

Sample K-8 Daily Schedules. HBHCSA provides students with a horizontal grade-level and vertically aligned education as they matriculate from our Lower Academy (K-4) to our Upper Academy (5-8). The structure of the daily schedule inside of our annual calendar allows us to be thoughtful and intentional in our planning, but also responsive to student data that informs how we group, and remediate students who need extra support. Our doors open for breakfast at 7:30am, students arrive by 7:56am, and the day concludes at 4:00pm (Friday at 2:00pm).

Lower Academy (K-4): Our goal in the Lower Academy (K-4) is to have 100% of our students reading at or above grade-level by the end of third grade. Students will matriculate to fourth grade ready to make the switch from learning to read to reading to learn. Each K-4 classroom has three 30-minute small group literacy rotations daily. During this time two fully certified teachers work with students in small groups to develop foundational literacy skills unique to each individual student. In each grade there are two cohorts of students. One cohort will begin the day with literacy, and the other with mathematics, ensuring the shared reading teacher is able to support during each literacy rotation. During literacy rotations students work in groups of ten (10) and will move through three stations: two teacher led, and one blended learning station on computers. This structure allows for small group, data-driven reading instruction as well as leveled independent practice.

The schedule incorporates morning message, recess, electives (Art and PE), and closing circle during the week to give students strategic breaks, and community building time. These daily activities give students a positive outlet to move and engage in structured, joyful activities outside of the classroom. Additionally, all classes incorporate joyful chants when celebrating students, increasing class energy and productivity.

Monday-Thursday students have a 30-minute elective block and a 40-minute tutoring block. On alternating days, students will take both Art and Physical Education during their elective class, and will work on targeted skills with teacher interventions during the tutoring class. Students that have mastered foundational skills and have completed their life work will have an opportunity to self-identify extension learning activities (computer adaptive learning, independent reading, writing extension activities, brain games etc.).

On Fridays, students begin the day with Community Circle, and then engage in both Literacy rotations, Grammar and Writing, and Mathematics.

Figure 6.2 is a sample Lower Academy Weekly Schedule.

Figure 6.2: Sample Kindergarten Weekly Schedule			
Monday-Thursday		Friday	
Time	Class	Time	Class
7:30-8:00	Arrival, Breakfast, Morning Routines	7:30-8:00	Arrival, Breakfast, Morning Routines
8:00-8:10	Morning Meeting	8:00-8:20	Community Circle
8:10-8:40	Read Aloud	8:20-8:50	Read Aloud
8:40-9:10	Literacy Rotation 1	8:50-9:20	Literacy Rotation 1
9:10-9:25	Snack /Restroom Break	9:20-9:35	Snack/ Restroom Break
9:25-9:55	Literacy Rotation 2	9:35-10:05	Literacy Rotation 2
9:55-10:25	Literacy Rotation 3	10:05-10:35	Literacy Rotation 3
10:25-11:15	Grammar and Writing	10:35-11:25	Grammar and Writing
11:15-11:45	Lunch/Restroom	11:25-11:55	Lunch/Restroom
11:45-12:05	Recess	11:55-12:50	Calendar Math/CGI
12:05-12:55	Calendar Math/CGI	12:50-1:50	Math
12:55-1:55	Math	1:50-1:55	Closing Circle
1:55-2:35	Science/Social Studies	1:55-2:00	Pack-Up, Dismissal
2:35-3:05	Electives	Staff Professional Development	
3:05-3:45	Daily Tutoring		
3:45-3:55	Closing Circle		
3:55-4:00	Pack-Up, Dismissal		
Daily Instructional Minutes			
Literacy	200 Minutes	Math	110 Minutes

Upper Academy (5-8): Our goal in the Upper Academy (5-8) is to ensure all students are prepared with the academic skills and habits necessary for success in a college preparatory high school. To that end, our daily schedule changes to a more standard middle school arrangement, with content teachers for each subject area. This allows for teachers to plan in their area of expertise and deliver high quality instruction in the areas of mathematics, humanities, science, and social studies.

The schedule incorporates morning homeroom, 100 minutes each of humanities and math, 50 minutes each of science and social studies daily. Monday through Thursday, students will also have a 30-minute Book Club, a 45-minute tutoring block, and a 50-minute elective class (Technology and Physical Education).

On Fridays, students begin the day with Community Circle which supports with school culture building and celebration of students who demonstrate our core values. **Figure 6.3** is a sample Upper Academy Daily Schedule.

Figure 6.3: Sample Upper Academy Weekly Schedule			
Monday-Thursday		Friday	
Time	Class	Time	Class
7:30-8:00	Arrival, Breakfast, Morning Routines	7:30-8:00	Arrival, Breakfast, Morning Routines
8:00-8:10	Homeroom	8:00-8:20	Community Circle ¹
8:10-9:50	Humanities (Reading and Writing)	8:20-10:00	Humanities (Reading and Writing)
9:50-10:00	Restroom Break	10:00-10:10	Restroom Break
10:00-11:40	Math	10:10-11:50	Math

¹ Community Circle will take place on different days for each Academy. This will be reflected in the final schedule.

11:40-12:30	Electives	11:50-12:15	Lunch
12:30-1:00	Lunch	12:15-1:05	Science
1:00-1:30	Book Club	1:05-1:55	Social Studies
1:30-2:20	Science	1:55-2:00	Dismissal
2:20-3:10	Social Studies	Staff Professional Development	
3:10-3:55	Tutoring		
3:55-4:00	Dismissal		
Daily Instructional Minutes – Core Content Classes			
Literacy	100 minutes	Math	100 minutes
Science	50 minutes	Social Studies	50 minutes

Overview of Academic and Non-Academic Programs.

HBHCSA Literacy program (K-4). Our literacy program is designed to ensure all students are reading at or above grade level when they enter third grade. In addition to knowing how to read, students will develop a love for literacy that is cultivated in our Lower Academy through celebrating students reading growth and creating parallels between text read in school and their lives and experiences outside of school. Monday through Friday our K-4 students engage in 200 minutes of literacy daily, with three 30-minute differentiated small group literacy rotations. In addition to small group literacy rotations we will utilize the following instructional mechanisms: Morning Meeting, Read Aloud, Phonics instruction, Blended Learning, Vocabulary development, Guided Reading, Reading Comprehension, Habits of Discussion, and Grammar and Writing. Our third and fourth grade students will start to spend more time utilizing schema, text-evidence, and background knowledge to engage in dialogue that pushes them to demonstrate a deep understanding of text read in class. **Figure 6.4** details the K-4 Literacy program.

Figure 6.4: Lower Academy Proposed Literacy Program			
Component	Group	Curriculum and Description	Skills
Read Aloud	Whole group	Read Aloud is one of the most important activities for students to build skills necessary to start reading. ² Teacher created lesson plans are used to read at or above grade-level text to students; the teacher and student share the responsibility of thinking about and answering questions. ³ Read Aloud objective is to reinforce a specific academic skill (ex. Setting, Identifying characters, or text to self-connections, etc.) Teachers use "Think Alouds" to model the metacognitive process needed to comprehend the text. Students benefit from hearing the teacher model reading fluency and expressive reading. Teachers use targeted questions, call/response, joy, and fluctuation in tone for engagement. Teacher will select books based on: vocabulary words, content, culturally diversity and responsive content.	Print concepts, vocabulary development, fluency, comprehension
Phonics/ Phonemic Awareness/ Fluency	Small Group	Phonemic awareness and learning letter sounds is the foundation for students learning how to read. We use Reading Mastery, a research-proven program to ensure all students develop phonemic awareness. Letter sounds are taught explicitly through direct instruction. Student have multiple attempts to practice and internalize letter names and sounds. As	Phonemic awareness, phonics

² Routman, R. (2000). *Conversations: Strategies for teaching, learning and evaluating*. Portsmouth, NH: Heineman.

³ Fountas, Irene C., and G. Pinell. (2006). *Teaching for Comprehending and Fluency: Thinking, Talking, and Writing about Reading, K-8*. Portsmouth, NH: Heinemann.

		student progress through lessons they begin to start saying entire words, then reading entire stories.	
Blended Learning	Individual	We will use a computer-based adaptive literacy program such as Lexia to provide students with individualized standards-aligned scaffolded practice.	Comprehension
Word Study	Small group	Students study rhyming words and other word relationships. At Allegiant Prep students learn to identify and spell sight words, based upon the Dolche sight words. ⁴	Phonics, vocabulary
Guided Reading/ Reading Comprehension	Small group	Students get the most direct practice with reading during Guided Reading and Reading Comprehension. In small groups, students learn how to track words and understand punctuation, develop reading fluency, and basic comprehension skills. Teacher use STEP data to homogeneously group students based on reading levels, groups may adjust every 6-8 weeks. These groups receive individualized instruction focused on specific skills needed to grow reading levels. The teacher leads students in a mini-lesson on a discrete reading skill, then gives the group an opportunity to practice skill with their text. Each week students will have direct reading comprehension lessons in their group as well as guided reading lessons.	Print concepts, vocabulary, fluency, comprehension, and speaking & listening
Vocabulary	Whole class and small group	Students living in poverty are more likely to enter school with less extensively developed vocabulary than their affluent peers. ⁵ One compelling finding is the connection between vocabulary knowledge and comprehension in reading research. ⁶ We incorporate new vocabulary words throughout the day in a number of ways: vocabulary words from daily Read Aloud book, previewing vocabulary words before Guided Reading and Reading Comprehension, having classroom vocabulary wall for Read Aloud, Science, Social Studies, and Math. Teachers constantly use Tier 2 language and hold students accountable for using academic vocabulary in discussion and speaking in complete sentences.	Vocabulary
Writing	Whole class and small group	All students receive explicit writing instruction each day, which is based on the Lucy Calkins writing curriculum. Students transition from telling stories through pictures and words in Kindergarten to using complete sentences and paragraphs by second grade. A 20-minute daily grammar lesson is taught prior to the writing lesson the objective (i.e. identifying: Nouns, Verbs, etc.) is aligned to Indiana State Standards.	Print concepts, phonics

⁴ <http://www.dolchesightwords.org/>

⁵ Hart, Betty, and T. Risley. "The Early Catastrophe: The 30 Million Word Gap by Age 3." *American Educator*. 2003.

⁶ Lehf, Fran, and Jean Osborn, "A Focus on Comprehension" Pacific Resources for Education and Learning, 2005.

Academic Discussion	Whole class and small group	HBHCSA students will develop the academic, social, and character skills to graduate from college and live a life of positive action. To build a foundation that will support college and life success; students must have multiple opportunities to engage in a variety of substance based, and structured conversations. HBHCSA will adopt North Star's Habit of Discussion framework to sequentially provide students with a framework to support developing students' ability respectfully engage in conversations in and outside of school.	
Informational Text	Whole and small group	Informational text will be strategically incorporated in to Science, Social Studies, Read Aloud, and Guided Reading. During these times teachers focus on building students vocabulary, background knowledge, and non-fiction literacy skills.	Vocabulary, comprehension

HBHCSA Academy Literacy program (5-8). HBHCSA students will enter our Upper Academy with a solid literacy foundation that will allow them to be successful and master rigorous content that will prepare them for success in High School and College. During the week students will engage in different Text Genres, Written and Verbal Text Analysis, Writing Development, Student led Text Discussions, and school wide Book Clubs. **Figure 6.5** outlines our Upper Academy curriculum materials.

Figure 6.5: Upper Academy Proposed Literacy Program

Component	Group	Curriculum and Description
Book clubs	Small group	Students engage in 30-minute book clubs each day, Monday through Thursday, where students lead text driven conversations facilitated by a teacher. We use the Junior Great Books series, and other seminal young adult novels, such as The Outsiders.
Reading	Whole and small group	Reading instruction evolves into seminar discussions aligned to novels read in class. Students read a variety of genres to prepare for high school level textual analysis and discourse. Explicit skills necessary for textual analysis, such as using text evidence to support responses are taught through reading complex, grade-level texts. Writing assignments are aligned to classroom text to practice critical analysis skills.
Writing & Grammar	Whole and small group	In the Upper Academy students move from working on multi-paragraph essays, in 5 th grade, to longer, more complex essays in eighth grade. Students practice a variety of state aligned writing standards including expository, persuasive, comparing and contrasting, and narrative. Grammar, spelling and punctuation are incorporated into the writing block. Students work independently and with peers to master the writing process. Students self-evaluate writing using the Allegiant Prep rubric, which is aligned to high school writing standards.
Language/ Speech	Whole group	5 th & 6 th : Word study and sentence mapping, introduction to Habits of Discussion 7 th : Habits of Discussion and debate (guarding and defending positions on text read) 8 th : Socratic seminars
8 th Grade Thesis	Independent w/Teacher	2 nd semester of 8 th grade, students work on culminating thesis project, supported by teacher via classroom conferences and individual student check-ins. Each student selects a topic, creates a scope and sequence of research to be completed during the semester. The student deliverable

		will be a paper they must defend orally in front of peers, teachers, and a panel of school and community leaders.
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Mathematics Program. HBHCSA will utilize researched-based curriculum that is proven to yield significant student achievement results. K-4 students will receive 110 minutes of Math instruction daily, and students in grades 5-8 will receive 100 minutes of math instruction daily. Daily Math lesson plans will be aligned with Indiana Academic Standards, all assessments will be aligned with grade appropriate standards. In K-4 Math is distinguished by 3 sections: Calendar Math (Number sense and fluency), CGI (Cognitively Guided Instruction), and Problem Solving (application), 5-8 students have 2 sections in a combined 100-minute class: Foundations (number sense and computation) and Problem Solving (application). Students will take 8th Algebra I in 8th grade. HBHCSA students will matriculate to High School ready to successfully take advanced mathematics courses (Algebra II, Geometry, Trigonometry/Pre-Calculus, and Calculus). Our math curriculum is outlined below in **Figure 6.6**.

Figure 6.6: Description of Dual Mathematics Curriculum

Calendar Math. HBHCSA students in K-2 start Math each day with *Everyday Counts Calendar Math*, which provides students with practice in concepts focused on number sense, place value, time, money, mental math, geometry, estimation, patterns graphing, and statistics and algebra.⁷ Students are engaged by the Calendar Math program which also incorporates the days and date, and uses the calendar to calculate what the date was before or what the date will be after today. An example of a question a teacher may ask is, "Today's date is Wednesday, October 5th 2016. What will the date be 7 days from now?" Calendar Math is research-based, and utilized at high performing charter schools across the country.⁸

Cognitively Guided Instruction (CGI). Cognitively Guided Instruction (CGI) builds on students' natural problem-solving skills. CGI allows teachers to understand the logic and strategies students are using to guide them towards mathematical understanding. Students complete a daily logic problem in the following way: (1) Repeat the problem. At least 3 students would be asked to stand up and re-tell the problem in their own words. (2) Identify what the problem is asking students to accomplish (i.e. addition, subtraction, multiplication, etc.). (3) Draw the problem. Using prior knowledge, students draw how they would solve the problem. (4) Solve the problem, teacher monitoring during individual work-time, at the end would select 3 students to present the strategy they used to solve the problem to the class (i.e. I drew 10 cubes to represent 10 cookies, Jane gave 3 to Tim and 4 to Kris so I crossed out 7 cubes, which left me with 3. Jane had 3 cookies left).

Math Computation. Students learn the basic components of math computation in a focused directly taught format. The curriculum emphasizes learning clear steps, quality practice, and automaticity. Teachers use pre-planned focused curriculum such as Saxon Math to build their daily lessons. Examples of skills covered include memorizing basic addition, subtraction, division, and multiplication math facts, and learning long division, conversion of fractions, etc.

Math Workshop. Math workshop will be led each day using the *Engage NY* curriculum. This curriculum integrates rigorous classroom reasoning, extended classroom time devoted to practice and reflection through extensive problem sets, and high expectations for mastery.⁹ The Head of School will ensure an alignment between EngageNY and the Indiana Academic Standards, and will supplement as needed to meet state standards and benchmarks. Concepts and skills taught are organized into the same strand as the Indiana Academic Standards and strands are taught either in isolation or two at a time. Each subsequent unit builds

⁷ <http://www.greatsource.com/GreatSource/pdf/EveryDayCountsResearch206.pdf>.

⁸ Schools using the program include North Star in Newark, Brooke Schools in Boston, and BES schools Cornerstone in Memphis and Great Lakes Academy in Chicago.

⁹ <http://www.engageny.org/mathematics>

on student learnings from lessons in the previous unit. This alignment allows students to build a solid mathematical foundation that will allow them to make connections across strands as they matriculate from grade to grade. The *Engage NY* framework allows for teachers to differentiate in lesson plans which students they will work with during which specific times in the lesson. The *Engage NY* curriculum which combines building student foundational skills and teaching advanced strategies will allow all Allegiant Prep students to excel in Math.

Blended Learning. We will leverage computer-based adaptive math programming such as STmath to provide differentiated, standards-aligned scaffolded practice.

Science. In our Lower Academy we will primarily use the Core Knowledge curriculum for Science instruction. Science and Social Studies are taught on an alternating basis, one Science unit would be taught for three weeks, then a three week Social Studies unit. Each Science unit is aligned to state standards and will include opportunities for students to practice informational writing and comprehension strategies with nonfiction texts. In our Upper Academy we create standards-aligned curriculum that incorporates content with non-fiction and science laboratory skills. We will supplement our curriculum with research-based science materials, such as Full Options Science Systems (FOSS). Student will actively engage in projects and experiments aligned to specific Science objectives such as identifying specific elements of different simple machines. In addition to experiments students will also engage in an array of different scientific fields such as: the scientific method, and presenting findings to peers. Nonfiction reading and writing skills will continue to be incorporated into daily lessons to reinforce these critical literacy skills.

Social Studies. In our Lower Academy, we draw from the Core Knowledge curriculum to create our scope and sequence for lesson objectives for the week. Social Studies and Science are taught on a rotating basis, with a three-week Social Studies lesson followed by a three-week Science lesson. The Core Knowledge Curriculum focuses on building student background knowledge and vocabulary in History, Civics and Government, and Historical Figures to name a few. Core Knowledge includes knowledge a student should know at specific points within their academic development. Each lesson also incorporates informational writing and practice using comprehension strategies for nonfiction text. Our curriculum selection inspires and equips students to be active, engaged, and informed citizens. Teachers will execute lesson that are aligned to state standards and provide them with the flexibility to supplement to design engaging lessons that will build a strong foundation for Upper Academy History courses to be built upon. Upper Academy Social Studies courses will use internally created curriculum.

Additional Programs

Morning Message. All students transition from desk to the classroom carpet, the Teacher will prompt the class to start their “college chant” and “good morning song”. After this, the Teacher and students read class letter with core value focus for the day. With support from teacher, students engage in conversation about the importance of the core value and what they can do to make sure they are demonstrating it during the day. Teachers will also use this time for quick focused practice on a specific literacy skill. Students finish Morning Message inspired and focused to work hard and make the right decisions during the course of the day.

Electives. Monday-Thursday students rotate from day to day between a 50-minute Art or PE class. In our Upper Academy, Art is replaced with a Technology course.

Tutoring. Students engage in small group or individual remediation, as well as begin lifework. During tutoring some students are engaged in direct work with teacher other students are working independently

on choice activities aligned to a specific skill they are still working to master (i.e. handwriting, independent reading, or word-sort, etc.)

Community Circle. Each grade level has a weekly community circle with their entire grade. During this time each cohort has the opportunity to lead their college chant. Teachers and school leadership also engage students in demonstrating academic skills learned in class (For example the Head of School might have First Grade solve a story problem in their head and identify specific students to share answers out to the group). In closing the Head of School (or Dean of Students) would celebrate individual students and cohorts that have been going above and beyond (This list would include student of the week, 100% Lifework completion, and attendance awards). Student(s) acknowledged during this time would be able to get a prize out of the treasure chest and take a picture (which would be featured on hallway bulletin boards and monthly family newsletters).

Closing Circle (K-4). At the end of each day students gather around the perimeter of the carpet in their classroom to discuss the core value of the day. Each student would have an opportunity to share if they believe the class did a good job of demonstrating the core value. During this time the Teacher facilitates dialogue with students to identify what went well and what needs to change the next day to ensure the class is meeting their goal.

Snack/Movement Break. During the restroom break students have the opportunity to eat their snack and get up and engage in: dancing, conversation with shoulder partner, or a whole class game. This scheduled break allows students to engage in less structured socialization before getting back to academic content.

Character Development. Our character development program is grounded in our school core values which students learn about during the first week of student orientation. During the course of the week these core values are reinforced during daily morning message, closing circle, and weekly community circles. The classroom behavior management system is aligned to core values in both our Lower and Upper Academies and students who make choices in alignment with our values will be rewarded, and those who do not will receive appropriate consequences. If a student is not demonstrating one of our core values their clip would be moved down.

Service. Students also develop a sense of servant leadership through annual Community Service projects. Each year students work on a community service project that is focused on addressing a need on the Westside. On community service days, all students, teachers and families (encouraged to attend) work together collectively to give back. As students matriculate they start to understand that they have a responsibility to give back and help to address inequities in their community. Allegiant Prep students will carry this mindset with them in High School, College, and upon graduation continue to seek out opportunities to make a positive impact in their communities and lives of others.



ATTACHMENT 7

ENROLLMENT POLICY

ATTACHMENT 7

ENROLLMENT POLICY

Student Recruitment and Enrollment

Market analysis clearly demonstrates the need for an options school with the attributes of HIM By HER Collegiate School for the Arts (“HBHCSA”). HIM By HER Foundation (“HBHF”) plans to supplement the already overwhelming response it has received by even more surveys of local residents and community members, especially as relates to a new neighborhood school integrating the performing arts for grades Kindergarten through 8th located in the 46218 zip code area.

Meanwhile, community outreach regarding the proposed HBHCSA includes visiting faith-based institutions, local businesses, Indy Parks and Recreation Family Centers, Boys and Girls Clubs, YMCA, apartment complexes, and homes. HBHF representatives have also attended community meetings and events such as holiday celebrations, Indiana Black Expo, Indiana Latino Expo, La Plaza’s Fiesta Indianapolis, County and State fairs, family agencies and neighborhood associations. HBHF also plans quarterly open-house gatherings in the future.

If a charter is received, HBHCSA will launch an aggressive social media campaign meeting contemporary standards to reach out to and connect with students and families via FaceBook, Instagram, Twitter, Pinterest, Snapchat, YouTube, and Tumblr. The student recruitment campaigns will also employ strong advertising with conventional media such as handing out printed materials (fliers), advertising in newspaper and magazines, and in radio broadcasts and publications. The advertisements will also be in other languages in addition to English—resources permitting—including Spanish, Arabic, and Asian languages such as Chinese, Japanese, and Burmese-Chin.

In addition, several well-known celebrities have endorsed HBHF’s quest for a charter school in the nature of HBHCSA, and are agreeable to participating in promotion efforts, including but not limited to: Broad Ripple High School alumni George Hill (a current National Basketball Association (NBA) player for the Cleveland Cavaliers, and former player of the Indiana Pacers) and Roosevelt Colvin (a former National Football League (NFL) player with the New England Patriots); Robert Mathis (former NFL player with the Indianapolis Colts); and Tamika Catchings (former Women’s National Basketball Association (WNBA) player with the Indiana Fever, and current Indiana Pacers Player Personnel manager). These notable current and former professional athletes have pledged to assist HBHCSA in recruiting students. Dave Calabro, WTHR Channel 13 Sports Director and on-air personality, is also committed to helping publicize HBHCSA for its recruitment and enrollment endeavors.

Open Enrollment

HBHCSA will maintain an open-door policy as well as rolling enrollment. Under the Enrollment Plan, all prospective families or students complete an Interest Form available either in printed form or online. Each family will then receive a phone call within one week to schedule a meeting between the prospective student and his or her parents or guardians to explain the School’s program and tour the School facilities to ensure a full understanding of the HBHCSA school program and services provided. Families will then receive an admission packet to complete and return to the Enrollment Manager.

HBHCSA does not discriminate against any student based on their intellectual ability, measures of achievement or aptitude, athletic ability, disability, race, creed, ethnicity, national origin, religion, gender, sexual orientation or any other ground protected by civil and human rights, and complies with all local, state and federal antidiscrimination laws applicable to public schools. There will be equal access for all students regardless of which public school district, private or charter school they are coming from or where they live.

HBHCSA also recognizes that many school-aged children in Indianapolis are homeless, and that many others have incarcerated parents. HBHCSA will actively work with those students from challenged backgrounds to serve them in conjunction with programs such as, Outreach, Inc., School on Wheels, Use What You've Got Ministry and InsideOut Dads (incarcerated fathers).

When the number of desired admission applications received exceeds the number of available enrollment openings, HBHCSA will hold a lottery.

The Open Enrollment Policy (also to be included in the Student and Families Handbook) explains the "Performance" or hands-on, engaging program at HBHCSA as well as the wrap-around services the School provides, and the pre-admission activities for students and parents. Tentative dates for the application period, including enrollment deadlines and procedures, and an explanation of how the school will receive and process Intent-to-Enroll forms will be included in the Enrollment Policy along with policies and procedures for student waiting lists, withdrawals, re-enrollment, and transfers.

HBHCSA will host a series of Community Discussions to introduce the School Principal and to understand what potential families want for their children's educational experiences. HBHCSA will conduct two recruiting and marketing events in the Martindale-Brightwood neighborhood and Eastside communities, speaking with families regarding the school's mission and vision. It will distribute brochures with information about the School's mission, and specifications of the school design when those become available. During these events, the Founding Team and volunteers will come together in order to reach as many prospective families as possible. The School Principal will spend two days and five hours per day each week visiting local businesses and youth serving agencies such as Boys and Girls Club, YMCA, Indy Parks family centers, restaurants, commercial stores, and faith-based institutions, to recruit and to develop alliances with families and build community support. Prior to, and after ICSB authorization, during its planning period, HBHCSA will conduct two neighborhood Community Marketing Events each month.

As part of an aggressive digital/social media (e.g., Facebook, Twitter, LinkedIn, etc.) marketing campaign, HBHCSA will provide information via a website and other means to give parents, students and the community updates on the progress of the school toward opening and continuing after the School opens. Student enrollment forms for the planned opening school year will be made available online soon after charter authorization is received. HBHCSA also will have a monthly newsletter available online and in print to the more than 400 individuals and 100 organizations that support HBHCSA's mission. The intent is to keep the community informed of, and engaged with, HBHCSA, its goals during the planning period, and continuing after the opening of the School to better inform and serve the community. HBHCSA will email and post a monthly newsletter out to prospective students' families beginning in August 2019.

With support of the Governing Board, the School Principal will work during the planning phase year to connect with a list-serve of 1000 participants by the Fall of 2019. HBHCSA will utilize the latest Census data to target students and market to families via postal mail, email newsletter, social media, and to connect with those we were unable to communicate via previously

outline marketing and recruitment measures. HBHCSA will allocate \$8,000 for student recruitment and marketing during the planning year.



ATTACHMENT 8

STUDENT DISCIPLINE POLICY

ATTACHMENT 8

STUDENT DISCIPLINE POLICY

Discipline Philosophy

HIM By HER Collegiate School for the Arts' discipline philosophy is grounded in Restorative Justice. HIM By HER Collegiate School for the Arts (HBHCSA) will empower students to resolve conflicts on their own and in small groups via peer mediation where appropriate, as is a growing practice at schools around the country. Essentially, the idea is to bring students together in peer-mediated small groups to talk, ask questions, and air their grievances. Restorative Justice fundamentally works by inclusion and bringing affected parties together, by making amends, and then reintegrating students into the classroom community. HBHCSA will work to promote healthy relationships and promote positive discipline among students in its school.

HBHCSA staff understands all humans can learn; however, learning does not take place in isolation. Learning takes place through building positive relationships, and productive interactions with peers—especially in the school community. The school community fosters opportunities for students and staff to learn and grow together. As educators HBHCSA's staff recognizes this reality and will focus on the social and emotional health of their students, and intentional practices that focus of student learning. HBHCSA will not have a zero-tolerance discipline policy. HBHCSA intends to strengthen relationships and design a safe and supportive school. Therefore, HBHCSA will utilize Restorative Justice practices to address conflict, improve and advance the school climate, and build a positive school culture with which students are connected. Staff will be well aware that students are children and are developing adults. Teachers and administrators will work diligently to build genuine relationships with students to learn and understand each individual student. Teachers and administrators will work to develop these relationships by eating lunch with students, interacting with students at recess, and building community during Morning Meetings, and Community Circles.

