E.L. Haynes Public Charter School

E.L. Haynes Board of Trustees Regular Meeting

Date and Time

Wednesday September 24, 2025 at 6:00 PM EDT

Location

HS Think Tank
4501 Kansas Ave NW
Washington, DC 2011

Agenda

		Purpose	Presenter	Time
I.	**Opening Items**			**6:00 PM**
	A. Record Attendance			5 m
	B. Call the Meeting to Order			1 m
	C. VOTE to Approve Minutes from May 29, 2025 Meeting	Approve Minutes	Roshelle Payes	4 m
	D. Public Comment	Discuss		5 m
II.	**CEO Update**			**6:15 PM**
	A. CEO Update	FYI	Toni Barton	25 m

		Purpose	Presenter	Time
III.	**School Performance Committee**			**6:40 PM**
A.	Review SY 2024-25 DC CAPE Data	Discuss	Toni Barton	10 m
B.	Share SY 2025-26 Academic Vision and Strategy	Discuss	Toni Barton	15 m
IV.	**Governance Committee**			**7:05 PM**
A.	Confirm and Vote to Elect a Secretary for SY 2025-26	Vote	Fonda Sutton	5 m
B.	Introduce the Community Relations Committee's Expanded Scope	Discuss	Katie Wynne	5 m
C.	Confirm Committee Assignments and Chairs	Discuss	Fonda Sutton	5 m
D.	Discuss SY 2025-26 Board Recruitment Updates and Next Steps	Discuss	Fonda Sutton	5 m
E.	Discuss Conflict of Interest Policy	Discuss	Katie Wynne	5 m
V.	**Audit, Finance, and Facilities**			**7:30 PM**
A.	FY25 Fiscal Updates and KPIs	Discuss	Justin Rydstrom	5 m
B.	FY26 Preview: Financial Updates	Discuss	Justin Rydstrom	10 m
VI.	**Community Relations Committee**			**7:45 PM**
A.	FY26 Annual Fund Progress Update	FYI	Katie Wynne	5 m
B.	Our Next Chapter Fundraiser Event Updates and Asks	Discuss	Katie Wynne	5 m
C.	Share Upcoming Community Events	FYI	Katie Wynne	3 m
VII.	**Closing Items**			**7:58 PM**
A.	Adjourn Meeting	Vote	Fonda Sutton	2 m

Coversheet

VOTE to Approve Minutes from May 29, 2025 Meeting

Section: I. Opening Items
Item: C. VOTE to Approve Minutes from May 29, 2025 Meeting
Purpose: Approve Minutes
Submitted by:
Related Material:
Minutes for E.L. Haynes Board of Trustees Regular Meeting on May 29, 2025

DRAFT

E.L. Haynes Public Charter School

Minutes

E.L. Haynes Board of Trustees Regular Meeting

Date and Time
Thursday May 29, 2025 at 6:00 PM

Location
HS Think Tank
4501 Kansas Ave NW
Washington, DC 20011

Trustees Present
J. Hanna, J. Niles, K. Simpkins (remote), L. Carlton Waller (remote), L. Johnson-Law (remote), L. Robinson Mills, M. Hall, M. Kovner, R. Laine (remote), R. Payes

Trustees Absent
F. Sutton, T. Gibian

Guests Present
A. Brooks, Alvin Greene, H. Darilek, J. Rydstrom, K. Wynne, Maria Boyer (remote), P. Rayamajhi, R. Hunt Taylor, Rob Murphy, Toni Barton (remote), Zenada Mahon-Belton (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 Thursday May 29, 2025 at 6:00 PM.

C. VOTE to Approve Minutes from April 24, 2025 Regular Meeting

J. Niles made a motion to approve the minutes from E.L. Haynes Board of Trustees Regular Meeting on 04-24-25.
J. Hanna seconded the motion.
The board **VOTED** unanimously to approve the motion.

D. Public Comment

A. Greene shared a message of gratitude to outgoing leaders.

E. CEO Update

- After sharing highlights from end-of-year events and activities, H. Darilek thanked outgoing leaders R. Hunt Taylor, Z. Mahon-Belton, E. Hueber Steotzer, and L. Carlton.
- A. Brooks summarized major talent and HR accomplishments over the past 5 years.
- P. Rayamajhi shared a summary of major operations accomplishments over the past 5 years.
- R. Hunt Taylor shared a summary of major academic accomplishments over the past 5 years.

II. School Performance Committee

A. Review Q3 Academic Data

- R. Hunt Taylor provided an overview of Q3 academic data, noting that additional information will emerge when we receive our DC CAPE scores later in the summer.

III. Governance Committee

A. Discuss and VOTE to Approve Term Renewals and One-Year Extensions

J. Niles made a motion to re-appoint JAYMES HANNA and MARK KOVNER to serve their second three-year terms, 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.
J. Hanna seconded the motion.
The board **VOTED** unanimously to approve the motion.

B. Discuss and VOTE on the SY 2025-26 Slate of Officers

J. Niles made a motion 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.
L. Robinson Mills seconded the motion.
The board **VOTED** unanimously to approve the motion.

C. Discuss and VOTE to Elect New Trustees

L. Carlton Waller made a motion to elect ROY JONES and GRASE OLEAGA CALA to serve on the E.L. Haynes Board of Trustees effective July 1, 2025.
M. Hall seconded the motion.
The board **VOTED** unanimously to approve the motion.

IV. Audit, Finance, and Facilities

A. Discuss and VOTE to Approve the FY26 Budget

L. Carlton Waller made a motion to approve the FY26 E.L. Haynes organizational budget.
M. Kovner seconded the motion.
The board **VOTED** unanimously to approve the motion.

B. VOTE to Grant Organizational Signature Authority

L. Carlton Waller made a motion to approve the proposed resolution, granting board signature authority to: FONDA SUTTON (Chair), JAYMES HANNA (Treasurer), TOM GIBIAN (Secretary), all effective July 1, 2025, through June 30, 2026; and ending L. Carlton's board signature authority effective June 30, 2025.
R. Payes seconded the motion.
The board **VOTED** unanimously to approve the motion.
L. Carlton Waller made a motion to approve the proposed resolution, granting organizational signature authority to: TONI BARTON, JUSTIN RYDSTROM, ALEXANDRIA BROOKS, all effective July 1, 2025 through September 30, 2026; and granting organizational signature authority to HILARY DARILEK through September 30, 2025.
M. Kovner seconded the motion.
The board **VOTED** unanimously to approve the motion.

