MAY 2024 BOARD OF TRUSTEES MEETING

May 14, 2024

E.L. HAYNES

Board of Trustees Meeting

May 14, 2024
6:00 p.m. - 8:00 p.m.

AGENDA

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

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Board of Trustees Meeting
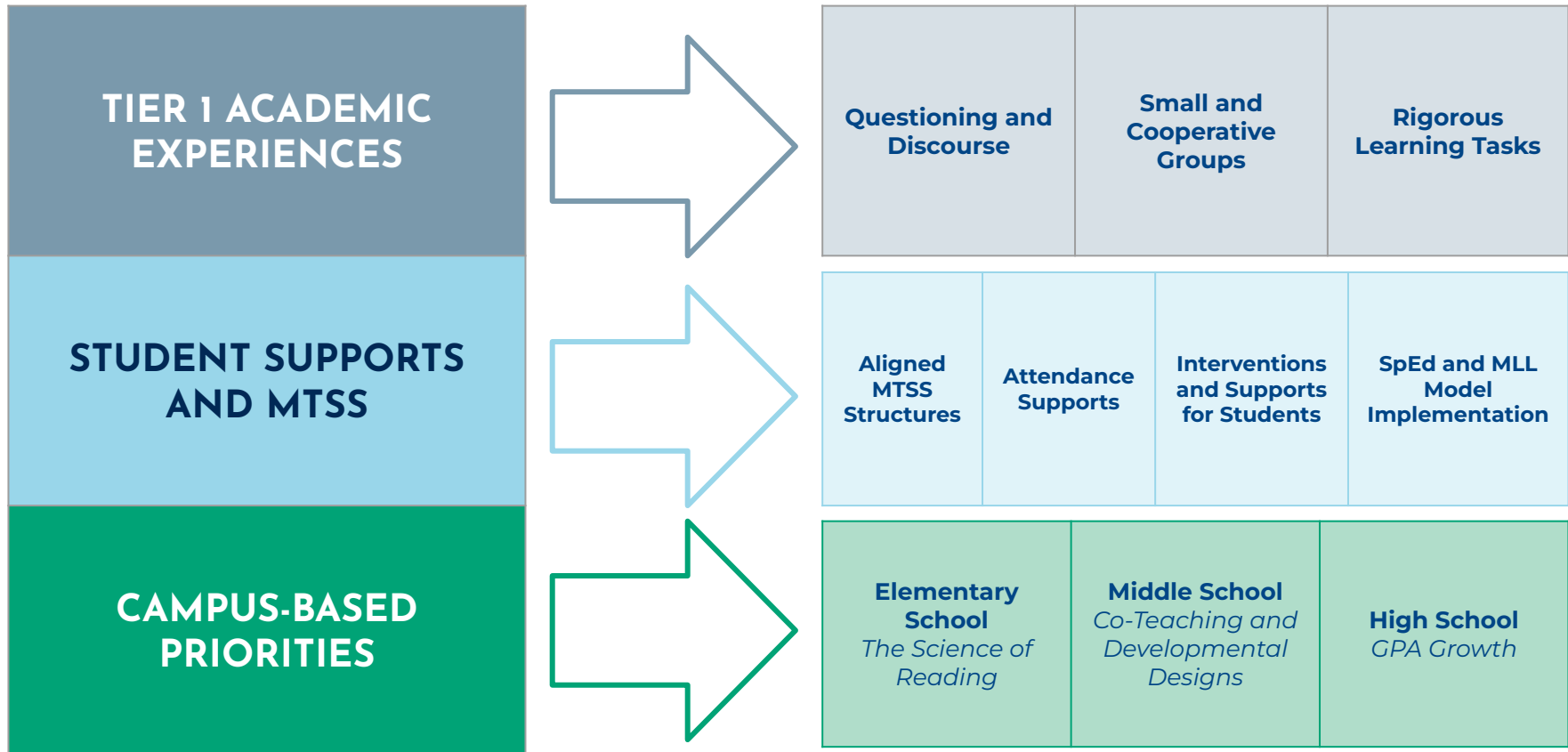
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STRATEGIC PRIORITIES AND KEY DECISIONS: SY23-24

