



PROPOSAL FOR CONTRACT AMENDMENT TO SERVE MORE STUDENTS

1. Describe how the charter school has determined a need to increase the maximum enrollment, including how the board of directors determined the need for the charter expansion, the estimated enrollment number, why the amendment should be granted by the CSCR and specific concerns if the request is not granted.

Since 2004, the Dr. Howard Fuller Collegiate Academy has been driven by its mission to get our students to and through college. While our Board has been proud of our students' ability to be accepted at amazing colleges and universities, we are committed to making sure that each student is adequately prepared to complete a baccalaureate degree without the need for remediation. The relevant research demonstrates that the most significant factor in whether a student is ready for college is the rigor of their high school program. While a significant number of our students are able to take advantage of our early college partnerships with local colleges, we would like to expand those offerings to more students in an effort to prepare them for college graduation. Expanding our enrollment to serve students in the middle grades (sixth through eighth), will optimize the opportunities for every student to take college classes prior to high school graduation.

When we are fully enrolled in grades 6-12, we hope to serve 1,000 students. Granting this amendment would allow us to increase Early College participation, increase college graduation rates, and improve our ACT average. If we don't increase our enrollment, we are concerned that we won't be able to deliver on our mission to get every student to a bachelor's degree.

2. Describe the present state of the planning process; i.e. Anticipated date of expansion, the activities undertaken to date; an activity timeline clearly articulating the specific activities related to opening and preparing for the operation of a replicated or expanded high-quality charter school.

The Board of HFCA has moved affirmatively to ensure that we will be well prepared to serve middle school scholars on day one. To date, HFCA has hit important milestones in the process of accommodating our new middle school students:

- A. The school has obtained ownership of the 29th Street Facility and has raised more than \$5 million dollars to renovate it for middle school students.**
- B. HFCA has hired a Chief Executive Officer, Dr. Marcus Robinson, who is an experienced school leader with a unique background in Early College programs.**
- C. HFCA has hired Mr. Jon Osman as its Chief Operating Officer. Mr. Osman has worked for several charter and private school networks, and he has a deep background in school finance and working closely with DPI on issues of compliance.**
- D. The school has retained the services of Engberg Anderson Architects to design its new middle school space.**
- E. HFCA has raised more than \$20 million dollars to construct a new high school in the Bronzeville neighborhood on Vel Phillips Ave.**

In advance of our opening we will be engaged in the following pre-opening activities:

SPRING 2023

- Completion of architectural designs and renderings.**
- Fundraising for additional back office professional capacity.**
- Recruitment of a Chief Academic Officer**
- Begin construction on the new high school facility.**

SUMMER OF 2023

- Hiring of a Chief Academic Officer**
- Vertical articulation of curriculum from 6-12**
- Refine our family recruitment strategy**
- Recruit middle school leadership**

FALL OF 2023

- Continued family recruitment**
- Completion of curriculum work**
- Appointment of middle school leadership**
- Recruitment of middle school staff**
- Completion of high school facility.**
- Ongoing enrollment activities**

SPRING 2024

- Relocation of high school students s**
- Begin construction of middle school building**
- Appointment of middle school staff**
- Ongoing enrollment activities s**

SUMMER 2024

- Student enrollment activities
- Completion of middle school space
- Orientation activities for new families and staff

FALL 2024

- HFCA starts to serve middle school
- Continued refinement of the middle school program

3. Describe how the proposed change to grades served will impact any key design elements of the current educational program or curriculum model. Provide examples of how the key design elements of the current school model will be reflected in the additional proposed grades.

HFCA will keep its core design elements. We will continue to be a college preparatory academy with an Early College component. This change will enable us to prepare more students for Early College by targeting their academic deficits in lower grades so that we can serve them more effectively in high school.

The middle school will feature:

- Double doses of Mathematics
- Double doses of ELA
- A third hour of intervention in reading or mathematics
- Social studies, science, and elective classes.

The focus of our middle school program will be to deepen academic fluency for all students. In our co-curricular plan, we will work with our students to develop scholar identity, the sense that going to college will be inevitable.

4. Indicate, in a table, both the historical distribution of enrolled students in the present grade span, and the projected distribution of students by the proposed grade span, including the primary entry points for new students and the grades where backfilling will occur.

