing Activities	0	0	0
TOTAL	(180,331)	(122,647)	(57,685)
Additional Analysis			
Starting Bank Balance	15,853,025	12,870,424	2,982,601
End Bank Balance	15,816,030	12,926,054	2,889,976
Daily Expense (Estimate)	108,595	103,803	4,792
Number of Days Cash on Hand	**146**	**124**	**22**
Debt Service Coverage Ratio			
DSCR with sinking fund	**1.39**	**1.34**	**0.05**
DSCR without sinking fund	**1.77**	**1.62**	**0.15**
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	

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Coversheet

Adjourn Meeting

Section: VI. Closing Items
Item: A. Adjourn Meeting
Purpose: Vote
Submitted by:
Related Material: May 2025 Board Meeting Deck_05.29.25.pdf

MAY 2025 BOARD OF TRUSTEES MEETING

May 29, 2025

E.L. HAYNES

Board of Trustees Meeting

May 29, 2025
6:00 - 8:00 p.m.

AGENDA

- **WELCOME**

- **OPENING ITEMS**

- **CEO UPDATE**

- **SCHOOL PERFORMANCE COMMITTEE**

- **GOVERNANCE COMMITTEE**

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

- **COMMUNITY RELATIONS COMMITTEE**

Board of Trustees Meeting

May 29, 2025
6:00 - 8:00 p.m.

AGENDA

- **WELCOME**

- **OPENING ITEMS**

- **CEO UPDATE**

- **SCHOOL PERFORMANCE COMMITTEE**

- **GOVERNANCE COMMITTEE**

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

- **COMMUNITY RELATIONS COMMITTEE**

VOTE

VOTE to approve minutes from the regular meeting on April 29, 2025.

Thank you!

Board of Trustees Meeting

May 29, 2025
6:00 - 8:00 p.m.

AGENDA

- **WELCOME**

- **OPENING ITEMS**

- **CEO UPDATE**

- **SCHOOL PERFORMANCE COMMITTEE**

- **GOVERNANCE COMMITTEE**

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

- **COMMUNITY RELATIONS COMMITTEE**

STRATEGIC PRIORITIES: SY24-25 - Year 5

Our Racial Equity Commitment		
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	Talent Enablers	Optimize Operations Functions

ACADEMIC PRIORITIES: SY24-25 - Year 5

TIER 1 ACADEMIC EXPERIENCES

| Questioning and Discourse | Small and Cooperative Groups | Rigorous Learning Tasks | Math Instruction 4-8 |

STUDENT SUPPORTS AND MTSS

| Aligned MTSS Structures | Interventions and Supports for Students | Codify SpEd Model | MLL Strategy |

CAMPUS-BASED PRIORITIES

| Elementary School *The Science of Reading* | Middle School *Developmental Designs, Targeted Math* | High School *Graduate Profile/Applied Learning* |

SOCIAL-EMOTIONAL LEARNING (SEL)

8

ACADEMIC PRIORITIES: SY24-25 - Year 5

TIER 1 ACADEMIC EXPERIENCES

Questioning and Discourse	Small and Cooperative Groups	Rigorous Learning Tasks	Math Instruction (4-8)
• Discourse PD created centrally and adapted at each school. • Student discourse has increased over time at all campuses. • Turn and talk is the mostly commonly used strategy across the organization. There is room to improve the depth and types of discourse teachers employ.	• Small group PD created centrally and adapted at each school. • Small group instruction has increased at all campuses in various content classrooms. • Targeted small group instruction in place in math classrooms at all campuses.	• Rigorous grade-level tasks are more evidence in classrooms than two years ago as evidenced by regular observations and Instructional Rounds.	• Partnered with TNTP to support Alex and math coaches. • 4 day training for coaches and teachers focused on planning and pedagogical practices. • TNTP supported on-site three additional times • Grades 3-4 showed consistent growth on ANET • Grades 6-8 showed initial improvement on ANET 1 • Additional planning and practice issues identified for MS to implement SY25-26.

ACADEMIC PRIORITIES: SY24-25 - Year 5

STUDENT SUPPORTS AND MTSS

Aligned MTSS Structures	Interventions and Supports for Students	Codify SpEd Model	MLL Strategy

• The MTSS Planning, Data, and Academic Support Teams received on-site training.
• Established campus-based MTSS Teams
• Identified campus-based MTSS Tiers
• School MTSS Teams received a virtual Panorama Training on Panorama usage, Data Cadence, Scope, Sequence, and draft meeting agendas.
• Principals and ILT reviewed plans for coherence and clarity
• All students receive screeners/BOY Assessments
	• The Wellness Team held student focus groups based on survey feedback.
	• We are researching a new (Character Strong) SEL curriculum that better aligns with student needs..
	• Intervention teachers received coaching and training to support implementation, and data shows that students in interventions (Just Words, Read/Math 180, and Reading interventions) achieved greater growth rates.
		• Each school ILT participated in the Service Delivery Meetings.
		• Added ES FAST Classroom to the Continuum of Services.
		• Increased professional development and capacity building by:
		  ○ Adding a Special Education Boot Camp for new Sped Staff
		  ○ Training Sped teachers in case management, writing compliant IEPs, understanding evaluations, and SDI
		  ○ EAs,, RSPs, Lion Cubs, and FAST teachers are receiving ABA strategies training
			• Increased coaching for MLL teachers.
			• Identification of Long-term English learner (LTEL) as a problem of practice.
			• Increased clarity with school leaders and MLL teachers regarding co-teaching expectations.
			• Proposed shifts to service delivery model to address needs of newcomer and LTEL students.
			• Pilot of supplemental assessment resources (Flashlight, Finishline, STAR Spanish).

