

CONCEPT NOTE

Enrollment Strategy for St. HOPE Leadership Academy

To: Constance Bond, Senior Director, Finance and Compliance; Meghann Persenaire, Principal
From: Trish Landeg, EdSolutions
Date: June 30, 2026
Re: Enrollment Strategy Engagement Options

St. HOPE Leadership Academy has done the hard work of building a middle school that demonstrably changes outcomes for students. The academic results speak for themselves: students who arrive three to four grade levels behind leave at a 65 percent on-grade-level rate. Families return. Alumni come back. In a city full of charter options, St. HOPE has built something real.

The challenge now is not the school's model. It is visibility and volume. Harlem's charter market has shifted dramatically since COVID, and St. HOPE finds itself needing to do something it has never had to do before: actively go find the families who would thrive there. The school knows how to convert interested families into enrolled students. What it does not yet have is a clear picture of where those families are, which organizations already serve them, and where Meghann's time is best spent.

This concept note presents three engagement options, from a focused research sprint to a full market strategy. Each is designed to give St. HOPE something it can act on quickly, with the goal of building enrollment momentum before the fall.

Project Context and Goals

St. HOPE is navigating a set of pressures that are real but not insurmountable. Enrollment sits at 149 students against a charter authorization of 300. The school needs 165 to be financially stable and deliver its program at full strength. Charter renewal expectations call for credible progress toward approximately 255 students over the renewal period.

The causes are well understood: post-COVID migration out of Harlem, gentrification reducing the school's target population, a dramatic expansion of charter options in the Bronx that eliminated a key feeder, and a competitive landscape in which well-resourced networks spend heavily on media and canvassing. St. HOPE has never had to compete for students this way. It is now building that capacity in real time, largely on Meghann's personal effort.

What St. HOPE has going for it is significant. Stable, long-tenured leadership. Two teachers in every classroom. A documented track record with students who arrive far behind grade level. A school culture strong enough that alumni volunteer it changed their lives. A safety record that is exceptional by any measure. These are not small things in the current market.

What the school has not yet been able to do is map the ecosystem of organizations, networks, and community partners in Harlem and surrounding areas that already work with the families St. HOPE is best positioned to serve: families navigating housing instability, foster care, disability, immigration, and economic precarity. That mapping work, and the relationship-building that follows from it, is the most direct path to durable enrollment growth.

This engagement is designed to help St. HOPE build that picture and translate it into focused, manageable action.

EdSolutions' Role

EdSolutions will work alongside Constance and Meghann to give the school the external research capacity and strategic framing it does not currently have time to build internally. Our role is not to tell St. HOPE what to do with its school. It is to hand leadership a clear, usable picture of where to focus and why, so that Meghann's 20 hours a week of recruitment effort is aimed at the highest-opportunity targets rather than distributed across whatever surfaces first.

Across all three options, we bring targeted research, a structured approach to community and partner mapping, and the ability to translate what we find into direct guidance for how St. HOPE allocates its time and relationships. In the fuller engagement, we go further: conducting direct outreach and relationship initiation on St. HOPE's behalf, and analyzing the competitive messaging environment so the school can sharpen how it tells its story to the families most likely to say yes.

Engagement Options

We are proposing three options. Each builds on the one before it. St. HOPE can start where it makes sense given budget and timing, and we can discuss what follow-on work might look like from there.

Option 1: Ecosystem and Community Mapping Starter \$15,000 | ~6 weeks

This is a focused research sprint with one concrete output: a tiered map of Harlem-area and New York City-wide organizations that already serve middle-school-age youth in the populations St. HOPE is best positioned to support. The research targets the specific segments St. HOPE's leadership identified as high-priority: families experiencing housing instability or homelessness, foster care networks, disability advocacy and legal organizations, refugee and immigrant family services, and faith communities with strong ties to the communities St. HOPE draws from.

WHAT THIS INCLUDES

- Desk research and targeted stakeholder outreach (5 to 8 calls with sector connectors and community-facing organizations)
- A tiered partner map organized by segment, relationship-readiness, and student volume potential
- A prioritized outreach list with context on each organization, who to contact, and a recommended approach
- One 90-minute handoff session with Constance and Meghann to walk through findings and answer questions

WHAT YOU LEAVE WITH

A working document Meghann can act on immediately. Not a strategy deck -- a practical list with enough context to make the first call.

STAFFING

Led by an EdSolutions Engagement Manager, with Project Advisor (Trish Landeg) providing light oversight and quality review throughout.

Option 2: Enrollment Strategy Sprint \$20,000 | ~8 weeks

This is the core engagement. It combines the ecosystem mapping work from Option 1 with a structured set of working sessions to help St. HOPE make key decisions about where to focus, how to tell its story, and how to make the best use of the time leadership is already investing in recruitment.

The sprint is organized around five focused sessions with Constance and Meghann. Each session is designed to move from discussion to decision. EdSolutions arrives with prepared inputs, frameworks, and starting drafts so meeting time is spent making choices, not generating them from scratch.

