

# Walkabout Questions

We will split into pairs / small groups for 15 minutes to discuss these questions and connect.

1. At E.L. Haynes, nearly half of our students and families identify as Hispanic / Latino. As we celebrate Hispanic Heritage Month and honor our diverse community in our classrooms, **what Hispanic / Latinx leader or individual inspires you?**
2. Our work is anchored by our Core Values. **Which Core Value are you thinking about right now and why?** Lead for Equity, Choose Joy, Achieve Excellence, Succeed Together, or Own Our Learning?

# OCTOBER 2022 BOARD OF TRUSTEES MEETING

October 4, 2022





# Board of Trustees Meeting

October 4, 2022  
6:15 p.m. - 8:00 p.m.

## AGENDA

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



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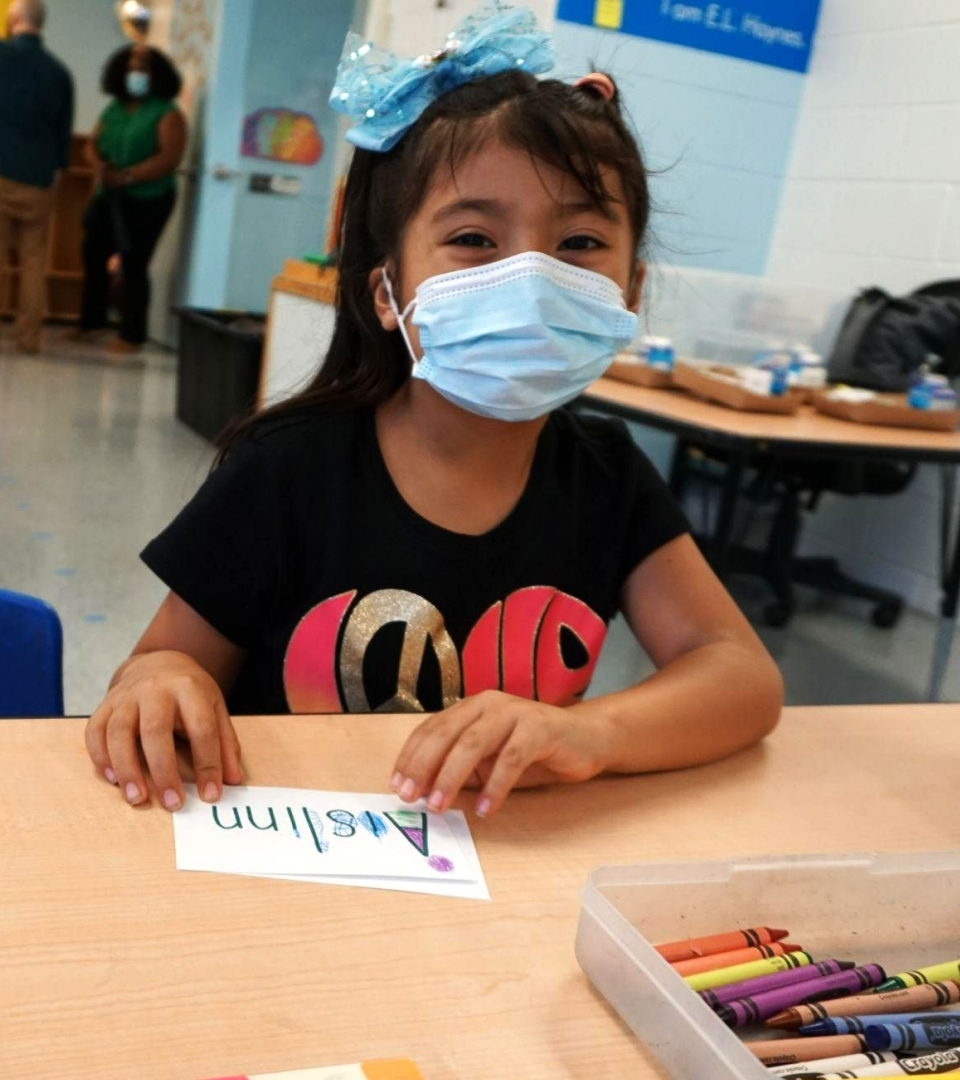


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# SY 2022-2023 Board Recruitment Needs

FY 23 Recruitment Needs	
<b>Current Membership</b>	12
Current Vacancies	3
Total Expiring Terms	3
Possible One-Year Extensions	2
<b>TOTAL POSSIBLE NEEDS</b> <i>(as of 6/30/23)</i>	<b>6</b>
Total Expiring Terms (2024)	1
Possible One-Year Extensions	1
Possible Expiring First Terms	3
<b>TOTAL POSSIBLE NEEDS</b> <i>(as of 6/30/24)</i>	<b>4-7</b>
<i>Note - This will depend on the number of One-Year extensions in FY23.</i>	