V. Community Relations Committee

A. Share Annual Fund and Other Updates

- K. Wynne shared high-level updates about FY25 Annual Fund progress.

VI. 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 7:28 PM.

Respectfully Submitted,
L. Robinson Mills

Coversheet

Discuss Conflict of Interest Policy

Section:	IV. Governance Committee
Item:	E. Discuss Conflict of Interest Policy
Purpose:	Discuss
Submitted by:	
Related Material:	Conflict of Interest Policy (SY25-26).pdf

CONFLICT OF INTEREST POLICY
(Adopted November 29, 2007)

Article I.
Purpose

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

Article II.
Definitions

1. Interested Person

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

2. Financial Interest

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

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

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

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

Article III.
Procedures

1. Duty to Disclose

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

2. Determining Whether a Conflict of Interest Exists

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

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

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

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

Article IV.
Records of Proceedings

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

Article V.
Compensation

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

Article VI.
Annual Statements

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

Article VII.
Periodic Reviews

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

Article VIII.
Use of Outside Experts

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

_____
Signature

_____
Name

_____
Date

Coversheet

Adjourn Meeting

Section: VII. Closing Items
Item: A. Adjourn Meeting
Purpose: Vote
Submitted by:
Related Material: September 2025 Board Meeting Deck_09.24.25_v9.22.pdf

SEPTEMBER 2025 BOARD OF TRUSTEES MEETING

September 24, 2025

E.L. HAYNES



Board of Trustees Meeting

September 24, 2025
6:00 p.m. - 8:00 p.m.

AGENDA

- WELCOME
- OPENING ITEMS
- CEO UPDATE
- SCHOOL PERFORMANCE
- GOVERNANCE
- AUDIT, FINANCE, AND FACILITIES
- COMMUNITY RELATIONS
- CLOSING

Meeting Norm Reminders

Public Comment: The period to register for tonight's public comment section has ended.

- Written comments: Must be shared 48 hours before to be included in the board packet. Comments shared after that may not be reviewed before the meeting.
- In-person comments: Sign-up should happen at least 48 hours in advance, but may happen until the meeting begins, at 6:00 p.m.
    - 3-minute speaking time with 2-minutes of Q&A
- Email kwynne@elhaynes.org to sign up / submit.

Closed Session: If the board needs to discuss confidential matters in accordance with DC Code Section 2-575(b), it will vote to move into Closed Session. All guests will exit the room and the Zoom, unless invited to stay.

Next Meeting: Wednesday, December 10, 6 - 8 p.m., GA Ave Campus



Board of Trustees Meeting

September 24, 2025
6:00 p.m. - 8:00 p.m.

AGENDA

- WELCOME
- OPENING ITEMS
- CEO UPDATE
- SCHOOL PERFORMANCE
- GOVERNANCE
- AUDIT, FINANCE, AND FACILITIES
- COMMUNITY RELATIONS
- CLOSING

VOTE

To approve minutes from the E.L.Haynes Board of Trustees Meeting May 29, 2025.



Board of Trustees Meeting

September 24, 2025
6:00 p.m. - 8:00 p.m.

AGENDA

- WELCOME
- OPENING ITEMS
- CEO UPDATE
- SCHOOL PERFORMANCE
- GOVERNANCE
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- COMMUNITY RELATIONS
- CLOSING

CEO Updates

CEO Updates

Agenda

- Results of Listening Session
- Staff Institute Feedback
- Big Picture Organizational Direction
- First 90-days Accomplishments

Who is E.L. Haynes?

OUR ORIGIN	LATER	THEN	NOW
Integrate best practices from the best student centered schools (private and public)	Expeditionary learning + Social justice	Back to the Basics	Arts Liberal Arts STEM “We do everything”

Listening Session Themes

1. **“We are inclusive.”** Staff consistently expressed pride in Haynes’ commitment to inclusion—even when execution feels uneven, the *intention* matters and is seen as core to who we are.
2. **“We are a community.”** There’s a deep sense of care, commitment, and connection—people want to belong and build something together.
3. **“We want to be involved.”** There is eagerness to co-create solutions, shape the future, and not just implement top-down decisions.
4. **“We want the arts.”** Teachers and leaders see arts as integral—not extra—and believe they’re part of what makes Haynes joyful and unique.
5. **“We want project-based learning.”** There’s a hunger for instructional models that center student agency, relevance, and real-world connection.
6. **“We want to know how to reach all learners.”** Educators aren’t shying away from complexity—they’re asking for tools to serve diverse learners well.
7. **“We want rigor.”** The desire for challenge isn’t coming from the top down. Staff are saying: *We’re ready, and our kids are too.*
8. **“We want to grow.”** Leaders and teachers alike want opportunities to develop their craft, their leadership, and their impact.
9. **“We have untapped expertise.”** People recognize that brilliant practices exist within Haynes already—they want time, space, and structures to share them.
10. **“We want an academic identity.”** People are ready to rally around something coherent and inspiring that reflects who we are and who we serve.


Work Hard.
Get Smart.









Staff Institute Survey



Category	Strongly Agree & Agree
Content	96.67%
Inspiration	96.67%
Relevance	95.00%
Alignment	95.00%
Engagement	91.67%
Inclusivity	91.67%

The feedback from the All Staff Kickoff Session has been analyzed across six key categories:

- 'Strongly Disagree' is 1
- 'Strongly Agree' is 5.

Staff Institute Themes

The feedback indicates a strong appreciation for the All Staff Kickoff Session, with recurring themes of:

- **Community Building and Connection**: Many comments highlighted the value of opportunities to connect with colleagues, collaborate, and build a **sense of unity** across campuses. This was seen as a **significant improvement over previous years.**
- **Inspiration and Motivation**: The overall tone and purpose of the session, particularly Toni's **welcome and charge for the year**, were found to be inspiring, exciting, and motivating for the year ahead.
- **Relevance and Practicality**: Attendees appreciated sessions that provided **relevant tools, strategies, and information**, especially regarding addressing learner variability.
- **Wellness Support**: The focus on staff wellness and the introduction of new wellness plans and resources were very **well received**.
- **Flow and Format**: The overall flow of the day, including **ample breaks and less "sit and get" time**, was positively noted. The food and the opportunity to learn outside were also appreciated.
- **Specific Activities**: Activities were specifically mentioned as enjoyable and **effective for community building.**

Anecdotal Feedback

These comments collectively paint a picture of a successful and well-received All Staff Kickoff Session that **fostered community, inspired staff, provided valuable insights, and prioritized well-being**.

