

NOVEMBER 2023 BOARD OF TRUSTEES MEETING

November 16, 2023





Board of Trustees Meeting

November 16, 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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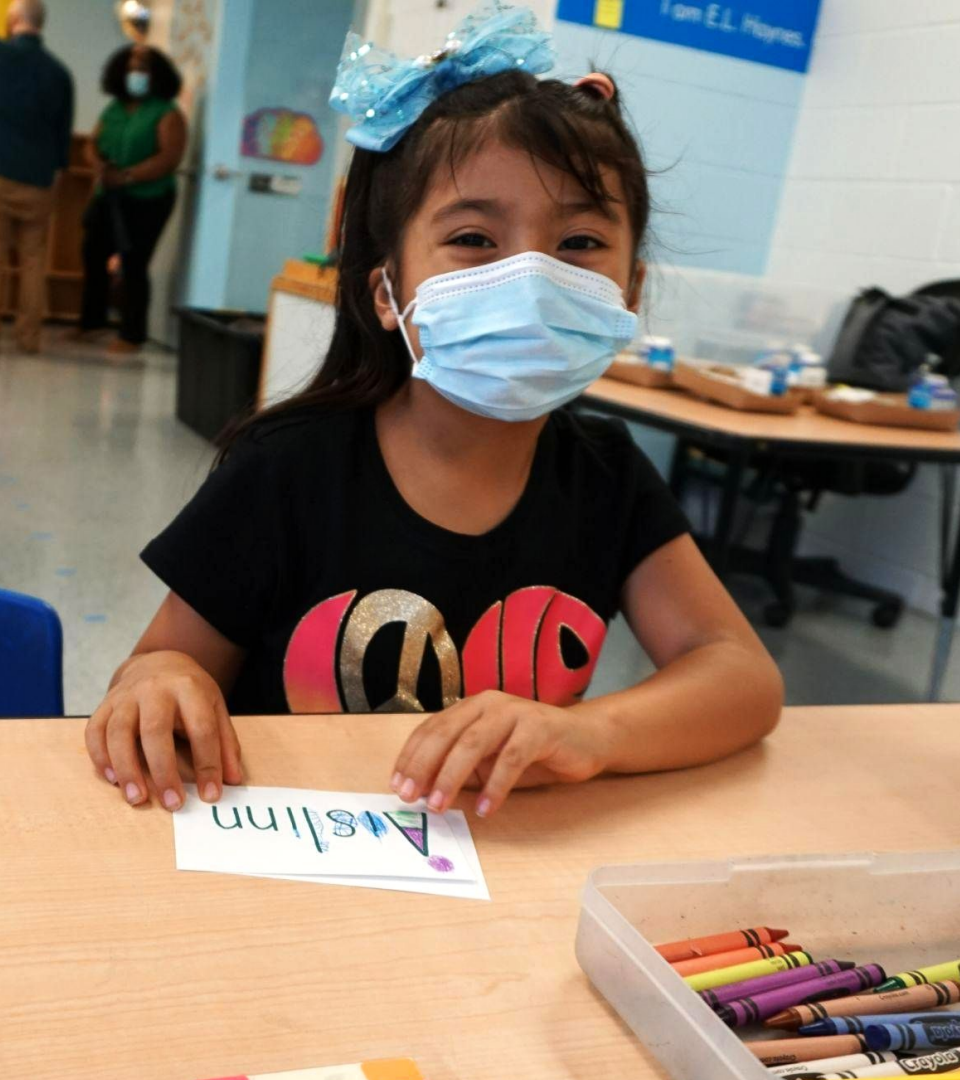
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Governance Committee

Agenda

- Discuss and VOTE on LaJoy Johnson-Law Board of Trustee Membership
- Review Recruitment Needs for SY 2023-24

LaJoy Johnson-Law

LaJoy Johnson-Law is a Ward 8 resident with a beautiful 12-year-old daughter---Abria. Abria is a child with a disability who attends E.L. Haynes Public Charter School. LaJoy is heavily involved in the education and policy landscape in D.C. for the last decade as an education, special education, and disability advocate. She has previously served as a Board Member at AppleTree Early Learning Public Charter School. She has previously served as the President of the University of Phoenix DMV Alumni Chapter Association, co-chair on legislative policy issues and affairs for the Ward 8 Democrats, and currently serves as the Ward 8 parent member on the Thrive by Five Coordinating Council and Ward 8 Education Council. LaJoy also is a parent member of the Ward 8 Education Council and serves as a board of director member at Parents Amplifying Voices in Education, Health Services for Children with Special Needs (HSCSN), and Leaders of Color DC Alumni Board.