Demonstrated Needs
<ul style="list-style-type: none"> <li>• Financial Management</li> <li>• Education Expertise</li> <li>• DC Government Understanding and Expertise</li> <li>• Fundraising and Governance</li> <li>• Parent / Family Voice - particularly one from upper elementary / middle school</li> <li>• Neighbors (Individual or institutional)</li> <li>• Latino / Latina representation</li> </ul>
Committee Needs
<ul style="list-style-type: none"> <li>• Chair, School Performance Committee (23-24)</li> <li>• Chair, Board of Trustees (23-24)</li> <li>• Chair, Audit, Finance, &amp; Facilities Committee (23-24)</li> <li>• Treasurer (23-24)</li> </ul>
Characteristics
<ul style="list-style-type: none"> <li>• Deep commitment to equity</li> <li>• Team player</li> <li>• Willing to do the work</li> <li>• Understanding and commitment to our vision and strategy for the future</li> </ul>



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# School Performance Committee

## SCHOOL PERFORMANCE COMMITTEE

- **FIRST WEEKS OF SCHOOL**
- UNDERSTANDING PARCC SCORES
- QUARTERLY DASHBOARD REVIEW
- TIMELINE AND PROCESS FOR CALENDAR DECISION

# Senior Retreat



# School Performance Committee

## SCHOOL PERFORMANCE COMMITTEE

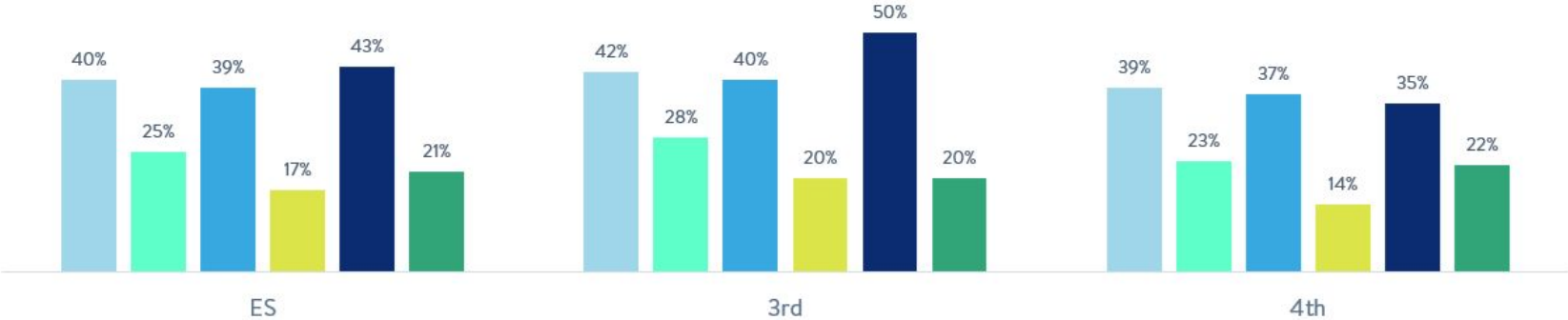
- FIRST WEEKS OF SCHOOL
- **UNDERSTANDING PARCC SCORES**
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# Math 4+

# ES Math 4+ Compared to City

PARCC Math - % Scoring 4+

DC 2019 DC 2022 Charters 2019 Charters 2022 ELH 2019 ELH 2022



# MS Math 4+ Compared to City

PARCC Math - % Scoring 4+

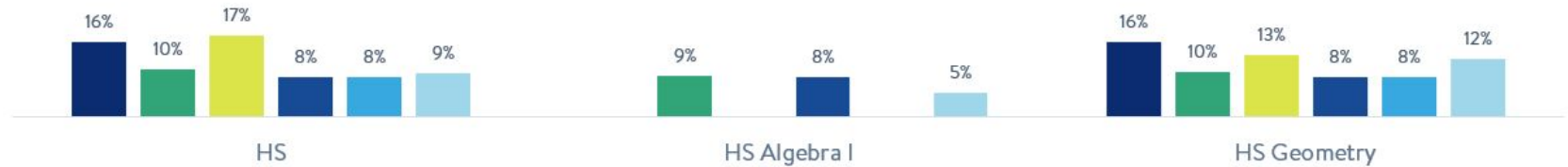
DC 2019 DC 2022 Charters 2019 Charters 2022 ELH 2019 ELH 2022



