



## E.L. Haynes Public Charter School

### E.L. Haynes Board of Trustees Regular Meeting

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#### Date and Time

Wednesday December 10, 2025 at 6:00 PM EST

#### Location

MS 4th Floor PD Lounge  
3600 Georgia Ave NW  
Washington, DC 20010

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#### Agenda

	Purpose	Presenter	Time
<b>I. Opening Items</b>			<b>6:00 PM</b>
<b>A.</b> Record Attendance		Fonda Sutton	3 m
<b>B.</b> Call the Meeting to Order		Fonda Sutton	2 m
<b>C.</b> Approve Minutes	Approve Minutes	Roshelle Payes	5 m
Approve minutes for E.L. Haynes Board of Trustees Regular Meeting on September 24, 2025			
<b>D.</b> Public Comment			5 m
<b>II. CEO Updates</b>			<b>6:15 PM</b>

	Purpose	Presenter	Time
<b>A. CEO Updates</b>	FYI	Toni Barton	10 m
<b>III. School Performance</b>			<b>6:25 PM</b>
<b>A. Q1 and Early Q2 Reflections</b>	Discuss	Toni Barton	20 m
	<ul style="list-style-type: none"> <li>• Beginning-of-year ANet Data</li> <li>• Goals from Partnerships with Lit and Zaretta Hammond</li> </ul>		
<b>IV. Governance</b>			<b>6:45 PM</b>
<b>A. Share SY 2025-26 Committee Goals</b>	FYI	Roshelle Payes	3 m
<b>B. Discuss and VOTE to Elect New Trustee</b>	Vote	Roshelle Payes	5 m
<b>C. Share Trustee Recruitment Updates</b>	FYI	Katie Wynne	2 m
<b>V. Audit, Finance, and Facilities</b>			<b>6:55 PM</b>
<b>A. FY24 Financial Analysis Report</b>	FYI	Justin Rydstrom	3 m
<b>B. FY25 Audit Updates</b>	FYI	Justin Rydstrom	3 m
<b>C. FY26 Q1 Financials</b>	FYI	Justin Rydstrom	5 m
<b>D. Initial FY27 Budget Planning Updates</b>		Justin Rydstrom	4 m
<b>VI. Community Relations Committee</b>			<b>7:10 PM</b>
<b>A. Share SY 2025-26 Committee Goals</b>	FYI	Grase Oleaga Cala	3 m
<b>B. Debrief Our Next Chapter Event and Share End-of-Year Fundraising Progress Report</b>	Discuss	Katie Wynne	10 m
<b>C. Review FY26 Fundraising Progress</b>	FYI	Katie Wynne	5 m
<b>D. Highlight Upcoming Community Events</b>	FYI	Katie Wynne	2 m
<b>VII. Closed Session</b>			<b>7:30 PM</b>
<b>A. Disciplinary Matters</b>	FYI	Toni Barton	13 m

	Purpose	Presenter	Time
<b>B.</b> Personnel Matters	FYI	Toni Barton	12 m
<b>VIII. Closing Items</b>			<b>7:55 PM</b>
<b>A.</b> Adjourn Meeting	Vote	Fonda Sutton	5 m

# Coversheet

## Approve Minutes

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

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## E.L. Haynes Public Charter School

### Minutes

#### E.L. Haynes Board of Trustees Regular Meeting

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##### **Date and Time**

Wednesday September 24, 2025 at 6:00 PM

##### **Location**

HS Think Tank  
4501 Kansas Ave NW  
Washington, DC 20111

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##### **Trustees Present**

F. Sutton, J. Hanna, J. Niles (remote), K. Simpkins, L. Johnson-Law, L. Robinson Mills, M. Hall, M. Kovner, R. Jones, R. Laine, R. Payes

##### **Trustees Absent**

G. Oleaga Cala

##### **Guests Present**

A. Brooks, Alvin Greene, Brittany Wagner-Friel, Dominique Moore, Grasyon Moore, J. Rydstrom, K. Wynne, P. Rayamajhi, Rohey Mbenga (remote), T. Barton

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

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

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

F. Sutton called a meeting of the board of trustees of E.L. Haynes Public Charter School to order on Wednesday Sep 24, 2025 at 6:06 PM.

### C. VOTE to Approve Minutes from May 29, 2025 Meeting

F. Sutton made a motion to approve the minutes from E.L. Haynes Board of Trustees Regular Meeting on 05-29-25.

R. Jones seconded the motion.

Trustees voted to approve the minutes, pending the correction of minor typos.

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

### D. Public Comment

There was no public comment.

## II. CEO Update

### A. CEO Update

- **School Year Launch:** Chief Executive Officer Toni R. Barton provided an overview of pre-service and the first weeks of school, highlighting a smooth start and strong community engagement.
- **Listening Sessions:** Dr. Barton shared key themes from staff, family, and student listening sessions and described how this feedback is informing the organization's strategic direction.
- **All-Staff Institute:** Dr. Barton summarized outcomes from the All-Staff Institute, emphasizing alignment, collaboration, and positive staff feedback.
- **First 90 Days:** Dr. Barton reviewed major accomplishments across four focus areas: culture and community, vision and strategy, academics, and partnerships and professional learning.
- **Staff Reflections:** Representatives from across the network shared perspectives on the start of the year:
  - Brittany Wagner-Friel, Elementary School Principal (remarks delivered in person)
  - Rohey Mbenga, Middle School Assistant Principal (remarks delivered virtually)
  - Judith Bhatia, Elementary Math Teacher (video remarks)
  - Nicole Smith, High School Dean of Culture (video remarks)
- **Academic Alignment:** In response to trustee questions, Dr. Barton explained updates to the academic leadership structure designed to strengthen PK3–12 alignment and elevate internal leaders with deep institutional knowledge.
- **Safety and Security:** Chief Operating Officer Pankaj Rayamajhi provided operational and safety updates.

## III. School Performance Committee

### A.

### **Review SY 2024-25 DC CAPE Data**

Toni R. Barton reviewed DC CAPE data from the 2024–2025 school year, highlighting areas of notable growth as well as opportunities for continued improvement.

### **B. Share SY 2025-26 Academic Vision and Strategy**

Grounded in DC CAPE assessment data, Toni R. Barton shared the organization's academic growth goals: achieving 20% increases in both Math and ELA proficiency each year for the next three years. Dr. Barton also presented the SY 2025–26 academic vision.

After sharing the year's academic vision and strategy, trustees asked questions and provided feedback.

## **IV. Governance Committee**

### **A. Confirm and Vote to Elect a Secretary for SY 2025-26**

L. Johnson-Law made a motion to elect Roshelle Payes to serve as Secretary on the E.L. Haynes Board of Trustees, effective September 25, 2025 through June 30, 2026.

M. Hall seconded the motion.

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

### **B. Introduce the Community Relations Committee's Expanded Scope**

Katie Wynne shared the Community Relations Committee's expanded scope. Moving forward, the committee will work to:

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

### **C. Confirm Committee Assignments and Chairs**

After reviewing SY 2024–25 committee assignments and discussing the Community Relations Committee's expanded scope, the Board approved the following committee assignments:

#### **School Performance Committee**

- Richard Laine (Chair)
- Lenora Robinson-Mills
- Jaymes Hanna

- Keylon Simpkins
- Roy Jones
- Fonda Sutton (Ex Officio)

#### **Audit, Finance, and Facilities Committee**

- Jaymes Hanna (Chair)
- Michael Hall
- Richard Laine
- Jennie Niles
- Keylon Simpkins
- Fonda Sutton (Ex Officio)

#### **Governance Committee**

- Roshelle Payes (Chair)
- Michael Hall
- Mark Kovner
- Fonda Sutton (Ex Officio)

#### **Community Relations Committee**

- Grase Olaga Cala (Chair)
- LaJoy Johnson-Law
- Roy Jones
- Fonda Sutton (Ex Officio)

### **D. Discuss SY 2025-26 Board Recruitment Updates and Next Steps**

Fonda Sutton shared an overview of the organization's current trustee recruitment and succession planning needs, noting the urgency of identifying and electing a 13th trustee.

### **E. Discuss Conflict of Interest Policy**

Katie Wynne shared an overview of the Conflict of Interest Policy, encouraging trustees to review the document and identify any potential conflicts. Trustees are asked to return a signed disclosure form to K. Wynne by mid-October.

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

### **A. FY25 Fiscal Updates and KPIs**

Senior Advisor Justin Rydstrom shared key end-of-year fiscal updates for the 2025 fiscal year:

- The organization maintained strong financial performance through Quarter 4, ending with 207 days of cash on hand.



- Cash reserves increased throughout the year, closing with a net income of \$8 million.
- The annual fiscal audit began in September.

#### **B. FY26 Preview: Financial Updates**

Justin Rydstrom provided financial updates for FY26, highlighting strategic staffing updates, contracts, and enrollment-related revenue projections. Following his presentation, trustees engaged in a brief Q&A.

### **VI. Community Relations Committee**

#### **A. FY26 Annual Fund Progress Update**

Katie Wynne provided an overview of the FY26 Annual Fund, including year-end goals and funds raised to date.

#### **B. Our Next Chapter Fundraiser Event Updates and Asks**

Katie Wynne provided an overview of the upcoming fundraising event and asked trustees to support by identifying new attendees and supporters, assisting with event outreach, and attending an upcoming fundraising training.

#### **C. Share Upcoming Community Events**

Katie Wynne highlighted several upcoming community events for the Board to attend.

### **VII. 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 7:00 PM.

Respectfully Submitted,  
F. Sutton

# Coversheet

## CEO Updates

<b>Section:</b>	II. CEO Updates
<b>Item:</b>	A. CEO Updates
<b>Purpose:</b>	FYI
<b>Submitted by:</b>	
<b>Related Material:</b>	ELH Q1 Organizational Dashboard_12.05.25.pdf

E.L. HAYNES 2025-2026 ORGANIZATIONAL DASHBOARD							
ACADEMICS				ELH			
Focus Area	Goal	Leading Indicator		Q1	Q2	Q3	Q4
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 instructional leaders using common planning protocols, walkthrough tools, and Tier 1 look-fors to drive weekly co-planning, data meetings, and job-embedded coaching.	100% of instructional leaders have received initial training on the Tier 1 vision, look-fors, and planning protocols <i>Evidence Source Link</i>	Score 100%				
			On Track	On Track			
		100% of campuses have completed their Monthly Map with a Tier 1 instructional focus identified <i>Evidence Source Link</i>	Score 25%				
			On Track	In Progress			
		100% of ILTs have completed their Weekly Planner for the first six weeks <i>Evidence Source Link</i>	Score 25%				
			On Track	In Progress			
		At least one campus walkthrough cycle completed using Tier 1 look-fors, with trend analysis shared at SALT <i>Evidence Source Link</i>	Score 100%				
			On Track	On Track			
		All leaders have received feedback on their facilitation of co-planning and data meetings <i>Evidence Source Link</i>	Score 100%				
			On Track	On Track			
Implement High-Quality Tier 1 Instruction	By June 2026, all campuses will demonstrate consistent, high-quality Tier 1 instruction aligned to the network-wide instructional vision, as evidenced by (lagging indicators):  * 90% of classrooms observed meeting expectations for access and challenge in instruction.  * Improved student outcomes in literacy and math benchmarks compared to BOY data.  * At least 70% of students receiving a reteach demonstrate mastery of the targeted standard or skill within one week of the intervention.  * Student progress indicates they are on-track to make above average (Acadience/Amplify; on or above aimline) or typical progress (i-Ready, MAP) at Elementary and Middle School	Instructional Planning & Design: 100% of ILTs implement the inclusive planning protocol and lead data meetings using Tier 1 look-fors. <i>Evidence Source Link</i>	Score 100%				
			On Track	On Track			
		Instructional Planning & Design: 100% of lessons planned using the inclusive planning protocol include a rigorous task, identified barriers, and specific scaffolds tied to predicted learner needs. <i>Evidence Source Link</i>	Score 67%				
			On Track	In Progress			
		Data-Driven Response: Each data meeting results in a reteach plan informed by student work analysis, addressing learner variability, and is implemented within three days. <i>Evidence Source Link</i>	Score				
			On Track				
		Coaching & Feedback: All teachers receive biweekly, evidence-based coaching or feedback tied to Tier 1 priorities. <i>Evidence Source Link (TeachBoost)</i>	Score				
			On Track	Off-Track			
		Coaching & Feedback: Leader facilitation of co-planning demonstrates all look-for indicators. <i>Evidence Source Link</i>	Score 67%				
			On Track	In Progress			
Implement Effective Interventions	* 80% of students achieve individualized progress monitoring goals in Tier 2 and Tier 3 * 85-90% of students receive evidence-based interventions with fidelity	Monthly data meetings are implemented to track Tier 2 and 3 interventions. <i>Evidence Source Link</i>	Score				
			On Track				
		Tier 2/3 students are tracked weekly with intervention notes logged. <i>Evidence Source Link</i>	Score				
			On Track				
		Monthly district-level intervention check-ins are conducted. <i>Evidence Source Link</i>	Score				
			On Track				
		Monthly site-based leadership intervention meetings are conducted. <i>Evidence Source Link</i>	Score				
			On Track				
		Individual planning time focused on intervention planning is provided. <i>Evidence Source Link</i>	Score				

