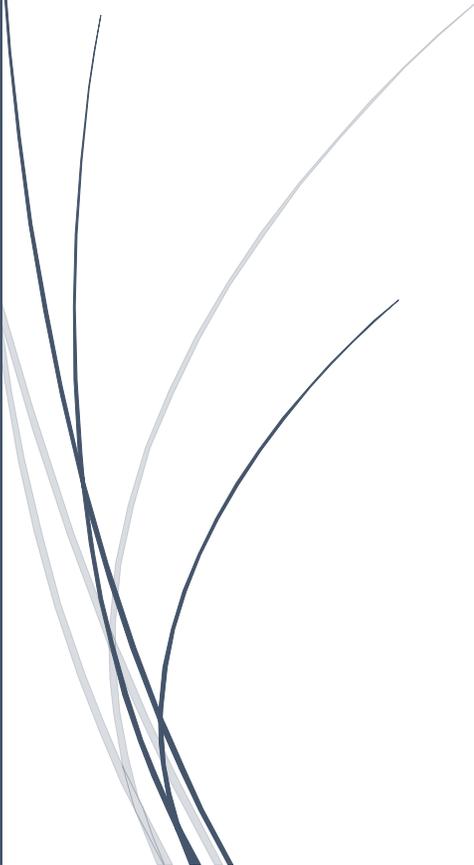




11/4/2021

Prospectus – The Enes Kanter Freedom Academy

The City of Milwaukee Charter School
Application - Phase 1



The Enes Kanter Freedom Academy
FREEDOM ACADEMY

Letter of Intent to Apply- City of Milwaukee Charter School

Deliver to: City Clerk's Office
City Hall, Room 205
200 E. Wells St. Milwaukee, WI 53202

Dear Charter School Review Committee,

The undersign individuals/organization is considering submitting an application to establish a charter public school with the City of Milwaukee.

The Enes Kanter Freedom Academy

Is this a new school or an existing school?

New

Are you applying for a charter with any other authorizer(s)?

No

Legal name of organization applying:

Name of proposed charter school:

The Enes Kanter Freedom Academy

Applicant's authorized representative:

Chris Austria

Leadership Team and Board Members

Alper Akyurek, David Chief, Miranda Coleman, Enes Kanter, Darien Tate, Glenda McMiller

Full mailing address

2703 N. Sherman Blvd

City State ZIP

Phone

Email address:

Anticipated year to open

Grade levels to be served in year 1

Grade level to be served at full capacity

Anticipated Enrollment in year 1

Anticipated Enrollment at full capacity

Specific type of student population to be served

Indicate any charter management organization or affiliated model (if any)

Signature of Applicant's Authorized Representative Date

PROSPECTUS OUTLINE

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Prospectus – The Enes Kanter Freedom Academy (Freedom Academy) City of Milwaukee Charter School Application

Prospectus

I. Introduction

Since the dawn of time, sports have amazed people with other people's feats of strength and agility. When the Ancient Greeks held the first Olympics, Greek citizens from different backgrounds and social status, came together to watch and to cheer on their favorite athletes. Now, a Greek Athlete, Giannis Antetokounmpo, has brought the people of Milwaukee together to celebrate an NBA Championship that was last seen fifty years ago.

Sports has always been and will always be a unifying force for humanity. Sports is a catalyst for growth, motivation, innovation, and inspiration. It is within this context that Mr. Enes Kanter, a 12-year NBA league veteran, desires to create schools which focuses on all the goodness that sports can do for students. Sports has given Mr. Kanter endless opportunities that are not afforded to many people. Aside from the financial security, as an NBA player, Mr. Kanter uses his high-profile status as a platform to speak about freedom: freedom from poverty, freedom from educational inequality, and freedom from political persecution.

As a Turkish immigrant, who struggled with English when he arrived in the United States as a sixteen-year-old high school student, Mr. Kanter knows the importance of being accepted and understood. Mr. Kanter believes he is fortunate because he is blessed with the talent and physical stature to play in the NBA. However, he realizes that unlike him, many students in poverty face an uphill battle regarding their acceptance into the mainstream of American society. This constant struggle to fit-in could lead to a permanent disenfranchisement.

Through his foundation, Mr. Kanter has worked tirelessly to aid several organizations around the United States to help alleviate the daily struggles that underprivileged students face. Mr. Kanter feels his current efforts are not enough to help students with academic and socio-emotional challenges. To increase his substantive support for underserved students around the country, Mr. Kanter is committed to opening charter schools that will serve the needs of underprivileged students. It has always been apparent to Mr. Kanter that quality education can uplift a poor student up and out of poverty. In partnership with his foundation and civic-minded community members, Mr. Kanter plans to support charter schools that will target underprivileged students.

II. Proposed School Mission and Vision –

Mission

The mission of Freedom Academy is to provide underprivileged students a balance education that focuses on rigorous academics and competitive athletics.

Freedom Academy's mission is built upon the premise that with appropriate support and resources, students will succeed and will become productive local and global citizens. The mission will be the guiding principles in creating innovative classrooms that will excite, engage, and educate students.

Vision

The vision of Freedom Academy is to be a preeminent school in Milwaukee that produces students with 21st century skills who are prepared to face and to solve contemporary challenges in the social and economic milieu. Upon graduating from Freedom Academy, students will have the necessary skills to enroll in advance studies or to pursue careers in Professional Sports, Sports Business or Management, Science, Technology, Engineering, and Math. Furthermore, graduates of Freedom Academy will also have the applicable knowledge to safeguard their emotional and physical well-being.

III. Description of the School/Program.

The proposed charter school will be named The Enes Kanter Freedom Academy and it will be colloquially referred to as Freedom Academy. Freedom Academy will employ various strategies to provide high quality and engaging classroom learning experience for culturally and academically diverse students in Milwaukee. The following strategies will differentiate the proposed school from other public and or private school options that are currently available to the target student population:

- embedding rich sports activities in students' daily schedule,
- focusing on physical, emotional, and mental health and wellness education
- increasing English instructional and reading time in an orderly learning environment equipped with the most recent educational technologies and tools,
- promoting a culture of social justice,
- offering a curriculum that highlights reading, writing, math, and science skills,
- providing effective supervision of teaching and learning,
- attracting, hiring, and retaining high quality teachers with ongoing training, professional development,
- providing specific activities for parents to improve their knowledge and understanding of their children's education.

Freedom Academy's school design is academically rigorous, sports minded, and teacher focused. Freedom Academy will be academically rigorous because the curriculum and instructional strategies are differentiated, and research based. Freedom Academy's sports mindedness will come from the inclusion of sports in the students' daily schedule. Freedom Academy will be teacher focused because of the extensive amount of professional development, coaching, and mentoring that the teachers will receive. More importantly, all programs and initiatives will be designed to meet the students' unique learning needs and physical well-being.

A. Projected number of students, pupil teacher ratios and general staffing patterns.

Freedom Academy’s enrollment plan number for the duration of the charter contract is as follows:

| Enrollment Targets | | | | | |
|--------------------|---------|---------|---------|---------|---------|
| Grades | 2023-24 | 2024-25 | 2025-26 | 2026-27 | 2027-28 |
| 6 | Max 54 | Max 54 | Max 75 | Max 75 | Max 75 |
| 7 | Max 54 | Max 54 | Max 75 | Max 75 | Max 75 |
| 8 | Max 54 | Max 54 | Max 54 | Max 75 | Max 75 |
| 9 | Max 75 |
| 10 | | Max 75 | Max 75 | Max 75 | Max 75 |
| 11 | | | Max 75 | Max 75 | Max 75 |
| 12 | | | | Max 75 | Max 75 |
| Total | Max 237 | Max 312 | Max 429 | Max 525 | Max 525 |

In year one of school operation, Freedom Academy will have a maximum of 237 students, four grade levels, and 17 teachers. With this configuration, Freedom Academy’s student to teacher ratio will be approximately 14:1. It is assumed that most Freedom Academy students will be below grade level. Therefore, the 14 to 1 student to teacher ratio will provide more opportunities for teachers to do small group instruction to focus on the students’ academic deficiencies. In Year 2, the enrollment maximum will be 312 students. However, the number of teachers will also increase to 21 to maintain the 14:1 ratio.

B. How students will be recruited and general admission policy.

A charter school must accommodate all children irrespective of the children’s race, creed, gender, religion, or need for special education services. Therefore, Freedom Academy’s enrollment and recruitment methods need to exhibit a sense of fairness so that all students have equal opportunity to apply and to attend the school.

As a new charter school, Freedom Academy will face challenges in recruiting students. However, to improve student recruitment, Freedom Academy will forge partnerships with reputable community organizations. Securing the support of the community will ensure that Freedom Academy will receive the necessary positive publicity to boost enrollment.

To increase student enrollment, Freedom Academy will also employ other conventional recruitment and marketing methods, which are illustrated in the following table:

| Student Marketing and Recruitment Strategies | |
|---|--|
| Social Media | With their advance algorithms, advertising on social media such as Facebook and Instagram will allow direct interaction with prospective families. |
| Traditional Media | Using billboards and public transportation advertisement will broaden Freedom Academy's reach in the community. Additionally, utilizing traditional media will provide an opportunity to design advertisement materials that are specific to the community's preferred language. |
| Posters and Flyers | Posters and flyers will be distributed and posted in various businesses and community centers. |
| Partnerships | Establishing partnerships with community organizations and local businesses will strengthen Freedom Academy's credibility as a new charter school. |
| Community Outreach | Conducting community meetings and information sessions multiple dates and locations will provide prospective families the opportunity to meet Freedom Academy representatives in person. |
| Open House | Once the school building is available for occupancy, multiple Open Houses will be held. Freedom Academy will also provide opportunities for student to enroll during this time. |

Freedom Academy will be open, without reservations, to any students in Milwaukee who want to apply. However, enrollment priority will be given to students who satisfy the residency requirements. This means that our recruitment and marketing efforts will be focused overwhelmingly within the school district boundaries. Students who lived within these boundaries will be given enrollment priority. An enrollment lottery will be conducted if there is not enough space to accommodate all interested applicants.