All students make mistakes. HBHCSA will take the opportunity to teach students that learning from their mistakes is important to their growth. A student that makes a mistake, with our guidance will learn and grow, and understand that we still support them and will help them recover from mistakes made. Through explicit and intentional character development and discipline, students develop a moral compass that will guide their decisions at HBHCSA in school, college, and life. For students to ultimately excel in college and gain upward mobility in career and life they must be internally motivated to do their best to ensure their leadership skills are developed and they achieve success. Each week teachers focus on one of the *7 Habits from the Leader in Me* and what student actions are aligned to this value. For example, if the week's focus is Habit 4: Think Win-Win, HBHCSA will teach that everyone Can Win. Students will learn that "getting what I want with consideration for what others want." They will learn to make deposits in others' Emotional Bank Accounts.

When conflicts arise, students will look for alternatives. During the day, teachers acknowledge and celebrate students who are demonstrating actions aligned to our core values. Students will develop a strong sense of right and wrong and working together at HBHCSA. Our character development program will ensure students have a solid understanding and desire to treat others the way they would want to be treated. As college students and adults, they will be able to constantly tap back into their values when making personal and professional decisions.

HBHCSA's discipline policy focuses on the promotion of a positive, safe, structured environment. A list of suspension/expulsion worthy offenses, the rights of students with disabilities in disciplinary actions, description of appeal process, and how parents will be informed of the school's discipline policy will be printed in the Student and Family Handbook.

Attendance Policy

HBHCSA requires all students enrolled to attend school and class regularly in accordance with the laws of the State of Indiana. HBHCSA's wrap around services are based upon the students' attendance and entails the permanence of instruction and classroom participation. Teacher contact with students and students with one another in the classroom and their active involvement in purposeful and deliberate instructional activity under the guidance and facilitation of a highly qualified teacher establishing relationships, relevance and rigor are vital.

Excused absence occurs in the following: A student is absent from school, or an individual class with the approval of a certified administrator such as the School Principal, Assistant Principal, Dean, of Culture, or Academic Dean; Or as authorized by Indiana State Law.

Recognized excused absences also occur in the following ways: Illness or Emergency when the parent/guardian contacts the school office by phone or written in advance of the day of absence and not the day of the student's absence; Health care and Social Services appointments, which should be made by the parent; however, the parent/guardian is urged to schedule these appointments outside the student's school day. Additionally, a statement from a qualified medical or social services provider must be presented to the school office explaining this absence; Religious Instruction Commitments for religious instruction pursuant to Indiana law I.C. 20-33-2-19. All other absences are generally considered unexcused unless, in the judgment of the school administrator extenuating circumstances warrant the absence being classified as excused.

An Unexcused Absence occurs when a student is absent from school or an individual class without obtaining either the approval or consent of a school administrator or as authorized by Indiana law.

Absences that will not count against the student consist of the following: Approved HBHCSA-sanctioned field trips; Students serving as pages in the Indiana General Assembly; Students participating in valid Election Day activities; however, they must provide written documentation; Students subpoenaed by the courts (juvenile, municipal, superior, etc.) as a Witness; Students who have a death in their immediate family; ISS (IN-School Suspensions) or OSS (Out of School Suspensions); Students Detained by Juvenile or Criminal Justice System; and Students hospitalized or under medical treatment/therapy by a licensed/certified provider.

Pursuant to Indiana State laws parents/guardians can be held directly responsible for their child's chronic absence and violation of attendance procedures and can suffer the penalty of incarceration.

A student who is suspended from school must be accompanied by the parent/guardian upon the child's return to school.

Catch up/Make-up Work: A student who is absent shall make up work on all assignments missed. The Student will be awarded full credit for turning in make-up work completed within an agreed time frame for all absences. For example, a student who misses three days of school will make up within three days after returning to school and receive no penalty.

Students are expected to arrive at school each day, for each class, on time or the student will be marked tardy. When a student is tardy to class for reasons beyond the student's control, such as a late bus, the student will be admitted to class without a penalty. In cases where a student

is tardy to class without a reasonable explanation, consequences such as ASD (After School Detention, LD (Lunch Detention), Written Reflection will be assigned by the teacher and/or an administrator. A student will be admitted to class even though tardy. In the case of consistent and repeated tardiness to school, or in the same class, the teacher and Dean of Culture will work together to come up with appropriate intervention strategies.

HBHCSA will promote and encourage student attendance. The TLIM (The Leader in Me) will foster the 7 Habits and lead the student to develop a commitment to coming to school to learn, and faith in administration, faculty, and parents.

Incentives

HBHCSA's strategy for attendance will engage students, parents, educators and community members in a campaign that offers positive rewards for perfect attendance and getting to school on-time. Attendance incentives are most effective when part of a comprehensive approach that includes outreach to families with more significant challenges to attendance. Incentives will be part of creating a school-wide culture of attendance and accompanied by a deep commitment to ensuring students are engaged in the classroom during instruction and independent study

HBHCSA will reward students with perfect attendance and students whose attendance improves after some challenges when coming to school, whether illness or mandatory suspensions. HBHCSA will offer certificates, Hero Points, and passes, and will recognize students during assemblies. HBHCSA will also promote interclass competitions for meeting attendance measures and offer rewards such as students' names on the "Attendance Wall" in the school hallway, classroom, skating party, Cinema Day, special interest field trip, and inclusion in our wrap-around services to assist students and families overcome dire situations that can cause poor attendance. Additionally, HBHCSA will offer families access to resources such as food baskets, bus passes and possibly Uber/Lyft transportation services. These are just some examples of incentives for perfect and great attendance. HBHCSA will recognize the class or classes that have the best attendance the prior week during the following week's assembly. This motivates students to compete and gives the class a chance to succeed the next week.

HBHCSA will send parents/guardians information that highlights that we value student attendance and provide incentives for students coming to school and participating in the learning process. HBHCSA will confirm to families the attendance policy and incentive program via the Student and Family Handbook, the school's website, social media, classroom dojo, U.S. mail, and telephone calls to parents and families



ATTACHMENT 9

GRIEVANCE POLICY

ATTACHMENT 9

GRIEVANCE POLICY

Background

It is expected that the primary point of contact for most grievances is at the School level, rather than at the Governing Board level, although unsatisfactory resolution at the School level shall be addressed by the Governing Board. The relative frequency of Governing Board meetings compared to the day-to-day operations of the School also weighs in favor of the School being the initial contact for grievances from students and parents in most instances. Nonetheless, the Governing Board shall accept and investigate all formal complaints, whether from students, parents or other members of the public, directly received regarding operation or oversight of the School.

Grievance Policy Authority and Publication

The Governing Board shall approve all grievance policies in effect. The grievance policy shall be published in each current Student and Family Handbook, which shall be made freely available to the family of each student at the beginning of the academic school year, and freely available thereafter if the Handbook is revised before the end of a current school year. The current Student and Family Handbook shall also be made available to the public via electronic means, such as the World Wide Web.

Printed and Electronic Formal Complaint Forms and Acceptance

All formal complaints shall be in writing. The School shall make readily available for students and parents printed Formal Complaint Forms allowing the grievant to identify himself/herself, provide contact information for follow-up, identify their affiliation or status with the School, and to describe the gravamen or more details of their complaint or complaints. The School and Governing Board shall accept and process all received Formal Complaint Forms. The School and Grievance Board shall also establish procedures for accepting completed Formal Complaint Forms via electronic means, including email and the World Wide Web.

The School and the Governing Board shall accept all Formal Complaint Forms that are either hand-delivered in the established manner, or mailed to the specified address, or electronically transmitted according to instructions provided. The receipt of submitted Formal Complaint Forms shall be acknowledged to the grievant.

Formal Complaint Subject Matter

Grievants may lodge Formal Complaints including but not limited to the following: specific academic issues regarding an individual student or general academic issues; school safety issues; school curriculum issues; legal issues; ethical issues; disciplinary issues; school cultural and cultural sensitivity issues; and extracurricular activity issues.

Complaint Processing and Procedures

All Formal Complaints shall be investigated by the receiving entity (School or Governing Board). The Governing Board shall enlist the School where appropriate to aid in investigating Formal Complaints it receives. In the case of Formal Complaints submitted to the School while the School is in session, the School shall respond to the grievant within two weeks with either:

setting a meeting with the grievant and appropriate School personnel to discuss the grievance, obtain additional information and attempt to resolve the grievance if possible; provide a decision regarding the grievance by the School Principal or Acting School Principal where no additional information is needed and the grievant's concerns have been fully articulated where the grievance involves a routine matter fully addressed by the School's policies and procedures through the Student and Family Handbook; or provide a decision after a meeting between the grievant and appropriate School personnel. The School Principal or Acting School Principal shall have the final decision regarding the resolution of a Formal Complaint at the School level. A grievant unsatisfied with decisions from the School may appeal the School's decision by timely filing an appeal to the Governing Board within 30 days of the School's decision.

When Formal Complaints are received by the Governing Board, whether originally submitted to the Board, or via appeal of a School decision, the Board shall give the grievant the opportunity to address the Board at the next occurring public Governing Board meeting if the Complaint or appeal is received prior to the closing date for receiving new agenda items at the Board meeting; otherwise, the matter must be heard at the next scheduled public Governing Board meeting. If all information needed for a decision has been provided to the Board and the grievant has had an opportunity to be heard by the Board, the Governing Board may make a decision regarding the grievance or table the decision to occur at the next public Governing Board meeting.

All decisions regarding Formal Complaints shall be in writing, or in the case of decisions first communicated orally, followed up by a writing.

Good Faith

All Complaints received by the School and the Governing Board shall be processed and decided in good faith, considering the best interests of the grievant, the School, and the community served by the School. The School and the Governing Board shall endeavor to resolve complaints satisfactory to the grievant or grievants where possible,



ATTACHMENT 10

EVIDENCE OF SUPPORT FROM COMMUNITY PARTNERS

ATTACHMENT 10

EVIDENCE OF SUPPORT FROM COMMUNITY PARTNERS

The quest for the HIM By HER Collegiate School for the Arts (“HBHCSA”) did not begin in a vacuum. In fact, only after considerable attention and interest from members of the public in the targeted service area and methodical follow-up did HIM By HER Foundation (“HBHF”) convince itself of the actual need to establish a charter school focused on serving underserved families and students, while providing the wrap-around services and promoting the soft-skills that the targeted students need to both academically succeed, and succeed in life beyond school in careers, financially, socially, civically, and in avoiding the negative impact of the criminal justice system. This endeavor is therefore not the proverbial build a better charter school and then market it to the consumer as an alternative to conventional public schools and pricey private schools, but rather, an outgrowth of a demonstrated yearning from members of the public for a transformative school with an HBHF twist.

Following an outpouring of interest, urging and support from prospective families, while in parallel receiving interest, urging and support from various strategic community partners, HBHF launched the current endeavor to seek a charter from the esteemed Indiana Charter School Board for its proposed HIM By HER Collegiate School for the Arts.

It is only fitting that HBHCSA should receive valuable support from community partners since community partners will be critical in one form or another in the typical day of an HBHCSA student’s life, whether it be in the form of receiving wrap-around services, receiving academic and non-academic mentoring, experiencing and interacting with notable guest speakers, or conveniently participating in HBHF programs on site such as The Enterprise City and the Industrial City™. It should be noted that the proposed charter school is currently the sole focus of HBHF, and the aforementioned programs will be administered at the school location only after additional funding outside of per-pupil funding are received.

From its inception in 2014 to present, culminating in the pursuit of a one-of-a-kind charter school (although based on a proven school model) serving students and families in the 46218 zip code and beyond, HBHF has had and continues to have outstanding community support. Notwithstanding hundreds of individuals and families of prospective students who have directly pledged support for sending children to the proposed charter school, many community leaders, prominent business leaders, government leaders, and highly identifiable celebrities have and continue to pledge their support for the proposed charter school toward not only establishment, but long-term sustainability. It cannot be gainsaid that both the grassroots and prominent community support for the proposed school runs deep, including, to name a few as examples, individuals such as Indianapolis native and standout NBA player George Hill, former WNBA player-extraordinaire (Indiana Fever) Tamika Catchings, former Indianapolis Colt great Robert Mathis, and IUPUI Men’s Basketball coach Jason Gardner (a former professional basketball player and former Indiana Mr. Basketball), to name a few. Outside of sports and other celebrities, we would be remiss in failing to highlight that the proposed charter school has support from government leaders such as former Indiana Governor Mike Pence, various members of the Indianapolis City Council, and the Indianapolis Metropolitan Police Department (IMPD), including Chief Bryan Roach and others.

For example, Indianapolis native and standout NBA player George Hill, who has many Twitter follows has sent out the following Tweet® on the next page.



LTE



58% 5:11 PM



Tweet

**INDIANA GEORGE HILL**

@George_Hill3

Looking To Keep Broad Ripple A School Like Me Please Join Myself And Him By Her Collegiate School for the Arts Tuesday May 15 at 2pm ET in Conference Room C at the Indiana Government Center South! Education is KEY



Tweet your reply

In the end, the foundation of success will be the excellence of the charter school. However, the overwhelming community support and the positive publicity the HBHCSA will be in a position to generate and receive will place HBHCSA in a unique position for success.

The reader is encouraged to peruse some the many letters of support for the HIM By HER Collegiate School for the Arts from our many community partners that are on the following pages. Further shown in this Attachment are photographs evidencing community activities (including the Enterprise City) and community support HBHF has secured since its inception.















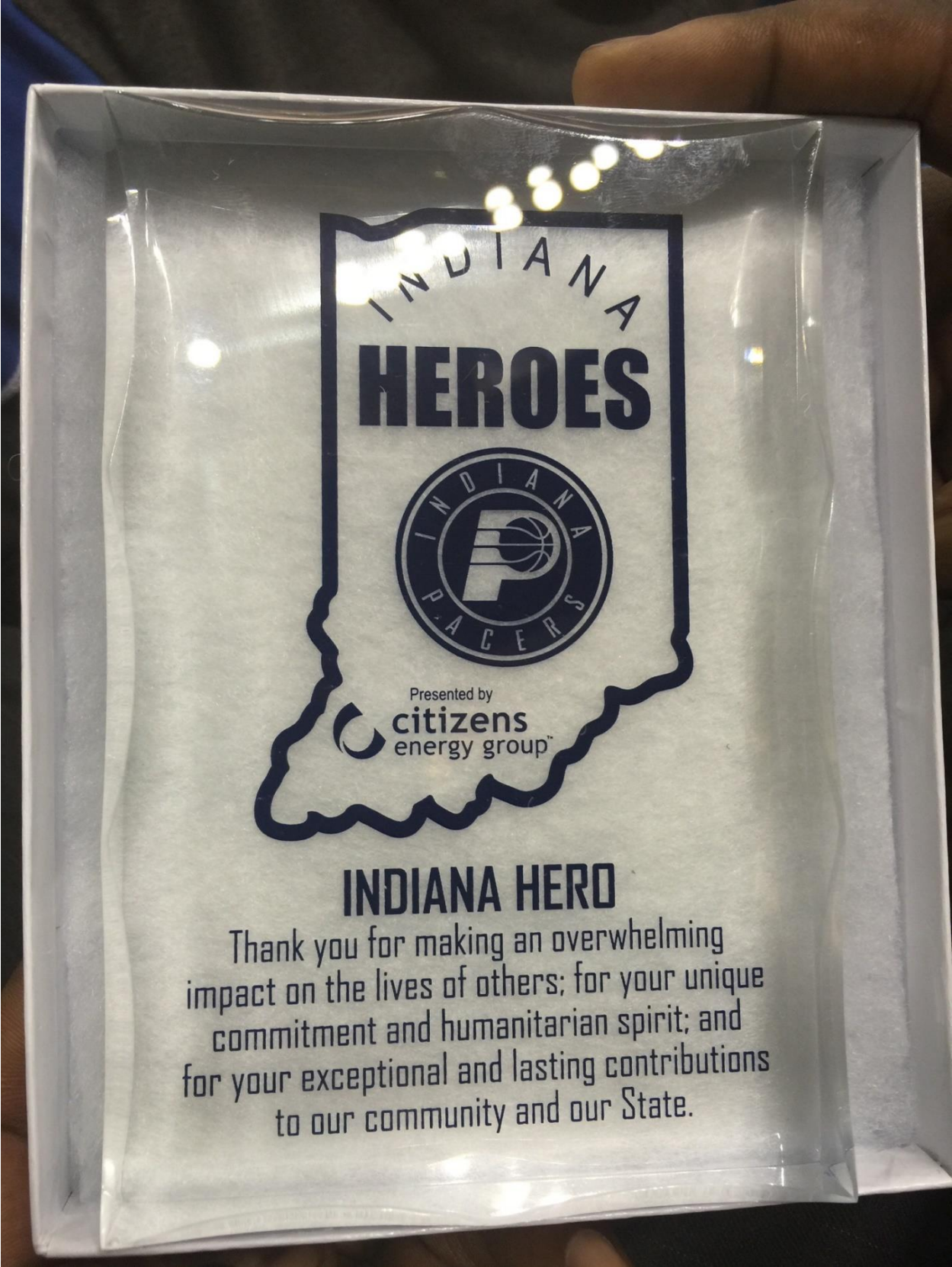












* This panel folds to the inside. It measures 5.875" wide. Front cover and back cover are 6" wide.

BACK COVER

FRONT COVER

SUMMARY OF OUR PROGRAMS

The Enterprise City Program is an after school program teaching life skills and consequences. It is modeled on a miniature city with vital entities and institutions the participants run and interact with to gain practical knowledge and experience. Our version has been specially modified to address the needs of at-risk youth. HIM By HER will have territorial exclusivity for the Enterprise City programs, and will also utilize the curriculum expertise of Enterprise City innovator Philip Ross.

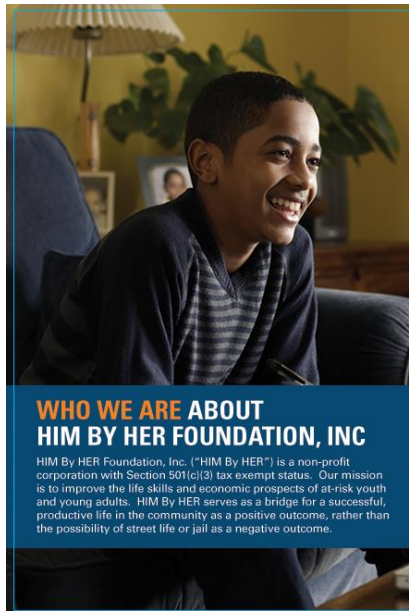
The Enterprise City Program will be implemented both as a mobile concept, to allow the flexibility of bringing the Enterprise City to different neighborhoods and localities. Also having the possibility of obtaining a permanent structure at a future location at a later date and time. Separate curricula are used for the different ages of participants, including: pre-kindergarten; elementary school; middle school; and high school. The curricula will be implemented in English and Spanish. All curriculum versions of the Enterprise City Programs can be implemented at a local school, church, or community center. The mobile Enterprise City arrives at a location and unfolds inside a gymnasium, large recreational room or even a small class room.

In the Industrial City Program, adult participants learn valuable and marketable vocational skills for today's job market. It provides hands-on training for many traditional skilled trades, and will expand to include cutting-edge trades. In-the-field training is acquired through unique partnerships with the local business community. It also serves as another component for avoiding the criminal justice system and becoming long-term, productive members of society. The Industrial City is a day and evening program.



Him by HER Foundation, Inc.
P.O. Box 52
McCordsville, IN 46055-0052
(317) 918-7799
www.himbyherfoundation.com
himbyherfoundation@gmail.com

HIM By HER
FOUNDATION
SPONSORSHIP INFORMATION PACKET



WHO WE ARE ABOUT HIM BY HER FOUNDATION, INC

HIM By HER Foundation, Inc. ("HIM By HER") is a non-profit corporation with Section 501(c)(3) tax exempt status. Our mission is to improve the life skills and economic prospects of at-risk youth and young adults. HIM By HER serves as a bridge for a successful, productive life in the community as a positive outcome, rather than the possibility of street life or jail as a negative outcome.

IMPORTANT SUSTAINABILITY PROGRESS

HIM By HER has secured the cooperation of several important local entities that will help launch and sustain its programs. It has reached an understanding with the Marion County Probation Department to refer probationers to the HIM By HER programs as part of alternative probation placements. The initial commitment will be from 1,200 to 7,000 juvenile probationers recommended for the HIM By HER programs annually. Similar arrangements and commitments are in the works for adult probationers. Negotiations are currently being held with Community Corrections, the Marion County Prosecutor Terry Curry's Office, and the Marion County Courts. The Indianapolis Metropolitan Police Department ("IMPD") and the Marion County Sheriff's Office have agreed to provide a significant number of officers to make follow-up visits to the homes and schools of program participants as part of an expanded community policing initiative. IMPD Chief Rick Hite has praised and endorsed the HIM By HER programs. Grant writers from the City of Indianapolis have pledged their supportive expertise to assist HIM By HER in acquiring



FUNDING SOUGHT

HIM By HER is respectfully and humbly seeking broad annual and one-time funding to carry out its programs. All appropriate contributions will be accepted, whether large or small.

HOW CONTRIBUTIONS WILL BE USED

- Purchasing a functional mobile Enterprise City
- Purchasing/licensing the complete Enterprise City and Industrial City curriculum for all levels, including pre-kindergarten, elementary, middle school, and high school curriculum (and the annual fees);
- Purchasing a semi-trailer for the physical implementation of the mobile Enterprise City program;
- Initially painting the semi-trailer with sponsorship and program logos, and updating as required; and
- Helping to pay the salaries of eight 8 full-time and eight 8 part-time employees.

HIM By HER
FOUNDATION
MOBILE
HELPING IMPROVE MANKIND BY HEALING EVERY RACE





April 18, 2018



Phelco Technologies, Inc
Business Solutions

9801 Fall Creek Rd., #131
Indianapolis, IN 46256
Phone: 317.898.0334
Fax: 317.536.3743
www.phelco.com
MBE | WBE | DBE | ACOBE | SDB

Mr. Harry Dunn, Founder
Him by Her Foundation
120 E. Market Street
Indianapolis, IN 46204

RE: Charter School Letter of Support

Dear Mr. Dunn:

As a former board member to the HIM by HER Foundation, I am writing in support of the Him by Her Performance Academy's submission for charter school status from the Indiana Charter School Board. In my past experience with the organization, I saw that the goals of the organization were designed to meet the needs of so many students in the community who are falling short of standard academia performance. This is an unfortunate truth in the city of Indianapolis, but I am grateful that an organization like HIM by HER has chosen to address these needs in the form of a stronger education.

It's exciting to know that the expansion of Him by Her's current Enterprise City program, into a comprehensive charter school, will rapidly provide up to 1400 students (by year 5) the opportunity to realize their performance dreams in the arts, sciences, sports, and theatre. It is an exciting and worthy venture to know that the plan will also provide many potential drop-outs, suspended, or at-risk students the wrap-around services needed for them to learn about many different careers.

It is with great pleasure that I offer my support to you and your leadership team at the Him by Her Performance Academy. Again, I am grateful for your service to the community, and for your efforts to build bridges that will make a difference in the lives of so many young-people. If I may provide further needed information, please feel free to contact me.

Respectfully,

Tasha Phelps
President & CEO
Phelco Technologies
tasha@phelco.com
(317) 442-7842

Business IS our Business

Hi Amy,

Thank you for your questions/clarifications. Opening in the Fall, 2019, rather than in January, 2019, would be fine with us.

We would like to remain as focusing on the Broad Ripple High School (or the Broad Ripple, northside area, if necessary) so far as location goes. We understand the dynamics regarding the sale/purchase and the current law goes (and the now—at least for the immediate future—defunct portion of HB 1315 that referred to sales of IPS buildings); but we have the potential for a funder at the table with us that would make the sale of BRHS to us a win/win for everyone—the BR/Meridian Kessler northside neighborhood & the desires of the BRVA; the students of the current BRHs & MS Performing Arts Magnets; HIM BY HER; and the need for an appropriate selling price for IPS.

We strongly believe that there is a definite advantage in BRHS remaining a Performing Arts-type magnet so as to not “lose” many of their students and to provide the continuing prospect for performing arts careers for those currently-enrolled students there. Yet, we believe that expanding the opportunities available at the building to provide career-skill building like the school used to do is a critical need lacking in IPS and, generally, in Indianapolis. We—like other charters—have also met with the Purdue Polytech School Scott Bess. We believe that our proposal would mesh very well with the Governor’s new career and technical/vocational plans.

As you noted, we provided data on the need in this community, but given the expertise of myself, Detective Harry Dunn, former IPS Assistant Principal Keith White and others involved in our project, we are already very familiar and have at our disposal the demographics, data, and need for other high-need areas on the North and NorthEast and NorthWest side of greater Indianapolis. We are not limited to the Broad Ripple High School or Broad Ripple area, but—for now—believe that is the most appropriate fit for HIM BY HER and the existing IPS Performing Arts Magnets building and want to leave our ISCB application for the Broad Ripple area. Should the existing BRHS site not be available, for some reason, then we have other sites in the same general northside of Indianapolis area that could be applied. Again, thank you for your informative note, and we look forward to meeting with you. As always, should you have any other questions or suggestions, please feel free to get in touch with us.

The opening date can be arranged to fit what is best for the community and budget. We do have a recruiting plan in place, but the is flexible with the 2019 school year and the 2020 school year.

Sincerely,

Harry Dunn, & Wanda Riesz
HIM By HER Foundation, INC



“Helping Improve Mankind By Healing Every Race”

Street Address: 120 East Market Street, Suite 624 • Indianapolis, IN 46204

P.O. Box Address: P.O. Box 52 • McCordsville, IN 46055-0052

Phone: (317) 918-7799 • <http://www.himbyherfoundation.com>

John L. Bartlett, Chair
William Benjamin
Terrance M. Bogan

David Calabro
Harry C. Dunn, III
Michelle D. Dunn

Gregory P. Gadson
Jason Gardner
Norma L. Knecht

Bailey Rayford
Larcia S. Warthaw
Keith White

Mr. Harry Dunn, Founder
Him by Her Foundation
120 E. Market Street
Indianapolis, IN 46204

Dear Mr. Dunn:

My name is LeRoy Lewis III, and I am writing in support of the Him by Her Performance Academy submission for charter school status from the Indiana Charter School Board. I can not support the placement of this school in any particular location, but I believe that it can fill a void in the Indianapolis community. This is a school that will meet the needs of so many of the local students who are falling short of academic success in school or are marginalized in some manner—whether this be financial, minority status, language fluency, homelessness, or simply not able to continue in a performance-direction due to the forecasted closure of the grade 6-12 Broad Ripple Performing Arts Magnet School.

To expand your current Him by Her Enterprise City into a comprehensive charter school is an exciting and worthy venture that rapidly will provide up to 1400 students (by year 5) the opportunity to realize their performance dreams in the arts, sports, and theatre. Equally important—your school will provide many potential drop-outs, suspended, or at-risk students the wrap-around services needed for them to learn about many different careers. These 1400 students will be able to graduate prepared either for college entrance and success or prepared to skip the entry-level jobs available at a McDonalds and go directly into their chosen career, whether this be welding, drywall, or another apprentice-level position.

As our youth in Indianapolis become more involved in the city in volunteer and paying positions and enjoy and profit from their schooling, research shows that crime rates will decrease. At a time when Indianapolis is rapidly becoming a world-class city, competing for Amazon headquarters, foreign business facilities, and bio-tech industries, it is critical that we have a ready workforce with the “soft skills” (responsibility, team work, communication and leadership) that business demands. Him by Her Performance Academy will provide the character development experiences – as well as the academics to meet all State Standards—so that Indianapolis youth are sought for employment as some of the highest quality workforce available, not only in Indiana but in the U.S.