			On Track				
<b>Effectively Leverage Co-Teachers</b>	By June 2026, 75% of students with disabilities and multilingual learners in co-taught classrooms will achieve at least one year of academic growth in reading and/or math, as measured by district-selected standardized assessments	Structured Planning: 100% of co-teaching partners have dedicated, weekly protected planning time. <i>Evidence Source Link</i>	Score	100%			
			On Track	On Track			
	By June 2026, 90% of co-taught classrooms will demonstrate effective inclusive planning and implementation of co-teaching practices, as evidenced by consistent use of at least three high-leverage co-teaching models (e.g., station teaching, parallel teaching, alternative teaching) during instructional blocks, clear delineation of roles between co-teachers.	Model Utilization: 90% of co-taught classrooms consistently utilize at least three high-leverage co-teaching models (e.g., station teaching, parallel teaching, alternative teaching). <i>Evidence Source Link</i>	Score	100%			
			On Track	Exceeds			
<b>Monitor and Support Implementation</b>	By June 2026, 100% of campuses will fully implement and consistently utilize the core components of our aligned accountability systems (Instructional Playbook, Culture Playbook, codified MTSS expectations, ILT/SALT protocols, and intervention meeting structures), as evidenced by documented adherence to all required meeting cadences (district-level and site-based intervention check-ins)	Playbook & MTSS Codification: The Instructional Playbook and Culture Playbook are fully developed, and coherent PK-12 MTSS expectations (Tier 1, 2, 3 academic and behavioral) are codified and disseminated to all relevant staff. <i>Evidence Source Link</i>	Score	100%			
			On Track	On Track			
	<p><b>Accountability Alignment:</b> Evidence from observations and leader interviews confirms that accountability systems (walkthroughs, ILT/SALT) are effectively driving coherence, rigor, and access across campuses.</p> <p><b>System Coherence:</b> Stakeholder feedback (e.g., surveys of principals, ILT members) indicates a high level of clarity and coherence regarding instructional expectations and support</p>	Protocol Adherence: 100% of ILT and SALT protocols align with Playbook expectations and are consistently utilized as evidenced by meeting agendas, minutes, and participant feedback. <i>Evidence Source Link</i>	Score	100%			
			On Track	On Track			
		Feedback Loops: Leaders consistently provide real-time coaching and feedback based on monitoring data to instructional leaders and teachers. <i>Evidence Source Link</i>	Score				
			On Track				

TALENT		ELH				
Focus Area	Goal		Q1	Q2	Q3	Q4
Investing in Our People	<b>Compensation Updates for All Staff Members</b> We have preliminary updated compensation guidelines for targeted roles. EdFuel is rolling out a new compensation report in January and we will be prepared to share our final updates at that time.	Score				
		On Track				
Growth and Development	<b>Staff Development</b> In partnership with the Academic Team, codify professional development needs and offerings for all staff based on role type. <i>Evidence Source Link</i>	Score				
		On Track				
	<b>Leadership Development</b> In partnership with Academic and Non-Instructional leaders, begin to identify leadership pipeline opportunities to create leadership “benches” across the organization. <i>Evidence Source Link</i>	Score	25%			
		On Track	On Track			
Define Excellence	<b>Codify Staffing Models</b> Codify/update our staffing models aligned to priorities <i>Evidence Source Link</i>	Score	25%			
		On Track	On Track			

ORGANIZATIONAL DEVELOPMENT		ELH				
Focus Area	Goal		Q1	Q2	Q3	Q4
Long Term Facilities Planning	<b>Charting Path for Our Facilities Future</b> Community Input, Planning <i>Evidence Source Link</i>	Score				
		On Track				
Exceptional Finances	<b>Ongoing Financial Oversight</b> Review Quarterly Key Performance Indicators to ensure financial health and sustainability; maximize resources to achieve academic goals and priorities <i>Evidence Source Link</i>	Score	25%			
		On Track	On Track			
	<b>Ongoing Financial Oversight</b> Create clear processes and SOPs for procurement to include trips, professional learning, and classroom resources. <i>Evidence Source Link</i>	Score	50%			
		On Track	On Track			
Operations Model	<b>Relentlessly Striving for Operational Excellence</b> Streamline Processes and Improve Customer Service <i>Evidence Source Link</i>	Score				
		On Track				
	<b>Relentlessly Striving for Operational Excellence</b> Create opportunities for professional learning for members of the operations team <i>Evidence Source Link</i>	Score				
		On Track				

EQUITY				ELH			
Focus Area	Goal		Q1	Q2	Q3	Q4	
Equity Commitment	Recommit to equity as defined in our mission through a focus on learner variability across identity markers <i>Evidence Source Link</i>	Score	25%				
		On Track	On Track				
	Partner with incoming CEO to confirm equity focus and further define equity priority for SY25-26 <i>Evidence Source Link</i>	Score	100%				
		On Track	On Track				
	Build leadership and staff capacity on expanding their view of equity through a focus on student agency <i>Evidence Source Link</i>	Score	25%%				
		On Track	In Progress				

# Coversheet

## FY25 Audit Updates

<b>Section:</b>	V. Audit, Finance, and Facilities
<b>Item:</b>	B. FY25 Audit Updates
<b>Purpose:</b>	FYI
<b>Submitted by:</b>	
<b>Related Material:</b>	FY25 ELH Audit Report _DRAFT.pdf FY25 ELH Audit - Financial Report.pdf



# Euphemia L. Haynes Public Charter School, Inc.

Report to the Audit, Finance and Facilities Committee  
[DATE]

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[DATE]

Audit, Finance and Facilities Committee  
Euphemia L. Haynes Public Charter School, Inc.  
Washington, D.C.

We are pleased to present this report related to our 2025 audit of Euphemia L. Haynes Public Charter School, Inc.'s (the School) financial statements. Our report summarizes certain matters required by professional standards to be communicated to you in your oversight responsibility for the School's financial reporting process.

This report is intended solely for the information and use of the Audit, Finance and Facilities Committee and management and is not intended to be, and should not be, used by anyone other than these specified parties. It will be our pleasure to respond to any questions you have about this report. We appreciate the opportunity to continue to be of service to the School.

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## REQUIRED COMMUNICATIONS

The following required communications summarize our responsibilities regarding the financial statement audit as well as observations from our audit that are significant and relevant to your responsibility to oversee the financial and related compliance reporting process.

### Our Responsibilities

We describe our responsibilities under auditing standards generally accepted in the United States of America and *Government Auditing Standards* issued by the Comptroller General of the United States to you in our engagement letter dated May 30, 2025. Our audit of the financial statements does not relieve management or you of your responsibilities, which are also described in that letter.

### Planned Scope and Timing of the Audit

We have previously issued a separate communication dated September 10, 2025, regarding the planned scope and timing of our audit and identified significant risks.

### Accounting Policies and Practices

#### Preferability of Accounting Policies and Practices

Under accounting principles generally accepted in the United States of America, in certain circumstances, management may select among alternative accounting practices. In our view, in such circumstances, management has selected the preferable accounting practice.

#### Adoption of, or Change in, Accounting Policies

Management has the ultimate responsibility for the appropriateness of the accounting policies used by the School. The School did not adopt any significant new accounting policies, nor have there been any changes in existing significant accounting policies during the current period.

#### Significant Accounting Policies

We did not identify any significant accounting policies in controversial or emerging areas for which there is a lack of authoritative guidance or consensus.

#### Significant Unusual Transactions

We did not identify any significant unusual transactions.

#### Management's Judgments and Accounting Estimates

Summary information about the process used by management in formulating particularly sensitive accounting estimates and about our conclusions regarding the reasonableness of those estimates is in the attached Summary of Significant Accounting Estimates.

### Audit Adjustments and Uncorrected Misstatements

There were no audit adjustments made to the original trial balance presented to us to begin our audit.

We are not aware of any uncorrected misstatements other than misstatements that are clearly trivial.

### Departure From the Auditor's Standard Report

#### Other Matter

We included an other matter paragraph in our report, which references other reporting required by *Government Auditing Standards*. Our opinion is not modified with respect to this matter.

## Observations About the Audit Process

### Disagreements With Management

We encountered no disagreements with management over the application of significant accounting principles, the basis for management's judgments on any significant matters, the scope of the audit or significant disclosures to be included in the financial statements.

### Consultations With Other Accountants

We are not aware of any consultations management had with other accountants about accounting or auditing matters except for management retaining EdOps for outsourced accounting services.

### Significant Issues Discussed With Management

No significant issues arising from the audit were discussed or were the subject of correspondence with management.

### Significant Difficulties Encountered in Performing the Audit

We did not encounter any significant difficulties in dealing with management during the audit.

### Significant Matters That Required Consultation

We did not encounter any difficult or contentious matters that required consultation outside the engagement team and that are, in our professional judgment, significant and relevant to your responsibility to oversee the financial reporting process.

## Shared Responsibilities for Independence

Independence is a **joint responsibility** and is managed most effectively when management, audit committees (or their equivalents), and audit firms work together in considering compliance with American Institute of Certified Public Accountants (AICPA) and *Government Accountability Office* (GAO) independence rules. For RSM to fulfill its professional responsibility to maintain and monitor independence, management, the Audit, Finance and Facilities Committee, and RSM each play an important role.

### Our Responsibilities

- AICPA and GAO rules require independence both of mind and in appearance when providing audit and other attestation services. RSM is to ensure that the AICPA and GAO's General Requirements for performing nonattest services are adhered to and included in all letters of engagement.
- Maintain a system of quality management over compliance with independence rules and firm policies.

### The School's Responsibilities

- Timely inform RSM, before the effective date of transactions or other business changes, of the following:
  - New affiliates, directors, or officers.
  - Changes in the organizational structure or the reporting entity impacting affiliates such as subsidiaries, partnerships, related entities, investments, joint ventures.
- Provide necessary affiliate information such as new or updated structure charts, as well as financial information required to perform materiality calculations needed for making affiliate determinations.
- Understand and conclude on the permissibility, prior to the School and its affiliates, officers, directors, or persons in a decision-making capacity, engaging in business relationships with RSM.
- Not entering into arrangements of nonaudit services resulting in RSM being involved in making management decisions on behalf of the School.
- Not entering into relationships resulting in close family members of RSM covered persons, temporarily or permanently acting as an officer, director, or person in an accounting, financial reporting or compliance oversight role at the School.

## Significant Written Communication Between Management and Our Firm

A copy of significant written communication between our firm and the management of the School, specifically the representation letter provided to us by management, is attached as Appendix A.

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## SIGNIFICANT ACCOUNTING ESTIMATES

Accounting estimates are an integral part of the preparation of financial statements and are based upon management's current judgment. The process used by management encompasses their knowledge and experience about past and current events, and certain assumptions about future events. You may wish to monitor throughout the year the process used to determine and record these accounting estimates. The following summarizes the significant accounting estimates reflected in the School's June 30, 2025, financial statements.

### Significant Accounting Estimates

#### Useful lives of property and equipment and depreciation

<b>Accounting policy</b>	Property and equipment are stated at cost, less accumulated depreciation. Depreciation is provided on the straight-line method over the estimated useful lives of the assets, ranging from three to 40 years.
<b>Management's estimation process</b>	Estimated useful lives of property and equipment are three to 40 years based on their classification and past experience with similar assets.
<b>Basis for our conclusion on the reasonableness of the estimate</b>	We obtained a listing of all property and equipment and noted consistency and appropriateness of useful lives. We performed a predictive analytic based on prior year depreciation and average fixed asset balances.  Management's estimation process is reasonable.

#### Functional allocation of expenses

<b>Accounting policy</b>	Certain costs have been allocated among the programs and the supporting services benefited. Certain management and staff expenses have been allocated to programs on the basis of time spent. Other expenses have been allocated on a percentage basis.
<b>Management's estimation process</b>	Management reviews employee time and effort studies on a periodic basis and adjusts the allocations as needed.
<b>Basis for our conclusion on the reasonableness of the estimate</b>	We obtained the functional expense schedule from the client, and obtained an understanding of the allocation methods. We analytically tested the schedule.  Management's estimation process appears reasonable.

## Fair value of investments

<b>Accounting policy</b>	Investments are reflected at fair value. To adjust the carrying value of these investments, the change in fair value is recorded as a component of investment income in the statement of activities.
<b>Management's estimation process</b>	Level 1 investments are valued using quoted prices in active markets for identical assets or liabilities. Level 2 are valued using observable market-based inputs or unobservable inputs corroborated by market data. Management estimates and records the fair value of securities using statements received directly from investment managers.
<b>Basis for our conclusion on the reasonableness of the estimate</b>	We selected a sample of securities held at fair value and performed valuation testwork. Management's estimation process appears reasonable.

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## APPENDIX A

### Significant Written Communication Between Management and Our Firm

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## **APPENDIX B**

### **Recent Accounting Pronouncements**

RECENT ACCOUNTING PRONOUNCEMENTS

The following accounting pronouncements have been issued as of [DATE] but are not yet effective and may affect the future financial reporting by the School.

