

# Turn-and-Talk

**We will talk to a neighbor to discuss the following question for 5 minutes.**

**Since this is the first time we've been together in 2023, share one hope you have for the year ahead?**

# **FEBRUARY 2023 BOARD OF TRUSTEES MEETING**

**February 7, 2023**





# Board of Trustees Meeting

February 7, 2023  
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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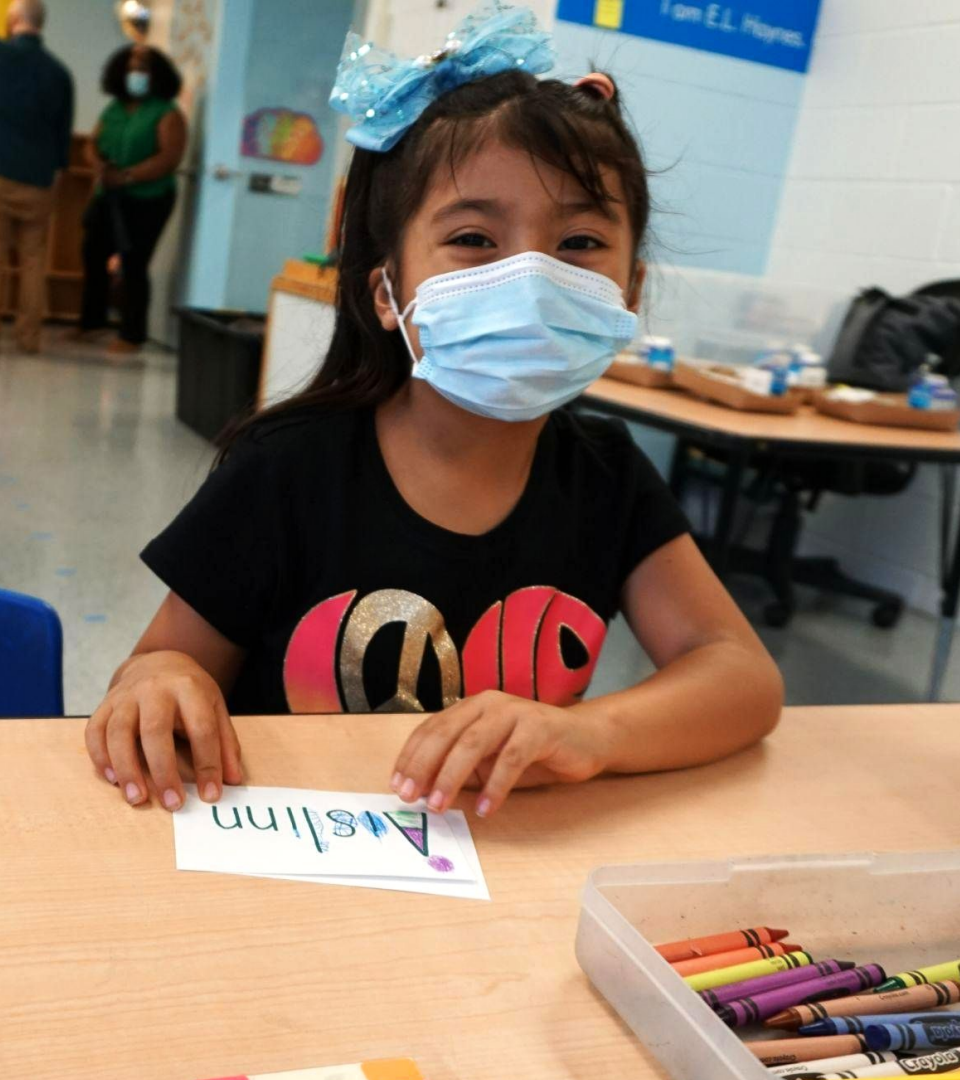


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# Governance Committee

# Agenda

- **Review Recruitment Needs for SY 2022-23 and SY 2023-24**
- Consider and Vote on **Keylon Simpkins** for election to the E.L. Haynes Board of Trustees

# SY 2022-2023 Board Recruitment Needs

FY23 Recruitment Needs	
<b>Current Membership</b>	13
Current Vacancies	2
Total Expiring Terms	3
Possible One-Year Extensions	2
<b>TOTAL POSSIBLE NEEDS</b> <i>(as of 6/30/23)</i>	<b>4-7</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>• Staff Voice</li> <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 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>



# Governance Committee

# Agenda

- Review Recruitment Needs for SY 2022-23 and SY 2023-24
- Consider and Vote on Keylon Simpkins for election to the E.L. Haynes Board of Trustees

# Keylon Simpkins

Nearly 15 years ago, Mr. Simpkins began his teaching career in Durant, a small town on the Mississippi Delta as a recent graduate of an alternative teaching certificate program. For two years he taught high school social studies, as well as serving as Junior class co-sponsor.