	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30
Grade 6			45	60	75	90	100	110
Grade 7			45	60	75	90	100	110
Grade 8			45	60	75	90	100	110
Grade 9	90	90	110	120	125	125	125	125
Grade 10	88	85	120	120	125	125	125	125
Grade 11	80	85	120	120	125	125	125	125
Grade 12	62	70	100	120	125	125	125	125

5. Provide a complete staffing chart that assumes full implementation of the requested amendment. Provide a detailed narrative that explains the proposed staffing changes and plan for recruitment. Requests that do not include a staffing chart or narrative will be considered incomplete.

HFCA will need to dramatically increase its staffing to accommodate our expanded enrollment, especially in the areas of English/Language Arts and Mathematics, which are areas we are prioritizing for academic focus. Additionally, we intend to maximize support for our exceptional learners by increasing our special education staffing.

We have already begun our recruitment for the upcoming school year, and we are engaging partners like City Forward Collective and Teach for America to assist in exposing us to new pipelines for teachers. Thanks to a grant from Northwestern Mutual, we have started to engage with our alumni to assist them in the completion of a baccalaureate degree and, potentially, a teaching credential.

Exhibit B Jobs Matrix						
Job title or category ¹	Employer ²	# of jobs	# of FTEs	Average hourly wage	Local living wage ("1 adult") hourly wage	Local adult wage
Literacy Coach (Reading Intervention)	DHFCA-HS-Instructional	1	1	\$ 29	\$ 17	\$ 31
Dean of Instruction	DHFCA-HS-Instructional	1	1	\$ 36	\$ 17	\$ 31
ELA-Teacher - 9	DHFCA-HS-Instructional	1	1	\$ 26	\$ 17	\$ 31
ELA-Teacher - 10	DHFCA-HS-Instructional	1	1	\$ 29	\$ 17	\$ 31
ELA-Teacher - 11	DHFCA-HS-Instructional	1	1	\$ 34	\$ 17	\$ 31
ELA-Teacher - 12	DHFCA-HS-Instructional	1	1	\$ 25	\$ 17	\$ 31
Math Teacher - 9	DHFCA-HS-Instructional	1	1	\$ 31	\$ 17	\$ 31
Math Teacher - 10	DHFCA-HS-Instructional	1	1	\$ 35	\$ 17	\$ 31
Math Teacher - 11	DHFCA-HS-Instructional	1	1	\$ 25	\$ 17	\$ 31
Math Teacher - 12	DHFCA-HS-Instructional	1	1	\$ 23	\$ 17	\$ 31
Math Teacher - 12	DHFCA-HS-Instructional	0.14	0.14	\$ 36	\$ 17	\$ 31
Math Teacher - 12/RTI	DHFCA-HS-Instructional	1	1	\$ 33	\$ 17	\$ 31
Physical Education Teacher	DHFCA-HS-Instructional	1	1	\$ 28	\$ 17	\$ 31
Science Teacher	DHFCA-HS-Instructional	1	1	\$ 26	\$ 17	\$ 31
Science Teacher	DHFCA-HS-Instructional	1	1	\$ 36	\$ 17	\$ 31
Seminar/Youth Apprenticeship Teacher	DHFCA-HS-Instructional	1	1	\$ 23	\$ 17	\$ 31
Social Studies Teacher	DHFCA-HS-Instructional	1	1	\$ 28	\$ 17	\$ 31
Social Studies Teacher	DHFCA-HS-Instructional	1	1	\$ 23	\$ 17	\$ 31
Dual Enrollment Coordinator	DHFCA-HS-Instructional	1	1	\$ 30	\$ 17	\$ 31
Spanish Teacher	DHFCA-HS-Instructional	1	1	\$ 28	\$ 17	\$ 31
Director of School Culture	DHFCA-HS-Instructional	1	1	\$ 34	\$ 17	\$ 31
Technology Teacher	DHFCA-HS-Instructional	1	1	\$ 30	\$ 17	\$ 31