10

ACADEMIC PRIORITIES: SY24-25 - Year 5

CAMPUS-BASED PRIORITIES

Elementary School *The Science of Reading*	Middle School *Developmental Designs, Targeted Math*	High School *Graduate Profile/Applied Learning*
• Onboarded new literacy coach • Completed V2 of LETRS • Progress monitoring focus of data meetings • Expanded instructional coaching to PreK • Explored different PreK ELA assessments to align with K-5, including progress monitoring tool (Acadience), build PK MTSS • Codifying instructional expectations PK-5 • UFLi pilot (potential Fundations replacement) • Fluency initiative • Setting instructional goals in collaboration with strongest teachers for SY25-26 • Wit and Wisdom walkthrough following CAPE	**Developmental Design/Restorative Practices:** • Partnered with Forged Ed for PD on proactive restorative circles • Used a rubric to support structure and guide implementation • Teacher leaders completed advanced training on conflict circles • Provided ongoing feedback to improve circle quality and consistency • **Impact:** Suspensions down: Q1 – 0%, Q3 – 1.5% (vs. 2.2% last year and EOY at 4.6%) **Targeted Math** • Reassigned 1 teacher + 2 courses • Focused on implementing curriculum with integrity (supported by Dr. Walls) • Staff turnover (1 math teacher lost) significantly impacted outcomes • Plan B staffing solution was implemented but not effective; grades 7–8 taught less than 50% of standards; pacing off-track • **Impact**: Performance higher than last year overall. Decline in achievement across quarters raises concern	• Coach led Semester PD and development of teacher video library to highlight best practices in Questioning, Academic Discourse, and Small Group Instruction to norm on expectations and follow up through Instructional Walk-Through Targeted Observations. • Instructional planning focused on student practice and application of concepts (Alg 1 small group instruction 2x weekly; Reading Intervention/Just Words) • Experiential learning opportunities and authentic audiences (AP Seminar research presentations, DC History Mt. Pleasant Learning Walk; Labs in Chem and AP Bio) • Exploring strategies to teach metacognition - refocus on what students are learning (rather than what they are doing) • Developing explicit behaviors aligned to graduate profile to launch with
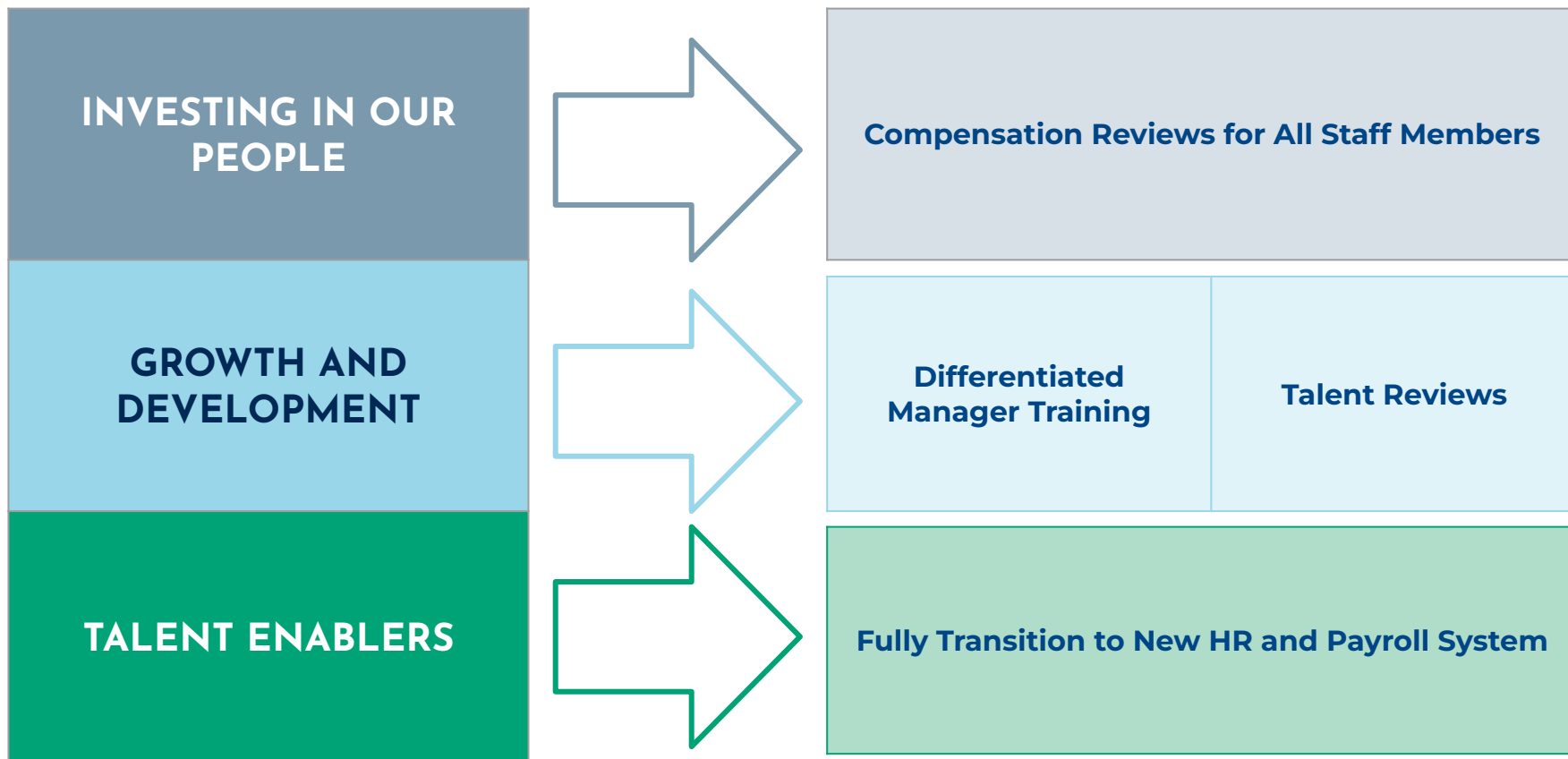
11

TALENT PRIORITIES: SY24-25 - Year 5

INVESTING IN OUR PEOPLE → **Compensation Reviews for All Staff Members**

GROWTH AND DEVELOPMENT → **Differentiated Manager Training** | **Talent Reviews**

TALENT ENABLERS → **Fully Transition to New HR and Payroll System**

TALENT PRIORITIES: SY24-25 – Year 5

INVESTING IN OUR PEOPLE

Compensation Reviews for All Staff Members

- Conducted equity audit for all full-time positions to ensure current staff salaries are aligned with our compensation philosophy

- Proposed minor adjustments to our compensation for FY26, and then paused implementation given federal and local budget uncertainties

- Following additional clarity on budget realities (Q1), we have the option to implement these updates for Q2/the remainder of the year and moving forward in future years

TALENT PRIORITIES: SY24-25 - Year 5

GROWTH AND DEVELOPMENT

Differentiated Manager Training	Talent Reviews

• Implemented differentiated manager training and development opportunities:
  ○ Assistant Principal PD with De-Lea Dean Allen/Higher Bar Leadership
  ○ Academic Leadership PD through monthly ALT meetings
  ○ Non-Instructional Manager Trainings (quarterly)
	• Talent Reviews were put on hold/de-prioritized for this school year

TALENT PRIORITIES: SY24-25 - Year 5

TALENT ENABLERS

Fully Transition to New HR and Payroll System

- Implemented the transition from ADP to Paycom for payroll on July 1, 2024

- Implemented the transition from TalentEd to Paycom for hiring in December 2024

- Implemented the transition to including all onboarding documents for staff during Spring 2025

EQUITY PRIORITIES: SY24-25 – Year 5

OUR RACIAL EQUITY COMMITMENT
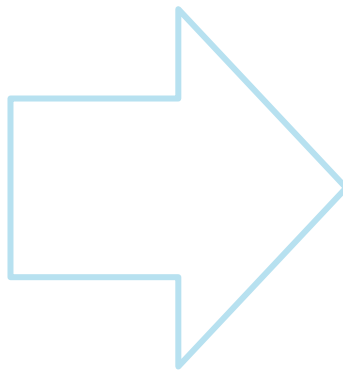
Launching and Implementing Our Equity Framework

EQUITY PRIORITIES: SY24-25 - Year 5

OUR RACIAL EQUITY COMMITMENT

Launching and Implementing Our Equity Framework

- Created draft Equity Framework

- Established year-long partnership with The Equity Lab to help codify our equity work