Following his time in Durant, he took a position at Clarksdale High School in Clarksdale, MS, where he would spend the next six years teaching a tested subject area in a high stakes testing environment. He held several positions in leadership during his time there, including: Professional Learning Community (PLC) leader, member of the teacher leadership team, Social Studies Department chair, and Teacher Mentor.

In 2017, Mr. Simpkins moved to Washington, DC, to join E.L. Haynes High School where he has taught history and has served as a Teacher Leader. In 2007, Mr. Simpkins received his Bachelor's degree in Political Science and Government from the University of Mississippi.

# VOTE

To elect **KEYLON SIMPKINS**  
to serve on the E.L. Haynes  
Board of Trustees effective  
February 7, 2023.



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- COMMUNITY RELATIONS COMMITTEE
- CLOSED SESSION



# School Performance Committee

## Agenda

- **Academic Calendar Updates**
- **5th Grade Transition to Kansas Avenue Campus**

# Who Gave Input Into the Calendar Decision?

Stakeholder Group	Survey	Focus Group or Team Staff Meeting	All Staff Meeting
Instructional Staff Members	X	X	X
LEA Staff	X	X	X
Senior Leadership Team	X	X	
Students	X		
Families	X	X	

# Calendar Themes

- The need for increased teacher planning time
- The need for teachers and staff to have sustainable breaks for reflection and rejuvenation
- The need for students to have an opportunity for quality and sustained academic enrichment



# Calendar Changes June 2023 - August 2023

- **Summer 2023 will look different.** We are piloting new programming and will host a small program for our youngest learners.
- **We are shortening All Staff Institute in order to provide a longer summer break for 10-month staff.** The first day of school for the 2023-2024 School Year will be MONDAY, AUGUST 21, 2023. New staff will join us beginning Monday, August 7, and All Staff Institute will kick off on Thursday, August 10, 2023.





# Increased Teacher Planning Time


- **Early Dismissal Wednesdays**
- **Planning Day after Winter Break**
- **Additional Planning and Flexibility**
- **Releasing a Three-Year Calendar**



# The Need for Teachers and Staff to Have Sustainable Breaks for Reflection and Rejuvenation

- Extended long weekend in October
- Week-long break during Thanksgiving
- Up to two weeks over the Winter Break
- Week long February Break
- Week long Spring Break in April

**This calendar design also allows us to end the school year in mid- June, providing for a longer summer break.**

A decorative graphic in the bottom right corner consisting of several overlapping triangles in shades of blue, green, and yellow.

# The Need for Students to Have an Opportunity for Quality and Sustained Time for Academic Enrichment

- We will **no longer offer intersession** as it was originally designed
- **Extended summers programming** offering academic and enrichment Programs
  - New model will offer summer programs that are focused on both academics and enrichment, and will extend for up to five weeks starting in Summer 2024
  - We will target programs this year to support our learning and planning for summer 2024



# Next Phase Of Work

- **Finalizing Summer Offerings for SY 2023**
  - Pre-K Programming
  - Overnight Camp
  - 8th Grade Algebra 1 Prep
  - Potential STEM Pilot sponsored by Micron Foundation
- **Utilizing Time with Students Effectively**
- **Designing Signature Learning Experiences**





# School Performance Committee

# Agenda

- Academic Calendar Updates
- 5th Grade Transition to Kansas Avenue Campus

# Our 5th grade students will remain at the KS Ave campus beginning SY23-24.

- This is our first step of moving all students to the Kansas Ave campus.
- KS is a familiar space for students and parents, with playgrounds and green space for students.
- Our MS will have more staffing and scheduling flexibility - necessary for sustained, significant academic growth.