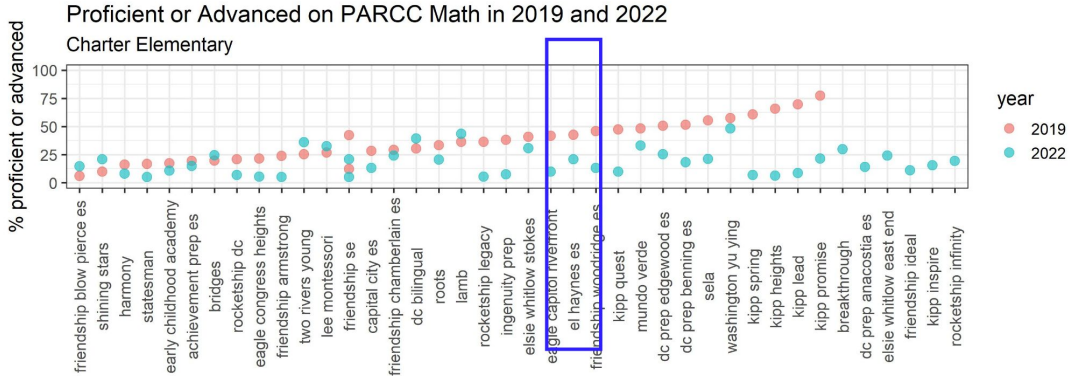
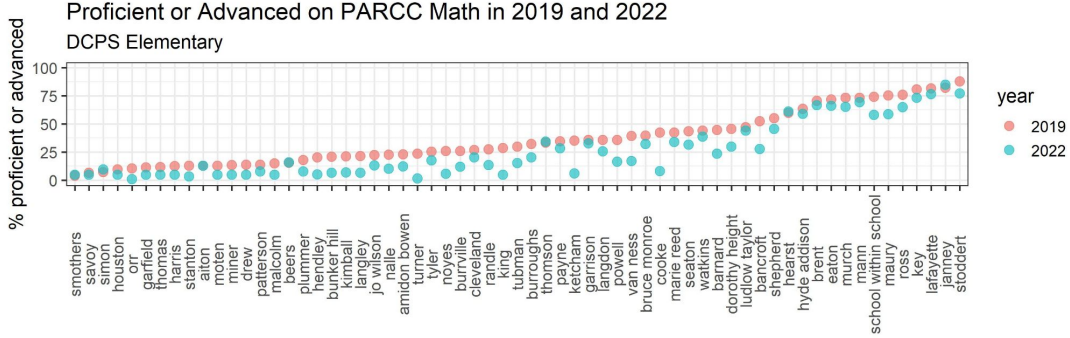
# HS Math 4+ Compared to City

PARCC Math - % Scoring 4+

■ DC 2019 ■ DC 2022 ■ Charters 2019 ■ Charters 2022 ■ ELH 2019 ■ ELH 2022

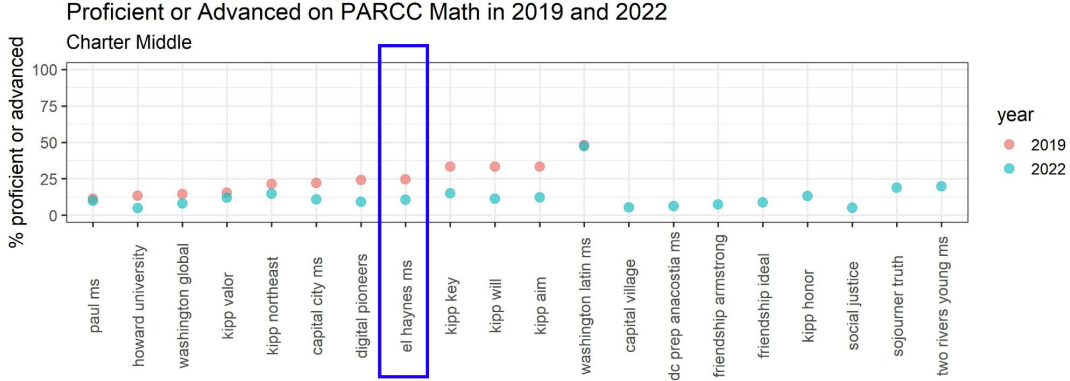
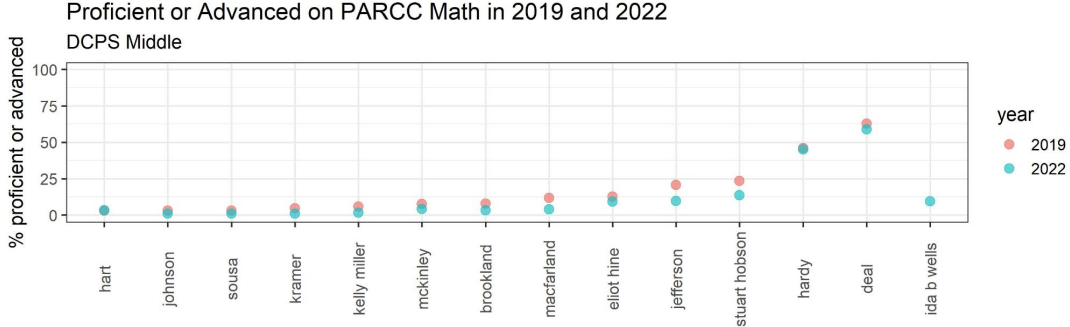


