

SEPTEMBER 2023 BOARD OF TRUSTEES MEETING

September 5, 2023





Board of Trustees Meeting

September 5, 2023
6:00 p.m. - 8:00 p.m.

AGENDA

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



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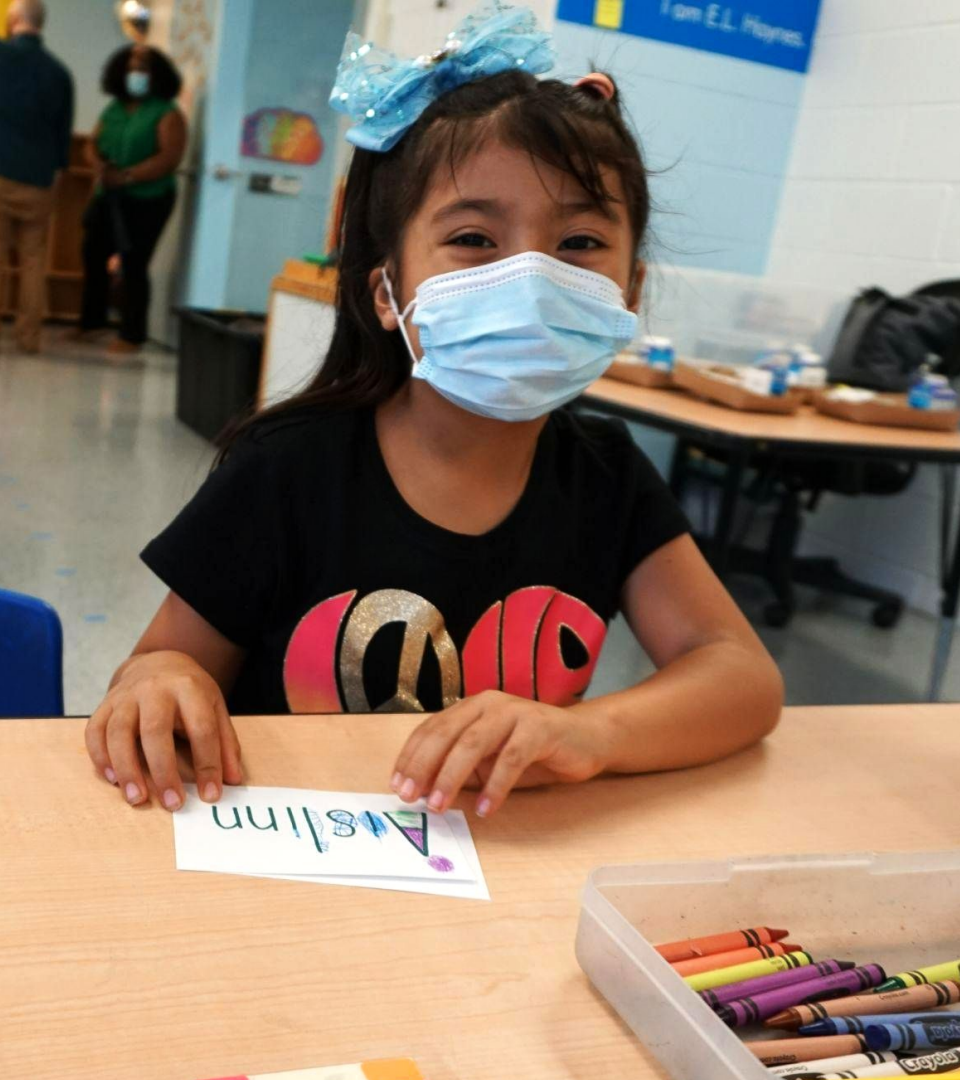


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Governance Committee

Agenda

- **Conflict of Interest Policy**
- **Discuss and VOTE on Changes to E.L. Haynes By-Laws**
- **VOTE on Staff Signature Authority for the SY 2023-24**
- **Review Recruitment Needs for SY 2023-24**

Conflict of Interest Policy

Please fill out and submit your conflict of interest forms to Joe Callahan (icallahan@elhaynes.org) **by Friday, September 30, 2022.**

E.L. Haynes Conflict of Interest Policy

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

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

Definitions

Interested Person:

- I. An individual who is a founder of the Corporation, or who is a current or former trustee, director, member, member of a designated body, officer, or key leader of the Corporation; a family member of any of the individuals identified in sub-subparagraph (i);
- II. An entity identified as submitting a petition to establish the Corporation pursuant to § 38-1802.02(13);
- III. An entity in which an individual identified in sub-subparagraph (i) serves as a member of the board of directors or has a financial interest;
or
- IV. An entity in which a family member of an individual identified in sub-subparagraph (i) serves as a member of the board of directors or has a financial interest.

Definitions (continued)

Financial Interest

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

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

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

When a conflict of interest contract may be allowed

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



Procedures


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

See the **Conflict of Interest Form** for more information.

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



Violations of the Conflict of Interest Policy

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

Governance Committee

Agenda

- Conflict of Interest Policy
- Discuss and VOTE on Changes to E.L. Haynes Bylaws
- VOTE on Staff Signature Authority for the SY 2023-24
- Review Recruitment Needs for SY 2023-24

Proposed Changes to E.L. Haynes By-Laws

1. **Executive Committee**
definition and clarification.
2. **General edits** and
clarifications

VOTE

*Proposed Changes to
E.L. Haynes By-Laws*

**To adopt all of the edits
and changes to the E.L.
Haynes by-laws presented
by the Governance
Committee.**

Governance Committee

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- **VOTE on Staff Signature Authority for the SY 2023-24**
- Review Recruitment Needs for SY 2023-24

VOTE

*Staff Signature Authority
SY 2023-24*

On the proposed resolution, granting organizational signature authority to:

- **Hilary Darilek**
- **Rikki Hunt Taylor**
- **Justin Rydstrom**

Effective September 30, 2023, through October 1, 2024.

Governance Committee

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SY 2023-2024 Board Recruitment Needs

FY24 Recruitment Needs

Current Membership	12
FY24 Vacancies	3
Total Expiring Terms	1
Possible One-Year Extensions	1
Expiring First Terms	3
TOTAL POSSIBLE NEEDS <i>(as of 6/30/24)</i>	4-8

Demonstrated Needs

- Financial Management
- Education Expertise
- DC Government Understanding and Expertise
- Fundraising and Governance
- Parent / Family Voice - particularly one from middle school
- Neighbors (Individual or institutional)
- Latino / Latina representation

Committee Needs

- Chair, Audit, Finance, & Facilities Committee (23-24)
- Treasurer (23-24)
- Chair, Board of Trustees (24-25*)

Characteristics

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



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Community Relations Committee

Agenda

- **Annual Fund Update**
- **Homecoming Fundraiser and Board Participation**
- **Opportunities to Connect with the E.L. Haynes Community**

Annual Fund Update

Annual Fund Report as of 8/25/2023

Category	FY23 Raised	FY24 Goal	FY24 Raised TD	% of Goal	Delta
GOVERNMENT	\$450,140.18	\$470,000.00	\$0	0%	(\$470,000)
FOUNDATIONS	\$264,775	\$215,000.00	\$50,000	23.26%	(\$165,000)
CORPORATIONS	\$12,950	\$20,000.00	\$0	0%	(\$20,000)
INDIVIDUALS	\$78,557	\$75,000.00	\$13,655	18.21%	(\$61,345)
SPECIAL EVENTS	\$17,000	\$25,000.00	\$6,500	26%	(\$18,500)
TOTAL	\$823,422.18	\$805,000.00	\$70,155	8.71%	(\$734,845)

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Community Relations Committee

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

Opportunities with Staff		Major Events		Opportunities with Students	
Date	Detail	Date	Detail	Date	Detail
09/22/2023	Staff PD Day	09/15 - 10/15	Hispanic Heritage Month	09/09/2023 9 - 10:30 a.m.	Elementary School Back to School Event
10/18/2023	All Staff Meeting	TBD	Campus-Based Hispanic Heritage Month Celebrations	09/13/2023 5 - 6 p.m.	Middle School Back to School Night
		10/26/2023	<i>Homecoming: A Fundraiser for E.L. Haynes</i>	10/26/2023 1:30 p.m.	Homecoming Pep-Rally - High School Gym
				<u>Fall sports MS / HS schedule</u>	



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SCHOOL PERFORMANCE COMMITTEE MEETING

September 5, 2023

AGENDA

- **DISCUSSION: PARCC SCORES**
- **EOY DASHBOARD REVIEW**
- **UNDERSTANDING NEW DASHBOARD**



2023 PARCC Results

Questions for Your Consideration:

What stands out to you in these data?