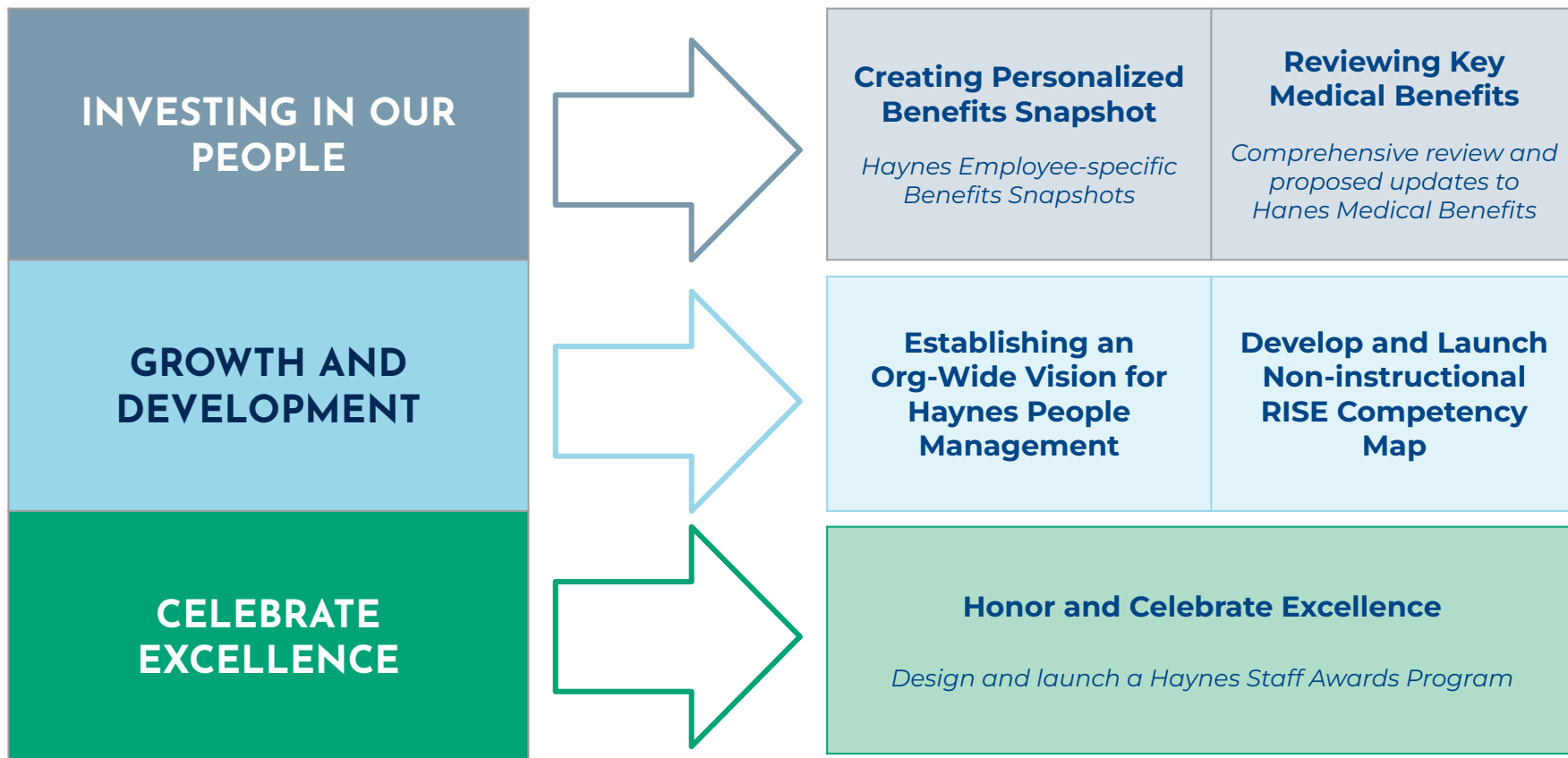| Our Racial Equity Commitment		
Community Engagement and Clear Decision-Making Processes		
ACADEMICS	**TALENT**	**ORGANIZATIONAL DEVELOPMENT**
Tier 1 Academic Experiences	Investing in Our People	Long-Term Facilities Planning
Student Supports and MTSS	Growth and Development	Exceptional Finances
Campus-Based Priorities	Celebrate Excellence	Operations Model

ACADEMIC PRIORITIES & KEY OUTCOMES: SY23-24

TIER 1 ACADEMIC EXPERIENCES

- Questioning and Discourse
- Small and Cooperative Groups
- Rigorous Learning Tasks

STUDENT SUPPORTS AND MTSS

- Aligned MTSS Structures
- Attendance Supports
- Interventions and Supports for Students
- SpEd and MLL Model Implementation

CAMPUS-BASED PRIORITIES

- Elementary School
  The Science of Reading
- Middle School
  Co-Teaching and Developmental Designs
- High School
  GPA Growth

SOCIAL-EMOTIONAL LEARNING (SEL)