The School Principal and Administrative Assistant will be responsible for monitoring the progress towards the enrollment targets. The target re-enrollment rate for each year is 95-97%. Prior to the recruitment and enrollment period during the incubation year, staff members (i.e., Principal and Administrative Assistant) along with Board Members, will be trained on the legal requirements when recruiting and enrolling prospective charter school students. Furthermore, during the first year of operation and on subsequent years, new and returning staff members will receive the appropriate training about the enrollment of special education students. For returning staff, the training will occur during one of the Professional Development days or during the enrollment season. For new staff members, training will happen the week before the beginning of the school year. The enrollment training will remain as a part of the required training sessions for all staff members.

| Enrollment Calendar | |
|-------------------------------|--|
| June 2022 – April 2023 | Enrollment Application Submission |
| May 2023 | Lottery if necessary |
| June 15, 2023 | Student deadline to accept enrollment slot |
| January – April 2023 - Beyond | Enrollment Application Submission |

C. Special issues or characteristics of the school, i.e., extended day/extended school year.

Freedom Academy will provide a rigorous academic program that will improve the students' achievement. In addition to the academic offerings, Freedom Academy will distinguish itself from other schools in Milwaukee because of its Sports, Wellness, and Social Justice focus.

Athletic Program Overview - The overarching goal of Freedom Academy's Sports Program is to have athletics become a vital component of student's educational experience. Through sports, students will learn the value of hard work, discipline, teamwork, and commitment.

The following is a list of goals for the Freedom Academy sports program:

- 100% of the students will show yearly growth on their physical fitness.
- 80% of the students will participate in the after-school sports program.
- 30% of high school students will participate in the varsity sports program.
- 10% of the varsity athletes will receive college athletic scholarships.
- all students will watch at least one collegiate game and one professional game during the school year.
- all students will watch at least one collegiate practice and one professional practice during the school year.

During physical education classes, Freedom Academy students will have focused athletic training targeting agility, endurance, strength, strategy, and sport-specific skill development. This physical education classes are separate from the after-school sports program. In addition to the regular training during their physical education class, students will be strongly encouraged to join one of the sports activities after-school and will be required to attend the Enes Kanter Sports Camp during the fall, winter, spring, and summer break. Below is a proposed sports schedule for the SY 2021:

Sample Yearly Athletics Schedule

| Period | Soccer | Basketball | Football | Volleyball | Baseball | Martial Arts |
|--------------------|--------|------------|----------|------------|----------|--------------|
| Quarter 1 | x | x | x | x | | x |
| Quarter 2 | | x | | x | | x |
| Quarter 3 | | x | | x | | x |
| Quarter 4 | x | x | | x | x | x |
| Fall Camp | x | x | | x | | x |
| Winter Camp | | x | x | x | | x |
| Spring Camp | x | | | x | x | x |
| Summer Camp | x | x | x | x | x | x |

Student and Parent Wellness - An integral part of the Freedom Academy Athletic Program is Student and Parent Wellness. To ensure that students and parents will maintain a physically healthy habit, both students and parents will have an Individualized Health Plan (IHP). The following is a summary list of the components of the Student and Parent Wellness Program:

- All students will have an IHP.
- Our licensed health and wellness professional will design a IHP for any parents who want one.
- All teachers will have an IHP.
- Rewards and Celebrations will be given to students, teachers, and parents who meet their IHP goals.
- Freedom Academy will allocate a space in the school to be used as a Health and Wellness room. This room will have health and wellness literature and exercise equipment like treadmills, stationary bikes, and circuit training machines.
- Freedom Academy will partner with local grocers and farmers to bring healthy food alternative to the school community.

Social Justice - Inequities in schools and in our society has always been present but the topic has often received insufficient attention in the classrooms and staff meeting rooms. To transform a school culture to be more tolerant and equitable requires the students, teachers, and parents to come together to explore, to discuss, and to assess issues of inequities. Freedom Academy pledges to foster a school environment and promote a culture that prohibits school policies and academic programs that contribute to inequity.

To ensure that all school programs that relate to the Freedom Academy's Social Justice Initiative is executed with integrity and fidelity, Freedom Academy will provide a highly skilled and racially diverse facilitation team to provide social justice training for teachers and to evaluate the efficacy of the school's social justice initiatives. In addition, stakeholders which includes students, parents, teachers, and administrators will meet monthly to:

- Build a team that can openly and effectively discuss the relevant equity and identity issues in the school and community.
- Develop a plan for this team to assess equity and identity issues in the school which might include community dialogue/focus groups; curriculum review, policy review using an equity framework.
- Develop a plan of action to implement change that includes all stakeholder groups.

In addition to the school-based social justice team, Freedom Academy will also form partnerships with local and national organizations that provide supplemental professional development for teachers and staff and workshops for parents and students.

D. Does the school fill an existing need in the city of Milwaukee?

The mission of Freedom Academy is to provide underprivileged students a balance education that focuses on rigorous academics and competitive athletics. The current public and charter school environment in Milwaukee does not offer the type of school that will be built. The Charter School Middle School and High School landscape in Milwaukee and the Milwaukee Public School System is saturated with STEM or literacy focused programs. Often, these schools sacrifice popular school programs such as athletics in favor of the more academic-based classes.

Out of the Top 25 Best High Schools for Athletes in the Milwaukee area, only one is from the Milwaukee Public School District, King International. Most of the top athletic high schools that are in the City of Milwaukee are tuition-based private schools and the rest of the top 25 schools are found around the suburbs of Milwaukee. In addition, the middle and high schools around our target area, Zip Codes 53206-53212, have not shown significant improvement in student achievement as illustrated on the tables below:

FORWARD TEST STUDENT ACHIEVEMENT

| Schools | ELA | | |
|---------------------------------|-------------|-------------|-------------|
| | 2016-17 | 2017-18 | 2018-19 |
| State Average 6th -8th | 34.5 | 32.4 | 31.9 |
| Milwaukee Public Schools | 19.7 | 18.7 | 17.8 |
| Andrew Douglas Middle School | x | x | 4.3 |
| Hopkins Lloyd Community School | 8.5 | 7.6 | 6.9 |
| Green Bay Avenue High School | x | x | 4.5 |
| LaFollette Elementary | 6.6 | 5.7 | 5.1 |

| MATH | | |
|-------------|-------------|-------------|
| 2016-17 | 2017-18 | 2018-19 |
| 32.8 | 31.5 | 31.6 |
| 15.5 | 15.4 | 14.6 |
| x | x | 2.9 |
| 7.1 | 5.9 | 6.7 |
| x | x | 4.8 |
| 7.8 | 7.6 | 5.9 |

| High Schools | ELA | | |
|---------------------------------|-------------|-------------|-------------|
| | 2016-17 | 2017-18 | 2018-19 |
| State Average | 33.7 | 29.8 | 31.1 |
| Milwaukee Public Schools | 19.7 | 18.7 | 17.8 |
| North Division High School | 6.8 | 5.1 | 4.8 |
| Assata High School | x | x | x |
| King International High School | 35.4 | 34.8 | 32.5 |

| MATH | | |
|-------------|-------------|-------------|
| 2016-17 | 2017-18 | 2018-19 |
| 30.2 | 27.5 | 28.7 |
| 15.5 | 15.4 | 14.6 |
| 2.5 | 2.1 | 2.8 |
| x | x | x |
| 25.1 | 25.4 | 24.8 |

The student achievement data above clearly shows that while the city average is below the state average, the neighborhood schools in the proposed location are even lower than the city average. The only school that is closer to the state average is King International. The ramification of the above student achievement scores is a lack of option for students who are strong in both academics and athletics.

Health and Wellness is also a complement to the athletics program. The goal is to educate the parents and students to help with the obesity problem in the proposed location. According to the Wisconsin Health Atlas at <https://www.wihealthatlas.org/>, the average obesity rate in the proposed location, Zip Code 53206-53012 is around 50%, which is six times higher than the lowest obesity rate in Wisconsin. Based on an article in The National Center for Biotechnology Information (<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5115694/Obesity>), “childhood obesity is one of the most serious public health challenges of the 21st century with far-reaching and enduring adverse consequences for health outcomes.”

IV. Philosophy of this school in relation to organization, curriculum and instructional strategies and lead to positive student outcomes.

Sports is the greatest equalizer. The rules of the game are set and clear prior to the start of the game. The sports equipment is standardized for all the players. While talent is important, it is only a part of the key to success. Hard work and commitment are also important ingredients to achieving the ultimate prize, a championship. Freedom Academy’s philosophical approach to educating and nurturing the

students is based on the essence of sports. With clear expectations, parameters, and support, all children can and will learn at the Enes Kanter Freedom Academy. This belief system will permeate throughout our Student Discipline Policy, Leadership Team, and Curriculum.

A major aspect of the school's culture will be the school's discipline policy. Students will thrive at Freedom Academy because the Student Discipline Policy (SDP) will be concise, consistent, and conscientious. In the absence of equitable and consistent discipline policy, discipline referrals and suspension rates go up. According to a study published in Harvard Graduate School of Education website (<https://www.gse.harvard.edu/news/uk/19/09/school-discipline-linked-later-consequences>), high suspension rates in school result into negative impact with regard to student achievement especially with minority students. To ensure that Freedom Academy students will have every opportunity to succeed, the SDP will not be arbitrary and ambiguous. In essence, within the confines of the SDP, Freedom Academy students will be the players on the court of learning, the teachers will be the coaches, and the administrators will be the referees.

Much like an arbitrary and subjective discipline policy, students will not be successful if their learning field is riddled with disorganization. The leadership team which consists of the school board, administrators, and management partner will ensure that the learning field, such as the classrooms, are ready and safe for the students to learn. It will be incumbent upon the leadership team that the learning equipment, such as books and technology, meet the learning needs of all students.

Perhaps the most important piece in the student's learning field is the curriculum, which includes but not limited to content, concepts, and instructional strategies. For all students to learn, the curriculum will be adaptable to the differing student learning modalities. Teachers will employ student-centered and cooperative learning instructional strategies so that student achievement level is addressed.

V. The curricular focus and instructional strategies that will define the nature of the school.

Without Giannis Antetokounmpo, the Milwaukee Bucks would still be waiting for their next NBA Championship since Kareem Abdul-Jabbar brought them to the promised land. However, as talented as Giannis is, the Bucks would have never won a championship without teamwork. The cooperation of every single person on the Bucks organization were key to the Bucks championship run. Similarly, for the students to maximize their learning potential, they must know how to work and collaborate in teams. Therefore, cooperative Learning will be the main instructional strategy that will drive Freedom Academy's students' achievement.