- “We **finally have clarity on what Tier 1** should look like across classrooms.”
- “This feels like we’re **building one school**, not three separate campuses.”
- “The **STEAM** identity gives us something **unifying and exciting** for students.”
- "This has been the **best welcome back for staff thus far**!"
- "Loved opportunities to connect and build our excitement for this new school year!"
- "I really appreciated Toni's welcome & charge for the year. I really appreciated sitting with the **cross campus teams.** It was really wonderful to get a chance to sit with the middle school math team."
- "**Unity** was how it felt and was a big step up from last year."
- "Really appreciated the **focus on students with diverse learning styles**."
- "**Fulfilling and meaningful**, especially the podcast...life changing"
- "Thanks for being so proactive supporting staff and student mental health."
- "It was such a **welcoming experience as a new staff** member!"

Extraordinary is the expectation not the exception

First 90-Days Accomplishments

Culture & Community

- **Hosted staff listening sessions** surfacing themes of inclusion and alignment.
- **Launched Community Design Groups** to co-create “Chapter 3” of Haynes with staff and families.

Vision & Strategy

- Unified the network under one vision — **“One Mission. One School. One Haynes.”**
- Defined and branded our **academic identity: STEAM + Languages** regrounding ourselves in our original vision and recognizing our successes and talents in the arts.

Academics

- Launched and operationalized **targeted academic priorities** to include Tier 1 transformation, robust data analysis systems, and inclusive planning accountability structures.
- **Delivered bold academic moves**: redesigned literacy strategy with Zaretta Hammond; launched Podsie pilot, Algebra Bar, and high-impact tutoring.

Partnerships & Professional Learning

- **Secured national leaders:** John King for staff in-service; Zaretta Hammond for multi-year leadership partnership.
- Expanded opportunities through **OSSE Para-to-Teacher Pipeline** and **dual enrollment with American University.**



Board of Trustees Meeting

September 24, 2025
6:00 p.m. - 8:00 p.m.

AGENDA

- WELCOME
- OPENING ITEMS
- CEO UPDATE
- SCHOOL PERFORMANCE
- GOVERNANCE
- AUDIT, FINANCE, AND FACILITIES
- COMMUNITY RELATIONS
- CLOSING

School Performance Committee

School Performance

Agenda

- SY 2024-25 DC CAPE Data
- SY 2025-26 Academic Vision and Strategy

SY 2024-25 DC CAPE Highlights

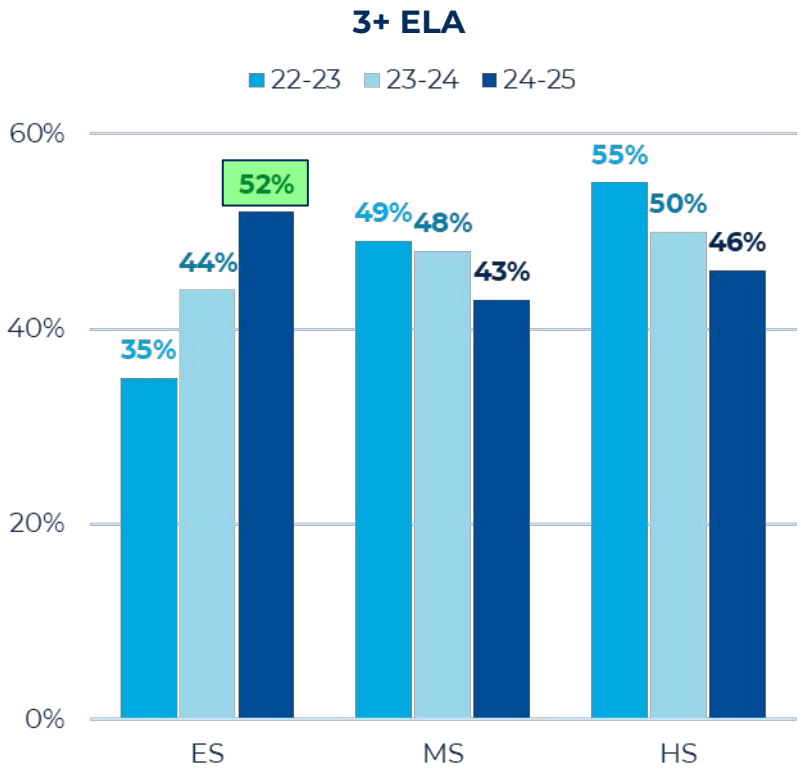
Math Performance

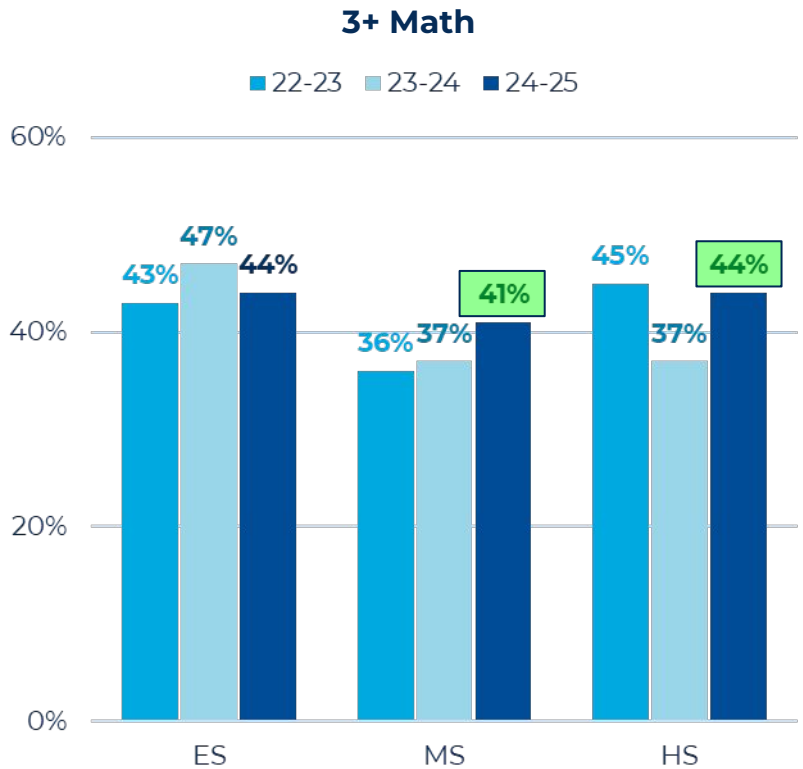
- **Math 4+ (4 and Above) achievement rates rose** from 15% in 23-24 to 20% in 24-25, driven by improvements **across all three schools** (7 point increase at the ES and HS and 2 points at MS)
- All three schools achieve their **highest 4+ rates since the pandemic** with the HS achieving its highest rate since 16-17
- **MLL students** at the HS achieve 4+ rate of 14%, their **highest performance ever**
- Grade 3 and MS Algebra see **21 point and 19 point improvements in 4+ rates** from 23-24
- Average Growth to Proficiency (GTP) sees 6 point improvement at MS and HS from 23-24, with an 11 point drop at the ES