Pronouncement	Summary	RSM Financial Reporting Insights resources
ASU 2025-05, Financial Instruments—Credit Losses (Topic 326): Measurement of Credit Losses for Accounts Receivable and Contract Assets	The ASU introduces a practical expedient to consider subsequent cash receipts in determining the allowance and, for entities other than public business entities, an accounting policy election to simplify the application of Topic 326, Financial Instruments—Credit Losses, to current accounts receivable and current contract assets arising from revenue transactions accounted for under Topic 606, Revenue from Contracts with Customers.	Amended guidance for measuring credit losses on short-term receivables

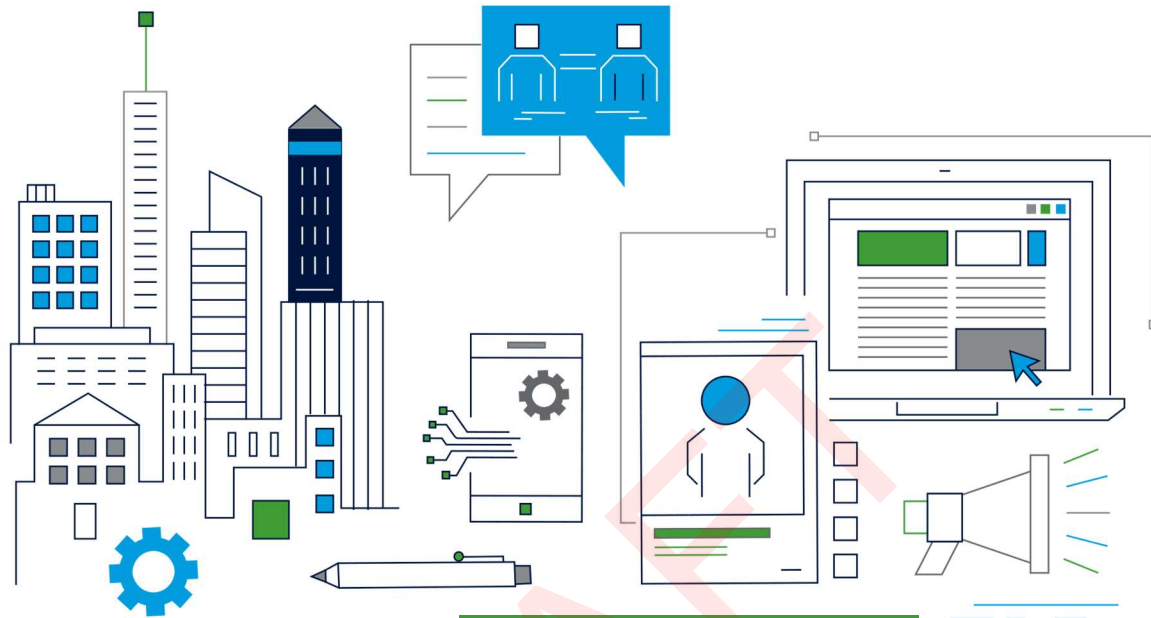
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## **APPENDIX C**

### **Nonprofit Insights**

## NONPROFIT INSIGHTS



[View all RSM Insights](#)

We are pleased to provide real-time, relevant perspectives to help clients anticipate and address the unique issues and challenges facing the nonprofit industry. Our insights and analysis benefit clients and others by deepening understanding of the importance of nonprofit organizations to our economy and society. We believe the following resources will be useful to you:

### [Critical insights for boards and audit committees](#)

Guidance for board members and audit committees serving public and private companies

### [How nonprofits can navigate digital transformation](#)

Digital transformation offers nonprofits a path to greater efficiency and effectiveness. At its core, digital transformation is about furthering the goals and vision of the organization.

### [Human-centered strategies for generative AI in the classroom](#)

Educators can leverage AI as a tool that enhances students' learning experiences

### [Nonprofit industry outlook](#)

Nonprofit organizations are working to adapt to the evolving philanthropy landscape of changing federal priorities, international trade modifications and ongoing policy shifts.

### [Annual nonprofit federal grants management webinar](#)

Federal grants are a vital funding source for many nonprofit organizations—but staying compliant with evolving regulations can be challenging.

# **Euphemia L. Haynes Public Charter School, Inc.**

Financial Report  
June 30, 2025

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## **Independent Auditor's Report**

Board of Trustees  
Euphemia L. Haynes Public Charter School, Inc.

### **Report on the Audit of the Financial Statements**

#### ***Opinion***

We have audited the financial statements of Euphemia L. Haynes Public Charter School, Inc. (the School), which comprise the statements of financial position as of June 30, 2025 and 2024, the related statements of activities, functional expenses and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the School as of June 30, 2025 and 2024, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

#### ***Basis for Opinion***

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS) and the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States (*Government Auditing Standards*). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the School and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### ***Responsibilities of Management for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the School's ability to continue as a going concern within one year after the date that the financial statements are issued or available to be issued.

### ***Auditor's Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and, therefore, is not a guarantee that an audit conducted in accordance with GAAS and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In the performing an audit in accordance with GAAS and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of the School's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the School's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings and certain internal control-related matters that we identified during the audit.

### ***Other Reporting Required by Government Auditing Standards***

In accordance with *Government Auditing Standards*, we have also issued our report, dated [DATE], on our consideration of the School's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements, and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the School's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the School's internal control over financial reporting and compliance.

Washington, D.C.

[DATE]

## **Independent Auditor's Report**

Board of Trustees  
Euphemia L. Haynes Public Charter School, Inc.

### **Opinion**

We have audited the financial statements of Euphemia L. Haynes Public Charter School, Inc. (the School), which comprise the statements of financial position as of June 30, 2025 and 2024, the related statements of activities, functional expenses and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the School as of June 30, 2025 and 2024, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

### **Basis for Opinion**

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the School and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### **Responsibilities of Management for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the School's ability to continue as a going concern within one year after the date that the financial statements are issued or within one year after the date that the financial statements are issued or available to be issued.

### **Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and, therefore, is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In the performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of the School's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the School's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings and certain internal control-related matters that we identified during the audit.

Washington, D.C.

[DATE]

**Euphemia L. Haynes Public Charter School, Inc.****Statements of Financial Position  
June 30, 2025 and 2024**

	2025	2024
<b>Assets</b>		
Current assets:		
Cash and cash equivalents	\$ 12,191,515	\$ 6,994,402
Investments	9,113,279	8,674,718
Accounts receivable	577,639	280,006
Grants receivable	851,787	2,023,568
Prepaid expenses and other current assets	245,826	297,414
<b>Total current assets</b>	<b>22,980,046</b>	<b>18,270,108</b>
Restricted cash and cash equivalents	4,302,486	3,753,562
Property and equipment, net	23,978,257	25,127,911
Due from ELH Support Corporation	854,417	257,941
Deposits	78,396	61,660
Finance lease, right-of-use assets, net	66,681	134,982
Interest rate swap asset	418,061	798,386
	<b>\$ 52,678,344</b>	<b>\$ 48,404,550</b>
<b>Liabilities and Net Assets</b>		
Current liabilities:		
Accounts payable and accrued expenses	\$ 2,665,475	\$ 2,420,185
Accrued interest	14,485	13,655
Current maturities of finance lease liabilities	54,340	68,302
Current portion of long-term debt	1,280,000	1,232,000
<b>Total current liabilities</b>	<b>4,014,300</b>	<b>3,734,142</b>
Finance lease liabilities, non-current	12,338	66,680
Long-term debt, net of current portion	26,852,583	27,657,591
	<b>30,879,221</b>	<b>31,458,413</b>
Contingencies (Note 13)		
Net assets:		
Without donor restrictions	21,775,146	16,924,466
With donor restrictions	23,977	21,671
<b>Total net assets</b>	<b>21,799,123</b>	<b>16,946,137</b>
	<b>\$ 52,678,344</b>	<b>\$ 48,404,550</b>

See notes to financial statements.

**Euphemia L. Haynes Public Charter School, Inc.**
**Statement of Activities**  
**Year Ended June 30, 2025**  
**(With Comparative Totals for 2024)**

	2025			2024
	Without Donor Restrictions	With Donor Restrictions	Total	Total
Revenue and support:				
Pupil allocation (Note 12)	\$ 36,695,160	\$ -	\$ 36,695,160	\$ 32,819,618
Federal entitlements and other federal funds	2,670,445	-	2,670,445	3,792,063
Public charter school teacher compensation revenue	-	-	-	2,303,115
State and local government contributions and grants	874,822	-	874,822	551,873
Private contributions, donations, and grants	1,026,233	264,320	1,290,553	603,702
Program revenue	216,334	-	216,334	162,974
Rental income	16,450	-	16,450	-
Employee retention tax credit	1,453,305	-	1,453,305	-
Investment income, net	1,410,162	-	1,410,162	886,658
Net assets released from restrictions	262,014	(262,014)	-	-
<b>Total revenue and support</b>	<b>44,624,925</b>	<b>2,306</b>	<b>44,627,231</b>	<b>41,120,003</b>
Expenses:				
Program services	37,113,045	-	37,113,045	37,135,540
General and administrative	1,816,087	-	1,816,087	1,613,019
Fundraising	464,788	-	464,788	648,006
<b>Total expenses</b>	<b>39,393,920</b>	<b>-</b>	<b>39,393,920</b>	<b>39,396,565</b>
<b>Change in net assets before other loss</b>	<b>5,231,005</b>	<b>2,306</b>	<b>5,233,311</b>	<b>1,723,438</b>
Other loss:				
Loss on interest rate swap agreement	(380,325)	-	(380,325)	(11,125)
<b>Change in net assets</b>	<b>4,850,680</b>	<b>2,306</b>	<b>4,852,986</b>	<b>1,712,313</b>
Net assets:				
Beginning	16,924,466	21,671	16,946,137	15,233,824
Ending	\$ 21,775,146	\$ 23,977	\$ 21,799,123	\$ 16,946,137

See notes to financial statements.

**Euphemia L. Haynes Public Charter School, Inc.****Statement of Activities  
Year Ended June 30, 2024**

	Without Donor Restrictions	With Donor Restrictions	Total
Revenue and support:			
Pupil allocation (Note 12)	\$ 32,819,618	\$ -	\$ 32,819,618
Federal entitlements and other federal funds	3,792,063	-	3,792,063
Public charter school teacher compensation revenue	2,303,115	-	2,303,115
State and local government contributions and grants	551,873	-	551,873
Private contributions, donations, and grants	351,682	252,020	603,702
Program revenue	162,974	-	162,974
Investment income, net	886,658	-	886,658
Net assets released from restrictions	232,920	(232,920)	-
<b>Total revenue and support</b>	<b>41,100,903</b>	<b>19,100</b>	<b>41,120,003</b>
Expenses:			
Program services	37,135,540	-	37,135,540
General and administrative	1,613,019	-	1,613,019
Fundraising	648,006	-	648,006
<b>Total expenses</b>	<b>39,396,565</b>	<b>-</b>	<b>39,396,565</b>
<b>Change in net assets before other loss</b>	<b>1,704,338</b>	<b>19,100</b>	<b>1,723,438</b>
Other loss:			
Loss on interest rate swap agreement	(11,125)	-	(11,125)
<b>Change in net assets</b>	<b>1,693,213</b>	<b>19,100</b>	<b>1,712,313</b>
Net assets:			
Beginning	15,231,253	2,571	15,233,824
Ending	<b>\$ 16,924,466</b>	<b>\$ 21,671</b>	<b>\$ 16,946,137</b>

See notes to financial statements.

**Euphemia L. Haynes Public Charter School, Inc.****Statement of Functional Expenses  
Year Ended June 30, 2025  
(With Comparative Totals for 2024)**

	2025				2024 Total
	Program Services	General and Administrative	Fundraising	Total	
Personnel salaries and benefits:					
Principal/administrative salary	\$ 1,129,076	\$ 960,637	\$ -	\$ 2,089,713	\$ 2,098,740
Teachers salaries	8,256,167	-	-	8,256,167	9,175,127
Special education salaries	1,930,594	-	-	1,930,594	1,689,684
Teacher aides/assistants salaries	1,220,638	-	-	1,220,638	1,066,202
Before/after care salaries	931,444	-	-	931,444	111,488
Other education professionals salaries	4,318,769	-	-	4,318,769	5,356,399
Business/operations salaries	756,406	-	-	756,406	986,651
Clerical salaries	529,950	-	-	529,950	459,556
Custodial salaries	329,805	-	-	329,805	371,001
Other staff salaries	-	-	3,277	3,277	302,792
Employee benefits	4,498,641	222,728	760	4,722,129	4,357,323
Contracted staff	721,139	35,704	151,922	908,765	1,372,611
Staff development expense	1,170,721	57,963	198	1,228,882	771,289
<b>Total personnel salaries and benefits</b>	<b>25,793,350</b>	<b>1,277,032</b>	<b>156,157</b>	<b>27,226,539</b>	<b>28,118,863</b>
Direct student expenses:					
Textbooks	287,956	-	-	287,956	299,535
Student supplies and material	526,371	-	-	526,371	464,814
Student assessment fees	129,959	-	-	129,959	113,409
Contracted instructional fees	1,340,465	-	-	1,340,465	943,909
Food service	943,763	-	-	943,763	964,231
Other direct student expenses	418,547	-	-	418,547	322,228
<b>Total direct student expenses</b>	<b>3,647,061</b>	<b>-</b>	<b>-</b>	<b>3,647,061</b>	<b>3,108,126</b>
Occupancy expenses:					
Rent, leased facilities	17,718	176	181	18,075	41,417
Maintenance and repairs	323,343	3,209	3,306	329,858	287,340
Utilities	497,487	4,938	5,087	507,512	541,603
Janitorial supplies	2,948	29	30	3,007	27,964
Other occupancy	168,519	1,673	1,723	171,915	168,394
Contracted building services	710,216	7,049	7,262	724,527	791,732
Interest	1,224,773	12,156	12,523	1,249,452	1,305,461
Depreciation	1,458,790	14,478	14,915	1,488,183	1,467,203
<b>Total occupancy expenses</b>	<b>4,403,794</b>	<b>43,708</b>	<b>45,027</b>	<b>4,492,529</b>	<b>4,631,114</b>
Office expenses:					
Office supplies and materials	270,225	13,379	46	283,650	214,881
Office equipment rental and maintenance	177,997	8,813	30	186,840	129,499
Telephone/telecommunication	116,571	5,771	20	122,362	127,706
Legal, accounting and payroll services	452,515	22,404	76	474,995	348,198
Printing and copying	39,363	1,949	7	41,319	87,855
Postage and shipping	6,029	298	1	6,328	14,762
<b>Total office expenses</b>	<b>1,062,700</b>	<b>52,614</b>	<b>180</b>	<b>1,115,494</b>	<b>922,901</b>
General expenses:					
Insurance	99,598	4,931	17	104,546	177,284
Transportation	439,211	-	-	439,211	222,934
Administrative fee (to PCSB)	-	384,956	-	384,956	337,654
Other general expense	1,313,400	35,323	263,347	1,612,070	1,405,597
<b>Total general expenses</b>	<b>1,852,209</b>	<b>425,210</b>	<b>263,364</b>	<b>2,540,783</b>	<b>2,143,469</b>
Depreciation, non-facility	353,931	17,523	60	371,514	472,092
<b>Total</b>	<b>\$ 37,113,045</b>	<b>\$ 1,816,087</b>	<b>\$ 464,788</b>	<b>\$ 39,393,920</b>	<b>\$ 39,396,565</b>

See notes to financial statements.