# ES Math Change from 2019 - School Comparison

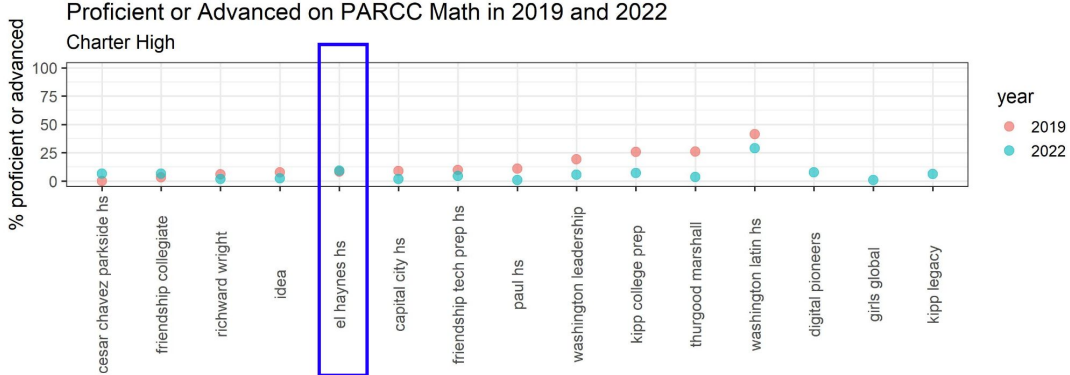
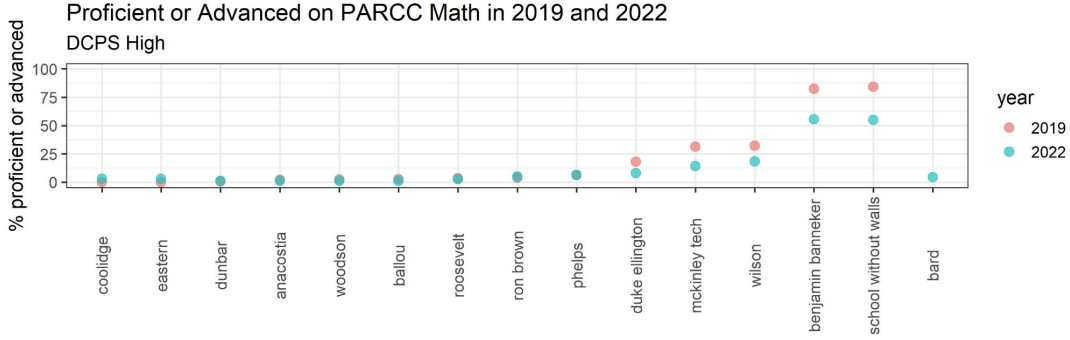