LaJoy is also a parent leader at E.L. Haynes Public Charter School, where Abria is enrolled in the 7th Grade. She is constantly inspired by her daughter, who was born extremely premature at 23 weeks and 1 pound 6 ounces. LaJoy believes that just like her daughter is a miracle, all of our children are miracles and deserve high-quality education so they can thrive. Motivated by her advocacy for Abria and other children like her, LaJoy has also briefly served as a classroom paraprofessional at St. Coletta Special Education Public Charter School and previously interned at the Mayor's Office on Returning Citizen Affairs (MORCA). Currently, LaJoy is the Project Coordinator at Advocates for Justice and Education (AJE) to continue her advocacy and training efforts for families who have children with disabilities. LaJoy holds an Associate's Degree in Elementary Education, a Bachelor's Degree with Honors in Psychology, a Master's Degree in Public Administration from the University of Phoenix, a Master's of Philosophy in Public Policy and Administration from Walden University, and is currently enrolled at Walden University, pursuing a Ph.D. in Public Policy and Administration.

VOTE

To elect **LAJOY
JOHNSON-LAW** to serve on
the E.L. Haynes Board of
Trustees effective
November 16, 2023.

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



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**
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Community Relations Committee

Agenda

- **Annual Fund Update**
- Homecoming Debrief
- FY24 EOY Giving Campaign
- Opportunities to Connect with the E.L. Haynes Community

Annual Fund Update

Annual Fund Report as of 11/1/2023

Category	FY23 Raised	FY24 Goal	FY24 Raised TD	% of Goal	Delta
GOVERNMENT	\$450,140.18	\$470,000	\$192,269.67	40.91%	(\$277,730.33)
FOUNDATIONS	\$264,775	\$215,000	\$228,000	106.05%	\$13,000
CORPORATIONS	\$12,950	\$20,000	\$2,500	12.5%	(\$17,500)
INDIVIDUALS	\$78,557	\$75,000	\$7,355	9.8%	(\$67,645)
SPECIAL EVENTS	\$17,000	\$25,000	\$76,770	307%	\$51,770
TOTAL	\$823,422.18	\$805,000	\$506,894.67	62.9%	(\$298,105.33)

Community Relations Committee

Agenda

- Annual Fund Update
- **Homecoming Debrief**
- FY24 EOY Giving Campaign
- Opportunities to Connect with the E.L. Haynes Community

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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
12/06	Holiday Staff Event	11/20 - 12/31	EOY Giving Campaign	Wednesdays, 8:40 - 9:05 a.m.	ES All School Meetings
		12/02	EdFest (PK3-8)		
		12/09	EdFest (9-12)		
				<u>Fall sports MS / HS schedule</u>	



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School Performance Committee

Agenda

- **MSA UPDATES**
- **QUARTERLY DATA REVIEW**

School Performance Committee

Agenda

- MSA UPDATES
- **QUARTERLY DATA REVIEW**

Progress (ELA)

- Beginning of Year **Elementary Reading Scores increase from 46% of students on grade level to 52% on grade level**; Improvements seen across almost all grades and student subgroups
- **Beginning of Year Reading (ES/MS) scores see modest 3 percentage point improvement** for students reaching target for most subgroups
- **ES K-2 scores on track to hit EOY Achievement Goals** assuming similar growth from SY22-23
- **Quarter 1 interim assessment scores see an improvement from last year**, with 16% of students reaching the target during this time last year to 26% reaching the target in ES
 - Most grades showing improvement from last year's quarter 1 scores
 - Grades 5 and 8 met target

Progress (Math)

- Quarterly Interim Assessment Scores show **students who met the target increase across schools**
 - **ES:** 22% of students reaching the target SY22-23 to 33% of students reaching the target this year.
 - **HS:** 5% of students reaching target to 28%
 - **MS:** Algebra 1 is a brightspot with 33% of students reaching target
- Beginning of Year **Math scores see 2 percentage point improvement of students at target**; results vary significantly between grades and subgroups
 - Compared to reading, Math shows fewer students at Mid+ but also fewer students 3-grade levels or more behind

