**#25-79577 Charter School Incubator**

**BUSINESS PROPOSAL**

**ATTACHMENT E**

**Instructions: Please provide answers in the shaded areas to all questions. Reference all attachments in the shaded area.**

***Business Proposal***

* + 1. **General (optional) -** Please introduce or summarize any information the Respondent deems relevant or important to the State’s successful acquisition of the products and/or services requested in this RFP.

| In 2006, visionary leaders, former Indianapolis Mayor Bart Peterson and David Harris, founded The Mind Trust with a mission: to inspire bold thinking in education for Indianapolis. Over the past 18 years, The Mind Trust has not just met that mission—it has exceeded it. By launching over 50 public schools through the School Launch Fellowship and providing capacity-building awards to schools ready to expand their reach, The Mind Trust has become a transformative force in the city's educational landscape.  The results speak for themselves. These investments and comprehensive support strategies have delivered some of the most remarkable academic outcomes in Indianapolis, particularly for students of color and those historically marginalized in their pursuit of a world-class education. In 2024, nine of the top ten public high schools within the Indianapolis Public Schools boundary are charter and innovation schools, many of which were directly supported by The Mind Trust. Schools like Believe Schools Indy, Purdue Polytechnic High School, Herron Riverside, and Christel House Watanabe Manual High School are shining examples of what’s possible when innovation meets unwavering support.  Furthermore, charter and innovation schools within the Indianapolis Public Schools boundary, many backed by The Mind Trust, are now among the top-ranked schools for Black high school students. The success of these schools underscores The Mind Trust's unparalleled impact on educational outcomes in the city.  The Mind Trust has proven itself as the most successful school launch organization in Indianapolis. With this track record of success and plans to continue improving academic outcomes for students, we are fully prepared and confident in our ability to expand the School Launch Fellowship across the entire state, bringing the same transformative impact to communities throughout Indiana. |
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* + 1. **Respondent’s Company Structure** - Please include in this section the legal form of the Respondent’s business organization, the state in which formed (accompanied by a certificate of authority), the types of business ventures in which the organization is involved, and a chart of the organization. If the organization includes more than one (1) product division, the division responsible for the development and marketing of the requested products and/or services in the United States must be described in more detail than other components of the organization. Please enter your response below and indicate if any attachments are included.

| The Mind Trust is a Domestic Nonprofit Corporation prescribed by the provisions of the Indiana Code as outlined in [Appendix #1 - TMT IRS Determination Letter, Certificate, and Bylaws](https://drive.google.com/file/d/1lJW7ceGuFik1AZWr7mg8A0Mt650ZHCOG/view?usp=drive_link). The Mind Trust invests in public education to transform lives in neighborhoods across Indianapolis. We work with our community toward a day when race and income are no longer predictors of life outcomes. An Organizational Charter has been provided in [Appendix #2 - TMT Org Chart](https://drive.google.com/file/d/1g-9EHp_3CDn2yqeNXajtvt7IiLTVxPsu/view?usp=sharing). |
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* + 1. **Respondent’s Diversity, Equity and Inclusion Information -** With the Cabinet appointment of a Chief Equity, Inclusion and Opportunity Officer, on February 1, 2021, the State of Indiana sought to highlight the importance of this issue to the state. Please share leadership plans or efforts to measure and prioritize diversity, equity, and inclusion. Also, what is the demographic compositions of Respondents’ Executive Staff and Board Members, if applicable.

