

APRIL 2024 BOARD OF TRUSTEES MEETING

April 9, 2024





Board of Trustees Meeting

April 9, 2024
6:00 p.m. - 8:00 p.m.

AGENDA

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



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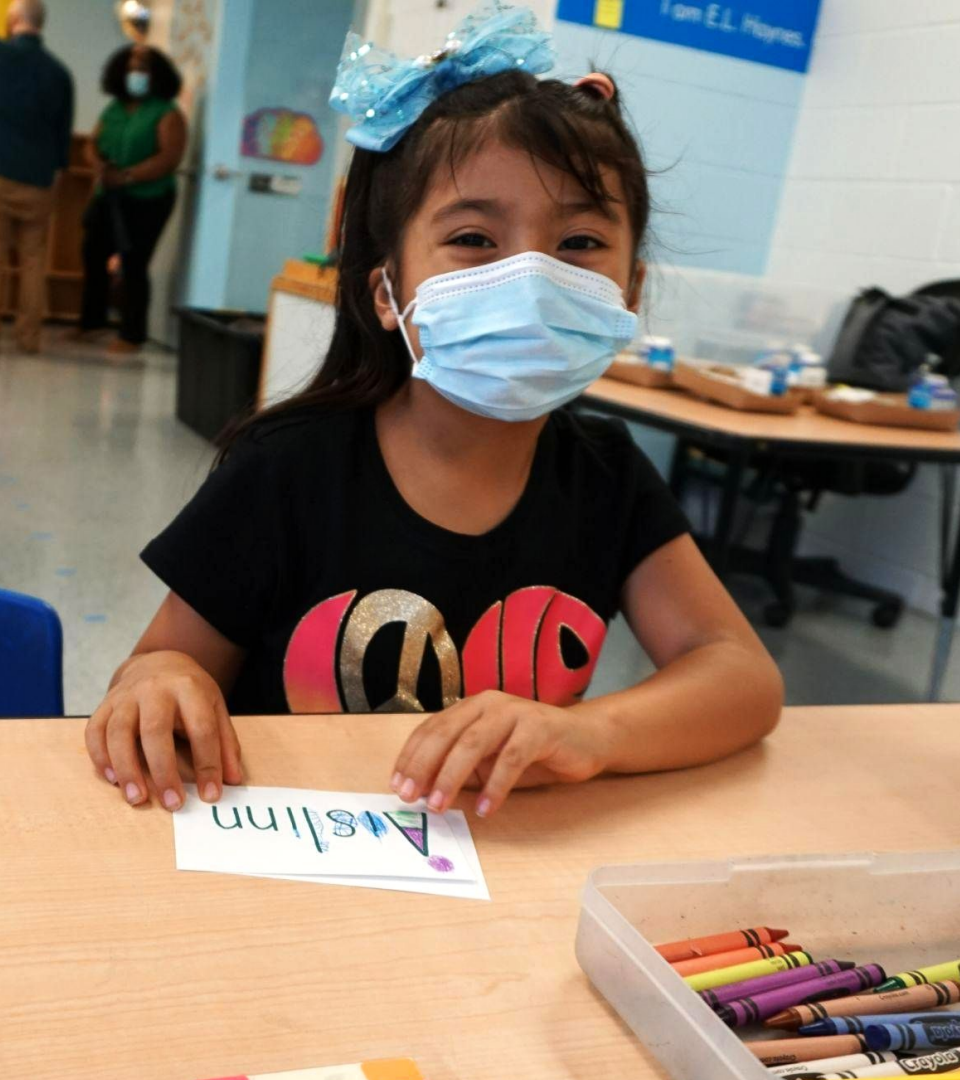


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School Performance Committee

Agenda

- **MSA Accreditation Recommendation**
- **ASPIRE Overview**

Middle States Accreditation

March 4-7, 2024

School Performance Committee

Agenda

- MSA Accreditation Recommendation
- **ASPIRE Overview**

Background

- Since 2011, DC PCSB has used the Performance Management Framework (PMF) as a public-facing school quality report and later as a way of assessing fulfillment of charter goals for many LEAs.
- The last PMF was issued in 2019, pre-pandemic. Discussions about a revised framework had already begun.
- In 2019, OSSE published the first STAR Framework report, which evaluated all public schools on a 1 to 5 star scale.
- Neither the PMF nor the STAR Framework were produced in 2020, 2021, or 2022.
- In Fall 2023, OSSE released results on a revised framework (now minus the star ratings)