Multiple instructional strategies will be utilized to meet the learning needs of students, cooperative learning will shape how teachers will prepare their lesson plans, organize their classrooms, and implement their intervention strategies. A meta-analysis of 168 studies of cooperative learning has shown that cooperative learning has a positive effect on student learning (<http://cft.vanderbilt.edu/guides-sub-pages/setting-up-and-facilitating-group-work-using-cooperative-learning-groups-effectively/>). In addition to the positive impact on student achievement, the same study also stated that cooperative learning improves student self-esteem and positive attitude about learning. Varying meta-analysis of hundreds of cooperative learning studies have confirmed that cooperative learning has produced higher student achievement and positive peer relationship as compared to competitive and individualistic learning (<https://files.eric.ed.gov/fulltext/EJ1096789.pdf>). Most importantly, cooperative learning has a positive impact on the student achievement and socio-emotional growth of students from minority and underprivileged communities (<https://files.eric.ed.gov/fulltext/ED535720.pdf>). Various studies and articles on race and education have confirmed that cooperative learning has improved the African American and Mexican American

student achievement

(<https://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.583.3394&rep=rep1&type=pdf>).

Cooperative Learning will be the vehicle that will help the students navigate through Freedom Academy's curricular focus which are Literacy and Math. Without a strong literacy and math program, students will not be able to do other curricular programs such as STEM or STEAM. If a student does not have a strong literacy foundation, that student cannot access the content in Science or Social Studies. Likewise, if a student has a weak foundation in mathematics, that student cannot move through the technical and complexities of a rigorous STEM program. Students with a strong foundation in literacy and mathematics will be able to think critically and creatively.

It is important that Freedom Academy's curriculum aligns with the State Standards to ensure that it is relevant and rigorous. Success for All (SFA www.successforall.org), a research-based curriculum structure that have a proven track records in improving student achievement, meets and exceeds the state standards.

Success for All (SFA) is a research-based curriculum structure that provides a cooperative learning program, a student-centered classroom protocol, a ninety-minute literacy daily lessons, and a comprehensive math program that prioritizes problem solving over rote memorization. SFA has been researched by over thirty institutions for more than two decades and has been found to increase reading achievement, cut the achievement gap between African Americans, Hispanic, and white students. In 2010, Success for All received the highest score in the Department of Education's Investing in Innovation (i3) scale-up competition, which required strong scientific evidence of effectiveness. A meta-analysis of research on twenty-nine models categorized Success for All as one of only three programs with the "Strongest Evidence of Effectiveness."

Success for All was evaluated in a three-year randomized control trial, the gold standard of research, funded by the U.S. Department of Education between 2002 and 2006. Students in SFA schools achieved at significantly higher levels than similar students in control schools. The difference in student performance in only three years was enough to cut the black-white achievement gap in half.

VI. Methodology by which this program improves the educational outcomes for urban children and youth – What evidence exists that suggests this model has demonstrated positive achievement outcomes.

Mike Budenholzer of the World Champions Bucks, a two-time NBA Coach of the Year, is beyond a shadow of a doubt that he is an excellent coach. However, without diminishing Coach Budenholzer's coaching acumen, it was the Bucks players who had to perform on the basketball court, and it was the players who had to execute the plays under extreme pressure. Similarly, while teachers greatly impact student achievement, it is the students who must show their learning and it is the students who will need to exhibit their learned skills on the court of life. It is within this context that Student-Centered was chosen as Freedom Academy's instructional methodology to improve students' achievement.

The student-centered approach allows students to be active learners where the instructional strategies are designed to meet needs and abilities of each student. Jean Piaget, a Swiss clinical psychologist, pioneered the student-centered learning methodology through his constructivist theories of education. In student-centered learning, students are partners in planning their learning experiences. Thus,

students discover their own learning style and determine what is the most effective instructional strategies to maximize their learning.

Studies have shown that the student-centered approach positively impacts the educational outcomes of urban high school students (<https://edpolicy.stanford.edu/sites/default/files/scope-pub-student-centered-research-brief.pdf>). Furthermore, minority high school students who received the student-centered methodology had higher student achievement scores as compared to their peers from other schools in the district with similar student demographics. High Schools that implemented student-centered methodology also had higher graduation rate for its minority students (<https://edpolicy.stanford.edu/sites/default/files/scope-pub-student-centered-research-brief.pdf>). Additionally, high schools with high low-income and immigrant student population increased their students' achievement on the state standardized tests at higher rate (<https://hechingerreport.org/teaching-to-the-student-not-the-test/>).

Much like in a basketball court where the coach draws the play and the players creatively execute the dribble and dunk, Freedom Academy's classrooms will exhibit these dynamics using student-centered learning. Teachers will design and suggest parameters of student learning and the students will use their creativity and critical thinking skills to drive their own learning. For example, as math teachers move with their students through the topic of integers, the students will engage in several discovery activities that will help them understand the concept of integers. Acting as coaches, teachers will guide the students as they improve their understanding of integers from concrete to abstract mastery.

VII. The proposed governance structure for this school and how parents will participate in a meaningful way.

- A. **Governance** - The Freedom Academy Board will oversee the general functions of the school. The Freedom Academy Board will form a partnership with Maestro Education, a school service provider, to manage the day-to-day operations of the school. Representatives from Maestro Education will report directly to the Freedom Academy Board of Directors. During monthly board meetings, Maestro Education will provide the Freedom Academy Board the following detailed reports: finance, facility, curriculum, and instruction.

With the supervision of Maestro Education, the school principal will manage the teaching and support staff. In addition, the school principal will ensure that Freedom Academy's curriculum and instructional programs are implemented with fidelity. The Community and Parent Liaison is responsible for ensuring that parents remain engaged in the success of the school and for developing and strengthening community and business partnerships.

FREEDOM ACADEMY Board Roles and Responsibilities

The role of the Board of Directors of Freedom Academy is to approve policy for the school, monitor academic progress, and be the legal and prudent stewards of the taxpayer dollars allocated to operate the school. To achieve this role effectively, the Board must have a good working relationship with school staff. While the Board will have unfettered access to the staff, the principal will act as the staff liaison to the Board.

There are three key functions that the School Board will perform in relation to the staff, and these are:

A. Approve Policy: The board considers policy matters on issues such as student behavior, expulsions, suspensions, field trips, athletic regulations, transportation and food service issues, and parent concerns or complaints. Maestro Education, in collaboration with the school principal, may offer recommendations to the board on the creation of a given policy which the board may consider, review, or develop their own position. All policy matters are then discussed and voted upon at the scheduled board meetings.

B. Monitor Academic Progress: Board members will be provided with professional development opportunities to receive information regarding the major education issues facing the nation, the city, and Freedom Academy. This is done to provide board members with the background and context to discuss policymaking for the school. On a monthly basis, board members will be given a report on the academic progress of the school, most often on a grade-by-grade breakdown. This information stimulates questions among the board which are addressed by the school principal and where appropriate, by an individual teacher. Options for response to a particular problem are considered and the board will ask Maestro Ed and the school principal to implement the decision.

C. Financial Stewardship: Each month prior to the scheduled board meeting, board members will receive a packet of financial information. Included in this information are the monthly status of the budget compared to up-to-date expenditures, cash-flow statements which allow the board to plan potential expenditures, and a list of purchases that have been proposed by the school which then are reviewed by the board and a vote is taken to authorize payment. In the third quarter of every year, representatives from Maestro Education along with the principal, and the Director of Operations will schedule meetings with members of the board to discuss the construction of a school budget for the following year. This process takes numerous meetings before a final budget document is prepared which then goes to the full board for further discussion, input for any citizens present at the board meeting, and then a final board vote to adopt the budget.

The Freedom Academy Board of Directors will choose from its members a board president, vice-president, secretary, and treasurer. To expedite the Board's business and governance operation, the Board may appoint additional officers who can perform any additional duties that the Board determines as integral to board operation. One person may hold two or more board offices, but no board officer may act in more than one capacity where action of two or more officers is required. Below is a detailed explanation for each position on the Freedom Academy board:

1. **President**: The Board President will serve as the chief volunteer officer of the corporation. The board president will lead the board of directors in performing its duties and responsibilities, including, if present, presiding at all meetings of the board of directors, and will perform all other duties incident to the office or properly required by the board of directors.
2. **Vice President**: In the absence or disability of the board president, the ranking vice-president or vice-president designated by the board of directors will perform the duties of the board president. When so acting, the vice-president will have all the powers of and be subject to all the restrictions upon the board president. The vice-president will have such other powers and perform such other duties prescribed for them by the board of directors or the board president. The vice-president will normally accede to the office of board president upon the completion of the board president's term of office.

3. **Secretary:** The secretary will keep or cause to be kept a book of minutes of all meetings and actions of directors and committees of directors. The minutes of each meeting will state the time and place that it was held, and such other information as shall be necessary to determine the actions taken and whether the meeting was held in accordance with the law and these Bylaws. The secretary will cause notice to be given of all meetings of directors and committees as required by the Bylaws. The secretary will have such other powers and perform such other duties as may be prescribed by the board of directors or the board president. The secretary may appoint, with approval of the board, a director to assist in performance of all or part of the duties of the secretary.
4. **Treasurer:** The treasurer will be the lead director for oversight of the financial condition and affairs of the Corporation. The treasurer will oversee and keep the board informed of the financial condition of the corporation and of audit or financial review results. In conjunction with other directors or officers, the treasurer will oversee budget preparation and shall ensure that appropriate financial reports, including an account of major transactions and the financial condition of the corporation, are made available to the board of directors on a timely basis or as may be required by the board of directors. The treasurer will perform all duties properly required by the board of directors or the board president. The treasurer may appoint, with approval of the board a qualified fiscal agent or member of the staff to assist in performance of all or part of the duties of the treasurer.

As set forth in the bylaws or through a board resolution, each board officer shall have the authority and shall perform the duties set forth in the Bylaws or by resolution of the board or by direction of an officer authorized by the board to prescribe the duties and authority of other officers.

- B. Parental Involvement** - Parent involvement in a child's education plays a big role in that child's academic achievement. According to U.S. Department of Education, National Center for Statistics (2017), parents who are below the poverty line are less likely to attend or participate in school events and meetings as compared to parents who are at or above the poverty line. In addition, while parental involvement in learning at home is similar between whites and non-whites parents, non-white parents (i.e., Hispanics and African Americans) are less likely to attend school-sponsored events because often non-white parents have fewer flexible schedules (NCS, 2017).