Progress (Attendance)

- **All schools are on track** to meet or exceed In Seat Attendance goals
- Attendance at 90% **gap from average is reducing for IEP and At-Risk Students**

Challenges

- **Attendance at 90% gap from average is reducing for IEP and At-Risk Students, however, increasing for Black students.** Improvements still trail our EOY goal of 5% reduction of gap EOY.
- **HS Beginning of Year Reading scores fall across grades in HS,** with the largest drops occurring for IEP, MLL, and At Risk students; Student scores at lowest proficiency increase. HS Quarterly Interim Assessment in Reading show drop of 4 percentage points (39% to 35%).
- **MS ELA Beginning of the Year Reading scores show students 3-grade levels behind or more increase;** pushing overall students 3-grade levels behind to over 50%.
- **Students with IEPs and MLL students continue to score far below their peers** in ELA and Math.

Where is there Still Work to Do?

- **We are making gains in ES reading, however we want to be able to make sure all of our students are reading on grade level.**
 - We need to ensure that we are supporting our students who are in small reading groups appropriately AND efficiently
 - We need to ensure students have more “at bats” at reading and feeling successful as readers
 - 50% of our students continue to read 3 grade levels behind. We need to ensure T1 and T2 are great.
 - As students must be able to transition from learning to read to reading to learn after third grade, we will continue to require support for our struggling readers
- **We need to think deeply about math instruction across all three campuses.**
 - We need to ensure that we are using data to drive instruction in small groups
 - We need to make sure that all adults in classrooms are using instruction
 - We need to ensure that we are providing teachers with phenomenal math instruction by prioritizing professional development for all teachers.
- **We must utilize the technology we have available to provide personalized learning pathways for students.**
 - Utilizing blended learning programs
 - Finding other avenues for personalized learning and provide students time to explore them.



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SY 2023-24

AF&F Calendar

Adopted


SY2023-2024 Committee Calendar

Date (Wednesdays 12:30-2PM)	Key Topics/Actions
November 1	Review first quarter financials (through September 30); adopt Financial Policies and Procedures Manual; discuss ERTC strategy for FY23
December 6	Review draft FY23 audit, budgeting process, and initial strategy; present long-term facilities financing proforma and affordability study
January 31, 2024	Review mid year financials (through December 31)
March 27	Presentation of detailed draft budget to finance committee with discussion and feedback
May 1	Presentation of updated budget to finance committee (with open invite to all BoT members); AF&F vote on motion for approval by full Board

FY24 Fiscal Updates

Q1 Financials

FY24 Fiscal Updates - Q1 Financials

- We are projecting a stronger than budgeted financial picture as we close out Q1.
 - We currently expect to end the year with 134 days of cash (6 more than budgeted).
 - We will receive \$1.1m more in per-pupil revenue due to our enrollment (12 GenEd, 19 SpEd, 34 MLL students) and Pandemic Supplemental funding.
 - The \$2m in OSSE charter teacher pay funding is partially offset by additional staff expenses largely in the form of one-time stipend payments.
 - Our net income has increased \$472k as a result of these two factors.
- 
- A decorative graphic in the bottom right corner consisting of several overlapping triangles in shades of blue, green, and yellow.

Q1 KPIs & FY24 Forecast Changes

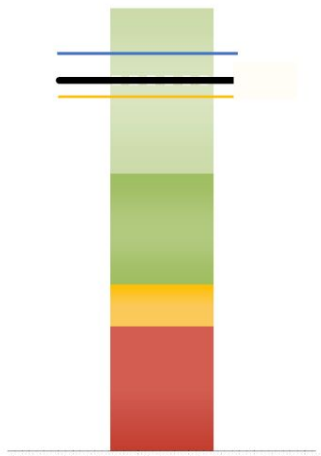
November 1, 2023

Key Performance Indicators



Days of Cash

Cash balance at year-end divided by average daily expenses



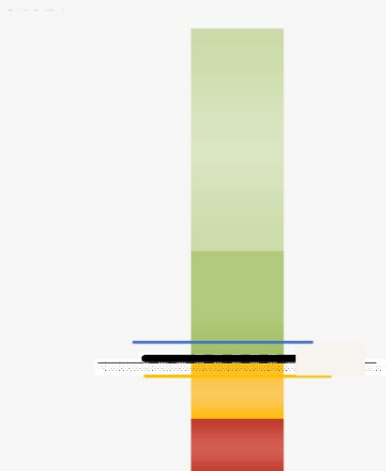
134 DAYS OF CASH AT YEAR'S END

The school will end the year with 134 days of cash. This is 6 days above the budget.

