



October 29, 2018

James Betley
Executive Director
Indiana Charter School Board
143 West Market Street, Suite 400
Indianapolis, IN 46204

Dear Mr. Betley:

Phalen Leadership Academies (hereinafter "PLA") is excited to submit the attached documents in support of our request to grow our school community. Specifically, we seek approval to expand James and Rosemary Phalen Leadership Academy to serve scholars 7th through the 12th grade. Given that the campus currently educates students in grades 7th through 9th, we want to continue serving our families and scholars as they matriculate through high school. We propose adding a grade level each year; beginning with the 10th grade in 2019-2020, 11th grade in 2020-2021, and 12th grade in 2021-2022.

PLA has proven that students not only succeed academically; but thrive in our schools. Attached hereto as Exhibit "A", please find our statement as it relates to PLA's track record and success with scholars. It should be noted that while 2017-2018 state test data is currently embargoed, we are thrilled about the significant growth of our scholars across all four of our Indianapolis schools. Additionally, we have incorporated a discussion around the need for a competitive high school on the Far Eastside.

Attached as Exhibit "B", please find letters exhibiting parental support which is a small representation of over 250 signatures and letters from families, students, and teachers that will be presented at the board meeting on November 14th. Finally, Exhibit "C" is a compilation of letters from over 20 community stakeholders and agencies (ranging from State Senator John Ruckelshaus, State Representative Vanessa Summers, the Mind Trust, housing communities and numerous small businesses) throughout Indianapolis, and on the Far Eastside. We are humbled by the amount of encouragement that we received from the Indianapolis community in support of PLA's proposed high school expansion.

We look forward to continuing our work with the Indiana Charter School Board in providing high quality education to our communities and scholars. If you have any further questions or need additional information, please feel free to reach out to me directly.

Regards,

Earl Martin Phalen
Founder & CEO
Phalen Leadership Academies

EXHIBIT A

Exhibit A—ICSB High School Grade Expansion Request

Need for a High School in the Far Eastside Community

Phalen Leadership Academies' proposed grade expansion at James and Rosemary Phalen Leadership Academy will provide children living on the Far Eastside of Indianapolis with access to a high-quality public charter high school. This expansion—adding grades 10-12 to what is currently a middle school serving 7th through 9th grades—will address the lack of high-performing public-school options in the Far Eastside community at the high-school level and allow us to serve high school students within a severely educationally underserved and economically distressed community, Indianapolis' Far Eastside. Before its closure, John Marshall High School, the only traditional district high school on the Far Eastside, had received an F-rating from the state since 2012. Only 4% of students at this Far Eastside school passed the ISTEP exam in ELA and math in 2016-17, a passage rate that fell far short of the district average (25%) and the state (51%). As of the end of the 2017 – 18 school year, John Marshall High School was closed and then re-opened as a middle school. Currently, the only high school in the neighborhood is a cyber-charter with an F-rating in 2016 – 17. High quality educational options are needed in this community to help more adolescents meet Indiana's challenging academic standards. We strongly believe that children on the Far Eastside deserve better.

The grade expansion at James and Rosemary Phalen Leadership Academy (JRPLA) will address this crisis. The school's leadership team has served our community for over two decades, allowing them to develop a deep understanding of the needs of children and build strong relationships with families. Our vision is to ensure that JRPLA scholars—middle school and high school students alike—meet demanding academic and social standards by engaging in a high-quality education that gives them the tools to thrive as leaders at home, in their community, and in the world. We want more children on the Far Eastside have access to a high-quality education that equips them with 21st century skills and prepares them to be highly successful in college, and the workplace. Our scholars will demonstrate strong academic achievement and grow to believe in themselves and their abilities. Our scholars will also have access to unique opportunities that expose them to college environments, career mentors, and 21st century skills. Finally, JRPLA scholars will demonstrate strong character and values, including honesty, service to others, a superior work ethic, and a belief in their futures.

To achieve this vision, we will implement one of the most effective educational models in the state. The Phalen Leadership Academies (PLA) model incorporates unique educational elements that drive the accelerated progress of our scholars. Our approach utilizes best practices in data-driven instruction and differentiated learning to deliver instruction in core subjects and create a uniquely personalized learning experience for every child. Rigorous curriculum, high-quality professional development for teachers, enrichment opportunities for scholars, and authentic partnerships with parents are just a few of the elements that drive success for PLA scholars.