To ensure that Freedom Academy's parent engagement supersedes the national parent-involvement norm, Freedom Academy will create various parent-involvement programs that will produce high parent-participation. The parent –involvement programs will receive a budget to conduct its operations. Freedom Academy's Director of Parent and Community Relations will spearhead these parent involvement programs.

Goal 1: 100% of parents will participate in at least one Parent-Involvement Program.

Goal 2: 85% of parents will participate in two or more Parent-Involvement Programs.

| Parent-Involvement Programs | | | |
|---------------------------------|---|--|--|
| Events/Programs | Descriptions | Measures | Incentives |
| Parent-Teacher-Conference (PTC) | This is a quarterly event that provides an opportunity to for parents and teachers to discuss student academic progress. Parents who cannot attend the scheduled event will have an opportunity to re-schedule a meeting. | An average of at least 90% of parents will attend PTC for the school year. | 1. Students whose parents attend PTC will receive a dress-down day ticket. 2. Raffle ticket for grocery store gift cards will be given to parents who attend the PTC. |
| Parent Academy | Free Saturday classes designed for parents to enhance their employment skills and health and wellness. Each class cycle will meet eight times. | An average of 20 parents for each class per cycle | 1. Career Counseling for 6 months 2. Free health and wellness screening |
| Friday Breakfast | A monthly event scheduled on the last Friday of the month. This event is designed as an informal breakfast with FREEDOM ACADEMY Administration. Parents will have an opportunity to have casual conversations with school leadership. | An average of 20-25 parents for each breakfast meeting | 1. Raffle tickets for gift cards or gift certificates will be given to parents who attend. |
| FREEDOM ACADEMY Spirit | A parent-club designed to promote school spirit. This club will help with sporting events, teacher appreciation week, all school student performances, and other events that involve the entire FREEDOM ACADEMY learning community. | 1. An average of 10-15 regular parent membership for the school year 2. At least 30% parent participation for the school year | 1. A free ticket to the Annual Dinner Banquet with the School Board, Community Leaders, and Enes Kanter to honor individuals who have advanced the mission and goals of FREEDOM ACADEMY. |
| Health and Wellness | Interested parents will be given a Health Instructional Plan (HIP) to improve their physical health. | At least 30% parent participation | Parents who meet their HIP goal will receive free tickets to NBA or NFL games, Gift Certificate to health food stores |

VII. The financial capability of the organization seeking the charter and the relationship between the charter school and the host organization.

The group of civic-minded individuals, who are seeking for a charter school authorization, have yet to establish a not-for-profit organization. The application group will be the founding members of the charter school’s School Board. They are currently in the process of applying for a 501c(3) status.

Since the group is not officially registered yet as a 501c3 organization, they do not have financial documents to show that they are financially capable of supporting this project. However, Mr. Enes Kanter, one of the group members will donate \$300 thousand as seed money during the incubation period. He will make the donation once the group secures the charter. In addition, Mr. Kanter will use his personal financial resources to guarantee the lease for the potential school site and other financial contracts.

VIII. The potential location of the school (aldermanic district, neighborhood, etc.).

Based on the application team’s research, Zip Codes 53206-53212 are the areas that are in most need of the proposed school program. The stated zip codes have the least offerings in terms of rigorous academic and competitive sports programs. In addition, since the program of health and wellness is

designed to address the health conditions of students and their parents, the high obesity rate in the target location will help with this health problem.

During the initial search, two former MPS buildings are good candidates as the future school site. The first building is the former Edison Middle School located in 5372 N. 37th Street, 53209. The second location is the former Philipp Elementary School located in 4310 N. 16th Street, 43209. Both locations are within the targeted zip codes. Pictures of both buildings are included in the addendum.

While the team have identified their preferred location, the team is open to the possibility of opening Freedom Academy at different location. They will strongly take the City's advice on where to open the school. The team will be flexible and accommodating to the City's needs when deciding where to open Freedom Academy.

IX. Evidence of support from the community and business partnerships

Covid-19 has limited the ability of Freedom Academy's application team to conduct community gatherings. However, they have managed to have multiple small meetings and conversation with community residents, businesses, and organizations. A parent signature sheet is included in the addendum. While some have already provided their letters of support, others will submit their letters of support at later date. Below is the list of organizations who have given their letters of support, which is included in the addendum:

1. St. Mark African Methodist Episcopal Church 1616 W. Atkinson Avenue, Milwaukee, WI 53206
2. Yesterday's Negro League Baseball Players Foundation, www.yesterdaysnegroleague.com
414-736-2619
3. Health Connections Inc. 4655 N. Port Washington Rd. Ste 325 Glendale, WI 53212
4. Joy Bach – Community member involved in Milwaukee local media and entertainment.

X. Financial Plan, Policies, Financial Controls, and Audit

Freedom Academy will ensure that all accounting and purchasing practices are consistent with Generally Accepted Accounting Principles (GAAP). Freedom Academy will hire MAESTRO Education for all financial, accounting, and bookkeeping functions, including the payment of all invoices, reconciling bank statements, debit and credit entries, procurement, and purchasing services. Most of these systems are already embedded in the MAESTRO Education Accounting System. MAESTRO Education uses QuickBooks to run the payroll and make direct deposit payments to employees.

The Freedom Academy principal and the Director of Operations will develop the annual budget and present it to the Freedom Academy Board of Directors for their review and approval. The budget will be revised based on actual student enrollment and other budget assumptions in November of each fiscal year.

In addition to the Board's periodic review of school financial reports at each board meeting, Freedom Academy will hire an independent auditor to conduct a separate audit at the end of each fiscal year. The Freedom Academy Board of Directors will oversee the selection of an independent auditor and the completion of an annual audit. The Freedom Academy Board will form a sub-committee (Finance Committee) to review all financial reports prior to the board meetings and any audit issues or questions raised by the auditor(s).

BUDGET NARRATIVE

Introduction:

The operational budget projection has been designed to show Freedom Academy's finances for the following five years. This is a balanced budget based on what is known at this time and what can be assumed. These assumptions are based on our administrative experience at schools with size and characteristics similar to Freedom Academy.

Pre-Operational Expenses:

Freedom Academy assumes the following expenses prior to start of its operations:

Principal – 7 months (from November 2022 to June 2023): \$20,000. FREEDOM ACADEMY Principal will be hired in November 2022. The principal's salary during the start-up period and regular school year is included in the school's operational budget.

Admin Assistance – 4 months (March, April, May, and June): \$8,000

Teacher recruitment – Advertisements, travel, and dues for job fairs

Advertisement – Freedom Academy allocated \$25,000 to print and mass-mail brochures to the community for recruitment. Freedom Academy also allocated \$10,000 for luncheons and events for the community and advertisement in appropriate literature, on billboards, and other media outlets.

The total pre-operational expenses are \$63,000, which is included under the start-up operational expenses for 2023-2024 in the cash flow.

Per-Pupil Funding:

On its first year, Freedom Academy will accept enrollments for grades 6th-9th . Each grade level will have two sections with 27 students in each classroom. We anticipate a total of 216 students during the first year.

Salaries:

Upon review of other Milwaukee Charter schools' salary scales, we have determined that our average teacher salary will be \$44,000. The school will offer medical, dental, and vision insurance. Freedom Academy will cover up to \$400 of the single employee's health insurance cost and up to \$1,000 for family insurance costs. The vision insurance will be 100% employee paid, so there is no cost to the school. Freedom Academy will also contribute to the state retirement plan, which we assume to be equivalent to 7% of a teacher salary; Freedom Academy will pay 5% and the teacher will pay 2%.

List of Insurance Coverage

Freedom Academy will maintain insurance policies with an independent insurance broker licensed in the State of Wisconsin providing at least the limits and coverage provisions as identified by the authorizing agency. Freedom Academy will secure worker's compensation and liability insurance for staff and students, indemnity, directors and officers, and others required by Wisconsin law or regulations.

Worker's compensation
Liability insurance for staff and students
Indemnity,
Liability insurance for directors and officers,
Errors and Omissions
Medical Insurance (HMO/PPO)
Dental insurance
Vision Insurance - voluntary
Short Term Disability Insurance- voluntary
Long Term Disability Insurance- voluntary
Basic Life and AD&D Insurance- Employer paid
Voluntary Life and AD&D Insurance

The school will address risk management in many aspects of its operations: ensuring the safety and security of the physical environment, screening of all teachers and staff, training of all staff in emergency procedures and student management, maintaining adequate insurance policies, implementing written procedures to ensure all monies and expenses are properly accounted for, following established procedures at all school events and by all groups associated with the school, and administering employee benefits correctly and fairly. Due process will be afforded to all students and staff.

Start-up and Five-year Budgets with Clearly Stated Assumptions

The attached operational budget projection has been designed to show Freedom Academy's finances for the following five years. This is a balanced budget based on what is known at this time and what can be assumed. Our assumptions are based on the design team's administrative experience at schools with size and characteristics similar to Freedom Academy.

Start-up and First-year Cash-flow Projections with Clearly Stated Assumptions

For Year 1 cash flow contingency in the event that state, local, and outside philanthropic revenue projections are not met, MAESTRO Education will provide an emergency loan in the amount of \$500,000 at the current market interest rate. For the first year of the loan, Freedom Academy will pay interest only.

Anticipated Fundraising Contributions

1) Freedom Academy will continuously seek grants and donations to help defray its operational costs. As stated in the five-year budget plan, the Enes Kanter Foundation pledges the following amounts: Year 1 - \$300,000; Year 2 - \$200,000; Year 3 - \$100,000; Year 4 - \$50,000; and 5) Year 5 - \$50,000.

3) In addition, with the leadership of Maestro Education, Freedom Academy will conduct proven school-based fundraising programs that will guarantee to raise money at the \$50 per-student level per year. Here are some examples of school-based fundraising program: 1) Scholastic Book Fair; 2) School Picture Day (Fall and Spring); 3) Monthly Dress-Down Days; and 4) School Store.

4) While it is not added in the first-year budget and start-up costs, the Freedom Academy Board will apply for the Walton Family Foundation school start-up grant which amounts to \$325,000.