FY23 Q1

Gross Margin

Revenue less expenses, divided by revenue

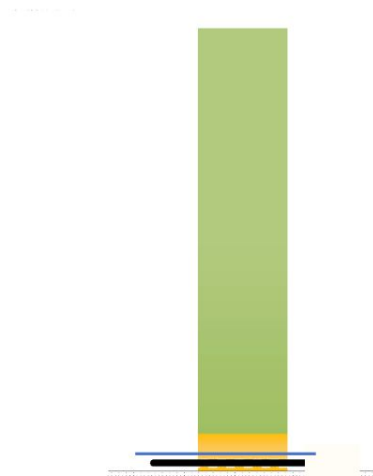


0.4% GROSS MARGIN

The forecasted net income is \$41k, which is \$472k above the budget. It yields a 0.4% gross margin.

Grants Invoiced

Federal grants requested divided by federal grants awarded.

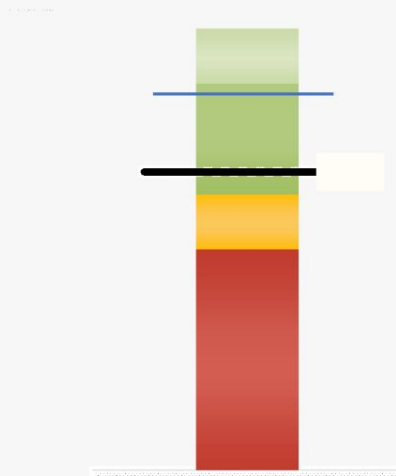


2% GRANTS INVOICED

The majority of drawdowns will occur after the FY24 grants are approved.

DSCR

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











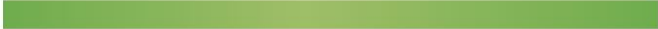


DSCR IS 1.35

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






Per-Pupil Revenue

\$1.07m More Per-Pupil Funding Than Expected

	Current Forecast	SY23-24 Budget	Difference	Financial Gain / (Loss)
Grade-Level	1172	1160	12	 179k
Special Education	240	221	19	 605k
Level 1	83	60	23	 291k
Level 2	93	116	-23	 -360k
Level 3	46	34	12	 308k
Level 4	18	11	7	 319k
Compliance	240	221	19	 47k
LEP/NEP	414	380	34	 352k
At-Risk	495	530	-35	 -106k
Residential	0	0	0	
Facilities	1172	1160	12	 44k
Total	1172	1160	12	 1.1m