| The Mind Trust is committed to diversity, equity, and inclusion (DEI) in all we do to ensure present and future educational success for all students in Indianapolis. Upholding these principles is critical for our staff, Fellows, community stakeholders, and partners to spark systemic change. We recognize the past and continued existence of racism and discrimination in our education system, in particular their adverse effects on our students of color.  **Commitments**   * Create policies, programs, and opportunities internally and externally that close racial disparities. * Eliminate the predictability of outcomes associated with race or other identity markers through our work for our city’s students and our staff. * Reflect on and evaluate the impact of our work by engaging our students, families, and communities. * Empower and elevate current and upcoming leaders of color by investing in them through leveraging our resources and access.   The Mind Trust is engaged in multiple initiatives to actualize its stance on Diversity, Equity, and Inclusion. Those initiatives include  **The Achievement Project:** The Achievement Project is an opportunity for parents and schools to work together to co-create a solution for improving student achievement. Parents attend sessions to learn more about state academic requirements and standards and then collaborate with a school on designing and implementing programming that will aid students in becoming academically proficient.  **The Go Farther Literacy Fund:** The [Go Farther Literacy Fund](https://www.themindtrust.org/gofarther/) is a program from The Mind Trust that funds solutions to help address our city’s literacy crisis and ensure all children read at or above grade level. Awarded funds range from $150 to $5,000. In January 2024, [we awarded $50,000 to 24 families, schools, and organizations](https://www.themindtrust.org/blog/2022/01/13/the-mind-trust-awards-50000-in-second-round-of-go-farther-literacy-fund-to-18-indianapolis-families-schools-and-organizations/). The Mind Trust has awarded $180,000 in Go Farther Literacy Funds since 2020. This fund is modeled after Educate78’s and Energy Converters’: People’s Literacy Fund in Oakland, CA.  **Vendor Diversity Audits:** The Mind Trust conducted an audit of our vendors to learn how we are using our capital to support businesses and organizations that are locally-owned and led by women and people of color. Each team tracks expenses to measure progress to increase The Mind Trust’s investment in women-owned, Black-owned, Latino-owned, and AAPI-owned businesses.  **Recruiting and Empowering Diverse Staff, Fellows, and Board Members**  We believe it is imperative to ensure that the Fellows we support, the staff we hire, and the board that governs us are all reflective of the students and communities we serve. While work remains, we are proud of the strides we have taken to become more diverse, inclusive, and equitable when it comes to representation and empowerment across our organization. Currently, 73% of our Fellows identify as people of color, 46% of our Board of Directors identify as people of color, and 53% of our staff identify as people of color. |
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* + 1. **Company Financial Information** - This section must include documents to demonstrate the Respondent’s financial stability. Examples of acceptable documents include most recent Dunn & Bradstreet Business Report (preferred) or audited financial statements for the two (2) most recently completed fiscal years. If neither of these can be provided, explain why, and include an income statement and balance sheet, for each of the two most recently completed fiscal years.

If the documents being provided by the Respondent are those of a parent or holding company, additional information should be provided for the entity/organization directly responding to this RFP. That additional information **should explain the business relationship between the entities and demonstrate the financial stability of the entity/organization which is directly responding to this RFP.**

| The Mind Trust has provided audited financial statements for the 2 most recent years in [Appendix#3 - TMT Audited Financial Statements 2021\_2023](https://drive.google.com/file/d/1yIGoQ2Ryh2fpEs2FHVKGBgQCKAf_rdpE/view?usp=sharing). |
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* + 1. **Integrity of Company Structure and Financial Reporting** - This section must include a statement indicating that the CEO and/or CFO, of the responding entity/organization, has taken personal responsibility for the thoroughness and correctness of any/all financial information supplied with this proposal. The areas of interest to the State in considering corporate responsibility include the following items: separation of audit functions from corporate boards and board members, if any, the manner in which the organization assures board integrity, and the separation of audit functions and consulting services. The State will consider the information offered in this section to determine the responsibility of the Respondent under IC 5-22-16-1(d).

| The CEO and CFO of The Mind Trust take personal responsibility for ensuring the thoroughness and accuracy of all financial information included in this Charter School Incubator proposal. In compliance with IC 5-22-16-1(d), The Mind Trust has established clear procedures to maintain financial transparency and integrity. These include the complete separation of audit functions from the corporate board and its members, ensuring that no board member has a direct role in the audit process. Additionally, the organization maintains a strict separation between audit functions and any consulting services provided to prevent conflicts of interest. This structured oversight guarantees board integrity and upholds the highest standards of financial accountability. The CEO and CFO affirm that all financial documentation provided aligns with these principles, ensuring responsible and ethical governance. |
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* + 1. **Contract Terms/Clauses** - Please provide the requested information in RFP Section 2.3.6.

| The Mind Trust accepts all mandatory contract clauses. Requested modifications and suggested wording to non-mandatory contract clauses has been provided in Attachment B - Professional Services Contract Template. |
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* + 1. **References** - Reference information is captured on **Attachment H** Respondent should complete the reference information portion of the **Attachment H** which includes the name, address, and telephone number of the client facility and the name, title, and phone/fax numbers of a person who may be contacted for further information if the State elects to do so. The rest of **Attachment H** should be completed by the reference and **emailed DIRECTLY** to the State. The State should receive three (3) **Attachment Hs** from clients for whom the Respondent has provided products and/or services that are the same or like those products and/or services requested in this RFP. **Attachment H** should be submitted to [idoareferences@idoa.in.gov](mailto:idoareferences@idoa.in.gov). **Attachment H** should be submitted on the submission due date listed in Section 1.24 of the RFP. Please provide the customer information for each reference.