Facility Plan

A safe school building that is conducive to student learning is one of the prerequisites of an effective school. To secure a facility that fits with Freedom Academy's mission and vision, Freedom Academy's school board will implement a systematic approach to finding and securing a school building.

Facility Search: The Board of Directors will task MAESTRO Education to assist in locating potential school sites around Milwaukee. The initial strategy is to find a school building that is publicly owned, which may help with keeping the costs at a minimum. However, if a vacant public school is unavailable, the school board will explore securing a vacant school building from former private schools. If there are no vacant former public or private schools building available, the school board will explore purchasing a facility that could be converted into a school building. The school board will work closely with MAESTRO Education in securing the necessary financing for any facility needs.

Facility Requirement: The school building must accommodate Freedom Academy's program design needs. Each classroom must accommodate the proposed class size and must have adequate space to allow for Student-Centered and Cooperative Learning. More importantly, the school campus must have or must have the necessary space to grow with Freedom Academy's sports program. The school building must also have the following spaces to ensure optimal operation: cafeteria with kitchen, space for school-wide assemblies, washrooms, indoor and outdoor physical activities area, and administrative spaces.

As Freedom Academy's student population grows, other specialty classrooms will be necessary. Examples of these specialty classrooms are science lab, art lab, and music room. In addition, Freedom Academy will prepare the school building so that it is ADA-compliant prior to the first day of school.

XI. Potential partnerships or subcontracts that might be part of the school's operation

Most successful charter schools have partners who help advance the mission of the charter school. These important partners provide the charter school support in various ways. For example, some partners who specializes in the arts may provide after-school art programs. Other partners provide financial assistance to charter school's academic programs. The following organizations have pledged their support to the mission of Freedom Academy:

1) The Enes Kanter Foundation (EKF) – National Basketball Association player Enes Kanter established his foundation to support his philanthropic activities that focus on the American urban youth. One example of EKF's event is the summer basketball camps. During the Summer of 2021, EKF conducted 33 free summer basketball camps around the United States. Despite the demands of his NBA career and Covid-19 restrictions, Mr. Kanter attended and facilitated all 33 camps. Prior to Covid-19, Mr. Kanter averaged over 50 Basketball Camps every summer.

Mr. Kanter's commitment to helping American children will continue with Freedom Academy charter school. EKF pledged to donate \$300,000 to help defray the startup costs. In addition, Mr. Kanter promised to participate in Freedom Academy's marketing and student recruitment activities.

Once Freedom Academy is in operation, the foundation will support the school's efforts in ensuring that the students maintain a healthy lifestyle. EFK chose to focus on student health because there is a direct correlation between student health and student academic performance. Physically healthy students are more likely to perform well academically. With Mr. Kanter's leadership, EFK will conduct student winter

and summer camps focusing on physical activities. During the school year, the foundation will provide health experts to conduct health and wellness seminars and classes for students, teachers, and parents.

In addition to the health and wellness program, EFK will also support the school's fundraising activities. EKF and Freedom Academy will leverage Mr. Kanter's personal and professional affiliations to ensure the success of Freedom Academy's fundraising endeavors.

2) MAESTRO Education- MAESTRO Education is a school service provider. MAESTRO Education is based in Mount Prospect, IL. Its leadership team has a combined charter school experience of over 60 years; all have teaching and administrative charter school experience.

Currently, MAESTRO Education's leadership team is part of the Freedom Academy Application Design Team. They have aided in creating FREEDOM ACADEMY's charter application, board training, community engagement, facility search, and startup funding cost.

During the incubation period, MAESTRO Education will provide the following services: student recruitment, facility acquisition and renovation, staff recruitment, and staff and board training. Additionally, MAESTRO Education will assist the School Board in purchasing the following: FF and E, curriculum and instructional materials, and insurance policies. After the incubation period, FREEDOM ACADEMY School Board plans to enter into a management agreement with MAESTRO Education. Below is a detailed list of services that MAESTRO Education will provide:

Academics – MAESTRO Education will provide Freedom Academy a comprehensive educational service. In addition, as the needs of the school evolve, MAESTRO Education is committed to providing any additional academic services that are not mentioned below:

- All aspects of curriculum support and improvement
- All aspects of summative and formative assessments
- All aspects of instruction (i.e. mentoring, coaching, etc.)
- All aspects of academic data management and analysis
- Assist Principal in creating academic calendar and school daily-schedule
- Teacher professional development

Accounting – MAESTRO Education's accounting team will make sure that Freedom Academy's school board will accomplish its financial responsibilities. MAESTRO Education will provide the following accounting services:

- Accounts payable (bills and payments)
- Accounts receivables (invoices and collection)
- Daily General ledger maintenance
- Time tracking & job cost reporting
- Payroll processing
- Expense classification
- Bank account reconciliation
- Credit card reconciliation
- Balance sheet generation and review
- Budgeting & Forecasting
- Financial statements & custom reporting
- Inventory management

Human Resource (HR) – MAESTRO Education will ensure that FREEDOM ACADEMY’s staff can focus on student social and academic growth. MAESTRO Education will provide the following HR services:

- Identifying and facilitating employee benefits
- Staff recruitment
- Payroll
- Federal and local employee compliance laws

Facility – Securing a school building is one of the most important action that a startup charter school will undertake. With its years of charter school facility management experience, MAESTRO Education will be instrumental in preparing Freedom Academy’s school building during the incubation period. During the school year, MAESTRO Education will work closely with the school’s Director of Operations to provide the following facility services:

- Janitorial services
- Facility maintenance
- HVAC

Technology – In today’s educational milieu, the use of technology is as ubiquitous as pen and paper. The seamless operation of the school’s technology infrastructure is an important aspect of the school’s efficacy. MAESTRO Education will perform the following technology services in order to maintain Freedom Academy’s effectiveness:

- School-based IT supervisor
- Maintain and secure the Student Information Systems
- Set-up school networking system
- Monitoring and Measuring the CIS Critical Security Controls

4) North American University (NAU) – NAU is a non-profit private college in Houston, Texas. NAU provides both traditional face-to-face courses and online classes. The University is nationally accredited and its Master of Computer Science is one of the top in the nation. In addition, NAU also has an excellent online Master of Education program.

NAU, through their School of Education will be providing teacher professional development. Once the charter is awarded, NAU and FREEDOM ACADEMY will sign an agreement to allow Freedom Academy teachers to enroll in NAU’s Master of Education program at a deep discounted tuition rate. Freedom Academy teachers with at least 5 years of teaching service at Freedom Academy may qualify for a scholarship at NAU.

Addendum

Letters of Support



YESTERDAY'S NEGRO LEAGUE BASEBALL PLAYERS ASSOCIATION
ynegroleaguebp@gmail.com
www.yesterdaynegroleague.com
414-738-2612

October 28, 2021

City of Milwaukee Charter School Review Committee:

It is without reservation that I write to encourage you to strongly consider the charter school authorization application for the Enes Kanter Freedom Academy – Milwaukee, (EKFA).

I am aware of Mr. Kanter's tireless fight for social justice for himself, and his accompanying desire for social justice for others. This coincides with his desire to all to have equitable education, and for students of culturally and academically diverse backgrounds to be provided with appropriate support and resources, and high quality and engaging classroom learning experience, which can lead them to being productive citizens, both locally and globally.

As the Executive Director of BGG Yesterday's Negro League Baseball, we are in a constant struggle to have the contributions of Negro League Baseball players acknowledged, to engage in educating youth, and to seek social justice for those remaining Negro League Baseball players in terms of benefits and support. Social justice and equitable education for all are paramount, as is wellness for all. Additionally, the Maestro Education company that will manage the EKFA-Milwaukee, is a proven education management company, and the combination of Mr. Kanter and Maestro Education, working together to provide quality education with a focus on social justice, sports, and wellness, is a proposal that I wholeheartedly support.

Sincerely,

Patrice Lyle- Biddle
Executive Director
BGG/ Yesterday's Negro League Baseball



Health Connections Inc.
4655 N. Port Washington Rd. Ste 325
Glendale, WI 53212
414-999-1099 (O) || 414-999-0699 (F)

October 29, 2021

City of Milwaukee
Charter School Review Committee
Milwaukee, WI

To Whom It May Concern:

It is with serious consideration that as the Founder / CEO of Health Connections Inc., I offer this letter of support for the Enes Kanter Freedom Academy – Milwaukee Charter Middle School's request for charter authorization from the City of Milwaukee. The mission of the Enes Kanter Freedom Academy is built upon the premise that - with appropriate support and resources - students will succeed and will become productive local and global citizens.

Maestro Education is the management company for the proposed charter school Enes Kanter Freedom Academy. They have successfully demonstrated their ability to significantly improve the achievement of culturally and academically diverse students locally in Milwaukee, nationally and overseas. Maestro Education's insight to incorporate a coordinated and intentional focus on physical, emotional, and mental health and wellness education for students and parents is very noteworthy, as it recognizes the need to develop, support, and build the whole child as valuable contributors to strengthening the Milwaukee community.

As the Founder / CEO of Health Connections, Inc., an organization dedicated to the practice of primary care, behavioral health, and health-related social services care coordination, please know that I endorse the plans for, and authorization of, the Enes Kanter Freedom Academy-Milwaukee Charter School.

Sincerely,

Ericka Sinclair

Ericka Sinclair, MS, MPH
Founder / CEO, Health Connections, Inc.



October 30, 2021

To Whom It May Concern:

I am writing to respectfully request your strong consideration of the application for the proposed Enes Kanter Freedom Academy-Milwaukee, EKFA.

As the Pastor of St. Mark AME Church, a church that was founded upon the premise of pursuing social justice and promotes education, and whose members and congregation have and do strive for social justice and equitable education, I support the establishment of the Enes Kanter Freedom Academy-Milwaukee, which will focus on Social Justice, Wellness, and Sports.

If authorized as a Charter school in Milwaukee, the school will be located in the 6th Aldermanic District, the same district where our St. Mark AME Church is located. The 6th District has a history of being an area that has fought and struggled for social justice from the 1960's to present, and that has traditionally housed those seeking social justice. The 6th District also saw the pursuit and establishment of the MLK Health Clinic to serve an underserve minority population of Milwaukee. Thus, it is fitting that such a school be housed in the 6th Aldermanic District, and it is my humble opinion that it is needed in the proposed area of the school, and in the city of Milwaukee as a whole.