ELA Performance

- ELA 4+ (4 and Above) achievement rates rose from 22% in 23-24 to 24% in 24-25, driven by **7 point improvement at the ES** (including a 16pt increase in 3rd grade) and a 1 point improvement at the MS
- **MLL students** at the ES achieve 4+ rate of 22%, their highest performance ever
- 3+ (3 and Above) rates at the ES rise 8 points from 23-24, pushing **ES 17 points above 22-23 levels**
- MS and HS 3+ rates **drop from 23-24 by 5 and 4 points** respectively, continuing a three year downtrend for the two schools
- Average Growth to Proficiency (GTP) sees 2 point improvement at MS and HS from 23-24. ES GTP drops by 11 points, despite increases in each of its grades due to the inclusion of 5th grade in ES metrics for the accountability year

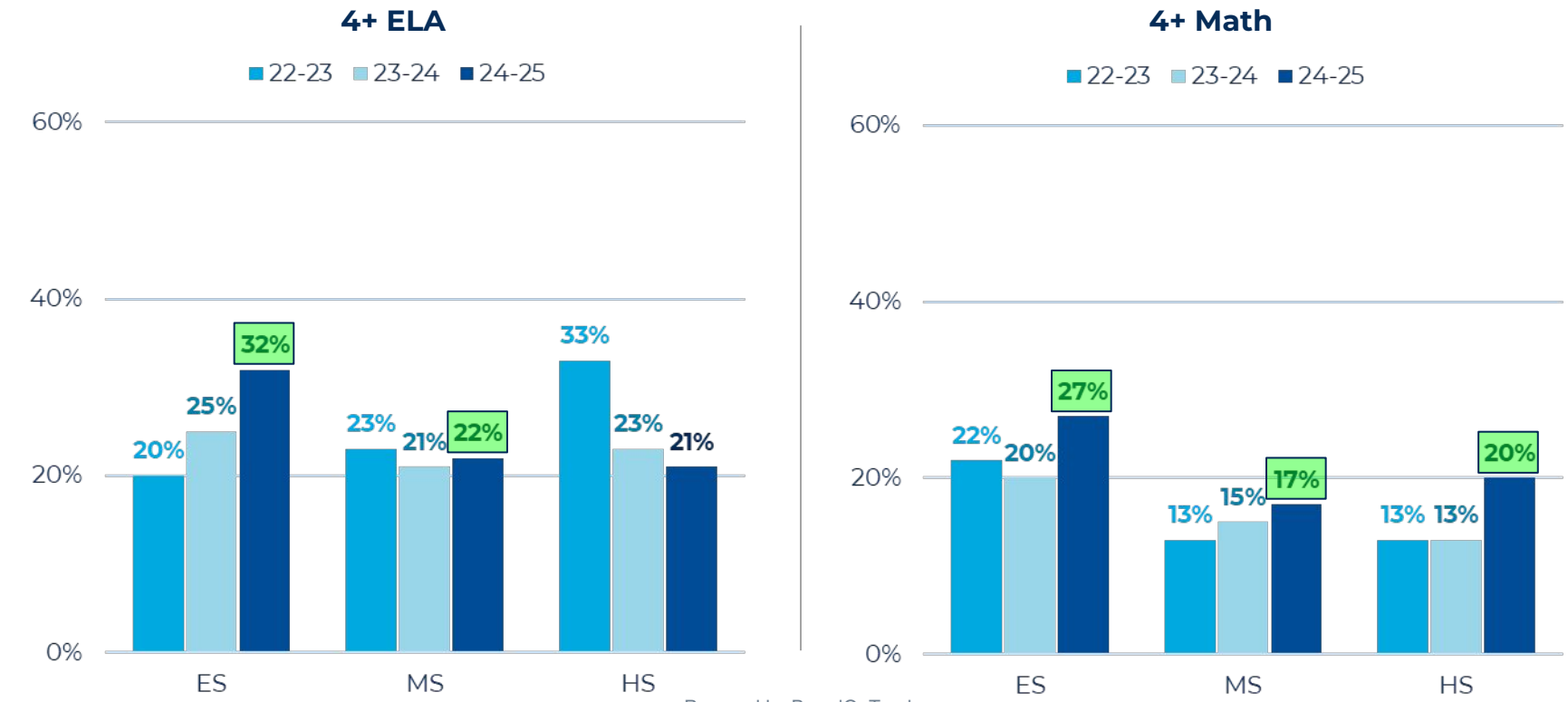
How does our 2025 3+ rate (3 or above) compare to our last two years of results?





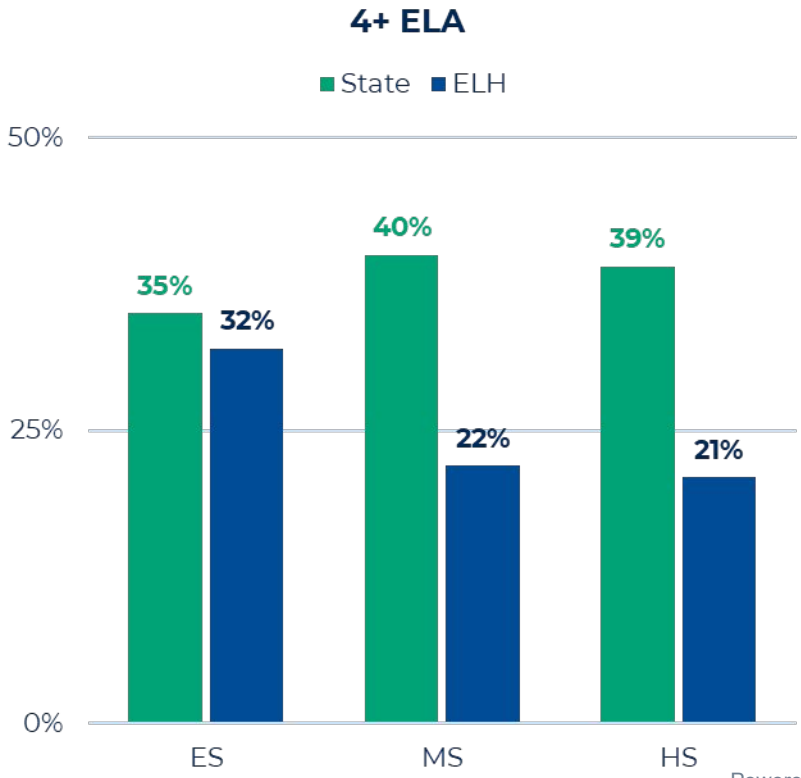
3 or above on DC CAPE indicates a result of “approached, met, or exceeded expectations”