It is with great pleasure that I support the Him by Her Performance Academy and its effort to open this charter school. The Him by Her Foundation has already made an exceptional difference in the lives of many local youth, as mentors, role models, and in business experiences, and I feel confident the number of youth to benefit from HbH Academy will be greatly expanded. Again, I highly support the HbH charter school proposal, and if I may provide further needed information, please feel free to contact me.

Yours In Service,

LeRoy Lewis III



5902 E. 34th Street, Suite I
Indianapolis, IN 46218

Mr. Harry Dunn, Founder
Him by Her Foundation
120 E. Market Street
Indianapolis, IN 46204

Dear Mr. Dunn:

As CEO of BWI, I am writing in support of the Him by Her Performance Academy submission for charter school status from the Indiana Charter School Board. This is a school that will meet the needs of so many of the local students who are falling short of academic success in school or are marginalized in some manner—whether this be financial, minority status, language fluency, homelessness, or simply not able to continue in a performance-direction due to the forecasted closure of the grade 6-12 Broad Ripple Performing Arts Magnet School.

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It is with great pleasure that BWI commits to assist the Him by Her Performance Academy by serving as a development and construction partner for this charter school. The Him by Her Foundation has already made an



5902 E. 34th Street, Suite I
Indianapolis, IN 46218

exceptional difference in the lives of many local youth, as mentors, role models, and in business experiences, and I feel confident the number of youth to benefit from HbH Academy will be greatly expanded. Again, I highly support the HbH charter school proposal, and if I may provide further needed information, please feel free to contact me.

Sincerely,

Gary Hobbs
CEO
BWI, LLC



“Helping Improve Mankind By Healing Every Race”

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Bailey Rayford
Larcia S. Warthaw
Keith White

Mr. Harry Dunn, Founder
Him by Her Foundation
120 E. Market Street
Indianapolis, IN 46204

Dear Mr. Dunn:

As Jason Gardner, I am writing in support of the Him by Her Performance Academy submission for charter school status from the Indiana Charter School Board. This is a school that will meet the needs of so many of the local students who are falling short of academic success in school or are marginalized in some manner—whether this be financial, minority status, language fluency, homelessness, or simply not able to continue in a performance-direction due to the forecasted closure of the grade 6-12 Broad Ripple Performing Arts Magnet School.

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profit from their schooling, research shows that crime rates will decrease. At a time when Indianapolis is rapidly becoming a world-class city, competing for Amazon headquarters, foreign business facilities, and bio-tech industries, it is critical that we have a ready workforce with the “soft skills” (responsibility, team work, etc.”clean juvenile record.” Etc.....) that business demands. Him by Her Performance Academy will provide the character development experiences –as well as the academics to meet all State Standards—so that Indianapolis youth are sought for employment as some of the highest quality workforce available, not only in Indiana but in the U.S.

It is with great pleasure that (name of business or organization)..... commits to assist the Him by Her Performance Academy by (serving as a partner.....or providing.....services) for this charter school. The Him by Her Foundation has already made an exceptional difference in the lives of many local youth, as mentors, role models, and in business experiences, and I feel confident the number of youth to benefit from HbH Academy will be greatly expanded. Again, I highly support the HbH charter school proposal, and if I may provide further needed information, please feel free to contact me.

Sincerely,

Jason Gardner



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Bailey Rayford
Larcia S. Warthaw
Keith White

Mr. Harry Dunn, Founder
Him by Her Foundation
120 E. Market Street
Indianapolis, IN 46204

Dear Mr. Dunn:

As Aaron Williams, Global Director of Corporate Communication and Marketing, I am writing in support of the Him by Her Performance Academy submission for charter school status from the Indiana Charter School Board. This is a school that will meet the needs of so many of the local students who are falling short of academic success in school or are marginalized in some manner—whether this be financial, minority status, language fluency, homelessness, or simply not able to continue in a performance-direction due to the forecasted closure of the grade 6-12 Broad Ripple Performing Arts Magnet School.

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As our youth in Indianapolis become more involved in the city in volunteer and paying positions and enjoy and

profit from their schooling, research shows that crime rates will decrease. At a time when Indianapolis is rapidly becoming a world-class city, competing for Amazon headquarters, foreign business facilities, and bio-tech industries, it is critical that we have a ready workforce with the “soft skills” (responsibility, team work, etc...”clean juvenile record.” Etc.....) that business demands. Him by Her Performance Academy will provide the character development experiences –as well as the academics to meet all State Standards—so that Indianapolis youth are sought for employment as some of the highest quality workforce available, not only in Indiana but in the U.S.

It is with great pleasure that Topcoder™ commits to assist the Him by Her Performance Academy by serving as a partner and supporter for this charter school. The Him by Her Foundation has already made an exceptional difference in the lives of many local youth, as mentors, role models, and in business experiences, and I feel confident the number of youth to benefit from HbH Academy will be greatly expanded. Again, I highly support the HbH charter school proposal, and if I may provide further needed information, please feel free to contact me.

Sincerely,

Aaron Williams
Global Director of Corporate Communications and Marketing



March 20, 2018

Mr. Harry Dunn, Founder
Him by Her Foundation
120 E. Market Street
Indianapolis, IN 46204

Dear Mr. Dunn:

As Vice President of development at Browning, I am writing in support of the Him by Her Performance Academy submission for charter school status from the Indiana Charter School Board. This is a school that will meet the needs of so many of the local students who are falling short of academic success in school or are marginalized in some manner—whether this be financial, minority status, language fluency, homelessness, or simply not able to continue in a performance-direction due to the forecasted closure of the grade 6-12 Broad Ripple Performing Arts Magnet School.

To expand the current Him by Her Enterprise City into a comprehensive charter school is an exciting and worthy venture that rapidly will provide up to 1400 students (by year 5) the opportunity to realize their performance dreams in the arts, sports, and theatre. Equally important—your school will provide many potential drop-outs, suspended, or at-risk students the wrap-around services needed for them to learn about many different careers. These 1400 students will be able to graduate prepared either for college entrance and success or prepared to skip the entry-level jobs and go directly into their chosen career, whether this be welding, drywall, or another apprentice-level position.

As our youth in Indianapolis become more involved in the city in volunteer and paying positions and enjoy and profit from their schooling, research shows that crime rates will decrease. At a time when Indianapolis is rapidly becoming a world-class city, competing for Amazon headquarters, foreign business facilities, and bio-tech industries, it is critical that we have a ready workforce with the “soft skills” that business demands. Him by Her Performance Academy will provide the character development experiences—as well as the academics to meet all State Standards—so that Indianapolis youth are sought for employment as some of the highest quality workforce available, not only in Indiana but in the U.S.

It is with great pleasure that Browning commits to assist the Him by Her Performance Academy for this charter school. The Him by Her Foundation has already made an exceptional difference in the lives of many local youth, as mentors, role models, and in business experiences, and I feel confident the number of youth to benefit from HbH Academy will be greatly expanded. Again, I highly support the HbH charter school proposal, and if I may provide further needed information, please feel free to contact me.

Sincerely,

A handwritten signature in black ink that reads 'Jamie Browning'.

Jamie Browning
Vice President Real Estate Development

6100 WEST 96TH STREET, SUITE 150 ■ INDIANAPOLIS, INDIANA 46278 ■ PHONE (317) 244-7300 ■ WWW.BROWNINGINVESTMENTS.COM



“Helping Improve Mankind By Healing Every Race”

Street Address: 120 East Market Street, Suite 624 • Indianapolis, IN 46204

P.O. Box Address: P.O. Box 52 • McCordsville, IN 46055-0052

Phone: (317) 918-7799 • <http://www.himbyherfoundation.com>

John L. Bartlett, Chair
William Benjamin
Terrance M. Bogan

David Calabro
Harry C. Dunn, III
Michelle D. Dunn

Gregory P. Gadson
Jason Gardner
Norma L. Knecht

Bailey Rayford
Larcia S. Warthaw
Keith White

Mr. Harry Dunn, Founder
Him by Her Foundation
120 E. Market Street
Indianapolis, IN 46204

Dear Mr. Dunn:

As member of the House of Representatives John Bartett, I am writing in support of the Him by Her Performance Academy submission for charter school status from the Indiana Charter School Board. This is a school that will meet the needs of so many of the local students who are falling short of academic success in school or are marginalized in some manner—whether this be financial, minority status, language fluency, homelessness, or simply not able to continue in a performance-direction due to the forecasted closure of the grade 6-12 Broad Ripple Performing Arts Magnet School.

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As our youth in Indianapolis become more involved in the city in volunteer and paying positions and enjoy and

profit from their schooling, research shows that crime rates will decrease. At a time when Indianapolis is rapidly becoming a world-class city, competing for Amazon headquarters, foreign business facilities, and bio-tech industries, it is critical that we have a ready workforce with the “soft skills” (responsibility, team work, etc) that business demands. Him by Her Performance Academy will provide the character development experiences –as well as the academics to meet all State Standards—so that Indianapolis youth are sought for employment as some of the highest quality workforce available, not only in Indiana but in the U.S.

It is with great pleasure that John Bartlett commits to assist the Him by Her Performance Academy by (serving a Board Member for this charter school. The Him by Her Foundation has already made an exceptional difference in the lives of many local youth, as mentors, role models, and in business experiences, and I feel confident the number of youth to benefit from HbH Academy will be greatly expanded. Again, I highly support the HbH charter school proposal, and if I may provide further needed information, please feel free to contact me.

Sincerely,



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Bailey Rayford
Larcia S. Warshaw
Keith White

Mr. Harry Dunn, Founder
Him by Her Foundation
120 E. Market Street
Indianapolis, IN 46204

Dear Mr. Dunn:

DARRYL PIERG
As ~~Add your name and title~~, I am writing in support of the Him by Her Performance Academy submission for charter school status from the Indiana Charter School Board. This is a school that will meet the needs of so many of the local students who are falling short of academic success in school or are marginalized in some manner—whether this be financial, minority status, language fluency, homelessness, or simply not able to continue in a performance-direction due to the forecasted closure of the grade 6-12 Broad Ripple Performing Arts Magnet School.

To expand your current Him by Her Enterprise City into a comprehensive charter school is an exciting and worthy venture that rapidly will provide up to 1400 students (by year 5) the opportunity to realize their performance dreams in the arts, sports, and theatre. Equally important—your school will provide many potential drop-outs, suspended, or at-risk students the wrap-around services needed for them to learn about many different careers. These 1400 students will be able to graduate prepared either for college entrance and success or prepared to skip the entry-level jobs available and go directly into their chosen career, whether this be welding, drywall, or another apprentice-level position.

As our youth in Indianapolis become more involved in the city in volunteer and paying positions and enjoy and profit from their schooling, research shows that crime rates will decrease. At a time when Indianapolis is rapidly becoming a world-class city, competing for Amazon headquarters, foreign business facilities, and bio-tech

industries, it is critical that we have a ready workforce with the "soft skills" (responsibility, team work, etc., "clean juvenile record," Etc., etc.) that business demands. Him by Her Performance Academy will provide the character development experiences –as well as the academics to meet all State Standards—so that Indianapolis youth are sought for employment as some of the highest quality workforce available, not only in Indiana but in the U.S.

It is with great pleasure that (name of business or organization) commits to assist the Him by Her Performance Academy by (serving as a partner or providing services) for this charter school. The Him by Her Foundation has already made an exceptional difference in the lives of many local youth, as mentors, role models, and in business experiences, and I feel confident the number of youth to benefit from HbH Academy will be greatly expanded. Again, I highly support the HbH charter school proposal, and if I may provide further needed information, please feel free to contact me.

Sincerely,

(name) DARRYL PIERCE Darryl Pierce
(Title) I. M. P. D. (RETIRED)

Richard A. Hite, Chief of Police
50 North Alabama Street
Indianapolis, Indiana 46204



**Indianapolis Metropolitan
Police Department
City of Indianapolis**

February 19, 2015

HIM BY HER, INC.
8304 Coral Bay Court
Indianapolis, IN 46236

Dear Chairman Harry C. Dunn III:

Thank you for your dedicated efforts to the community and in particular the City of Indianapolis-Marion County. As you and I both unfortunately know first-hand, crime in America continues to be a pressing social problem that has serious negative effects on communities, families, the economy and individuals. We must be vigilant and also creative when it comes to solving this problem and that primarily means putting individuals on the right track at the outset and back on after they fall off. It has been proven by the U.S. Department of Justice and others that specific mentoring models and programmatic elements can improve young lives and, eventually, adult productivity and that youth and young adults who participate in evidence-based mentoring relationships demonstrate better school attendance, a greater likelihood of pursuing higher education and with the appropriate delivery of services, youth and young adults can overcome the risk factors that jeopardize their future of being a successful, productive citizen. I applaud, support and fully endorse the HIMByHER Foundation's effort to bring the "Enterprise City Program" to Indianapolis. The Enterprise City's curriculum of applied, real-world learning, giving its participants that unique glimpse into the productive adult working world is precisely the sort of program that will have a long-lasting positive impact on an at-risk individual. The integration and application of math, language arts, financial literacy, social studies, civics, technology skills, teamwork and critical thinking in combination with role-play as employees, government officials, consumers and citizens, will undoubtedly create the space, the environment and the opportunity for that youthful "spark" to "light a positive fire" for that at risk individual. And while the Enterprise City will fill a conspicuous void, I also support and fully endorse the HIMByHER Foundation's efforts in vocation training and its "Industrial City Program." There is no better crime fighting tool than a good paying job and career and the Industrial City's curriculum focused on developing in demand vocational job skills, including potential training in carpentry, cement masonry, painting, HVAC, electrical, plumbing and landscaping and other overall employment related skills including customer service, fairness, hard work, conflict resolution and courtesy will undeniably help put young men and women into the working world and change his/her trajectory for the better.

In support of the HIMByHER Foundation's efforts, I offer the support and help of the professionals of the Indianapolis Metropolitan Police Department. As this initiative continues to evolve, please keep this Department advised and let us know how we may be of assistance as there is a clear interconnection between this program and IMPD's efforts in the community.

Sincerely,

A handwritten signature in black ink that reads "Rick Hite".

Chief Rick Hite
Indianapolis Metropolitan Police Department



**THE COUNCIL
CITY OF INDIANAPOLIS
MARION COUNTY**

William "Duke" Oliver
Councillor, District 9

Mr. Harry Dunn, Founder
Him by Her Foundation
120 E. Market Street
Indianapolis, IN 46204

To Whom it may concern:

As City-County Councillor, District 9, I William "Duke" Oliver, am writing in support of the Him by Her Performance Academy submission for charter school status from the Indiana Charter School Board. This is a school that will meet the needs of so many of the local students who are falling short of academic success in school or are marginalized in some manner—whether this be financial, minority status, language fluency, homelessness, or simply not able to continue in a performance-direction due to the forecasted closure of the grade 6-12 Broad Ripple Performing Arts Magnet School.

To expand your current, Him by Her Enterprise City into a comprehensive charter school is an exciting and worthy venture that rapidly will provide up to 1400 students (by year 5) the opportunity to realize their performance dreams in the arts, sports, and theatre. Equally important—your school will provide many potential drop-outs, suspended, or at-risk students the wrap-around services needed for them to learn about many different careers. These 1400 students will be able to graduate prepared either for college entrance and success or prepared to skip the entry-level jobs available and go directly into their chosen career, whether this be welding, drywall, or another apprentice-level position.

As our youth in Indianapolis become more involved in the city in volunteer and paying positions and enjoy and profit from their schooling, research shows that crime rates will decrease. At a time when Indianapolis is rapidly becoming a world-class city, competing for Amazon headquarters, foreign business facilities, and bio-tech industries, it is critical that we have a ready workforce with the "soft skills" that business demands. Him by Her Performance Academy will provide the character development experiences—as well as the academics to meet all State Standards—so that Indianapolis youth are sought for employment as some of the highest quality workforce available, not only in Indiana but in the U.S.

I am in support of the Him by Her Performance Academy and feel that the Him by Her Foundation has already made an exceptional difference in the lives of many local youth, as mentors, role models, and in business experiences, and I feel confident the number of youth to benefit from HbH Academy will be greatly expanded. Again, I highly support the HbH charter school proposal, and if I may provide further needed information, please feel free to contact me.

Sincerely,

William Duke Oliver
City-County Councillor
District 9

200 E. Washington Street, T-241 • Indianapolis, IN 46204
Phone: 317.201.8770 • Fax: 317.327.4230
William.Oliver@indy.gov



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John L. Bartlett, Chair
William Benjamin
Terrance M. Bogan

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Jason Gardner
Norma L. Knecht

Bailey Rayford
Larcia S. Warhaw
Keith White

Mr. Harry Dunn, Founder
Him by Her Foundation
120 E. Market Street
Indianapolis, IN 46204

Dear Mr. Dunn: *Charles Harrison*

As **Add your name and title**, I am writing in support of the Him by Her Performance Academy submission for charter school status from the Indiana Charter School Board. This is a school that will meet the needs of so many of the local students who are falling short of academic success in school or are marginalized in some manner—whether this be financial, minority status, language fluency, homelessness, or simply not able to continue in a performance—direction due to the forecasted closure of the grade 6-12 Broad Ripple Performing Arts Magnet School.

To expand your current Him by Her Enterprise City into a comprehensive charter school is an exciting and worthy venture that rapidly will provide up to 1400 students (by year 5) the opportunity to realize their performance dreams in the arts, sports, and theatre. Equally important—your school will provide many potential drop-outs, suspended, or at-risk students the wrap-around services needed for them to learn about many different careers. These 1400 students will be able to graduate prepared either for college entrance and success or prepared to skip the entry-level jobs available and go directly into their chosen career, whether this be welding, drywall, or another apprentice-level position.

As our youth in Indianapolis become more involved in the city in volunteer and paying positions and enjoy and profit from their schooling, research shows that crime rates will decrease. At a time when Indianapolis is rapidly becoming a world-class city, competing for Amazon headquarters, foreign business facilities, and bio-tech industries, it is critical that we have a ready workforce with the “soft skills” (responsibility, team work, etc...“clean juvenile

record." Etc.....) that business demands. Him by Her Performance Academy will provide the character development experiences –as well as the academics to meet all State Standards—so that Indianapolis youth are sought for employment as some of the highest quality workforce available, not only in Indiana but in the U.S.

It is with great pleasure that (name of business or organization)..... commits to assist the Him by Her Performance Academy by (serving as a partner.....or providing.....services) for this charter school. The Him by Her Foundation has already made an exceptional difference in the lives of many local youth, as mentors, role models, and in business experiences, and I feel confident the number of youth to benefit from HbH Academy will be greatly expanded. Again, I highly support the HbH charter school proposal, and if I may provide further needed information, please feel free to contact me.

Sincerely,

.....(name)
.....(Title)

Charles Hamlin
Barnes United Methodist Church
Board President
Indianapolis TenPoint Coalition



**THE COUNCIL
CITY OF INDIANAPOLIS
MARION COUNTY**

VOP OSILI
President
Councillor, District 11

Mr. Harry Dunn, Founder
Him by Her Foundation
120 E. Market Street
Indianapolis, IN 46204

Dear Mr. Dunn:

I write in support of the Him by Her Performance Academy submission for charter school status from the Indiana Charter School Board. The school will meet the needs of up to 1400 local students (by year 5) who are falling short of academic success in school or are marginalized in some manner—whether this be financial, minority status, language fluency, homelessness, or simply not able to continue in a performance-direction due to the forecasted closure of the grade 6-12 Broad Ripple Performing Arts Magnet School

Expanding your current Him by Her Enterprise City into a comprehensive charter school will provide these students the opportunity to realize their performance dreams in the arts, sports, and theatre. The school will also provide many potential drop-outs, suspended, or at-risk students the wrap-around services needed for them to learn about many different careers, enabling them to graduate prepared either for college entrance and success or prepared to skip the typically available entry-level jobs and go directly into their chosen career, whether this be welding, drywall, or another apprentice-level position.

Research shows that crime rates decrease when our youth become more involved in volunteer and paying positions and enjoy and profit from their schooling. At a time when Indianapolis is rapidly becoming a world-class city, competing for global company headquarters, foreign business facilities, and bio-tech industries, it is critical that we have a ready workforce equipped with the soft skills of responsibility, team work and work ethic that business demands. I believe Him by Her Performance Academy will provide the character development experiences and the academic background to meet all State Standards so that Indianapolis youth are sought for employment as some of the highest quality workforce available in the country.

The Him by Her Foundation has already made an exceptional difference in the lives of many local youth. I strongly support the Him by Her Performance Academy charter school proposal, and if I may provide further needed information, please feel free to contact me.

Sincerely,

Vop Osili
President, City-County Council
District 11

133 W. Market St., Unit 184 • Indianapolis, IN 46204
Phone: 317.332.0877 • Fax: 317.327.4230
Email: voposili@gmail.com • Website: www.indy.gov/council



**THE COUNCIL
CITY OF INDIANAPOLIS
MARION COUNTY**

Monroe Gray
Councillor, District 8

April 9, 2018

Mr. Harry Dunn, Founder
Him by Her Foundation
120 East. Market Street
Indianapolis, IN 46204

Dear Mr. Dunn:

I, **Monroe Gray Jr., City-County Councillor**, write this letter in support of the **Him by Her Performance Academy's** submission for Charter School status from the **Indiana Charter School Board**. This is a school that will meet the needs of so many of the local students who are falling short of academic success in school or are marginalized in some manner . . . whether it is due to financial or minority status, language fluency, homelessness, or simply not able to continue in a performance-direction due to the forecasted closure of the **Broad Ripple Performing Arts Magnet School** Grades 6-12.

To expand the current **Him by Her Enterprise City** into a comprehensive Charter School is an exciting and worthy venture that rapidly will provide up to 1400 students (by year five) the opportunity to realize their performance dreams in the Arts, Sports, and Theatre. Equally important is the fact that your school will provide many potential drop-outs, suspended, and/or at-risk students the wrap-around services needed for them to learn about many different careers. These 1400 students will be able to graduate prepared either for college entrance and success or prepared to bypass the entry-level jobs available at a McDonalds and go directly into their chosen career, whether this be welding, drywall, or another apprentice-level position.

As our Indianapolis youth become more involved in the city in volunteer and paying positions and enjoy and profit from their schooling, research shows that crime rates will decrease. At a time when Indianapolis is rapidly becoming a world-class city, competing for Amazon Headquarters, foreign business facilities, and Bio-Tech industries, it is critical that we have a ready workforce with the "soft skills" to include responsibility, team work, a clean juvenile history, which business demands. **Him by Her Performance Academy** will provide the character development experiences as well as the required academics necessary to meet all State Standards so that Indianapolis youth are sought after for employment as some of the highest quality workforce available, not only in Indiana but throughout the United States.

200 E. Washington Street • Indianapolis, IN 46204
Phone: 317-327-4242 • Fax: 317-327-4230
Email: monroe.gray@indy.gov • Website: www.indy.gov/council

It is with great pleasure to offer my commitment to assist the **Him by Her Performance Academy** by supporting them for Charter School status. The **Him by Her Foundation** has already made an exceptional difference in the lives of many local youth, as mentors, role models, and in business experiences, and I feel confident the number of youth to benefit from the **Him by Her Performance Academy** will be greatly expanded.

Again, I highly support the **Him by Her Performance Academy** Charter School proposal. Should you have a need for further information or have additional questions, please do not hesitate to contact me directly.

Sincerely,



Monroe Gray Jr.
City-County Councillor



“Helping Improve Mankind By Healing Every Race”

Street Address: 120 East Market Street, Suite 624 • Indianapolis, IN 46204

P.O. Box Address: P.O. Box 52 • McCordsville, IN 46055-0052

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John L. Bartlett, Chair
William Benjamin
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Jason Gardner
Norma L. Knecht

Bailey Rayford
Larcia S. Warhaw
Keith White

Mr. Harry Dunn, Founder
Him by Her Foundation
120 E. Market Street
Indianapolis, IN 46204

Dear Mr. Dunn:

As member of the House of Representatives John Bartett, I am writing in support of the Him by Her Performance Academy submission for charter school status from the Indiana Charter School Board. This is a school that will meet the needs of so many of the local students who are falling short of academic success in school or are marginalized in some manner—whether this be financial, minority status, language fluency, homelessness, or simply not able to continue in a performance-direction due to the forecasted closure of the grade 6-12 Broad Ripple Performing Arts Magnet School.

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it is critical that we have a ready workforce with the “soft skills” (responsibility, team work, etc) that business demands. Him by Her Performance Academy will provide the character development experiences –as well as the academics to meet all State Standards—so that Indianapolis youth are sought for employment as some of the highest quality workforce available, not only in Indiana but in the U.S.

It is with great pleasure that John Bartlett commits to assist the Him by Her Performance Academy by (serving a Board Member for this charter school. The Him by Her Foundation has already made an exceptional difference in the lives of many local youth, as mentors, role models, and in business experiences, and I feel confident the number of youth to benefit from HbH Academy will be greatly expanded. Again, I highly support the HbH charter school proposal, and if I may provide further needed information, please feel free to contact me.

Sincerely,

Exhibit C

Charter School Board Member Information Form

(To be completed individually by each proposed board member for the charter holder)

Serving on a public charter school board is a position of public trust and fiduciary responsibility. As a board member of a public school, you are responsible for ensuring the quality of the school program, competent stewardship of public funds, and the school's fulfillment of its public obligations and all terms of its charter.

As part of the application for a new charter school, the Indiana Charter School Board requests that each prospective board member respond individually to this questionnaire. Where narrative responses are required, brief responses are sufficient.

The purpose of this questionnaire is twofold: 1) to give application reviewers a clearer introduction to the applicant group behind each school proposal in advance of the applicant interview, in order to be better prepared for the interview; and 2) to encourage board members to reflect individually as well as collectively on their common mission, purposes, and obligations at the earliest stage of school development.

Background

1. Name of charter school on whose board of directors you intend to serve:
HIM By HER Collegiate School for the Arts
2. Your full name:
John Bartlett
3. Brief educational and employment history (no narrative response is required if your resume is attached to the application as part of Attachment 1).
 Resume is attached. Please do not include a resume in both Attachment #1 and #2.
4. Describe any previous experiences relevant to serving on the board of a charter school (including other board experience, or any experience overseeing start-up or entrepreneurial ventures). If you have not had previous board experience, explain why you believe that you will be an effective board member.

Help support and development youth and marginalized families”

5. Do you understand the obligations of a charter school's board of directors to comply with Indiana's Public Access laws, including the Open Door Law for Board meetings?
 Yes Don't Know/ Unsure

Disclosures

1. Indicate whether you or your spouse knows any other prospective board members for the proposed school. If so, please indicate the precise nature of your relationship.
 I/we do not know any such trustees Yes
2. Indicate whether you or your spouse knows anyone who is conducting, or plans to conduct, business with the charter school (whether as an individual or as a director, officer, employee or agent of another entity). If so, indicate and describe the precise nature of your relationship and the nature of the business.

I/we do not know any such persons. Yes

3. Indicate if you, your spouse or other immediate family members anticipate conducting, or are conducting, any business with the school. If so, indicate the precise nature of the business that is being or will be conducted.
 I/we do not anticipate conducting any such business Yes


4. If the school intends to contract with an Education Service Provider, indicate whether you or your spouse knows any employees, officers, owners, directors or agents of that provider. If the answer is in the affirmative, please describe any such relationship
 Not applicable I/we do not know any such persons Yes

5. If the school contracts with an education service provider, please indicate whether you, your spouse or other immediate family members have a direct or indirect ownership, employment, contractual or management interest in the provider. For any interest indicated, provide a detailed description.
 Not applicable I/we have no such interest Yes

6. If the school plans to contract with an Education Service Provider, indicate if you, your spouse or other immediate family member anticipate conducting, or are conducting, any business with the provider. If so, indicate the precise nature of the business that is being or will be conducted.
 Not applicable I/we or my family do not anticipate conducting any such business Yes

7. Indicate whether you, your spouse or other immediate family members are a director, officer, employee, partner or member of, or are otherwise associated with, any organization that is partnering with the charter school. To the extent you have provided this information in response to prior items, you may so indicate.
 Does not apply to me, my spouse or family Yes

8. Describe any potential ethical or legal conflicts of interests that would, or are likely to, exist should you serve on the school's board.
 None Yes

I, certify to the best of my knowledge and ability that the information I am providing to the Indiana Charter School Board as a prospective board member for the above proposed charter school is true and correct in every respect.	
Name and Title CHAIR OF THE BOARD OF TRUSTEES	Date
Signature 	2/25/18

**The Enterprise City Program
Provided By
Him By Her Foundation, Inc.**

MEMORANDUM OF UNDERSTANDING

Term of Agreement: Two years from the date of execution.