It has been shared that the proposed Enes Kanter Freedom Academy will be managed by Maestro Education, which has a track record as an effective manager of the Milwaukee Math and Science Academy of Milwaukee, WI, moving the school's DPI report card up to an A level. Maestro Education also has established and grown schools across the nation, and has a partner school in the Philippines. It utilizes various strategies to provide high quality learning experiences for culturally and academically diverse students, and with the proposed charter school, it will combine solid education strategies with a focus on topics that are relevant and impactful for the children and area to be served.

Respectfully Submitted,

Joy L. Gallmon
Rev. Dr. Joy L. Gallmon, Pastor



**Eves Kanter Freedom Academy
Parent Support Signature Collection Sheet**

My signature confirms the following information:

- I am a resident of Milwaukee, Wisconsin who has at least one child who is school age.
- I support the creation of The Eves Kanter Freedom Academy (EKFA), a Grade 6-12 Charter School that will be located in Milwaukee, Wisconsin.
- I am aware that EKFA's school design focuses on Sports and Social Justice.
- I am aware that EKFA will provide a school bus for students who need it.
- I will likely enroll my child at EKFA when it opens on August 2023.

| | Printed Name | Signature | Cell Phone # |
|----|----------------------|----------------------|----------------|
| 1 | Shenika Burt | Shenika Burt | (414) 324-5668 |
| 2 | Lucy Burt | Lucy Burt | 414 248 5273 |
| 3 | Jerome Johnson | Jerome Johnson | 343-6113 |
| 4 | Allison E. Johnson | Allison E. Johnson | 717 835 4137 |
| 5 | Rosalind Hawkins | Rosalind Hawkins | (414) 250-2789 |
| 6 | Gabrielle R. Mallory | Gabrielle R. Mallory | (414) 813-7208 |
| 7 | LORENZO HAWKINS | Lorenzo Hawkins | 414 379-7277 |
| 8 | Nancy Gordon | Nancy Gordon | 447 6438 |
| 9 | | | |
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| 11 | | | |
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1 November 2021

Dear City of Milwaukee Charter School Committee,

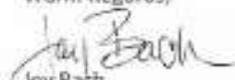
It is my sincere pleasure to submit a Letter of Support on behalf of the Enes Kanter Freedom Academy. Having been born in another country and lovingly raised in a warm community like Milwaukee, I have an inherent passion to support projects that focus on the betterment of underprivileged students and the greater community.

Through serving on boards at the elementary and middle school level, I have witnessed firsthand issues that students face. In leading the local high school parent organizations through times where health and mental wellness is at the center of student success, I find the objectives of EKFA to align with building confident contributors to society. Programs that focus on sports and teamwork (personal responsibility, accountability and creative problem solving), mastery in reading and math, the arts to inspire exploration and creativity and parental involvement all create a strong foundation that prepares students for success with any post-high school path they choose.

It has been a privilege to grow up and give back to my Milwaukee community. As someone who has collaborated with local organizations, leaders and artists via appearances on local morning shows, performing at iconic venues such as Summerfest, American Family Field, the former Bradley Center and Pabst Theater, I understand how active, welcoming, supportive and close-knit the Milwaukee community is. Milwaukee would only benefit from developing a charter school with all the strong resources and support Milwaukee has to offer.

I wholeheartedly support and believe in the mission of EKFA – providing underprivileged students a well-rounded education that will prepare them to be productive local and global citizens.

Warm Regards,


Joy Bach
joybach@comcast.net

Education operators

Under the provisions of s 119.61, only "education operators" may purchase eligible properties, unless the building has qualified as an eligible school building for more than 24 months.

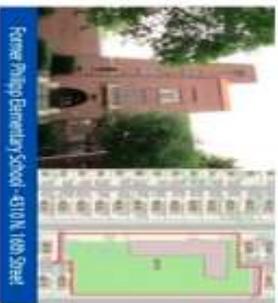
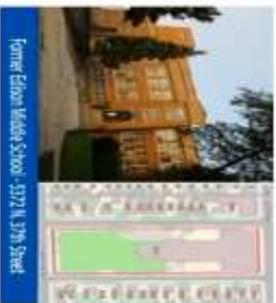
"Education operator" means any of the following:

1. The operator of a charter school established under s. 118.40 (2r) or (2x).
2. The operator of a private school.
3. The operator of a charter school established under s. 118.40 (2) or (2m) that is not an instrumentality of the school district, as determined under s. 118.40 (7).
4. An individual or group that is pursuing a contract with an entity under s. 118.40 (2r) (b) or the director under s. 118.40 (2x) to operate a school as a charter school.
5. A person that is pursuing a contract with the board under s. 118.40 (2m) to operate a school as a charter school that is not an instrumentality of the school district.
6. An entity or organization that has entered into a written agreement with any of the operators identified in (1) through (4) above to purchase or lease a building within which the operator identified in (1) through (4) above will operate a school.

Properties available for sale

| School Name/ Year property | Address | Building/SF/ Classroom | Facility condition | Deferred maintenance | Date letter of |
|-------------------------------|---------|---------------------------|-----------------------|-------------------------|-------------------|
|-------------------------------|---------|---------------------------|-----------------------|-------------------------|-------------------|

Contact:
Rhonda Scallai
(414) 286-5674
Email: rszall@milwaukee.gov



Proposed Budget

| BUDGET SUMMARY | | | | | | |
|---|-------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Budget is designed with 98% Under Enroll | | | | | | |
| | Planning | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| | 2022-2023 | 2023-2024 | 2024-2025 | 2025-2026 | 2026-2027 | 2028-2029 |
| Grades | | | | | | |
| 6th | 0 | 54 | 54 | 75 | 75 | 75 |
| 7th | 0 | 54 | 54 | 75 | 75 | 75 |
| 8th | 0 | 54 | 54 | 54 | 75 | 75 |
| 9th | 0 | 75 | 75 | 75 | 75 | 75 |
| 10th | 0 | | 75 | 75 | 75 | 75 |
| 11th | 0 | | | 75 | 75 | 75 |
| 12th | 0 | | | | 75 | 75 |
| Number of Students | 0 | 237 | 312 | 429 | 525 | 525 |
| Number of Employees | 1 | 30 | 33 | 35 | 37 | 39 |
| | | | | | | |
| REVENUE | | | | | | |
| | | | | | | |
| Per Pupil Revenue | | \$2,180,874 | \$2,902,224 | \$4,033,458 | \$4,988,550 | \$5,041,050 |
| State Special Education Funding | | \$0 | \$0 | \$0 | \$0 | \$0 |
| Title I | \$1000/Student | \$21,000 | \$312,000 | \$429,000 | \$525,000 | \$525,000 |
| Federal Food Program | \$5.46/daily/st/177days | \$229,042 | \$301,523 | \$414,594 | \$507,371 | \$507,371 |
| Student fees | \$75/student | \$17,775 | \$23,400 | \$32,175 | \$39,375 | \$39,375 |
| School level fundraising | \$50/student | \$11,850 | \$15,600 | \$21,450 | \$26,250 | \$26,250 |
| Private fundraising (foundations, corporate) | | \$300,000 | \$200,000 | \$100,000 | \$50,000 | \$50,000 |
| Maestro Loan | | \$500,000 | | | | |
| TOTAL REVENUE | | \$3,260,541 | \$3,754,747 | \$5,030,677 | \$6,136,546 | \$6,189,046 |
| | | | | | | |
| EXPENSES | | | | | | |
| | | | | | | |
| Personnel | | \$1,281,620 | \$1,467,525 | \$1,645,551 | \$1,792,667 | \$1,888,151 |
| Professional Fees | | \$488,705 | \$495,102 | \$616,421 | \$720,453 | \$734,567 |
| Supplies | | \$474,800 | \$309,426 | \$293,336 | \$306,831 | \$289,350 |
| FFE | | \$193,370 | \$92,900 | \$83,680 | \$77,220 | \$80,680 |
| Occupancy | | \$425,000 | \$426,480 | \$428,019 | \$429,620 | \$431,285 |
| Other Expenses | | \$156,900 | \$95,740 | \$97,654 | \$99,644 | \$101,713 |
| TOTAL EXPENSES | | \$3,020,395 | \$2,887,173 | \$3,164,661 | \$3,426,434 | \$3,525,747 |
| | | | | | | |
| Surplus/Deficit | | \$240,146 | \$867,574 | \$1,866,017 | \$2,710,111 | \$2,663,299 |