- **subject?**
- **grade?**
- **student subgroup?**

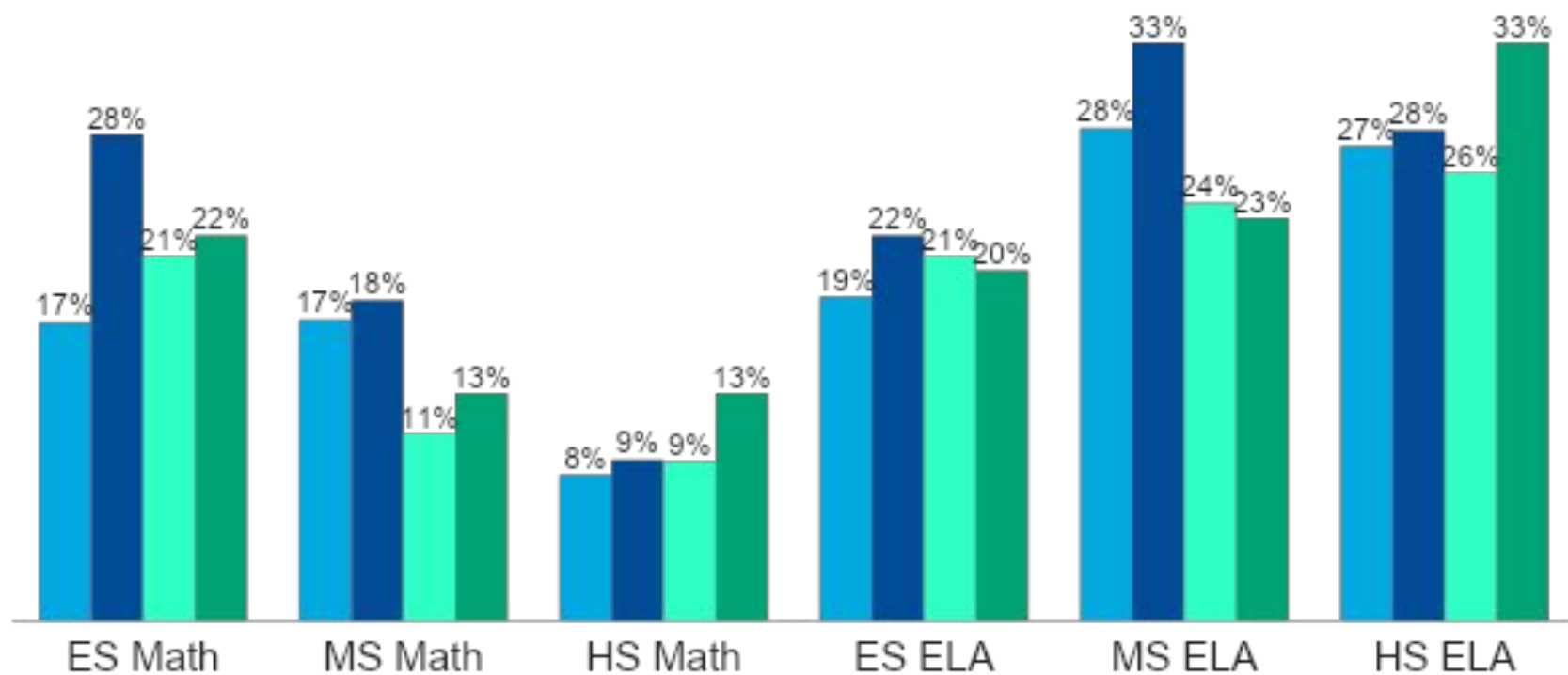
What hypotheses or conclusions are you beginning to draw from the data?

Our Reflections on Our Performance

- **10th Grade ELA, HS Geometry, and 7th Grade Math all saw significant increases in performance compared to 2021-2022.**
- **Though not fully shown in these PARCC results, our students have grown significantly.**
- **We still have a lot of work to do.**
- **AND, the data from PARCC are consistent with and add to what we learned throughout 2022-23.**