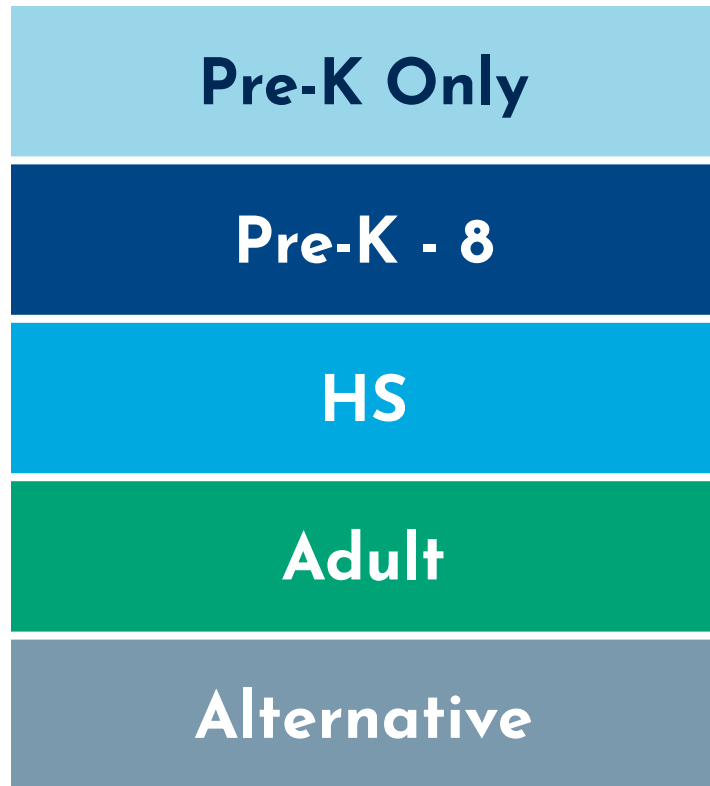
Timeline

Date	Description
February 2024	DC PCSB released the final components of the new accountability system after more than two years of working on it.
April 8	Deadline for public comment
June 10	DC PCSB vote on new framework
SY24-25	DC PCSB collects data based on ASPIRE system and issues report in Fall 2025. The Fall 2025 report will be public and used in review and renewal decisions.
June 2024 - June 2025	DC PCSB works with individual LEAs to design school-specific metrics (worth 10 points) that will be a part of ASPIRE score in 2025-26.

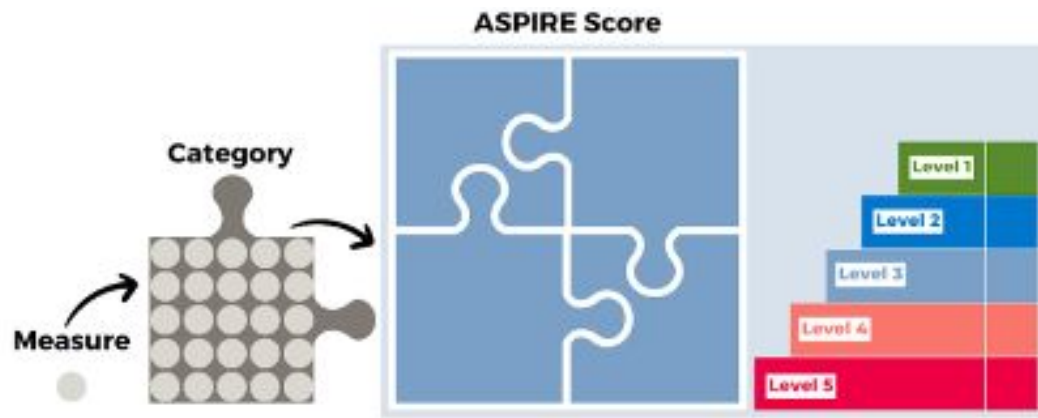
ASPIRE Disclaimers!

- **ASPIRE is not yet finalized;** it is still in the technical guide approval phase
- **It is very similar to the DC School Report Card** (previously STAR) so don't get too caught in the weeds
- **Don't focus too much on trying to predict ASPIRE scores**
 - There is a lot of variability in any ASPIRE prediction
 - Stay focused on the underlying academic quality
 - Focusing on the fundamentals leads to strong results
- **These slides do not explain how measures are structured** (floors and targets) or how the PMF is mostly graded on a curve

ASPIRE is Comprised of FIVE Frameworks



Each framework has different measures that add up to a final score.