| **Customer 1** |  |
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| Legal Name of Company or Governmental Entity | Paramount Schools of Excellence |
| Company Mailing Address | 1203 E Saint Clair |
| Company City, State, Zip | Indianapolis, IN 46202 |
| Company Website Address | Paramountindy.org |
| Contact Person | Tommy Reddicks |
| Contact Title | CEO |
| Company Telephone Number | 317.519.4588 |
| Company Fax Number | 463.800.1887 |
| Contact E-mail | treddicks@paramountindy.org |
| Industry of Company | Education |
| **Customer 2** |  |
| Legal Name of Company or Governmental Entity | Purdue Polytechnic High Schools |
| Company Mailing Address | 3029 East Washington Street |
| Company City, State, Zip | Indianapolis, IN 46201 |
| Company Website Address | https://www.pphs.purdue.edu/ |
| Contact Person | Keeanna Warren |
| Contact Title | CEO |
| Company Telephone Number | 317.832.1200 |
| Company Fax Number | 317.832.4819 |
| Contact E-mail | kwarren@pphs.purdue.edu |
| Industry of Company | Education |
| **Customer 3** |  |
| Legal Name of Company or Governmental Entity | Office of Education Innovation |
| Company Mailing Address | 200 E. Washington St., Ste 2501 |
| Company City, State, Zip | Indianapolis, IN 46204 |
| Company Website Address | Oei.indy.gov |
| Contact Person | Shaina Cavazos |
| Contact Title | Director |
| Company Telephone Number | 317.327.3111 |
| Company Fax Number | N/A |
| Contact E-mail | Shaina.cavazos@indy.gov |
| Industry of Company | Education and Government |

**2.3.8 Registration to do Business** – Per RFP 2.3.8,Respondents providing the products and/or services required by this RFP must be registered to do business by the Indiana Secretary of State. The Secretary of State contact information may be found in Section 1.18 of the RFP. This process must be concluded prior to contract negotiations with the State. It is the successful Respondent’s responsibility to complete the required registration with the Secretary of State. Please indicate the status of registration, if applicable. Please clearly state if you are registered and if not provide an explanation.

| The Mind Trust is registered to do business with the state of Indiana. |
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* + 1. **Authorizing Document -** Respondent personnel signing the Executive Summary of the proposal must be legally authorized by the organization to commit the organization contractually. This section shall contain proof of such authority. A copy of corporate bylaws or a corporate resolution adopted by the board of directors indicating this authority will fulfill this requirement. Please enter your response below and indicate if any attachments are included.

| Brandon Brown, CEO of The Mind Trust is legally authorized by the organization to commit The Mind Trust contractually as outlined in [Appendix #4 - Authorized Signors](https://drive.google.com/file/d/1Xioco9rWEEhzJ8Ji3uBd980U8Evf2Evd/view?usp=drive_link). |
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* + 1. **Diversity Subcontractor Agreements**

a. Per RFP Section 1.21, Minority & Women’s Business Enterprises (MBE/WBE), explain process followed to engage with potential MBE and WBE owned, Indiana certified businesses listed on Division of Supplier Diversity site.  List the businesses invited to discuss the opportunity for potential partnership.

b. If not proposing each MBE or WBE subcontractor partnership, explain the rationale for declining to do so.  Complete this for each category not proposed.

| Companies invited to discuss the opportunity: Bondry Management Consultants LLC, Briljent LLC, Carolene Mays Inspiring Leadership LLC, Valor Partners LLC, Virtuoso Education Consulting LLC, and Viable Education Solutions DBA Yellow Hat Consulting.  Both Bondry and Yellow Hat are subcontractors The Mind Trust has engaged before on crucial Fellowship work, with Bondry assisting on school finance and responsible debt management and Yellow Hat supporting on instruction, assessment, and data. We are excited about the opportunity to continue to partner with these groups and their leaders.  When thinking about new vendors, we identified crucial programmatic needs and backwards planned from there. Equity, for example, is a key part of our programming and a core value of our organization, so we are excited to partner with Virtuoso to deliver equity development to our Fellows. Additionally, we know that most charter schools are closed due to financial reasons. While Bondry will work with Fellows on long term financing, Valor will provide training on the basics of accounting and budgeting. Finally, Carolene Mays has led a number of local and statewide initiatives. Her network is deep, and her ability to not only connect Fellows with would-be allies but give them the skills needed for superior stakeholder engagement made her a clear choice as a subcontractor.  Finally, the idea of moving our Fellowship beyond Indianapolis means we will need assistance in project management, and Briljent came highly recommended from other partners.  Given that this work will take place across the state, we sought to find MBE/WBE from all over Indiana. Briljent’s offices are in Ft. Wayne, and Valor is stationed in South Bend, to name two examples.  When speaking with potential subcontractors, we outlined our vision for the incubator, our programmatic goals, and how each subcontractor’s work fit into the larger Fellowship experience. We then asked for work products or past experiences that showed the subcontractor was well positioned for this work. |
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* + 1. **Evidence of Financial Responsibility** – Removed at the request of the agency.
    2. **General Information** - Each Respondent must enter your company’s general information including contact information.