ACADEMIC PRIORITIES - Year 4

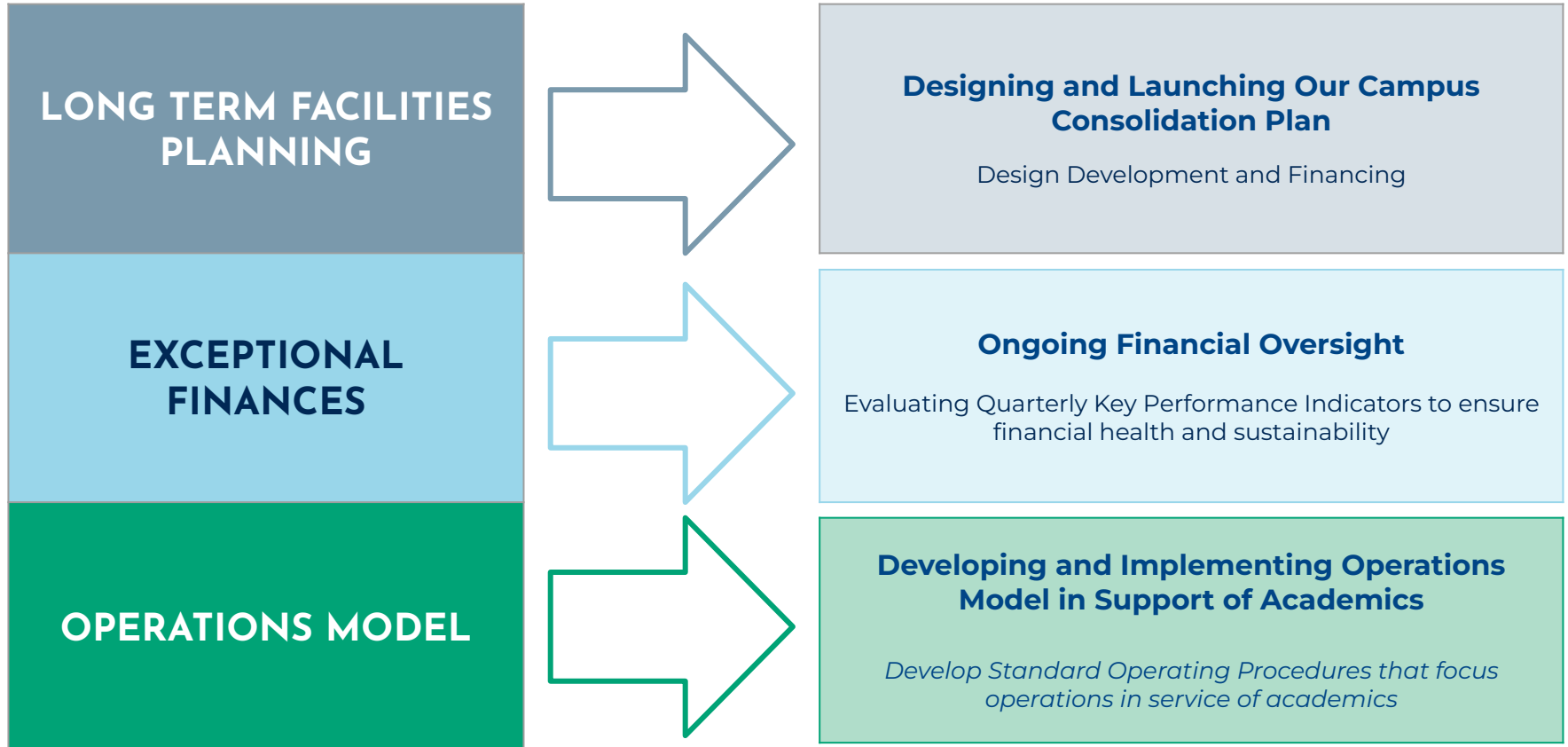|	Goals	Q1 (Nov)	Q2 (Feb)	Q3 (May)
Academics	Questioning and Discourse Small and Cooperative Groups Rigorous Learning Tasks	Continuing to analyze data collected during Instructional Rounds	**See IR Slides**	IR rounds and data collection completed. All campuses made growth on all school priorities, MS and HS made growth on campus based priorities.
Tier 1 Supports and MTSS	Aligned MTSS Structures Attendance Supports Interventions and Supports for Students Implementation of SpEd and ML models	Launching MTSS project on 11/16 School Psychologists brainstorm implementation strategies Completed initial MLL implementation walkthroughs Specialized Instruction initial PD complete Exploring MTSS structures at each campus throughout the fall	**See IR Slides**	Specialized Instruction PD continues.
Campus-Based Priorities - ES	The Science of Reading	Every teacher has had at least 2 trainings on LTRS Collect data on how well teachers are teaching foundational skills through WIN blocks and other walkthroughs	**See IR Slides**	LETRS training continues, and we are Scheduling LETRs 2 to begin in the fall. We will continue with this priority for next school year.
Campus-Based Priorities - MS	Co-Teaching and Developmental Designs	All co-teachers have received training from Marilyn Friend AD hosting trainings for specialized instruction	**See IR Slides**	Co-teaching training continues. Improvement seen over last IR.
Campus-Based Priorities - HS	GPA Growth		**See IR Slides**	Improvement in ratio of student/teacher talk and critical thinking prompts over last instructional rounds