ASPIRE Category Explanation -- General



ASPIRE Has Four Main Categories of Measures



Category	Example Measures
Progress	<ul style="list-style-type: none">• DC CAPE Growth• ACCESS Growth
Achievement	<ul style="list-style-type: none">• DC CAPE Achievement• HS Graduation• AP Achievement• College Acceptance
Environment	<ul style="list-style-type: none">• Attendance• Re-enrollment
School-Specific	<ul style="list-style-type: none">• School's Choice (negotiated w/ PCSB)

The Categories Have Different Weights for MS & HS

Weights *		
Category	ES / MS **	HS
Progress	48	15
Achievement	26	53
Environment	16	22
School-Specific	10	10

* Weights may change as the technical guide goes through the approval process and may vary by year

** Exact weights depend on the specific framework. These are just shown to give a sense of the weights

ASPIRE Calculates and Then Combines Scores by Subgroup

Student Group	Weight*
Economically Disadvantaged	40
Not Economically Disadvantaged	20
Race / Ethnicity	15
Students with Disabilities	15
Emerging Multilingual Learners	10

*** Weights may change as the technical guide goes through the approval process and may vary by year**

The Final Result is a Score and Level

The score is the percent of the total points earned	Level 1 <i>Exemplary Performance</i>	Percentage of points earned is greater than or equal to 75%
	Level 2 <i>Strong Performance</i>	Percentage of points earned is between 74.9% and 55.0%
	Level 3 <i>Satisfactory Performance</i>	Percentage of points earned is between 54.9% and 35.0%
	Level 4 <i>Weak Performance</i>	Percentage of points earned is between 34.9% and 20.0% <i>Risk of being closed at review or renewal (see appendix)</i>
	Level 5 <i>Unsatisfactory Performance</i>	Percentage of points earned is less than 20.0% <i>Risk of being closed at review or renewal (see appendix)</i>

PMF vs ASPIRE (Key Points)

PMF	ASPIRE
3 Tiers	5 Levels
Achievement and progress weighted equally	More weight on progress in ES & MS <ul style="list-style-type: none">• Less correlation with income and race/ethnicity• More variable year-to-year• Hard to predict
No subgroup calculations	Subgroups heavily weighted
N/A	Introduction of some new measures (e.g. chronic absenteeism, school-specific)



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Governance Committee

Agenda

- **SY2023-2024 Board Recruitment Needs**
- **VOTE to elect Jennie Niles to 24-25 Board of Trustees**

SY 2023-2024 Board Recruitment Needs

FY24 Recruitment Needs

Current Membership	13
FY24 Vacancies	2
Total Expiring Terms	1
Possible One-Year Extensions	1
Expiring First Terms	3
TOTAL POSSIBLE NEEDS <i>(as of 6/30/24)</i>	3-7

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 (24-25)
- 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

Governance Committee

Agenda

- SY2023-2024 Board Recruitment Needs
- **VOTE to elect Jennie Niles to 24-25 Board of Trustees**

Jennie Niles

Founder, E.L. Haynes Public Charter School

Jennifer C. Niles leads the CityWorks DC team as an experienced educational leader. She founded and led the acclaimed E.L. Haynes Public Charter School. Niles built myriad programs focused on improving urban education beyond the school's own walls, including cross-sector initiatives to build a teacher pipeline, race and equity seminars, and ongoing professional development for teachers. After her twelve year tenure, she served as DC's Deputy Mayor for Education for three years overseeing DC Public Schools, the Office of the Superintendent of Education, the Department of Parks and Recreation, the DC Public Library, and the University of the District of Columbia. CityWorks DC was the outcome of her research and design project as a Senior Fellow based at CityBridge Education.

VOTE

To appoint **JENNIE NILES** to serve their first three-year term, on the E.L. Haynes Board of Trustees **effective July 1, 2024.**



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Annual Fund Update

Annual Fund Report as of 04/01/24

Category	FY23 Raised	FY24 Goal	FY24 Raised TD	% of Goal	Delta
GOVERNMENT	\$450,140	\$470,000	\$465,270	99%	(\$4,730)
FOUNDATIONS	\$264,775	\$215,000	\$238,000	110%	\$23,000
CORPORATIONS	\$12,950	\$20,000	\$15,500	77.5%	(\$4,500)
INDIVIDUALS	\$78,557	\$75,000	\$65,260	87%	(\$9,740)
SPECIAL EVENTS	\$17,000	\$25,000	\$78,420	314%	\$53,420
TOTAL	\$823,422	\$805,000	\$862,450	107.1%	\$57,450