FY 2023 Cash Flow

| Expenses | FY 2023 Budget | 15-Jul | 15-Aug | 15-Sep | 15-Oct | 15-Nov | 15-Dec | 15-Jan | 15-Feb | 15-Mar | 15-Apr | 15-May | 15-Jun | TOTAL |
|-------------------------------------|-----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|-----------------|
| Payroll & Benefits | | | | | | | | | | | | | | |
| Employer Salary | \$ 1,021,000.00 | \$ - | \$ 92,818.18 | \$ 92,818.18 | \$ 92,818.18 | \$ 92,818.18 | \$ 92,818.18 | \$ 92,818.18 | \$ 92,818.18 | \$ 92,818.18 | \$ 92,818.18 | \$ 92,818.18 | \$ 92,818.18 | \$ 1,021,000.00 |
| Taxes | \$ 102,000.00 | \$ - | \$ 9,281.82 | \$ 9,281.82 | \$ 9,281.82 | \$ 9,281.82 | \$ 9,281.82 | \$ 9,281.82 | \$ 9,281.82 | \$ 9,281.82 | \$ 9,281.82 | \$ 9,281.82 | \$ 9,281.82 | \$ 102,000.00 |
| Health & Dental | \$ 71,470.00 | \$ - | \$ 6,487.27 | \$ 6,487.27 | \$ 6,487.27 | \$ 6,487.27 | \$ 6,487.27 | \$ 6,487.27 | \$ 6,487.27 | \$ 6,487.27 | \$ 6,487.27 | \$ 6,487.27 | \$ 6,487.27 | \$ 71,470.00 |
| Retirement Expense | \$ 51,050.00 | \$ - | \$ 4,640.91 | \$ 4,640.91 | \$ 4,640.91 | \$ 4,640.91 | \$ 4,640.91 | \$ 4,640.91 | \$ 4,640.91 | \$ 4,640.91 | \$ 4,640.91 | \$ 4,640.91 | \$ 4,640.91 | \$ 51,050.00 |
| Workers Comp | \$ 36,000.00 | \$ - | \$ 3,272.73 | \$ 3,272.73 | \$ 3,272.73 | \$ 3,272.73 | \$ 3,272.73 | \$ 3,272.73 | \$ 3,272.73 | \$ 3,272.73 | \$ 3,272.73 | \$ 3,272.73 | \$ 3,272.73 | \$ 36,000.00 |
| Total Payroll & Benefits | \$ 1,281,520.00 | \$ - | \$ 116,510.91 | \$ 116,510.91 | \$ 116,510.91 | \$ 116,510.91 | \$ 116,510.91 | \$ 116,510.91 | \$ 116,510.91 | \$ 116,510.91 | \$ 116,510.91 | \$ 116,510.91 | \$ 116,510.91 | \$ 1,281,520.00 |
| Professional Fees | | | | | | | | | | | | | | |
| Authorizer Fee @2% (Allw/Make) | \$ 43,617.48 | \$ - | \$ 3,965.23 | \$ 3,965.23 | \$ 3,965.23 | \$ 3,965.23 | \$ 3,965.23 | \$ 3,965.23 | \$ 3,965.23 | \$ 3,965.23 | \$ 3,965.23 | \$ 3,965.23 | \$ 3,965.23 | \$ 43,617.48 |
| Management Fees (Mastercard Edu) | \$ 218,087.40 | \$ 18,173.95 | \$ 18,173.95 | \$ 18,173.95 | \$ 18,173.95 | \$ 18,173.95 | \$ 18,173.95 | \$ 18,173.95 | \$ 18,173.95 | \$ 18,173.95 | \$ 18,173.95 | \$ 18,173.95 | \$ 18,173.95 | \$ 218,087.40 |
| Academic and Support Services | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Accounting | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Tech Support | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| HRS | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Networking | \$ 45,000.00 | \$ 3,750.00 | \$ 3,750.00 | \$ 3,750.00 | \$ 3,750.00 | \$ 3,750.00 | \$ 3,750.00 | \$ 3,750.00 | \$ 3,750.00 | \$ 3,750.00 | \$ 3,750.00 | \$ 3,750.00 | \$ 3,750.00 | \$ 45,000.00 |
| Assessment and Data Services | \$ 7,000.00 | \$ - | \$ 4,000.00 | \$ - | \$ - | \$ - | \$ - | \$ 3,000.00 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 7,000.00 |
| Food Program | \$ 145,000.00 | \$ - | \$ 13,182.00 | \$ 13,182.00 | \$ 13,182.00 | \$ 13,182.00 | \$ 13,182.00 | \$ 13,182.00 | \$ 13,182.00 | \$ 13,182.00 | \$ 13,182.00 | \$ 13,182.00 | \$ 13,182.00 | \$ 145,000.00 |
| Supplementary SHED OI/PI/ST | \$ 30,000.00 | \$ - | \$ 2,728.00 | \$ 2,728.00 | \$ 2,728.00 | \$ 2,727.00 | \$ 2,727.00 | \$ 2,727.00 | \$ 2,727.00 | \$ 2,727.00 | \$ 2,727.00 | \$ 2,727.00 | \$ 2,727.00 | \$ 30,000.00 |
| Total Professional Fees | \$ 488,704.88 | \$ 21,923.95 | \$ 48,799.18 | \$ 41,799.18 | \$ 41,799.18 | \$ 41,798.18 | \$ 41,798.18 | \$ 41,798.18 | \$ 41,798.18 | \$ 41,798.18 | \$ 41,798.18 | \$ 41,797.18 | \$ 41,797.18 | \$ 488,704.88 |
| Supplies | | | | | | | | | | | | | | |
| Classroom Supplies | \$ 77,500.00 | \$ 26,458.33 | \$ 6,458.33 | \$ 6,458.33 | \$ 6,458.33 | \$ 6,458.33 | \$ 6,458.33 | \$ 6,458.33 | \$ 6,458.33 | \$ 6,458.33 | \$ 6,458.33 | \$ 6,458.33 | \$ 6,458.33 | \$ 77,500.00 |
| Curriculum Materials | \$ 216,000.00 | \$ - | \$ 60,000.00 | \$ - | \$ - | \$ 100,000.00 | \$ - | \$ - | \$ 56,000.00 | \$ - | \$ - | \$ - | \$ - | \$ 216,000.00 |
| Nurse Supplies | \$ 5,900.00 | \$ 483.33 | \$ 483.33 | \$ 483.33 | \$ 483.33 | \$ 483.33 | \$ 483.33 | \$ 483.33 | \$ 483.33 | \$ 483.33 | \$ 483.33 | \$ 483.33 | \$ 483.33 | \$ 5,900.00 |
| Uniforms | \$ 5,900.00 | \$ 5,900.00 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 5,900.00 |
| Office Supplies | \$ 20,000.00 | \$ 8,000.00 | \$ 2,000.00 | \$ 1,000.00 | \$ 1,000.00 | \$ 1,000.00 | \$ 1,000.00 | \$ 1,000.00 | \$ 1,000.00 | \$ 1,000.00 | \$ 1,000.00 | \$ 1,000.00 | \$ 1,000.00 | \$ 20,000.00 |
| Sports Supplies | \$ 100,000.00 | \$ 20,000.00 | \$ 10,000.00 | \$ 10,000.00 | \$ 10,000.00 | \$ 10,000.00 | \$ 10,000.00 | \$ 10,000.00 | \$ 10,000.00 | \$ 10,000.00 | \$ 10,000.00 | \$ 10,000.00 | \$ 10,000.00 | \$ 100,000.00 |
| Art Supplies | \$ 50,000.00 | \$ 10,000.00 | \$ 5,000.00 | \$ 5,000.00 | \$ 5,000.00 | \$ 5,000.00 | \$ 5,000.00 | \$ 5,000.00 | \$ 5,000.00 | \$ 5,000.00 | \$ 5,000.00 | \$ 5,000.00 | \$ 5,000.00 | \$ 50,000.00 |
| Total Supplies | \$ 474,800.00 | \$ 60,441.67 | \$ 78,941.67 | \$ 79,441.67 | \$ 79,441.67 | \$ 105,941.67 | \$ 5,941.67 | \$ 5,941.67 | \$ 61,941.67 | \$ 5,941.67 | \$ 5,941.67 | \$ 4,941.67 | \$ 4,941.67 | \$ 474,800.00 |
| FEE | | | | | | | | | | | | | | |
| Capital Lease | \$ 10,000.00 | \$ 833.33 | \$ 833.33 | \$ 833.33 | \$ 833.33 | \$ 833.33 | \$ 833.33 | \$ 833.33 | \$ 833.33 | \$ 833.33 | \$ 833.33 | \$ 833.33 | \$ 833.33 | \$ 10,000.00 |
| Capital Outlays | \$ 93,670.00 | \$ 23,417.00 | \$ - | \$ - | \$ 23,417.00 | \$ - | \$ - | \$ 23,417.00 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 93,670.00 |
| Technology | \$ 89,700.00 | \$ 30,000.00 | \$ - | \$ - | \$ 20,000.00 | \$ - | \$ - | \$ 19,700.00 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 89,700.00 |
| Total FFE | \$ 193,370.00 | \$ 54,252.33 | \$ 833.33 | \$ 833.33 | \$ 44,250.33 | \$ 833.33 | \$ 833.33 | \$ 44,250.33 | \$ 833.33 | \$ 833.33 | \$ 43,950.33 | \$ 833.33 | \$ 833.33 | \$ 193,370.00 |
| Occupancy | | | | | | | | | | | | | | |
| Rent | \$ 288,000.00 | \$ 24,000.00 | \$ 24,000.00 | \$ 24,000.00 | \$ 24,000.00 | \$ 24,000.00 | \$ 24,000.00 | \$ 24,000.00 | \$ 24,000.00 | \$ 24,000.00 | \$ 24,000.00 | \$ 24,000.00 | \$ 24,000.00 | \$ 288,000.00 |
| Utilities | \$ 100,000.00 | \$ 8,337.00 | \$ 8,333.00 | \$ 8,333.00 | \$ 8,333.00 | \$ 8,333.00 | \$ 8,333.00 | \$ 8,333.00 | \$ 8,333.00 | \$ 8,333.00 | \$ 8,333.00 | \$ 8,333.00 | \$ 8,333.00 | \$ 100,000.00 |
| Cleaning | \$ 30,000.00 | \$ 1,004.00 | \$ 2,636.00 | \$ 2,636.00 | \$ 2,636.00 | \$ 2,636.00 | \$ 2,636.00 | \$ 2,636.00 | \$ 2,636.00 | \$ 2,636.00 | \$ 2,636.00 | \$ 2,636.00 | \$ 2,636.00 | \$ 30,000.00 |
| Telecommunications | \$ 7,000.00 | \$ 587.00 | \$ 583.00 | \$ 583.00 | \$ 583.00 | \$ 583.00 | \$ 583.00 | \$ 583.00 | \$ 583.00 | \$ 583.00 | \$ 583.00 | \$ 583.00 | \$ 583.00 | \$ 7,000.00 |
| Total Occupancy | \$ 425,000.00 | \$ 33,928.00 | \$ 35,552.00 | \$ 35,552.00 | \$ 35,552.00 | \$ 35,552.00 | \$ 35,552.00 | \$ 35,552.00 | \$ 35,552.00 | \$ 35,552.00 | \$ 35,552.00 | \$ 35,552.00 | \$ 35,552.00 | \$ 425,000.00 |
| Other Expenses | | | | | | | | | | | | | | |
| Board Training | \$ 5,000.00 | \$ - | \$ - | \$ 1,000.00 | \$ - | \$ 1,000.00 | \$ - | \$ - | \$ 1,000.00 | \$ - | \$ - | \$ - | \$ - | \$ 5,000.00 |
| Bank Charges | \$ 500.00 | \$ 41.00 | \$ 41.00 | \$ 41.00 | \$ 41.00 | \$ 41.00 | \$ 41.00 | \$ 41.00 | \$ 41.00 | \$ 41.00 | \$ 41.00 | \$ 41.00 | \$ 41.00 | \$ 500.00 |
| Insurance | \$ 30,000.00 | \$ - | \$ 2,727.27 | \$ 2,727.27 | \$ 2,727.27 | \$ 2,727.27 | \$ 2,727.27 | \$ 2,727.27 | \$ 2,727.27 | \$ 2,727.27 | \$ 2,727.27 | \$ 2,727.27 | \$ 2,727.27 | \$ 30,000.00 |
| Copying & Printing | \$ 9,000.00 | \$ 1,500.00 | \$ 681.00 | \$ 681.00 | \$ 681.00 | \$ 681.00 | \$ 681.00 | \$ 681.00 | \$ 681.00 | \$ 681.00 | \$ 681.00 | \$ 681.00 | \$ 681.00 | \$ 9,000.00 |
| Postage & Shipping | \$ 7,000.00 | \$ 583.33 | \$ 583.33 | \$ 583.33 | \$ 583.33 | \$ 583.33 | \$ 583.33 | \$ 583.33 | \$ 583.33 | \$ 583.33 | \$ 583.33 | \$ 583.33 | \$ 583.33 | \$ 7,000.00 |
| Contingency | \$ 30,000.00 | \$ - | \$ 3,000.00 | \$ 3,000.00 | \$ 3,000.00 | \$ 3,000.00 | \$ 3,000.00 | \$ 3,000.00 | \$ 3,000.00 | \$ 3,000.00 | \$ 3,000.00 | \$ 3,000.00 | \$ 3,000.00 | \$ 30,000.00 |
| Interest Expense Line of Credit | \$ 12,400.00 | \$ - | \$ - | \$ - | \$ - | \$ 1,550.00 | \$ - | \$ 1,550.00 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 12,400.00 |
| Start-up Operational Expenses | \$ 63,000.00 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 63,000.00 |
| Total Other Expenses | \$ 156,900.00 | \$ 2,124.33 | \$ 4,032.61 | \$ 8,032.61 | \$ 7,032.61 | \$ 9,582.61 | \$ 8,582.61 | \$ 8,582.61 | \$ 9,582.61 | \$ 8,582.61 | \$ 9,582.61 | \$ 8,582.61 | \$ 8,582.61 | \$ 156,900.00 |
| TOTAL EXPENSES | \$ 3,020,394.88 | \$ 172,670.28 | \$ 281,689.69 | \$ 210,689.69 | \$ 281,088.69 | \$ 310,218.69 | \$ 209,218.69 | \$ 255,635.69 | \$ 286,218.69 | \$ 209,218.69 | \$ 255,335.69 | \$ 208,217.69 | \$ 209,217.69 | \$ 2,957,377.88 |