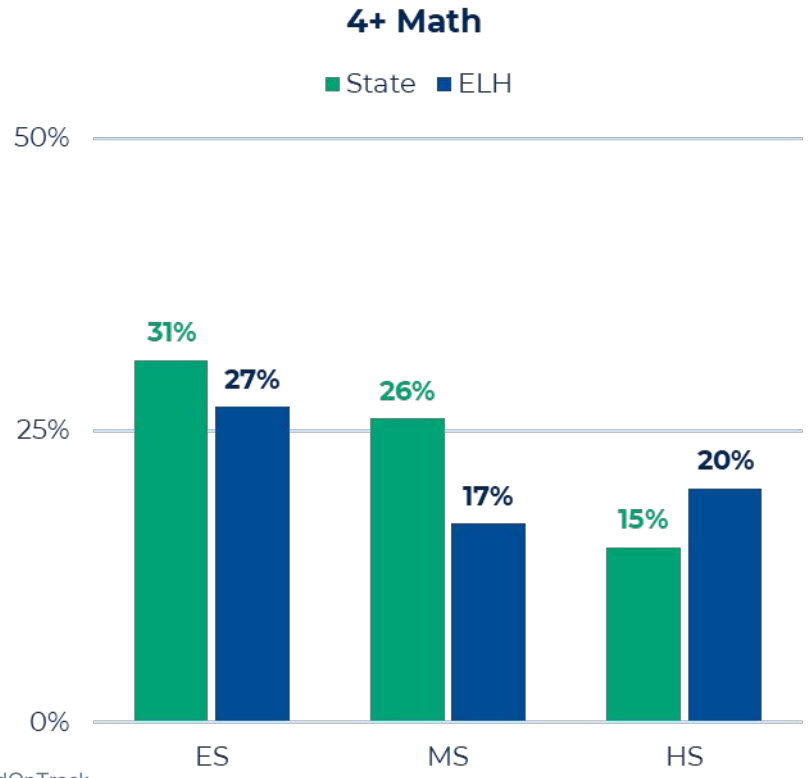
How does our 2025 4+ rate (4 or above) compare to our last two years of results?



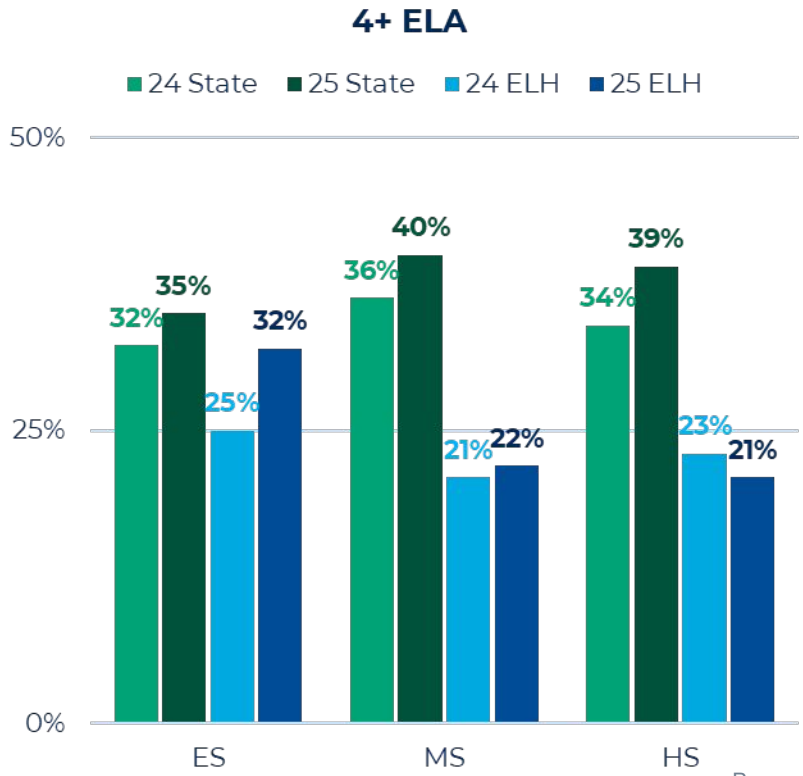
4 or above on DC CAPE indicates a result of “met or exceeded expectations”

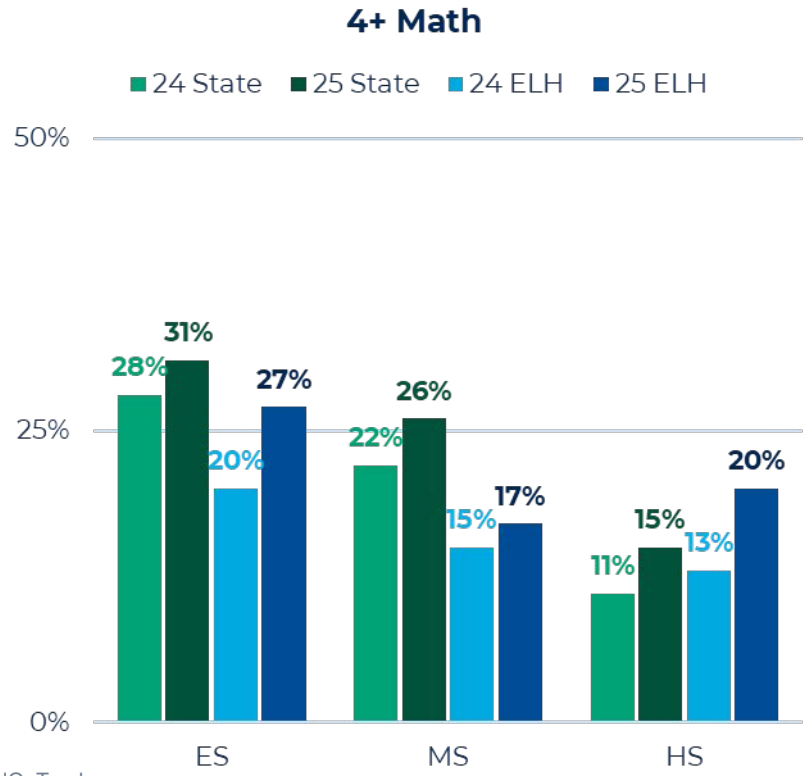
How does our 2025 DC CAPE performance compare to State Results?