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# Audit, Finance, and Facilities Committee

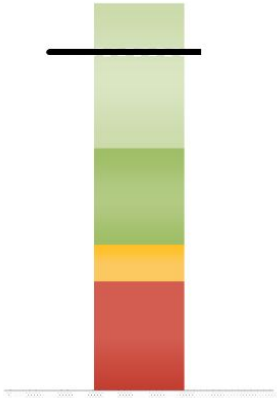
# Agenda

- **FY23 Fiscal Updates: Quarter 2**
- Compensation Model Update
- FY24+ Budgeting
- Long-Term Facilities Planning

# FY23 Fiscal Updates - Quarter 2 KPIs

## Days of Cash

Cash balance at year-end divided by average daily expenses

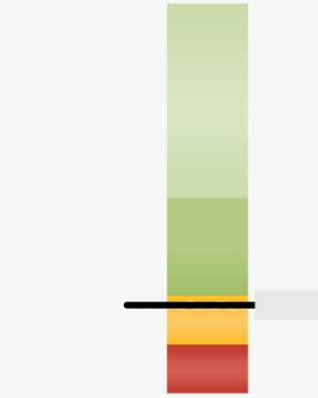


### 140 DAYS OF CASH AT YEAR'S END

We are currently projecting that the school will end the year with 140 days of cash.

## Gross Margin

Revenue less expenses, divided by revenue

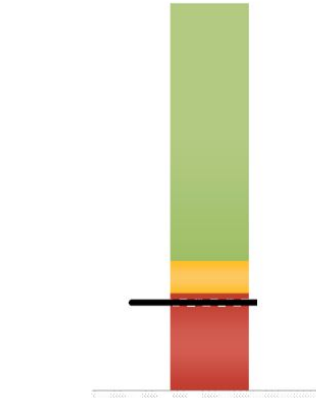


### -1.0% GROSS MARGIN

The forecasted net income is -\$347k, which is \$104k above the budget. It yields a -1.0% gross margin.

## Grants Invoiced

Federal grants requested divided by federal grants awarded.

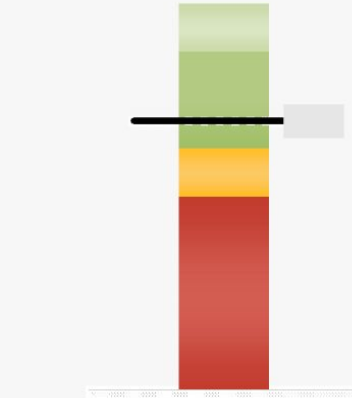


### 23% GRANTS INVOICED

Grant drawdowns have been delayed by OSSE, but should pick up next quarter.

## DSCR


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



### DSCR IS 1.39

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

# FY23 Fiscal Updates - Q2 Executive Summary

- We are currently projecting to end the year with 140 days of cash.
  - The forecasted net income is now -\$347k (\$104k over budget). This yields a gross margin of -1.0%. A decrease of 2% over Q1.
  - Revenue is \$936k off of budget primarily due to delayed grant drawdowns by OSSE. As of Q2, we were at 23% invoiced.
  - Overall, our expenses remain relatively the same and in-line with budget. Our debt service coverage ratio is currently at 1.4.
  - Salaries, contracted staffing, and direct student expenses are currently running over budget.
- 
- A decorative graphic in the bottom right corner consisting of several overlapping triangles in shades of blue, green, and yellow.

# Audit, Finance, and Facilities Committee

## Agenda

- FY23 Fiscal Updates: Quarter 2
- **Compensation Model Update**
- FY24+ Budgeting
- Long-Term Facilities Planning

# Our Journey

**SY21-22**

## **Compensation Updates, Part 1**

- Codified our compensation philosophy
- Updated the teacher salary scale

**Nov**

## **Engagement with EdFuel Begins**

- Align on essential questions to answer
- Begin engaging with staff through surveys and/or focus groups

**Dec**

## **Compensation and Financial Modeling**

- Identify compensation system options for remaining roles

**Jan**

## **Finalize Compensation Structure**

- Finalize compensation structure for all remaining roles
- Align comp structure with current and future school year budgets