# MS Math Change from 2019 - School Comparison



# HS Math Change from 2019 - School Comparison

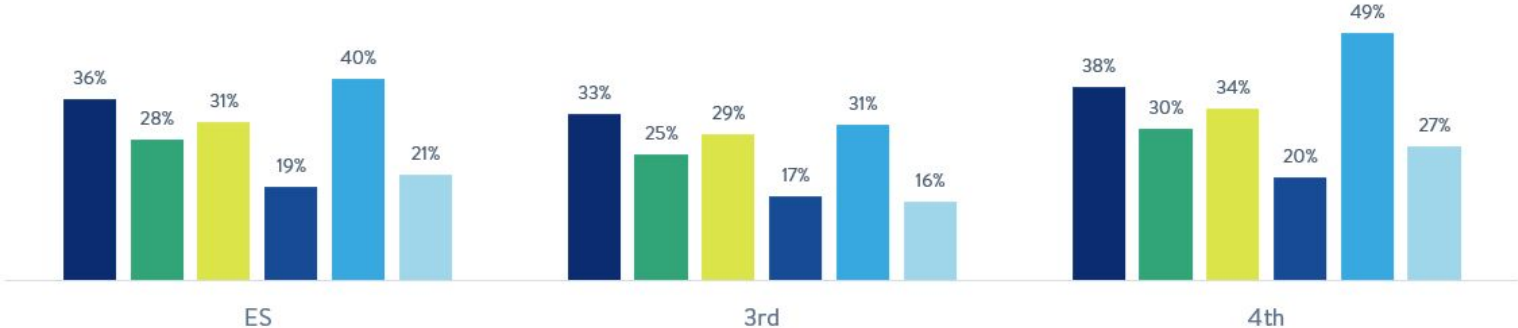


**ELA 4+**

# ES ELA 4+ Compared to City

PARCC ELA - % Scoring 4+

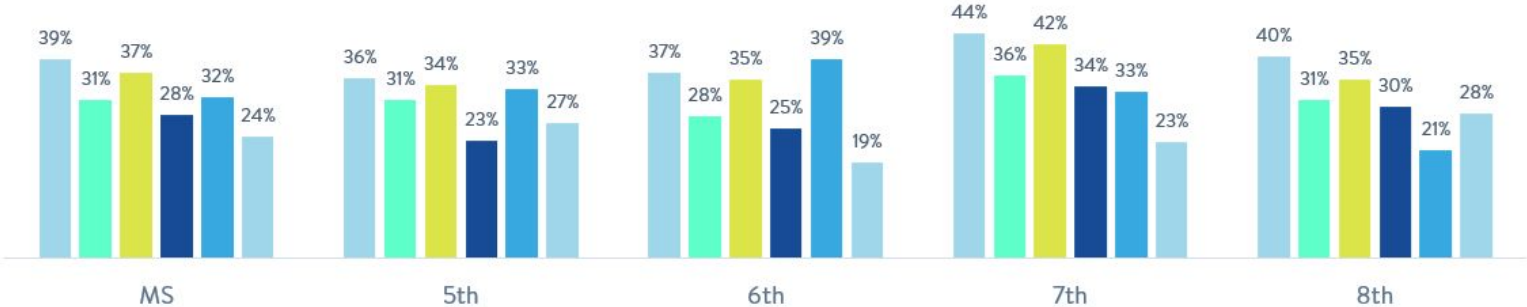
■ DC 2019 ■ DC 2022 ■ Charters 2019 ■ Charters 2022 ■ ELH 2019 ■ ELH 2022



# MS ELA 4+ Compared to City

PARCC ELA - % Scoring 4+

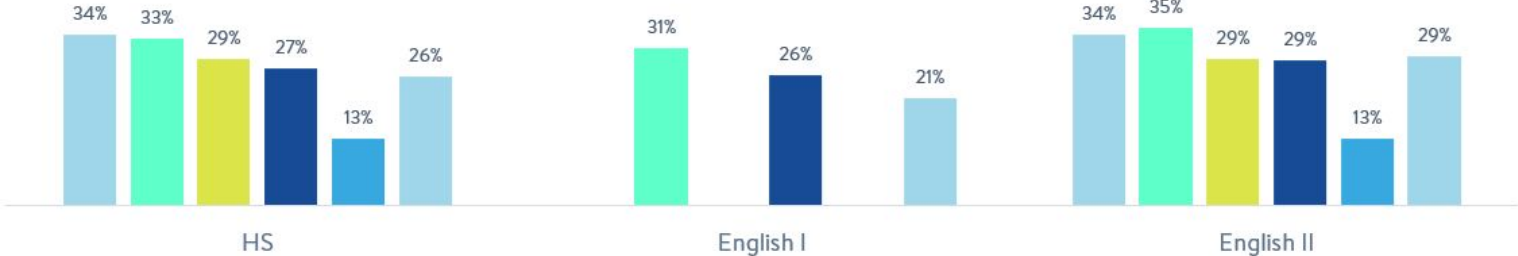
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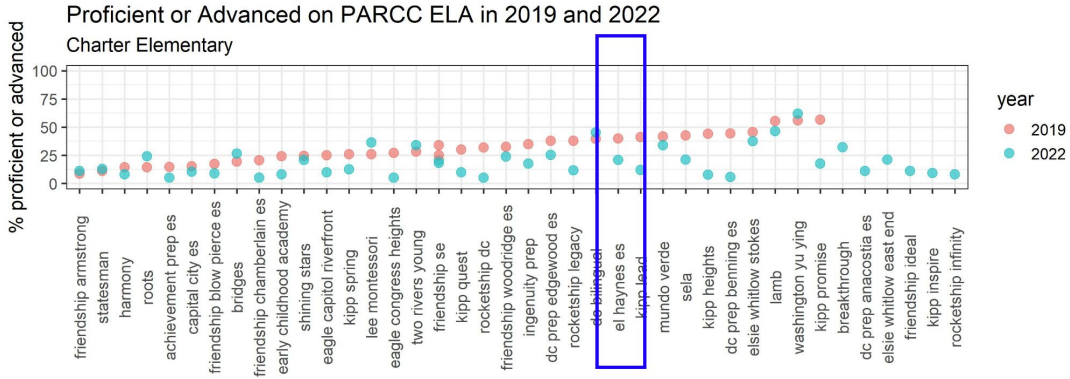
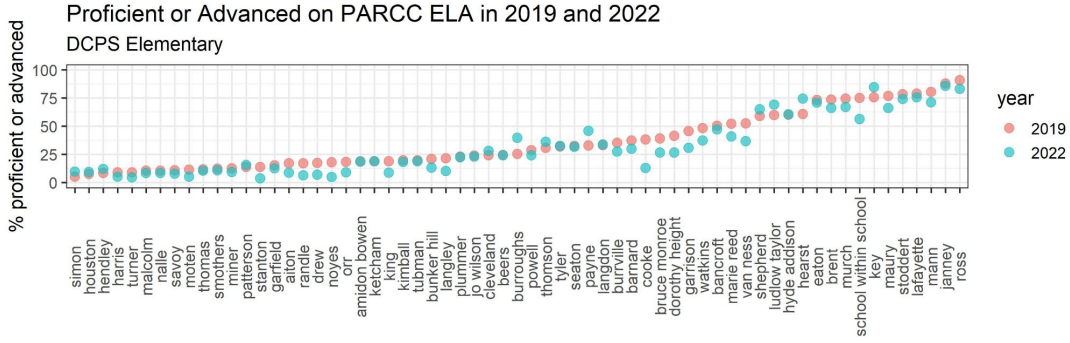
# HS ELA 4+ Compared to City