How does our year-to-year Performance Compare to State Results?





SY2024-25 DC CAPE & ANet Comparison

SY 2024-2025 DC CAPE

24%

of E.L. Haynes students **scored a 4+ in ELA**

20%

of E.L. Haynes students **scored a 4+ in Math**

SY 2024-2025 ANet

20%

of E.L. Haynes students **were proficient in ELA**

19%

of E.L. Haynes students **were proficient in Math**

ANet proficiency rate is based on the % of students who scores an average of 60% across 3 ANet administrations.

SY2024-25 DC CAPE & ANet Comparison (by grade level)

Grade	ANet ELA % Students Averaging 60%+ on A1-A3	DC CAPE Reading % Scoring 4+	ANet Math % Students Averaging 60%+ on A1-A3	DC CAPE Math % Scoring 4+
3	21%	38%	42%	37%
4	26%	40%	36%	24%
5	11%	19%	19%	19%
6	21%	24%	19%	13%
7	24%	26%	6%	23%
8	32%	17%	13%	16%
9	9%	16%	15%	19%
10	17%	25%	24%	22%

2025-2026 Academic Priorities

Goal	Description	Leading Indicators
Set a Vision and Build Capacity	By October 1, 2025, all campuses will implement a **shared Tier 1 instructional vision** grounded in access and challenge, with 100% of leaders using **common planning protocols**, walkthrough tools, and Tier 1 look-fors to drive weekly **co-planning, data meetings**, and coaching.	• 100% of leaders trained on Tier 1 vision, look-fors, and planning protocols. • All campuses have completed their first Monthly Map with a Tier 1 focus named. • Each ILT has submitted weekly planners aligned to look-fors for the first six weeks. • At least one walkthrough cycle completed and trend analysis shared at SALT.
Implement High-Quality Tier 1 Instruction	By June 2026, 90% of classrooms will meet expectations for access and challenge; literacy and math outcomes will improve compared to BOY; 70% of reteach students will master targeted skills within one week; students will be on track for above-average/typical progress (Acadience/Amplify, i-Ready, MAP).	• 100% of ILTs implement the shared planning protocol in co-planning sessions. • 100% of lessons planned include a rigorous task, identified barriers, and scaffolds for learner variability. • 100% of ELA classrooms have been audited and have a written action plan by literacy experts/coaches • 100% of campuses have at least one teacher PLC cohort receiving coaching from Zaretta Hammond • Data meetings consistently produce reteach plans tied to student work analysis.
Implement Effective Interventions	80% of students will achieve individualized progress monitoring goals in Tier 2/3; 85–90% will receive evidence-based interventions with fidelity; Tier 2/3 progress will be tracked and addressed through routine data meetings.	• Monthly district-level and site-based leadership intervention check-ins conducted. • At least 85% of students identified for intervention have an evidence-based plan in place. • Protected time for individual intervention planning scheduled at every campus.

2025-2026 Academic Priorities

Goal	Description	Leading Indicators
Effectively Leverage Co-Teachers	By June 2026, 75% of students with disabilities and multilingual learners in co-taught classrooms will achieve at least **one year of academic growth**; 90% of co-taught classrooms will consistently use 3+ **co-teaching models** with role clarity and joint planning.	• 100% of co-teaching partners have protected weekly planning time. • 90% of co-taught classrooms observed using at least three high-leverage models (station, parallel, alternative). • Mid-year survey/feedback shows role clarity and effective instructional partnership.
Monitor and Support Implementation	By June 2026, 100% of campuses will **fully implement core accountability systems** (Instructional & Culture Playbooks, MTSS expectations, ILT/SALT protocols, intervention meetings), ensuring coherence and alignment across the network.	• Instructional and Culture Playbooks finalized and disseminated across PK-12. • ILT/SALT protocols followed and documented in agendas/minutes. • Feedback loops evident: leaders providing real-time coaching linked to monitoring data.

Data is not about critique—it's meant to inform.



SY 2024-2025 DC CAPE

24%

of E.L. Haynes students **scored a 4+ in ELA**

20%

of E.L. Haynes students **scored a 4+ in Math**

20%

OUR GROWTH TARGET FOR ELA

AND

OUR GROWTH TARGET FOR MATH

SY 2025-2026 DC CAPE

44%

of E.L. Haynes students **will score a 4+ in ELA**

40%

of E.L. Haynes students **will score a 4+ in Math**

SY 2026-2027 DC CAPE

64%

of E.L. Haynes students **will score a 4+ in ELA**

60%

of E.L. Haynes students **will score a 4+ in Math**

SY 2027-2028 DC CAPE

84%

of E.L. Haynes students **will score a 4+ in ELA**

80%

of E.L. Haynes students **will score a 4+ in Math**



Board of Trustees Meeting

September 24, 2025
6:00 p.m. - 8:00 p.m.

AGENDA

- WELCOME
- OPENING ITEMS
- CEO UPDATE
- SCHOOL PERFORMANCE
- GOVERNANCE
- AUDIT, FINANCE, AND FACILITIES
- COMMUNITY RELATIONS
- CLOSING

Governance Committee

Governance

Agenda

- Confirm and VOTE to Elect a Secretary for SY 2025-26
- Community Relations Committee's Expanded Scope
- Committee Assignments
- Trustee Recruitment Updates
- Financial Conflict of Interest Disclosure Policy and Form

Secretary's Duties

Work with E.L. Haynes staff to:

- Maintain official minutes of Board and Committee meetings
- Keep current copies of Articles of Incorporation and bylaws
- Ensure required notices are posted
- Provide trustees with timely access to bylaws and meeting minutes
- Perform other duties as required by law or assigned by the Board

VOTE

To elect [...] to serve as Secretary on the E.L. Haynes Board of Trustees, effective September 25, 2025 through June 30, 2026.