- Conducted equity-centered leadership development with TEL for Manager Meetings

- Centered staff feedback through campus-based focus groups

ORGANIZATIONAL DEV. PRIORITIES: SY24-25 - Year 5
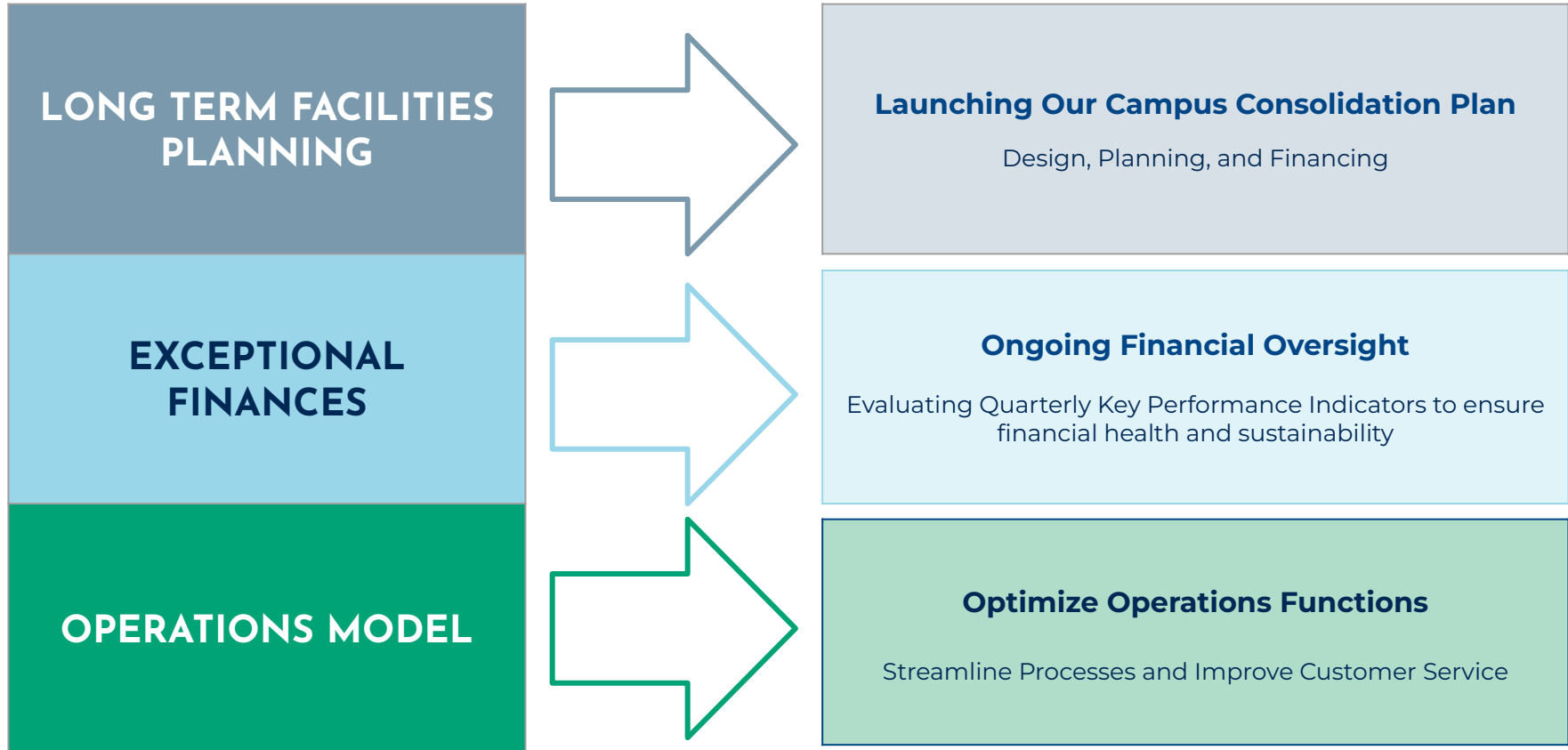
LONG TERM FACILITIES PLANNING	→	**Launching Our Campus Consolidation Plan** Design, Planning, and Financing
EXCEPTIONAL FINANCES	→	**Ongoing Financial Oversight** Evaluating Quarterly Key Performance Indicators to ensure financial health and sustainability
OPERATIONS MODEL	→	**Optimize Operations Functions** Streamline Processes and Improve Customer Service

18

ORGANIZATIONAL DEV. PRIORITIES: SY24-25 - Year 5

LONG TERM FACILITIES PLANNING

Launching Our Campus Consolidation Plan
Design, Planning, and Financing

- Engaged brokers, architects, and Board/senior leaders in year-long process to pursue International Drive opportunity to consolidate campuses, including through weekly facilities planning meetings and monthly Audit, Finance, Facilities (AFF) meetings
- Negotiated with property owner to outline viable financial pathway; planned to launch community engagement process (completed RFP process for engagement partner)
- Financial uncertainty significantly changed with DC revenue projections and new federal administration; senior leaders recommended and Board voted to stop pursuing the opportunity

EXCEPTIONAL FINANCES

Ongoing Financial Oversight
Evaluating Quarterly Key Performance Indicators to ensure financial health and sustainability

- Reviewed financial data quarterly with Board and senior leaders
- Updated financial policies and procedures to continue to improve controls/systems

19

E.L. Haynes Public Charter School - E.L. Haynes Board of Trustees Regular Meeting - Agenda - Thursday, May 29, 2025 at 6:00 PM

OPERATIONS MODEL

Optimize Operations Functions
Streamline Processes and Improve Customer Service

Staffing Model: Strategically re-deployed Operations staff across campuses to support high-impact priorities such as Enrollment, Events, After-School Programming, and School Safety. These targeted adjustments have strengthened operational consistency and contributed to improved student experiences, school culture, and overall campus support.

Customer Service: Streamlined and automated our Events, Supplies, Field Trips and Maintenance request processes, and are set to launch a new ticketing and analytics system in SY25-26 to deliver real-time data, improve response times, and better manage request volumes.

School Safety: Strategically aligned our security staffing to prioritize student safety and ensure consistent implementation of SOPs—especially around incident tracking, visitor management, and new screening policies. This model enhances daily operations and strengthens a safe, welcoming environment across all campuses.

20

DRAFT STRATEGIC PRIORITIES: SY25-26 - Year 6

Our Racial Equity Commitment		
ACADEMICS	**TALENT**	**ORGANIZATIONAL DEVELOPMENT**
Tier 1 Academic Experiences	Investing in Our People	Charting Path for Facilities Future
Supporting the Individual Needs of Students	Growth and Development	Exceptional Finances
	Define Excellence	Relentlessly Striving for Operational Excellence

DRAFT STRATEGIC PRIORITIES: SY25-26 - Year 6

| TIER 1 ACADEMIC EXPERIENCES | → | **Written Expression** |
| SUPPORTING THE INDIVIDUAL NEEDS OF STUDENTS | → | **Aligned MTSS Structures** |
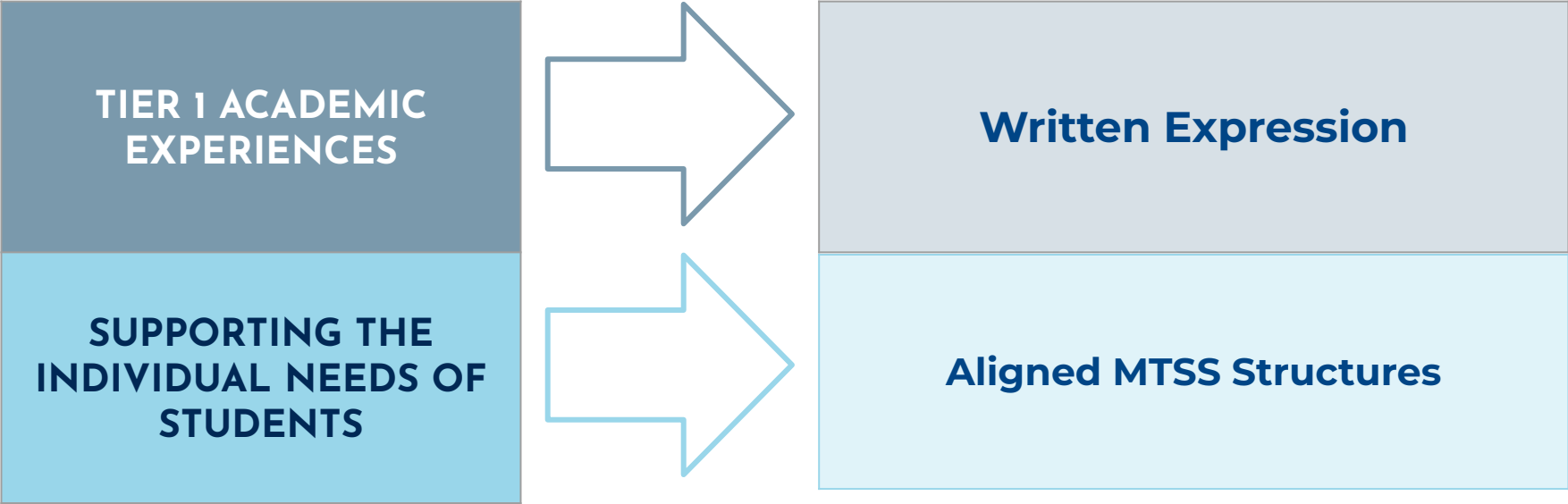
DRAFT STRATEGIC PRIORITIES: SY25-26 - Year 6