| **Business Information** |  |
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| Legal Name of Company | The Mind Trust |
| Contact Name | Luke Lennon |
| Contact Title | Senior Director of Leadership and School Development |
| Contact E-mail Address | [llennon@themindtrust.org](mailto:llennon@themindtrust.org) |
| Company Mailing Address | 1630 N. Meridian Street Suite 450 |
| Company City, State, Zip | Indianapolis, Indiana 46202 |
| Company Telephone Number | (317) 822-8102 |
| Company Fax Number | N/A |
| Company Website Address | <https://www.themindtrust.org/> |
| Federal Tax Identification Number (FTIN) | 20-4560286 |
| Number of Employees (company) | 39 |
| Years of Experience | 18 |
| Number of U.S. Offices | 1 |
| Year Indiana Office Established (if applicable) | 2006 |
| Parent Company (if applicable) | N/A |
| Revenues ($MM, previous year) | $50,482,408.61 |
| Revenues ($MM, 2 years prior) | $29,881,369.20 |
| % Of Revenue from Indiana customers | 63% for FY 25 |

* 1. Does your Company have a formal disaster recovery plan? Please provide a yes/no response. If no, please provide an explanation of any alternative solution your company has to offer. If yes, please note and include as an attachment.

| Yes. The Mind Trust has a Disaster Recovery Policy, provided in [Appendix#5\_Disaster Recovery Policy](https://drive.google.com/file/d/1C0pw2a_uBTOgkYuhdCqZkuJq_onNMeiX/view?usp=drive_link). |
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* 1. What is your company’s technology and process for securing any State information that is maintained within your company?

| The Mind Trust prioritizes the security of all State information entrusted to us. We utilize Apple products across our operations, leveraging their robust security features including timely updates to prevent downgrade attacks, encryption and data collection, and protection against malware and tampering. Additionally, our IT infrastructure is designed to maintain the highest levels of security, ensuring the protection of sensitive data.  We have established a comprehensive management structure to prepare for, mitigate, and respond to any disruptive events outlined in our Disaster Recovery Policy. This structure includes personnel who possess the necessary authority, experience, and competence to address incidents swiftly and maintain information security. These individuals are specifically nominated to manage incidents and ensure compliance with our security protocols.  Furthermore, we have developed and approved a detailed policy, response strategies, and recovery procedures. These documents outline how we will manage disruptive events while maintaining our information security standards, based on management-approved continuity objectives. These procedures ensure that we are prepared to maintain the confidentiality, integrity, and availability of State information, even in the face of unforeseen challenges. |
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* + 1. **Experience Serving State Governments -** Please provide a brief description of your company’s experience in serving state governments and/or quasi-governmental accounts.

| Since its inception, The Mind Trust (TMT) has successfully managed over $40M in projects with the Indiana Department of Education, serving both as a grant recipient and contractor for initiatives such as Indiana Learns, the 1008 award for Summer Learning Labs, and the Expanding What Works contract for ISLL and statewide technical assistance. TMT has also collaborated closely with city government on policy and practice and has incubated over 50 schools by partnering with state government agencies, including the Indiana Charter School Board, the mayor’s office, and other quasi-governmental authorizers. Notably, TMT played a critical role in shaping and implementing the 2014 Innovation School law through its Innovation School Fellowship, positioning Indiana as a national leader in education reform. |
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* + 1. **Experience Serving Similar Clients -** Please describe your company’s experience in serving customers of a similar size to the State with similar scope. Please provide specific clients and detailed examples.

| The Mind Trust (TMT) has successfully managed over $40M in projects with the Indiana Department of Education, serving both as a grant recipient and contractor for initiatives such as Indiana Learns, the 1008 award for Summer Learning Labs, and the Expanding What Works contract for ISLL and statewide technical assistance. TMT has also collaborated closely with city government on policy and practice and has incubated over 50 schools by partnering with state government agencies, including the Indiana Charter School Board, the mayor’s office, and other quasi-governmental authorizers. Notably, TMT played a critical role in shaping and implementing the 2014 Innovation School law through its Innovation School Fellowship, positioning Indiana as a national leader in education reform. |
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* + 1. **Reserved**

* + 1. **Payment –** Removed at the request of the agency.
    2. **Extending Pricing to Other Governmental Bodies** – Removed at the request of the agency.