**Euphemia L. Haynes Public Charter School, Inc.****Statement of Functional Expenses  
Year Ended June 30, 2024**

	Program Services	General and Administrative	Fundraising	Total
<b>Personnel salaries and benefits:</b>				
Principal/administrative salary	\$ 1,218,826	\$ 879,914	\$ -	\$ 2,098,740
Teachers salaries	9,175,127	-	-	9,175,127
Special education salaries	1,689,684	-	-	1,689,684
Teacher aides/assistants salaries	1,066,202	-	-	1,066,202
Before/after care salaries	111,488	-	-	111,488
Other education professionals salaries	5,356,399	-	-	5,356,399
Business/operations salaries	986,651	-	-	986,651
Clerical salaries	459,556	-	-	459,556
Custodial salaries	371,001	-	-	371,001
Other staff salaries	-	-	302,792	302,792
Employee benefits	4,118,933	177,358	61,032	4,357,323
Contracted staff	1,274,828	54,893	42,890	1,372,611
Staff development expense	729,092	31,394	10,803	771,289
Total personnel salaries and benefits	26,557,787	1,143,559	417,517	28,118,863
<b>Direct student expenses:</b>				
Textbooks	299,535	-	-	299,535
Student supplies and material	464,814	-	-	464,814
Student assessment fees	113,409	-	-	113,409
Contracted instructional fees	943,909	-	-	943,909
Food service	964,231	-	-	964,231
Other direct student expenses	322,228	-	-	322,228
Total direct student expenses	3,108,126	-	-	3,108,126
<b>Occupancy expenses:</b>				
Rent, leased facilities	40,599	403	415	41,417
Maintenance and repairs	281,664	2,796	2,880	287,340
Utilities	530,906	5,269	5,428	541,603
Janitorial supplies	27,412	272	280	27,964
Other occupancy	165,068	1,638	1,688	168,394
Contracted building services	776,094	7,703	7,935	791,732
Depreciation	1,438,224	14,274	14,705	1,467,203
Interest	1,279,676	12,701	13,084	1,305,461
Total occupancy expenses	4,539,643	45,056	46,415	4,631,114
<b>Office expenses:</b>				
Office supplies and materials	203,125	8,746	3,010	214,881
Office equipment rental and maintenance	122,414	5,271	1,814	129,499
Telephone/telecommunication	120,719	5,198	1,789	127,706
Legal, accounting and payroll services	329,148	14,173	4,877	348,198
Printing and copying	83,048	3,576	1,231	87,855
Postage and shipping	13,954	601	207	14,762
Total office expenses	872,408	37,565	12,928	922,901
<b>General expenses:</b>				
Insurance	167,585	7,216	2,483	177,284
Transportation	222,934	-	-	222,934
Administrative fee (to PCSB)	-	337,654	-	337,654
Other general expense	1,220,793	22,753	162,051	1,405,597
Total general expenses	1,611,312	367,623	164,534	2,143,469
Depreciation, non-facility	446,264	19,216	6,612	472,092
Total	\$ 37,135,540	\$ 1,613,019	\$ 648,006	\$ 39,396,565

See notes to financial statements.

**Euphemia L. Haynes Public Charter School, Inc.****Statements of Cash Flows**  
**Years Ended June 30, 2025 and 2024**

	2025	2024
Cash flows from operating activities:		
Change in net assets	\$ 4,852,986	\$ 1,712,313
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Depreciation	1,859,697	1,939,295
Amortization of right-of-use assets	143,977	75,676
Amortization of loan issuance costs	100,637	100,690
Interest expense added to principal of notes and bonds payable	364,355	341,618
Loss on interest rate swap agreement	380,325	11,125
Realized and unrealized gain on investments	(123,635)	(121,944)
Changes in assets and liabilities:		
(Increase) decrease in:		
Accounts receivable	(297,633)	(132,742)
Grants receivable	1,171,781	702,482
Prepaid expenses and other current assets	51,588	(107,501)
Due from ELH Support Corporation	(596,476)	(31,603)
Deposits	(16,736)	(57,064)
Increase (decrease) in:		
Accounts payable and accrued expenses	245,290	463,695
Accrued interest	830	785
Refundable advance	-	(17,027)
Financing lease liability	(75,678)	(34,453)
<b>Net cash provided by operating activities</b>	<b>8,061,308</b>	<b>4,845,345</b>
Cash flows from investing activities:		
Purchases of property and equipment	(710,043)	(420,543)
Purchases of investments	(5,465,926)	(7,460,003)
Sales and maturities of investments	5,151,000	7,189,600
<b>Net cash used in investing activities</b>	<b>(1,024,969)</b>	<b>(690,946)</b>
Cash flows from financing activities:		
Principal payments on long-term debt	(1,222,000)	(1,180,000)
Principal payments on finance lease liabilities	(68,302)	(41,223)
<b>Net cash used in financing activities</b>	<b>(1,290,302)</b>	<b>(1,221,223)</b>
<b>Net increase in cash and cash equivalents (unrestricted and restricted)</b>	<b>5,746,037</b>	<b>2,933,176</b>
Cash and cash equivalents (unrestricted and restricted):		
Beginning	10,747,964	7,814,788
Ending	\$ 16,494,001	\$ 10,747,964

(Continued)

**Euphemia L. Haynes Public Charter School, Inc.****Statements of Cash Flows (Continued)**  
**Years Ended June 30, 2025 and 2024**

	<b>2025</b>	<b>2024</b>
Cash, cash equivalents and restricted cash:		
Cash and cash equivalents	<b>\$ 12,191,515</b>	\$ 6,994,402
Restricted cash	<b>4,302,486</b>	3,753,562
	<b>\$ 16,494,001</b>	\$ 10,747,964
Supplemental disclosures of cash flow information:		
Cash payments for interest expense	<b>\$ 784,459</b>	\$ 863,153
Right-of-use assets obtained in exchange for new finance	<b>\$ -</b>	\$ 81,200
Supplemental schedule of noncash financing activities:		
Noncash interest expense added to principal of notes and bonds payable	<b>\$ 364,355</b>	\$ 341,618

See notes to financial statements.

**Euphemia L. Haynes Public Charter School, Inc.****Notes to Financial Statements**

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**Note 1. Nature of Activities and Significant Accounting Policies**

**Nature of activities:** Euphemia L. Haynes Public Charter School, Inc. (the School), was incorporated as a non-stock and nonprofit organization on August 14, 2003, under the laws of the District of Columbia. The mission of the School is for every Euphemia L. Haynes student of every race, socioeconomic status and home language to reach high levels of academic achievement and be prepared to succeed at the college of his or her choice. Every Euphemia L. Haynes student will be adept at mathematical reasoning, will use scientific methods effectively to frame and solve problems and will develop the lifelong skills needed to be successful individuals, active community members and responsible citizens. The School is open to any District of Columbia child in pre-kindergarten through 12th grade.

ELH Support Corporation (ELHSC) was formed in 2008 for charitable, educational and literary purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code (IRC), specifically for the benefit of the School and similar organizations by helping secure resources of financing, fundraising, making or holding loans, etc. The School has no majority board representation, and there was no overlap of board members for the years ended June 30, 2024 and 2023. However, the School has the ability to appoint one member of the ELHSC Board of Directors. As such, the School and ELHSC are considered related parties. ELHSC is not consolidated with the School as the School does not control ELHSC.

**Charter school agreement:** The School has been approved by the District of Columbia Public Charter School Board (the Board) to operate a charter school in the District of Columbia. The contract, dated May 17, 2004, provided for a 15-year charter, unless sooner terminated in accordance with the contract. The School's enrollment ceiling, as registered with the Board, is 1,200 students through the school year 2018–2019. During June 2019, the School renewed the agreement with the Board for an additional 15-year term, effective July 1, 2019. Under the renewed agreement, the School's enrollment ceiling, as registered with the Board, remains unchanged at 1,200 students for the school year 2019–2020 and beyond. The School is paid an annual fixed rate per student by the Board.

A summary of the School's significant accounting policies follows:

**Basis of presentation:** The financial statement presentation follows the recommendations of the Financial Accounting Standards Board (FASB) in the Accounting Standards Codification (the Codification or ASC). As required by the Not-for-Profit Entities topics of the Codification, Balance Sheet and Income Statement, the School is required to report information regarding the financial position and activities in according to two classes of net assets: net assets without donor restrictions and net assets with donor restrictions.

**Net assets without donor restrictions:** Net assets without donor restrictions are the net assets that are not restricted by donor-imposed stipulations.

**Net assets with donor restrictions:** Net assets with donor restrictions result from contributions whose use is limited by donor-imposed stipulations that either expire by the passage of time or can be fulfilled and removed by actions of the School pursuant to these stipulations. Net assets with restrictions are reported as net assets without donor restrictions if the restrictions are met in the same period received. When a restriction expires (that is, when the time period passes or purpose is accomplished), net assets with restrictions are released. Net assets with donor restrictions were released from restrictions during the years ended June 30, 2025 and 2024, for various education-related purposes. At June 30, 2025 and 2024, net assets with donor restrictions represented amounts restricted for specific education-related expenses.

**Euphemia L. Haynes Public Charter School, Inc.****Notes to Financial Statements**

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**Note 1. Nature of Activities and Significant Accounting Policies (Continued)**

**Cash and cash equivalents and restricted cash and cash equivalents:** The School considers all highly liquid investments purchased with an original maturity of three months or less to be cash equivalents. Cash and cash equivalents held in the investment portfolio are excluded from cash and cash equivalents in reporting cash flows. Management maintains cash and cash equivalents as working capital to be used as needed. Restricted cash represents minimum balances with financial institutions required to be maintained under the terms of certain notes payable and unspent bond proceeds in cash and cash equivalents.

**Investments:** Investments of \$9,113,279 and \$8,674,718 at June 30, 2025 and 2024, respectively, consist of money market mutual funds, certificates of deposit and U.S. Treasury securities. Investments are reflected at fair value. To adjust the carrying value of these investments, the change in fair value is recorded as a component of investment income in the statements of activities.

**Financial risk:** The School maintains its cash in bank deposit accounts which, at times, may exceed federally insured limits. The School has not experienced any losses in such accounts. The School believes it is not exposed to any significant financial risk on cash.

**Allowance for credit losses:** The School offsets gross trade accounts receivable with an allowance for credit losses. The allowance for credit losses is the School's best estimate of the amount of probable credit losses in the School's existing accounts receivable and is based upon historical loss patterns, the number of days that billings are past due, and an evaluation of the potential risk of loss associated with specific accounts. Account balances are charged against the allowance after all means of collection have been exhausted and the potential for recovery is considered remote. Provisions for allowances for credit losses are recorded in general and administrative expense.

Estimating credit losses based on risk characteristics requires significant judgment by the School. Significant judgments include but are not limited to assessing current economic conditions and the extent to which they would be relevant to the existing characteristics of the School's financial assets, the estimated life of financial assets and the level of reliance on historical experience in light of economic conditions. The School reviews and updates, when necessary, its historical risk characteristics that are meaningful to estimating credit losses, any new risk characteristics that arise in the natural course of business and the estimated life of its financial assets. Management has determined that there is no allowance for credit losses at June 30 2025 and 2024. Contract balances for exchange transaction receivables at July 1, 2023, was \$147,264.

**Grant receivables:** Grants receivables are carried at original invoice amount less an estimate made for doubtful receivables based on a review of all outstanding amounts on a monthly basis. Management determines the allowance for doubtful accounts by regularly evaluating individual customer receivables and considering a customer's financial condition, credit history and current economic conditions. Receivables are written off when deemed uncollectible. Recoveries of receivables previously written off are recorded when received. A receivable is considered to be past due if any portion of the receivable balance is outstanding for more than 30 days. Interest is not recorded on any past due balances. Management has determined that receivables are fully collectible, and there was no allowance for doubtful receivables at June 30, 2025 and 2024.

**Property and equipment:** The School capitalizes all property and equipment purchased with a cost of \$5,000 or more. Property and equipment are stated at cost, less accumulated depreciation. Depreciation is provided on the straight-line basis over the estimated useful lives of the assets, ranging from three to 40 years.

**Euphemia L. Haynes Public Charter School, Inc.****Notes to Financial Statements**

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**Note 1. Nature of Activities and Significant Accounting Policies (Continued)**

**Valuation of long-lived assets:** The School accounts for the subsequent measurement of certain long-lived assets in accordance with subsections of the FASB Codification Topic, Property, Plant and Equipment, that address Impairment or Disposal of Long-Lived Assets. The accounting standard requires that property, plant and equipment and certain identifiable intangible assets be reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. Recoverability of the long-lived asset is measured by a comparison of the carrying amount of the asset to future undiscounted net cash flows expected to be generated by the asset. If such assets are considered to be impaired, the impairment to be recognized is measured by the amount by which the carrying amount of the assets exceeds the estimated fair value of the assets. Assets to be disposed of are reported at the lower of the carrying amount or fair value, less costs to sell.