Forecast Overview

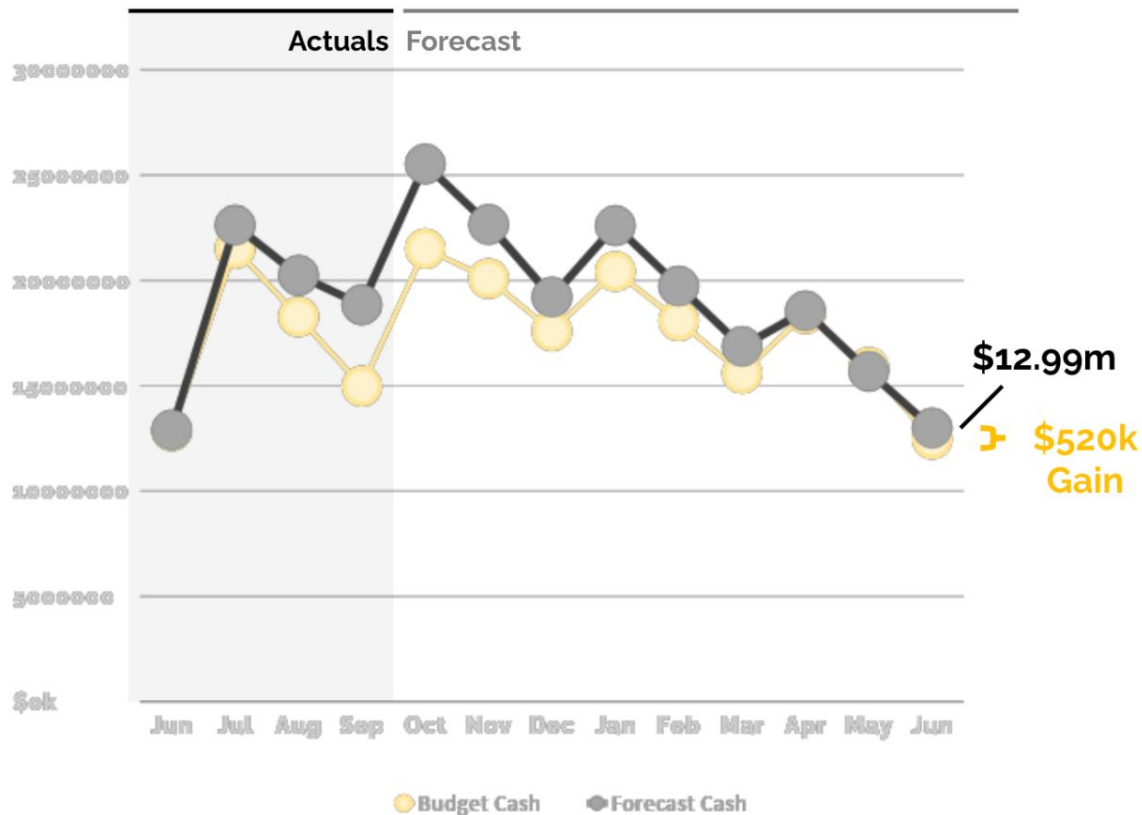


	Forecast	Budget	Variance	Variance Graphic	Comments
Revenue	\$39.6m	\$37.1m	\$2.5m		Enrollment increases and OSSE charter teacher pay funding
Expenses	\$39.6m	\$37.6m	-\$2m		OSSE charter teacher pay funding offsets
Net Income	\$41k	-\$431k	\$472k		
Cash Flow Adjustments	\$45k	\$45k	0.42		
Change in Cash	\$85k	-\$387k	\$472k		

Cash Forecast

134 Days of Cash at year's end

We forecast the school's year ending cash balance as **\$13m**, **\$520k** above budget.



FY24

**Financial Policies and
Procedures Manual**

FY23 Financial Policies and Procedures Manual

In partnership with EdOps, the CEO and CFO have thoroughly reviewed and updated the Financial Policies and Procedures Manual for E.L. Haynes.