Community Relations Committee

Expanded Scope

- Strengthen relationships with families, alumni, neighbors, community leaders, including launching community advisory groups
- Champion E.L. Haynes externally by identifying and engaging strategically aligned organizations and individuals, including leveraging personal and professional connections
- Support large-scale events and community-building activities, including fundraising events and donor management

Confirm Committee Assignments

What's Different from SY 2024-25

- CEO Selection Committee has ended
- Audit, Finance, and Facilities Committee may require a lower time commitment
- Community Relations Committee will relaunch with a greater focus on stakeholder engagement
- Trustees must serve on 1-2 committees

SY 2025-26 DRAFT COMMITTEE ASSIGNMENTS

Name	School Performance	Audit, Finance, and Facilities	Governance	Community Relations *(Chair TBD)*
Fonda Sutton, Chair	*Ex Officio*	*Ex Officio*	*Ex Officio*	*Ex Officio*
Lenora Robinson-Mills*, Vice-Chair		X		
Jaymes Hanna, Treasurer	X	**Chair**		
Roshelle Payes*, Secretary			**Chair**	
Michael Hall		X	X	
LaJoy Johnson-Law*				X
Mark Kovner			X	
Richard Laine	**Chair**	X		
Jennie Niles		X		
Keylon Simpkins	X	X		
Roy Jones				X
Grase Oleaga Calá*				X

* Parent Trustee

Trustee Recruitment

What's Different from SY 2024-25

- CEO Selection Committee is no longer active
- Audit, Finance, and Facilities Committee anticipates a lower time commitment
- Community Relations Committee will relaunch with a greater focus on stakeholder engagement
- Trustees must serve on 1-2 committees

SY 2025-26 Board Recruitment Needs

FY26 Recruitment Needs	
Current Membership	**12**
Open Seats *(ELH bylaws require 5-15 trustees)*	3
Expiring First Terms	2 (Lenora, Keylon)
Total Expiring Terms	2 (Michael, Roshelle)
Possible One-Year Extensions	0
TOTAL POSSIBLE VACANCIES ***(as of 6/30/26)***	**5-7**
Active Leads	*1*

Demonstrated Needs

- Financial Management
- **Education Expertise**
- DC Government Understanding and Expertise
- Fundraising and Governance
- MS / Upper ES Parent / Family Voice
- Neighbors (Individual or institutional)
- Latino / Latina representation

Committee Needs

- Governance (needs a new chair beg. SY 2026-27)
- SPC (needs a new chair* beg. SY 2027-28)
- AF&F (needs a new chair* beg. SY 2028-29)

**Chair's current term will end in the given year, but will not be term-limited.*

Characteristics

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

Conflict of Interest Policy

Review the policy and submit a completed form to Katie Wynne (kwynne@elhaynes.org) **by Friday, October 10, 2025.**

E.L. Haynes Conflict of Interest Policy

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

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

Definitions

Interested Person

I. An individual who is a founder of the Corporation, or who is a current or former trustee, director, member, member of a designated body, officer, or key leader of the Corporation; a family member of any of the individuals identified in sub-subparagraph (i);

II. An entity identified as submitting a petition to establish the Corporation pursuant to § 38-1802.02(13);

III. An entity in which an individual identified in sub-subparagraph (i) serves as a member of the board of directors or has a financial interest; or

IV. An entity in which a family member of an individual identified in sub-subparagraph (i) serves as a member of the board of directors or has a financial interest.

Definitions (cont.)

Financial Interest

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

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

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

When a conflict of interest contract may be allowed

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

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

See the Conflict of Interest Form for more information.

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

Violations of the Conflict of Interest Policy

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



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Audit, Finance, and Facilities Committee

Audit, Finance, and Facilities

Agenda

- **FY25 Fiscal Updates and KPIs**
- **FY26 Preview**

FY25 Fiscal Updates and KPIs

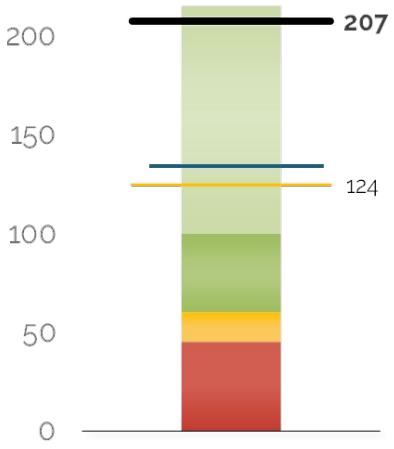
Q4/Soft Close

FY25 Fiscal Updates - Year in Review/Soft Close/Audit

- **Continued strong financials through Q4, ending the year with 207 days of cash.**
- **We have increased our cash-on-hand $5.6m from the start of the fiscal year and have ended the year with a net income of $8m.**
  - $4.8m in ERTC funds
  - $1m in earnings from investments
- **Our annual fiscal audit started this month with RSM.**
  - We have yet to receive $3.2m of the $4.8m of ERTC funds
  - We have opened discussions with RSM around waiting to receive the funds before booking the revenue

Days of Cash

Cash balance at year-end divided by average daily expenses

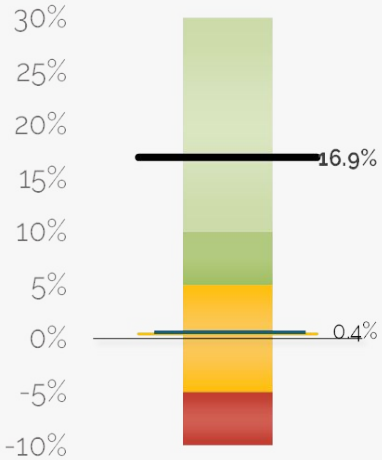


207 DAYS OF CASH AT YEAR'S END

The school ended the year with 207 days of cash. This includes our investments.

Gross Margin

Revenue less expenses, divided by revenue

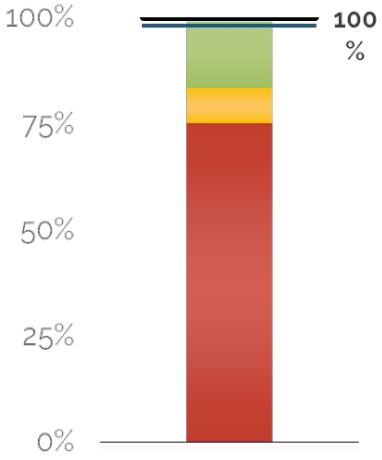


16.9% GROSS MARGIN

The forecasted net income is $8.0m, which is $7.9m above the budget. It yields a 16.9% gross margin.