PARCC ELA - % Scoring 4+

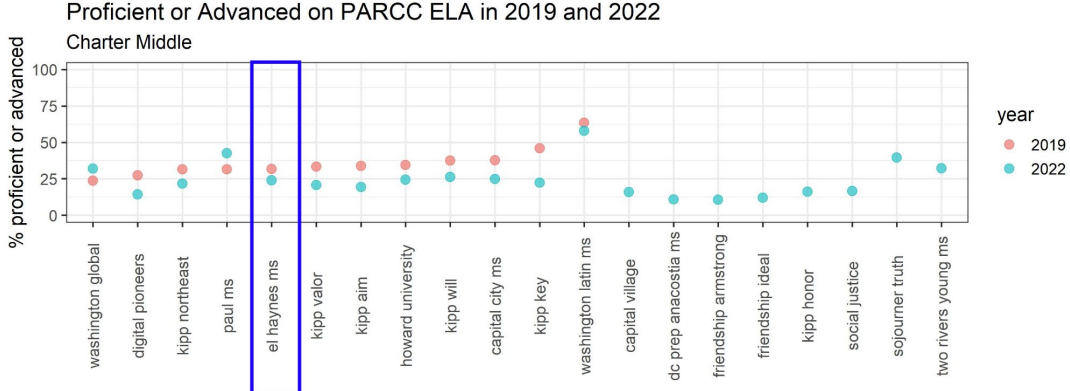
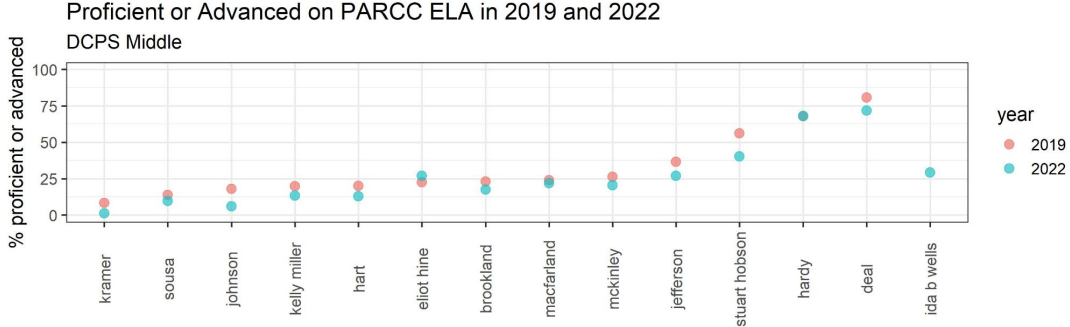
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# ES ELA Change from 2019 - School Comparison

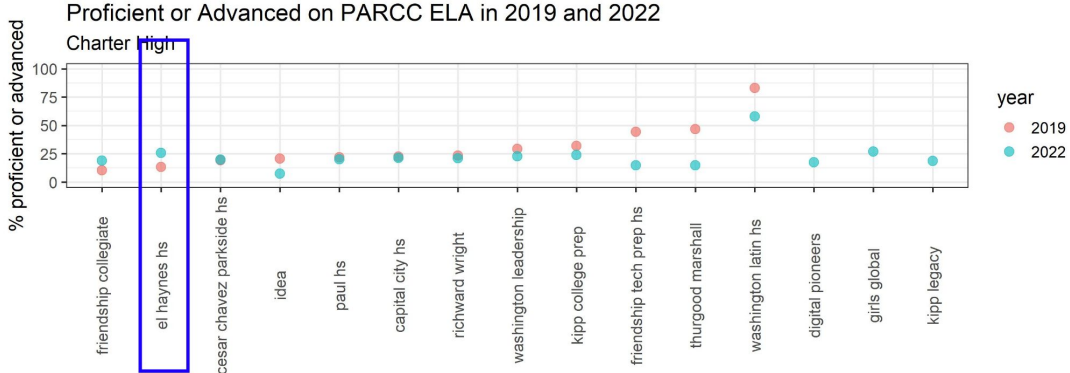
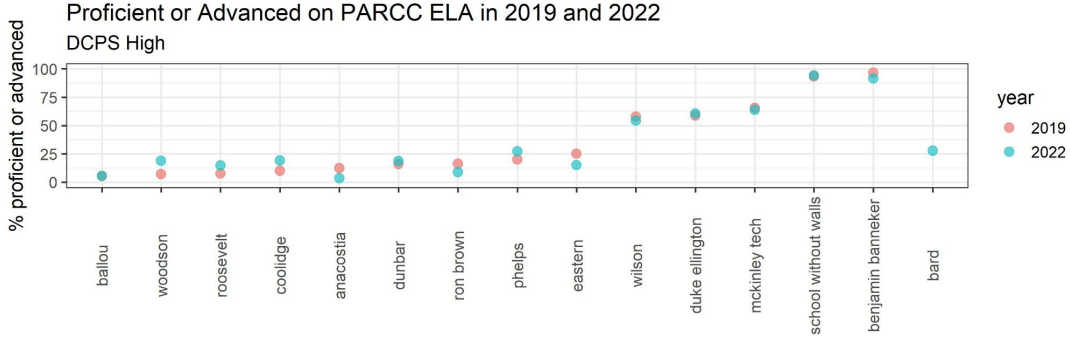