The schools on the Far Eastside serve populations of children that are vulnerable; 89% of the 6,597 children attending 12 Far Eastside schools are students of color, and 78% qualify for the free/reduced-price meal program. The average passing rate for the ISTEP ELA/Math assessment is 21%, with one school scoring only 10%. When these percentages are converted into numbers of real students, we find that 5,212 children in the Far Eastside are performing below grade-level proficiency. A majority of the schools on the Far Eastside earned an F-rating in 2016 – 17 from IDOE. The only Far Eastside schools during the 2016 – 17 school year to earn A-ratings were both PLA-run Innovation Schools, PLA@103 Francis Scott Key School and PLA@93 George H. Fisher School. (JRPLA was not open prior to 2017-18; since rating data is embargoed, no IDOE rating data for JRPLA can be included in this document. However, we are thrilled about the significant growth of our scholars across all four of our Indianapolis schools.)

The overall performance data of schools on the Far Eastside looks even bleaker in terms of the historical track records of these schools:

Table 1: Far Eastside Historical School Ratings by Year						
School	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
George S. Buck School 94	F	D	D	D	F	F
Hoosier Academy Virtual Charter School	F	F	F	F	F	F
Stonybrook Middle School	D	C	C	C	C	F
Andrew J. Brown Academy	B	D	F	F	C	C
Charles Warren Fairbanks School 105	F	B	C	C	D	F
Sunny Heights Elementary School	C	D	D	D	D	F
Stonybrook Intermediate Academy	C	D	D	D	D	F
Winding Ridge Elementary School	B	C	C	D	D	D
John Marshall Community High School (now Middle School)**	F	F	F	F	F	F
Francis Scott Key School PLA@103	F	F	F	F	D	A
George H. Fisher School PLA@93	F	F	F	C	A	A
James & Rosemary Phalen Middle School (JRPLA)	N/A*	N/A	N/A	N/A	N/A	N/A

*JRPLA was not open prior to 2017-18; since rating data is embargoed, no IDOE rating data for JRPLA can be included in this document.

Table 1 shows that over the course of six years of ratings for 11 Far Eastside schools (66 individual ratings, excluding JRPLA), 47 of the 66 ratings (71%) were D- or F-ratings, and only three of the 66 ratings were A-ratings (PLA@103 in 2016 – 17 and PLA@93 in both 2015 – 16 and 2016 – 17; these schools’ ratings improved after becoming PLA schools). Fully 91% of the ratings (60 out of the 66) were Cs, Ds, and Fs.

These facts illustrate a stark reality—kids on the Far Eastside are being left behind. Children who are already dealing with the challenges that accompany living in poverty deserve extra care and attention from adults who share their background and possess the expertise to guide them to success. PLA has developed the educational model to meet these needs. As illustrated by Table 2 (below), the demographics of current PLA schools in Indiana are strikingly similar to the demographics of the 11 schools located in the Far Eastside of Indianapolis. PLA has achieved remarkable success working within communities with these demographics; moreover, three of our current seven schools are located in the Far Eastside. Furthermore, PLA is led by a highly diverse leadership team dedicated to serving children of color. PLA’s organizational leadership reflects the community we serve: our organization is one of the very few public-school networks serving children of color in the country that is led primarily by people of color. More than 70% of school leaders and PLA leadership are people of color, and our current board of directors is comprised of more than 50% people of color. We understand the needs of our community because we come from the neighborhoods we serve.

Table 2: Demographics—Indiana PLA Schools and Far Eastside Schools				
School group	Free/reduced price meals	Students of Color	Students in Special Education	English Language Learners
Indiana PLA Schools	83%	97%	11%	9%
Far Eastside Schools	78%	89%	15%	12%

PLA’s expansion to the high school level is necessary in Indianapolis precisely because this clear need exists. A PLA high school will ensure that adolescents can access a high-quality education that empowers them to achieve rapid academic growth, exceed the performance of their peers, and prepare for the rigors of college

and the professional workplace. Over the years, PLA's track record has built a home-grown movement for schools that are customized to the community's needs. In fact, it was the advocacy of our families that has helped bring our program to two Innovation Network Schools in the community. Our effort to serve more scholars in the form of a high school on the Far Eastside of Indianapolis is a grassroots project that has earned both trust and support from our families.