WRITTEN EXPRESSION

- Determine writing course of study, potential curricula and expectations PK-12 written expression
- Align on writing rubrics and expectations K-12/vertical alignment
- Discuss instructional strategies for writing
- Align and support writing for students who have IEPs or ML learners with writing
- Focus on modeling and feedback

ALIGNING MTSS STRUCTURES

- Update, align and execute MTSS structures
- Codify and expand Tier 2 and Tier 3 supports across campuses
- Effectively use Panorama and other systems to support MTSS
- Partner with new CAO and new senior director to adjust MTSS plans and expectations

DRAFT TALENT PRIORITIES: SY25-26 – Year 6
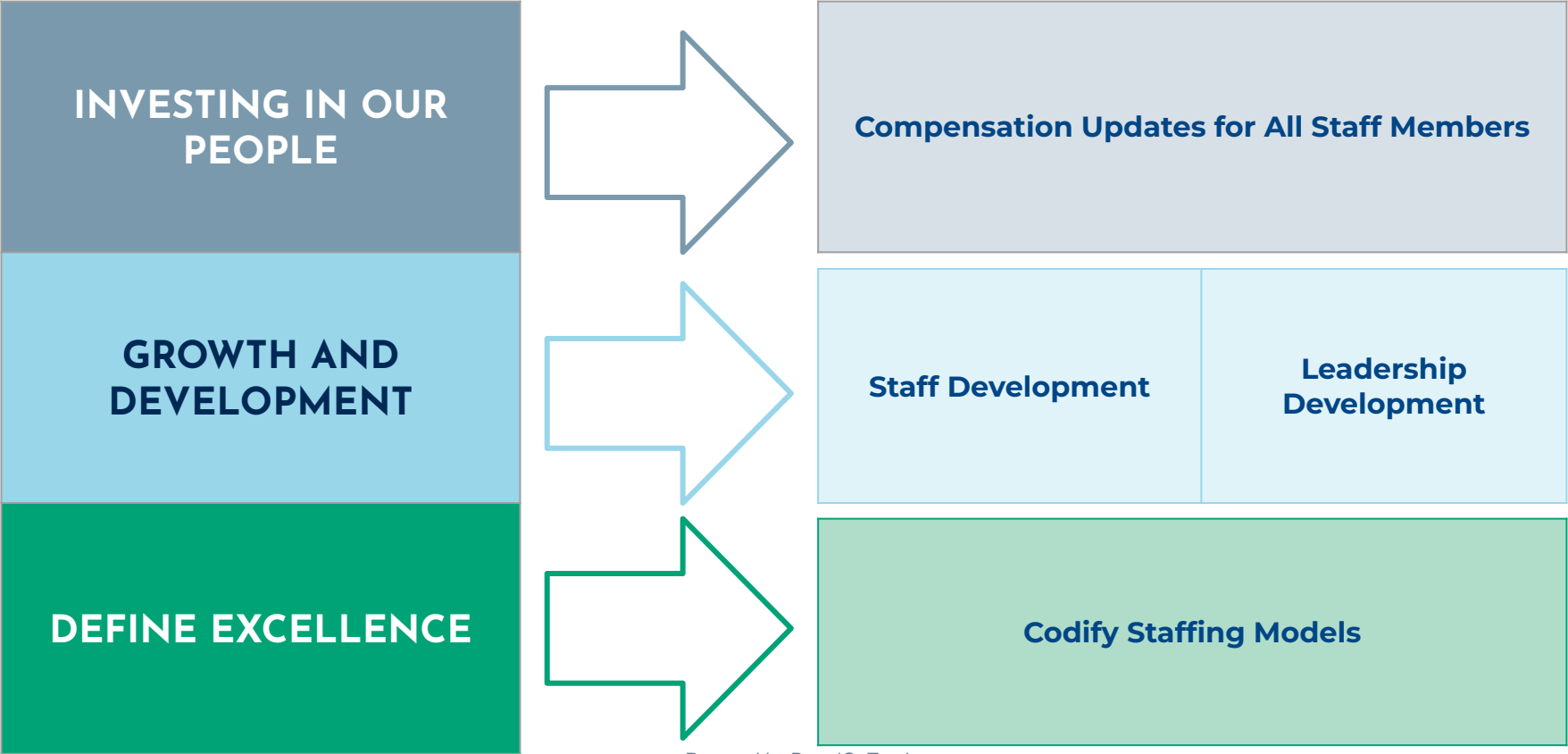
INVESTING IN OUR PEOPLE	→	Compensation Updates for All Staff Members
GROWTH AND DEVELOPMENT	→	Staff Development / Leadership Development
DEFINE EXCELLENCE	→	Codify Staffing Models

DRAFT TALENT PRIORITIES: SY25-26 – Year 6

INVESTING IN OUR PEOPLE

Compensation Updates for All Staff Members

- Following additional clarity on budget realities (Q1), we have the option to implement these updates for Q2/the remainder of the year and moving forward in future years.

- The Board will vote on the proposed investments during the May Board Meeting. If approved, communications and implementation will take place in Sept/October 2025.

DRAFT TALENT PRIORITIES: SY25-26 - Year 6

GROWTH AND DEVELOPMENT

Staff Development	Leadership Development
• In partnership with the Academic Team, codify professional development needs and offerings for all staff based on role type.	• In partnership with Academic and Non-Instructional leaders, begin to identify leadership pipeline opportunities to create leadership "benches" across the organization.

DEFINE EXCELLENCE

Staffing Models

• Codify/update our staffing models aligned to priorities

DRAFT ORGANIZATIONAL DEV. PRIORITIES: SY25-26 – Year 6
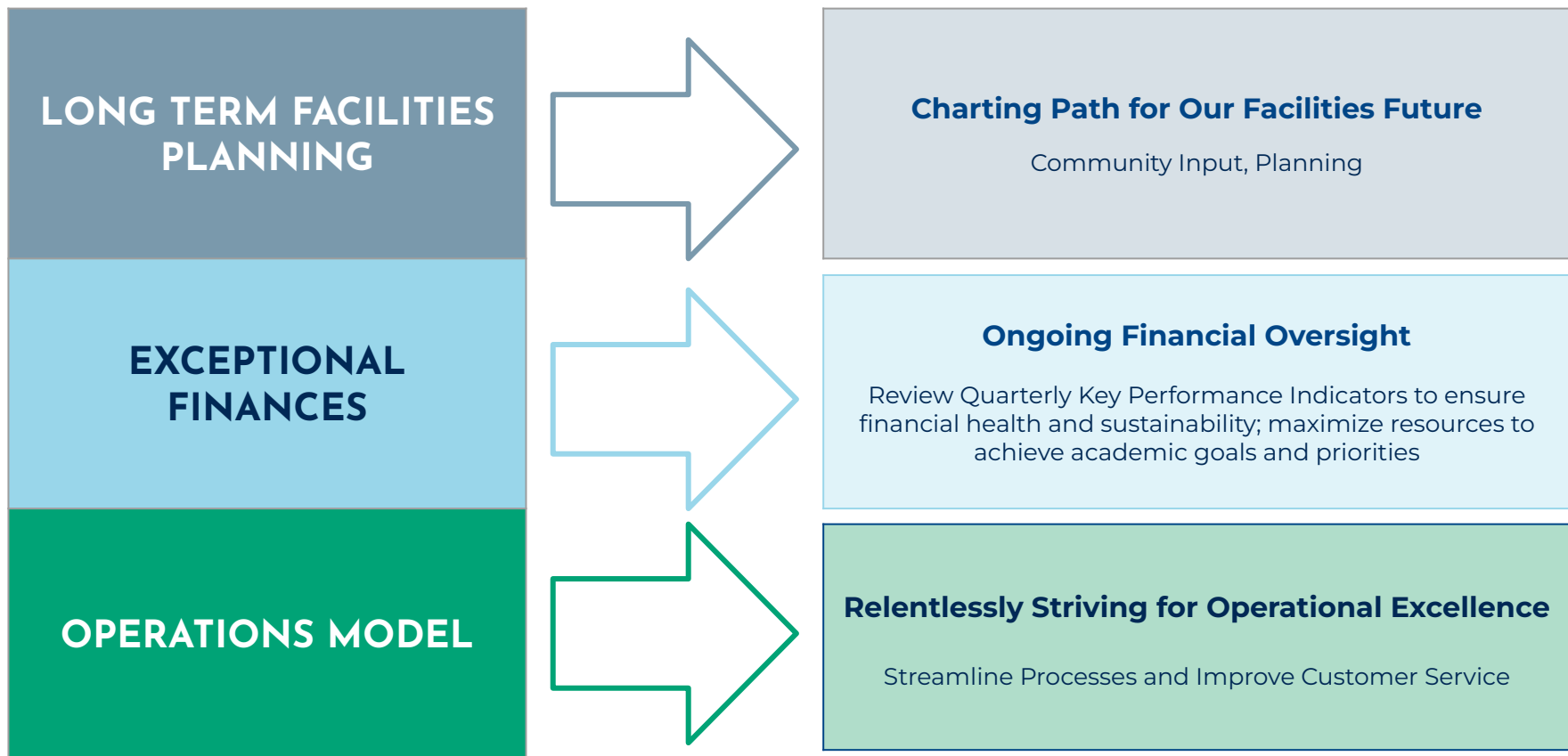
LONG TERM FACILITIES PLANNING	**Charting Path for Our Facilities Future** Community Input, Planning
EXCEPTIONAL FINANCES	**Ongoing Financial Oversight** Review Quarterly Key Performance Indicators to ensure financial health and sustainability; maximize resources to achieve academic goals and priorities
OPERATIONS MODEL	**Relentlessly Striving for Operational Excellence** Streamline Processes and Improve Customer Service