Special Education Teacher-	DHFCA-HS- Special Education	1	1	\$ 23	\$ 17	\$ 31
Special Education Teacher	DHFCA-HS- Special Education	1	1	\$ 30	\$ 17	\$ 31
Special Education Teacher	DHFCA-HS- Special Education	1	1	\$ 28	\$ 17	\$ 31
Special Education Teacher	DHFCA-HS- Special Education	1	1	\$ 24	\$ 17	\$ 31
Special Education Teacher	DHFCA-HS- Special Education	1	1	\$ 29	\$ 17	\$ 31
Special Education Teacher	DHFCA-HS- Special Education	1	1	\$ 26	\$ 17	\$ 31
Special Education Paraprofessional	DHFCA-HS- Special Education	1	1	\$ 18	\$ 17	\$ 31
Special Education Paraprofessional	DHFCA-HS- Special Education	1	1	\$ 20	\$ 17	\$ 31
Special Education Paraprofessional	DHFCA-HS- Special Education	1	1	\$ 29	\$ 17	\$ 31
Special Education Paraprofessional	DHFCA-HS- Special Education	1	1	\$ 29	\$ 17	\$ 31
Counselor	DHFCA-HS- Parent & Pupil Service	1	1	\$ 28	\$ 17	\$ 31
Counselor	DHFCA-HS- Parent & Pupil Service	1	1	\$ 29	\$ 17	\$ 31
Counselor	DHFCA-HS- Parent & Pupil Service	1	1	\$ 29	\$ 17	\$ 31
Data Manager	DHFCA-HS- Parent & Pupil Service	0.86	0.86	\$ 36	\$ 17	\$ 31
Director of Programs and Impact	DHFCA-HS- Parent & Pupil Service	1	1	\$ 40	\$ 17	\$ 31
Dean of Discipline	DHFCA-HS- Parent & Pupil Service	1	1	\$ 26	\$ 17	\$ 31
Math Success Coach	DHFCA-HS- Parent & Pupil Service	1	1	\$ 22	\$ 17	\$ 31
Culture Support	DHFCA-HS- Parent & Pupil Service	1	1	\$ 24	\$ 17	\$ 31
Paraprofessional	DHFCA-HS- Parent & Pupil Service	1	1	\$ 22	\$ 17	\$ 31
Director of Recruitment	DHFCA-HS- Parent & Pupil Service	1	1	\$ 26	\$ 17	\$ 31
Food Service	DHFCA-HS- Operations	0.35	0.35	\$ 18	\$ 17	\$ 31
Compliance Manager	DHFCA-HS- Operations	1	1	\$ 24	\$ 17	\$ 31
Alumni Coordinator (Rescouce)	DHFCA-HS- Operations	1	1	\$ 25	\$ 17	\$ 31
Development Manager (Rescouce)	DHFCA-HS- Operations	1	1	\$ 63	\$ 17	\$ 31
Director of Operations	DHFCA-HS- Operations	1	1	\$ 40	\$ 17	\$ 31
Business Office Assistant	DHFCA-HS- Operations	1	1	\$ 30	\$ 17	\$ 31
Technology Assistant	DHFCA-HS- Operations	1	1	\$ 17	\$ 17	\$ 31
CEO	DHFCA-HS- Administration	1	1	\$ 102	\$ 17	\$ 31
Principal	DHFCA-HS- Administration	1	1	\$ 58	\$ 17	\$ 31
Secretary	DHFCA-HS- Administration	1	1	\$ 25	\$ 17	\$ 31
Dean of Instruction	DHFCA-MS-Instructional	1	1	\$ 34	\$ 17	\$ 31
ELA-Teacher - 6	DHFCA-MS-Instructional	1	1	\$ 29	\$ 17	\$ 31
ELA-Teacher - 6	DHFCA-MS-Instructional	1	1	\$ 29	\$ 17	\$ 31
ELA-Teacher - 7	DHFCA-MS-Instructional	1	1	\$ 29	\$ 17	\$ 31
ELA-Teacher - 7	DHFCA-MS-Instructional	1	1	\$ 29	\$ 17	\$ 31
ELA-Teacher - 8	DHFCA-MS-Instructional	1	1	\$ 29	\$ 17	\$ 31
ELA-Teacher - 8	DHFCA-MS-Instructional	1	1	\$ 29	\$ 17	\$ 31
Math-Teacher - 6	DHFCA-MS-Instructional	1	1	\$ 29	\$ 17	\$ 31