Parties:

**Him By Her Foundation, Inc.
Indianapolis Metropolitan Police Department (“IMPD”)**

This Memorandum of Understanding (“MOU”) is entered into by and between the parties listed above; namely: Him By Her Foundation, Inc. and IMPD (hereafter “Parties”).

WHEREAS, the Parties desire to participate in and positively support “The Enterprise City Program” and “The Industrial City Program” (hereafter, collectively, the “Programs” or individually, a “Program”) described more fully in Exhibit A, below, and the Parties desire to reduce juvenile delinquency, recidivism, and resulting adult crime, and to provide positive reinforcement and positive direction for successful participation of area youths and young adults in society; and whereas the Parties recognize the benefits of greater ongoing contact of police officers with citizens outside of arrest and peacemaking activities.

NOW, THEREFORE, the Parties, in consideration of the recitals set forth above and the terms, covenants, and conditions set forth below, agree as follows:

- Him By Her Foundation, Inc. (hereafter “Him By Her”) shall administer the Program with local judicial, law enforcement and civic support.
- IMPD shall provide and direct police officers in community policing activities that include, between “runs,” making follow-up visits to the homes and schools of those individuals who have completed a Program (“Program Participant”). IMPD agrees to use reasonable efforts to complete such follow-up visits promptly, yet, as reasonable in consideration of official duties and capacity, after receipt of a referral of a Program Participant from Him By Her to IMPD.
- During such visits, police officers supplied via this MOU shall make observations regarding the home environment, and conduct at school of the student.
- During such visits, police officers shall document such observations on simple forms supplied by Him By Her.
- During such visits, police officers shall be prepared to provide, Him By Her and/or IMPD’s social service information, if available and in the possession of the police officer, to the student and his or her family where difficulties are observed that can

1 | Page

be addressed by social service agencies and organizations.

- The follow-up services described above shall be at no cost to Him By Her.
- Him By Her shall provide status reports to IMPD about the progress and efficacy of the Programs annually.
- IMPD shall supply police officers from the North and Northwest Districts, initially, to carry out the terms of this MOU, and shall endeavor to subsequently provide police officers from the Southeast and Southwest Districts.
- The Programs administered by Him By Her will be carried out in a mobile facility operated and maintained by Him By Her or such other suitable facilities as reasonably determined by Him By Her (including, without limit, the Messiah Missionary Baptist Church, 5640 East 38th Street). The mobile Enterprise City arrives at a location and unfolds inside a gymnasium, large recreational room or even a small class room.
- IMPD shall use its best skill and judgment in supplying suitable officers to carry out this Agreement. IMPD agrees to make available to Him By Her materials or other programs that may supplement and/or enhance the mission and purpose of Him By Her (e.g. “Juvenile Justice Jeopardy”, etc.); provided, however, nothing herein shall be interrupted to permit IMPD to directly or indirectly control Him By Her, its programming and how it carries out its mission, programming and/or other Him By Her matters. Except in reasonable compliance with “talking points” to be approved by the parties associated with this agreement, as to the relationship between IMPD and Him By Her, neither party may publicly promote or in any manner publicize (e.g. verbal and/or written statements, press releases, etc.), advertise or otherwise the name of either party or any board member, contractor or employee of the other party, nor any trade name, trademark, trade device or simulation thereof owned by either party, or represent, directly or indirectly, that any of a respective party’s policy, procedure, act and/or omission has been approved, recommended, certified, or endorsed by the other party or any board member, contractor or employee of the other party without the prior written approval of the other as to the manner, form and substance of such publicity. Nothing herein shall be construed as a joint venture or other affiliation of the parties and/or any endorsement of any of the parties’ policies, procedures and/or acts or omissions.
- The Parties agree to indemnify and hold harmless the other party and its employees, members, landlord, successors, and assigns, from any claims, liabilities, losses, damages, and expenses asserted against the other party and arising out of the indemnifying party’s negligence, willful misconduct, and negligent performance of, or failure to perform, any of its duties or obligations under this Agreement. The provisions of this indemnification are solely for the benefit of the parties hereto and not intended to create or grant any rights, contractual or otherwise, to another person or entity.
- The parties acknowledge that during the course of this Agreement, each may obtain

confidential information regarding the other party's business. Both parties agree to treat all such information and the terms of this Agreement as confidential and to take all reasonable precautions against disclosure of such information to unauthorized third parties during and after the term of this Agreement, except that of which is required to be disclosed by law. Upon request by an owner, all documents relating to the confidential information will be returned to such owner.

- This agreement is intended to commence upon the signature of both the Parties, with an initial term of two (2) years; provided, however, Him By Her reserves the right to terminate this agreement upon thirty (30) days prior written notice. Him By Her may, at any time, suspend the performance of IMPD's services, or any portion thereof by notice in writing to IMPD. If the notice fixes the date on which performance of such services is to resume, then IMPD shall resume the services on the date so fixed, unless otherwise directed by Him By Her in writing. This agreement may be terminated in whole or in part in writing by IMPD for IMPD's convenience; provided that Him By Her is given (1) not less than ten (10) calendar days written notice of intent to terminate and (2) an opportunity for consultation with IMPD prior to termination.
- Notwithstanding anything herein to the contrary, the services to be provided by IMPD are not intended to result in an adverse impact to a Program Participant and/or any individual that might be related to or associated with a Program Participant, including, but not limited to an arrest, revocation of probation and/or other violation that might result in incarceration or adverse impact on a criminal record.
- The Parties shall endeavor in good faith to take such actions that are necessary and proper, including entering into subsequent contracts, to carry out the spirit and goals of this MOU.

The Parties indicate their mutual manifestation of assent to this Memorandum of Understanding by signing and dating this document below.

Andrew Klacik

Date: 12-28-2015

Him By Her Foundation, Inc.

By: ANDREW KLACIK

Title: VICE CHAIR HIM BY HER FOUNDATION, INC.

Richard Hite

Date: 12/15/15

Indianapolis Metropolitan Police Department

By: Richard A.J. "Rick" Hite

Title: Chief of Police

Address: 50 North Alabama Street

Indianapolis, Indiana 46204

EXHIBIT A

The Enterprise City Program is an after school program teaching life skills and consequences. It is modeled on a miniature city with vital entities and institutions the participants run and interact with to gain practical knowledge and experience. The Him By Her version has been specially modified to address the needs of at-risk youth. Him By Her will have territorial exclusivity for the Enterprise City programs, and will also utilize the curriculum expertise of Enterprise City innovator Philip Ross. Separate curricula are used for the different ages of participants, including: pre-kindergarten; elementary school; middle school; and high school. All curriculum versions of the Enterprise City Programs can be implemented at a local school, church, or community center.

In the Industrial City Program, adult participants learn valuable and marketable vocational skills for today's job market. It provides hands-on training for many traditional skilled trades, and will expand to include cutting-edge trades. In-the-field training is acquired through unique partnerships with the local business community. It also serves as another component for avoiding the criminal justice system and becoming long-term, productive members of society. The Industrial City is a day and evening program.

For each Program Participant who is referred to the Enterprise City Program, the minimum term of such placement shall be one (1) complete rotation consisting of five (5) consecutive days, with four (4) of the days having four (4) hours of training, and the fifth (5th) and final day having the Program Participant carry out the planned activities in the Enterprise City.

The Enterprise City includes:

- Understanding of the "Community" in which they live
- Interaction of individuals, businesses, organizations, local, regional and national government
- Career Exploration and Workforce Preparedness
- How personal interests and skills could be linked to a career
- Standard soft-skills: punctuality, dress codes, conflict resolution and problem solving
- Job applications and interviews
- Economy, Trade, Government and Taxation
- Understanding of the flow of economic activity: free enterprise impacts locally, regionally, nationally and internationally
- Business Operation and Management
- How to start a business and to continue to operate successfully; business planning
- Citizenship, Community Life and Responsibilities
- Understanding of the rights and responsibilities of citizens, civic participation, elections, branches of government
- Financial Literacy and Personal Finance
- Balancing of income and spending, wants/needs and opportunity costs
- Saving and Quality of life, banking and cash management

Industrial City includes:

- Program and curriculum focused on developing in-demand vocational job skills, including potential training in carpentry, cement masonry, painting, HVAC, electrical, plumbing and landscaping and other overall employment related skills including customer service, fairness, hard work, conflict resolution and courtesy



“Helping Improve Mankind By Healing Every Race”

Street Address: 120 East Market Street, Suite 624 • Indianapolis, IN 46204

P.O. Box Address: P.O. Box 52 • McCordsville, IN 46055-0052

Phone: (317) 918-7799 • <http://www.himbyherfoundation.com>

John L. Bartlett, Chair
William Benjamin
Terrance M. Bogan

David Calabro
Harry C. Dunn, III
Michelle D. Dunn

Gregory P. Gadson
Jason Gardner
Norma L. Knecht

Bailey Rayford
Larcia S. Warhaw
Keith White

Mr. Harry Dunn, Founder
Him by Her Foundation
120 E. Market Street
Indianapolis, IN 46204

Dear Mr. Dunn:

As Chief of Police, I am writing in support of the Him by Her Performance Academy submission for charter school status from the Indiana Charter School Board. This is a school that will meet the needs of so many of the local students who are falling short of academic success in school or are marginalized in some manner—whether this be financial, minority status, language fluency, homelessness, or simply not able to continue in a performance-direction due to the forecasted closure of the grade 6-12 Broad Ripple Performing Arts Magnet School.

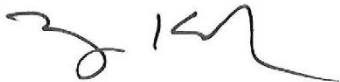
To expand your current Him by Her Enterprise City into a comprehensive charter school is an exciting and worthy venture that rapidly will provide up to 1400 students (by year 5) the opportunity to realize their performance dreams in the arts, sports, and theatre. Equally important—your school will provide many potential drop-outs, suspended, or at-risk students the wrap-around services needed for them to learn about many different careers. These 1400 students will be able to graduate prepared either for college entrance and success or prepared to skip the entry-level jobs available at a McDonalds and go directly into their chosen career, whether this be welding, drywall, or another apprentice-level position.

As our youth in Indianapolis become more involved in the city in volunteer and paying positions and enjoy and profit from their schooling, research shows that crime rates will decrease. At a time when Indianapolis is rapidly becoming a world-class city, competing for Amazon headquarters, foreign business facilities, and bio-tech industries, it is critical that we have a ready workforce with the “soft skills” (responsibility, team work,

and clean criminal records) that business demands. Him by Her Performance Academy will provide the character development experiences –as well as the academics to meet all State Standards—so that Indianapolis youth are sought for employment as some of the highest quality workforce available, not only in Indiana but in the U.S.

It is with great pleasure that The Indianapolis Metropolitan Police Department commits to assist the Him by Her Performance Academy by serving as a partner for this charter school. The Him by Her Foundation has already made an exceptional difference in the lives of many local youth, as mentors, role models, and in business experiences, and I feel confident the number of youth to benefit from HbH Academy will be greatly expanded. Again, I highly support the HbH charter school proposal, and if I may provide further needed information, please feel free to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read 'Bryan K. Roach', with a stylized flourish at the end.

Bryan K Roach
Chief of Police, Indianapolis Metropolitan Police Department



STATE OF INDIANA
OFFICE OF THE GOVERNOR
State House, Second Floor
Indianapolis, Indiana 46204

Michael R. Pence
Governor

July 25, 2015

HIM BY HER FOUNDATION, INC
8304 Coral Bay Ct
Indianapolis, In 46236

Greetings,

It is a pleasure to welcome you to the 2015 Him By Her Foundation Gala. This event is a testament to your vision, hard work, and dedication providing a safe support system for Hoosiers.

Your work to provide tools for at-risk youth and young adults through financial literacy, education, and job training is helping to guide Indiana's next generation of leaders, men and women who will continue the progress started by our predecessors and help Indiana shine for generations to come. On behalf of the state of Indiana, I thank you for your resiliency and tireless efforts to better our community.

To the youth benefitting from this program, I encourage you to keep a servant's heart. Servant leaders listen before they lead and consider the needs of others before their own. The Him By Her Foundation is an excellent example of such leadership. Prioritize this same selfless and service-oriented attitude in your lives, and I believe you will find success.

Thank you again for all that you have done for young Hoosiers. I look forward to the Him By Her Foundation's growth and success in our great state.

Sincerely,

A handwritten signature in cursive script that reads "Michael R. Pence".

Michael R. Pence
Governor of Indiana



ATTACHMENT 11

GOVERNANCE DOCUMENTS

ATTACHMENT 11

GOVERNANCE DOCUMENTS

The following governance documents are included in this Application: a) HIM By HER Foundation, Inc. (“HBHF”) tax-exempt determination letter pursuant to 26 U.S.C. § 501(c)(3); b) HBHF Articles of Incorporation; c) HBHF Amended Bylaws; d) HIM By HER Collegiate School for the Arts (“HBHCSA”) General Governance Guidelines; and e) Code of Ethics Policy.

The Applicant notes that the Conflict of Interest Policy is contained in the Amended Bylaws under Article VIII (titled “Standard of Care”), Section 3 (titled “Conflict of Interest”). The Applicant also notes that the Amended Bylaws comply with Indiana Code Section 20-24-3-3 under Article VI, titled “Dedication of Assets.”

INTERNAL REVENUE SERVICE
P. O. BOX 2508
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: **AUG 29 2014**

HIM BY HER FOUNDATION INC
8304 CORAL BAY CT
INDIANAPOLIS, IN 46236

Employer Identification Number:
47-1388573
DLN:
17053216308004
Contact Person:
CUSTOMER SERVICE ID# 31954
Contact Telephone Number:
(877) 829-5500
Accounting Period Ending:
December 31
Public Charity Status:
170(b)(1)(A)(vi)
Form 990 Required:
Yes
Effective Date of Exemption:
July 21, 2014
Contribution Deductibility:
Yes
Addendum Applies:
No

Dear Applicant:

We are pleased to inform you that upon review of your application for tax exempt status we have determined that you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code. Contributions to you are deductible under section 170 of the Code. You are also qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Code. Because this letter could help resolve any questions regarding your exempt status, you should keep it in your permanent records.

Organizations exempt under section 501(c)(3) of the Code are further classified as either public charities or private foundations. We determined that you are a public charity under the Code section(s) listed in the heading of this letter.

For important information about your responsibilities as a tax-exempt organization, go to www.irs.gov/charities. Enter "4221-PC" in the search bar to view Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, which describes your recordkeeping, reporting, and disclosure requirements.

Sincerely,



Director, Exempt Organizations

State of Indiana
Office of the Secretary of State

Certified Copies

To Whom These Presents Come, Greeting:

I, CONNIE LAWSON, Secretary of State of Indiana, do hereby certify that I am, by virtue of the laws of the State of Indiana, the custodian of the corporate records and the proper official to execute this certificate.

I further certify that this is a true and complete copy of this 5 page document consisting of the following records filed in this office:

Certification Date: August 18, 2018
Business Name: HIM BY HER FOUNDATION, INC
Business ID: 2014072100801

Transaction	Date Filed	No. of pages
Articles of Incorporation	07/21/2014	5
Total No. of pages		5



In Witness Whereof, I have caused to be affixed my signature and the seal of the State of Indiana, at the City of Indianapolis, August 18, 2018

Connie Lawson

CONNIE LAWSON
SECRETARY OF STATE

2014072100801 / 10518850

All certificates should be validated here: <https://bsd.sos.in.gov/ValidateCertificate>

Expires on September 17, 2018.



ARTICLES OF INCORPORATION FOR A NONPROFIT CORPORATION

State Form 4162 (R13 / 5-14) Corporate Form No. 364-1 (October 1984)
Approved by State Board of Accounts, 2014

CONNIE LAWSON
SECRETARY OF STATE
BUSINESS SERVICES DIVISION
302 W. Washington Street, E018
Indianapolis, IN 46204
Telephone: (317) 232-6576

14 JUL 21 PM 12:29

- INSTRUCTIONS:**
1. Use 8 1/2" x 11" white paper for attachments.
 2. Present original and one copy to the address in the upper right corner of this form.
 3. Please TYPE or PRINT in INK.
 4. Please visit our office at www.sos.in.gov.
 5. Make check or money order payable to Secretary of State.

Indiana Code 23-17-3-2
FILING FEE: \$30.00

- NOTES:**
1. Nonprofit corporations must qualify with the Internal Revenue Service and the Indiana Department of Revenue. It is strongly suggested you do not complete or file this form before contacting both agencies.
 2. Article VII must be completed appropriately. Please see (1) above.

ARTICLES OF INCORPORATION

The undersigned, desiring to form a Corporation (*hereinafter referred to as the "Corporation"*) pursuant to the provisions of the Indiana Nonprofit Corporation Act of 1991 (*hereinafter referred to as the "Act"*), execute the following Articles of Incorporation:

ARTICLE I - NAME AND PRINCIPAL OFFICE

Name of the Corporation: (*The name must include the word Corporation, Incorporated, Limited, Company or an abbreviation thereof.*)

HIM BY HER FOUNDATION, INC

Address of Principal Office (*number and street*)

8304 Coral Bay CT

City

INDPS

State

IN

ZIP code

46236

ARTICLE II - PURPOSE

The purposes for which the Corporation is formed are:
Specific language is required by the IRS in this article in order to be approved for 501(c) status. Contact the IRS for assistance.

SEE ATTACHMENT

Indiana Secretary of State
Packet: 2014072100801
Filing Date: 07/21/2014
Effective Date: 07/21/2014

APPROVED AND FILED
Connie Lawson
IND. SECRETARY OF STATE

ARTICLE III - TYPE OF CORPORATION (CHECK ONLY ONE)

The Corporation is a:

- public benefit corporation, which is organized for a public or charitable purpose;
- religious corporation, which is organized primarily or exclusively for religious purposes; or
- mutual benefit corporation (*all others*).

ARTICLE IV - REGISTERED AGENT AND REGISTERED OFFICE

Registered Agent: The name and street address of the Corporation's Registered Agent and Registered Office for service of process are:

Name of Registered Agent (*cannot be the corporation itself.*)

Harry C Dunn III

Address of Registered Office (*number and street*) (*PO Box not accepted*)

8304 Coral Bay CT

City

INDPS

State

IN

ZIP code

46236

Required:

By checking the box, the Signator(s) represents that the registered agent named in the application has consented to the appointment of registered agent.

ARTICLE V - MEMBERSHIP

Indicate if Corporation will have members:

- Yes No

(Continued on the reverse side)

ARTICLE VI - INCORPORATOR(S)
(INCORPORATORS MAY NEVER BE AMENDED)

Name(s) and address(es) of the incorporator(s) is/are as follows:				
Name	Number and Street or Building	City	State	ZIP code
Harry C. Dunn 1A	8304 Coral Bay PT	INDPLS	IN	46226

ARTICLE VII - DISTRIBUTION OF ASSETS ON DISSOLUTION OR FINAL LIQUIDATION

Refer to Indiana Code 23-17-22-5 for permitted activities following Dissolution:
Specific language is required by the IRS in this article in order to be approved for 501(c) status. Contact the IRS for assistance.

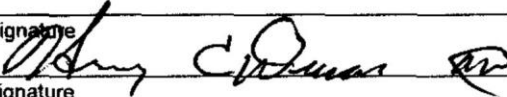
SEE ATTACHMENT

Indiana Secretary of State
Packet: 2014072100801
Filing Date: 07/21/2014
Effective Date: 07/21/2014

* Please note this section must be completed.

ARTICLE VIII - INCORPORATOR(S)
(INCORPORATORS MAY NEVER BE AMENDED)

In witness whereof, the undersigned incorporator(s) of said Corporation execute(s) this document, and verify(ies) subject to penalties of perjury that the facts contained herein are true this 21st day of JULY, 2014.

Signature 	Printed name Harry C Dunn 1A
Signature	Printed name
Signature	Printed name

This instrument was prepared by: (name)

Address (number and street or building)	City	State	ZIP code

Indiana Secretary of State
Packet: 2014072100801
Filing Date: 07/21/2014
Effective Date: 07/21/2014

14 JUL 21 PM 12: 00

Article II

This organization is organized exclusively for charitable, religious, educational, and/or scientific purposes, including, for such purposes, the making of distributions to organizations that qualify as exempt organizations under section 501(c)(3) of the Internal Revenue Code, or corresponding section of any future federal tax code.

No part of the net earnings of the corporation shall inure to the benefit of, or be distributable to its members, trustees, officers, or other private persons except that the corporation shall be authorized and empowered to pay reasonable compensation for service rendered and to make payments and distributions in furtherance of the purposes set forth in the purpose clause hereof.

No substantial part of the activities of the corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the organization shall not participate in, or intervene in (including publishing or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office.

Notwithstanding any other provision of these articles, the organization shall not carry on any other activities not permitted to be carried on (a) by an organization exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code, or any future federal tax code or (b) by an organization, contributions to which are deductible under section 170(c)(2) of the Internal Revenue Code or corresponding section of any future federal tax code.

Article VII

Upon dissolution of the organization, assets shall be distributed for one or more exempt purposes within the meaning of section 501(c)(3) of the Internal Revenue Code, or corresponding section of any future federal tax code, or shall be distributed to the federal government, or to a state or local government, for a public purpose. Any such assets not disposed of shall be disposed of by the Court of Common Pleas of the county in which the principal office of the organization is then located, exclusively for such purposes or to such organization or organizations, as said Court shall determine, which are organized and operated exclusively for such purposes.

I Harry C Dunn III gives consent to Harry C Dunn III
TO USE THE NAME HIM BY HER FOUNDATION, INC

X Harry C Dunn III

DATE: 07-21-14

Indiana Secretary of State
Packet: 2014072100801
Filing Date: 07/21/2014
Effective Date: 07/21/2014

14 JUL 21 PM 12: 30

**State of Indiana
Office of the Secretary of State**

**CERTIFICATE OF INCORPORATION
of
HIM BY HER FOUNDATION, INC**

I, CONNIE LAWSON, Secretary of State of Indiana, hereby certify that Articles of Incorporation of the above Non-Profit Domestic Corporation have been presented to me at my office, accompanied by the fees prescribed by law and that the documentation presented conforms to law as prescribed by the provisions of the Indiana Nonprofit Corporation Act of 1991.

Indiana Secretary of State
Packet: 2014072100801
Filing Date: 07/21/2014
Effective Date: 07/21/2014

NOW, THEREFORE, with this document I certify that said transaction will become effective Monday, July 21, 2014.

In Witness Whereof, I have caused to be affixed my signature and the seal of the State of Indiana, at the City of Indianapolis, July 21, 2014.



Connie Lawson

CONNIE LAWSON,
SECRETARY OF STATE

2014072100801 / 2014072144076

AMENDED BYLAWS
OF
HIM BY HER FOUNDATION, INC.
(Effective 12-05-2014)

ARTICLE I: NAME

Organized under the Indiana Nonprofit Corporation Act of 1991, the name of this corporation is **HIM BY HER FOUNDATION, INC.**

ARTICLE II: PURPOSES

This corporation is has been formed to provide education, vocational training and ameliorative services for juveniles and adults in a non-profit setting, and its activities will be consistent with, and compliant with those permitted for organizations with tax-exempt status under Section 501(c)(3) of the Internal Revenue Code. Upon formation, this corporation shall immediately seek tax exempt status pursuant to Section 501(c)(3) of the Internal Revenue Code.

In addition, this corporation is formed for the purposes of performing all things incidental to, or appropriate in, the achievement of the foregoing specific and primary purposes. The corporation shall not, except to an insubstantial degree, engage in any activities or exercise any powers that are not in furtherance of its primary charitable purposes. However, the corporation may, with the proper approval of the Board of Directors, modify the corporation's purposes.

This corporation shall hold and may exercise all such powers as may be conferred upon a nonprofit corporation by the laws of the State of Indiana and as may be necessary or expedient for the administration of the affairs and attainment of the purposes of the corporation. In no event shall the corporation engage in activities which are not permitted to be carried on by a corporation exempt under Section 501(c)(3) of the Internal Revenue Code.

ARTICLE III: PRINCIPAL OFFICE

The initial principal office of the corporation shall be located in Marion County, Indiana. The Board of Directors may at any time, or from time to time, change the location of the principal office from one location to another within or without Marion County, and within or without the State of Indiana to best carry out the purposes of the corporation. The Board of Directors may at any time establish branch offices at any place where the corporation is qualified to do business.

ARTICLE IV: MEMBERSHIP

The corporation shall not have any members within the meaning of IC 23-17-2-16. The corporation may from time to time use the term “members” to refer to persons associated with it, but such persons shall not be members within the meaning of the aforementioned Indiana Code section.

ARTICLE V: NONPARTISAN ACTIVITIES

This corporation has been formed under the Indiana Nonprofit Corporation Act of 1991 (the “Law”) for the charitable purposes described above, and it shall be nonprofit and nonpartisan. The corporation shall not participate or intervene in any political campaign on behalf of or in opposition to a particular candidate for public office.

ARTICLE VI: DEDICATION OF ASSETS

The properties and assets of this nonprofit corporation are irrevocably dedicated to charitable purposes. No part of the net earnings, properties, or assets of this corporation, on dissolution or otherwise, shall inure to the benefit of any private person or individual, or any member, director or officer of this corporation. On liquidation or dissolution, all remaining properties and assets of the corporation shall be distributed and paid over to an organization dedicated to charitable purposes consistent with its tax-exempt status under the Internal Revenue Code, particularly under Section 501(c)(3), and Indiana Code Section 23-17-22-5. In case of any conflict between the aforementioned federal and state statutes, federal law shall be

controlling where there is pre-emption, and federal law shall be the primary source of the direction and requirements of dissolution activities.

ARTICLE VII: BOARD OF DIRECTORS

Section 1. Powers. Subject to the provisions and limitations of the Law and any other applicable laws, the business and affairs of the corporation shall be managed, and all corporate powers shall be exercised, by or under the direction of the Board of Directors. The Board of Directors may delegate the management of the day-to-day operation of the business of the corporation to a management company, committee (**however composed**), or other person, provided that the activities and affairs of the corporation shall be managed and all corporate powers shall be exercised under the ultimate direction of the Board of Directors.

Section 2. Number of Directors. The authorized number of directors of the corporation shall not be less than two (2) nor more than twelve (12), until changed by amendment of the Articles of Incorporation or these bylaws. The Board of Directors shall fix the exact number of directors from time to time, within these limits. Until changed by the Board, the initial number of Directors shall be nine (9).

Section 3. Election, Designation, and Term of Office of Directors. The initial Board of Directors shall be chosen by the incorporator to serve until their successors have been elected and seated at the first annual meeting of the directors. Except for the initial directors, the Board of Directors shall elect the directors.

At the first annual meeting, the directors shall be divided into two (2) approximately equal groups and designated to serve one (1) or two (2) year terms by a random method determined by the Board of Directors. Thereafter, the term of office of each director shall be two (2) years. If any annual meeting is not held or the directors are not appointed at the annual meeting, the directors may be appointed at any meeting of the Board.

Each director, including a director elected to fill a vacancy, shall hold office until expiration of the term for which elected and until a successor has been elected and qualified.

Directors may serve any number of consecutive terms.

Section 4. Vacancies. A vacancy on the Board shall exist on the occurrence of the following: (a) the death, resignation, or removal of any director; (b) the declaration by resolution of the Board of a vacancy in the office of a director who has been declared of unsound mind by a final order of court, convicted of a felony, or found by final order or judgment of any court to have breached a duty under the Indiana Nonprofit Corporation Act of 1991 dealing with standards of conduct for a director, or has missed three (3) consecutive meetings of the Board of Directors or a total of four (4) meetings of the Board during any one calendar year; (c) an increase in the authorized number of directors; or (d) the failure of the directors, at any annual or other meeting of directors at which any director or directors are to be elected, to elect the full authorized number of directors.

The Board of Directors, by affirmative vote of a majority of the directors then in office, may remove any director without cause at any regular or special meeting; provided that the director to be removed has been notified in writing in the manner set forth in Article VII, Section 5, that such action would be considered at the meeting.