**Debt issuance costs:** Loan costs are comprised of various acquisition costs related to the debt acquired to fund the acquisition/rehabilitation of the School's buildings. These costs are being amortized over the term of the related debt agreements using the effective interest method. Unamortized debt issuance costs are reported with long-term debt.

**Interest rate swap agreement:** The interest rate swap is carried at fair value. The fair value of the interest rate swap agreement is the estimated amount that the bank or financial institution would receive or pay to terminate the swap agreement at the reporting date, taking into account current interest rates and the current creditworthiness of the swap counterparties.

**Per-pupil allocation:** The School receives a student allocation from the District of Columbia to cover the cost of academic and facilities expenses. Per-pupil allocation revenue is recognized in the period when it is earned, which is the school year for which the allocation is made. Per-pupil allocation has one the performance obligation, to operate a school for students of certain ages in elementary school, middle school and high school grades. Therefore, performance obligations are satisfied for per-pupil revenue over time, which aligns with the school year. The per-pupil allocation does not include significant financing components as performance obligations are satisfied within a year of receipt of payment. There are no consideration amounts that are variable. As per-pupil allocation is contractually due by year-end, the accounts receivable (if any) is an asset of the School as of June 30. Contract liabilities are classified on the balance sheet as deferred revenue, which includes unearned pupil allocation collections. Future cash flows depend on appropriations from the District of Columbia. While economic downturns may impact the School's ability to attract and retain the number of students, the District of Columbia is required to cover the cost of academic and facilities expenses for enrolled students. If revenue is recognized in advance of the right to invoice, an unbilled receivable is recorded. Balances as of June 30, 2025 and 2024, included \$276,311 and \$246,813, respectively, of accounts receivable.

**Contributions:** Contributions are recognized when the donor makes a gift or a promise to give to the School that is, in substance, unconditional. Donor-restricted revenue is reported as an increase in net assets with donor restrictions, depending on the nature of the restriction. Conditional contributions are recorded only to the extent that qualifying expenditures are made in accordance with agreements.

**Grants:** The School receives grants from federal agencies and private grantors for various purposes. The grants provide for the development and support of the School's programs, materials and equipment. Grants received without conditions are treated consistently as unconditional contributions. Conditional grants are grants that contain a right of return or release by the resource provider and a barrier (performance obligations, control elements and/or the overall nature of the agreement). Conditional grants that are restricted by the donor are reported as net assets without donor restrictions if the restrictions have been met as of the time the contributions are recognized. Receivables related to grant awards are recorded to the extent unreimbursed allowable expenses have been incurred for the purposes specified by an approved grant or award. The School defers grant collections under approved awards from grantors to the extent amounts received exceed expenditures incurred for the purposes specified under grant restrictions. These deferred grants are recorded as refundable advances.



## Euphemia L. Haynes Public Charter School, Inc.

### Notes to Financial Statements

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#### Note 1. Nature of Activities and Significant Accounting Policies (Continued)

The School has conditional grants from the federal and state governments. At June 30, 2025, the School has \$262,493 of awarded, but not yet recognized grant funds.

**Public charter school teacher compensation revenue:** During the year ended June 30, 2024, the School received additional allotments to its per pupil revenue to cover teacher compensation/pay raises for FY24 (retroactive increases) as well as compensation increases for FY25. The compensation revenue is recognized in accordance with ASC 606 in that amounts cannot be recognized until a contract with a customer is in place and that performance obligations have occurred. Beginning in the year ending June 30, 2026, additional amounts will be made available in the per pupil funding formula to cover teacher salaries as the new mandated levels. Additional funds received in FY25, including amounts retroactive earmarked for FY23, were recognized over the FY25 school year. The teacher compensation revenue does not include any significant financing components as performance obligations were satisfied within a year of receipt of the payments. There are no consideration amounts that are variable.

**Functional allocation of expenses:** The costs of providing the School's various programs and supporting services have been summarized on a functional basis in the accompanying statements of activities. Accordingly, certain costs have been allocated among the programs and supporting services benefited. Certain management and staff expenses have been allocated to programs on the basis of time spent. Other expenses have been allocated on a percentage basis.

**Income taxes:** The School is generally exempt from federal income taxes under the provisions of Section 501(c)(3) of the IRC. In addition, the School qualifies for charitable contribution deductions and has been classified as an organization that is not a private foundation. Income that is not related to exempt purposes, less applicable deductions, is subject to federal and state corporate income taxes. There was no material unrelated business taxable income for the years ended June 30, 2025 and 2024.

The School follows the accounting standard on accounting for uncertainty in income taxes, which addresses the determination of whether tax benefits claimed or expected to be claimed on a tax return should be recorded in the financial statements. Under this guidance, the School may recognize the tax benefit from an uncertain tax position only if it is more likely than not that the tax position will be sustained on examination by taxing authorities based on the technical merits of the position. The tax benefits recognized in the financial statements from such a position are measured based on the largest benefit that has a greater than 50% likelihood of being realized upon ultimate settlement. The guidance on accounting for uncertainty in income taxes also addresses de-recognition, classification, interest and penalties on income taxes and accounting in interim periods. Interest and penalties associated with unrecognized tax benefits are classified as additional income taxes in the statements of activities. The School files income tax returns in the U.S. federal jurisdiction. As of June 30, 2025 and 2024, there were no material unrecognized/derecognized tax benefits or tax penalties or interest.

**Use of estimates:** The preparation of financial statements in accordance with accounting principles generally accepted in the United States of America (U.S. GAAP) requires management to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. Actual results could differ from those estimates.

**Subsequent events:** The School has evaluated subsequent events through [DATE], the date on which the financial statements were available to be issued.

**Euphemia L. Haynes Public Charter School, Inc.****Notes to Financial Statements****Note 2. Liquidity and Availability of Financial Assets**

The School regularly monitors liquidity required to meet its annual operating needs and other contractual commitments while also striving to maximize the return on investment of its funds not required for annual operations. Financial assets available for general expenditure, that is, without donor or other restrictions limiting their use, within one year of the balance sheet dates at June 30, 2025 and 2024, comprise the following:

	2025	2024
Cash and cash equivalents, including restricted cash	\$ 16,494,001	\$ 10,747,964
Investments	9,113,279	8,674,718
Accounts receivable	577,639	280,006
Grants receivable	851,787	2,023,568
Total financial assets available	27,036,706	21,726,256
Less those unavailable for general expenditure within one year due to:		
Contractual or other restrictions:		
Restricted cash (Note 3)	(4,302,486)	(3,753,562)
Donor-imposed restrictions:		
Net assets with donor restrictions	(23,977)	(21,671)
	(4,326,463)	(3,775,233)
Financial assets available to meet cash needs for general expenditures within one year	\$ 22,710,243	\$ 17,951,023

The School has various sources of liquidity at its disposal, including cash and cash equivalents, and investments. As part of liquidity management, the School invests cash in excess of daily requirements in short-term investments. The School assesses its operating budget and cash flow projections monthly to monitor the availability of resources to support operations.

**Note 3. Restricted Cash and Cash Equivalents**

Restricted cash and cash equivalents at June 30, 2025 and 2024, is as follows:

	2025	2024
Minimum balance maintained	\$ 4,286,874	\$ 3,738,584
Unspent bond proceeds	15,612	14,978
	\$ 4,302,486	\$ 3,753,562

**Note 4. Investments**

Investments at June 30, 2025 and 2024, consists of the following:

	2025	2024
U.S. Treasury securities	\$ 8,583,067	\$ 5,998,607
Money market mutual funds	49,742	209
Certificates of deposit	480,470	2,675,902
	\$ 9,113,279	\$ 8,674,718



**Euphemia L. Haynes Public Charter School, Inc.****Notes to Financial Statements****Note 4. Investments (Continued)**

Investment income for the years ended June 30, 2025 and 2024, consists of the following:

	2025	2024
Interest and dividends	\$ 1,286,527	\$ 764,714
Realized and unrealized gain	123,635	121,944
	<u>\$ 1,410,162</u>	<u>\$ 886,658</u>

**Note 5. Property and Equipment**

Property and equipment and accumulated depreciation at June 30, 2025, and depreciation expense for the year then ended, are as follows:

Asset Category	Estimated Useful Lives	Cost	Accumulated Depreciation	Net	Depreciation Expense
Building and improvements	20 to 40 years	\$ 34,944,585	\$ 20,412,838	\$ 14,531,747	\$ 1,317,899
Leasehold improvements	Life of lease	3,475,188	1,342,725	2,132,463	170,285
Land	—	6,538,842	-	6,538,842	-
Computers	3 years	4,684,046	4,115,561	568,485	292,002
Software	7 years	23,475	23,475	-	-
Furniture and equipment	7 years	1,818,374	1,611,654	206,720	79,511
		<u>\$ 51,484,510</u>	<u>\$ 27,506,253</u>	<u>\$ 23,978,257</u>	<u>\$ 1,859,697</u>

Property and equipment and accumulated depreciation at June 30, 2024, and depreciation expense for the year then ended, are as follows:

Asset Category	Estimated Useful Lives	Cost	Accumulated Depreciation	Net	Depreciation Expense
Building and improvements	20 to 40 years	\$ 34,595,012	\$ 19,094,939	\$ 15,500,073	\$ 1,300,174
Leasehold improvements	Life of lease	3,498,040	1,172,440	2,325,600	167,028
Land	—	6,538,842	-	6,538,842	-
Computers	3 years	4,334,020	3,823,560	510,460	369,087
Software	7 years	23,475	23,475	-	-
Furniture and equipment	7 years	1,793,296	1,540,360	252,936	103,006
		<u>\$ 50,782,685</u>	<u>\$ 25,654,774</u>	<u>\$ 25,127,911</u>	<u>\$ 1,939,295</u>

**Euphemia L. Haynes Public Charter School, Inc.****Notes to Financial Statements****Note 6. Long-Term Debt**

On May 15, 2015, the School entered into a loan agreement with a financial institution, whereby the School borrowed \$21,952,000 through the use of District of Columbia Revenue Bonds (Euphemia L. Haynes Public Charter School, Inc. Issue Series 2015). The proceeds were fully used in the transaction to refinance debt incurred related to the construction of a school building at 3600 Georgia Avenue, NW, Washington, D.C. (Georgia Avenue Property). The bonds are held with the financial institution as a private placement. The interest rate is variable as defined in the agreement under various interest rate options with an applicable spread of 2.2%. However, to hedge for the effects of potential increases in floating interest rates, the School has entered into an interest rate swap agreement. The agreement calls for a fixed rate of 1.87% on the notional principal amount (Note 8). After considering the impact of the swap agreement, the School is effectively paying a fixed interest rate of 4.07% on the bond issuance. The loan calls for monthly payments of principal and interest through March 1, 2031, with a balloon payment of approximately \$5.9 million due on April 1, 2031. The loan is secured by the Georgia Avenue Property and improvements made on the facility at 4501 Kansas Avenue, NW, Washington, D.C. (Kansas Avenue Property), as well as revenues from operations. The associated credit agreement requires certain financial covenants to be met (including, but not limited to, a day's cash on hand and debt service coverage ratio).

Long-term debt as of June 30, 2025 and 2024, consists of the following:

	2025	2024
Principal amount (see table below)	\$ 28,718,675	\$ 29,575,490
Less unamortized loan issuance costs	(571,607)	(672,244)
	28,147,068	28,903,246
Less current portion of long-term debt	(1,280,000)	(1,232,000)
Less accrued interest	(14,485)	(13,655)
	<u>\$ 26,852,583</u>	<u>\$ 27,657,591</u>

Notes payable at June 30, 2025 and 2024, are as follows:

	2025	2024
Loan payable to 233 Genesee Street Corporation, with interest at variable rates as defined in the loan agreement, but partially hedged with an interest rate swap at a fixed rate of 1.87%; monthly principal and interest payments due effective September 1, 2015; secured by an interest in Georgia Avenue Property and improvements made on the Kansas Avenue Property, and substantially all of the assets. Includes accrued interest of \$14,485 and \$13,655, respectively.	\$ 13,902,485	\$ 15,123,655
Loan payable to ELHSC with interest at 6%; Note due on April 1, 2031; subordinated by other debt.	2,897,046	2,730,915
Qualified School Construction Bonds (see Note 7)	11,919,144	11,720,920
	<u>\$ 28,718,675</u>	<u>\$ 29,575,490</u>

**Euphemia L. Haynes Public Charter School, Inc.****Notes to Financial Statements**

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**Note 6. Long-Term Debt (Continued)**

Aggregate maturities of long-term debt at June 30, 2025, are due in future years as follows:

Years ending June 30:

2026	\$ 1,280,000
2027	1,330,000
2028	1,386,000
2029	1,443,000
2030	1,503,000
Thereafter	21,776,675
	<u>\$ 28,718,675</u>

Interest expense, including amortization of loan costs, related to long-term debt incurred for the years ended June 30, 2025 and 2024, was \$1,249,452 and \$1,305,461, respectively.

**Note 7. Qualified School Construction Bonds Payable**

On February 22, 2012, the District of Columbia issued Revenue Bonds (Euphemia L. Haynes Public Charter School, Inc. Issue) QSCB (Taxable-Tax Credit Bonds), Series 2012, with no interest. At issuance, ELHSC purchased the bonds from the District of Columbia. The QSCB have a face value of \$13,350,000 and proceeds after issued discount were \$10,150,000. The QSCB mature at face value on February 22, 2031. The proceeds from the QSCB are used to finance the final phase of development of the Kansas Avenue Property of the School to house upper grades. The QSCB are secured by a shared collateral agreement funded principally by per-pupil payments of the School. In addition, the QSCB are secured with a Kansas Avenue Property Leasehold Deed of Trust and Security Agreement. The accreted value of the QSCB at June 30, 2025 and 2024, amounted to \$11,919,144 and \$11,720,920, respectively.