Opportunities to Engage with the E.L. Haynes Community / Key Upcoming Dates

Event	Date	Time	Location
April Board Meeting	4/9/2024	6:00 - 8:00 p.m.	HS Think Tank
Spring Break	4/15-4/19		
10th Grade Career Shadow Day	4/25/2024	9:00 a.m. - 4:00 p.m.	
May Board Meeting	5/14/2024	6:00 - 8:00 p.m.	HS Think Tank
Graduation	6/1/2024	10:00 a.m. - 12:00 p.m.	Howard University
Board of Trustees Retreat	6/7/2024	9:00 a.m. - 5:00 p.m.**	TBD
ES All-School Meetings	Weekly on Wednesdays	8:40 - 9:15 a.m.	ES Lollipop



Board of Trustees Meeting

February 15, 2024
6:00 p.m. - 8:00 p.m.

AGENDA

- WELCOME
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Sustainability in FY25+

Our Current Context - Where We Were in January

Review FY24 Budget Process – *We started making shifts/reductions last year.*

- Investments in our teacher salary scale – and those in 12-month, non-instructional, and aide compensation – created a budget pressure
- Revising and updating our SPED/MLL model led to staffing shifts (staff additions and reductions)
- To respond to these pressures, we looked closely at COVID investments and the implications of decisions we made aligned to our strategic plan

Preview FY25 Budget Process – *We face an even bigger challenge this year.*

- We face a **\$2.2m budget reduction for FY25**, as a result of the end of our Federal ESSER/COVID resources
- Given citywide budget challenges, maintaining and/or increasing UPSFF resources is uncertain
- We are proactively focused on savings this year, including maintaining the hiring freeze/review process and monitoring spending

Our Current Context – Where We Are Now

Updated FY25 Budget Process – *We project additional resources for FY25.*

- We are in a unique position to leverage the additional projected resources from the city BECAUSE of the work we did in FY24 and so far in our planning for FY25.
- We are committed to long-term sustainability, and will use the additional projected resources for key academic program needs focused on increasing capacity in the MS and in math.

FY25 Budget Assumptions

Category	January 2024	April 2024
UPSFF	3% UPSFF	10% UPSFF
Enrollment	Enrollment increase (1175)	Enrollment stable (1170)
Benefits	15% increase in health care benefits	5% increase in health care benefits
ESSER	Removal of ESSER funding	Removal of ESSER funding
Support Corp	\$1 million Support Corp donation	\$200,000 Support Corp donation (minimum)
Staffing Model	Removed 19 staff roles, added 3	Added 6 additional roles (aligned to academic program)

Previous Budget Comp FY25 (January 2024)

Description	SY4-25	SY23-24	Difference
Students	1,175	1,160	15
Income Statement			
Revenue			
04 · State and Local Revenue	33,658,259	31,546,060	2,112,199
05 · Federal Revenue	2,119,728	4,416,286	(2,296,558)
06 · Private Revenue	1,877,684	1,176,979	700,705
Total Revenue	37,655,671	37,139,325	516,346
Operating Expense			
07 · Staff-Related Expense	26,839,142	26,734,299	104,843
08 · Occupancy Expense	2,077,953	1,820,263	257,690
09 · Additional Expense	6,282,339	5,779,522	502,816
Total Operating Expense	35,199,433	34,334,084	865,349
Net Operating Income	2,456,238	2,805,241	(349,003)
Interest, Depreciation			
Interest	1,234,441	1,275,761	(41,319)
Depreciation	1,982,688	1,960,862	21,826
Total Expenses	38,416,563	37,570,707	845,856
Net Income	(760,892)	(431,382)	(329,510)
Adjustments To Cash Flow			
Operating Activities			
Net Income	(760,892)	(431,382)	(329,510)
Cash Flow Adjustments	(203,481)	44,584	(248,065)
Net cash increase for year	(964,373)	(386,798)	(577,576)

Description	SY4-25	SY23-24	Difference
CASH FLOW ADJUSTMENTS BREAKOUT			
Add Depreciation	1,982,688	1,960,862	21,826
Operating Fixed Assets	(786,875)	(632,597)	(154,279)
Buildings and Facilities Projects	(1,279,964)	(1,327,353)	47,388
Other Operating Activities	(119,330)	43,672	(163,002)
Financing Activities	0	0	0
TOTAL	(203,481)	44,584	(248,065)