DRAFT EQUITY PRIORITIES: SY25-26 - Year 6
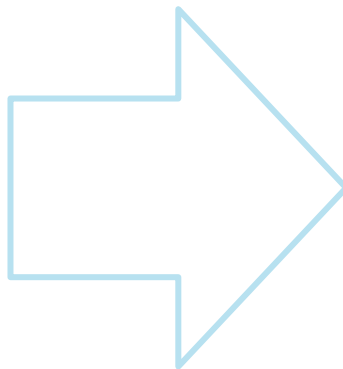
OUR RACIAL EQUITY COMMITMENT → **Next Steps for Our Equity Framework**

DRAFT EQUITY PRIORITIES: SY25-26 - Year 6

OUR RACIAL EQUITY COMMITMENT

Next Steps for Our Equity Framework

- Review/revise/edit draft Equity Framework

- *Partner with incoming CEO to confirm equity focus and further define equity priority for SY25-26*

Board of Trustees Meeting

May 29, 2025
6:00 - 8:00 p.m.

AGENDA

- **WELCOME**

- **OPENING ITEMS**

- **CEO UPDATE**

- **SCHOOL PERFORMANCE COMMITTEE**

- **GOVERNANCE COMMITTEE**

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

- **COMMUNITY RELATIONS COMMITTEE**

Agenda

School Performance Committee (SPC)

- **Review Q3 Academic Data**

Review Q3 Academic Data

SY24-25 Academic Highlights

What Has Worked
- Setting **instructional priorities** and providing **professional development** on the shifts
- Shifting **support for the MS** to improve teaching and learning
- Targeted, small group **intervention and supports** for students

What We Should Keep Our Eye on in SY25-26
- **HS** metrics have fallen in some key areas (MLL, Interim Assessments). We must consider a **root cause analysis** and develop **an action plan** so that they continue to make gains,
- And, we must **provide coaching and support for both new principals** next year and beyond.

ACCESS Growth

% of Students Reaching ACCESS Growth Target Rises Significantly at MS (Reaching Highest Level Since 2013)

ACCESS % Meeting Growth Target by School
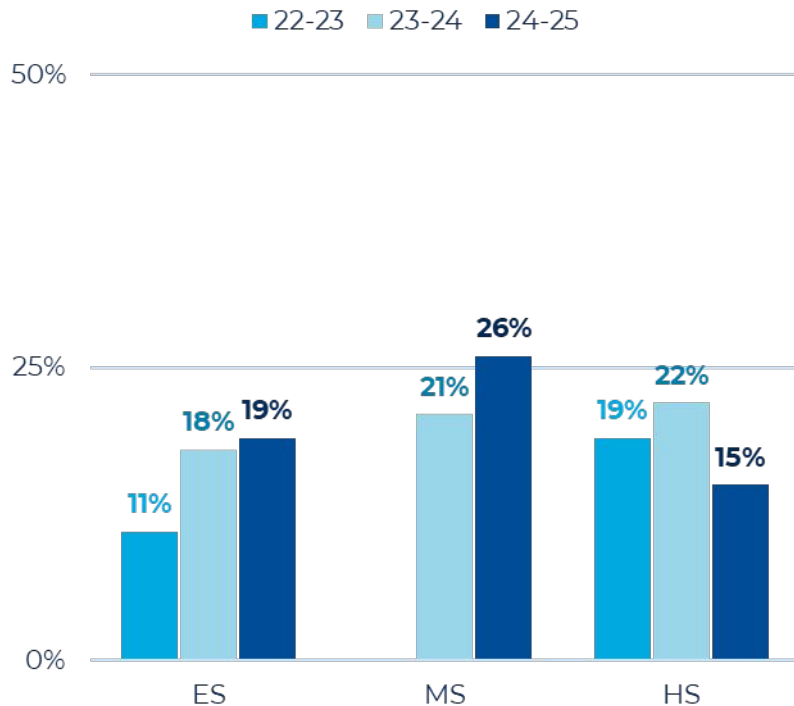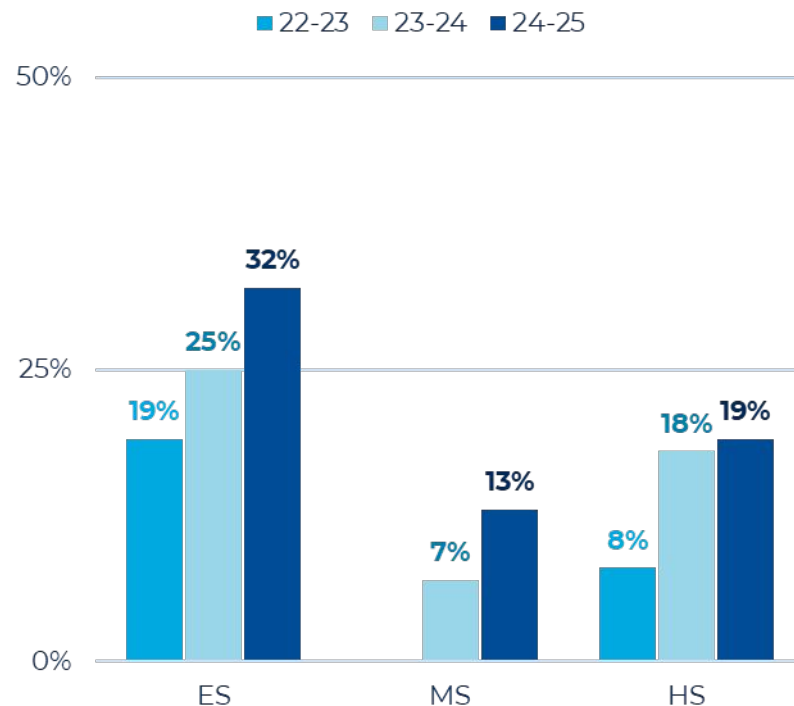
■ 22-23 ■ 23-24 ■ 24-25