Except as provided in this paragraph, any director may resign effective upon giving written notice to the chairperson of the Board, the president, the secretary, or the Board of Directors, unless the notice specifies a later time for the effectiveness of the resignation. If the resignation is effective at a future time, a successor may be designated to take office when the resignation becomes effective. Unless the Indiana Attorney General is first notified, no director may resign when the corporation would then be left without a duly elected director in charge of its affairs.

Vacancies on the Board may be filled by vote of a majority of the directors then in office, whether or not the number of directors then in office is less than a quorum, or by vote of a sole remaining director. No reduction of the authorized number of directors shall have the effect of removing any director before that director's term of office expires.

Section 5. Meetings. The Board of Directors shall hold an annual meeting no later than August of each year for the purpose of electing directors and officers of the corporation and for the transaction of other business. Notice of the annual meeting shall be given in the manner set forth below. Other

regular meetings shall be held at such times as are fixed by the Board of Directors. Such regular meetings may be held without notice. Meetings may be held at any place designated by resolution of the Board, or, if not designated, at the principal office of the corporation. Special meetings shall be held at any place designated in the notice of the meeting or, if not stated in the notice or if there is no notice, at the principal office of the corporation. Notwithstanding the above, any meeting may be held at any place consented to in writing by all the directors, either before or after the meeting. Consents shall be filed with the minutes of the meeting.

Any meeting may be held by conference telephone or other communications equipment permitted by the Law, as long as all directors participating in the meeting can communicate with one another and all other requirements of the Law are satisfied. All such directors shall be deemed to be present in person at such meeting.

Meetings of the Board for any purpose may be called at any time by the chairperson of the Board, the president, the secretary, or any two (2) directors. Notice of the date, time, and place of meetings shall be delivered personally to each director or communicated to each director by telephone **(including a voice messaging system which records and communicates messages)**, facsimile, or electronic mail at least forty-eight (48) hours prior to the meeting, or communicated by telegraph, express mail service, first-class mail, or by other means of written communication, charges prepaid, addressed to the director at the director's address as it is shown upon the records of the corporation, deposited in the mails or given to the telegraph company or express mail company or other carrier at least four (4) days before the date of the meeting. The notice need not specify the purpose of the meeting. Notice of a meeting need not be given to any director who signs a waiver of notice or a consent to holding the meeting or an approval of the minutes of the meeting, whether before or after the meeting, or who attends the meeting without protesting, prior to the meeting or at its commencement, the lack of notice to such director. The waiver of notice or consent need not specify the purpose of the meeting. All such waivers, consents, and approvals shall be filed with the corporate records or made a part of the minutes of the meeting.

Section 6. Action at a Meeting. Presence of a majority of the directors then in office or twenty percent (20%) of the authorized number of directors, whichever is greater, at a meeting of the Board of Directors constitutes a

quorum for the transaction of business, except as otherwise provided in these Bylaws. Every act done or decision made by a majority of the directors present at a meeting duly held at which a quorum is present shall be regarded as the act of the Board of Directors, unless a greater number, or the same number after disqualifying one or more directors from voting, is required by the Articles of Incorporation, these bylaws, or the Law. Directors may not vote by proxy. A meeting at which a quorum is initially present, including an adjourned meeting, may continue to transact business notwithstanding the withdrawal of directors, if any action taken is approved by at least a disinterested majority of the required quorum for such meeting, or such greater number as required by the Articles of Incorporation, these bylaws or the Law.

Section 7. Adjourned Meeting and Notice. A majority of the directors present, whether or not a quorum is present, may adjourn any meeting to another time and place. If the meeting is adjourned for more than twenty-four (24) hours, notice of any adjournment to another time or place shall be given prior to the time of the adjourned meeting to the directors who were not present at the time of the adjournment. Such notice may be waived in the manner provided for in Article VII, Section 5.

Section 8. Action Without a Meeting. The Board of Directors may take any required or permitted action without a meeting, if all members of the Board shall individually or collectively consent in writing to such action. Such written consent or consents shall be filed with the minutes of the proceedings of the Board. Such action by written consent shall have the same force and effect as the unanimous vote of such directors.

Section 9. Fees and Compensation. Directors and members of committees may not receive any compensation for their services as such, but may receive reasonable reimbursement of expenses incurred in the performance of their duties, including advances as provided in Article VIII, Section 2, as may be fixed or determined by resolution of the Board of Directors. Directors may not be compensated for rendering services to this corporation in any capacity other than director, unless such compensation is reasonable and approved as provided in Article VIII, Section 4.

ARTICLE VIII: STANDARD OF CARE

Section 1. General. A director shall perform the duties of a director, including duties as a member of any committee of the Board on which the director may serve, in good faith, in a manner such director believes to be in the best interest of this corporation and with such care, including reasonable inquiry, as an ordinarily prudent person in a like situation would use under similar circumstances.

In performing the duties of a director, a director shall be entitled to rely on information, opinions, reports or statements, including financial statements and other financial data, in each case prepared or presented by:

- (a) One or more officers or employees of the corporation whom the director believes to be reliable and competent in the matters presented;
- (b) Counsel, independent accountants or other persons as to matters which the director believes to be within such person's professional or expert competence; or
- (c) A committee of the Board upon which the director does not serve, as to matters within its designated authority, which committee the director believes to merit confidence, so long as in any such case, the director acts in good faith, after reasonable inquiry when the need therefore is indicated by the circumstances and without knowledge that would cause such reliance to be unwarranted.

Except as provided in Article VIII, Section 3B, a person who performs the duties of a director in accordance with the above shall have no liability based upon any failure or alleged failure to discharge that person's obligations as a director, including, without limiting the generality of the foregoing, any actions or omissions which exceed or defeat a public or charitable purpose to which the corporation, or assets held by it, are dedicated.

Section 2. Loans. This corporation shall not make any loan of money or property to, or guarantee the obligation of, any director or officer, unless approved by the Indiana Attorney General; provided, however, that this corporation may advance money to a director or officer of this corporation or any subsidiary for expenses reasonably anticipated to be incurred in performance of the duties of such officer or director so long as such individual would be entitled to be reimbursed for such expenses absent that advance.

Section 3. Conflict of Interest. The purpose of the conflict of interest policy is to protect the corporation's interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of one of its officers or directors, or that might otherwise result in a possible excess benefit transaction. This policy is intended to supplement but not replace any applicable Indiana and federal laws governing conflict of interest applicable to nonprofit and charitable corporations and is not intended as an exclusive statement of responsibilities.

A) Definitions:

Unless otherwise defined, the terms used in this section have the following meanings:

1. "Interested Persons" - Any director, principal officer, or member of a committee with governing Board delegated powers, which has a direct or indirect financial interest, as defined below, is an interested person.
2. "Financial Interest" - A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:
 - (a) An ownership or investment interest in any entity with which the Corporation has a transaction or arrangement;
 - (b) A compensation arrangement with the Corporation or with any entity or individual with which the Corporation has a transaction or arrangement; or
 - (c) A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Corporation is negotiating a transaction or arrangement. Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial.

A financial interest is not necessarily a conflict of interest. A person who has a financial interest may have a conflict of interest only if the appropriate governing Board or committee decides that a conflict of interest exists.

B) Procedures

1. Duty To Disclose

In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the directors, who are considering the proposed transaction or arrangement.

2. Determining Whether A Conflict Of Interest Exists

After disclosure of the financial interest and all material facts, and after any discussion with the interested person, the interested person shall leave the Board meeting while the determination of a conflict of interest is discussed and voted upon. The remaining Board members shall decide if a conflict of interest exists.

3. Procedure For Addressing The Conflict Of Interest

In the event that the Board determines that a proposed transaction or arrangement presents a conflict of interest, the Board shall take the following actions:

(a) An interested person may make a presentation at the Board meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.

(b) The Chairperson of the Board shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.

(c) After exercising due diligence, the Board shall determine whether the Corporation can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.

(d) If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the Board shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the Corporation's best interest, for its own benefit, and whether it is fair and reasonable. It shall make its decision as to whether to enter into the transaction or arrangement in conformity with this determination.

4. Violations Of The Conflict Of Interest Policy

If the Board has reasonable cause to believe an interested person has failed to disclose actual or possible conflicts of interest, it shall inform the interested person of the basis for such belief and afford the interested person an opportunity to explain the alleged failure to disclose.

If, after hearing the interested person's response and after making further investigation as warranted by the circumstances, the Board determines the interested person has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

5. Records And Procedures: The minutes of the Board and shall contain:

(a) The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the Board's decision as to whether a conflict of interest in fact existed.

(b) The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

6. Annual Statements

Each director, principal officer and member of a committee with Board-delegated powers shall annually sign a statement which affirms such person:

(a) Has received a copy of the conflict of interest policy;

(b) Has read and understands the policy;

(c) Has agreed to comply with the policy; and

(d) Understands the Corporation is charitable and in order to maintain its federal tax exemption it must engage primarily in activities, which accomplish one or more of its tax-exempt purposes.

Section 4. Compensation.

A) Definitions:

Unless otherwise defined, the terms below have the following meanings:

1. "Highest Compensated Employee" - Any employee of the Corporation, whose total compensation would require the employee to be listed in Part I of Schedule A of IRS Form 990, or in response to an equivalent question on any successor exempt organization annual return.

2. "Highest Compensated Independent Contractor" - Any independent contractor engaged by the Corporation, whose total compensation would require the contractor to be listed in Part II of Schedule A of IRS Form 990, or in response to an equivalent question on any successor exempt organization annual return.

B) No director, officer, Highest Compensated Employee or Highest Compensated

Independent Contractor may receive compensation, directly or indirectly, from the Corporation unless such compensation is first determined by the disinterested directors, or an authorized committee or authorized director thereof, to be just and reasonable to the corporation.

The names of the persons who were present for discussions and votes relating to the compensation arrangement, the content of the discussion, including any the information used to determine the reasonableness of the compensation, and a record of any votes taken in connection with the proceedings shall be maintained in the minutes of the Corporation.

The determination of reasonableness shall be based upon information about compensation paid by similarly situated organizations for similar services, current compensation surveys compiled by independent firms or actual written offers from similarly situated organizations. Similarly situated organizations may include both taxable and tax exempt organizations.

No director, principal officer, Highest Compensated Employee or Highest Compensated Independent Contractor, shall participate in the discussion and approval of his or her compensation, except that such persons may provide information to the disinterested directors as described in the conflict of interest policy above.

Section 5. Compensation Review. The Board shall review the fairness of compensation, including benefits, paid to the Chairperson of the Board and the Treasurer upon the occurrence of the following events:

- (a) The officer is hired;
- (b) The officer's term of employment is extended or renewed; or
- (c) The officer's compensation is modified, unless such modification occurs pursuant to a general modification of compensation that extends to all employees.

Section 6. Periodic Reviews. Periodic reviews shall be conducted to ensure the Corporation operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status. The periodic reviews shall, at a minimum, include the following subjects:

- (a) Whether compensation arrangements and benefits are reasonable, based on competent survey information, and the result of arm's length bargaining; and
- (b) Whether partnerships, joint ventures, and arrangements with management corporations conform to the Corporation's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

When conducting the periodic reviews as provided for above, the Corporation may, but need not, use outside advisors. If outside experts are used their use shall not relieve the Board of its responsibility for ensuring that periodic reviews are conducted.

Section 7. Mutual Directors. No contract or transaction between the corporation and any nonprofit public benefit corporation, of which one or more of its directors are directors of this corporation, is void or voidable because such director(s) are present at a meeting of the Board which authorizes, approves, or ratifies the contract or transaction if the material facts as to the transaction and as to such director's other directorship are fully disclosed or known to the Board and the Board authorizes, approves, or ratifies the contract or transaction in good faith by a vote sufficient without counting the vote of the common director(s), or if the contract or transaction is just and reasonable as to the corporation at the time it is authorized, approved or ratified.

Section 8. Restriction on Interested Directors. Not more than forty-nine percent (49%) of the persons serving on the Board of Directors at any time may be interested persons. An interested person is (1) any person currently being compensated by the corporation for services rendered to it within the previous twelve (12) months, whether as a full-time or part-time employee, independent contractor, or otherwise, excluding any reasonable compensation paid to a director as director; and (2) any brother, sister, ancestor, descendant, spouse, brother-in-law, sister-in-law, son-in-law, daughter-in-law, mother-in-law, or father-in-law of any such person. However, any violation of the provisions of this section shall not affect the validity or enforceability of any transaction entered into by the corporation.

Section 9. Indemnification. To the fullest extent permitted by law, this corporation shall indemnify its “agents”, as described in the Law, including its directors, officers, employees, and volunteers, and including persons formerly occupying any such position, and their heirs, executors, and administrators, against all expenses, judgments, fines, settlements, and other amounts actually and reasonably incurred by them in connection with any “proceeding, “ as that term is used in the Law, and including an action by or in the right of the corporation, by reason of the fact that the person is or was a person described in that Section. “Expenses” shall have the same meaning as in said Section. Such right of indemnification shall not be

deemed exclusive of any other rights to which such persons may be entitled apart from this Article VIII, Section 9.

To the fullest extent permitted by law and except as otherwise determined by the Board in a specific instance, expenses incurred by a person seeking indemnification in defending any “proceeding” shall be advanced by the corporation before final disposition of the proceeding upon receipt by the corporation of an undertaking by or on behalf of that person to repay such amount unless it is ultimately determined that the person is entitled to be indemnified by the corporation for those expenses.

The corporation shall have power to purchase and maintain insurance to the fullest extent permitted by law on behalf of any agent of the corporation, against any liability asserted against or incurred by the agent in such capacity or arising out of the agent's status as such, or to give other indemnification to the extent permitted by law.

ARTICLE IX: COMMITTEES

Section 1. Committees of Directors. The Board of Directors may, by resolution adopted by a majority of the directors then in office, provided that a quorum is present, designate one or more committees to exercise all or a portion of the authority of the Board, to the extent of the powers specifically delegated in the resolution of the Board or in these bylaws. Each such committee shall consist of two (2) or more directors, and may also include persons who are not on the Board, to serve at the pleasure of the Board. The Board may designate one or more alternate members of any committee, who may replace any absent member at any meeting of the committee. The appointment of members or alternate members of a committee requires the vote of a majority of the directors then in office, provided that a quorum is present. The Board of Directors may also designate one or more advisory committees that do not have the authority of the Board. However, no committee, regardless of Board resolution, may:

- (a) Approve any action that, under the Law, would also require the affirmative vote of the members if this were a membership corporation.
- (b) Fill vacancies on, or remove the members of, the Board of Directors or in any committee that has the authority of the Board.

- (c) Fix compensation of the directors for serving on the Board or on any committee.
 - (d) Amend or repeal the Articles of Incorporation or bylaws or adopt new bylaws.
 - (e) Amend or repeal any resolution of the Board of Directors that by its express terms is not so amendable or repealable.
 - (f) Appoint any other committees of the Board of Directors or their members.
 - (g) Approve a plan of merger; consolidation; voluntary dissolution; bankruptcy or reorganization; or for the sale, lease, or exchange of all or substantially all of the property and assets of the corporation otherwise than in the usual and regular course of its business; or revoke any such plan.
 - (h) Approve any self-dealing transaction, except as provided by the Law.
- No committee shall bind the corporation in a contract or agreement or expend corporate funds, unless authorized to do so by the Board of Directors.

Section 2. Meetings and Actions of Committees. Meetings and actions of all committees shall be governed by, and held and taken in accordance with, the provisions of Article VII of these bylaws, concerning meetings and actions of directors, with such changes in the context of those bylaws as are necessary to substitute the committee and its members for the Board of Directors and its members, except that the time for regular meetings of committees may be determined either by resolution of the Board of Directors or by resolution of the committee. Special meetings of committees may also be called by resolution of the Board of Directors. Notice of special meetings of committees shall also be given to any and all alternate members, who shall have the right to attend all meetings of the committee. Minutes shall be kept of each meeting of any committee and shall be filed with the corporate records. The Board of Directors may adopt rules not inconsistent with the provisions of these bylaws for the government of any committee.

Section 3. Executive Committee. Pursuant to Article IX, Section 1, the Board may appoint an Executive Committee composed of three (3) or more directors, one of whom shall be the chairperson of the Board [**OR consisting of the chairperson of the Board, the vice chairperson, the secretary, and the treasurer**], to serve as the Executive Committee of the Board. The Executive Committee, unless limited in a resolution of the Board, shall have and may exercise all the authority of the Board in the management of the business and affairs of the corporation between meetings of the Board; provided, however, that the Executive Committee shall not

have the authority of the Board in reference to those matters enumerated in Article IX, Section 1. The secretary of the corporation shall send to each director a summary report of the business conducted at any meeting of the Executive Committee.

Section 4. Audit Committee. The Board shall appoint an Audit Committee. Notwithstanding Article IX, Section 1, which shall otherwise govern the committee's operations, the committee may be comprised of one or more persons and may include persons other than directors of the corporation.

The membership of the Audit Committee shall not include the following persons;

- (a) The chairperson of the Board;
- (b) The treasurer of the corporation;
- (c) Any employee of the corporation; or
- (d) Any person with a material financial interest in any entity doing business with the corporation.

In the event that the Board appoints a Finance Committee, members of the Finance Committee must constitute less than one-half of the membership of the Audit Committee and the Chair of the Finance Committee shall not serve on the Audit Committee.

The Audit Committee shall make recommendations to the Board of Directors regarding the hiring and termination of an auditor, who shall be an independent certified public accountant, and may be authorized by the Board to negotiate the auditor's salary.

The Audit Committee shall confer with the auditor to satisfy its members that the corporation's financial affairs are in order, and shall review and determine whether to accept the audit.

In the event that the auditor's firm provides non-audit services to the corporation, the Audit Committee shall ensure that the auditor's firm adheres to the standards for auditor independence set forth in the latest revision of the Government Auditing Standards published by the Comptroller General of the United States, or any standards promulgated by the Attorney General of Indiana.

ARTICLE X: OFFICERS

Section 1. Officers. The officers of the corporation shall consist of a chairperson, vice chairperson, president (**Chief Executive Officer and Executive Director**), secretary and treasurer (**Chief Financial Officer**), and such other officers as the Board may designate by resolution. The same person may hold any number of offices, except that neither the secretary nor the treasurer may serve concurrently as the chairperson of the Board or the president. In addition to the duties specified in this Article X, officers shall perform all other duties customarily incident to their office and such other duties as may be required by law, by the Articles of Incorporation, or by these bylaws, subject to control of the Board of Directors, and shall perform such additional duties as the Board of Directors shall from time to time assign.

The officers shall be chosen by the Board at its annual meeting, and shall serve at the pleasure of the Board, subject to the rights, if any, of any officer under any contract of employment. Without prejudice to any rights of an officer under any contract of employment, any officer may be removed with or without cause by the Board. Any officer may resign at any time by giving written notice to the Board of Directors, the chairperson of the Board, the president, or the secretary of the corporation, without prejudice, however, to the rights, if any, of the corporation under any contract to which such officer is a party. Any resignation shall take effect on the date of the receipt of such notice or at any later time specified in the resignation; and, unless otherwise specified in the resignation, the acceptance of the resignation shall not be necessary to make it effective. A vacancy in any office because of death, resignation, removal, disqualification, or any other cause shall be filled in the manner prescribed in these bylaws for regular appointments to that office. The compensation, if any, of the officers shall be fixed or determined by resolution of the Board of Directors.

Section 2. Chairperson of the Board. The chairperson of the Board shall, when present, preside at all meetings of the Board of Directors and Executive Committee. The chairperson is authorized to execute in the name of the corporation all contracts and other documents authorized either generally or specifically by the Board to be executed by the corporation, except when by law the signature of the president is required.

Section 3. Vice Chairperson of the Board. The vice chairperson shall, in the absence of the chairperson, or in the event of his or her inability or refusal to act, perform all the duties of the chairperson, and when so acting shall have all the powers of, and be subject to all the restrictions on, the chairperson.

Section 4. President (Chief Executive Officer and Executive Director). Subject to the control, advice and consent of the Board of Directors, the president shall, in general, supervise and conduct the activities and operations of the corporation, shall keep the Board of Directors fully informed and shall freely consult with them concerning the activities of the corporation, and shall see that all orders and resolutions of the Board are carried into effect. Where appropriate, the Board of Directors shall place the president under a contract of employment. The president shall be empowered to act, speak for, or otherwise represent the corporation between meetings of the Board. The president shall be responsible for the hiring and firing of all personnel, and shall be responsible for keeping the Board informed at all times of staff performance and for implementing any personnel policies adopted by the Board. The president is authorized to contract, receive, deposit, disburse, and account for funds of the corporation; to execute in the name of the corporation all contracts and other documents authorized either generally or specifically by the Board to be executed by the corporation; and to negotiate all material business transactions of the corporation.

Section 5. Secretary. The secretary, or his or her designee, shall be custodian of all records and documents of the corporation which are to be kept at the principal office of the corporation, shall act as secretary of all the meetings of the Board of Directors, and shall keep the minutes of all such meetings in books proposed for that purpose. He or she shall attend to the giving and serving of all notices of the corporation, and shall see that the seal of the corporation is affixed to all documents, the execution of which on behalf of the corporation under its seal is duly authorized in accordance with the provisions of these bylaws.

Section 6. Treasurer. The treasurer shall keep and maintain, or cause to be kept and maintained, adequate and correct accounts of the properties and business transactions of the corporation, including accounts of its assets, liabilities, receipts, disbursements, gains, losses, capital, retained earnings, and other matters customarily included in financial statements.

The treasurer shall deposit or cause to be deposited all moneys and other valuables in the name and to the credit of the corporation with such depositories as may be designated by the Board of Directors. The treasurer shall disburse or cause to be disbursed the funds of the corporation as may be ordered by the Board of Directors, and shall render to the chairperson, president and directors, whenever they request it, an account of all of the treasurer's transactions as treasurer and of the financial condition of the corporation.

If required by the Board of Directors, the treasurer shall give the corporation a bond in the amount and with the surety or sureties specified by the Board for faithful performance of the duties of the treasurer's office and for restoration to the corporation of all its books, papers, vouchers, money and other property of every kind in the treasurer's possession or under the treasurer's control on the treasurer's death, resignation, retirement, or removal from office. The corporation shall pay the cost of such bond.

ARTICLE XI: EXECUTION OF CORPORATE INSTRUMENTS

Section 1. Execution of Corporate Instruments. The Board of Directors may, in its discretion, determine the method and designate the signatory officer or officers or other person or persons, to execute any corporate instrument or document, or to sign the corporate name without limitation, except when otherwise provided by law, and such execution or signature shall be binding upon the corporation.

Unless otherwise specifically determined by the Board of Directors or otherwise required by law, formal contracts of the corporation, promissory notes, deeds of trust, mortgages, and other evidences of indebtedness of the corporation, and other corporate instruments or documents, memberships in other corporations, and certificates of shares of stock owned by the corporation, shall be executed, signed, or endorsed by the chairperson of the Board, vice chairperson of the Board or the president and by the secretary or treasurer or any assistant secretary or assistant treasurer.

All checks and drafts drawn on banks or other depositories on funds to the credit of the corporation, or in special accounts of the corporation, shall be

signed by such person or persons as the Board of Directors shall authorize to do so.

Section 2. Loans and Contracts. No loans or advances shall be contracted on behalf of the corporation and no note or other evidence of indebtedness shall be issued in its name unless and except as the specific transaction is authorized by the Board of Directors. Without the express and specific authorization of the Board, no officer or other agent of the corporation may enter into any contract or execute and deliver any instrument in the name of and on behalf of the corporation.

ARTICLE XII: RECORDS AND REPORTS

Section 1. Maintenance and Inspection of Articles and Bylaws. The corporation shall keep at its principal office the original or a copy of its Articles of Incorporation and bylaws as amended to date, which shall be open to inspection by the directors at all reasonable times during office hours.

Section 2. Maintenance and Inspection of Federal Tax Exemption Application and Annual Information Returns. The corporation shall keep at its principal office a copy of its federal tax exemption application and its annual information returns for three years from their date of filing, which shall be open to public inspection and copying to the extent required by law.

Section 3. Maintenance and Inspection of Other Corporate Records. The corporation shall keep adequate and correct books and records of accounts, and written minutes of the proceedings of the Board and committees of the Board. All such records shall be kept at such place or places designated by the Board of Directors, or, in the absence of such designation, at the principal office of the corporation. The minutes shall be kept in written or typed form, and other books and records shall be kept either in written or typed form or in any other form capable of being converted into written, typed, or printed form. Upon leaving office, each officer, employee, or agent of the corporation shall turn over to his or her successor or the chairperson or president, in good order, such corporate monies, books, records, minutes, lists, documents, contracts or other property of the corporation as have been in the custody of such officer, employee, or agent during his or her term of office.

Every director shall have the absolute right at any reasonable time to inspect all books, records, and documents of every kind and the physical properties of the corporation and each of its subsidiary corporations. The inspection may be made in person or by an agent or attorney, and shall include the right to copy and make extracts of documents.

Section 4. Preparation of Annual Financial Statements. The corporation shall prepare annual financial statements using generally accepted accounting principles. Such statements shall be audited by an independent certified public accountant, in conformity with generally accepted accounting standards, under supervision of the Audit Committee established by these bylaws. The corporation shall make these financial statements available to the Indiana Attorney General and members of the public for inspection no later than nine (9) months after the close of the fiscal year to which the statements relate.

Section 5. Reports. The Board shall cause an annual report to be sent to all directors, within 120 days after the end of the corporation's fiscal year, containing the following information:

- (a) The assets and liabilities, including the trust funds, of this corporation at the end of the fiscal year;
- (b) The principal changes in assets and liabilities, including trust funds, during the fiscal year;
- (c) The revenues or receipts of this corporation, both unrestricted and restricted for particular purposes, for the fiscal year;
- (d) The expenses or disbursements of this corporation for both general and restricted purposes during the fiscal year; and
- (e) The information required by the Law concerning certain self dealing transactions involving more than \$50,000 or indemnifications involving more than \$10,000 which took place during the fiscal year.

The report shall be accompanied by any pertinent report of independent accountants, or, if there is no such report, the certificate of an authorized officer of the corporation that such statements were prepared without audit from the books and records of the corporation.

ARTICLE XIII: FISCAL YEAR

The fiscal year for this corporation shall begin on January 1st and shall end on December 31st.

ARTICLE XIV: AMENDMENTS AND REVISIONS

These bylaws may be adopted, amended or repealed by the vote of a majority of the directors then in office. Such action is authorized only at a duly called and held meeting of the Board of Directors for which written notice of such meeting, setting forth the proposed bylaw revisions with explanations therefore, is given in accordance with these bylaws, unless such notice is waived in accordance with these bylaws. If any provision of these bylaws requires the vote of a larger proportion of the Board than is otherwise required by law, that provision may not be altered, amended, or repealed except by that greater vote.

ARTICLE XV: CORPORATE SEAL

The Board of Directors may adopt, use, and alter a corporate seal. The seal shall be kept at the principal office of the corporation. Failure to affix the seal to any corporate instrument, however, shall not affect the validity of that instrument.

ARTICLE XVI: NON-DISCRIMINATION

The corporation shall not, either in its operation or the delivery of services, discriminate on the basis of race with respect to those served by the corporation, and shall adhere to EEOC guidelines and best practices regarding non-discriminatory hiring and promotion practices.

ARTICLE XVI: CONSTRUCTION AND DEFINITIONS

Unless the context otherwise requires, the general provisions, rules of construction, and definitions contained in the Indiana Nonprofit Corporation Act of 1991 as amended from time to time shall govern the construction of these bylaws. Without limiting the generality of the foregoing, the masculine gender includes the feminine and neuter, the singular number includes the plural and the plural number includes the singular, and the term "person" includes a corporation as well as a natural person. If any competent court of law shall deem any portion of these bylaws invalid or inoperative, then so far as is reasonable and possible (i) the remainder of these bylaws shall be considered valid and operative, and (ii) effect shall be given to the intent manifested by the portion deemed invalid or inoperative.