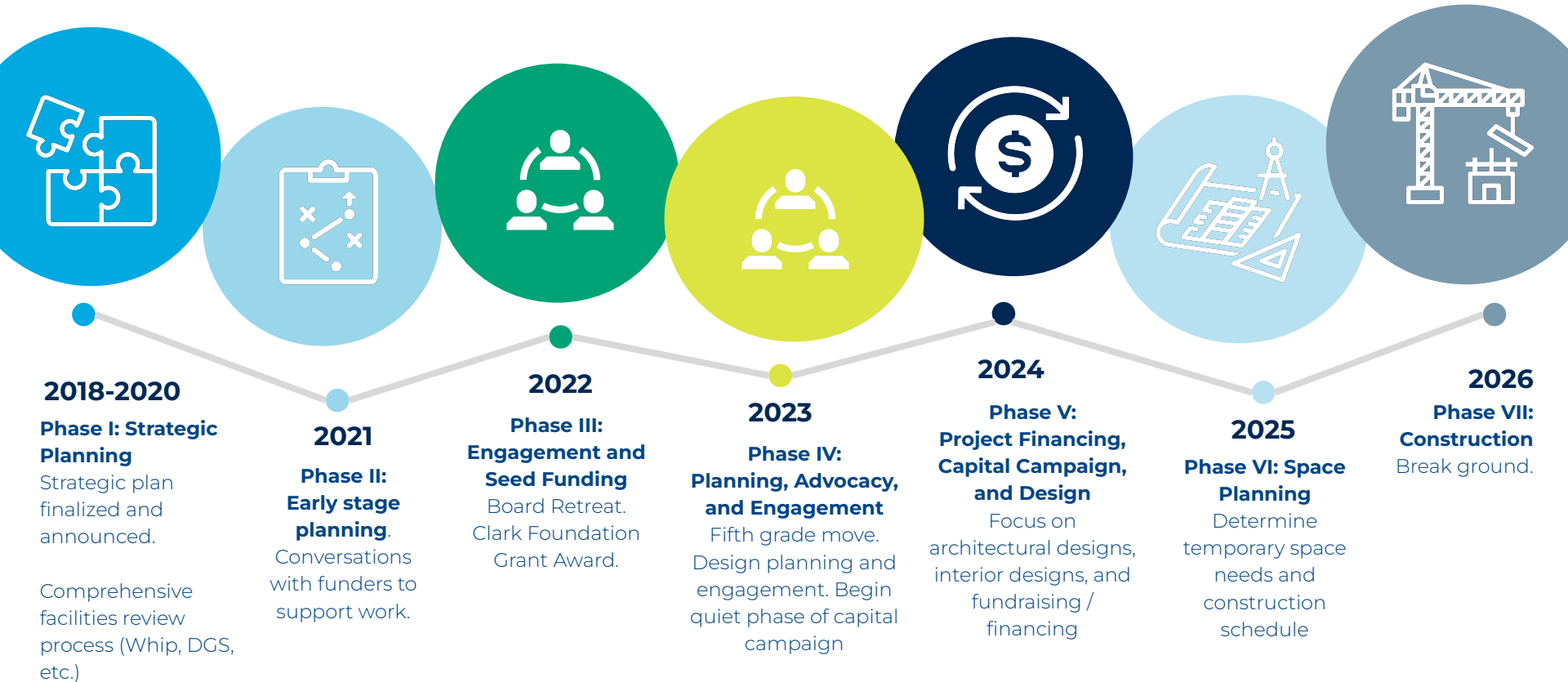
E.L. HAYNES PUBLIC CHARTER SCHOOL

FINANCIAL POLICIES AND PROCEDURES

Long-Term Facilities Planning

Long-Term Facilities Timeline

Where we have been and Where we are going



Planning, Advocacy and Engagement

2023-24 Priority Updates

- **PHASE I: Schematic Design** (August 2023 through December 2023)
 - **Key Outcome:** Schematic design and building massing
 - **Key Decisions:** Big decisions about space allocation, what you want to keep in the project.
 - **Launch Small Planning and Design Team** (late-October). Led by JR and JC. Launch a small team of staff, board, and families to engage in key questions around the building design process. Meeting every-other Month, this team will collect all of the input from our engagement process and make key recommendations to the larger planning team (architects, AG, JR, JC, HD, RHT).
- **PHASE II: Design Development** (January 2024 through June 2024)
 - **Key Outcomes:** Detailed floor plans and layout incorporating feedback and design details
 - **Key Decisions:** Decisions will include things like finishes, furnishings, materials, light fixtures, etc.
 - **Proposed Engagement Processes.** Because of the amount of information being presented and the detailed levels of questions, it would be most effective to handle engagement in small groups.
- **PHASE III: Construction Documents** (July 2024 through January 2025)
 - **Key Outcomes:** 50% review set; 90-95% review set (construction-level detail).
 - **Proposed Engagement Process:**
 - **ANC and Immediate Neighbors.** Attend ANC meetings and/or host community meetings at ELH to provide opportunities to engage with neighbors as we prepare for permit submissions and start to make decisions locking in construction details
 - **Planning and Design Team (3-4 meetings).** Review plans with architects, and prepare any additional engagement questions for the larger community. Review take-aways and responses and make recommendations. **Planning and design team will shift to supporting Transition Space Planning and engagement.**

Open Discussion



Open Discussion and Questions?