**Feb/  
March**

## **Finalize & Share**

- Share final comp structure with board and staff



# This Year's Compensation Priorities

<b>SY22-23</b>	<b>SY23-24</b>	<b>SY24-25</b>
Compensation Philosophy	Transparent compensation structure for 12-month and non-instructional staff	Review of benefits and perks
Updated Teacher Salary Scale	Codify E.L. Haynes' total investment in staff	Updated retention and recognition initiatives
Raised Minimum Salary and Align Educational Aide Positions/Salaries	Create guidance for flexible/hybrid work policies	

# Our Compensation Philosophy

We will anchor our compensation decisions in the following guiding principles:

- **COMPETITIVE:** We offer salaries that are competitive against the D.C. market for similar roles. We assess our competitiveness regularly to ensure that we are able to attract and retain our excellent staff members.
- **TRANSPARENT:** We openly share our compensation philosophy as an organization and what drives our total compensation package. We provide clarity so that our staff understand their compensation and the investments made in them.
- **FAIR & CONSISTENT:** We ensure that employees within the same position are compensated fairly and consistently. We regularly review our data and compensation processes to ensure staff do not experience differences in their compensation based on gender, race, and other demographic factors.
- **SUSTAINABLE:** We plan for our future and ground our investments in our staff in our ability to continue to do so in future years, while also maintaining critical investments in our students and other needed expenses.

# Audit, Finance, and Facilities Committee

# Agenda

- FY23 Fiscal Updates: Quarter 2
- Compensation Model Update
- **FY24+ Budgeting**
- Long-Term Facilities Planning

# Budget Timeline

- **January & February:** Shape key priorities and questions
  - Project initial budget drivers for revenue and expenditures
  - Identify investments from budget priorities for FY24+ budget
- **March:** Refine budget proposal with continued discussion / feedback
  - Discussions with staff and families on SY 2022-23 budget needs
  - Leadership teams engage in planning conversations
  - Finalize budget revenue and expense inputs
- **April:** Share draft FY24 budget with BoT for discussion
- **May:** Present final FY24 budget to BoT for approval
- **June:** Final FY24 budget due to PCSB on June 1, 2023



# Current Assumptions, Projections, and Budget Drivers

	Current Assumptions
<b>UPSFF</b>	+5% (current assumption)
<b>Long-Term Facilities Planning</b>	Architects and facilities planning for campus consolidation at Kansas Ave. (current assumption based on Clark Foundation Multi-Year Grant as well as other development opportunities aligned with long-term facilities projects).
<b>Staffing</b>	<ul style="list-style-type: none"><li>• Review staffing models aligned to priorities (for additional needs and potential savings)</li><li>• Reviewing vacancies in an ongoing manner</li></ul>
<b>Additional savings measures</b>	Consider other cost saving measures (including catering and travel)
<b>Compensation investments</b>	<ul style="list-style-type: none"><li>• Maintain investments in new teacher salary scale</li><li>• Implement investments in remaining staff members in our community</li></ul>

Preparing for Federal ESSER Funds Sunset in 2025 (Approximately \$2.2m)