PARCC 4+

■ Charters 2022 ■ Charters 2023 ■ ELH 2022 ■ ELH 2023

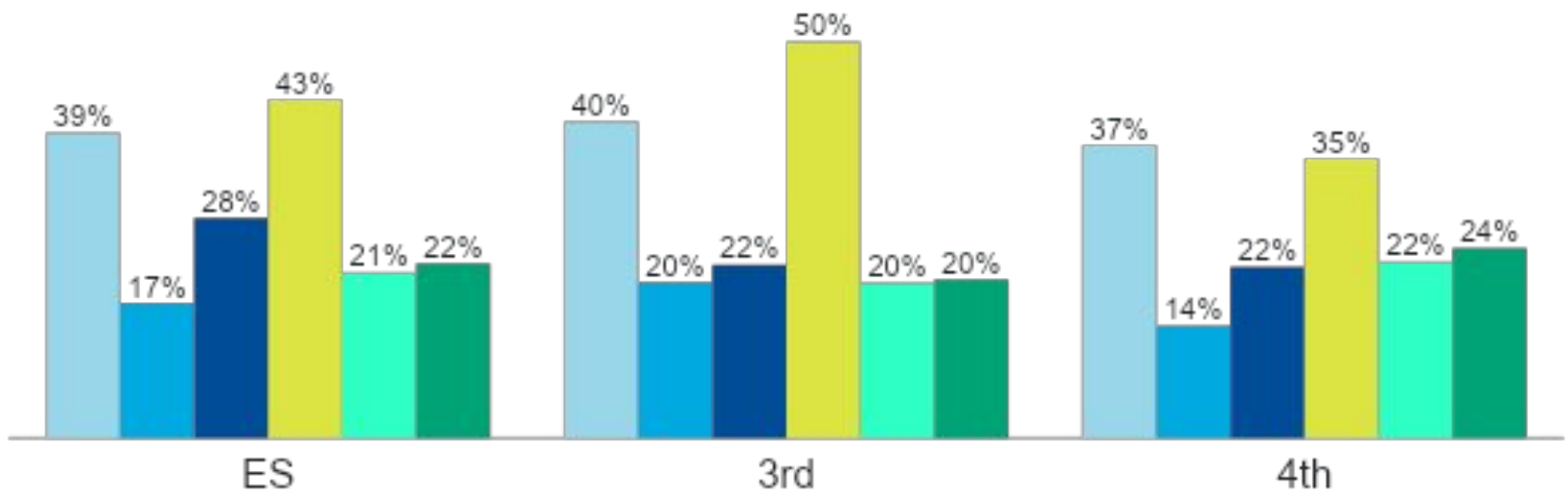


Math 4+

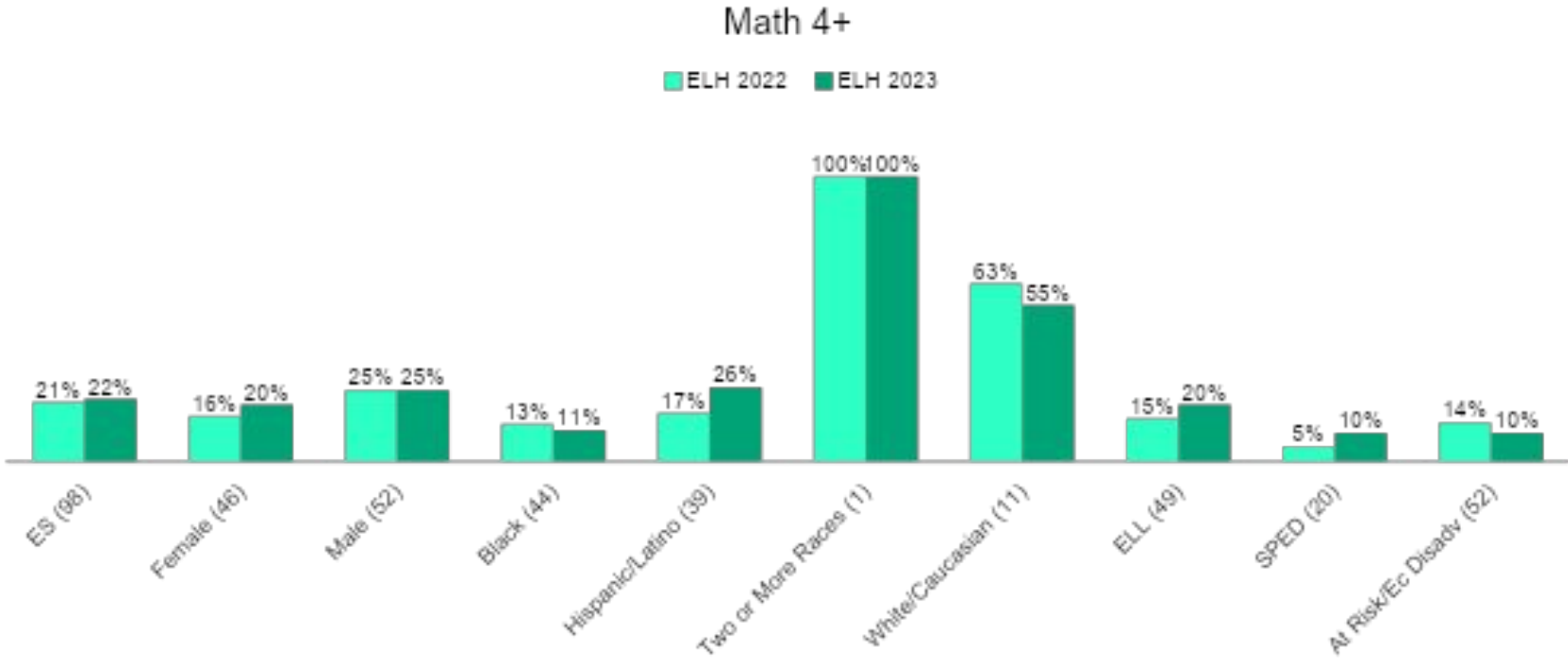
Elementary School - Math

Math 4+

■ Charters 2019 ■ Charters 2022 ■ Charters 2023 ■ ELH 2019 ■ ELH 2022 ■ ELH 2023



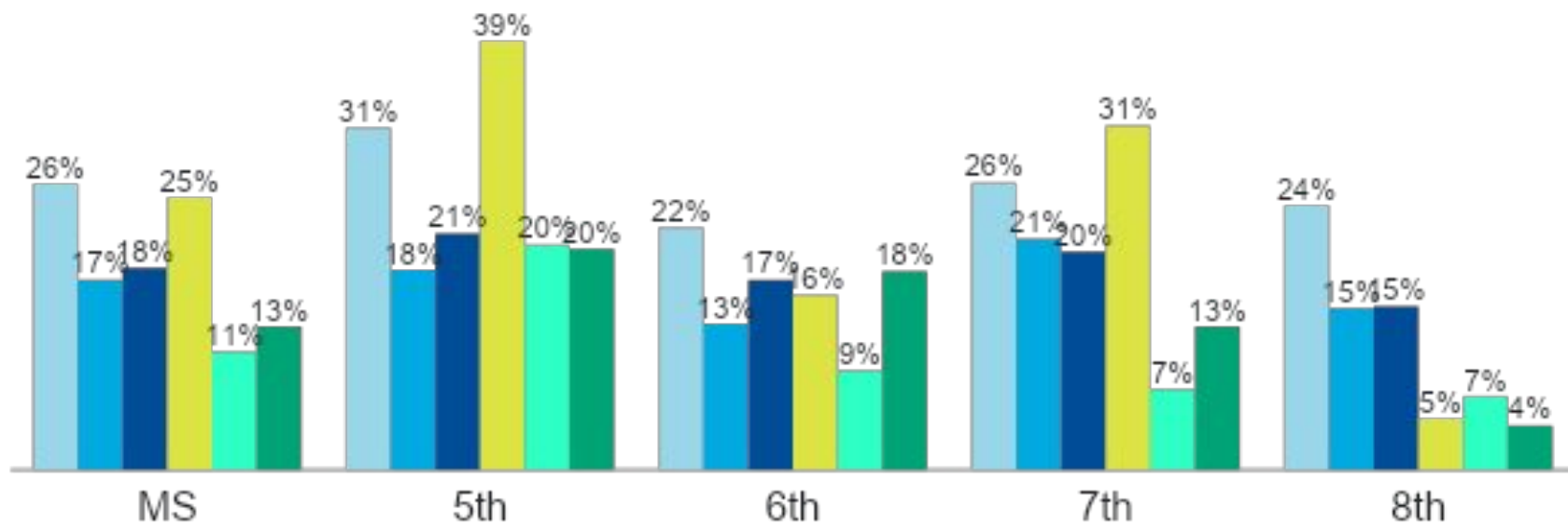
Elementary School - Math 4+ By Subgroup



Middle School - Math

Math 4+

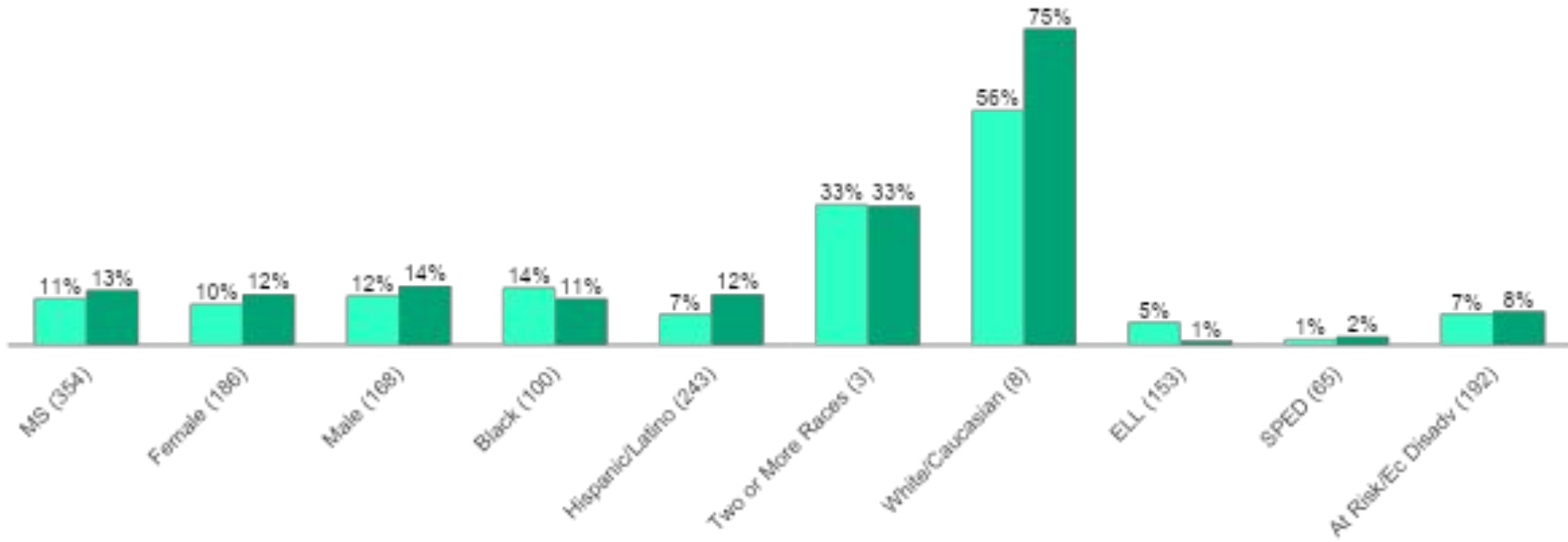
■ Charters 2019 ■ Charters 2022 ■ Charters 2023 ■ ELH 2019 ■ ELH 2022 ■ ELH 2023