Math-Teacher - 6	DHFCA-MS-Instructional	1	1	\$ 29	\$ 17	\$ 31
Math-Teacher - 7	DHFCA-MS-Instructional	1	1	\$ 29	\$ 17	\$ 31
Math-Teacher - 7	DHFCA-MS-Instructional	1	1	\$ 29	\$ 17	\$ 31
Math-Teacher - 8	DHFCA-MS-Instructional	1	1	\$ 29	\$ 17	\$ 31
Math-Teacher - 8	DHFCA-MS-Instructional	1	1	\$ 29	\$ 17	\$ 31
Science Teacher - 6	DHFCA-MS-Instructional	1	1	\$ 29	\$ 17	\$ 31
Science Teacher - 7	DHFCA-MS-Instructional	1	1	\$ 29	\$ 17	\$ 31
Science Teacher - 8	DHFCA-MS-Instructional	1	1	\$ 29	\$ 17	\$ 31
Social Studies Teacher - 6	DHFCA-MS-Instructional	1	1	\$ 29	\$ 17	\$ 31
Social Studies Teacher - 7	DHFCA-MS-Instructional	1	1	\$ 29	\$ 17	\$ 31
Social Studies Teacher - 8	DHFCA-MS-Instructional	1	1	\$ 29	\$ 17	\$ 31
Art Teacher	DHFCA-MS-Instructional	1	1	\$ 29	\$ 17	\$ 31
Music Teacher	DHFCA-MS-Instructional	1	1	\$ 29	\$ 17	\$ 31
Physical Education Teacher	DHFCA-MS-Instructional	1	1	\$ 29	\$ 17	\$ 31
Special Education Teacher-	DHFCA-MS-Special Education	1	1	\$ 29	\$ 17	\$ 31
Special Education Teacher	DHFCA-MS-Special Education	1	1	\$ 29	\$ 17	\$ 31
Special Education Paraprofessional	DHFCA-MS-Special Education	1	1	\$ 22	\$ 17	\$ 31
Special Education Paraprofessional	DHFCA-MS-Special Education	1	1	\$ 22	\$ 17	\$ 31
Counselor	DHFCA-MS-Parent & Pupil Service	1	1	\$ 29	\$ 17	\$ 31
Director of Admissions (Recruitment)	DHFCA-MS-Parent & Pupil Service	1	1	\$ 26	\$ 17	\$ 31
Food Service	DHFCA-MS-Operations	0.35	0.35	\$ 17	\$ 17	\$ 31
Director of Operations	DHFCA-MS-Operations	1	1	\$ 38	\$ 17	\$ 31
Principal	DHFCA-MS-Administration	1	1	\$ 48	\$ 17	\$ 31
Assistant Principal	DHFCA-MS-Administration	1	1	\$ 38	\$ 17	\$ 31
Secretary	DHFCA-MS-Administration	1	1	\$ 26	\$ 17	\$ 31
Total / Average	N/A	82.70	82.70	30.18	\$16.63	

6. Provide financial projections performed in planning for the proposed expansion. Financial projections should reflect both immediate and long-term considerations that the board and school leadership have identified in implementation of the proposed amendment. Provide a detailed narrative explaining the financial forecasts, and the underlying assumptions. Describe contingency planning for potential challenges in cash flow or budget shortfalls due to lower than anticipated student enrollment or other financial challenges in the early years of expansion, include specific strategies.

Please see the attached financial statements.

7. Describe the facility that will be used to meet the school's needs and indicate if the current facility will accommodate the expansion, or if additional space and/or renovations will be required.

HFCA has raised more than \$20 million to erect a modern high school facility in the Bronzeville neighborhood of Milwaukee. As part of that successful Capital

Campaign, Goodwill Industries gave the current, 29th Street facility to the school to use as a middle school. To date, more than \$5 million dollars has been raised to completely renovate the 60,000 square foot facility into a dynamic middle school space. In the Spring of 2024, HFCA will engage in a four-month interior renovation project which will include a new cafeteria, additional classrooms, a commercial kitchen, and regulation gymnasium.

In the Fall of 2024, HFCA will serve its inaugural cohort of middle school students.

Additional Questions

8. Will HFCA recruit for all three middle school grades immediately or grow enrollment by adding the next grade level?

HFCA has decided to initially enroll only 6th graders in its initial year of middle school. As each year progresses, HFCA middle academy will add a grade until it is fully subscribed 6th through 8th grade.

The possible exception is if HFCA should merge with an existing charter school serving middle school students, those grades will be opened for immediate enrollment for the Fall of 2024.

9. Transportation – Will HFCA transport the students, or will parents be responsible like high school?

Students who live more than a mile from school will be offered a city bus pass to travel to school at no cost to the family.

10. How will HFCA address learning gaps in reading/math?

Each student in the middle school will receive double doses of ELA and Mathematics. Students scoring in the lowest quintile will receive an additional hour of Reading or Mathematics.

11. Detail information on how the school will meet the emotional, social, and physical needs of middle school students?

Students will be divided into cohorts of no more than 20-22, making class sizes reasonable for the purposes of monitoring their academic productivity and skill attainment. Additionally, each student will be assigned to a multi-grade house where they can receive peer-tutoring, mentoring, and overall support. Recreation, community service, and leadership development activities will be organized as part of the intentional co-curricular program. To support physical growth and development, the school will construct a regulation gymnasium.