| Expenses | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Payroll & Benefits | 216 | 270 | 324 | 378 | 378 |
| Employee Salary | \$ 1,021,000 | \$ 1,151,000 | \$ 1,290,628 | \$ 1,406,013 | \$ 1,480,903 |
| Taxes | \$ 102,100 | \$ 115,100 | \$ 129,063 | \$ 140,601 | \$ 148,090 |
| Health & Dental | \$ 71,470 | \$ 80,570 | \$ 90,344 | \$ 98,421 | \$ 103,663 |
| Retirement Expense | \$ 51,050 | \$ 57,550 | \$ 64,531 | \$ 70,301 | \$ 74,045 |
| Workers Comp | \$ 36,000 | \$ 63,305 | \$ 70,985 | \$ 77,331 | \$ 81,450 |
| Total Payroll & Benefits | \$ 1,281,620 | \$ 1,467,525 | \$ 1,645,551 | \$ 1,792,667 | \$ 1,888,151 |
| Professional Fees | | | | | |
| Authorizer Fee @2% | \$ 43,617 | \$ 58,044 | \$ 80,669 | \$ 99,771 | \$ 100,821 |
| Management Fees (Maestro Edu.) | \$ 218,087 | \$ 290,222 | \$ 403,346 | \$ 498,855 | \$ 504,105 |
| Academic and Support Services | \$ - | | | | |
| Accounting | \$ - | | | | |
| Tech Support | \$ - | | | | |
| HRIS | \$ - | | | | |
| Marketing | \$ 45,000 | \$ 46,800 | \$ 48,672 | \$ 50,619 | \$ 52,644 |
| Assessment and Data Services | \$ 7,000 | \$ 7,280 | \$ 7,571 | \$ 7,874 | \$ 8,189 |
| Food Program | \$ 145,000 | \$ 150,800 | \$ 156,832 | \$ 163,105 | \$ 169,629 |
| Supplementary SPED OT/PT/ST | \$ 30,000 | | | | |
| Total Professional Fees | \$ 488,705 | \$ 495,102 | \$ 616,421 | \$ 720,453 | \$ 734,567 |
| Supplies | | | | | |
| Classroom Supplies | \$ 77,500 | \$ 20,000 | \$ 25,000 | \$ 30,000 | \$ 3,000 |
| Curriculum Materials | \$ 216,000 | \$ 111,674 | \$ 83,474 | \$ 84,574 | \$ 86,403 |
| Nurse Supplies | \$ 5,800 | \$ 6,032 | \$ 6,273 | \$ 6,524 | \$ 6,785 |
| Uniforms | \$ 5,500 | \$ 5,720 | \$ 5,949 | \$ 6,187 | \$ 6,434 |
| Office Supplies | \$ 20,000 | \$ 10,000 | \$ 10,400 | \$ 10,816 | \$ 11,249 |
| Sports Supplies | \$ 100,000 | \$ 104,000 | \$ 108,160 | \$ 112,486 | \$ 116,986 |
| Art Supplies | \$ 50,000 | \$ 52,000 | \$ 54,080 | \$ 56,243 | \$ 58,493 |
| Total Supplies | \$ 474,800 | \$ 309,426 | \$ 293,336 | \$ 306,831 | \$ 289,350 |
| FFE | | | | | |
| Capital Lease | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 |
| Capital Outlays | \$ 93,670 | \$ 55,700 | \$ 48,680 | \$ 41,320 | \$ 48,680 |
| Technology | \$ 89,700 | \$ 27,200 | \$ 25,000 | \$ 25,900 | \$ 22,000 |
| Total FFE | \$ 193,370 | \$ 92,900 | \$ 83,680 | \$ 77,220 | \$ 80,680 |
| Occupancy | | | | | |
| Rent | \$ 288,000 | \$ 288,000 | \$ 288,000 | \$ 288,000 | \$ 288,000 |
| Utilities | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 |
| Cleaning | \$ 30,000 | \$ 31,200 | \$ 32,448 | \$ 33,746 | \$ 35,096 |
| Telecommunications | \$ 7,000 | \$ 7,280 | \$ 7,571 | \$ 7,874 | \$ 8,189 |
| Total Occupancy | \$ 425,000 | \$ 426,480 | \$ 428,019 | \$ 429,620 | \$ 431,285 |
| Other Expenses | | | | | |
| Board Training | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 |
| Bank Chargers | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 |
| Insurance | \$ 30,000 | \$ 31,200 | \$ 32,448 | \$ 33,746 | \$ 35,096 |
| Copying & Printing | \$ 9,000 | \$ 9,360 | \$ 9,734 | \$ 10,124 | \$ 10,529 |
| Postage & Shipping | \$ 7,000 | \$ 7,280 | \$ 7,571 | \$ 7,874 | \$ 8,189 |
| Contingency | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 |
| Start-Up Expense | \$ 63,000 | | | | |
| Interest Expense Line of Credit | \$ 12,400 | \$ 12,400 | \$ 12,400 | \$ 12,400 | \$ 12,400 |
| Total Other Expenses | \$ 156,900 | \$ 95,740 | \$ 97,654 | \$ 99,644 | \$ 101,713 |
| TOTAL EXPENSES | \$ 3,020,395 | \$ 2,887,173 | \$ 3,164,661 | \$ 3,426,434 | \$ 3,525,747 |

| Salary | | | | | | | | |
|------------------------------|----------------|------------------|------------------------|------------------------|------------------------|------------------------|------------------------|-----------|
| Teachers | Minimum | Milwaukee | SY2023 | SY2024 | SY2025 | SY2026 | SY2027 | |
| TYE(6-8) | 40,000-45,090 | 42,000 | \$ 420,000.00 | \$ 478,800.00 | \$ 524,026.00 | \$ 576,428.60 | \$ 609,838.43 | |
| TYE(9-12) | 45,054-49,061 | 46,000 | \$ 368,000.00 | \$ 415,840.00 | \$ 457,424.00 | \$ 503,166.40 | \$ 528,324.72 | |
| | | TOTAL | \$ 788,000.00 | \$ 894,640.00 | \$ 981,450.00 | \$ 1,079,595.00 | \$ 1,138,163.15 | |
| Admin | | | | | | | | |
| Principal | | | \$ 80,000.00 | \$ 88,000.00 | \$ 92,400.00 | \$ 97,709.00 | \$ 102,594.45 | 5% yr-inc |
| Dean of Acad | | | \$ 60,000.00 | \$ 66,000.00 | \$ 69,300.00 | \$ 73,458.00 | \$ 77,130.90 | 5% yr-inc |
| Dean of Stud | | | \$ - | \$ - | \$ 40,000.00 | \$ 42,400.00 | \$ 44,520.00 | 5% yr-inc |
| | | TOTAL | \$ 140,000.00 | \$ 154,000.00 | \$ 201,700.00 | \$ 213,567.00 | \$ 224,245.35 | |
| Support Staff | | | | | | | | |
| Admin Asst | | | \$ 38,000.00 | \$ 41,860.00 | \$ 43,953.00 | \$ 46,150.65 | \$ 48,458.18 | 3% yr-inc |
| Custodian | | | \$ 34,000.00 | \$ 37,400.00 | \$ 39,270.00 | \$ 41,233.50 | \$ 43,295.18 | 3% yr-inc |
| Security | | | \$ 21,000.00 | \$ 23,100.00 | \$ 24,255.00 | \$ 25,467.75 | \$ 26,741.14 | 3% yr-inc |
| | | TOTAL | \$ 93,000.00 | \$ 102,360.00 | \$ 107,478.00 | \$ 112,851.90 | \$ 118,494.50 | 3% yr-inc |
| TOTAL EMPLOYEE SALARY | | | \$ 1,021,000.00 | \$ 1,151,000.00 | \$ 1,290,628.00 | \$ 1,406,013.90 | \$ 1,480,903.00 | |