- ES (98): 53%, 42%, 46%
- MS (116): 32%, 33%, 51%
- HS (132): 49%, 53%, 39%

Powered by BoardOnTrack
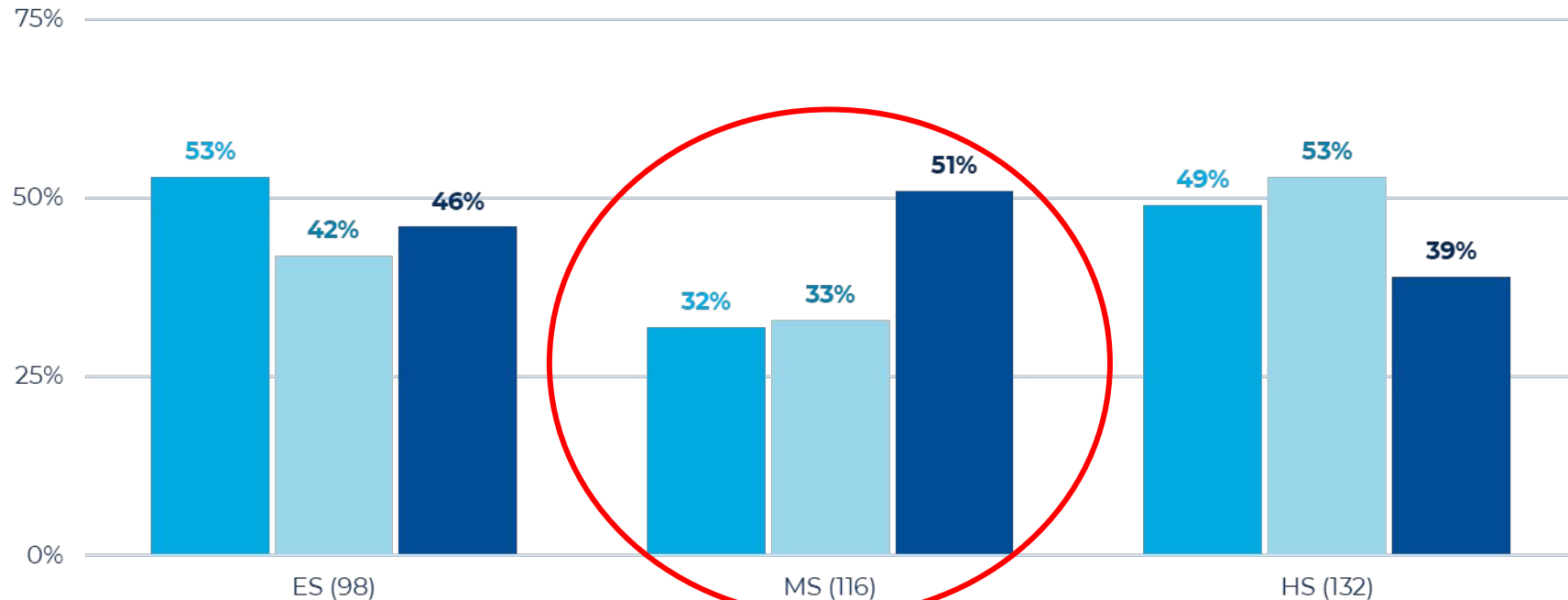
ANET A3
Results

April 2025

ES and MS on Track for Strongest CAPE Performance in Recent Years (Based on % with 60+ 3-Cycle Avg on ANET)
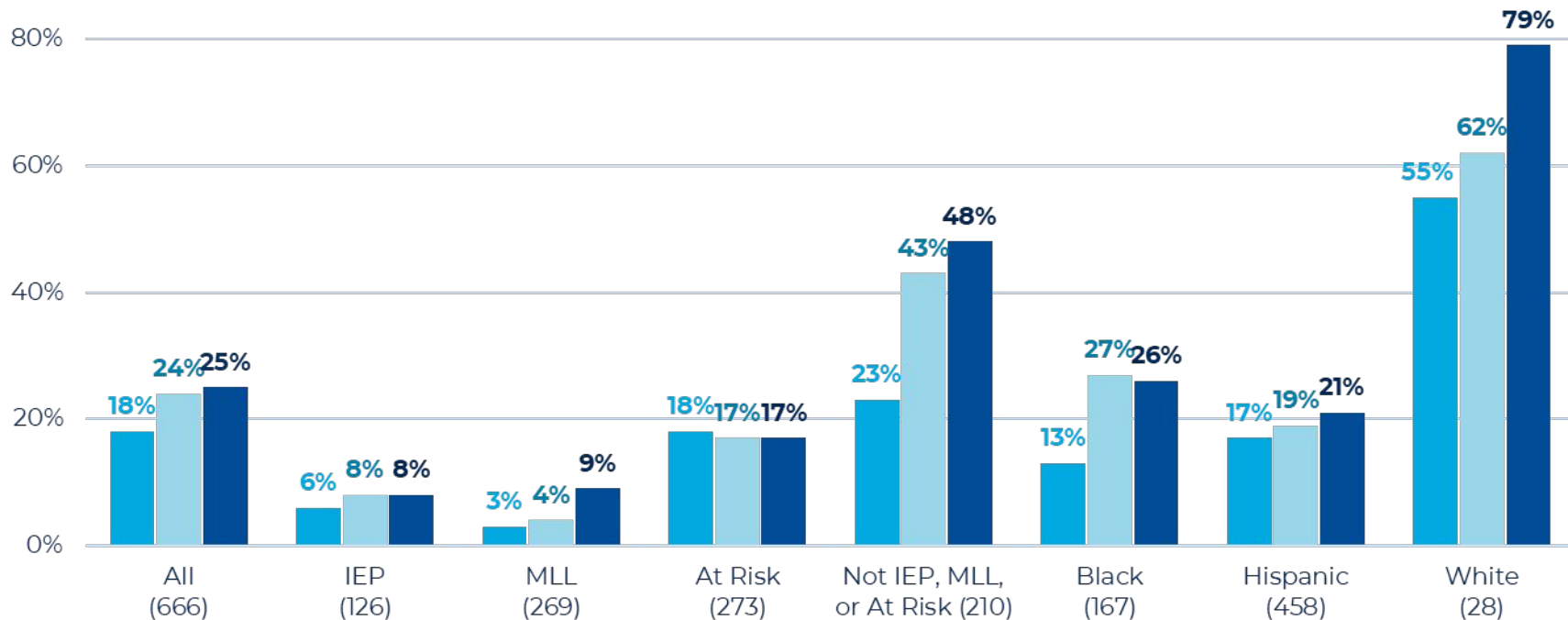

Notes: MS did not take ANET in 22-23

Powered by BoardOnTrack

Most Subgroups See Improved ELA A3 60%+ Rates From 23-24; % of MLL Students at 60%+ Doubles