PLA's model has a proven track record of meeting the needs of children of color and children living in low-income communities. Student enrollment in grades 10, 11, and 12 will be strong because scholars will be in the same building and matriculate from the James and Rosemary Phalen Leadership Academy (JRPLA) Middle School, which currently is serving 270 scholars grades 7 - 9, into our high school. Because of the levels of high satisfaction expressed by our families at JRPLA, we expect an extremely high transition rate of scholars from our middle school. Our families trust PLA and, on a daily basis, express their desire to stay in the PLA network. With your approval, we can enable 300 high school students to experience our proven educational model and access a high-quality public high school on the Far Eastside for the first time in decades.

Phalen Leadership Academies' Track Record

Phalen Leadership Academies (PLA) is a non-profit network of charter and turnaround schools that works to ensure that children living in communities served by underperforming schools have options to attain the high-quality education that all kids deserve. The success of the schools we manage demonstrates our capacity to provide a high-quality public school education to children living in underserved communities. PLA is:

- A non-profit organization founded in 2013.
- Currently serving nearly 3,000 children in the state of Indiana.
- Currently serving seven schools in four Indiana cities: Indianapolis, Fort Wayne, Gary, and Merrillville.
- Dedicated to serving low-income families; 83% of PLA scholars in Indiana are eligible for free lunch.
- A proven operator with a strong track-record of success whose model has transformed five F-rated schools into A-rated schools (based on Indiana Department of Education ratings from 2013 – 14 to 2016 – 17)—all within three years of taking over leadership.

The PLA educational model has several unique elements that drive the growth of our scholars. This educational model empowers both educators and students to grow and take ownership of that growth; as a result, PLA schools consistently demonstrate improved student outcomes. An educational model that supports success leads to greater capacity and empowers the organization to bring our model to additional schools. Scholar success is always our primary focus. Over the years, implementation of the PLA model has helped children achieve remarkable success, including:

- Outperforming the state at our founding school on ELA and math on ISTEP and IREAD assessments.
- Scoring an average of 92% at our founding school passing on IREAD over the last four years.
- Achieving outstanding growth: in 2017 – 18, 74% of Indianapolis PLA scholars demonstrated standard to high growth in ELA on the ISTEP assessment, and 69% showed standard to high growth in math.
- Earning school rankings of #4 and #5 in the district for strongest growth (with 8.2% and 8.1% increases in state test score proficiency growth, respectively).
- Demonstrating the highest standardized test growth at PLA@93 for all schools in central Indiana in 2015 – 16 on state ELA and math assessments.
- Empowering Indianapolis PLA scholars in grades K – 6 to gain an average of 1.3 years of annual growth toward grade-level proficiency on the 2017-18 math STAR end-of-year assessment.

The success of PLA scholars can be attributed to the comprehensive, high-quality services that PLA provides to its school partners and scholars. While some educational management organizations only offer human resources and accounting support, PLA also provides:

- An outstanding educational program (i.e., research-based curriculum, pacing guides, and assessments)
- Pre-service professional development and an on-going coaching cycle for teachers, as well as an online educator development portal (PLA University).
- Operational support—including payroll, accounting, HR, policy development, legal counsel, and grants management—so that our educators can maximize their efforts in delivering a high-quality educational experience to scholars.
- On-site quality assurance monitoring and support.
- Behavior and classroom management systems.
- A proven parental engagement framework.

PLA also ensures that the organization continues its capacity to successfully manage multiple schools by utilizing procedures and structures already in place to ensure student safety; healthy school finances; and federal, state, authorizer, and local compliance.

School Operations: As a result of the support provided to each school by the central office, we have the capacity and processes in place to ensure the successful operation of our expanded middle/high school. The school administration staff and school leaders will continue to be supported by the central office, whose support services include professional development, payroll, policy development, legal counsel, and grants management. Through this support system, the central office is able to manage the operational elements of running a school so that our educators can focus their efforts on what they do best—educating children. The strong leadership of our functional teams—development, compliance, finance, and operations—ensures effective coordination with school personnel to obtain the proper information and data points necessary to complete any reporting requirements. These teams use real-time collaborative project management tools to oversee all school support activities. This is one of PLA’s key strengths: since the central office takes on this responsibility, the school can efficiently provide data when needed and focus their energy primarily on instruction. By implementing a process where school leaders and central office teams can effectively communicate and collaborate, we can ensure that our scholars will benefit from the increased capacity of PLA.