TALENT PRIORITIES & KEY OUTCOMES: SY23-24

INVESTING IN OUR PEOPLE

Creating Personalized Benefits Snapshot

Haynes Employee-specific Benefits Snapshots

Reviewing Key Medical Benefits

Comprehensive review and proposed updates to Hanes Medical Benefits

GROWTH AND DEVELOPMENT

Establishing an Org-Wide Vision for Haynes People Management

Develop and Launch Non-instructional RISE Competency Map

CELEBRATE EXCELLENCE

Honor and Celebrate Excellence

Design and launch a Haynes Staff Awards Program

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TALENT PRIORITIES - Year 4

|	Goals	Q1 Updated (Nov.)	Q2 Update (Feb.)	Q3 Update (May)
Investing in Our People	Reviewing Medical Benefits Creating Personal Benefits Snapshot	Scheduled benefits focus group session for staff on 11/29 Begun pulling data points for personal benefits snapshot	Strategy meetings with benefits broker All-Staff Benefits Survey on 2/7 Investment one-pagers scheduled to accompany returning offer/acknowledgment letters	Investment one-pagers sent to instructional staff in March, 12-month one-pagers sending in May Updated healthcare plans finalized, will share with staff on 5/1
Growth and Development	Establishing an Org-Wide Vision for Haynes People Management Develop and Launch Non-Instructional RISE Competency Map	Non-instructional working group has met twice and developed draft competencies for non-instructional staff to review Managers have engaged once to brainstorm the "what" around people management expectations	Non-instructional competency map being finalized and being shared with non-instructional staff 360 Manager Feedback results will be used to guide finalizing the Vision for Management at Haynes	360 Manager Feedback results will be used to guide finalizing the Vision for Management at Haynes Getting feedback from managers on Manager Vision and updates to RISE during 5/15 Manager Training
Celebrate Excellence	Honor and Celebrate Excellence by Designing and Launching a Haynes Staff Awards Program	Launched the THRIVE Awards Created a proposal for an end of year staff awards program	Received feedback from Teacher Advisory Group on staff awards program	Logistics for end of staff awards finalized, preview email will be sent to all staff by Friday, 4/26

ORGANIZATIONAL DEVELOPMENT PRIORITIES: SY 2023-24

LONG TERM FACILITIES PLANNING → **Designing and Launching Our Campus Consolidation Plan**

Design Development and Financing

EXCEPTIONAL FINANCES → **Ongoing Financial Oversight**

Evaluating Quarterly Key Performance Indicators to ensure financial health and sustainability

OPERATIONS MODEL → **Developing and Implementing Operations Model in Support of Academics**

Develop Standard Operating Procedures that focus operations in service of academics

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ORGANIZATIONAL DEVELOPMENT PRIORITIES - Year 4

	Goal	Q1 Update (Nov)	Q2 Update (Feb)	Q3 Update (May)
Long-Term Facilities Planning	Designing and Launching our Campus Consolidation Plan	Hired Architect who conducted space plan and began schematic design work Launched planning/design committee who meet bi-weekly to manage project Financing planning work began; proforma enrollment and staffing assumptions in development; met with M&T Bank; applying to Charter School Growth Fund	Applied to Charter School Growth Fund (process continues this spring); met with EdForward to begin their process Hosted ongoing design/planning sessions with full committee (including architect, Board rep, sustainability consultant))	Hosted CSGF team for semi-finalist site visit. Continue to pursue other funding opportunities. Continue ongoing design meetings with architect. Confirmed delayed timeline (from 2025 to 2026 break ground).
Exceptional Finances	Ongoing Financial Oversight by Evaluating Quarterly Key Performance Indicators to Ensure Financial Health and Sustainability	Expect to end the year with 134 days of cash (6 more than budgeted) Received $1.1m more in per-pupil revenue due to our enrollment (12 GenEd, 19 SpEd, 34 MLL students) and Pandemic Supplemental funding Net income has increased $472k as a result of these two factors	*See Q2 deck*	Expect to end the year contributing to cash (ahead of approved budget). Strong position for FY25 budget planning given early budget planning and decisions.
Operations Model	Developing and Implementing Operations Model in Support of Academics	Realignment of Ops POCs and campus-based teams in progress; completed new hires on security team	Developing key SOPs to continue improve, align, and standardize operating procedures	Draft SOPs for safety and security procedures. Draft vision for Operations Model.

STRATEGIC PRIORITIES AND KEY DECISIONS: SY23-24

OUR RACIAL EQUITY COMMITMENT
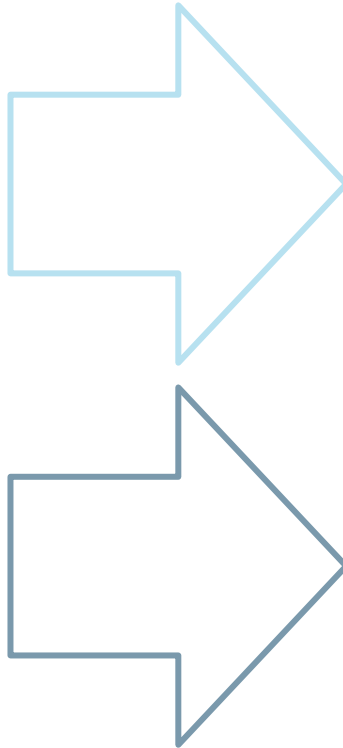
Reflect On and Define Our Renewed Racial Equity Commitments
Engage staff members in open forums to reflect on key questions about our individual and collective commitment to equity, and use themes to define our renewed racial equity commitment