ANET A3 ELA Scores 60%+

Legend: ■ 22-23 ■ 23-24 ■ 24-25
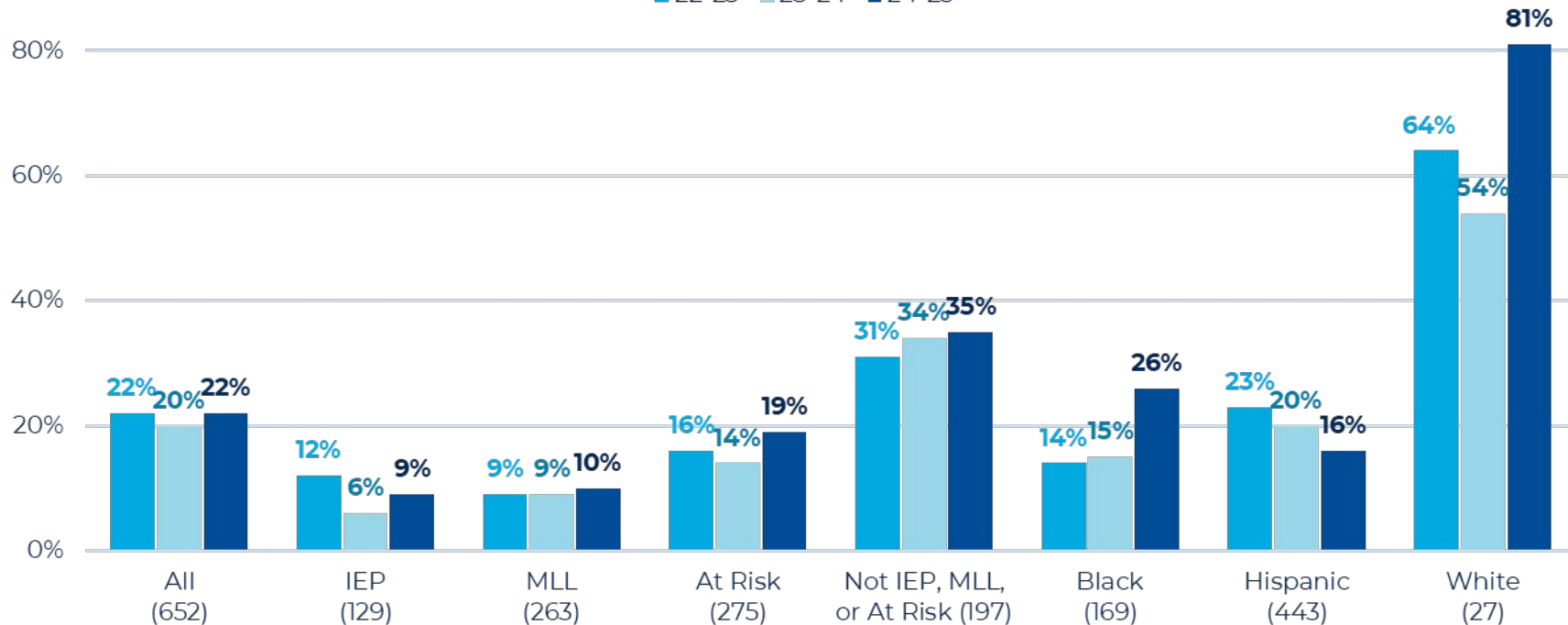
Subgroup	22-23	23-24	24-25
All (666)	18%	24%	25%
IEP (126)	6%	8%	8%
MLL (269)	3%	4%	9%
At Risk (273)	18%	17%	17%
Not IEP, MLL, or At Risk (210)	23%	43%	48%
Black (167)	13%	27%	26%
Hispanic (458)	17%	19%	21%
White (28)	55%	62%	79%

Powered by BoardOnTrack

Most Subgroups See Slightly Improved Math A3 60%+ Rates From 23-24; Black Students See 11pt Increase

ANET A3 Math Scores 60%+

■ 22-23 ■ 23-24 ■ 24-25

Instructional Rounds (IR): LEA Results
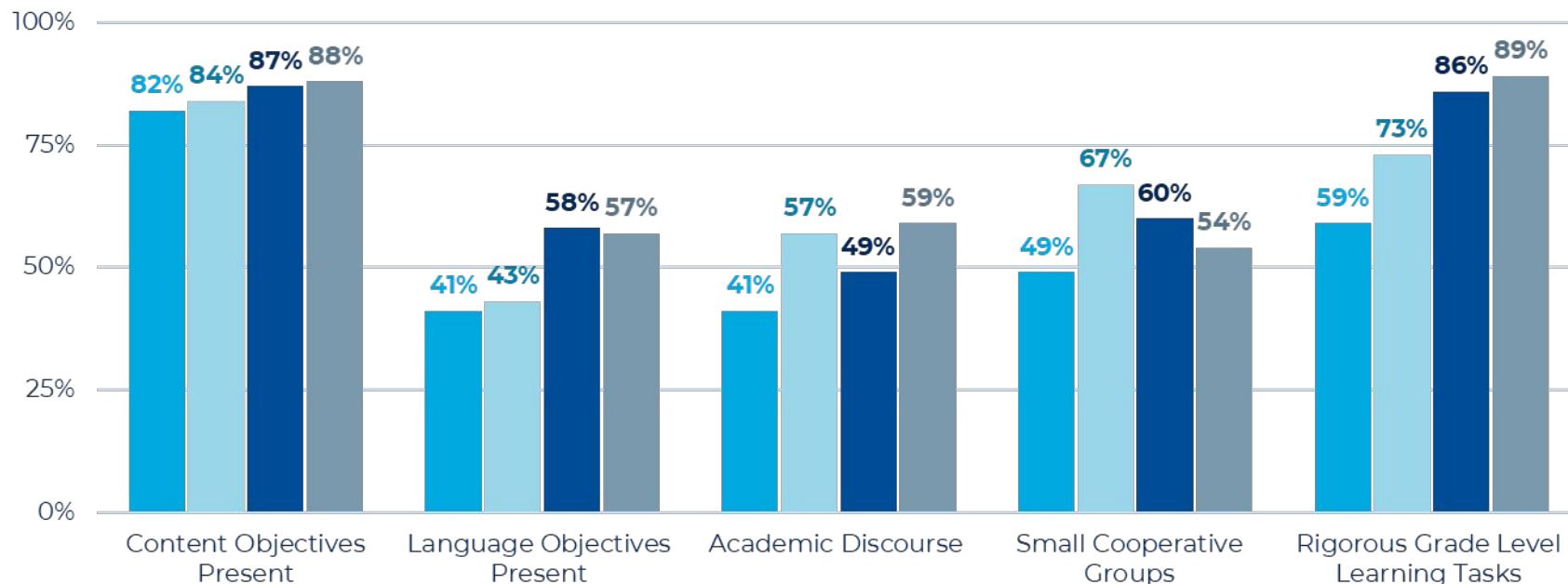
April 2025

Highlights

As a district, ELH improved from 23-24 across most LEA level priorities (content and language objectives, academic discourse, and rigorous learning tasks)

- The ES saw significant improvement from fall in % of classrooms where academic discourse was observed (30pts) and where rigorous learning tasks were observed (12pts).
- Rigorous learning tasks aligned with grade level standards were observed in 100% of MS classes.
- MLL co-teachers were observed providing explicit language instruction in 44% of classrooms. Both the ES and MS saw improvement from the fall.

Overall LEA Performance on IR Priorities

% of Classrooms Observed across LEA

Legend: ■ Fall 23 ■ Spring 24 ■ Fall 24 ■ Spring 25

Category	Fall 23	Spring 24	Fall 24	Spring 25
Content Objectives Present	82%	84%	87%	88%
Language Objectives Present	41%	43%	58%	57%
Academic Discourse	41%	57%	49%	59%
Small Cooperative Groups	49%	67%	60%	54%
Rigorous Grade Level Learning Tasks	59%	73%	86%	89%

Powered by BoardOnTrack

Board of Trustees Meeting

May 29, 2025
6:00 - 8:00 p.m.

AGENDA

- **WELCOME**

- **OPENING ITEMS**

- **CEO UPDATE**

- **SCHOOL PERFORMANCE COMMITTEE**

- **GOVERNANCE COMMITTEE**

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

- **COMMUNITY RELATIONS COMMITTEE**

43

Governance Committee

Agenda

- **Discuss and VOTE** to Approve Term Renewals and One-Year Extensions

- **Discuss and VOTE** on the SY25-26 Slate of Officers

- **Discuss and VOTE** to Elect New Trustees

- **Quick Hits**

VOTE to Approve Term Renewals and Extensions

VOTE

To re-appoint JAYMES HANNA and MARK KOVNER to serve their second, three-year term, and for MICHAEL HALL and ROSHELLE PAYES to serve a one-year extension on the E.L. Haynes Board of Trustees, effective July 1, 2025.

46

VOTE to Approve the Slate of SY25-26 Officers

VOTE

To elect the proposed slate of officers of the E.L. Haynes Board of Trustees, effective July 1, 2025, for a term of ONE year.