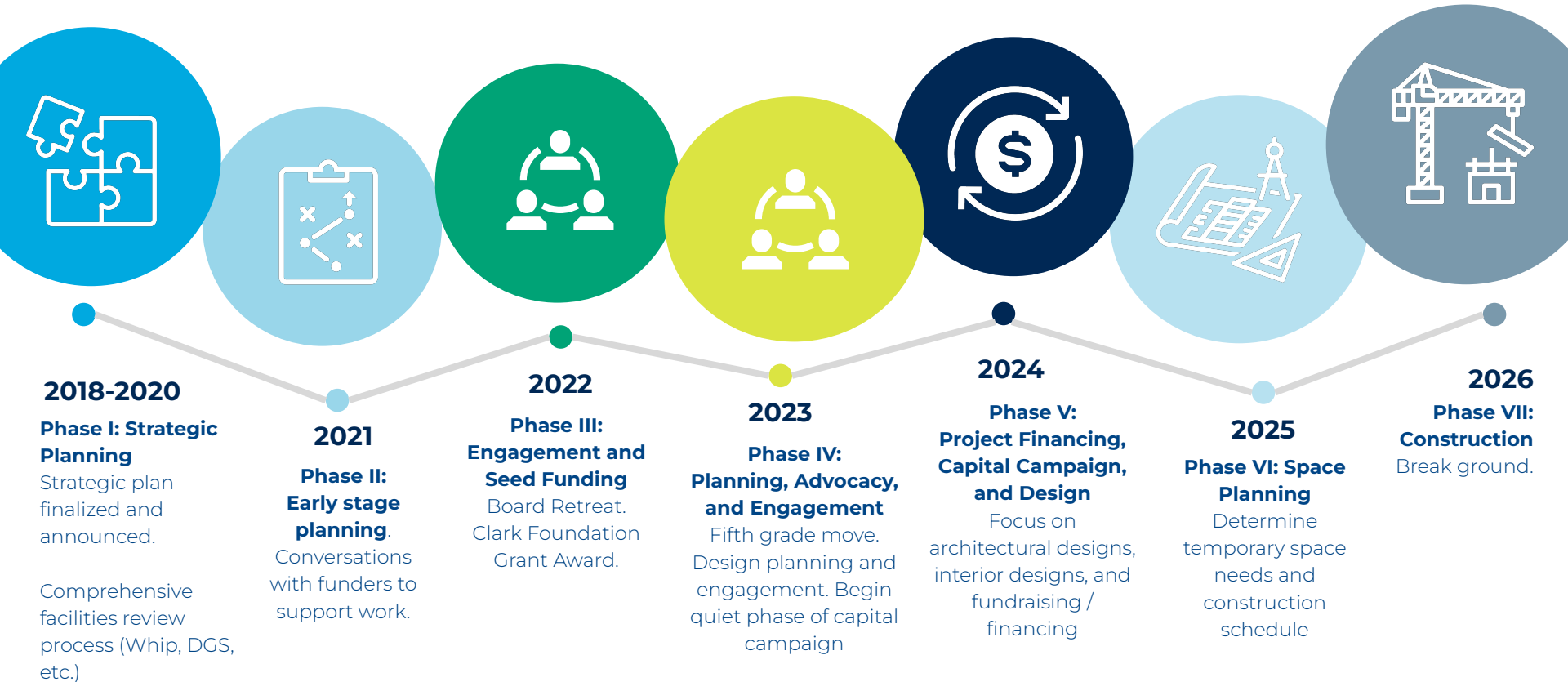
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- FY23 Fiscal Updates: Quarter 2
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# Long-Term Facilities Timeline

Where we have been and Where we are going





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# Community Relations Committee

# Agenda

- **Annual Fund Update**
- End-of-Year Giving Campaign
- Spring and Fall Events
- Opportunities to Connect with the E.L. Haynes Community

# Annual Fund Update

## Annual Fund Report as of 1/31/2023

Category	FY22 Raised	FY23 Goal	FY23 Raised TD	% of Goal	Delta
<b>GOVERNMENT</b>	\$892,533.93	\$470,000	\$384,214.18	81.75%	\$(85,785.82)
<b>FOUNDATIONS</b>	\$108,239.89	\$215,000	\$252,775	117.57%	\$37,775
<b>CORPORATIONS</b>	\$39,950	\$20,000	\$12,900	64.50%	\$(7,100)
<b>INDIVIDUALS</b>	\$90,456.68	\$75,000	\$57,165	76.22%	\$(17,835)
<b>SPECIAL EVENTS</b>	\$ -	\$25,000	\$0.00	0.00%	\$(25,000)
<b>TOTAL</b>	<b>\$1,126,200.50</b>	<b>\$805,000.00</b>	<b>\$707,054.18</b>	<b>87.83%</b>	<b>\$(97,452.82)</b>

# Community Relations Committee

# Agenda

- Annual Fund Update
- End-of-Year Giving Campaign
- Spring and Fall Events
- Opportunities to Connect with the E.L. Haynes Community

# EOY Giving Campaign - History

Campaign	Start Date	End Date	Total Raised	# of Gifts
FY15	11/21/2014	1/31/2015	\$68,292	93
FY16	12/1/2015	1/31/2016	\$106,808	69
FY17	11/19/2016	1/5/2017	\$99,143	107
FY18	11/29/2017	1/10/2018	\$134,169	72
FY19	11/7/2018	1/31/2019	\$97,815	66
FY20	11/25/2019	1/31/2020	\$63,845	72
FY21	11/2/2020	1/31/2021	\$95,545	122
FY22	11/15/2021	1/31/2022	\$122,364	144
<b>FY23</b>	<b>11/15/2022</b>	<b>1/31/2023</b>	<b>\$71,075</b>	<b>108</b>