Middle School - Math 4+ By Subgroup

Math 4+

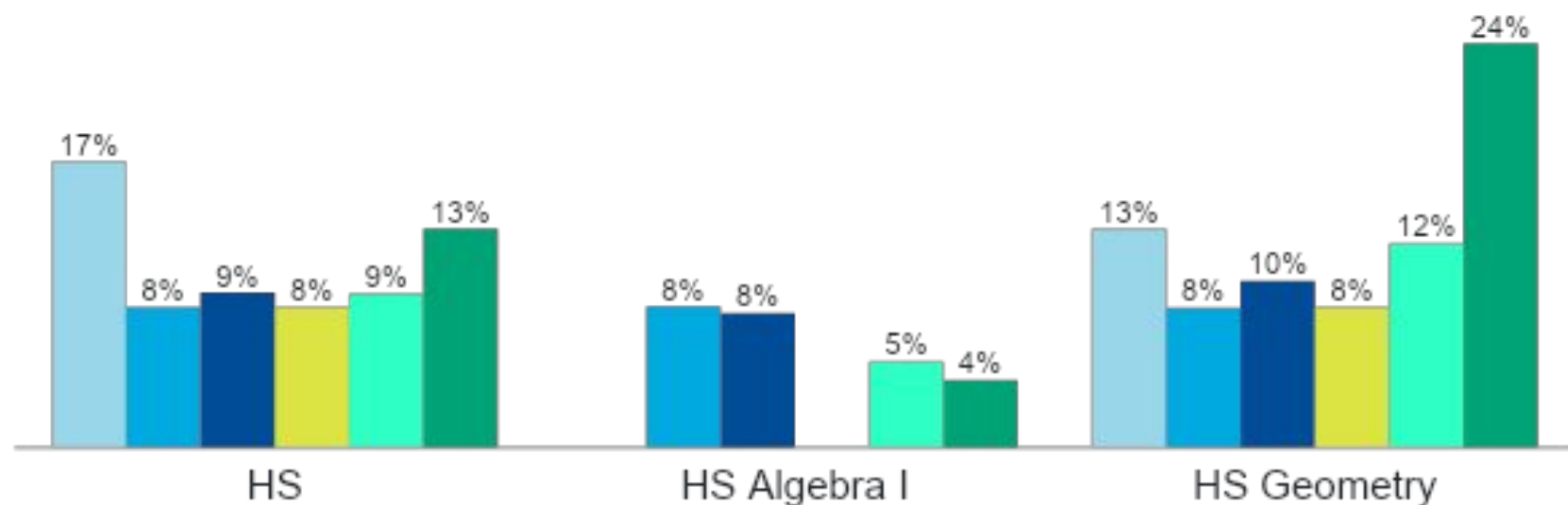
ELH 2022 ELH 2023



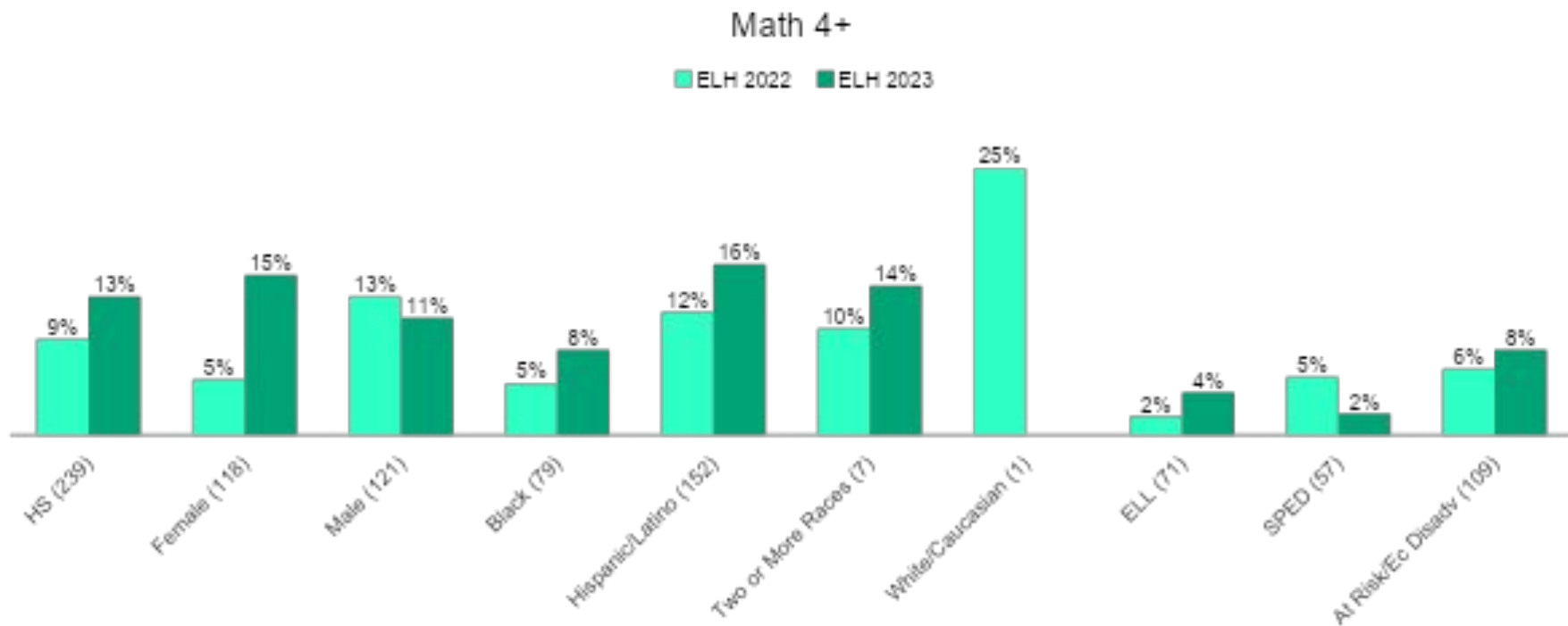
High School - Math

Math 4+

■ Charters 2019 ■ Charters 2022 ■ Charters 2023 ■ ELH 2019 ■ ELH 2022 ■ ELH 2023



High School - Math 4+ By Subgroup

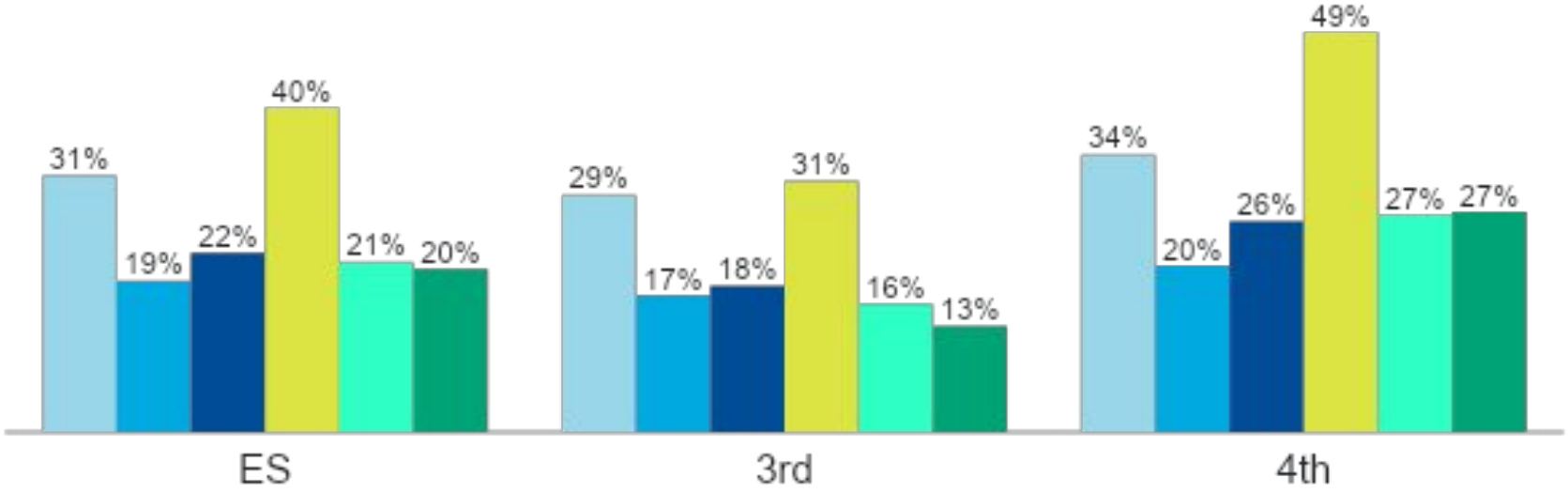


ELA 4+

Elementary School - ELA

ELA 4+

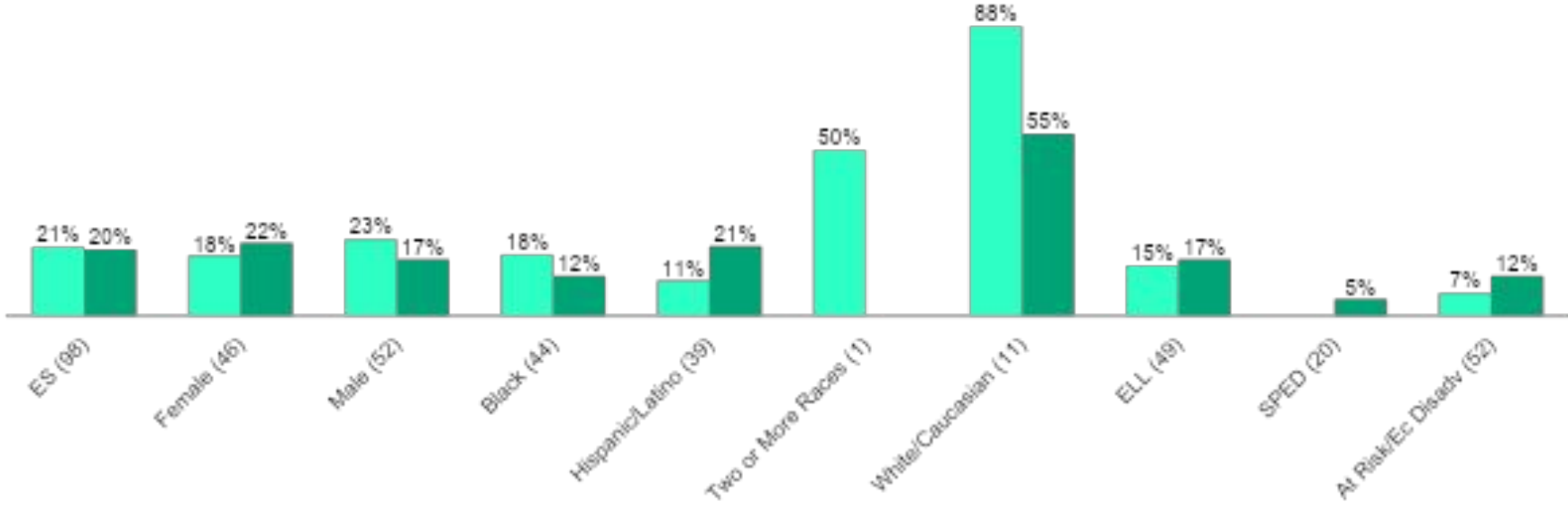
■ Charters 2019 ■ Charters 2022 ■ Charters 2023 ■ ELH 2019 ■ ELH 2022 ■ ELH 2023