- **FONDA SUTTON**, **Chair**
- **LENORA ROBINSON-MILLS**, **Vice-Chair**
- **JAYMES HANNA**, **Treasurer**
- **TOM GIBIAN**, **Secretary**

48

VOTE to Elect New Trustees

ROY JONES
Principal Scientist, Leidos

- Previously served on the ELH Board of Trustees (2006 - 2017)
- Physicist with 30+ years experience in the areas of space and oceanic science
- Longtime education volunteer, focused on STEM tutoring and support
- Steadfast ELH supporter

50

GRACE OLEAGA CALA
Event Planning & Staffing Manager, The CALPRO Group Inc

- Has two students at ELH (K and 2nd)
- Active in ROAR and other family engagement activities
- Professional meeting / event planner
- Previous board experience with Greater Washington Hispanic Chamber of Commerce
- Identifies as bilingual (English/Spanish)

51

VOTE

To elect **ROY JONES** and **GRASE OLEAGA CALA** to serve on the E.L. Haynes Board of Trustees effective July 1, 2025.

Quick Hits

Board of Trustees Meeting

May 29, 2025
6:00 - 8:00 p.m.

AGENDA

- **WELCOME**

- **OPENING ITEMS**

- **CEO UPDATE**

- **SCHOOL PERFORMANCE COMMITTEE**

- **GOVERNANCE COMMITTEE**

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

- **COMMUNITY RELATIONS COMMITTEE**

54

Audit, Finance, Facilities Committee (AFF)

Agenda

- **Updates**

- **VOTE to Grant Organizational Signature Authority**

- **VOTE to Approve FY26 Budget**

Updates

Employee Retention Tax Credits (ERTCs)

- **Background**
  - Originally applied August 2023; forecasted $4.2M for FY24, then removed based on IRS indications
  - Recommendations discussed prior to that point:
    - FY24 debt-reduction to offset one-time, unexpected revenue
    - Assist with viability of CapEx campus consolidation

- **Current Status**
  - Received the first of three payments this month, for $1.6M (including $217k in interest)
  - Second and third payments still pending, but will be recorded in FY25*
    - Total of second two payments should be approximately $3.5M including interest

- **Next Steps**
  - Discussion today, full recommendation at next meeting
  - Initial approach to discuss: $4.6M in early loan payoff

    *Note that FY26 will have negative cash flow due to timing

FY26 Budget

FY26 Budget Process

- **January–February: Review current year budget and kick off next year's budget**
  - Present midyear FY25 budget vs. actuals (Q1 &Q2) to Board of Trustees (BoT)
  - Identify priorities and questions for FY26 budgeting process
  - Project initial budget drivers for revenue and expenditures
  - Identify investments from budget priorities for FY26 budget

- **March: Refine budget proposal with continued discussion / feedback**
  - Discussions with staff and families on FY26 budget needs
  - Leadership teams engage in planning conversations
  - Finalize budget revenue and expense inputs

- **April: Share draft FY26 budget with AF&F for discussion**

- **May: Present final FY26 budget to AF&F and then BoT for vote/approval**

- **June: Final FY26 budget due to PCSB on June 25, 2025**

FY26 Budget Assumptions

Category	Assumption (as of May 2025)
UPSFF	2.74% UPSFF increase
Facilities Allowance	0% increase
Enrollment	Maintain current enrollment (1175)
Benefits	5% increase in health care benefits (despite lower estimate)
Support Corp	$600k Support Corp donation (updated based on investment)
Staffing Model	Similar to FY25 (including annual increases for all staff). Also includes increases to compensation model starting 10/1.

60

ERTC Discussion

Options Discussed in Committee

- Build Reserves
  - Contribute all ERTCs to reserves/cash
- Supplant Federal Funds
  - Plan to deny Title and IDEA funding
- Reduce Debt/Loan
  - Substantially pay down debt

Recommendation

- Pay down debt/early loan payoff for the ERTC amounts as funds are received after confirming benefit with M&T Bank

YOY Budget Comparison: FY26 vs FY25

EL Haynes Budget Summary Comparison FY26 vs FY25			
Description	**SY25-26**	**SY24-25**	**Difference**
Students	1,175	1,170	5
Income Statement			
Revenue			
04 · State and Local Revenue	37,063,180	36,392,080	671,100
05 · Federal Revenue	2,399,753	2,306,068	93,685
06 · Private Revenue	2,119,800	1,173,768	946,032
Total Revenue	41,582,734	39,871,916	1,710,818
Operating Expense			
07 · Staff-Related Expense	29,629,964	28,216,706	1,413,258
08 · Occupancy Expense	1,626,665	1,993,462	(366,797)
09 · Additional Expense	7,189,647	6,462,717	726,930
Total Operating Expense	38,446,276	36,672,885	1,773,391
Net Operating Income	3,136,458	3,199,031	(62,573)
Interest, Depreciation			
Interest	1,190,937	1,232,364	(41,426)
Depreciation	1,802,183	1,788,391	13,792
Total Expenses	41,439,397	39,693,639	1,745,757
Net Income	**143,337**	**178,276**	**(34,938)**
Adjustments To Cash Flow			
Operating Activities			
Net Income	143,337	178,276	(34,938)
Cash Flow Adjustments	(180,331)	(122,647)	(57,684)
Net cash increase for year	**(36,995)**	**55,630**	**(92,624)**

YOY Budget Comparison: FY26 vs. FY25

Description	SY25-26	SY24-25	Difference
CASH FLOW ADJUSTMENTS BREAKOUT			
Add Depreciation	1,802,183	1,788,391	13,792
Operating Fixed Assets	(479,000)	(713,193)	234,193
Buildings and Facilities Projects	(1,548,867)	(1,241,354)	(307,513)
Other Operating Activities	45,352	43,509	1,843
Financing Activities	0	0	0
TOTAL	(180,331)	(122,647)	(57,685)
Additional Analysis			
Starting Bank Balance	15,853,025	12,870,424	2,982,601
End Bank Balance	15,816,030	12,926,054	2,889,976
Daily Expense (Estimate)	108,595	103,803	4,792
Number of Days Cash on Hand	**146**	**124**	**22**
Debt Service Coverage Ratio			
DSCR with sinking fund	**1.39**	**1.34**	**0.05**
DSCR without sinking fund	**1.77**	**1.62**	**0.15**
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	

Organizational Signature Authority

VOTE

*Board Signature Authority
SY 2025-26*

On the proposed resolution, granting board signature authority to:

- **Fonda Sutton, Chair**
- **Jaymes Hanna, Treasurer**
- **Tom Gibian, Secretary**

Effective July 1, 2025, through June 30, 2026.

65

VOTE

Staff Signature Authority SY 2025-26

On the proposed resolution, granting organizational signature authority to:

- **Toni Barton**
- **Justin Rydstrom**
- **Alexandria Brooks**

Hilary Darilek
(through 9/30/25 only)

Effective July 1, 2025, through September 30, 2026.

66

Community Relations Committee (CRC)

Agenda

- **Share Annual Fund Progress Updates**

FY25 Annual Fund Progress

FY25 Annual Fund Progress

Annual Fund Progress as of 05/26/25 (including Pledges)					
Category	**FY24 Raised**	**FY25 Goal**	**FY25 Raised TD**	**% of Goal**	**Delta**
GOVERNMENT	**$465,270**	$400,000	**$623,296**	156%	$223,296
FOUNDATIONS	**$244,600**	$250,000	**$242,000**	97%	($8,000)
CORPORATIONS	**$18,500**	$10,000	**$25,000**	250%	$15,000
INDIVIDUALS	**$76,520**	$50,000	**$48,103**	96%	($1,897)
SPECIAL EVENTS	**$85,320**	$95,000	**$160,155**	169%	$465,155
TOTAL	**$890,210**	**$805,000**	**$ 1,098,554**	**136%**	**$ 293,554**

Board of Trustees Meeting

May 29, 2025
6:00 - 8:00 p.m.

AGENDA

- **WELCOME**

- **OPENING ITEMS**

- **CEO UPDATE**

- **SCHOOL PERFORMANCE COMMITTEE**

- **GOVERNANCE COMMITTEE**

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

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71