The QSCB requires the following sinking fund installment payments:

Years ending June 30:

2026	\$ 387,949
2027	387,949
2028	387,949
2029	387,949
2030	387,949
Thereafter	11,410,255
	<u>13,350,000</u>
Less discount on bonds payable	<u>(1,430,856)</u>
	<u>\$ 11,919,144</u>

**Note 8. Interest Rate Swap Agreement**

During the year ended June 30, 2015, the School entered into an interest rate swap agreement with M&T Bank for a notional amount equal to the obligation under the loan payable (2015 Bonds (see Note 6)), whereby a portion of the floating debt was swapped into a fixed rate through the termination date of the swap, which is February 21, 2031. The agreement calls for a fixed rate of 1.87% on the notional principal amount, which was \$13,968,000 and \$15,196,000 at June 30, 2025 and 2024, respectively. The swap mechanism is intended to allow the School to realize potential of a lower fixed rate. As of June 30, 2025 and 2024, the fair value of the swap agreement was an asset of \$418,061 and \$798,386, respectively.

**Euphemia L. Haynes Public Charter School, Inc.****Notes to Financial Statements**

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**Note 9. Retirement Plan**

The School offers a 403(b) retirement plan option (the Plan) for substantially all of its employees. In addition, the School contributes a percentage of compensation, which is determined by the Board of Trustees. For the years ended June 30, 2025 and 2024, the Trustees approved a 3% employer contribution. Total expense for the Plan amounted to \$556,697 and \$573,401 for the years ended June 30, 2025 and 2024, respectively.

**Note 10. Net Assets With Donor Restrictions**

Net assets with donor restrictions of \$23,977 and \$21,671 at June 30, 2025 and 2024, respectively, were for student education and services. Net assets of \$262,014 and \$232,920 for the years ended June 30, 2025 and 2024, respectively, were released from restrictions either as expenses were incurred, which satisfied the restricted purposes of the net assets, or by the occurrence of other events, as specified by the donors.

**Note 11. Concentration**

The School is supported primarily through pupil allocations from the District of Columbia. For the years ended June 30, 2025 and 2024, approximately 82% and 80%, respectively, of total revenue and support was provided from the District of Columbia. Reduction of this source of support would have a significant impact on the School's programs and activities.

**Note 12. Pupil Allocation**

The School's pupil allocation for the years ended June 30, 2025 and 2024, are as follows:

	2025	2024
General education	\$ 19,881,008	\$ 17,452,417
Categorical enhancements (Special education, At Risk, Pandemic Supplemental Funding, English to Speakers of Other Languages)	12,393,096	11,133,083
Facility allowance	4,421,056	4,234,118
	<u>\$ 36,695,160</u>	<u>\$ 32,819,618</u>

**Note 13. Contingencies**

**Federal grants:** The School participates in federally assisted grant programs, which are subject to financial and compliance audits by the grantors or their representative. As such, there exists a contingent liability for potential questioned costs that may result from such audits. Management does not anticipate any significant adjustments as a result of such audits.

**Legal matters:** In the normal course of business, the School is subject to certain claims and assessments that arise from the ordinary course of business. The School records a liability when management believes that it is both probable that a loss has been incurred and that the amount can be reasonably estimated. Significant judgement is required to determine the outcome and the estimated amounts of loss related to such matters. Management believes there are no claims or assessments outstanding that would materially affect the activities or financial position of the School.

**Euphemia L. Haynes Public Charter School, Inc.****Notes to Financial Statements****Note 14. Leases**

**Operating lease:** The School executed a lease contract with the District of Columbia for the real property located at the Kansas Avenue Property. The term of the lease is for 25 years, with annual base rent due of \$693,000. The lease commencement date was April 2010. In lieu of direct lease payments, the lease provides for rent credits for certain approved construction and related costs as a means of meeting its lease obligations. The rent credits are used to offset the minimum rent due on a dollar-for-dollar basis.

During May 2019, the School received an additional rent credit pursuant to the lease agreement. The School is entitled to apply rent credits against the full rental obligation through June 30, 2036.

As of June 30, 2025, future minimum rental payments required under this lease, net of rent abatements, are as follows:

	Rent Obligation	Rent Abatements	Net Obligation
Years ending June 30:			
2026	\$ 693,000	\$ (693,000)	\$ -
2027	693,000	(693,000)	-
2028	693,000	(693,000)	-
2029	693,000	(693,000)	-
2030	693,000	(693,000)	-
Thereafter	3,465,000	(3,465,000)	-
	<u>\$ 6,930,000</u>	<u>\$ (6,930,000)</u>	<u>\$ -</u>

The School did not incur rent expense under this lease during the years ended June 30, 2024 and 2023. Depreciation is recorded for qualified construction costs used to offset rent.

**Finance lease:** The School leases equipment under finance lease agreements with a term of three years and an interest rate of 5%. The School's finance leases generally do not contain any material restrictive covenants or residual value guarantees.

Finance lease cost is recognized as a combination of the amortization expense for the ROU assets and interest expense for the outstanding lease liabilities, and results in a front-loaded expense pattern over the lease term. Lease expense for the years ended June 30, 2025 and 2024, was \$73,500 and \$140,521, respectively.

The weighted-average risk-free rate of the finance leases is 5.00%. The weighted-average remaining lease term is 1.16 years and 2.04 years for the years ended June 30, 2025 and 2024, respectively.

Future undiscounted cash flows for each of the next three years and a reconciliation to the lease liabilities recognized on the statement of financial positions are as follows as of June 30, 2025:

Years ending June 30:	
2026	\$ 54,340
2027	14,425
Total finance lease payments	<u>68,765</u>
Less imputed interest	<u>(2,087)</u>
Total present value of finance lease liabilities	<u>\$ 66,678</u>

**Euphemia L. Haynes Public Charter School, Inc.****Notes to Financial Statements****Note 15. Fair Value Measurements**

The School follows the Fair Value Measurement Topic of the FASB Codification, which establishes a single authoritative definition of fair value, sets out a framework for measuring fair value and requires additional disclosures about fair value measurements. The topic requires that assets and liabilities carried at fair value will be classified and disclosed in one of the following three categories:

**Level 1:** Quoted prices in active markets for identical assets or liabilities.

**Level 2:** Observable market-based inputs or unobservable inputs corroborated by market data.

**Level 3:** Unobservable inputs not corroborated by market data.

In determining the appropriate levels, the School performs a detailed analysis of the assets and liabilities that are subject to the Fair Value Measurement Topic. At each reporting period, all assets and liabilities for which the fair value measurement is based on significant unobservable inputs are classified as Level 3. There were no Level 3 inputs for any assets held by the School at June 30, 2025 and 2024.

The School holds money market funds that are publicly traded on a stock exchange and are considered Level 1 items. Corporate certificates of deposit and U.S. Treasury securities are priced based on their stated interest rates and quality ratings. The interest and quality ratings are observable at commonly quoted intervals for the full-term of the instruments and are, therefore, considered Level 2 items. The School's swap agreement is valued based on quoted values stated by the bank's mark-to-market estimate using stated fixed rates and USD-LIBOR-BBA ratings. The interest rates are observable at commonly quoted intervals for the full term of the instrument and are, therefore, considered Level 2 items.

The table below presents the balances of the assets measured at fair value at June 30, 2025, on a recurring basis, by level, within the hierarchy:

	Total	Level 1	Level 2	Level 3
<b>Assets:</b>				
Investments:				
U.S. Treasury securities	\$ 8,583,067	\$ -	\$ 8,583,067	\$ -
Certificates of deposit	480,470	-	480,470	-
Money market mutual funds	49,742	49,742	-	-
Total investments	9,113,279	49,742	9,063,537	-
Money market mutual funds	4,302,486	4,302,486	-	-
Interest rate swap	418,061	-	418,061	-
Total assets	\$ 13,833,826	\$ 4,352,228	\$ 9,481,598	\$ -

**Euphemia L. Haynes Public Charter School, Inc.****Notes to Financial Statements****Note 15. Fair Value Measurements (Continued)**

The table below presents the balances of the asset and liability measured at fair value at June 30, 2024, on a recurring basis, by level, within the hierarchy:

	Total	Level 1	Level 2	Level 3
Assets:				
Investments:				
U.S. Treasury securities	\$ 5,998,607	\$ -	\$ 5,998,607	\$ -
Certificates of deposit	2,675,902	-	2,675,902	-
Money market mutual funds	209	209	-	-
Total investments	8,674,718	209	8,674,509	-
Money market mutual funds	3,753,562	3,753,562	-	-
Interest rate swap	798,386	-	798,386	-
Total assets	\$ 13,226,666	\$ 3,753,771	\$ 9,472,895	\$ -

**Note 16. Related-Party Transactions**

The School had notes payable, including accrued interest, outstanding in the amount of \$ 2,897,046 and \$ 2,730,915 at June 30, 2025 and 2024, respectively, with ELHSC (see Note 6). ELHSC made an unconditional contribution without donor restrictions to the School totaling \$820,361 and \$200,000 during the years ended June 30, 2025 and 2024, respectively. The contribution received for the year ended June 30, 2025, is outstanding at year-end and included with due from ELH Support Corporation on the statements of financial position. Additionally, amounts due from ELHSC also include the reimbursement of expenses, which were \$34,056 and \$57,941 at June 30, 2025 and 2024, respectively.

**Note 17. Employee Retention Tax Credit**

The Employee Retention Tax Credit is a refundable tax credit against certain employment taxes equal to 50% of the qualified wages an eligible employer pays to employees after March 12, 2020, and before September 30, 2021. Qualified wages cannot include any amounts submitted on a Payment Protection Program loan forgiveness application. The School met eligibility requirements for an employer to receive the tax credit based off qualified wages, resulting in additional income of \$1,453,305 for the year ended June 30, 2025.

### **Independent Auditor's Report on the Supplementary Information**

Board of Trustees  
Euphemia L. Haynes Public Charter School, Inc.

We have audited the financial statements of Euphemia L. Haynes Public Charter School, (the School) as of and for the years ended June 30, 2025 and 2024, and have issued our report thereon, which contains an unmodified opinion on those financial statements. See pages 1 and 2. Our audits were conducted for the purpose of forming an opinion on the financial statements as a whole. The supplementary information is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information, except for the schedule of vendors awarded contracts equal to or exceeding \$25,000, the schedule of average usable square footage and the schedule of total income not subject to the DC PCSB administrative fee, which are marked "unaudited", on which we express no opinion, has been subjected to the auditing procedures applied in the audits of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information, except for the schedule of vendors awarded contracts equal to or exceeding \$25,000, the schedule of average usable square footage and the schedule of total income not subject to the DC PCSB administrative fee, which are marked "unaudited," on which we express no opinion, is fairly stated in all material respects in relation to the financial statements as a whole.

Washington, D.C.  
[DATE]



**Euphemia L. Haynes Public Charter School, Inc.****Schedule of Vendors Awarded Contracts Equal to or Exceeding \$25,000 (Unaudited)  
Year Ended June 30, 2025**

Award Date	Vendor Name	Goods and/or Services	Minimum Contract Amount	Maximum Contract Amount	Conflict of Interest
7/1/2024	ACSI Translations	translation/interpretation	\$ 92,370	\$ 92,370	No
7/1/2024	ADP	payroll services	117,046	117,046	No
11/1/2023	AmTrust North America Inc.	workers comp insurance	123,030	123,030	No
11/1/2024	BradCorp Services, Inc.	janitorial	467,638	467,638	No
7/1/2024	Brooklyn Winery LLC/District Winery	special event venue	106,888	106,888	No
7/1/2024	Carefirst	staff health benefits	2,364,250	2,364,250	No
8/15/2024	Curriculum Associates, Inc iReady	curriculum	50,446	50,446	No
6/2/2025	Custom Computer Specialists, LLC	student information system	35,169	35,169	No
7/1/2024	DC Special Education Cooperative	special education support	30,085	30,085	No
7/1/2024	DC Water and Sewer Authority	water	80,510	80,510	No
4/25/2025	Dynamic Network Solutions, Inc	IT and computer procurement	272,397	272,397	No
7/1/2024	EdOps	financial, accounting, back office	220,248	220,248	No
3/24/2025	EF Explore America	student trip	169,679	169,679	No
8/9/2024	EmpowerK12	data support	56,250	56,250	No
7/1/2024	FundED Strategies	development and fundraising	72,000	72,000	No
7/31/2024	Higher Bar Leadership LLC	coaching and professional developm	33,000	33,000	No
9/9/2024	Instructure, Inc. Canvas	LMS subscriptions	34,906	34,906	No
5/28/2025	Kellogg Conf Hotel	event space	71,649	71,649	No
8/25/2024	Leveled Talent	executive search	79,039	79,039	No
8/1/2023	Luncheras Di Si LLC	student meals	820,908	820,908	No
7/1/2024	M&T Bank	banking/loan	794,104	794,104	No
7/1/2024	MedStar Georgetown University Hospit	professional development	127,417	127,417	No
7/1/2024	Metlife	employee benefits	177,146	122,912	No
7/1/2024	NEUE NOW	graphic design	38,000	38,000	No
4/16/2025	Otis Elevator Company	elevator repair and service	43,722	43,722	No
7/1/2024	Pepco	electricity	332,939	332,939	No
7/1/2024	Reliance Standard Life Insurance Com	insurance	112,574	112,574	No
7/1/2024	RSM US LLP	financial audit	83,690	83,690	No
7/1/2024	Santos Construction Services	landscaping, maintenance	45,657	45,657	No
7/1/2024	Sentinel Benefits	employe benefits	546,073	546,073	No
11/1/2023	Sovereign Insurance Group	insurance	30,411	30,411	No
7/21/2023	Stoiber & Associates PC	architectural and design	72,280	72,280	No
7/1/2024	T-Mobile	cellular phones and hot spots	50,494	50,494	No