Elementary School - ELA 4+ By Subgroup

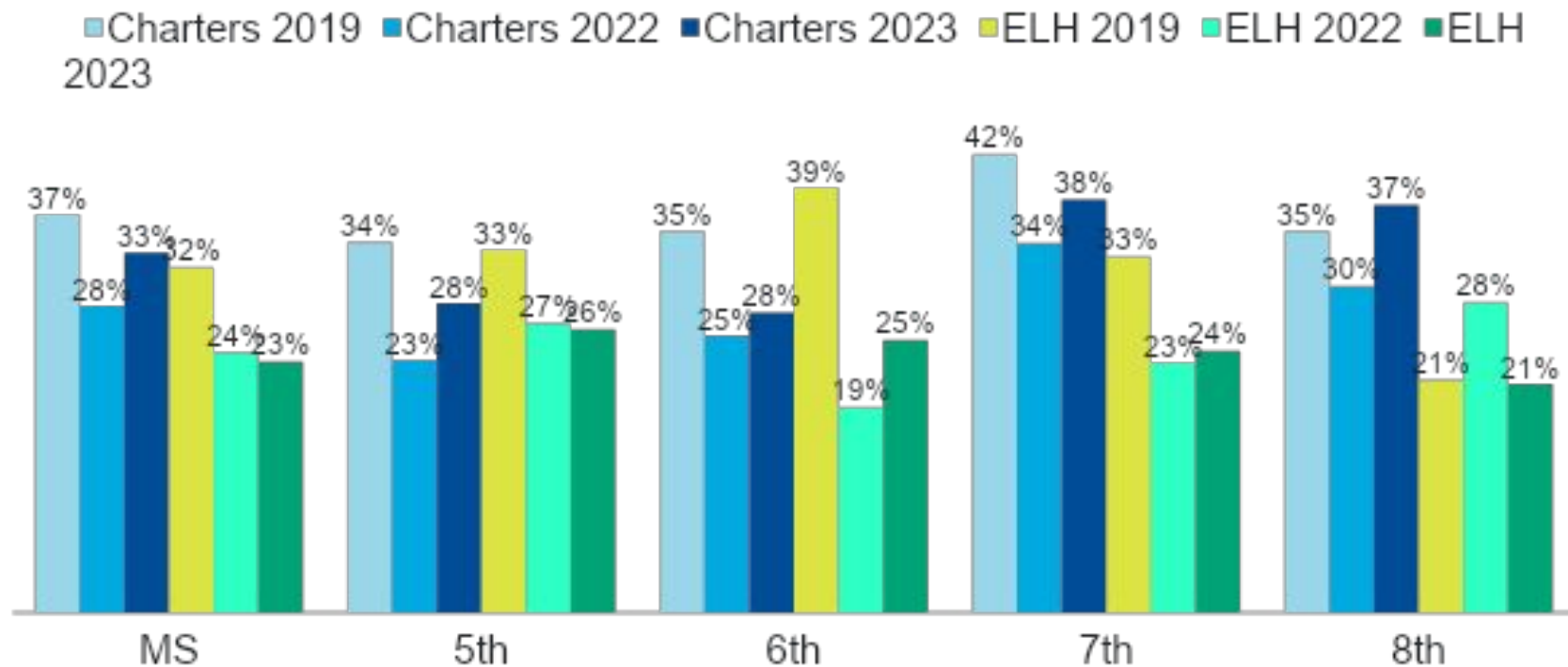
ELA 4+

ELH 2022 ELH 2023

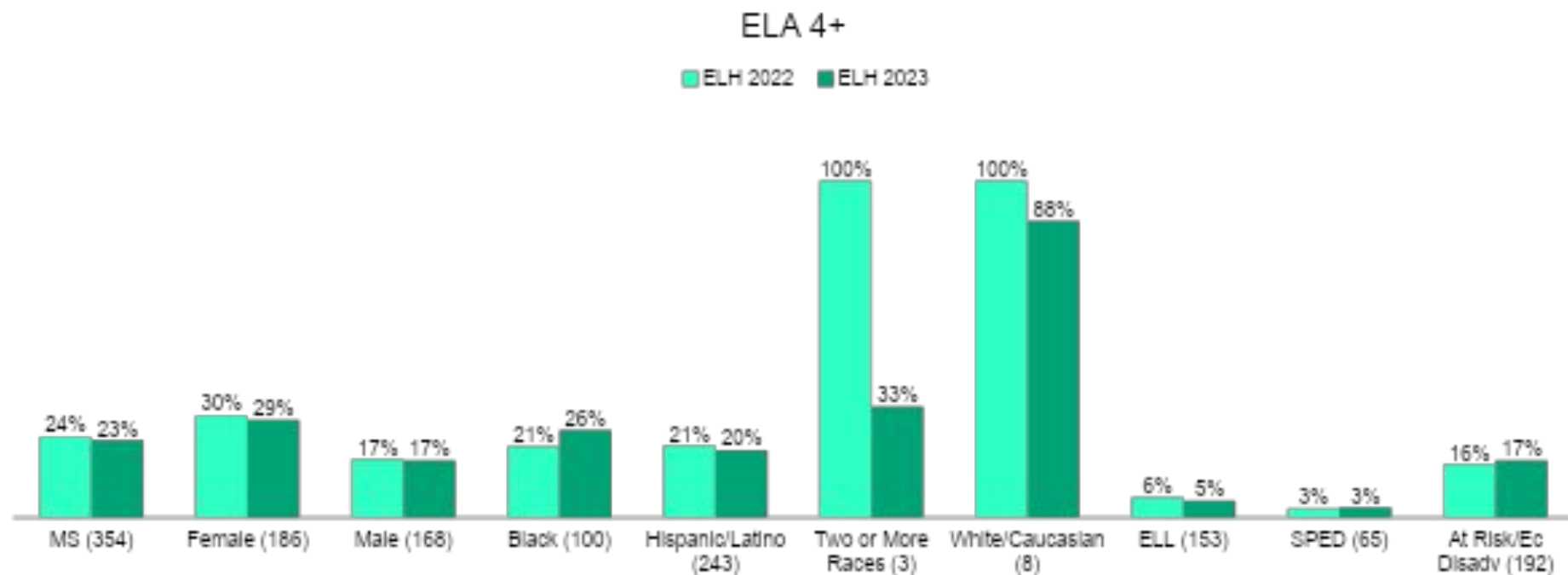


Middle School - ELA

ELA 4+



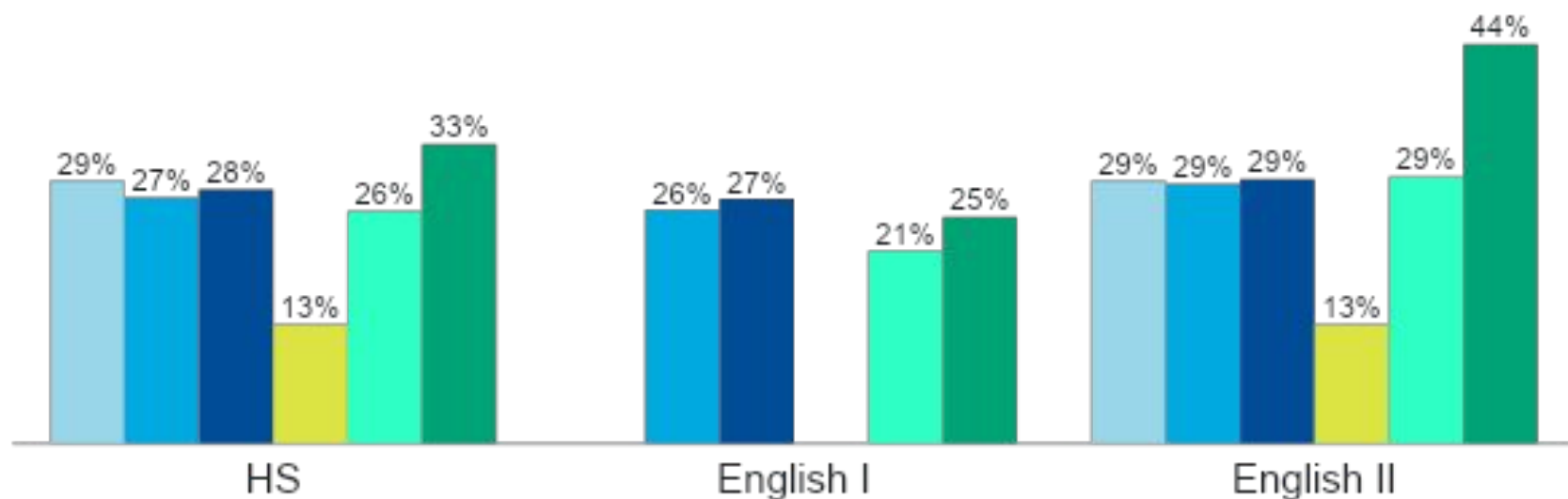
Middle School - ELA 4+ By Subgroup



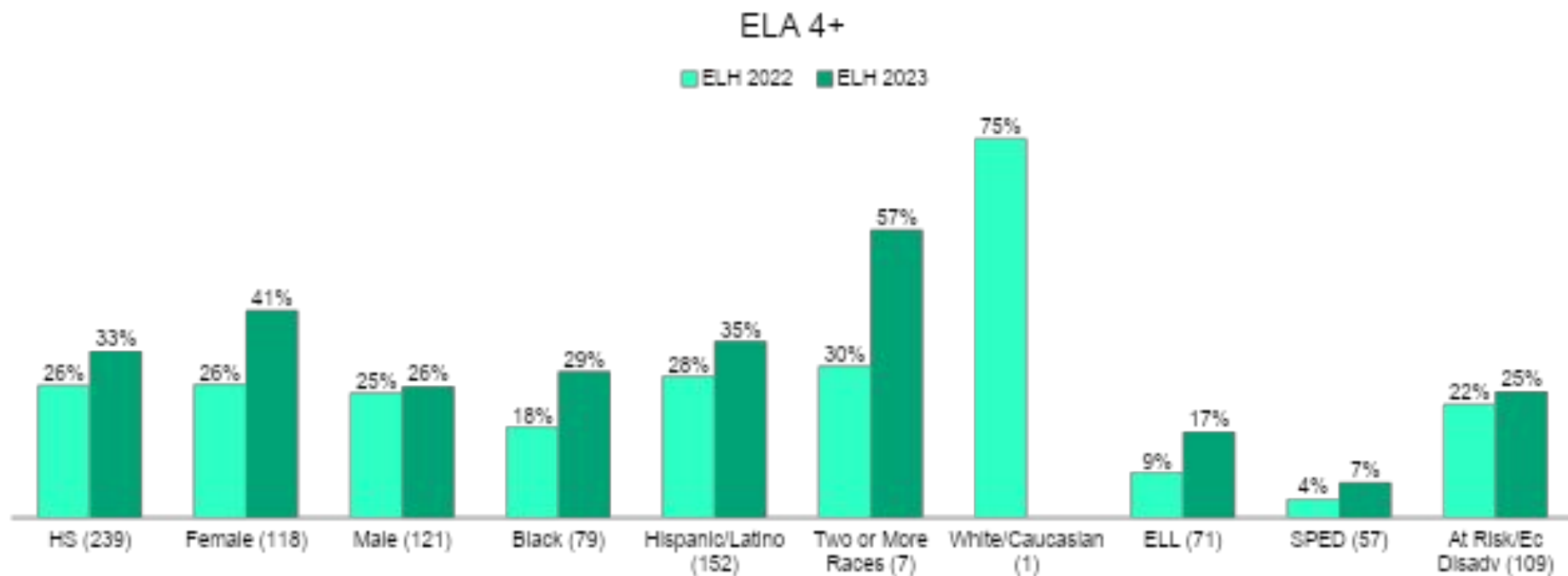
High School - ELA

ELA 4+

■ Charters 2019 ■ Charters 2022 ■ Charters 2023 ■ ELH 2019 ■ ELH 2022 ■ ELH 2023



High School - ELA 4+ By Subgroup



ACADEMIC PRIORITIES: SY 23-24

TIER 1 ACADEMIC EXPERIENCES	STUDENT SUPPORTS AND MTSS	CAMPUS-BASED PRIORITIES
Questioning and Discourse	Aligned MTSS Structures	Elementary School: <i>The Science of Reading</i>
Small and Cooperative Groups	Attendance Supports	Middle School: <i>Co-Teaching and Developmental Designs</i>
Rigorous Learning Tasks	Interventions and Supports for Students	High School: <i>Graduate Profile</i>
	Implementation of SpEd and MLL Models	
Social-Emotional Learning		



SCHOOL PERFORMANCE COMMITTEE MEETING

August 30, 2023

AGENDA

- DISCUSSION: PARCC SCORES
- **EOY DASHBOARD REVIEW**
- UNDERSTANDING NEW DASHBOARD

Quarterly Dashboard Alignment

Instruction

Growth
Interventions
Achievement
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

Organizational Dashboard: 2022-2023 School Year

	Glows	Grows
Academics	<ul style="list-style-type: none">• 87% Students in K-2 made average growth or better in Early Literacy (up 7%)• 65% of students made their growth target in ELA (up 20%)• 64% K-8 student made their growth in math (up 15%)• 100% of HS seniors graduated	<ul style="list-style-type: none">• Only 79% of students have a trusted adult at school• Gaps in student attendance by subgroup - this has not had sign. improvement in the last 3 years• Growth rates improving, but still have areas for growth in achievement in key grades and subjects
Talent	<ul style="list-style-type: none">• Staff retention remains high (81%)• 96% of vacancies known by May 1 filled by June 1 (up from 70% in 2022)	<ul style="list-style-type: none">• Need to focus on staff understanding how our performance system (RISE) supports their growth and development• Need to improve support for our community's personnel needs