CERTIFICATE

I, the undersigned, certify that the above bylaws, consisting of 22 pages, are the bylaws of this corporation as duly adopted by the then existing Board of Directors on December 5, 2014, and that they have not been amended or modified since that date.

Executed on December 5, 2014, at Indianapolis, Indiana.



Gregory P. Gadson, Secretary

HIM BY HER FOUNDATION, INC.

HIM BY HER COLLEGIATE SCHOOL FOR THE ARTS

GENERAL CHARTER SCHOOL GOVERNANCE GUIDELINES

This document summarizes the general guidelines HIM By HER Foundation, Inc. (HBHF) will follow for the governance of the HIM By HER Collegiate School for the Arts (HBHCSA) charter school, contingent upon the receipt of a charter from the Indiana Charter School Board (ICSB).

PREAMBLE

WHEREAS HIM By HER Foundation, Inc. (HBHF) is a not-for-profit corporation incorporated under the laws of the State of Indiana and also has tax-exempt status pursuant to 26 U.S.C. § 501(c)(3);

WHEREAS HBHF's mission and activities include improving the lives of underserved and at-risk youth and families through its programs and collaborations, including education programs;

WHEREAS HBHF endeavors to operate a charter school and seeks a charter from the Indiana Charter School Board (ICSB) in furtherance of its education goals;

WHEREAS HBHF desires to have proper oversight and accountability for the management, administration and operation of the proposed charter school in accordance with all applicable Indiana and Federal laws pertaining to charter schools; and

WHEREAS the members of the Board of Directors as well as key charter school personnel shall abide by the terms of this document;

WITNESSETH

NOW THEREFORE, HIM By HER Foundation, Inc. (HBHF) shall operate a charter school in the name of HIM By HER Collegiate School for the Arts (HBHCSA) and shall carry out the governing function and oversight of HBHCSA, which charter school, if approved, shall be located in Indianapolis, Indiana, and initially contain school grades Kindergarten through 5th Grade and expand within five years to Kindergarten through 8th Grade, and planned to open in the Fall of 2020. The Board shall meet all of its governing requirements under law in overseeing the Charter School.

1. Relevant Governing Board Duties and Obligations.

1.1. Governance. The Board of Directors (or "Governing Board" for public purposes) has the ultimate responsibility for establishing the school's budget and determining its curriculum pursuant to applicable Indiana State Law. The Governing Board shall be

responsible for the oversight, but not the day-to-day management, of the HIM By HER Collegiate School for the Arts (“HBHCSA” or “the School”). The Governing Board’s oversight responsibilities shall include those charter school oversight responsibilities as is required by the Charter School laws. The Governing Board meetings shall be open to the public and shall be held regularly but shall not be held less than quarterly in frequency upon the beginning of the operation of the Charter School, and notice of said meetings shall be provided to the public consistent with the relevant public access laws. The Board shall comply with all of the provisions of applicable law including, but not limited to, those regulating access to equal educational opportunities, open meeting laws, the Board’s own by-laws, and freedom of information laws. The Governing Board shall carry out its duties under this Agreement in such a manner as to minimize disruption to the orderly functioning and administration of the School.

1.2. Appointment. In its dealings with the public and third parties, the Governing Board shall represent that it is authorized by law on behalf of HIM By HER Foundation, Inc. (HBHF) to contract with private or public persons or entities for any product, service or matter in furtherance of the operation of the School, including but not limited to functions of the School and portions of educational management services as the Governing Board sees fit.

1.3. Maintenance of Charter. The Governing Board has the obligation to ensure compliance with the provisions of and maintenance of the charter (“Charter”) granted by the Indiana Charter School Board (ICSB), for establishment of an independent Public Charter School (“the School”), in accordance with all Indiana Charter School laws and regulations (hereinafter the “Charter School Law”) and in accordance with all other applicable federal and state laws.

1.4. Communication with the HBHF Board. The Governing Board has the obligation to comply with the provisions of and maintain the Charter granted by the ICSB for establishment of the School. The Governing Board shall do and cause to be done all things necessary to ensure that all conditions imposed by ICSB in connection with the grant of the Charter are fulfilled at all times. If the HBHF Board is notified by the State of Indiana, ICSB or any other governmental authority, or by any other person or entity that it may be in violation of the Charter School Law or any other applicable law or regulation, the Governing Board shall take whatever action it deems necessary and appropriate to:

1.4.1. Determine if a claimed violation in fact exists; and

1.4.2. If a violation is determined to exist, the Governing Board must take whatever actions it deems necessary to correct the violation and return to full compliance; or if it is determined that no such violation exists, take whatever actions it deems necessary and appropriate to contest the claimed violation; and

1.4.3. Upon notice of purported violation as described above, the Governing Board shall take steps to rectify the purported violation by whatever reasonable means are necessary and appropriate.

1.4.4. The Governing Board shall prepare any response to the appropriate governmental authority or other person or entity alleging any violation of law in connection with the operation of the School.

1.5. Evaluation of the School. The Governing Board shall review the progress of School in educating the children in accordance with the School's Accountability Plan. The Governing Board shall if appropriate engage a third-party to perform evaluation of the School in reaching the School's goals and the reaching the Accountability Plan goals and any other criteria established by the Governing Board. Evaluations shall be conducted annually or at such other times more frequent as the Governing Board decides is necessary.

1.6. Student Enrollment. The Governing Board and the School shall work cooperatively in recruiting and admitting students to the School, subject to the Charter School Law, School Policies, and any and all other applicable federal and state laws and regulations. Students shall be admitted to the School as determined pursuant to policies established by the Governing Board in close consultation with School management. The School management shall be responsible for administering the School's recruitment, retention, admissions, lottery, and enrollment processes in accordance with the policies established by the Governing Board, the Charter School Law, and any and all other applicable federal and state laws and regulations.

1.7. Legal Status and Tax Status. The School is a public charter school established by a charter issued by ICSB. The Governing Board has a fiduciary duty to the School to carry out the best interests of the School and is responsible to public for the proper governance of the School.

1.8. Physical Space. The HBHF Board shall be responsible for finding and acquiring occupancy rights in the physical spaces where the School will operate, and for ensuring the physical spaces will be ready for occupancy at least three weeks prior to the first day of school. The Governing Board shall be responsible for all construction, health and safety laws. All costs incurred in locating facilities, including but not limited to surveying, engineering, renovation, consultant costs, and initial lease payments, shall be paid from funds allocated in the Start-Up Budget, and additional lease payments (if any) shall be part of the Operating Budget. The Governing Board shall delegate to the School leadership the management of such real estate. The Governing Board must approve in writing all decisions related to the acquisition, remodeling and maintenance of the facilities. The School leadership is responsible for developing and implementing a policy, subject to Governing Board approval, for determining who has access to the building, including who has keys to the building, regardless of who signs the lease or owns the property.

1.9. Name of the School. The name of the School shall be "HIM By HER Collegiate School for the Arts."

1.10. Governing Board Training. Prior to the opening of the school, all Governing Board members shall participate in governing board training with a governing board trainer or

program. The cost of such training shall be a Start-Up Budget item. All Governing Board members shall participate in governing board training each year the School is open as well as a Governing Board self- evaluation in relation to Charter School Governing Board best practices. The cost of such training shall be a budget item.

2. Duties and Obligations of the School Leadership.

“School Leadership” shall mean the School Principal and those acting as agents of the School Principal, and the Director and those acting as agents of the Director. Consistent with the obligations of a Governing Board under the Charter School Law, School Policies and any and all applicable federal and state laws and regulations, the School Leadership shall have the following duties and obligations in connection with the operation of the School and education of the children enrolled as students in the School.

2.1. Duties and Obligation to Manage School.

2.1.1. The Governing Board shall authorize the School Leadership to undertake the functions necessary to cause the School to operate in a manner consistent with the Charter and the Governing Board bylaws, it being understood that, at all times, the School and the School Leadership remain accountable and subject to the oversight of the Governing Board as provided by law. The Governing Board also authorizes the School Leadership to take such other actions which are necessary in the School Leadership’s good faith and reasonable judgment to properly and efficiently manage or operate the School, provided such actions are consistent with the Charter, policies of the Governing Board, applicable laws, and the annual School budget approved by the Governing Board. The School and the Governing Board shall ensure that the School and School Leadership have all power and authority necessary to carry out the duties of operating the School.

These duties shall include:

- (a) Implementation of the education program and program of instruction, inclusive of all special education and English language learner program requirements;
- (b) Development and administration of the School’s curriculum and determination of the applicable grade levels and subjects;
- (c) Selection, hiring and performance review of all personnel, and payroll functions on behalf of the Governing Board. The Governing Board shall have the authority to hire the School Principal and the School Operations Manager, who shall report to the School Principal;
- (d) Professional development for directors, instructional personnel, and other administrative staff;
- (e) Maintenance and operation of the School facilities;
- (f) Management and administration of the School, its staff, facilities, and

programs;

(g) Management and administration of all extra-curricular programming, including but not limited to before and after school care and programs, implemented in connection with the School;

(h) Management and oversight of all required reports to be presented to the Governing Board; and

(i) Administration and oversight of improvement to the facility necessary for the implementation of its program.

2.1.2. Any contracting or subcontracting with the School by third parties shall be with the approval of the Governing Board and shall be in accordance with State laws and regulations where appropriate. Such services subject to the approval of the Governing Board include, but are not limited to:

- Food and transportation;
- Custodial services, supplies and equipment;
- Special education services; and
- Any other services as consented to by the Governing Board that the School deems reasonable and necessary to achieve the goals of the Governing Board, including but not limited to nursing, after-school programs, security, drafting requests for proposals, and drafting grant applications.

2.2. Student Outcomes. The School Leadership shall provide to the Governing Board the reports set forth in 2.3. for the Governing Board's review and approval and shall set student standards for performance which shall meet or exceed the minimum standards established by the Accountability Plan, the Charter School Law, School Policies, and any and all other applicable federal and state laws and regulations. The School Principal shall lead the School in its efforts to meet annually agreed upon standards for performance which shall provide for:

- Full compliance with the Charter School Law, the methods and philosophy as set forth in the Charter, School Policies, and any other applicable law or regulation.
- Student testing in the first month of school using a nationally recognized norm-reference test to establish a benchmark. Students will be tested again in spring, using another form of the same test, to determine their improvement during the year and whether goals established by the Governing Board are being reached.
- Student proficiency in essential concepts per subject. Through established testing timelines, testing, as needed, as well as final exams at the end of each term, students

will display proficient understanding of essential subject material as defined by the School curriculum.

2.3. Reporting by the School.

2.3.1. The School shall submit an annual report to the Governing Board, before the beginning of the new academic year, reporting its progress towards attaining student outcomes.

2.3.2. The School shall provide to the Governing Board on a quarterly basis a budget analysis showing budget versus actual comparisons in the same format as the budget. In consultation with the School Leadership, the Governing Board shall engage an independent audit firm to complete the annual audit, in accordance with Generally Accepted Accounting Principles (“GAAP”), and the School shall comply with all reasonable requests. The cost of the audit shall be a budget item. All financial reports provided or prepared by the School will follow GAAP and comply with the Governing Board’s prescribed format (if any).

2.3.3. The School shall provide full opportunity for the Governing Board to observe the School processes, review curriculum, review appropriate data, and meet and confer with designated School personnel.

2.3.4. The School Leadership shall make regular reports to the Governing Board at least as frequent as the Governing Board regular meetings, and at any other times established by the Governing Board.

2.4. Fees. Fees may only be charged to students in accordance with applicable provisions of the Charter School Law, School Policies, and any other applicable federal or state laws or regulations.

2.5. Insurance.

2.5.1. The Governing Board undertakes to maintain insurance necessary to protect the interest of the School and other interested parties and shall provide the necessary resources for such insurance.

2.6. Charter with ICSB. Neither the Governing Board nor the School will act, or fail to act, in a manner that will cause HBHF to be in breach of its Charter with ICSB.

3. Budget and Funding.

3.1. Budget. All revenues generated by or received by the School will serve to fund the operation of the School. At least two months prior to the new academic year, or such other date if required by law, the School Leadership shall prepare and present to the Governing Board for its approval, a detailed recommended operating budget and capital outlay budget for the next fiscal year (the “Proposed Budget”). The Proposed Budget shall

show each area of expenditure as a separate line item, including funds allocated for use by the Governing Board for legal fees, and incidental Governing Board administrative expenses (“Governing Board Expenses”), and fees allocated for Governing Board Expenses shall not exceed \$50 per student. The Governing Board shall review the Proposed Budget with the School Leadership and shall provide the School Leadership with the Governing Board’s comments, in writing, within a reasonable period of time. The Governing Board has the authority to approve the Budget and shall approve an acceptable budget in a timely manner.

3.1.1. Start-Up Costs. The School Leadership will submit to the Governing Board a budget for the anticipated pre-opening expenses, including a contingency amount in order to take into account any extraordinary additional expenses. The School Leadership will obtain the consent of the Governing Board in advance for unbudgeted expenses exceeding 5% of the total Start-Up Budget.

3.1.2. Gaps in State Funding. In the event that there is a gap between Per Pupil Tuition Funding from the State and expenses incurred by the School due to the Per Pupil Tuition Funding cycle set by the State (i.e. Tuition Funding is not received on the first day of each month or the first day of each quarter), the Governing Board through resources allocated to it is responsible for covering the gap either using the budget reserve, raising additional funds or with a line of credit. All loans to the School must be evidenced by supporting appropriate documentation.

3.2 Funding and Spending. All funds received in connection with the School, including per pupil funding, shall be deposited in the School’s bank account, which shall be separate from other HBHF accounts. The School bank account funds may not be comingled with any other HBHF funds. Expenditures from the School’s bank account shall be made only in accordance with the Budget (as it may be modified from time to time) and upon approval in writing by the School Principal or Operations Manager (or Director of Operations) or the Business Manager to whom the Director may delegate this responsibility. The Governing Board may require that two agents of the School sign all checks to be valid, and shall determine which two persons, either by generic position or specific name, shall have authority to sign checks written on the School’s bank account.

The Governing Board and the School shall collaborate to seek funding outside of per-pupil funding where appropriate. The Governing Board shall coordinate with the School before applying for outside funding to ensure that such funding is in line with the School’s mission and goals. The School Leadership may make recommendations to the Governing Board regarding the proposed use of outside funding consistent with mission of the School.

All funds expended must be in the best interest of the School and in accordance with all applicable local, state and federal law.

Per pupil tuition funding for the School shall go directly to the operation of the school and shall not be used to fund afterschool programs.

4. Employees.

4.1. Teachers and Staff. The Governing Board shall delegate all personnel functions to the School Leadership, including, save the positions of School Principal and Operations Manager (and eventually Director of Operations), selecting, hiring, training, managing, reviewing, and terminating all staff associated with the School, including without limitation its teachers and all administrative and support staff, establishing personnel policies and procedures, and determining teacher and staff compensation, with Governing Board approval. The Governing Board may for good cause overrule personnel decisions of the School Leadership. The School Leadership shall determine the number of teachers and the number of support staff required for the operation of the School pursuant to the Charter. The School Leadership shall select and hire such teachers, at their discretion, qualified in the grade levels and subjects required, and support staff as are needed to carry out the mission and curriculum of the School. Such teachers and support staff may, at the discretion of the School Leadership, work at the School on a full or part time basis. All teachers and staff shall have undergone a criminal background check and an unprofessional conduct check, if applicable, as required by Charter School Law and other applicable state and federal laws.

4.2. Training. All School personnel shall receive such training as is reasonable and necessary under the circumstances, or as required by Charter School Law. Expenses for training and seminars, including travel and lodging, related to the School shall be a budget item.

5. Property Ownership.

5.1. With respect to property acquisitions, the Governing Board has an obligation to act in the best interest of the School. All property purchased through the operating Budget with Per Pupil Tuition funds the Governing Board may receive pursuant to the Charter School Law shall remain the property of the Charter School to the extent consistent with the law.

5.2. All contracts, whether with public or private entities, shall be entered into whenever possible in the name of the HIM By HER Foundation or School, as appropriate. Contracts shall not ordinarily extend beyond the term of the charter.

5.3. All property owned personally and/or individually by the teachers, administrative and support staff shall remain the property of the individual teachers and staff.

6. Non-Discrimination.

The Governing Board and the School shall comply with all applicable federal and state statutes, rules, regulations and orders dealing with discrimination.

7. Student and Financial Records.

All financial records and educational records, including student records, are records of the Governing Board and shall be kept on-site or electronically accessible on-site at or by the School and be available, subject to any and all applicable laws, for authorized inspection, pursuant to local, state and federal law, upon reasonable request. Such records are subject to the provisions of the Family Educational Rights and Privacy Act (“FERPA”) and the applicable state Freedom of Information and/or Open Records Act.

8. Additional Directives.

The Governing Board shall be responsible for allocating sufficient resources to the School to do and accomplish the following: 1) the development or purchase of a compliant school curriculum aligned with the School's mission, and for revisions as needed; 2) professional development of School personnel; 3) compensate School personnel; 4) the Information Technology (IT) resource needs of the School by approving IT vendors, IT vendor contracts and Requests for Proposals (RFPs); and 5) the routine facility security, upkeep and maintenance, and works with Management to develop facility security plans, and major facility improvements and repairs.

The Governing Board shall be responsible for approving: 1) School performance goals as part of the School Accountability Plan, and in response to receiving performance data from the School, issuing corrective action and commendation edicts to the School; 2) student grade promotion and retention criteria for promotion and retention as outlined in the Student and Family Handbook, also in response to monthly updates from the School Principal regarding projected student promotions and retentions; 3) the Student and Family Handbook; 4) the School budgets and fiscal policies, and oversees and ensures the ongoing financial viability of the School; 5) personnel policies and handbooks, and approves personnel organization and re-organization; 6) contracts for outside Human Resource (HR) service providers as recommended by Management; and 7) contracts either requiring Requests for Proposals (RFPs) or those required because of the dollar amount.

The Governing Board shall also be responsible for: 1) overseeing the construction of new school buildings and sites and improvements to existing school buildings and sites, for the Governing Board’s decision on such matters as part of the duty to provide appropriate premises to the Charter School; 2) receiving and reviewing monthly student assessment data, and reviewing action plans to address academic underperformance; 3) receiving monthly behavior issue documentation (including student suspensions) from the School Principal, including cumulative numbers; 4) overseeing and supporting the School Principal in revising and implementing a Student Recruitment Plan; 5) recruiting, evaluating and hiring the School’s staff, including the School Principal, and establishes compensation for all School executives and staff; 6) supporting the School Principal in community relation endeavors.; 7) with input from School Principal, identifying annual fund raising goals, and maintaining a Development Committee to collaborate with the School Principal to identify donors and grants; and 8) receiving grievances from students and families as well as members of the public that allows grievants to be adequately heard and according to fair procedures established by it for grievances, whether the grievances it receives are original or are appeals from decisions of the School; and 9) resolving or attempting to resolve grievances in a fair and consistent manner consistent with the Student and Families Handbook, as well as what is in the best interest of the School, the grievants, and the community at large.

* * *

February 2, 2019

CODE OF CONDUCT AND ETHICS

This Code of Conduct and Ethics that follows is being issued to the board of directors and other covered individuals of the HIM BY HER FOUNDATION, INC (“Foundation”) to confirm the Foundation’s commitment to conduct business in an ethical manner and in full compliance with applicable law. It is the Foundation’s expectation that all covered individuals will read and become familiar with the principles expressed in this statement.

Ethical Conduct

All covered individuals (Foundation directors, employees, officers, contractors, consultants or person that conducts business in the name of Foundation) have an obligation to perform their duties and responsibilities to the best of their abilities, while conducting themselves and managing the business within the framework of accountability, ethics, objectivity and integrity in both words and action.

- **Accountability**

The Foundation expects everyone to take responsibility for what they do and to provide solutions to challenges and honor his/her commitments and promises to the best of his/her abilities and to appropriately acknowledge contributions from other individuals and organizations who help facilitate the Foundation’s goals.

- **Ethics**

Legal and regulatory compliance is not enough. We must also conduct ourselves in an ethical manner in all dealings on the Foundation’s behalf.

- **Objectivity**

Covered individuals are expected to conduct his or herself without bias and base decisions on facts and equal opportunity.

- **Integrity**

We expect the highest standards of behavior and honest and transparent communication internally and externally.

- **Mission**

The Foundation expects all covered individuals to listen to our stakeholders and make all reasonable efforts to satisfy their needs and concerns within the scope of our mission, and to strive for and demonstrate professional respect and responsiveness to constituents, donors and others.

Compliance with Applicable Law

It is the Foundation’s policy to comply with all laws and regulations.

Confidentiality

It is important that the confidentiality of sensitive Foundation information is maintained.

Avoiding Conflicts of Interest

Covered individuals are expected to avoid involvement in outside activities that could (or potentially could) conflict or might adversely affect the covered individual's judgment and objectivity or time spent on the Foundation's mission; or might reasonably be construed by others as such.

Fair Dealing with Suppliers, Contractors and Vendors

It is the Foundation's policy to award orders, contracts and commitments to suppliers or others strictly on the basis of merit (including cost efficiency) without favoritism. All dealings with customers and potential customers must be legal, fair and open.

Covered individuals must not accept any form of "kickback" payment, services, compensation or benefit, either in cash or otherwise, from any supplier or potential supplier to the Foundation. Similarly, covered individuals must not offer or give "kickbacks", under-the-table payments or other similar improper favors to customers or their employees or representatives. All dealings with customers and potential customers must be legal, fair and open.

Gifts and Hospitality

Gifts, commissions, payments, loans, promises of future benefits or other items of value should not be accepted except on the basis that they are occasional, of very small intrinsic value and are unlikely to be perceived as having influenced decision making.

Reporting Violations and Asking Questions

Information coming to the attention of any person about the existence of any situation which may involve a violation of this policy should be promptly reported in writing to the Board of Directors. If you have questions about this policy, you should consult with the Chair of and Counsel to the Board of Directors. The Foundation's "open door" policy gives you the freedom to approach any member of the Board of Directors with ethical questions or concerns without fear of retaliation.

The undersigned, by his/her affixed signature, accept and agree to abide by the Code of Conduct and Ethics.

By 
Printed: Gregory P. Gadson, Esq

If on behalf of an entity and not an individual

Name of Entity: HIM By HER Foundation



ATTACHMENT 12

STATEMENT OF ASSURANCES (EXHIBIT E)

Exhibit E

Statement of Assurances

The charter school agrees to comply with all of the following provisions: *(Read and check)*

- 1. A resolution or motion has been adopted by the charter school applicant's governing body that authorizes the submission of this application, including all understanding and assurances contained herein, directing and authorizing the applicant's designated representative to act in connection with the application and to provide such additional information as required.
- 2. Recipients operate (or will operate if not yet open) a charter school in compliance with all federal and state laws, including Indiana Charter Schools Law as described in all relevant sections of IC § 20-24.
- 3. Recipients will, for the life of the charter, participate in all data reporting and evaluation activities as required by the ICSB and the Indiana Department of Education. See in particular IC § 20-20-8-3 and relevant sections of IC § 20-24.
- 4. Recipients will comply with all relevant federal laws including, but not limited to, the *Age Discrimination in Employment Act* of 1975, Title VI of the *Civil Rights Act* of 1964, Title IX of the *Education Amendments of 1972*, section 504 of the *Rehabilitation Act* of 1973, Part B of the *Individuals with Disabilities Education Act*, and section 427 of the *General Education Provision Act*.
- 5. Recipients will comply with all provisions of the Non regulatory Guidance—Public Charter Schools Program of the U.S. Department of Education, which includes the use of a lottery for enrollment if the charter school is oversubscribed, as well as with applicable Indiana law. See also relevant sections of IC § 20-24.
- 6. Recipients shall ensure that a student's records, and, if applicable, a student's individualized education program as defined at 20 U.S.C. § 1401(14) of the *Individuals with Disabilities Education Act*, will follow the student, in accordance with applicable federal and state law.
- 7. Recipients will comply with all provisions of the *Elementary and Secondary Education Act of 1965*, as amended by the *Every Student Succeeds Act of 2015* ("ESSA"), including but not limited to, provisions on school prayer, the Boy Scouts of America Equal Access Act, the Armed Forces Recruiter Access to Students and Student Recruiting Information, the Unsafe School Choice Option, the Family Educational Rights and Privacy Act ("FERPA") and assessments.
- 8. Recipients will operate with the organizer serving in the capacity of fiscal agent for the charter school and in compliance with generally accepted accounting principles.
- 9. Recipients will at all times maintain all necessary and appropriate insurance coverage.

- 10. Recipients will indemnify and hold harmless the ICSB, the State of Indiana, all school corporations providing funds to the charter school (if applicable), and their officers, directors, agents and employees, and any successors and assigns from any and all liability, cause of action, or other injury or damage in any way relating to the charter school or its operation.
- 11. Recipients understand that the ICSB may revoke the charter if the ICSB deems that the recipient is not fulfilling the academic goals, fiscal management, or legal and operational responsibilities outlined in the charter.

I, the undersigned, am an authorized representative of the charter school applicant and do hereby certify that the information submitted in this application is accurate and true to the best of my knowledge and belief. In addition, I do hereby certify to the assurances contained above.