**Euphemia L. Haynes Public Charter School, Inc.**

**Schedule of Average Usable Square Footage (Unaudited)  
Year Ended June 30, 2025**

---

Average Usable Square Footage, Owned Facilities:	45,484
Average Usable Square Footage, Leased Facilities:	158,211

DRAFT

**Euphemia L. Haynes Public Charter School, Inc.****Schedule of Total Income Not Subject to the DC PCSB Administrative Fee (Unaudited)  
Year Ended June 30, 2025**

Eligible Exclusions			Line Items in the Statement of Activities That Include the Amount Listed	Brief Description of What is Included in the Total Reported
<b>Income from Philanthropy:</b>				
Private Contributions, Donations, and Grants (includes but not limited to donated goods and services, donated facilities, and fundraising income)		\$ 1,304,153.30	Private contributions, donations, and grants	Income from philanthropy
<b>Income from Dividends, Interest, Net Rental Income, and Net Gain on Sales of Assets other than Inventory:</b>				
Dividend and Interest Income		\$ 1,286,531.00	Investment income, net	Income from dividends, interest, net rental income, and net gain on sales of assets
Rental Income net of corresponding Rent Expense (must tie to Rental Income as reported on the Statement of Activities)		\$ 12,250.00	Rental income	Gym rental
Net Gain on Sales of Assets other than Inventory and Net Unrealized Gains		\$ (256,694.00)	Investment income, net	Realized and Unrealized gains
<b>ESSER and ESSER Equivalents</b>	<b>ALN #</b>			
Elementary and Secondary School Emergency Relief Fund II (ESSER II)	84.425D	\$ -		Elementary and Secondary School Emergency Relief (ESSER) and ESSER equivalents
American Rescue Plan Elementary and Secondary School Emergency Relief Fund (ESSER III)	84.425U	\$ 335,331.00	Federal entitlements and other federal funds	
American Rescue Plan Elementary and Secondary School Emergency Relief – Homeless Children and Youth	84.425W	\$ -		
Individuals with Disabilities Education Act/American Rescue Plan Act of 2021 (ARP)	84.027X/84.173X	\$ -		
DC Opportunity Scholarship Program - ESSER II Equivalent	84.370C	\$ -		
DC Opportunity Scholarship Program - ESSER III Equivalent	84.370C	\$ -		
<b>Employee Retention Tax Credit (ERTC)</b>		\$ 1,453,305.00	Employee retention tax credit	ERTC
<b>OSSE Grants for COVID-19 Testing, School-Based Clinical Support, and Contact Tracing</b>				
Coronavirus State and Local Fiscal Recovery Funds-CTE Work Based Learning	21.027	\$ -		
COVID-19 Positive Case Response (PCR)		\$ -		
Pandemic EBT Administrative Costs	10.649	\$ -		
Epidemiology and Laboratory Capacity for Infectious Diseases (ELC)/COVID 19				
School Based Testing	93.323	\$ -		
<b>FCC's Emergency Connectivity Fund (ECF)</b> (which should not include E-Rate)	32.009	\$ -		
<b>Total Administrative Fee Exclusions</b>		<u>\$ 7,321,535.00</u>		

**Euphemia L. Haynes Public Charter School, Inc.****Comparative Schedules of Occupancy Expenses and Non-Facility Expenses  
June 30, 2025 and 2024**

Occupancy and Non-Facility Expenses	2025				2024			
	Occupancy Expenses			Total Per Statement of Functional Expenses	Occupancy Expenses			Total Per Statement of Functional Expenses
	Owned Facilities	Leased Facilities	Non-Facility Expenses		Owned Facilities	Leased Facilities	Non-Facility Expenses	
Rent expense		\$ 18,075		\$ 18,075		\$ 41,417		\$ 41,417
Depreciation	\$ 1,488,184		\$ 371,514	1,859,698	\$ 327,619	1,139,584	\$ 472,092	1,939,295
Amortization		-	-	-		-	-	-
Interest expense	1,249,451	-	-	1,249,451	291,492	1,013,969	-	1,305,461
Other occupancy expenses	1,736,818	-		1,736,818	389,854	1,468,597		1,858,451
Total occupancy expenses	\$ 4,474,453	\$ 18,075			\$ 1,008,965	\$ 3,663,567		

# Coversheet

## Adjourn Meeting

<b>Section:</b>	VIII. Closing Items
<b>Item:</b>	A. Adjourn Meeting
<b>Purpose:</b>	Vote
<b>Submitted by:</b>	
<b>Related Material:</b>	December 2025 Board Meeting Deck_12.10.25.pdf

# DECEMBER 2025 BOARD OF TRUSTEES MEETING

**December 10, 2025**





# Board of Trustees Meeting

December 10, 2025  
6:00 p.m. - 8:00 p.m.

## AGENDA

- **WELCOME**
- **OPENING ITEMS**
- **CEO UPDATE**
- **SCHOOL PERFORMANCE**
- **GOVERNANCE**
- **AUDIT, FINANCE, AND FACILITIES**
- **COMMUNITY RELATIONS**
- **CLOSED SESSION**
- **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](mailto: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 meeting.

**Next Meeting:** Wednesday, February 11, 6 - 8 p.m., **KS Ave Campus**





# Board of Trustees Meeting

December 10, 2025  
6:00 p.m. - 8:00 p.m.

## AGENDA

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

# Roll Call & Calling the Meeting to Order

# VOTE

To **approve minutes** from the  
E.L. Haynes Board of Trustees Meeting  
on September 24, 2025.

# Board of Trustees Meeting

December 10, 2025  
6:00 p.m. - 8:00 p.m.

## AGENDA

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

# CEO Updates

# CEO Updates

# Agenda

- **Q1 Organizational Dashboard**
- **School Visit Updates**
- **Community Design Group Updates**

# Q1 Organizational Dashboard Updates

# School Visit Updates



# School Visits

- All schools recommended by Transcend - we are currently considering whether to engage a school redesign partner
- Brooklyn STEAM Center - high school work-based learning cross-city collaborative
- Comp Sci High - computer science focused
- Big takeaways - targeted pathways for students to build skills, readiness for workforce / college and be more marketable
- Next
  - High Tech High - PK-12 STEM & Project-Based Learning Schools
  - AlphaSchool - Personalized learning through AI and Project-Based Learning

# Community Design Group Updates

# Community Design Groups



## Innovation

Designing for  
Today's Users



## Family Engagement

Building Strong  
Partnerships



## Post-Secondary Readiness

Preparing for Success



## STEAM

Integrating Science,  
Tech, & Arts



# Board of Trustees Meeting

December 10, 2025  
6:00 p.m. - 8:00 p.m.

## AGENDA

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

# School Performance Committee

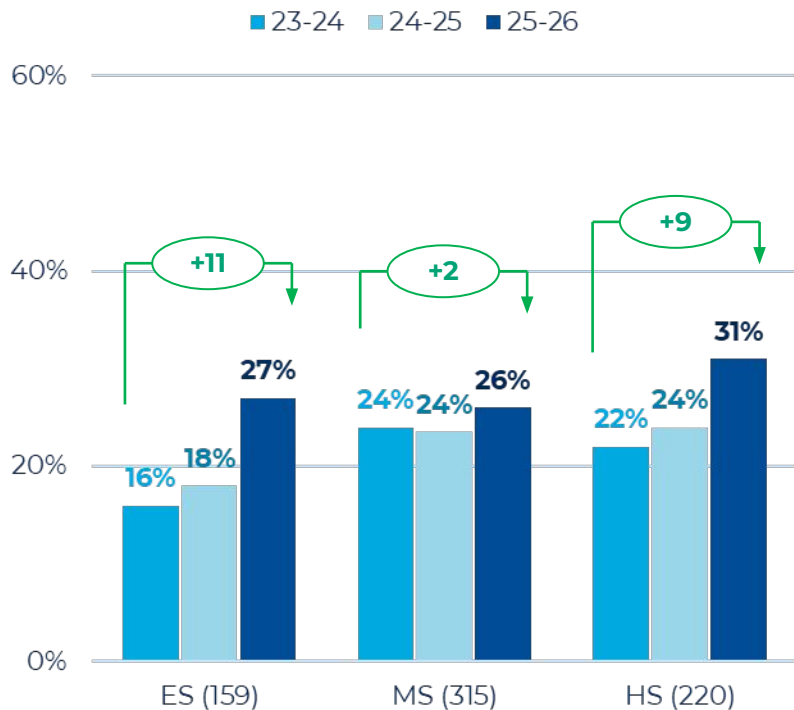
# School Performance

## Agenda

- **Q1 and Early Q2 Reflections:**
  - **Beginning of Year ANet Data**
  - **Goals from Lit and Zaretta Hammond Partnerships**

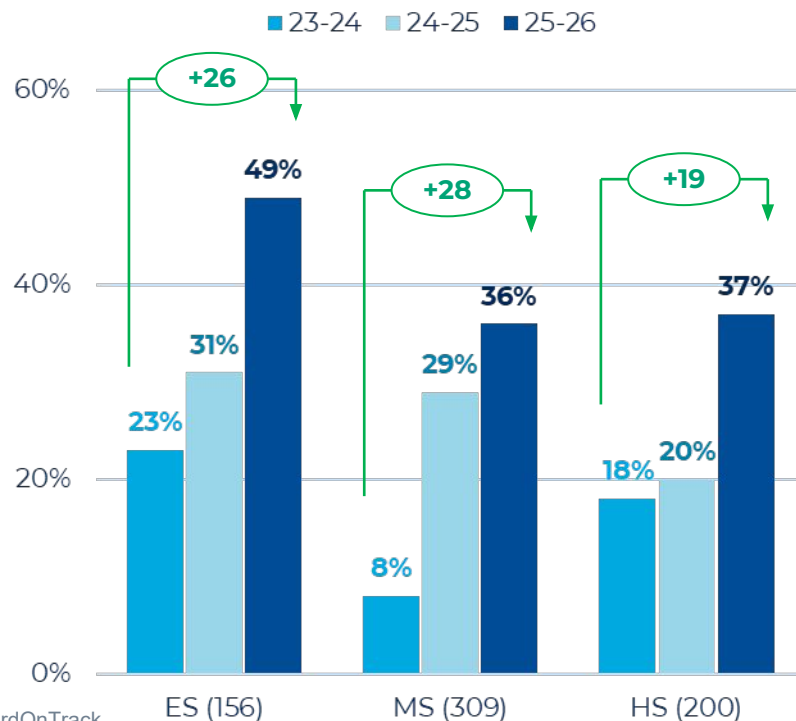
# ANET A1 60%+ by School and Subject

## ANET A1 ELA Scores 60%+



Powered by BoardOnTrack

## ANET A1 Math Scores 60%+



# ANet Cycle 1 Highlights

## ELA Performance

- Since 23-24, students scoring 60%+ increased from 22% to 28% in ELA. The MS and HS achieved their **highest rates on record**, and the ES achieved it's highest rate since 2020.
- **60%+ of grade levels** tested saw improvement from 23-24 rates, with 4th and 5th grade seeing the greatest increase (20pts and 16pts respectively).
- MLL, At Risk, Black, Hispanic, and White subgroups all achieved their highest 60%+ rates ever. Black and At-Risk subgroups outpaced the overall district, improving 9pts and 7pts from their 23-24 rates respectively.

## Math Performance

- Since 23-24, students scoring **60%+ increased from 15% to 39%** in Math. All three schools achieved their highest rate ever.
- **All courses and grade levels saw improvement** from 23-24 rates, with **all but one** course showing **double digit** increases.
- 5th grade and MS Algebra saw the greatest increases (38pts). 7th grade math increased from just 1% in 23-24 to 31% this year.
- At Risk, MLL, and IEP **subgroups saw 20pt, 16pt, and 15pt** improvements from their 23-24 rates respectively. All subgroups achieved their highest 60%+ rates ever.



# Board of Trustees Meeting

December 10, 2025  
6:00 p.m. - 8:00 p.m.

## AGENDA

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



# Governance Committee

# Governance

# Agenda

- **Share SY 2025-26 Committee Goals**
- **VOTE** to Elect New Trustee
- **Share Trustee Recruitment Updates**

# **SY 2025-26 Committee Goals**

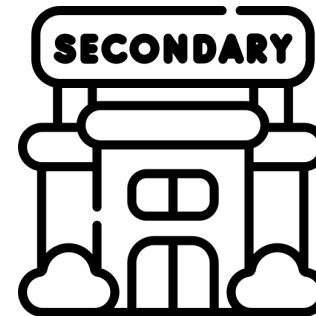
## SY 2025-26 Committee Goals



Ensure we have an **odd number** of trustees



Identify and elect an **E.L. Haynes alumnus** to serve on the board



Identify and elect a **middle school parent/caregiver** to serve on the board

# Vote to Elect a New Trustee



## **NATALIE GORDON**

*Chief Schools Officer,  
Attuned Education Partners*

- Has 30 years of experience in urban education, including with charter and traditional public schools
- Former DCPS Instructional Superintendent and three-time middle school principal
- Expertise in accelerated school improvement and school leader development

# Recruitment Updates



# SY 2025-26 Board Recruitment Needs

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

## Priority Areas of Expertise / Lived Experience

- Financial Management
- **Education Expertise**
- DC Government Understanding and Expertise
- Fundraising and Governance
- **MS Family Voice**
- Neighbors (Individual or institutional)
- Latino / Latina representation
- **E.L. Haynes alumni**

## Committee / Leadership Needs

- Governance (needs a new chair beg. SY 2026-27)
- Board needs a new Secretary 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
- Commitment to our vision and strategy for the future



# Board of Trustees Meeting

December 10, 2025  
6:00 p.m. - 8:00 p.m.