Additional Analysis			
Starting Bank Balance	12,735,198	12,857,299	(122,101)
End Bank Balance	11,770,825	12,470,501	(699,677)
Daily Expense (Estimate)	99,819	97,561	2,258
Number of Days Cash on Hand	118	128	(10)
<u>Debt Service Coverage Ratio</u>			
DSCR with sinking fund	1.01	1.19	(0)
DSCR without sinking fund	1.39	1.51	(0)

Updated Budget Comp FY25 (April 2024)

Description	SY4-25	SY23-24	Difference
Students	1,170	1,160	10
Income Statement			
Revenue			
04 · State and Local Revenue	35,652,325	31,546,060	4,106,265
05 · Federal Revenue	2,306,068	4,416,286	(2,110,218)
06 · Private Revenue	883,608	1,176,979	(293,371)
Total Revenue	38,842,000	37,139,325	1,702,676
Operating Expense			
07 · Staff-Related Expense	28,216,706	26,734,299	1,482,407
08 · Occupancy Expense	1,993,462	1,820,263	173,199
09 · Additional Expense	6,445,437	5,779,522	665,915
Total Operating Expense	36,655,605	34,334,084	2,321,521
Net Operating Income	2,186,396	2,805,241	(618,845)
Interest, Depreciation			
Interest	1,232,364	1,275,761	(43,397)
Depreciation	1,759,820	1,960,862	(201,042)
Total Expenses	39,647,788	37,570,707	2,077,082
Net Income	(805,788)	(431,382)	(374,406)
Adjustments To Cash Flow			
Operating Activities			
Net Income	(805,788)	(431,382)	(374,406)
Cash Flow Adjustments	48,782	44,584	4,198
Net cash increase for year	(757,005)	(386,798)	(370,208)

Description	SY4-25	SY23-24	Difference
CASH FLOW ADJUSTMENTS BREAKOUT			
Add Depreciation	1,759,820	1,960,862	(201,042)
Operating Fixed Assets	(513,193)	(632,597)	119,404
Buildings and Facilities Projects	(1,241,354)	(1,327,353)	85,999
Other Operating Activities	43,509	43,672	(162)
Financing Activities	0	0	0
TOTAL	48,782	44,584	4,198

Additional Analysis			
Starting Bank Balance	12,870,424	12,857,299	13,125
End Bank Balance	12,113,418	12,470,501	(357,083)
Daily Expense (Estimate)	103,803	97,561	6,241
Number of Days Cash on Hand	117	128	(11)
Debt Service Coverage Ratio			
DSCR with sinking fund	0.89	1.19	(0.30)
DSCR without sinking fund	1.08	1.51	(0.43)

Detailed E.L. Haynes FY25 Budget Timeline

Date	Action Item
March 13 & 20	Budget learning sessions with stakeholders; budget drafting sessions
March 25	Send draft budget to finance committee
March 27	Presentation of detailed draft budget to finance committee with discussion and feedback
April 9	High level FY25 budget draft shared with full Board of Trustees
April	Update budget based on finance committee feedback
May 1	Presentation of updated budget to finance committee (with invite to BoT members); AFF vote on motion for approval by full Board
May 14	Approval of FY25 budget motion from AFF to Board of Trustees
May 30	Submit budget to PCSB (one month prior to deadline)

Our Guiding Principles

Keep Our Focus on Our Mission, Core Goals, and Priorities

- **Mission:** Whenever possible, we will limit the direct impact on our student's classroom experience
- **Maintain our strategic priorities:** Pre-K through 12 super power; Great place to work; Built to last
- **Strategic alignment:** Outline a clear staffing model for each school and the LEA
 - Alignment is not uniformity – schools and teams have different needs

Lead with Our Values

- **Focus on the purpose of each position/role:** Separate the position from the person (this is not a substitute for/opportunity for accountability) (Achieve Excellence)
- **Humanity:** All staff treated with care and respect, providing clear timelines and communications, as well as support for those impacted by these decisions (Choose Joy, Succeed Together)
- **Equity:** Intentionally review the differential impact of our decisions on staff and students (Lead for Equity)

Effective Change Management

- **Clarity about the future of priority work streams.** We will be explicit about where work goes, and what is not done/stops.
- **Direct and ongoing communication.** Intentional, thoughtful communication (i.e. unique stakeholder groups, written vs. conversation, sequence)
- **Support for leaders and managers.** Leaders and managers of impacted staff will be critical messengers, and we will share key, timely information with them in order for them to help lead through these difficult decisions.



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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.

Be Kind.

Work Hard.

Get Smart.