# MS ELA Change from 2019 - School Comparison





# HS ELA Change from 2019 - School Comparison



# School Performance Committee

## SCHOOL PERFORMANCE COMMITTEE

- FIRST WEEKS OF SCHOOL
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- **QUARTERLY DASHBOARD REVIEW**
- TIMELINE AND PROCESS FOR CALENDAR DECISION

# SY 2022-23 PRIORITIES: “Deeper...Not Wider”

## Instruction

*Stronger Tier 1  
Classroom Instruction*

*Quality Coaching and  
Support for Teachers*

***Aligned Academic  
Systems, including  
MTSS, ILT, ALT, and  
Student Discipline,  
Assessment Strategy***

## Individualized Student Supports

*Evidence-based  
Interventions*

*High Dosage Tutoring*

***Deepen  
understanding of  
SOP and new Sped  
Models***

## Wellness

*Social Emotional  
Learning*

*Wellness Supports  
for Students and  
Staff*

***Re-defining and  
re-investing in our  
school-wide culture***

## Family Engagement

*Provide a welcoming and  
inclusive environment*

*Improve and increase  
family communication*

***Partner with families on  
students' learning and  
progress***

*Build family connections  
and community*

*Increase family voice*

# Quarterly Dashboard Alignment

## Instruction

Growth  
Interventions  
Growth  
Coaching

## Culture and Wellness

Attendance  
SEL  
Relationships  
Suspensions

## Family Engagement

Direct Contact  
Progress Mtgs  
Family Voice  
Recommend  
Re-enrollment

## Talent and Operations

Early hiring  
Retention  
Rise  
HR Satisfaction  
Budget/Finance

## Mission and Graduate Profile

9th grade on track, AP courses, SAT, College Acceptance, College Enrollment

## Race and Equity

Equity Attendance, At Risk Achievement, MLL and Sped Progress, Diverse Input, Inclusive Community and Decision-Making

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- **TIMELINE AND PROCESS FOR  
CALENDAR DECISION**

# Timeline and Process

Key Question / Issue	Decision-Making Process	Stakeholder	Involvement
<p><b>How do we use time to drive student achievement?</b> <i>Calendar and The Future of Intersession</i></p>	<p>Gather Input from Groups and Individuals and Decide</p>	Board	<ul style="list-style-type: none"> <li>Final Discussion</li> </ul>
		Chiefs	<ul style="list-style-type: none"> <li>Approve Final Proposal to Board</li> </ul>
		CAO	<ul style="list-style-type: none"> <li>Leads process and designs and recommends strategy based on best practices, research, feedback, and input</li> </ul>
		Core Leadership	<ul style="list-style-type: none"> <li>Provides critical input to the development of the strategy</li> <li>Wrestles with the change management challenges</li> </ul>
		Staff	<ul style="list-style-type: none"> <li>Survey</li> <li>Campus-Based Focus Groups</li> </ul>
		Families	<ul style="list-style-type: none"> <li>Survey</li> <li>Campus-Based Focus Group</li> </ul>
		Students	<ul style="list-style-type: none"> <li>Survey</li> <li>Focus Group</li> </ul>



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# AFF Goals

**SY 2022-2023**



# Goals for SY 2022-2023

- **Support Investments in Our Students** - support investments in academic and wellness strategy including strategic investments using federal funds (ESSERs)
  - **Support Investments in Our Staff** - support the school's effort to develop our total compensation philosophy and outline our new teacher and staff compensation model to be implemented over multiple years.
  - **Support Long-Term Facilities Planning** - determine the feasibility of a transformative facility project that consolidates and improves our physical spaces in service of our academic vision.
  - **Ensure Timely Budgets, Audits, and Tax Filings** - review and approve annual budgets, financial audits, and tax filings to ensure that the organization is compliant with all necessary fiscal requirements.
  - **Review Multi-year Budgets and Ensure Sustainability** - review multi-year budgets and provide recommendations to ensure the long-term financial sustainability of the organization while investing in our students, facilities, and staff.
- 
- A decorative graphic in the bottom right corner consisting of several overlapping triangles in shades of blue, green, and yellow.