Harry C. Dunn, III

Name

/Harry C. Dunn, III/

Signature

March 3, 2019

Date



ATTACHMENT 13

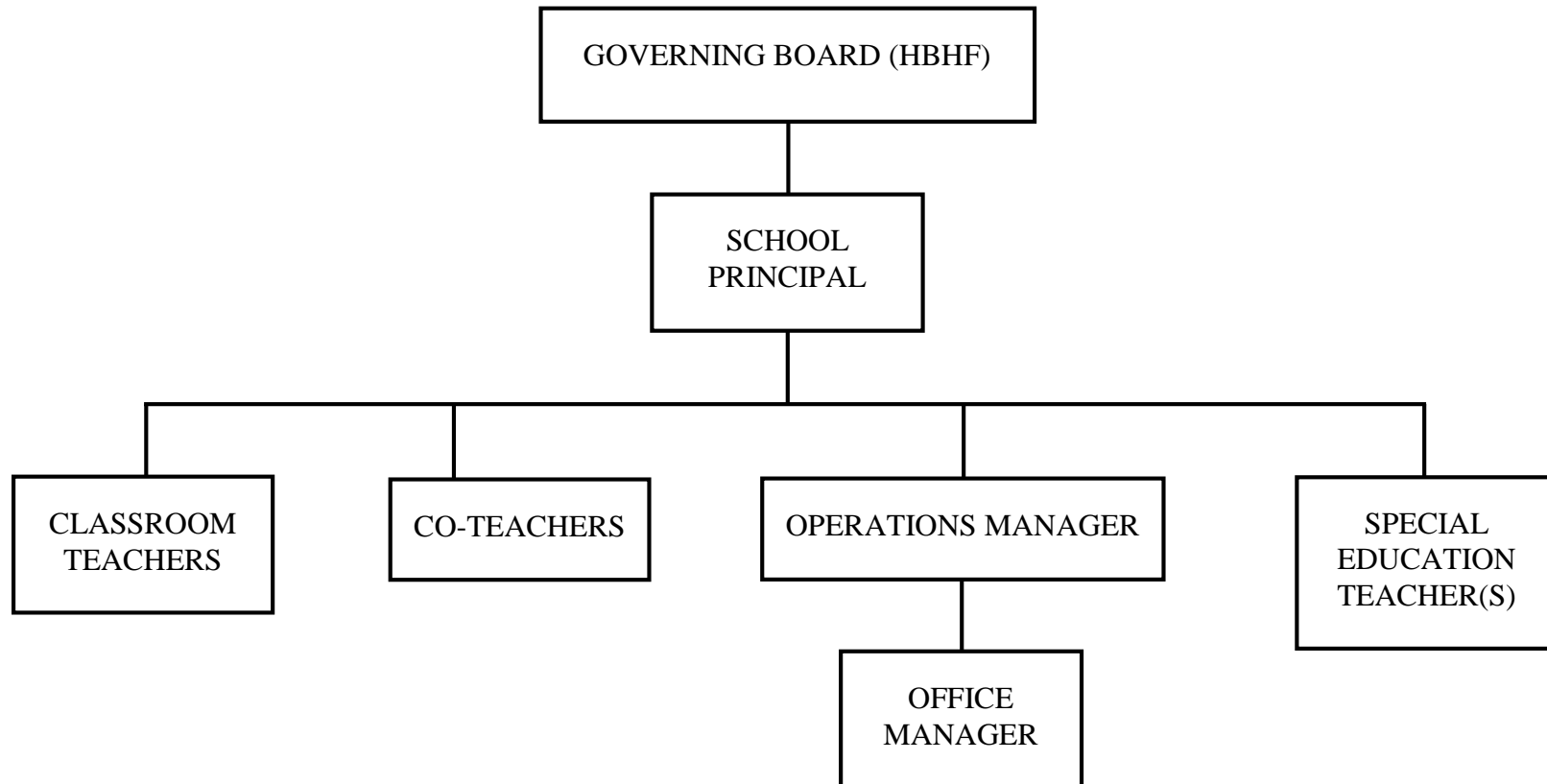
ORGANIZATIONAL CHARTS

ATTACHMENT 13

ORGANIZATIONAL CHARTS

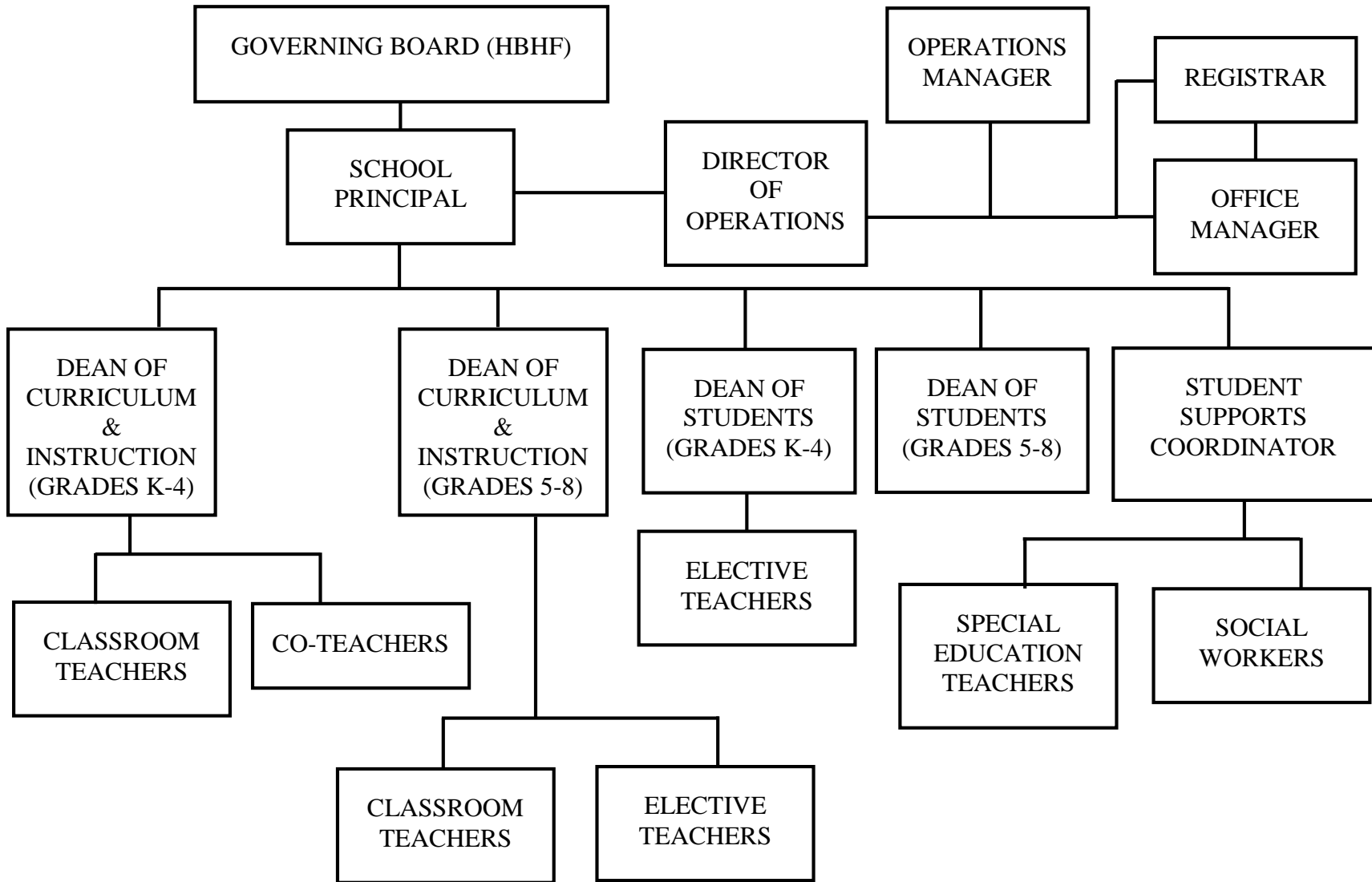
The following pages contain the organizational charts for the proposed HIM By HER Collegiate School for the Arts (HBHCSA) during the first year of operation (with Kindergarten through 5th Grade) and during the fifth year of operation (with Kindergarten through 8th Grade), which is at the projected full capacity.

PROPOSED YEAR 1 ORGANIZATIONAL CHART FOR HBHCSA*



* HIM By HER Collegiate School for the Arts

PROPOSED YEAR 5 (FULL CAPACITY) ORGANIZATIONAL CHART FOR HBHCSA*



* HIM By HER Collegiate School for the Arts



ATTACHMENT 14

START-UP PLAN

ATTACHMENT 14

START-UP PLAN

General

In the start-up phase of HIM By HER Collegiate School for the Arts (HBHCSA) the School Principal, Clete H. Ladd, along with the HBHCSA Governing Board and HIM By HER Foundation, Inc. (HBHF) in general, will continue build interest in prospective students for attendance beginning in the Fall of 2020. The opening year (2020-21) will serve grades Kindergarten through 5th. The proposed building location is in the 46218 Martindale-Brightwood area, and students and families in that area will be targeted heavily, although we expect city-wide interest. Along with such coordinated recruitment efforts, the HBHF will complete a facility search and facility acquisition for the upcoming School opening. Meanwhile, the HBHCSA Governing Board (which is the HBHF Board of Directors) and the School Leadership in place will begin the task of further curriculum planning, hiring sufficient staff, and other activities necessary for a timely and successful school opening. School Principal Clete Ladd will continue to receive support from HBHF, Big Picture Learning, The Leader in Me and the State of Indiana in the planning year and the first two years of school operation. Mr. Ladd will continue to develop resources from the best practice, researched-base high-performing schools.

Specific Start-Up Timetables

Below is a general and tentative timetable of activities to be performed during HBHCSA's starting phase. Please see the "Charter School Key" below for the responsible party codes.

PHASE 1: GETTING STARTED

<u>Activity:</u>	<u>Responsible Parties</u>	<u>Timeline</u>
<u>ADMINISTRATIVE:</u>		
Community outreach	GB, P	On-going 2019-20
Request approval from ICSB	HBHF	Mar., 2019
Identify facility	GB	Jan-June 2019
Select School Principal	GB	Jan., 2019
Select an Operations Manager	HBHF	Jun., 2019
Develop recruitment, marketing and outreach plan for new students	GB, P	Feb.-Jun., 2019
Identify community liaisons	M	Jun., 2019
Write and design initial information materials (brochures, general info sheet, Q&A Sheets, etc.	M	Jun., 2019
Print and distribute information/brochures	M	Jul., 2019
Design and print other marketing materials	M	Jul., 2019
Organize community presentations	P	Jun., 2019
Organize recruitment campaign, make phone calls	P	Jun., 2019 and ongoing
Answer parent phone calls, run open houses	P	Jun., 2019

Register students OM Jul., 2020

INSTRUCTION & ASSESSMENT

Plan for classroom/learning environment configuration

P & F Jun. -Jul., 2019
Complete plan for curriculum P Aug., 2019
Arrange for regular ECA testing P Aug., 2019

FINANCIAL PLANNING

Accommodate HBHF in existing accounting, purchasing, payroll and state reporting systems

A Aug., 2019
Modify five-year planning budget and business plan based on any new information from the State
GB, A Aug., 2019

PHASE II: PREPARATION FOR OPENING

ORGANIZATIONAL

Revise and expand comprehensive school accountability plan, if necessary

P Aug., 2019
Develop Emergency Plan P, GB Sept., 2019
Develop Weather Notification Plan P Sept., 2019

INSTRUCTION AND ASSESSMENT

Review and amend instructional program plan P Aug., 2019
Review and amend curriculum/projects/units P Oct., 2019
Review and amend assessment plan P Oct., 2019

PLANNING FOR SPECIAL EDUCATION NEEDS

Identify students indicating IEPs needed P, SEI Jul., 2020
Review and assess need for IEPs P, SEI Jul., 2020
Confer with parents/students regarding special education needs during registration period.
P, SEI Jul., 2020
Devise plans for serving special education students P, SEI Jul., 2020
Coordinate schedule for special education students P, SEI Jul., 2020
Work with students/parents to develop or revise IEPs as needed.
P, SEI Jul., 2020
Convey special education plans to special education teachers and other regular education teachers/advisors P, SEI Jul., 2020
Undertake complete ESL assessment P Jul., 2020
Establish framework for assignment for specific ESL programming
P Jul., 2020

FACILITIES

Select facility HBHF Jun., 2019
Meet with landlord and architect to plan renovations HBHF, F June-July, 2019

Begin renovations Construction	HBH, F	Jul., 2019
Arrange classrooms/instructional & work environments	F	Jan., 2020
Secure all inspections for fire, safety and other codes	F	Jan., 2020

STAFFING

Plan recruitment strategy	P	Feb., 2019
Develop new staff selection process	P	Jun., 2019
Provide orientation for new faculty and staff	P	Jul., 2020
Advise staff on legal and regulatory compliance	P	Jul., 2020
Establish Year 1 staff development plan including paraprofessionals	P	Mar.-Jul., 2020
Conduct Yr. 1 Professional Development & On-Boarding	P	Jul., 2020

STUDENTS

Accept and review applications	OM	Apr.-Jul., 2020
Monitor diversity and outreach	P	Apr.-Jul., 2020
Conduct enrollment lottery if applications exceed P, OM	P, OM	Jul., 2020
Conduct registration and assessment	P and staff	Jul., 2020
Publish public notice of special education services	P	Jul., 2020
Send updates to prospective students on a monthly basis	P	Apr.-Jul., 2020
Conduct Student Orientation	P and staff	Jul., 2020 (additional dates added, as needed)

FINANCE AND OPERATIONS

Review current budget development and oversight policies	GB, A	Jul., 2019
Full implementation of accounting system	A	Jul., 2019
Oversight and decision-making of accounting sys.	GB, A	Jul., 2019
Review internal controls & fiscal policies	GB, A, P	Jul., 2019
Research and recommend auditing options	A,	Jul., 2019
Establish and maintain fiscal linkages with state	GB	Jul., 2020
Develop long-term fiscal plans	GB, A	Jul., 2019

SCHOOL OPENING-

Staff	All staff	Aug., 2020-for PD workshop
-------	-----------	----------------------------

Students

All staff

Aug., 2020

Charter School Key:

A= Accounting Department

GB = Governing Board (which is the HBHF Board of Directors)

HBHF = HIM By HER Foundation

F = Facilities Personnel

M=Marketing Specialist from Board

OM= Office administrator/Admin. Asst to Principal

P = School Principal

SEI = Special Education Instructor



ATTACHMENT 15

INSURANCE ESTIMATE

73APG065666-02

RENEWAL NUMBER

CROSS REFERENCE NUMBER

73 APG 065666 - 03

**NATIONAL LIABILITY & FIRE INSURANCE
COMPANY**
STAMFORD, CONNECTICUT
BUSINESS AUTO COVERAGE DECLARATIONS

The Declarations
include a second part
designated "Part 2".

ITEM ONE NAMED INSURED & ADDRESS

HIM BY HER FOUNDATION INC
8304 CORAL BAY CT
INDIANAPOLIS, IN 46236

FORM OF NAMED INSURED'S BUSINESS: **Non-profit Association**NAMED INSURED'S BUSINESS: **VOCATIONAL TRAINING**

POLICY PERIOD: Policy covers FROM **04/22/2017 12:01 AM** TO **04/22/2018** 12:01 A.M. Standard Time at the Named Insured's Address stated above.

ITEM TWO - SCHEDULE OF COVERAGES AND COVERED AUTOS

This policy provides only those coverages where a charge is shown in the premium column below. Each of these coverages will apply only to those "autos" shown as covered "autos". "Autos" are shown as covered "autos" for a particular coverage by the entry of one or more of the symbols from the COVERED AUTO Section of the Business Auto Coverage Form next to the name of the coverage.

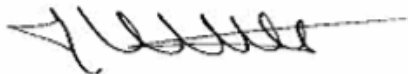
COVERAGES	COVERED AUTOS (Entry of one or more of the symbols from the COVERED AUTOS Section of the Business Auto Coverage Form shows which autos are covered autos)	LIMIT OF INSURANCE THE MOST WE WILL PAY FOR ANY ONE ACCIDENT OR LOSS	PREMIUM
LIABILITY	7	\$ 300,000 CSL	\$ 906
PERSONAL INJURY PROTECTION (P.I.P.) (or equivalent No-fault coverage)		SEPARATELY STATED IN EACH P.I.P. ENDORSEMENT MINUS \$ Deductible	\$
ADDED P.I.P. (or equivalent added No-fault cov.)		SEPARATELY STATED IN EACH ADDED P.I.P. ENDORSEMENT	\$
PROPERTY PROTECTION INSURANCE (P.P.I.) (Michigan only)		SEPARATELY STATED IN THE P.P.I. ENDORSEMENT MINUS \$ Deductible FOR EACH ACCIDENT	\$
AUTO MEDICAL PAYMENTS		\$	\$
UNINSURED MOTORISTS	10	\$ 300,000 CSL (BI & PD)	\$ 30
UNDERINSURED MOTORISTS (When not included in Uninsured Motorists coverage)	10	\$ See CA 2146 (12/1993)	\$ 10
PHYSICAL DAMAGE INSURANCE			
COMPREHENSIVE COVERAGE	7	\$ See M 3912b (08/2001)	\$ INCL
SPECIFIED CAUSES OF LOSS		\$	\$
COLLISION COVERAGE	7	\$ See M 3912b (08/2001)	\$ 1,736
TOWING AND LABOR		\$ Deductible FOR EACH COVERED AUTO	\$
FORMS AND ENDORSEMENTS CONTAINED IN THIS POLICY AT ITS INCEPTION See M4572 (12/1994)			PREMIUM FOR ENDORSEMENTS \$
			ESTIMATED TOTAL PREMIUM \$ 2,682
ENTER SYMBOL 10 DESCRIPTION HERE: Symbol 10 - Only those autos described in Item Three of the Declarations with Liability premium shown.			
POLICY SUBJECT TO A FULLY EARNED POLICYWRITING MINIMUM PREMIUM OF \$ <u>0</u> IF CANCELLED BY THE INSURED.			
ITEM THREE - SCHEDULE OF COVERED AUTOS		AS ATTACHED	

GEICO Insurance Agency, Inc.
Fredericksburg, VA

Countersigned At _____ By _____

AUTHORIZED SIGNATURE

In Witness whereof, we have caused this policy to be executed and attested.



Secretary



President



ATTACHMENT 16

BUDGET PROJECTIONS WORKBOOK

School Enrollment Projections

(must align with Charter Application Enrollment Plan)

School Name: Him by Her Collegiate School for the Arts
 Planned Opening Year: 2020

Enrollment	Year 1	Year 2	Year 3	Year 4	Year 5
Kindergarten	60	60	60	60	60
Grade 1	60	60	60	60	60
Grade 2		60	60	60	60
Grade 3			60	60	60
Grade 4					
Grade 5					
Grade 6					
Grade 7					
Grade 8					
Grade 9					
Grade 10					
Grade 11					
Grade 12					
Adult					
Total Enrollment:	120	180	240	240	240
Special Education #	25	38	50	62	75
English Learners #	12	19	25	31	37
FRL #	125	188	250	312	325
Basic Grant	\$ 642,240.00	\$ 963,360.00	\$ 1,284,480.00	\$ 1,284,480.00	\$ 1,284,480.00
Complexity	\$ 207,606.25	\$ 312,239.80	\$ 415,212.50	\$ 518,185.20	\$ 539,776.25
Adult Grant	\$ -	\$ -	\$ -	\$ -	\$ -
Total:	\$ 849,846.25	\$ 1,275,599.80	\$ 1,699,692.50	\$ 1,802,665.20	\$ 1,824,256.25

The complexity amount is an **estimate** based on the complexity index for proposed location of the charter school multiplied by the estimated number of students eligible to receive free or reduced lunch. The school's actual first-year complexity amount will be based on the percentage of students who qualify for SNAP, TANF, or foster care services.

School Name:

Him by Her Collegiate School for the Arts

Planned Opening Year:

2020

Complete all relevant Grey Shaded areas -> Name of Position, Number of Positions, Average Salary, Health In
Projected salary and benefits should align with Year 0 and 5-Year budgets.

	Year 0		
	Number	Average Salary	Total Expense
INSTRUCTIONAL STAFF			
Position (specify)		\$ -	\$ -
Classroom Teachers		\$ -	\$ -
Co-Teachers		\$ -	\$ -
Elective Teachers		\$ -	\$ -
Special Education Teachers		\$ -	\$ -
		\$ -	\$ -
		\$ -	\$ -
		\$ -	\$ -
		\$ -	\$ -
		\$ -	\$ -
		\$ -	\$ -
		\$ -	\$ -
		\$ -	\$ -
		\$ -	\$ -
		\$ -	\$ -
		\$ -	\$ -
		\$ -	\$ -
		\$ -	\$ -
		\$ -	\$ -
Total Instructional Staff:	0.0		\$ -
ADMIN & SUPPORT			
School Leader	1.0	\$ 85,000.00	\$ 85,000.00
			\$ -
Operations manager	0.3	\$ 48,000.00	\$ 12,000.00
			\$ -
		\$ -	\$ -
Office Manager			\$ -
		\$ -	\$ -
Dean of Culture		\$ -	\$ -
Dean of Curriculum & Inst (k-4)		\$ -	\$ -
Dean of Curriculum & Inst (5-8)		\$ -	\$ -
Dean of Students (k-4)		\$ -	\$ -
Dean of Students (5-8)		\$ -	\$ -
Student Support Coordinators		\$ -	\$ -
Social Workers		\$ -	\$ -
		\$ -	\$ -
Total Admin & Support Staff:	1.3		\$ 97,000.00

BENEFITS

Other Insurance
Retirement Contribution
Social Security
Medicare
Unemployment
Other Benefits

Rate/Per Employee Expense	Total Expense
\$ 2,500.00	\$ 3,125.00
\$ 1,700.00	\$ 2,125.00
6.2%	\$ 6,014.00
1.45%	\$ 1,406.50
2.5%	\$ 2,425.00
\$ -	\$ -

SUMMARY

	Year 0
Total Staff	1.3
Total Salaries:	\$ 97,000.00
Total Benefits:	\$ 15,095.50
Total Salaries + Benefits:	\$ 112,095.50
Student/teacher ratio	N/A
Student/staff ratio	N/A

5-Year Projected Staffing Plan

urance, Retirement Contribution, and Other Benefits.

Year 1		
Number	Average Salary	Total Expense
	\$ -	\$ -
4.0	\$ 41,500.00	\$ 166,000.00
2.0	\$ 35,000.00	\$ 70,000.00
2.0	\$ 35,000.00	\$ 70,000.00
1.0	\$ 45,000.00	\$ 45,000.00
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
9.0		\$ 351,000.00
1.0	\$ 85,000.00	\$ 85,000.00
		\$ -
1.0	\$ 48,000.00	\$ 48,000.00
		\$ -
	\$ -	\$ -
0.8	\$ 30,000.00	\$ 22,500.00
	\$ -	\$ -
	\$ -	\$ -
		\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
2.8		\$ 155,500.00

Year 2		
Number	Average Salary	Total Expense
	\$ -	\$ -
6.0	\$ 42,330.00	\$ 253,980.00
3.0	\$ 35,700.00	\$ 107,100.00
		\$ -
2.0	\$ 45,900.00	\$ 91,800.00
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
11.0		\$ 452,880.00
1.0	\$ 85,000.00	\$ 85,000.00
	\$ -	\$ -
1.0	\$ 48,960.00	\$ 48,960.00
	\$ -	\$ -
		\$ -
1.0	\$ 30,600.00	\$ 30,600.00
	\$ -	\$ -
		\$ -
1.0	\$ 61,200.00	\$ 61,200.00
	\$ -	\$ -
1.0	\$ 51,500.00	\$ 51,500.00
	\$ -	\$ -
	\$ -	\$ -
2.0	\$ -	\$ -
	\$ -	\$ -
7.0		\$ 277,260.00

Rate/Per Employee Expense	Total Expense
\$ 5,000.00	\$ 58,750.00
\$ 3,400.00	\$ 39,950.00
6.2%	\$ 31,403.00
1.45%	\$ 7,344.25
2.5%	\$ 12,662.50
\$ -	\$ -

Rate/Per Employee Expense	Total Expense
\$ 5,000.00	\$ 90,000.00
\$ 3,400.00	\$ 61,200.00
6.2%	\$ 45,268.68
1.45%	\$ 10,587.03
2.5%	\$ 18,253.50
\$ -	\$ -

Year 1	
Total Staff	11.8
Total Salaries:	\$ 506,500.00
Total Benefits:	\$ 150,109.75
Total Salaries + Benefits:	\$ 656,609.75
Student/teacher ratio	13:1
Student/staff ratio	44:1

Year 2	
Total Staff	18.0
Total Salaries:	\$ 730,140.00
Total Benefits:	\$ 225,309.21
Total Salaries + Benefits:	\$ 955,449.21
Student/teacher ratio	16:1
Student/staff ratio	26:1

Year 3		
Number	Average Salary	Total Expense
	\$ -	\$ -
8.0	\$ 43,177.00	\$ 345,416.00
4.0	\$ 36,414.00	\$ 145,656.00
1.0	\$ 34,333.00	\$ 34,333.00
3.0	\$ 46,818.00	\$ 140,454.00
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
16.0		\$ 665,859.00
1.0	\$ 88,434.00	\$ 88,434.00
	\$ -	\$ -
1.0	\$ 49,939.00	\$ 49,939.00
	\$ -	\$ -
	\$ -	\$ -
1.0	\$ 31,212.00	\$ 31,212.00
	\$ -	\$ -
	\$ -	\$ -
1.0	\$ 62,424.00	\$ 62,424.00
		\$ -
1.0	\$ 53,045.00	\$ 53,045.00
	\$ -	\$ -
	\$ -	\$ -
0.3	\$ 48,899.00	\$ 12,224.75
	\$ -	\$ -
5.3		\$ 297,278.75

Year 4		
Number	Average Salary	Total Expense
	\$ -	\$ -
10.0	\$ 44,040.00	\$ 440,400.00
5.0	\$ 37,142.00	\$ 185,710.00
1.0	\$ 35,020.00	\$ 35,020.00
3.0	\$ 47,754.00	\$ 143,262.00
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
19.0		\$ 804,392.00
1.0	\$ 90,203.00	\$ 90,203.00
	\$ -	\$ -
1.0	\$ 50,938.00	\$ 50,938.00
	\$ -	\$ -
	\$ -	\$ -
2.0	\$ 31,836.00	\$ 63,672.00
	\$ -	\$ -
	\$ -	\$ -
1.0	\$ 63,672.00	\$ 63,672.00
	\$ -	\$ -
1.0	\$ 53,060.00	\$ 53,060.00
	\$ -	\$ -
1.0	\$ 45,632.00	\$ 45,632.00
4.0	\$ 50,365.97	\$ 201,463.88
	\$ -	\$ -
11.0		\$ 568,640.88

Rate/Per Employee Expense	Total Expense
\$ 5,000.00	\$ 106,250.00
\$ 3,400.00	\$ 72,250.00
6.2%	\$ 59,714.54
1.45%	\$ 13,965.50
2.5%	\$ 24,078.44
\$ -	\$ -

Rate/Per Employee Expense	Total Expense
\$ 5,000.00	\$ 150,000.00
\$ 3,400.00	\$ 102,000.00
6.2%	\$ 85,128.04
1.45%	\$ 19,908.98
2.5%	\$ 34,325.82
\$ -	\$ -

Year 3	
Total Staff	21.3
Total Salaries:	\$ 963,137.75
Total Benefits:	\$ 276,258.48
Total Salaries + Benefits:	\$ 1,239,396.23
Student/teacher ratio	15:1
Student/staff ratio	46:1

Year 4	
Total Staff	30.0
Total Salaries:	\$ 1,373,032.88
Total Benefits:	\$ 391,362.84
Total Salaries + Benefits:	\$ 1,764,395.72
Student/teacher ratio	13:1
Student/staff ratio	22:1

Year 5		
Number	Average Salary	Total Expense
	\$ -	\$ -
13.0	\$ 44,921.00	\$ 583,973.00
5.0	\$ 37,885.00	\$ 189,425.00
2.0	\$ 35,720.00	\$ 71,440.00
3.0	\$ 48,709.00	\$ 146,127.00
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
23.0		\$ 990,965.00
1.0	\$ 92,007.00	\$ 92,007.00
	\$ -	\$ -
1.0	\$ 51,957.00	\$ 51,957.00
	\$ -	\$ -
	\$ -	\$ -
2.0	\$ 32,473.00	\$ 64,946.00
1.0	\$ 36,016.28	\$ 36,016.28
1.0	\$ -	\$ -
1.0	\$ 64,946.00	\$ 64,946.00
1.0	\$ 64,946.00	\$ 64,946.00
1.0	\$ 54,112.00	\$ 54,112.00
1.0	\$ 56,275.44	\$ 56,275.44
1.0	\$ 46,545.00	\$ 46,545.00
1.0	\$ 50,874.00	\$ 50,874.00
	\$ -	\$ -
12.0		\$ 582,624.72

Rate/Per Employee Expense	Total Expense
\$ 5,000.00	\$ 175,000.00
\$ 3,400.00	\$ 119,000.00
6.2%	\$ 97,562.56
1.45%	\$ 22,817.05
2.5%	\$ 39,339.74
\$ -	\$ -

Year 5	
Total Staff	35.0
Total Salaries:	\$ 1,573,589.72
Total Benefits:	\$ 453,719.36
Total Salaries + Benefits:	\$ 2,027,309.08
Student/teacher ratio	10:1
Student/staff ratio	20:1

School Name: Him by Her Collegiate School for the Arts
 Planned Opening Year: 2020

REVENUES		July	August	September	October
Federal Revenues - See Footnotes					
1	Public Charter School Program Grant	\$ -	\$ -	\$ -	\$ -
2	Other Federal Revenue (please describe) (1)	\$ -	\$ -	\$ -	\$ -
Total Federal Revenues:		\$ -	\$ -	\$ -	\$ -
Other Revenues					
3	Contributions and Donations from Private Sources	\$ -	\$ -	\$ -	\$ -
4	Interest Income	\$ -	\$ -	\$ -	\$ -
5	Other Revenue (please describe)	\$ -	\$ -	\$ -	\$ -
Total Other Revenues:		\$ -	\$ -	\$ -	\$ -
TOTAL REVENUES:		\$ -	\$ -	\$ -	\$ -
EXPENSES					
Personnel Expenses					
6	Wages, Benefits and Payroll Taxes	\$ -	\$ -	\$ -	\$ -
Total Personnel Expenses:		\$ -	\$ -	\$ -	\$ -
Instructional Supplies and Resources - See Footnotes					
7	Textbooks	\$ -	\$ -	\$ -	\$ -
8	Library/Media Services (Other than Staff)	\$ -	\$ -	\$ -	\$ -
9	Instructional Supplies	\$ -	\$ -	\$ -	\$ -
10	Technology Supporting Instruction (2)	\$ -	\$ -	\$ -	\$ -
11	Student Assessment	\$ -	\$ -	\$ -	\$ -
12	Computers used for Instruction	\$ -	\$ -	\$ -	\$ -
13	Instructional Software	\$ -	\$ -	\$ -	\$ -
14	Enrichment Programs (3)	\$ -	\$ -	\$ -	\$ -