COMMUNITY ENGAGEMENT AND CLEAR DECISION-MAKING PROCESS

Defining How, When, and Who Will Make Decisions
Outline key areas for staff, family, and student engagement this year

CROSS-CAMPUS STRATEGIC PRIORITIES - Year 4

|	Goal	Q1 Updated (Nov)	Q2 Update (Feb)	Q3 Update (May)
Our Racial Equity Commitment	Engage staff members in open forums to reflect on key questions about our individual and collective commitment to equity, and use themes to define our renewed racial equity commitment	Three open forums scheduled for early November	Launching Equity Audit Tool with third-party Fall 2024 Re-establishing the Racial Equity Committee to review equity audit results and identify priorities for SY24-25	Work with the Equity Lab during May Core Leadership Retreat to begin defining what equity means at E.L. Haynes and engage in identifying shared learning and actions.
Community Engagement and Clear Decision-Making Process	Define how, when, and who will make key organization-wide decisions; and clarify how, when, and why we solicit staff input	Defined key areas for staff input: facility planning, benefits/perks, staff recognition	Communicated/previewed budget decisions with all staff, shared real-time update (1/26) CTO met with TAG and hosted benefits/perks session open to all staff. Brief all-staff survey will launch Feb 2024.	Hosted budget learning sessions with staff and families. Continued budget communication with all-staff, including additional shifts with projected 12.4% UPSFF increase (4/11). CTO hosted open sessions on benefits, and an open survey. CAO continued TAG for ongoing academic input (PLCs, etc.)

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- **CLOSED SESSION**

ORGANIZATIONAL DASHBOARD
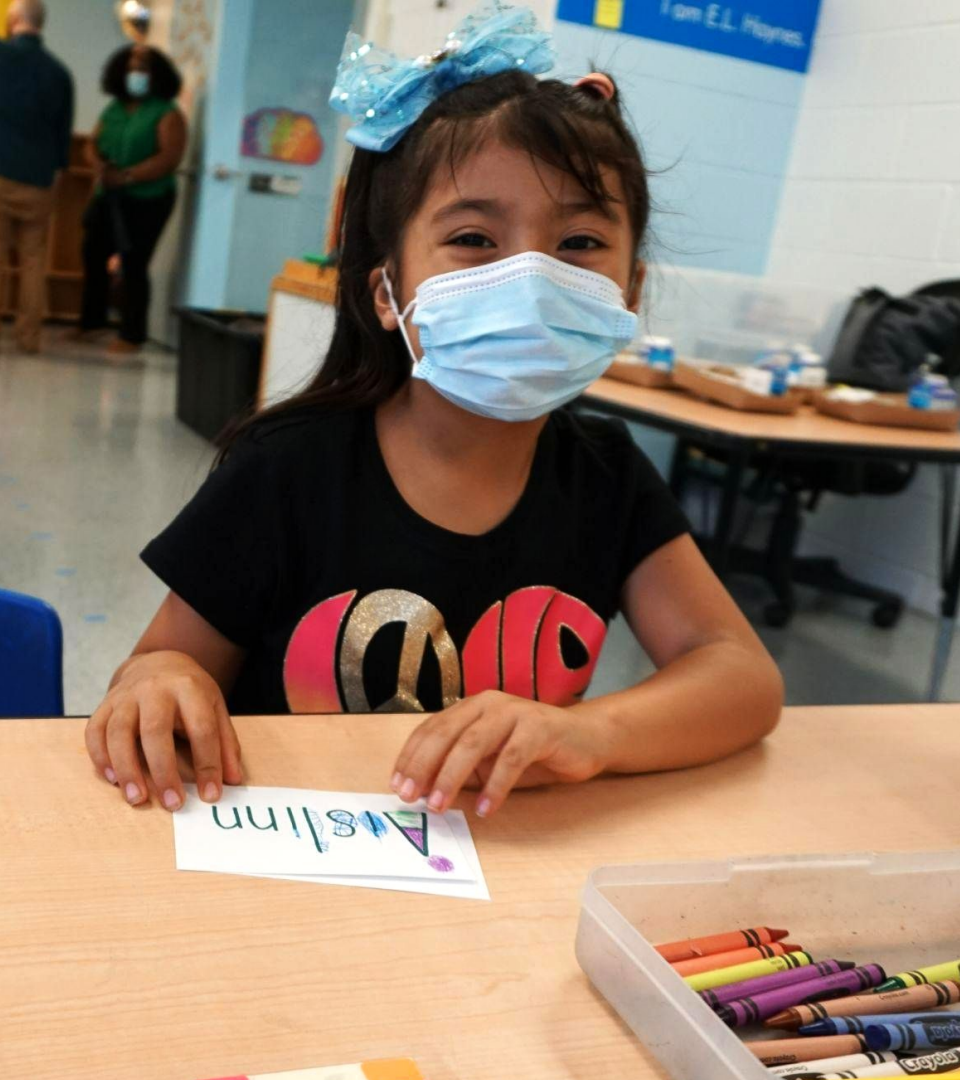
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Governance Committee