PHASE 1: CONTEXT, ECOSYSTEM, AND AUDIENCE FOCUS (WEEKS 1 TO 4)

- Launch session to align on goals, constraints, and how the engagement will run
- Ecosystem and community partner mapping (same scope as Option 1, embedded here)
- Targeted review of existing recruitment materials, enrollment data, and outreach examples
- Working session to identify and prioritize target audiences and partner segments

PHASE 2: MESSAGING, TIME ALLOCATION, AND ACTION PLANNING (WEEKS 5 TO 8)

- Working session on St. HOPE's value proposition and family-facing messaging, anchored to priority audiences
- A practical time-allocation guide for Meghann: how to tier prospect relationships, where to invest the 20 hours per week, and what to deprioritize
- Review of current tactics with specific recommendations on what to sharpen, continue, or set aside
- A 2026 action plan and directional three-year roadmap, suitable for board and authorizer conversations

DELIVERABLES

- Tiered community partner map with prioritized outreach list
- Value proposition and messaging framework for use across canvassing, open houses, social media, and follow-up
- Enrollment funnel map with priority improvements identified
- Practical time-allocation guide for Meghann's recruitment effort
- Prioritized 2026 action plan and three-year direction

STAFFING

Led by an EdSolutions Engagement Manager, with Project Advisor (Trish Landeg) providing strategic direction and quality review. Senior Associate support for research, synthesis, and materials preparation.

Option 3: Enrollment Market Strategy \$65,000 | ~12 weeks

This is the full engagement. It includes everything in Option 2 and extends the work in two important directions: EdSolutions conducts direct community outreach and relationship initiation on St. HOPE's behalf, and we analyze the competitive messaging environment so St. HOPE can understand how nearby options are talking to families and sharpen its own differentiation.

At this scope, the work is designed to produce something St. HOPE can bring to its board and to its authorizer -- a full market strategy grounded in research, with a clear three-year direction and the partnerships to back it up.

PHASE 1: CONTEXT, ECOSYSTEM, AND AUDIENCE FOCUS (WEEKS 1 TO 4)

- Full ecosystem and community partner mapping (expanded scope relative to Options 1 and 2)
- Competitive scan: how nearby charter and district schools are messaging to families in Harlem and the South Bronx, and where St. HOPE's story stands apart
- Demographic and enrollment landscape analysis to identify where the addressable student population is concentrating
- Working sessions to align on priority audiences and near-term partnership targets

PHASE 2: MESSAGING, TIME ALLOCATION, AND FUNNEL (WEEKS 5 TO 8)

- Value proposition and family-facing messaging development, anchored to priority audiences and informed by competitive findings
- Enrollment funnel review with specific recommendations by stage
- Practical time-allocation guide for Meghann and Constance's combined recruitment effort
- Review and sharpening of all current outreach tactics

PHASE 3: DIRECT OUTREACH AND STRATEGY DELIVERY (WEEKS 9 TO 12)

- EdSolutions conducts direct outreach and relationship initiation to 10 to 15 priority partner organizations on St. HOPE's behalf -- warm introductions, not cold calls, and handed off with full context
- Board-ready strategy presentation: findings, recommendations, three-year direction, and near-term actions
- Closing session with Constance, Meghann, and optionally select board members

DELIVERABLES

- Expanded community partner map with active introductions to 10 to 15 organizations
- Competitive messaging analysis
- Enrollment demographic and landscape brief
- Value proposition and messaging framework
- Enrollment funnel map with priority improvements
- Time-allocation guide for leadership's recruitment effort
- Board-ready strategy presentation and three-year roadmap

STAFFING

Led by an EdSolutions Engagement Manager with dedicated Senior Associate support throughout. Project Advisor (Trish Landeg) provides strategic direction, quality review, and participates in key working sessions. Light Partner oversight.

Investment Summary

Option	Investment	Duration	Best For
Option 1: Ecosystem & Community Mapping Starter	\$15,000	~4 weeks	Immediate, targeted research to build partner pipeline
Option 2: Enrollment Strategy Sprint	\$20,000	~8 weeks	Focused sprint to sharpen strategy and prioritize action
Option 3: Enrollment Market Strategy	\$65,000	~12 weeks	Full strategy, competitive analysis, and direct partnership outreach

All investment figures are inclusive of preparation, facilitation, research, and materials. No additional expenses are anticipated. Pricing is valid for 60 days from the date of this note.

Why EdSolutions

EdSolutions works with education organizations at the intersection of mission and market. We understand how charter school enrollment works -- not just as a tactical problem, but as a function of community relationships, family trust, and the specific dynamics of urban education markets. We bring that lens to this work alongside genuine familiarity with what it takes to build enrollment in a competitive environment with limited staff capacity.

We are also practical. St. HOPE does not need a long strategy process. It needs to know where to go and what to say when it gets there. Every option we have proposed is designed to produce something usable quickly, with the flexibility to go further if the resources are there.

Looking Ahead

Whichever option St. HOPE chooses, the work is designed as a starting point, not a ceiling. Enrollment growth at this scale takes time and consistent effort. As the school begins implementing, there may be opportunities for continued support -- refining messaging based on what is resonating, adjusting strategy in response to what is and is not working, strengthening specific parts of the funnel, or preparing materials for ongoing board and authorizer conversations.

We would be glad to discuss any of these options further. Please feel free to reach out to Trish Landeg directly at trish@edsolutions.com or 614-578-3679.