Detailed Q1 Financials

July-Sept. 2023

	Year-To-Date			Annual Forecast			
	Actual	Budget	Variance	Forecast	Budget	Variance	Remaining
Revenue							
Per-Pupil Funding Revenue	7,923,517	7,868,939	54,577	32,618,051	31,286,484	1,331,568	24,694,534
Other Local Revenue	2,065,066	36,307	2,028,758	2,270,303	259,577	2,010,726	205,237
Federal Revenue	765,244	53,809	711,435	3,845,066	4,416,286	(571,220)	3,079,821
Private Grants and Donations	217,340	250,016	(32,676)	600,065	1,000,065	(400,000)	382,725
Earned Fees	124,171	30,347	93,824	276,914	176,914	100,000	152,743
Donated Revenue	-	-	-	-	-	-	-
Total Revenue	11,095,337	8,239,419	2,855,918	39,610,398	37,139,325	2,471,073	28,515,061
Expenses							
Salaries	4,837,374	4,370,593	(466,781)	21,382,868	19,865,374	(1,517,494)	16,545,493
Benefits and Taxes	1,285,009	1,284,921	(88)	5,436,065	5,324,283	(111,782)	4,151,057
Contracted Staff	166,877	247,445	80,568	1,202,522	1,202,522	(0)	1,035,645
Staff-Related Costs	94,790	124,161	29,372	442,119	342,119	(100,000)	347,329
Rent	8,353	25,000	16,647	100,000	100,000	0	91,647
Occupancy Service	504,753	430,066	(74,687)	1,601,654	1,720,263	118,609	1,096,901
Direct Student Expense	826,894	661,740	(165,153)	3,082,156	2,903,838	(178,318)	2,255,262
Office & Business Expense	753,583	727,539	(26,045)	2,985,684	2,875,684	(110,000)	2,232,101
Interest	332,806	324,851	(7,954)	1,375,760	1,275,760	(100,000)	1,042,955
Depreciation and Amortization	497,520	490,215	(7,305)	1,960,862	1,960,862	(0)	1,463,342
Total Expenses	9,307,958	8,686,532	(621,427)	39,569,690	37,570,706	(1,998,984)	30,261,732
Net Income	1,787,379	(447,113)	2,234,492	40,708	(431,381)	472,089	(1,746,671)
Cash Flow Adjustments	4,149,793	2,570,395	1,579,398	44,584	44,584	0	(4,105,209)
Change in Cash	5,937,172	2,123,283	3,813,889	85,292	(386,798)	472,089	(5,851,880)

① REVENUE: \$2.5M AHEAD

② EXPENSES: \$2M BEHIND

③ NET INCOME: \$472K ahead

④ CASH ADJ:\$0K AHEAD

⑤ NET CHANGE IN CASH:
\$472K AHEAD

Income Statement	Actual			Forecast									TOTAL
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
Revenue													
Per-Pupil Funding Revenue	2,754,273	2,584,622	2,584,622	3,019,426	2,697,708	2,697,708	2,743,676	2,697,708	2,697,708	2,745,186	2,697,708	2,697,708	32,618,051
Other Local Revenue	21,740	10,717	2,032,608	22,804	22,804	22,804	22,804	22,804	22,804	22,804	22,804	22,804	2,270,303
Federal Revenue	33,339	1,191	730,714	342,202	342,202	342,202	342,202	342,202	342,202	342,202	342,202	342,202	3,845,066
Private Grants and Donations	211,280	780	5,280	20,303	20,303	20,303	20,303	20,303	20,303	20,303	20,303	220,303	600,065
Earned Fees	48,439	34,875	40,856	16,971	16,971	16,971	16,971	16,971	16,971	16,971	16,971	16,971	276,914
Total Revenue	3,069,072	2,632,185	5,394,080	3,421,707	3,099,988	3,099,988	3,145,956	3,099,988	3,099,988	3,147,466	3,099,988	3,299,988	39,610,398
Expenses													
Salaries	1,485,804	1,554,494	1,797,076	1,677,933	1,667,745	2,201,514	1,667,745	1,667,745	1,667,745	2,635,514	1,667,745	1,691,807	21,382,868
Benefits and Taxes	445,152	290,099	549,758	448,505	447,697	490,024	447,697	447,697	447,697	524,440	447,697	449,605	5,436,065
Contracted Staff	34,619	23,025	109,233	115,072	115,072	115,072	115,072	115,072	115,072	115,072	115,072	115,072	1,202,522
Staff-Related Costs	27,472	50,995	16,323	38,592	38,592	38,592	38,592	38,592	38,592	38,592	38,592	38,592	442,119
Rent	2,605	2,605	3,143	10,183	10,183	10,183	10,183	10,183	10,183	10,183	10,183	10,183	100,000
Occupancy Service	145,423	205,215	154,114	121,878	121,878	121,878	121,878	121,878	121,878	121,878	121,878	121,878	1,601,654
Direct Student Expense	238,572	319,948	268,374	250,585	250,585	250,585	250,585	250,585	250,585	250,585	250,585	250,585	3,082,156
Office & Business Expense	293,721	196,688	263,175	248,011	248,011	248,011	248,011	248,011	248,011	248,011	248,011	248,011	2,985,684
Interest	107,920	113,237	111,649	115,884	115,884	115,884	115,884	115,884	115,884	115,884	115,884	115,884	1,375,760
Depreciation and Amortization	165,553	166,150	165,817	162,594	162,594	162,594	162,594	162,594	162,594	162,594	162,594	162,594	1,960,862
Total Ordinary Expenses	2,946,841	2,922,455	3,438,662	3,189,235	3,178,240	3,754,336	3,178,240	3,178,240	3,178,240	4,222,752	3,178,240	3,204,210	39,569,690
Total Expenses	2,946,841	2,922,455	3,438,662	3,189,235	3,178,240	3,754,336	3,178,240	3,178,240	3,178,240	4,222,752	3,178,240	3,204,210	39,569,690
Net Income	122,232	-290,271	1,955,418	232,472	-78,251	-654,348	-32,283	-78,251	-78,251	-1,075,285	-78,251	95,779	40,708
Cash Flow Adjustments	9,595,507	-2,086,871	-3,358,843	6,453,674	-2,792,686	-2,792,686	3,424,421	-2,792,686	-2,792,686	2,772,815	-2,792,686	-2,792,686	44,584
Change in Cash	9,717,738	-2,377,142	-1,403,425	6,686,146	-2,870,938	-3,447,034	3,392,138	-2,870,938	-2,870,938	1,697,530	-2,870,938	-2,696,908	85,292
Ending Cash	22,622,820	20,245,678	18,842,253	25,528,399	22,657,461	19,210,427	22,602,565	19,731,627	16,860,689	18,558,219	15,687,281	12,990,373	