Agenda

- **Discuss and vote to renew Richard Laine and Fonda Sutton for a three-year term and extend Lisa Carlton Waller's term by one-year**

- **Discuss and vote on the slate of officers for SY 2024-2025**

- **Review and discuss the SY2024-2025 Board Meeting Calendar and Committee Assignments**

- **Review Recruitment Needs for SY 2024-2025**

VOTE

To re-appoint **RICHARD LAINE** and **FONDA SUTTON** to serve their second three-year term, and for **LISA CARLTON WALLER** to serve a one-year extension on the E.L. Haynes Board of Trustees effective July 1, 2024.

Governance Committee

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VOTE

To elect the proposed slate of officers of the E.L. Haynes Board of Trustees effective July 1, 2024, for a term of ONE year.

- **Lisa Carlton Waller**, Chair
- **Lenora Robinson-Mills**, Vice Chair
- **Jaymes Hanna**, Treasurer
- **Tom Gibian**, Secretary

- **Fonda Sutton**, Chair-Elect

Governance Committee

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DRAFT Board of Trustees: Meeting Calendar - SY24-25

ITEM	DATE	TIME	LOCATION	KEY TOPICS
Meeting	**9/12**	6:00 - 8:00 p.m.	**HS Think Tank** **4501 Kansas Avenue, NW**	Reflect on start of SY24-25 Update on Strategic Plan and SY24-25 Goals Discuss 20th Anniversary Fundraiser Conflict of Interest Policy
Meeting	**11/7**	6:00 - 8:00 p.m.	**HS Think Tank** **4501 Kansas Avenue, NW**	Preview Q1 Academic Data Preview 20th Anniversary Fundraiser and Discuss End-of-Year Giving
Meeting	**12/12**	6:00 - 8:00 p.m.	**HS Think Tank** **4501 Kansas Avenue, NW**	Review Q1 Dashboard Begin FY26 Budget Planning
Meeting	**2/13**	6:00 - 8:00 p.m.	**HS Think Tank** **4501 Kansas Avenue, NW**	FY26 Budget Planning Continued Preview Q2 Data
Meeting	**4/10**	6:00 - 8:00 p.m.	**HS Think Tank** **4501 Kansas Avenue, NW**	Discuss final FY26 Budget proposal and answer remaining questions. Review Q2 Data
Meeting	**5/20**	6:00 - 8:00 p.m.	**HS Think Tank** **4501 Kansas Avenue, NW**	Vote on FY26 Budget Review Q3 Data Elect New Members to Board of Trustees Vote on Board or Staff Signatories as needed
Retreat	**6/6**	9:00 a.m. - 5 p.m.	**TBD**	Annual Board of Trustees Retreat

The above meetings align with the requirements of the E.L. Haynes bylaws, and are no fewer than are required in the bylaws. All meetings are open to the public in accordance with the Opens Meetings Act.

SY24-25 Committee Assignments

Name	School Performance	A, F, and F	Governance	Community Relations
Lisa Carlton, Chair	*Ex Officio*	*Ex Officio*	*Ex Officio*	*Ex Officio*
Lenora Robinson-Mills*, Vice-Chair		X		
Jaymes Hanna, Treasurer		Chair		
Tom Gibian, Secretary	X			
Michael Hall		X	X	
LaJoy Johnson-Law*				X
Mark Kovner	X		X	
Richard Laine	**Chair**	X		
Jennie Niles		X		
Roshelle Payes*			**Chair**	X
Keylon Simpkins	X	X		
Fonda Sutton, Chair-Elect				**Chair**

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SY 2024-25 Board Recruitment Needs

FY24 Recruitment Needs	
Current Membership	12
FY24 Vacancies	3
Total Expiring Terms *(as of June 2025)*	1
Possible One-Year Extensions *(as of June 2025)*	2
Possible Expiring First Terms *(as of June 2024-25)*	3
TOTAL SY24-25 NEEDS *(as of 6/30/24)*	**3**
TOTAL SY25-26 NEEDS *(as of 6/30/25)*	**1-6**

Demonstrated Needs

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

Committee Needs

- Chair, Community Relations (SY25-26)

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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Audit, Finance & Facilities

May 1, 2024

E.L. HAYNES

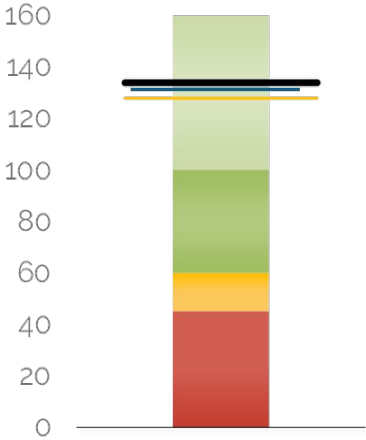# Audit, Finance, and Facilities Committee