Organizational Development	<ul style="list-style-type: none">• Exceeded our fundraising goal by \$23K	<ul style="list-style-type: none">• 60% of staff agree that their opinions seem to matter (goal was 70%)



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Organizational Dashboard: 2023-2024 School Year

Feedback

- Organizational dashboard moved away from being a dashboard, and became a long list of data we were tracking
- Too many data points that we did not review regularly, or did not need to engage in at the organizational level

Key Changes

- Establishes an **organizational wide goal** grounded in academic growth
- Develops a system for **cascading goals** baked into our performance improvement system
- Includes **campus-based goals**
- Focuses on **academic goals** and priorities
- Connecting dashboard and goals directly to **annual priorities**

Organizational Dashboard: 2023-2024 School Year

DASHBOARD METRIC		ES				MS				HS			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
CAMPUS GOAL (ES): By June 2024, 75% of ELA teachers will implement evidenced-based reading strategies in the classroom as evidenced by classroom observations and SOR reading checklists.	2023-24												
	<i>Target</i>	75%	75%	75%	75%								
CAMPUS GOAL (ES/MTSS): By June 2024, 75% of students enrolled in an ES evidenced-based reading intervention (DD Foundations, Burst) will meet their reading goal as evidenced by EOY Dibels scores.	2023-24												
	<i>Target</i>				75%								
	2022-23												
CAMPUS GOAL (MS): By June 2024, 75% of teachers will effectively utilize developmental designs framework and strategies in every classroom as evidenced by classroom observations.	2023-24												
	<i>Target</i>								75%				
	2022-23												
CAMPUS GOAL (MS): By June 2024, 75% of students will meet at least 75% of their IEP goals due to new co-teaching structure and whole child case management.	2023-24												
	<i>Target</i>								75%				
	2022-23												
CAMPUS GOAL (HS): By June 2024, 75% of students making quarterly GPA growth (% of students growing from average 2.0 to 3.0 GPA (Baseline: SY 22-23 25% GPA Growth .1 or Greater, 13% GPA Growth .2 or Greater)	2023-24												
	<i>Target</i>									75%	75%	75%	75%
	2022-23												