# EOY Giving Campaign - Breakdown

Board Giving					
# of Gifts	Total Giving	% of Board	% of Total Giving	High	Low
11	\$9,650	84.62%	13.6%	\$5,000	\$150

Individual Giving					
# of Gifts	Total Giving	Average	High	Low	
103	\$56,675	\$550	\$10,000	\$15	

Institutional Giving (Corporate / Foundation)					
# of Gifts	Total Giving	Average	High	Low	
5	\$14,400	\$2,880	\$7,500	\$200	

# Community Relations Committee

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- Annual Fund Update
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- **Spring and Fall Events**
- Opportunities to Connect with the E.L. Haynes Community

# Spring and Fall Events - Overview

## Spring 2023

- Approximately 50 top donors and former event sponsors
- Thursday, March 23, 6 - 8 p.m.
- St. Vincent Wine, 3212 Georgia Ave, NW
- \$50 Entry ticket with the option to pledge a sponsorship instead
- Happy hour with heavy appetizers and a focus on wines from women-owned vineyards

## Fall 2023

- 300 - 400 Attendees (donors, select staff, select students, DC community and education leaders)
- 2nd, 3rd, or 4th Thursday evening in October, 6 - 9 p.m.
- Venue Options
  - Longview Gallery (1234 9th St NW)
  - Howard Theatre (620 T St NW)
- Sponsorship packages range from \$500 to \$25k; entry tickets are \$150

# Community Relations Committee

# Agenda

- Annual Fund Update
- End-of-Year Giving Campaign
- Spring and Fall Events
- **Opportunities to Connect with the E.L. Haynes Community**



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

Opportunities with Staff		Major Events		Opportunities with Students	
Date	Detail	Date	Detail	Date	Detail
02/08/2023 3:45 p.m.	Middle School Staff Meeting	02/15/2023 6:00 - 8:00 p.m.	Black History Month Celebration	02/23/2023 5:30 - 7:00 p.m.	Middle School Science Fair
03/31/2023 8:30 - 9:30 a.m. (Kansas Ave Gym)	All- Staff Meeting	03/23/2023 6:00 - 8:00 p.m.	Spring Fundraising / Cultivation Event	02/28/2023 5:00 - 6:00 p.m.	Elementary School EDP Black History Month Performance
				02/13/2023 3:45 - 6:00 p.m.	High School AttendANCE
				02/24/2023 6 - 7:30 p.m.	Middle School Basketball Awards Ceremony
				<a href="#">Winter sports MS/ HS schedule</a>	



# Board of Trustees Meeting

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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).**

# Transitioning Staff to New Comp System

What This Means for Impacted Staff	
# of Roles Being Affected	86
# of Roles That Need to Move to 50th Percentile	32 (37%)
# of Roles Already at the 50th Percentile (or above)	54 (63%)
Average Increase for Impacted Staff	7%

For SY23-24, current staff members will move to the 50th percentile benchmark for their salary, or receive their annual increase - whichever amount is higher.

# Revenue Increases and Spending Reductions

	Current Assumptions
<b>UPSFF</b>	+2-5% increase based
<b>Private Grants and Donations</b>	+138%
<b>Staffing</b>	Decreasing FTEs through a strategically-phased and well-communicated approach
<b>Additional savings measures</b>	Eliminating underutilized healthcare benefits; reducing catering budget by 25%; decreasing travel and conference budget; hosting all-staff institute on campus; decreasing curriculum budget
<b>Hiring freeze</b>	Any vacant positions after 3/1/23 will need written approval from Chiefs with justification from supervisor in order to be posted by Talent Team

# Additional Investments and Future Decreases

	Current Assumptions	Potential Budget Impact
<b>Staff compensation</b>	Revised salary ranges for non-instructional and lowest paid staff	-\$250k to -\$350k
<b>ES Science Teacher</b>	To facilitate fifth grade relocation to Kansas Ave.campus and increase science resources	-\$90k to \$120k
<b>Long range facility planning</b>	Architects and facilities planning for campus consolidation at Kansas Ave.	-\$580k
<b>Federal Revenue</b>	ESSER funds for Covid-19 relief end	-\$2.2MM (starting in FY25)