**SY 2021-22**  
**Fiscal Updates**

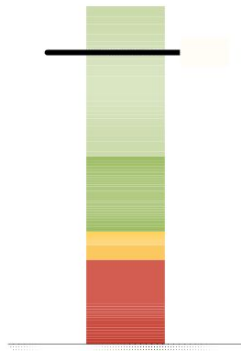
# SY 2021-22 Fiscal Updates

## Key Performance Indicators



### Days of Cash

Cash balance at year-end divided by average daily expenses

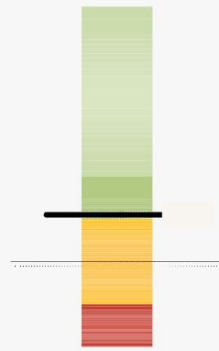


**156 DAYS OF CASH AT YEAR'S END**

The school will end the year with 156 days of cash.

### Gross Margin

Revenue less expenses, divided by revenue

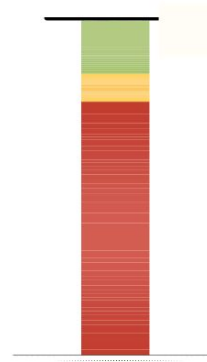


**5.5% GROSS MARGIN**

The forecasted net income is \$2.0m, which is \$1.8m above the budget. It yields a 5.5% gross margin.

### Grants Invoiced

Federal grants requested divided by federal grants awarded.

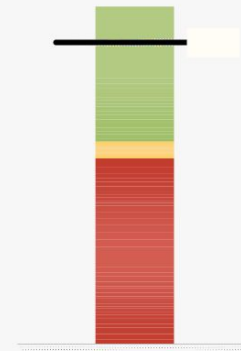


**100% GRANTS INVOICED**

Additional revenue moved to FY23 Jul-Sep draw downs.

### DSCR


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



**DSCR IS 1.79**

According to our M&T covenants, debt service needs to be above 1.00.

# SY 2021-22 Fiscal Updates

- We ended the year with 156 days of cash. This represents \$725k more than projected. The majority of this stems from staff vacancies and lower than projected expenses in furniture, computers, office supplies, and curriculum.
  - In recognition of these anticipated savings, we pushed off over \$100k of Federal Revenue to SY22-23 and \$300k of Support Corp donations for SY24-25.
  - As a result of COVID-19 we saw increases in PPE supplies as well as nurse and testing fees.
  - We received a \$1.5M favorable end of year unrealized SWAP liability gain that is a non-cash event but will inflate our net income.
- 

**SY 2022-23**  
**Fiscal Updates**


# SY 2022-23 Fiscal Update

**Headline:** Overall the budget is on track with higher than expected student enrollment and increased staffing costs due to implementation of the new teacher salary scale.

## Revenues

- 34k more in UPSFF facilities funding (\$30 more per student)
  - NOTE: We finalized our budget last year before the final amount was released
- 10k more in the Mayor's Supplemental funding than budgeted
- Expecting positive adjustment in October due to increased enrollment (very conservatively more than 150k)


## Expenditures

- 189k more in salary expenses than budgeted (for the full fiscal year)
  - We are still in the first month of school and will have a better estimate of expenses towards the end of Q1 (October/November)
- 

**SY 2021-22**  
**Audit Updates**

# SY 2021-22 Audit Updates

**Headline:** Annual fiscal audit is in-progress and on-track with RSM. We have engaged with Gray, Gray, and Gray to do the 403(b) audit.

- Accounting procedures remain the same year over year with EdOps controls
  - Reviewing and continuing to tighten internal controls at E.L. Haynes
  - Final audit is due to PCSB on 12/15 this year; internal deadline is 11/4 for AF&F review
- 



**Questions?**





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# FY23 Development Plan

- Overall Goals
- Government Grants
- Foundation Grants
- Corporate Support
- Individual Giving
  - Special Events
  - EOY Giving Campaign

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

Opportunities with Staff		Major Events		Opportunities with Students	
Date	Detail	Date	Detail	Date	Detail
10/21/2022 8:30 - 9:30 a.m.	All-Staff Meeting (HS Gym)	10/13/2022 6 - 8:00 p.m.	Hispanic Heritage Month Celebration (HS Gym)	10/17/22 - 10/21/22	Homecoming Week (HS)
12/15/2022	All-Staff Winter Celebration			10/27/2022 5:00 p.m.	Volleyball Game (Senior Night, HS Gym)
				11/09/2022 TBD	Social Studies Fair (MS)
				<a href="#">Fall sports MS/ HS schedule</a>	



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

**Be Kind.**  
**Work Hard.**  
**Get Smart.**