## AGENDA

- WELCOME
- OPENING ITEMS
- CEO UPDATE
- SCHOOL PERFORMANCE
- GOVERNANCE
- **AUDIT, FINANCE, AND FACILITIES**
- COMMUNITY RELATIONS
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# **Audit, Finance, and Facilities Committee**

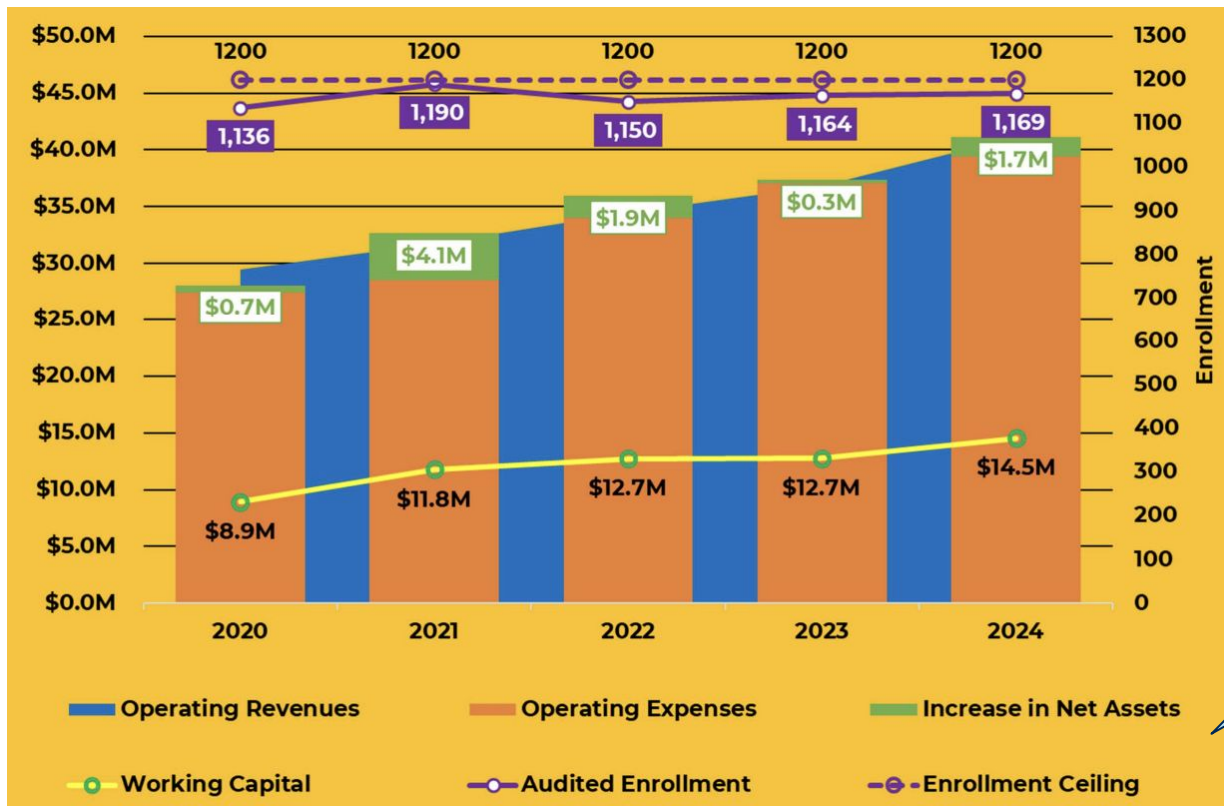
# Audit, Finance, and Facilities

## Agenda

- **FY24 Financial Analysis Report**
- **FY25 Audit Updates**
- **FY26 Q1 Financials**
- **Initial FY27 Budget Planning Updates**

# PCSB's FY24 Financial Analysis Report (FAR)

# PCSB's FY24 Financial Analysis Report



## PCSB's Comments:

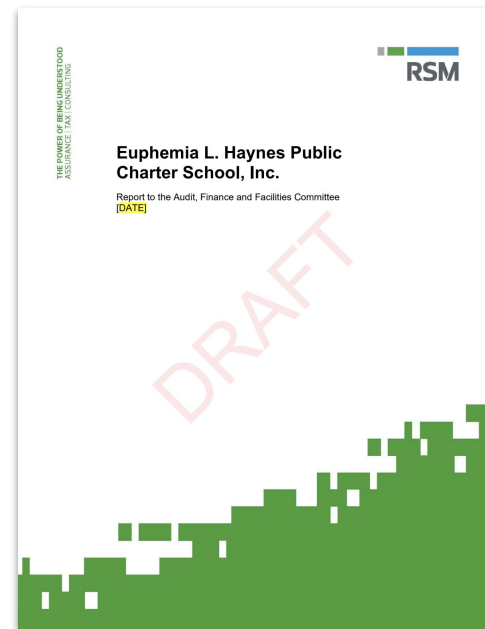
In FY 2024, the LEA demonstrated satisfactory financial health with all six key financial indicators above target. The change in net assets margin increased from -1% in FY 2023, below target, 4%, above target. This was driven by a \$4.3M (12%) increase in operating revenues, which outpaced the \$2.4M (6%) increase in operating expenses. The operating revenues increase was mainly attributable to \$1.6M (5%) increase in UPSFF revenue and \$2.3M in ERTC funding.

Liquidity remained strong, with days of cash on hand increasing from 135 days at FYE 2023 to 153 days at FYE 2024, 4.9 current ratio, and 12% cash flow from operations margin.

# FY25 Audit

# FY25 Audit Complete

- Draft audited financial report and statements circulated by email in board materials
- Approved by AF&F at November 21 committee meeting with RSM in attendance with a closed session without management
- On-track for submission to PCSB by deadline





# FY26

# Q1 Financials

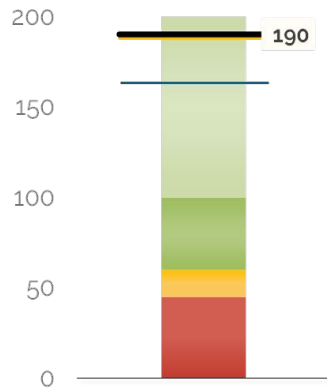
# Q1 Financial Updates

- Approximately \$1.4M increase in revenue from the budget
  - 22 GenEd student enrollment increase
  - 11 SpEd student enrollment increase
  - 3.1% increase in facility funding
  - Additional round of OSSE Teacher Funding
- Allocated \$1.3M to meet key programmatic strategies
  - Hired 2 additional APs (middle and high school) to better support students and teachers
  - Increased EDP staff hours allowing more planning time for teachers
  - Added SpEd consulting services to meet our students' needs
  - Maintaining Haynes Express transportation initiative
  - Professional development with LIT and Zaretta Hammond

# Q1 Key Performance Indicators

## Days of Cash

Cash balance at year-end divided by average daily expenses

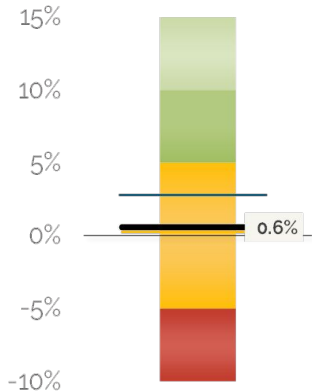


### 190 DAYS OF CASH AT YEAR'S END

The school will end the year with 190 days of cash. This is 2 days more than the budget and 31 days more than Q1 in FY25.

## Gross Margin

Revenue less expenses, divided by revenue

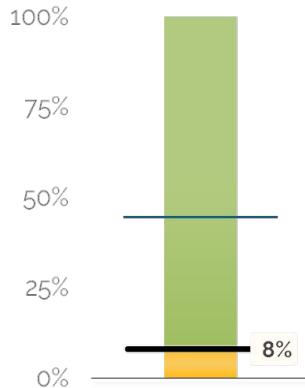


### 0.6% GROSS MARGIN

The forecasted net income is \$242k, which is \$144k above the budget. It yields a 0.6% gross margin. This is 0.6% more than the budget and 2% less than Q1 in FY25.

## Grants Invoiced

Federal grants requested divided by federal grants awarded.

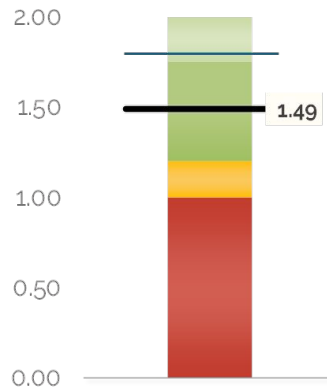


### 8% GRANTS INVOICED

We are closing out our FFY25 grants. FFY26 reimbursements will come once applications are approved by OSSE. This is 35% less than Q1 in FY25 due to ESSER.

## DSCR

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



### DSCR IS 1.49

Debt Service Coverage Ratio is defined by M&T Bank's loan covenants. This is 0.1 more than the budget and 0.28 less than Q1 in FY25.

FY26 Budget

FY26 Q1

FY25 Q1

# FY27 Budgeting

# FY27 Budget Process

- **January–February: Review current year budget and kick off next year's budget**
  - Present midyear FY26 budget vs. actuals (Q1 & Q2) to Board of Trustees (BoT)
  - Identify priorities and questions for FY27 budgeting process
  - Project initial budget drivers for revenue and expenditures
  - Identify investments from budget priorities for FY27 budget
- **March: Refine budget proposal with continued discussion / feedback**
  - Discussions with staff and families on FY27 budget needs
  - Leadership teams engage in planning conversations
  - Finalize budget revenue and expense inputs
- **April: Share draft FY27 budget with BoT for discussion**
- **May: Present final FY27 budget to BoT for vote/approval**
- **June: Final FY27 budget due to PCSB June 2027**



# Board of Trustees Meeting

December 10, 2025  
6:00 p.m. - 8:00 p.m.

## AGENDA

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

# Community Relations Committee

# Community Relations

## Agenda

- **Share SY 2025-26 Committee Goals**
- **Debrief Our Next Chapter Event and Share End-of-Year Fundraising Progress Report**
- **Review FY26 Fundraising Progress**
- **Highlight Upcoming Community Events**

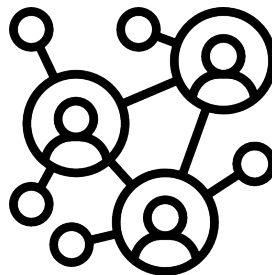


# **SY 2025-26 Committee Goals**

## SY 2025-26 Committee Goals

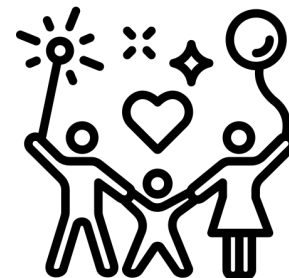


Design and launch a  
**community advisory  
group**



Develop individual  
trustee **relationship  
network maps**

Organize and maintain  
an **external relations  
dossier**



Organize one intimate  
**friendraiser event**

# Event Debrief & EOY Campaign Progress

# Discuss Glows and Grows

Pre-event preparation; outreach / communication;  
guest experience; program / performances

# Outcomes and Analysis

## Key Performance Indicators

- Gross income: \$89,140
- Expenses: \$83,144
- Net income: \$5,996
- Registered guests: 257
- Guests attended: 177

## Reflections

- We did not reach our gross goal (\$115k)
- We raised ~\$5k more than our previous 3 events that were *not* anniversary years
- Post-pandemic, we're seeing **fewer high-level sponsors**
- This year, we sold **fewer tickets**

## Moving Forward

- We need to grow / strengthen our network of support
- This is an opportunity to rethink event strategy and objectives

# End-of-Year Fundraising Campaign



- Theme: ***Full STEAM+ Ahead***
- Tone: aspirational, bold, inviting
- Campaign Timeline
  - Launched with a post-Thanksgiving postcard
  - Emails launched on Dec. 8
  - Emails will end in mid-January
- Amplification via social media

# FY26 Fundraising Progress To Date

# FY26 Fundraising Progress

Snapshot as of 12/05/2025					
Category	FY25 Raised	FY26 Goal	FY26 Raised <i>(includes pledges)</i>	% of Goal	Delta
GOVERNMENT	\$623,297	\$462,133	\$370,403	80%	(\$91,729)
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	\$13,909	27%	(\$36,691)
SPECIAL EVENTS	\$160,155	\$100,000	\$89,140	89%	(\$10,860)
TOTAL	\$1,098,555	\$706,383	\$492,852	70%	(\$213,530)



# Upcoming Community Events

# Upcoming Community Events

Event	Date	RSVP / Details
ES Winter Concerts	T, 12/16 (evening shows) W, 12/17 (morning show)	Email Katie
MS Boys Basketball Game	F, 12/8, late afternoon	
HS AP Seminar Presentations	M, 12/16 (mid-day) T, 12/17 (mid-day)	
HS Varsity Basketball Doubleheader Against Rival Teams	T, Jan. 6 (evening)	
Cross-Campus Black History Month Celebration	Mid-February (date TBD)	
We will share more opportunities via email!		



# Board of Trustees Meeting

December 10, 2025  
6:00 p.m. - 8:00 p.m.

## AGENDA

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

**This meeting is governed by the Open Meetings Act. Please address any questions or complaints arising under this meeting to the Office of Open Government at [opengovoffice@dc.gov](mailto:opengovoffice@dc.gov).**





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