Agenda

- **Review Q3 Financials**
- **VOTE on FY25 Budget**
- **VOTE on Board Signatory Resolution**

Key Performance Indicators

Days of Cash

Cash balance at year-end divided by average daily expenses
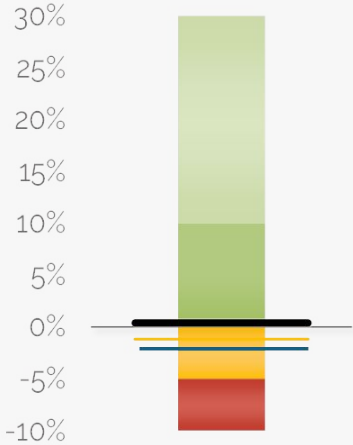

134 DAYS OF CASH AT YEAR'S END

The school will end the year with 134 days of cash. This is above the recommended 60 days, and 1309 less days than last month.

—— FY23 Q3

Gross Margin

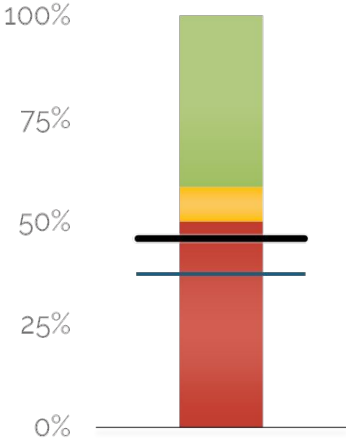*Revenue less expenses, divided by revenue*

0.4% GROSS MARGIN

The forecasted net income is $883k, which is $1.3m above the budget. It yields a 0.4% gross margin.

Grants Invoiced

Federal grants requested divided by federal grants awarded.
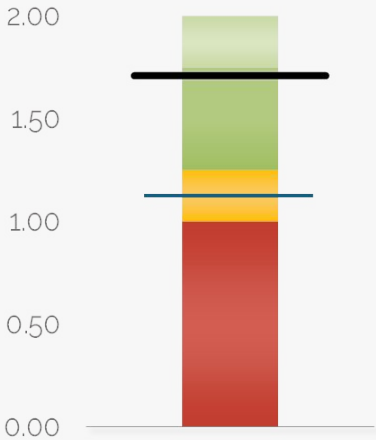

46% GRANTS INVOICED

ESSER III to be finalized by 5/1

DSCR

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

DSCR IS 1.71

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

FY24 Fiscal Updates - Q3 Financials

Revenue Updates

- Earned fees increased $513k from Q2 mainly from the opening of the sweep account
- Overall, revenue is up $3.2m for the year

Expense Updates

- Salaries decreased $137k from Q2 due to vacancy savings
- Benefits and taxes decreased $322k from Q2 due to lower than projected health insurance costs
- Direct student expenses increased $194k from Q2 for contracted instruction, curriculum and assessment materials

Cash Flow Adjustments

- We have added a $1m assumption for the possible purchase of the house by 6/30

Audit, Finance, and Facilities Committee

Agenda

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- **VOTE on FY25 Budget**
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FY25 Budget Assumptions

Category	January 2024	April 2024	May 2024
UPSFF	3% UPSFF	10% UPSFF	12.4% UPSFF
Enrollment	Enrollment increase (1175)	Enrollment stable (1170)	Enrollment stable (1170)
Benefits	15% increase in health care benefits	5% increase in health care benefits	5% increase in health care benefits
ESSER	Removal of ESSER funding	Removal of ESSER funding	Removal of ESSER funding
Support Corp	$1 million Support Corp donation	$200,000 Support Corp donation (minimum)	$200,000 Support Corp donation (minimum)
Staffing Model	Removed 19 staff roles, added 3	Added 6 additional roles (aligned to academic program)	No additional changes

FY25 Budget Comparison: FY25 vs Current (FY24)

E.L. Haynes Budget Summary Comparison FY25 vs. FY 24			
Description	**SY24-25**	**SY23-24**	**Difference**
Students	1,170	1,160	10
Income Statement			
Revenue			
04 · State and Local Revenue	36,392,080	31,546,060	4,846,020
05 · Federal Revenue	2,306,068	4,416,286	(2,110,218)
06 · Private Revenue	1,173,768	1,176,979	(3,211)
Total Revenue	39,871,916	37,139,325	2,732,591
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	6,462,716	5,779,522	683,194
Total Operating Expense	36,672,884	34,334,084	2,338,800
Net Operating Income	3,199,032	2,805,241	393,791
Interest, Depreciation			
Interest	1,232,364	1,275,761	(43,397)
Depreciation	1,788,391	1,960,862	(172,471)
Total Expenses	39,693,639	37,570,707	2,122,932
Net Income	**178,277**	**(431,382)**	**609,659**
Adjustments To Cash Flow			
Operating Activities			
Net Income	178,277	(431,382)	609,659
Cash Flow Adjustments	(122,647)	44,584	(167,231)
Net cash increase for year	**55,630**	**(386,798)**	**442,428**