Grants Invoiced

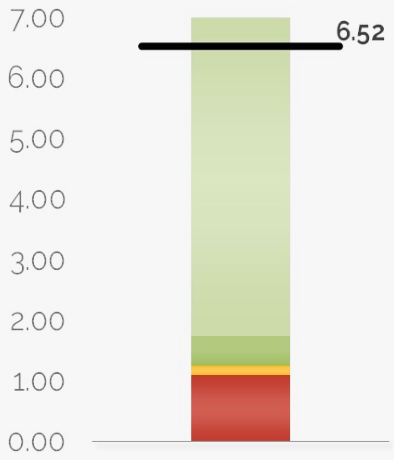
Federal grants requested divided by federal grants awarded.



100% GRANTS INVOICED

DSCR

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



DSCR IS 11.15

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

FY24 Q4 | FY25 Q4 | FY25 Budget

Overview of FY25 soft close

Income Statement	Actual	Budget	Variance	Comments
Revenue				
Per-Pupil Funding Revenue	36,695,160	36,081,480	613,680	Overall enrollment above budget once Supplemental funding for additional students received
Other Local Revenue	413,801	310,600	103,201	Sunset of Flexible Scheduling Grant
Federal Revenue	7,771,428	2,306,067	5,465,360	$4.6m in ERTC funds, $300k in medicaid and slight increases in ESEA and ESSER funding from budget
Private Grants and Donations	1,290,553	625,000	665,553	Support Corp donation increase based on RSM guidance
Earned Fees	1,246,171	548,768	697,403	Investment and ERTC interest offset $257k by unrealized losses from the Swap market valuation
Rental Income	16,450	0	16,450	
Total Revenue	47,433,563	39,871,915	7,561,648	
Expenses				
Salaries	20,366,764	20,501,316	134,552	Savings from staffing adjustments and temporary vacancies/leave
Benefits and Taxes	5,387,957	5,601,472	213,515	Health insurance savings
Contracted Staff	908,764	1,669,555	760,790	OST staff now falling under salary expenses
Staff-Related Costs	563,053	444,363	(118,690)	CEO search
Rent	18,075	50,000	31,925	
Occupancy Service	1,736,818	1,943,462	206,644	Savings from new plan to stay in current facilities
Direct Student Expense	4,086,272	3,289,210	(797,062)	Additional revenue utilized on students
Office & Business Expense	3,217,071	3,173,506	(43,565)	
Interest	1,249,451	1,232,364	(17,087)	
Depreciation and Amortization	1,859,698	1,788,391	(71,307)	Depreciation adjusted to reflect current assets
Total Expenses	39,393,923	39,693,639	299,716	
Net Income	8,039,640	178,276	7,861,364	

Cash Flow Statement	Actual	Budget	Variance	Comments
Net Income	8,039,640	178,276	7,861,364	
Cash Flow Adjustments				
Add Depreciation	1,919,782	1,788,391	131,391	Depreciation adjusted to reflect current assets
Operating Fixed Assets	(375,104)	(713,193)	338,089	Savings from new plan to stay in current facilities
Buildings	(349,573)	0	(349,573)	X-Ray inspection system and transfer of LHIs on the books at GA
Other Operating Activities	(2,527,581)	43,509	(2,571,090)	ERTC receivable
Per-Pupil Adjustments	0	0	0	
Facilities Project Adjustments	(1,070,856)	(1,241,354)	170,498	EC playground and transfer of LHIs on the books at GA
Total Cash Flow Adjustments	(2,403,332)	(122,647)	(2,280,685)	
Change in Cash	5,636,308	55,629	5,580,679	

FY26 Preview

Financial Updates

FY26 Preview: Financial Updates

Expenses

- **Staffing**
  - Some positions are shifting based on Chapter 3 vision and academic priorities
  - We may not see typical levels of vacancy savings due to strategic additions
  - Additional hires in Special Education based on student counts and IEP needs
  - Actively working to reduce the number of dedicated aides while improving student services
- **Contracts**
  - Increases for targeted literacy professional development and contracted staff, some of which will be covered by savings in unfilled vacancies or eliminated positions

FY26 Preview: Financial Updates

Revenue

- **Enrollment**
  - Anticipating 10-20 additional students from what was budgeted (1175)
  - Special education enrollment is also trending higher than budgeted (235)
  - Will have final counts by the November meeting
- **Federal funding**
  - Still expecting funds from U.S. Department of Education via OSSE (IDEA, ESEA Title funds, etc.) despite earlier rhetoric and posturing from current administration



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Community Relations Committee

Community Relations

Agenda

- **FY26 Annual Fund Progress Update**
- ***Our Next Chapter* Fundraiser Event Updates and Asks**
- **Share Upcoming Community Events**

FY26 Annual Fund Progress

Snapshot as of 09/16/2025					
Category	**FY25 Raised**	**FY26 Goal**	**FY26 Raised** *(includes pledges)*	**% of Goal**	**Delta**
GOVERNMENT	**$623,297**	$462,133	**$154,133**	33%	($308,000)
FOUNDATIONS	**$242,000**	$66,250	**$10,000**	15%	($56,250)
CORPORATIONS	**$25,000**	$28,000	**$10,000**	36%	($18,000)
INDIVIDUALS	**$48,103**	$50,000	**$2,545**	5%	($47,455)
SPECIAL EVENTS	**$160,155**	$100,000	**$40,300**	40%	($59,700)
TOTAL	**$1,098,555**	**$706,383**	**$216,978**	**31%**	**($499,405)**



Our Next Chapter

Thursday, November 13
6:00 - 9:00 p.m.

Long View Gallery
(1234 9th St NW)

How the Board Can Help

- [x] Complete your **FY26 contribution form**.
- [ ] **Identify 5-10 people** (friends, colleagues, or family members) you will personally invite to the event.
- [ ] **Be on the lookout** for outreach assignments and a pre-training assessment.
- [ ] **Save the date for development training** on Wednesday, October 29.

Upcoming Community Events

Event	Date	RSVP / Details
ES Saturday Soccer	Saturdays, 9/20-11/8, mid-morning *(no session on 10/11)*	Email Katie for time & location
Staff Movie Night	Fri, Sept. 29, 4 - 7 p.m.	
MS Hispanic Heritage House Day	Fri, Oct. 17, afternoon	
HS AP Seminar Climate Summit	Tue, Oct. 22, afternoon	
Hispanic Heritage Month Celebration*	Th, Oct. 23, evening	
All Staff Meeting & Thrive Awards	Fri, Oct. 24, 9 - 10 a.m.	
MS Heart and Sole Celebratory 5K	Sun, Nov. 23, morning	



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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.