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FY23 Fiscal Updates

Q4/Soft Close

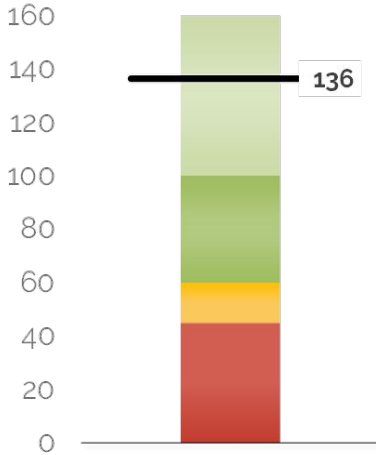
FY23 Fiscal Updates - Year in Review/Soft Close/Audit

- **Continued strong financials through Q4, ending the year with 136 days of cash.** This is 4 days more than reported close at Q4 and triple the required target.
 - **We increased our cash-on-hand \$17k and will end the year with a net income of \$63k;** \$558k of revenue stems from unrealized swap gains.
 - As we close the books on FY23, additional revenue (HQIM and E-Rate) will likely offset any late invoices (approx. \$150k).
 - **Annual fiscal audit starts next month with RSM.** Gray, Gray, and Gray will do the 403(b) audit again this year. Internal prep for both audits has already begun.
- 

Key Performance Indicators

Days of Cash

Cash balance at year-end divided by average daily expenses

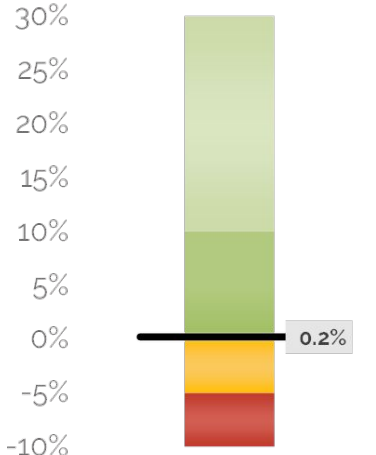


136 DAYS OF CASH AT YEAR'S END

The school will end the year with 136 days of cash.

Gross Margin

Revenue less expenses, divided by revenue

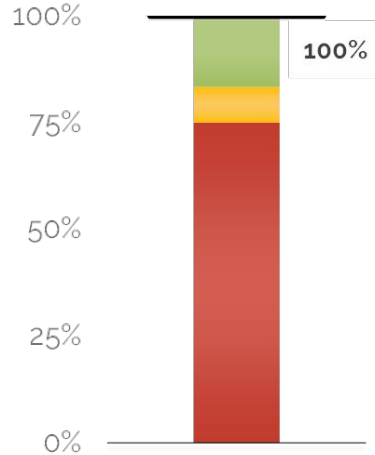


0.2% GROSS MARGIN

The forecasted net income is \$63k, which is \$514k above the budget. It yields a 0.2% gross margin.

Grants Invoiced

Federal grants requested divided by federal grants awarded.

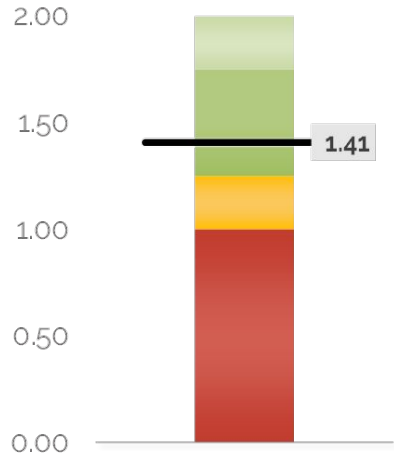


100% GRANTS INVOICED

100% of grants drawn down. Still waiting for finalization of HQIM.

DSCR

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



DSCR IS 1.41

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

FY24+

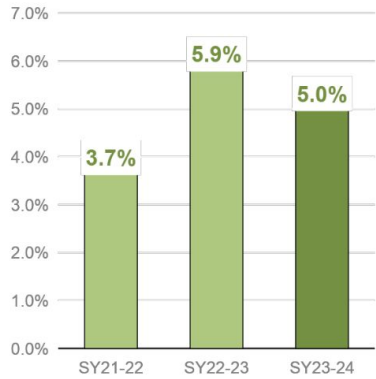
Budget

FY24 Budget At-a-Glance: Budget and Key Drivers

SY24 Budget

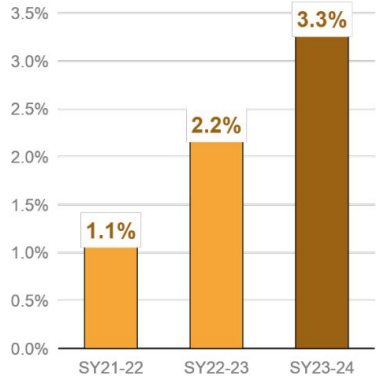
REVENUE	
State and Local Revenue	31,546,060
Federal Revenue	4,416,286
Private Grants and Donations	1,000,065
Earned Fees	176,914
Total Revenue	37,139,325
EXPENSES	
Salaries	19,865,374
Benefits and Taxes	5,324,283
Contracted Staff	1,202,522
Staff-Related Costs	342,119
Rent	100,000
Occupancy Service	1,720,263
Direct Student Expense	2,903,838
Office & Business Expense	2,875,685
Depreciation and Amortization	1,960,862
Interest	1,275,761
Total Expenses	37,570,707
Net Income	(431,382)
Adjustments To Cash Flow SY23-24	
Net Income	(431,382)
Add Depreciation	1,960,862
Operating Fixed Assets	(632,597)
Other Operating Activities	43,672
Facilities Project Adjustments	(1,327,353)
Net cash increase for year	(386,798)

LOCAL FUNDING INCREASE



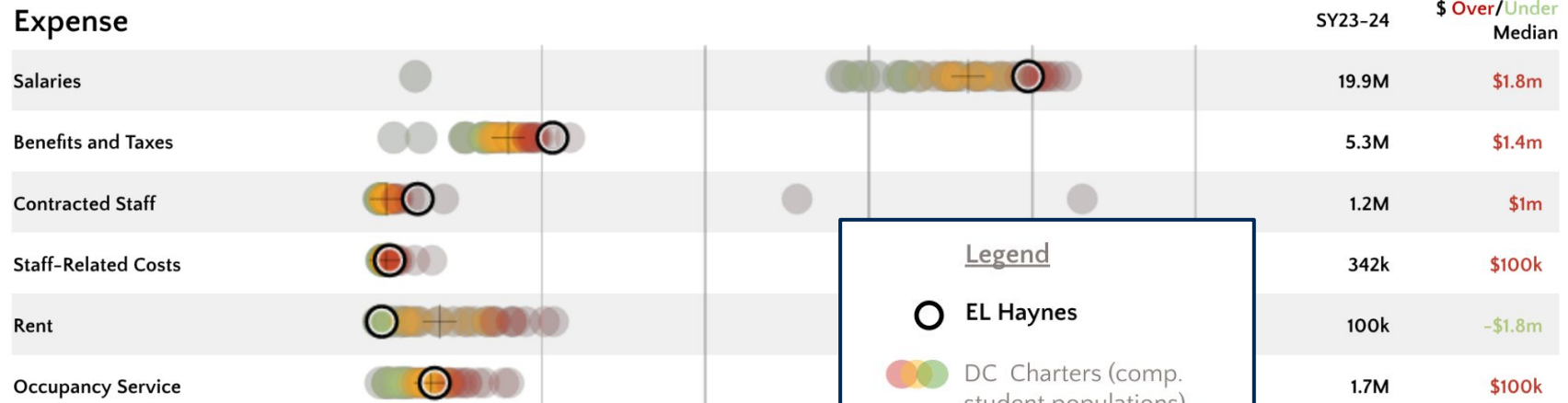
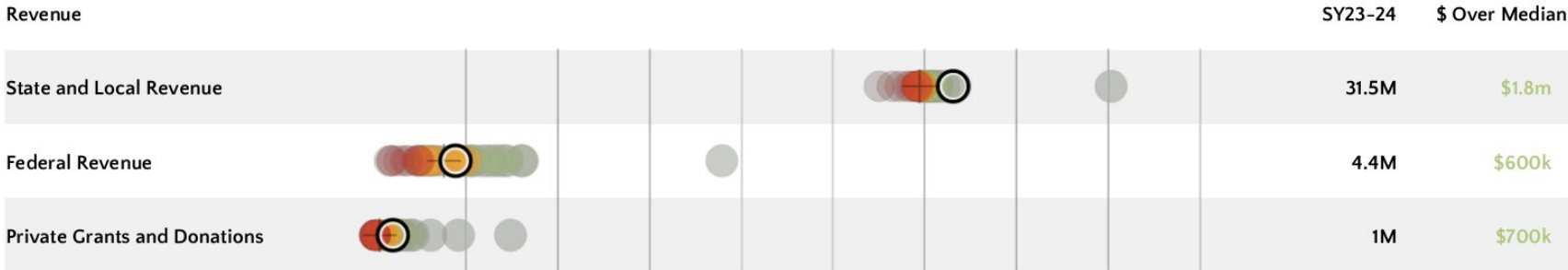
Based on communications from the Mayor and DC Council so far, we are expecting a PPF increase of 505% for FY24. We are making a more conservative estimate of 2% in FY25. Per-pupil facilities funding (not pictured) is assumed to increase by 3.1% in FY24 and FY25.