		July	August	September	October
DEPARTMENT					
Total Instructional Supplies and Resources:					
15	Support Supplies and Resources				
16	Administrative Computers	\$ -	\$ -	\$ -	\$ -
17	Administrative Software	\$ -	\$ -	\$ -	\$ -
18	Administrative Technology Services	\$ -	\$ -	\$ -	\$ -
19	Administration Dues & Fees	\$ -	\$ -	\$ -	\$ -
20	Operational Supplies	\$ -	\$ -	\$ -	\$ -
7	Professional Development	\$ -	\$ -	\$ -	\$ -
21	Other (please describe)	\$ -	\$ -	\$ -	\$ -
Total Support Supplies and Resources:		\$ -	\$ -	\$ -	\$ -
Governing Board Expenses					
22	General Board Services	\$ -	\$ -	\$ -	\$ -
23	Legal Services	\$ -	\$ -	\$ -	\$ -
24	Board Supplies	\$ -	\$ -	\$ -	\$ -
25	Dues & Fees	\$ -	\$ -	\$ -	\$ -
26	Other (please describe)	\$ -	\$ -	\$ -	\$ -
Total Board Expenses:		\$ -	\$ -	\$ -	\$ -
Purchased or Contracted Services					
27	Audit Services	\$ -	\$ -	\$ -	\$ -
28	Payroll Services	\$ -	\$ -	\$ -	\$ -
29	Financial Accounting	\$ -	\$ -	\$ -	\$ -
30	Other Fiscal Services	\$ -	\$ -	\$ -	\$ -
31	Printing, Publishing, Duplicating Services	\$ -	\$ -	\$ -	\$ -
32	Other Professional/Technical Services	\$ -	\$ -	\$ -	\$ -
33	Telecommunication Services	\$ -	\$ -	\$ -	\$ -
34	Insurance	\$ -	\$ -	\$ -	\$ -
35	Travel	\$ -	\$ -	\$ -	\$ -
36	Postage	\$ -	\$ -	\$ -	\$ -
37	Special Education Administration	\$ -	\$ -	\$ -	\$ -
38	Student Information Services	\$ -	\$ -	\$ -	\$ -
39	Food Services	\$ -	\$ -	\$ -	\$ -
40	Contracted Transportation Services	\$ -	\$ -	\$ -	\$ -

	July	August	September	October
REVENUES				
41 Other Transportation Services (please describe)	\$ -	\$ -	\$ -	\$ -
42 Promotion Expenses	\$ -	\$ -	\$ -	\$ -
43 Other (please describe)	\$ -	\$ -	\$ -	\$ -
Total Professional Purchased or Contracted Services:	\$ -	\$ -	\$ -	\$ -
Facilities Expenses				
44 Rent of Buildings, Facilities, and Equipment	\$ -	\$ -	\$ -	\$ -
45 Purchase of Furniture & Equipment	\$ -	\$ -	\$ -	\$ -
46 Electric/Gas	\$ -	\$ -	\$ -	\$ -
47 Water & Sewage	\$ -	\$ -	\$ -	\$ -
48 Repair and Maintenance Services (not provided by school personnel)	\$ -	\$ -	\$ -	\$ -
49 Custodial Services (not provided by school personnel)	\$ -	\$ -	\$ -	\$ -
50 Waste Disposal	\$ -	\$ -	\$ -	\$ -
51 Debt Service for Facilities (Principal & Interest)	\$ -	\$ -	\$ -	\$ -
52 Debt Service for Equipment (Principal & Interest)	\$ -	\$ -	\$ -	\$ -
53 Other (please describe)	\$ -	\$ -	\$ -	\$ -
Total Facilities Expenses:	\$ -	\$ -	\$ -	\$ -
Other Expenses				
54 Indiana Charter School Board Administrative Fee	\$ -	\$ -	\$ -	\$ -
55 CMO/EMO Fee	\$ -	\$ -	\$ -	\$ -
56 Bank Fees	\$ -	\$ -	\$ -	\$ -
57 Depreciation Expense	\$ -	\$ -	\$ -	\$ -
58 Escrow	\$ -	\$ -	\$ -	\$ -
Total Other Expenses:	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENSES:	\$ -	\$ -	\$ -	\$ -
SURPLUS / (DEFICIT):	\$ -	\$ -	\$ -	\$ -

June 30

nt company or affiliate of a management company that are not included in Line 97
 : or fees related to the management, sale, or lease of real estate. Please also state

Year 5	Assumptions
\$ 1,824,256.25	
\$ -	
\$ -	
\$ -	
\$ -	
\$ -	
\$ 37,500.00	\$50/student
\$ -	
\$ 375,000.00	\$500/student
\$ -	
\$ 2,500.00	
\$ -	
\$ -	
\$ 375,000.00	Estimate based on 10% special education population
\$ -	
\$ 2,614,256.25	
\$ -	
\$ -	
\$ 75,000.00	Estimate based on 10% special education population
\$ 168,750.00	Based on \$450/FRL Student
\$ 10,000.00	
\$ 300,000.00	Lunch/Breakfast combined based on \$400/student
\$ -	
\$ -	
\$ 553,750.00	
\$ 40,000.00	Anticipate Walton and Mind Trust grants but not included
\$ -	
\$ -	
\$ -	
\$ -	Line of Credit to manage CSP reimbursement timing

\$ 40,000.00	
\$ 3,208,006.25	
\$ 90,040.70	Executive Director also Director of Ops/Finance yr. 1
\$ 101,295.78	
\$ 281,377.20	Timing of adding Dean positions based on CSP availability
\$ 71,027.26	
\$ 543,740.94	
\$ 1,875,097.68	
\$ 253,239.48	
\$ -	
\$ -	
\$ 2,128,337.16	
\$ 281,377.21	
\$ 106,999.83	
\$ -	
\$ -	
\$ -	
\$ -	
\$ -	
\$ -	
\$ -	
\$ -	
\$ 388,377.04	
\$ 3,060,455.14	
ERROR	Tab 3 and Tab 5 Values do not match.
\$ 310,636.20	
\$ 175,000.00	
\$ 119,000.00	
\$ -	
\$ 604,636.20	
\$ 3,665,091.34	
ERROR	Tab 3 and Tab 5 Values do not match.
\$ 42,750.00	\$150/student start-up + replacement
\$ -	
\$ 75,000.00	\$100/student

\$ 37,500.00	\$50/student
\$ 56,250.00	\$75/student
\$ 25,000.00	Timing CSP dependent
\$ 15,000.00	Timing CSP dependent
\$ 25,000.00	\$100/student net of misc revenue to offset
\$ 276,500.00	
\$ 5,000.00	
\$ 1,000.00	
\$ -	
\$ 2,400.00	
\$ 28,137.72	\$1K/mo. + Start-up/3% incr
\$ 15,000.00	Will adjust based on CSP
\$ -	
\$ 51,537.72	
\$ 3,000.00	
\$ 5,000.00	
\$ -	
\$ -	
\$ -	
\$ 8,000.00	
\$ 15,000.00	Pre-opening Audit yr. 1
\$ 4,051.83	
\$ 40,518.32	
\$ -	
\$ 36,000.00	
\$ 13,506.11	
\$ 20,259.16	
\$ 28,137.72	
\$ 2,500.00	
\$ 6,753.05	
\$ 60,000.00	
\$ 16,882.63	
\$ 300,000.00	Budgeted to breakeven w/food service revenue
\$ -	
\$ -	
\$ 5,000.00	
\$ -	
\$ 548,608.82	



ATTACHMENT 17

BUDGET NARRATIVE

ATTACHMENT 17

BUDGET NARRATIVE

The Budget Template for the HIM By HER Collegiate School for the Arts (HBHCSA) is attached. Upon inspection of the Budget Projections Workbook and the School's Plan, it will be shown that the five-year budget projection is in alignment.

HBHCSA has prepared a startup and 5-year budget to reflect the proposed educational plan and model. The multiyear budget was prepared using conservative revenue and expense assumptions whenever possible, consulting experts in the charter school budgeting and finance field for charter schools. There is no fundraising assumption or funding that is otherwise unsecured, except being contingent upon receipt a charter. Each fiscal year, the budget reflects a positive operating income and a growing fund balance to provide the school with an opportunity to absorb unforeseen financial circumstances. By the end of the first year, the fund balance is roughly equivalent to two months of operating cash, and by the fifth year of operations, the fund balance is about four months operating cash.

Revenue Planning. HBHCSA has estimated revenue rates to remain flat year over year, based on starting enrollment of 120 Kindergarten through 5th Graders and the goal of adding 105 new students and one new grade level each year to reach a final enrollment of 540 students for grades K through 8. The budget relies on the pledges of entities and individuals in the amount of \$325,000 for start-up funds that will provided to HBHCSA contingent upon it receiving a charter from the Indiana Charter School Board (ICSB). It will also receive \$30,000 annual board fundraising commitment.

The recurring public revenue projections are based on the most recent funding assumptions available to charter applicants, and when otherwise unavailable, the assumptions being used for schools operating during FY 2017. HBHCSA also consulted with various individuals working with Indiana charter school funding, as well as prior applicant budgets and available online resources on public school funding in Indiana.

The main per pupil assumption for basic funding used was \$5,088 per student. In addition, HBHCSA also included an assumption for the Charter & Innovation Grant of \$500 per student for the first two years with the understanding that continued eligibility is predicated on receiving an A, B, or C grade in the state ranking system. The budget includes an assumption of Complexity Grant funding of \$3,539 per student, which was prorated by a factor of 0.65. All the available guidance suggested HBHCSA could budget for the full \$3,539 per student, but out of conservatism, it has incorporated a hedge of 0.65 to account for the complexity factor's impact.

HBHCSA included an assumption for state special education funding for various types of need levels. It assumed that special education students constituted 18% of the enrollment in a given year, with an estimated 5% of the special education students having a severe disability generating \$8,800 per qualifying student and 95% of special education students having a mild or moderate disability generating \$2,300 per qualifying student.

HBHCSA budgeted for Title I and Title II allocations of \$402 and \$40 per qualifying student, respectively, tied to an assumption of qualifying students being free and reduced lunch students estimated at approximately 85%. HBHCSA also expects to receive IDEA funding at \$519.40 per eligible special education student, as well an E-Rate reimbursement of telecommunication services at 80%. HBHCSA has planned also for NSLP revenues and greater than offsetting costs of implementing the National School Lunch Program, as well as the breakfast

and snack programs. Revenues have been projected based on assumption around meals serve to eligible students and the FY 2019 federal reimbursement rates, using the anticipated student FRL profile, number of days and attendance rates, and likelihood of participating to project the impact.

As laid out previously, for all revenue assumptions, HBHCSA did not incorporate any standard rate increases year over year. Without more concrete budget information at the state and federal level, HBHCSA believes this to be the most prudent course of budget planning.

Expense Planning. Personnel costs, benefit costs, and employer liability costs, are around 52 % of the anticipated spending during the first 5 years for HBHCSA, or an average of \$4.5K in spending per student per year. The staffing plan ties to the proposed personnel plan and the phase-in of those positions over time. HBHCSA leveraged salary ranges from other charter school budgets. The largest staffing category, teachers, has an average salary of \$41.5K, noting that HBHCSA will likely have individuals below and above that average depending on experience. Other roles have also been budgeted, specifically around administrative functions, social workers, and electives. On average, 67% of the proposed personnel spending is going towards instructional roles.

When HBHCSA opens, it plans to have a staff of 9.75 in 2020-21 and grow to a final staff of 32 in 2024-25. This staffing plan represents a minimum level that will otherwise be evaluated and revisited should more resources be available. Salaries are budgeted to increase 2% year over year starting 2021-22.

HBHCSA budgeted a 3% assumption for employer contributions to retirement, as well as the assumption of HBHCSA contributing, on average, \$5,000 per employee toward medical, dental, and vision benefits, which is assumed to increase year over year by 5%. It also budgeted for Social Security, Medicare, and state unemployment insurance at currently established rates (6.2% of wages, 1.45% of wages, and 2.5% of the first \$9,500 per employee). Workers' compensation insurance was also budgeted at 1.25% of total wages. In addition to evaluating compensation levels, HBHCSA will review employer benefits to ensure it is competitive with other schools. Finally, it has budgeted a recurring line item of professional development of \$250 per FTE, increasing by 1.75% year over year, though it has capacity in its budget to spend more. Our understanding is that per IC 20-24-6-7, participation in the state retirement systems is not required if a private alternative is offered. We have initially planned to participate in a private retirement plan, but if there is a demonstrated interest and continued financial capacity, we may explore participating in TRF and PERF.

Instructional supplies and resources have been built around the academic and programmatic requirements of the proposed charter school, also growing by 1.75% year over year when it made sense. The driver for spending in a given year was either the number of students or the number of new students being added. In the first year, spending in this part of the budget averages around \$875/student, but then transitions to about a \$650 average per student each year.

HBHCSA has also budgeted for administrative costs including staff computers (\$850/staff member), as well as office materials, supplies, copier leases, and copy supplies.

Having a board that can effectively oversee the school is extremely critical. To that end, it has budgeted for board meeting materials (\$100/month) and board training (\$1K per year), and it should note it intends to also contract with BES to provide follow on support in Years 0, 1, and 2, which includes board governance and professional development support at \$10K each year.

Professional services and contracted services have been developed using other schools' budgets and vendor quotes. HBHCSA has ensured the budget has the requisite amounts set aside for insurance, back-office services, technology consulting, student information, food service and

nursing. Over the five years, this part of the budget averages around \$1.9K per year, starting around \$2.4K in Year 1 and reaching \$1.7K in Year 5, suggesting increased economies- of-scale as the school reaches full size.

HBHCSA has identified a facility and is in the process of serious negotiations. For the purposes of the budget and without a set option, a \$9 per square foot assumption has been budgeted for a space that is otherwise move-in ready, increasing by 1.75% year over year. Janitorial services have also been budgeted at \$2/square foot and utilities have been budgeted at \$2/square foot, with a budget set aside to furnish classrooms and office spaces.

HBHCSA has also included in its budget each year a 3% administrative fee assessed on its basic funding and a contingency reserve, equal to 3% of all non-personnel spending. In Years 2 through 4, HBHCSA also funds a dissolution reserve of \$10,000 each year to reach \$30,000 by Year 4.

Annual Audit. Financial statements will be audited annually by an independent audit firm, identified by the Board via a recommendation from the Finance Committee. The audit firm will be hired by June 30th and perform audit before the start of the new fiscal year. The audit shall include: accuracy of school's financial statements, attendance accounting, revenue accuracy practices, and the school's internal controls.

Processing Controls. Processing Controls will include: source document matching; clerical accuracy of documents; and general ledger account code checking.

Reconciliation. Reconciliation will include: checking for errors after transactions have been posted and general ledger has been run.

Securing Financial Data. Accounting software will be accessible to School Principal, Operations Manager, and Back-Office Provider. Each will have separate log-in credentials, and hard copies of financial data will be in a locked and secured cabinet within the school.

Risk Management. Risk Management will include mitigating risk involving internal and/or external factors that might adversely affect the ability to properly record, process, and summarizing and reporting financial data.

a) **Variable Income.** With the goal of developing a conservative budget, HBHCSA has not incorporated any revenues that are otherwise variable or unsecured, pending approval of the charter. All state and federal revenues have a reasonable basis for inclusion in the budget because they are otherwise revenue streams accessible to HBHCSA whether by formula or standard allocation. HBHCSA did include the aggregate start-up fund contribution (\$325,000) contingent, of course, upon receiving the charter. It also included an assumption of \$30,000 in Board secured fundraising.

b) **Contingency Plan.** As mentioned earlier, HBHCSA has budgeted a 2.5% contingency reserve, as well as ample projected fund balances to absorb the impact of potential revenue shortfalls. If HBHCSA encounters some financial difficulties in the form of a budget shortfall, such as higher facility costs, higher staffing expenses, or lower enrollment, it will use several strategies to make up the shortfall, including but not limited to:

- Staffing plan revisions: Outside of instructional staff, administrative and leadership staff may have to be deferred or eliminated entirely.
- Salary reduction: Salaries would need to be within the means of the organization, which might make the school less competitive in hiring.
- Benefits reduction: The school would have to revisit employer contributions to employee benefits

- Technology and furniture purchasing versus leasing: The school would have to evaluate if there were cost savings to potentially leasing equipment and furniture and potentially lowering the student-to-computer ratio.
- Scale back facility requirements: The school might have to reevaluate its intended square footage footprint to lower its lease and utility costs.
- Group purchasing: Identify opportunities to partner up with other local schools to share costs or participate in national charter school purchasing collaboratives.

In addition to reducing internal spending, HBHCSA will explore supplemental revenue opportunities like outside grants and fundraising.

c) **Plan to Cover Anticipated Expenses.** The startup budget calls for about \$173K in spending with the focus on getting the school's systems and processes up and running, as well as recruiting students and staff. The recurring budget does include spending for special education students, and HBHCSA acknowledges that it may need to earmark more funding for additional students' needs. With the current contingency line item each year, combined with an ample fund balance reserve, and an otherwise conservatively developed budget, HBHCSA is confident it will be able to re-designate funding and resources toward serving special education students adequately. The budget already includes an assumption for 3% towards a 403b plan. It is not currently planning to participate in the state retirement system. Finally, it has not included any transportation spending, as that is provided through Indianapolis Public Schools.



ATTACHMENT 18

EXISTING ORGANIZER FINANCIALS

ATTACHMENT 1

EXISTING ORGANIZER FINANCIALS

In furtherance of the charter school application for the proposed HIM By HER Collegiate School for the Arts, the Applicant, HIM By HER Foundation, Inc., an Indiana non-profit corporation with IRS Section 501(c)(3) tax-exempt status, submits the pages following regarding the entity's financial information.

Form **4562**

**Depreciation and Amortization
(Including Information on Listed Property)**

OMB No. 1545-0172

Department of the Treasury
Internal Revenue Service (99)

▶ **Information about Form 4562 and its separate instructions is at www.irs.gov/form4562.**

2015

Attachment
Sequence No. **179**

Name(s) shown on return

HIM By HER Foundation, Inc.

Identifying number
47-1388573

Business or activity to which this form relates

Form **990/990-PF**

Part I Election To Expense Certain Property Under Section 179

Note: If you have any listed property, complete Part V before you complete Part I.

1	Maximum amount (see instructions)	1	
2	Total cost of section 179 property placed in service (see instructions)	2	
3	Threshold cost of section 179 property before reduction in limitation (see instructions)	3	
4	Reduction in limitation. Subtract line 3 from line 2. If zero or less, enter -0-	4	
5	Dollar limitation for tax year. Subtract line 4 from line 1. If zero or less, enter -0-. If married filing separately, see instructions	5	
6	(a) Description of property	(b) Cost (business use only)	(c) Elected cost
7	Listed property. Enter the amount from line 29	7	
8	Total elected cost of section 179 property. Add amounts in column (c), lines 6 and 7	8	
9	Tentative deduction. Enter the smaller of line 5 or line 8	9	
10	Carryover of disallowed deduction from line 13 of your 2014 Form 4562	10	
11	Business income limitation. Enter the smaller of business income (not less than zero) or line 5 (see instrs) ..	11	
12	Section 179 expense deduction. Add lines 9 and 10, but do not enter more than line 11	12	
13	Carryover of disallowed deduction to 2016. Add lines 9 and 10, less line 12	13	

Note: Do not use Part II or Part III below for listed property. Instead, use Part V.

Part II Special Depreciation Allowance and Other Depreciation (Do not include listed property.) (See instructions.)

14	Special depreciation allowance for qualified property (other than listed property) placed in service during the tax year (see instructions)	14	
15	Property subject to section 168(f)(1) election	15	
16	Other depreciation (including ACRS)	16	

Part III MACRS Depreciation (Do not include listed property.) (See instructions.)

Section A

17	MACRS deductions for assets placed in service in tax years beginning before 2015	17	1,128.
18	If you are electing to group any assets placed in service during the tax year into one or more general asset accounts, check here. <input type="checkbox"/>		

Section B – Assets Placed in Service During 2015 Tax Year Using the General Depreciation System

(a) Classification of property	(b) Month and year placed in service	(c) Basis for depreciation (business/investment use only — see instructions)	(d) Recovery period	(e) Convention	(f) Method	(g) Depreciation deduction
19a 3-year property						
b 5-year property		25,518.	5	HY	200DB	5,104.
c 7-year property						
d 10-year property						
e 15-year property						
f 20-year property						
g 25-year property			25 yrs		S/L	
h Residential rental property			27.5 yrs	MM	S/L	
i Nonresidential real property			39 yrs	MM	S/L	

Section C – Assets Placed in Service During 2015 Tax Year Using the Alternative Depreciation System

20a Class life					S/L	
b 12-year			12 yrs		S/L	
c 40-year			40 yrs	MM	S/L	

Part IV Summary (See instructions.)

21	Listed property. Enter amount from line 28	21	
22	Total. Add amounts from line 12, lines 14 through 17, lines 19 and 20 in column (g), and line 21. Enter here and on the appropriate lines of your return. Partnerships and S corporations — see instructions	22	6,232.
23	For assets shown above and placed in service during the current year, enter the portion of the basis attributable to section 263A costs	23	

BAA For Paperwork Reduction Act Notice, see separate instructions.

FDZ0812L 10/27/15

Form **4562** (2015)

Form **8879-EO**

IRS e-file Signature Authorization for an Exempt Organization

OMB No. 1545-1878

For calendar year 2015, or fiscal year beginning _____, 2015, and ending _____, 20____

Department of the Treasury
Internal Revenue Service

► **Do not send to the IRS. Keep for your records.**
► **Information about Form 8879-EO and its instructions is at www.irs.gov/form8879e.**

2015

Name of exempt organization

Employer identification number

HIM By HER Foundation, Inc.

47-1388573

Name and title of officer
Harry C. Dunn III

President & CEO

Part I Type of Return and Return Information (Whole Dollars Only)

Check the box for the return for which you are using this Form 8879-EO and enter the applicable amount, if any, from the return. If you check the box on line 1a, 2a, 3a, 4a, or 5a, below, and the amount on that line for the return being filed with this form was blank, then leave line 1b, 2b, 3b, 4b, or 5b, whichever is applicable, blank (do not enter -0-). But, if you entered -0- on the return, then enter -0- on the applicable line below. **Do not complete more than 1 line in Part I.**

1 a Form 990 check here	<input type="checkbox"/>	b Total revenue, if any (Form 990, Part VIII, column (A), line 12)	1 b	
2 a Form 990-EZ check here	<input checked="" type="checkbox"/>	b Total revenue, if any (Form 990-EZ, line 9)	2 b	<u>122,000.</u>
3 a Form 1120-POL check here	<input type="checkbox"/>	b Total tax (Form 1120-POL, line 22)	3 b	
4 a Form 990-PF check here	<input type="checkbox"/>	b Tax based on investment income (Form 990-PF, Part VI, line 5)	4 b	
5 a Form 8868 check here	<input type="checkbox"/>	b Balance Due (Form 8868, Part I, line 3c or Part II, line 8c)	5 b	

Part II Declaration and Signature Authorization of Officer

Under penalties of perjury, I declare that I am an officer of the above organization and that I have examined a copy of the organization's 2015 electronic return and accompanying schedules and statements and to the best of my knowledge and belief, they are true, correct, and complete. I further declare that the amount in Part I above is the amount shown on the copy of the organization's electronic return. I consent to allow my intermediate service provider, transmitter, or electronic return originator (ERO) to send the organization's return to the IRS and to receive from the IRS (a) an acknowledgement of receipt or reason for rejection of the transmission, (b) the reason for any delay in processing the return or refund, and (c) the date of any refund. If applicable, I authorize the U.S. Treasury and its designated Financial Agent to initiate an electronic funds withdrawal (direct debit) entry to the financial institution account indicated in the tax preparation software for payment of the organization's federal taxes owed on this return, and the financial institution to debit the entry to this account. To revoke a payment, I must contact the U.S. Treasury Financial Agent at 1-888-353-4537 no later than 2 business days prior to the payment (settlement) date. I also authorize the financial institutions involved in the processing of the electronic payment of taxes to receive confidential information necessary to answer inquiries and resolve issues related to the payment. I have selected a personal identification number (PIN) as my signature for the organization's electronic return and, if applicable, the organization's consent to electronic funds withdrawal.

Officer's PIN: check one box only

I authorize Teipen, Selanders, Poynter & Ayres, P.C. to enter my PIN 65085 as my signature
ERO firm name Enter five numbers, but do not enter all zeros

on the organization's tax year 2015 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I also authorize the aforementioned ERO to enter my PIN on the return's disclosure consent screen.

As an officer of the organization, I will enter my PIN as my signature on the organization's tax year 2015 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I will enter my PIN on the return's disclosure consent screen.

Officer's signature _____ Date _____

Part III Certification and Authentication

ERO's EFIN/PIN. Enter your six-digit electronic filing identification

number (EFIN) followed by your five-digit self-selected PIN. 35175113456
do not enter all zeros

I certify that the above numeric entry is my PIN, which is my signature on the 2015 electronically filed return for the organization indicated above. I confirm that I am submitting this return in accordance with the requirements of Pub. 4163, Modernized e-File (MeF) Information for Authorized IRS e-file Providers for Business Returns.

ERO's signature _____ Date _____

**ERO Must Retain This Form — See Instructions
Do Not Submit This Form To the IRS Unless Requested To Do So**

BAA For Paperwork Reduction Act Notice, see instructions.

Form **8879-EO** (2015)

TEEA7401L 10/22/15

2015

Federal Exempt Organization Tax Summary (EZ)

Page 1

Client 65085

HIM By HER Foundation, Inc.

47-1388573

6/29/16

8:25 AM

	2015	2014	Diff
FORM 990-EZ REVENUE			
Contributions, gifts, and grants.....	122,000	117,419	4,581
Total revenue.....	122,000	117,419	4,581
EXPENSES			
Grants and similar amounts paid.....	0	8,890	-8,890
Salaries and employee benefits.....	33,196	0	33,196
Professional fees/pymt to contractors....	1,480	1,600	-120
Occupancy/rent/utilities/maintenance.....	26,331	335	25,996
Printing, publications, and postage.....	1,795	258	1,537
Other expenses.....	83,940	37,897	46,043
Total expenses.....	146,742	48,980	97,762
NET ASSETS OR FUND BALANCES			
Excess or (deficit) for the year.....	-24,742	68,439	-93,181
Net assets/fund bal. at beg. of year.....	68,439	0	68,439
Net assets/fund bal. at end of year.....	43,697	68,439	-24,742

12/31/15

2015 Federal Book Depreciation Schedule

Page 1

Client 65085

HIM By HER Foundation, Inc.

47-1388573

6/29/16

08:25AM

No.	Description	Date Acquired	Date Sold	Cost/ Basis	Bus. Pct.	Cur 179 Bonus	Special Dep. Allow.	Prior 179/ Bonus/ Sp. Depr.	Prior Dec. Bal. Depr.	Salvage /Basis Reductn.	Depr. Basis	Prior Depr.	Method	Life	Rate	Current Depr.
Form 990/990-PF																
Auto / Transport Equipment																
4	Semi Truck	2/27/15		17,750							17,750		200DB HY	5	.20000	3,550
5	Semi Trailer	3/06/15		6,500							6,500		200DB HY	5	.20000	1,300
	Total Auto / Transport Equipment			24,250		0	0	0	0	0	24,250	0				4,850
Furniture and Fixtures																
2	Office Furn./Fixtures	8/04/14		2,043							2,043	292	200DB HY	7	.24490	500
	Total Furniture and Fixtures			2,043		0	0	0	0	0	2,043	292				500
Machinery and Equipment																
1	Computers	4/09/14		1,964							1,964	393	200DB HY	5	.32000	628
3	Computer-Surface	2/23/15		1,268							1,268		200DB HY	5	.20000	254
	Total Machinery and Equipment			3,232		0	0	0	0	0	3,232	393				882
	Total Depreciation			29,525		0	0	0	0	0	29,525	685				6,232
	Grand Total Depreciation			29,525		0	0	0	0	0	29,525	685				6,232

DRAFT