	Previous Year End	Current	Year End
Assets			
Current Assets			
Cash	12,905,082	18,842,253	12,990,373
Accounts Receivable	3,099,651	1,031,398	3,099,651
Other Current Assets	194,509	271,705	194,509
Total Current Assets	16,199,242	20,145,356	16,284,534
Noncurrent Assets			
Facilities, Net	28,881,545	28,602,997	27,970,479
Operating Fixed Assets, Net	1,052,200	958,747	1,134,274
Total Noncurrent Assets	29,933,746	29,561,744	29,104,753
Total Assets	46,132,987	49,707,100	45,389,287
Liabilities and Equity			
Liabilities			
Current Liabilities			
Accounts Payable	1,438,268	275,464	1,438,268
Other Current Liabilities	1,329,966	4,524,359	1,373,638
Accrued Salaries and Benefits	402,153	402,153	402,153
Total Current Liabilities	3,170,388	5,201,977	3,214,059
Long-Term Liabilities			
Senior Debt	15,106,000	14,802,000	13,874,000
Subdebt	14,110,217	14,155,262	14,451,835
Other Long-Term Liabilities	-1,487,441	-1,473,341	-1,425,139
Total Long-Term Liabilities	27,728,776	27,483,921	26,900,696
Total Liabilities	30,899,164	32,685,898	30,114,756
Equity			
Unrestricted Net Assets	14,896,830	15,233,823	15,233,823
Net Income	336,993	1,787,379	40,708
Total Equity	15,233,823	17,021,202	15,274,531
Total Liabilities and Equity	46,132,987	49,707,100	45,389,287

	Awarded	Requested	Received
ESEA Title I	685,443	-	-
ESEA Title 2	124,662	-	-
ESEA Title 3	52,902	-	-
ESEA Title 4	77,111	-	-
IDEA 611	259,605	-	-
IDEA 619	1,818	-	-
HQIM, SOAR Academic Quality	252,482	60,212	60,212
ESSER III	1,881,881	-	-
			-
			-
			-
			-
			-
			-
			-
			-
			-
			-
			-
			-
			-
			-
			-
			-
Subtotal	3,335,905	60,212	60,212
% of Award Amount		2%	2%



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**

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.

Be Kind.

Work Hard.

Get Smart.