SALARY INCREASE



As a result of our continued review of our salaries and our attempt to remain competitive, we have increased non-instructional staff salaries this upcoming school year.

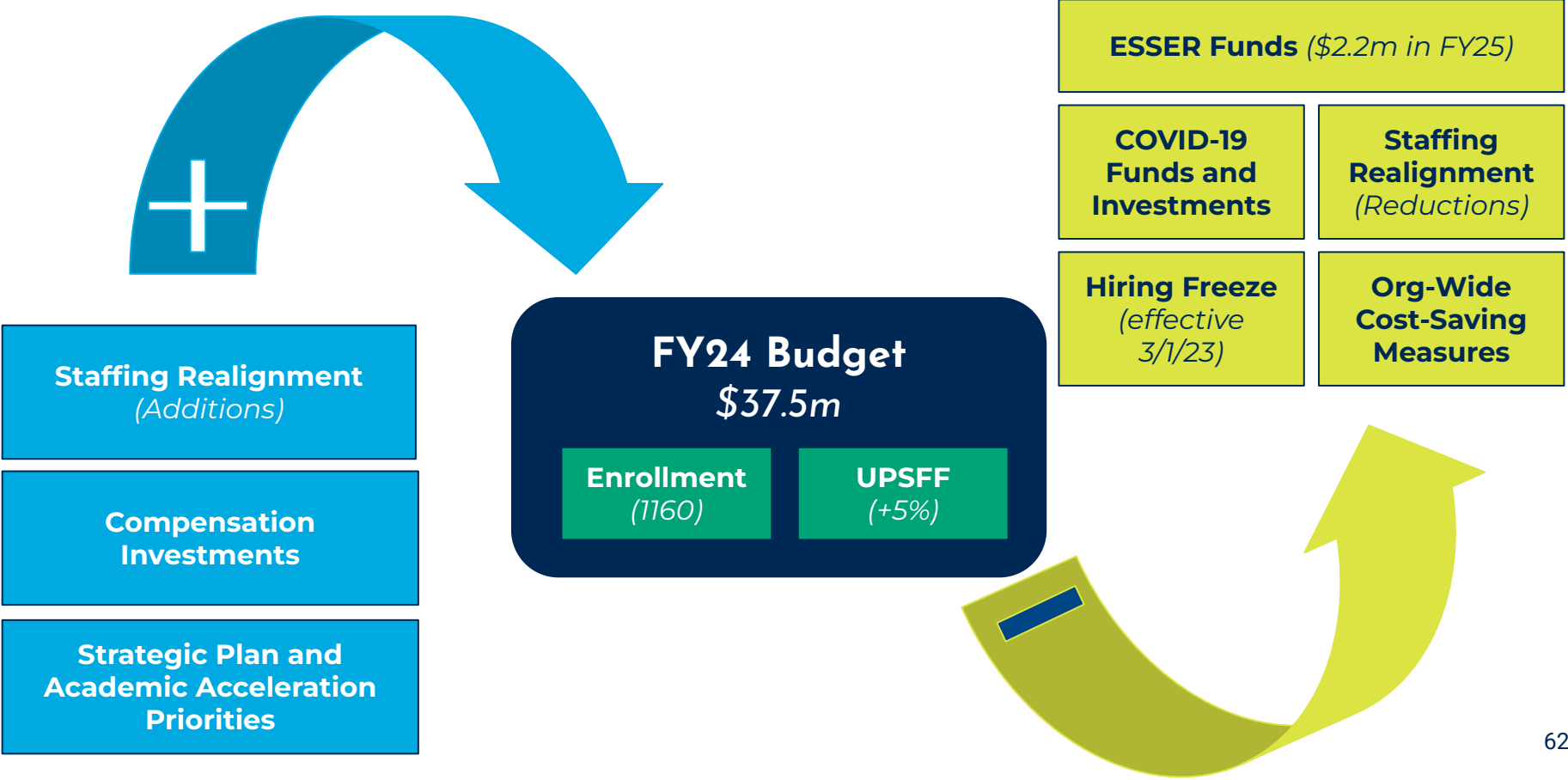
FY24 Budget At-a-Glance: DC Sector Comparisons



Legend

- EL Haynes
- DC Charters (comp. student populations)
- + DC Charters Median

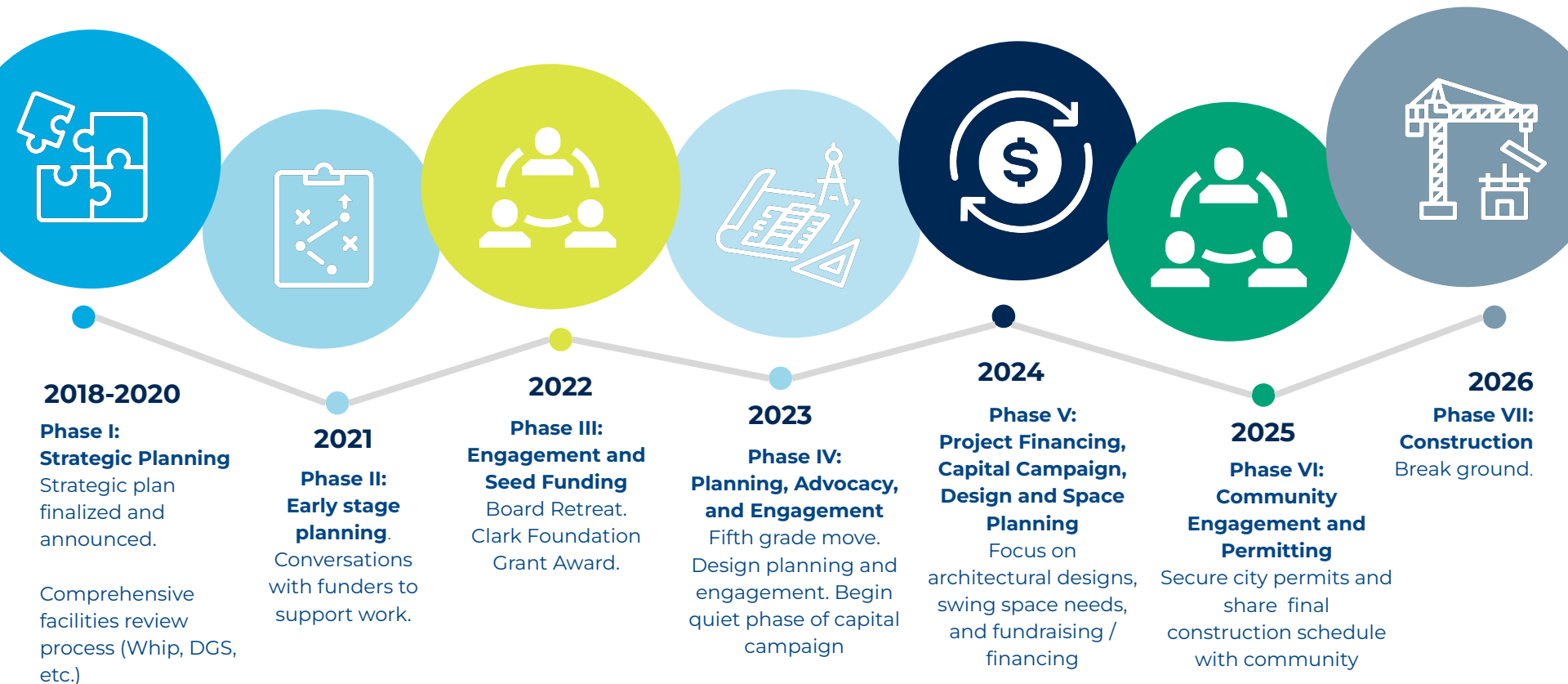
Key Budget Drivers - FY24 and Beyond



Long-Term Facilities Planning

Long-Term Facilities Timeline

Where we have been and where we are going





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.