FY25 Budget Comparison: FY25 vs Current (FY24)

Description	SY24-25	SY23-24	Difference
CASH FLOW ADJUSTMENTS BREAKOUT			
Add Depreciation	1,788,391	1,960,862	(172,471)
Operating Fixed Assets	(713,193)	(632,597)	(80,596)
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	(122,647)	44,584	(167,231)
Additional Analysis			
Starting Bank Balance	12,870,424	12,857,299	13,125
End Bank Balance	12,926,054	12,470,501	455,553
Daily Expense (Estimate)	103,803	97,561	6,241
Number of Days Cash on Hand	**124**	**128**	**(4)**
Debt Service Coverage Ratio			
DSCR with sinking fund	**1.34**	**1.19**	**0.15**
DSCR without sinking fund	**1.62**	**1.51**	**0.11**
Days Cash Target	80	80	
Days Cash Check	OK	OK	
DSCR Target	1.0	1.0	
DSCR (no sinking fund) Target	1.2	1.2	
DSCR check (1.0)	OK	OK	

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)

VOTE

FY25 Budget

To **APPROVE** the FY25 Budget as presented by the Audit, Finance, and Facilities Committee.

Audit, Finance, and Facilities Committee

Agenda

- **Review Q3 Financials**

- **VOTE on FY25 Budget**

- **VOTE on Board Signatory Resolution**

VOTE

Board Signatory

To REMOVE Norm Greene as an E.L. Haynes Organizational Signatory and ADD Jaymes Hanna, effective July 1, 2024, through June 30, 2025.

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Annual Fund Update and FY25 Goals

Annual Fund Report as of 05/01/2024						
Category	FY23 Raised	FY24 Goal	FY24 Raised TD	% of Goal	Delta	FY25 Goal
GOVERNMENT	$450,140	$470,000	$465,270	99%	($4,730)	$400,000
FOUNDATIONS	$264,775	$215,000	$238,000	110%	$23,000	$250,000
CORPORATIONS	$12,950	$20,000	$18,000	90%	($2,000)	$10,000
INDIVIDUALS	$78,557	$75,000	$66,040	88%	($8,960)	$50,000
SPECIAL EVENTS	$17,000	$25,000	$82,370	329%	$57,370	$95,000
TOTAL	$823,422	$805,000	$869,680	108%	$64,680	$805,000

20th Anniversary Event
Goals vs Actuals

FY25 Goal vs Actual	Price	Projected	# Actual	Actual
Sponsorships				
Platinum	$ 35,000	$ 35,000	0	$ -
Anniversary	$ 20,000	$ 40,000	0	$ -
Gold	$ 10,000	$ 20,000	0	$ -
Silver	$ 5,000	$ 20,000	0	$ -
Bronze	$ 2,500	$ 15,000	1	$ 2,500
Leadership Circle	$ 1,000	$ 9,000	1	$ 1,000
Host Committee	$ 500	$ 7,000	0	$ -
Other	-	-		
TOTAL		**$ 146,000**	**2**	**$ 3,500**
Tickets				
Individual Tickets	$ 150	$ 4,000	0	$ -
Staff Tickets	$ 75	$ -	0	$ -
TOTAL		**$ 4,000**	**0**	**$ -**
Other Donations				
Donations		$ 50,000	0	$ -
TOTAL		**$ 50,000**	**0**	**$ -**
GROSS INCOME		**$ 200,000**		**$ 3,500**

How Can The Board Help?

Make your pledges today!

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

Event	Date	Time	Location
HS Commitment Ceremony	5/24/2024	10:00 - 11:30 a.m.	HS Gym
ES Arts Fest	5/29/2024	9:00 a.m.	ES Lolipop
ES Arts Fest	5/30/2024	4:30 - 5:30 p.m.	ES Lolipop
ES Arts Fest	5/30/2024	5:30 - 6:30 p.m.	ES Lolipop
Senior Awards Dinner	5/30/2024	6:00 p.m.	HS Gym
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.**	The Thompson Hotel
DC Pride Parade	6/8/2024	3:00 p.m.	14th Street NW (meet up)
Inaugural Haynes Honors	6/12/2024	6:00 - 9:00 p.m.	Hamilton Live
5th Grade Promotion	6/13/2024	6:00 p.m.	HS Gym
8th Grade Promotion	6/14/2024	6:00 p.m.	

Board of Trustees Meeting

May 14, 2024
6:00 p.m. - 8:00 p.m.

AGENDA

- **WELCOME**

- **OPENING ITEMS**

- **CEO UPDATE**

- **SCHOOL PERFORMANCE COMMITTEE**

- **GOVERNANCE COMMITTEE**

- **AUDIT, FINANCE, AND FACILITIES COMMITTEE**

- **COMMUNITY RELATIONS 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.