School Finance: A core strength of PLA is our implementation of financial processes and procedures that not only improve the efficiency of school financial operations but also provide strong separation of responsibilities, a clean audit trail, and clear processes for all financial transactions. At our schools, financial responsibilities have been consistently managed with success, including overseeing financial operations, grant reporting, forecasting, budgeting, and long-term strategic financial planning. As a result, financials have steadily improved from pre-operational planning through startup and growth to capacity. PLA schools have successfully managed federal, state, and local funding and have been able to meet all audit requirements. The schools have managed five years of clean audits and met or exceeded financial goals each year.

Statutory, Regulatory, and Authorizer Compliance: PLA schools have a proven track record of compliance with state statutes, authorizer standards, and federal grant regulations, including:

- Maintaining no open corrective action items with the IDOE.
- Submitting 100% on-time, accurate, and compliant authorizer reports and state compliance requirements.
- Meeting standards according to Indiana’s K-12 Accountability System (A-F ratings) under PL 221.
- Consistently receiving full accreditation status and showing compliance with all legal standards.

Student Safety: Schools implementing this model have met all key metrics for student rights and safety for the past three years, according to authorizer ratings from the Indiana Charter School Board (ICSB) and IPS. Our safety practices represent the most up-to-date research on risk-reduction measures. PLA’s student safety

systems and processes have proven effective; safety measures include a single point of entry for each school, required check in and identification for all visitors, camera surveillance systems, and extensive safety training and drills (threat assessment/awareness, violence prevention, security procedures, and emergency planning). PLA has been, and will continue to be, in compliance with all applicable laws, rules, regulations, and provisions of its charter agreement relating to safety, security, and health related services.

Finally, we ensure the successful management of our schools through the excellence of our team. The PLA team is composed of leaders with high levels of expertise in school operations, finance, fund development, grant compliance, and authorizer compliance. The PLA central office has established clear policies, procedures, and guidelines to ensure adherence to all operational requirements. School leaders and central office staff conduct regular monitoring calls and hold biweekly walkthroughs to anticipate, identify, and resolve any potential operational challenges. With these procedures, policies, and systems in place, our team will be able to provide similarly strong oversight and operational performance at the JRP school while continuing to ensure the success of existing PLA schools.

To give context to academic data for PLA schools in Indianapolis, the table below illustrates demographics of the students we serve. PLA serves at-risk student populations in four schools in Indianapolis: of the 1,495 Indianapolis children who we serve, 80% qualify for free or reduced-price meals, 96% are students of color, 13% are students in special education programs, and 7% are English language learners.

School	Year PLA Management Commenced	City	Enrollment	Free/reduced price meals	Students of Color	Students in Special Education	English Language Learners
George and Veronica Phalen Leadership Academy (GVPLA)	2013	Indianapolis	350	83%	99%	6%	0%
PLA@Francis Scott Key School #103 (PLA@103)	2015	Indianapolis	460	61%	97%	12%	14%
PLA@George H. Fisher School #93 (PLA@93)	2016	Indianapolis	415	82%	93%	15%	8%
James and Rosemary Phalen Middle School (JRPLA)	2017	Indianapolis	270	93%	96%	20%	7%

To date, PLA has founded two Indianapolis charter schools (GVPLA and JRPLA) and serves as a turnaround manager for two other Indianapolis schools (PLA@103 and PLA@93, both of which are Innovation Network Schools). Academic data for Indianapolis PLA schools (below) highlights results from the ISTEP assessment, IREAD assessment, and/or the STAR assessment, a nationally normed exam administered at PLA schools three times per year (as a diagnostic/formative assessment at the beginning of the school year, as a benchmark/interim assessment at mid-year, and as a summative assessment at the end of the year).

Our two most established schools, GVPLA and PLA@93, have shown the most growth; notable growth at PLA schools city-wide includes:

George and Veronica Phalen Leadership Academy (GVPLA):

- Scholars achieved an average 92% passage rate on IREAD during the 2017 – 18 school year—more than 20% above our host district, IPS, and 4% above the state average.
- Students exceeded the ISTEP passage rate of our host district by 25% for ELA and math in 2017 – 18.
- 10% more scholars passed the ELA ISTEP test in the 2017 – 18 school year than in the previous year.
- The percentage of scholars passing the math ISTEP test increased 7% from the 2016 – 17 school year.

- For the 2016 – 17 school year, our scholars’ strong academic progress resulted in the school earning a B-rating from the IDOE (only missing an A-rating by 2%).
- Scholars gained an average of 1.6 years of annual growth toward grade-level proficiency on the 2017-18 STAR math end-of-year assessment.
- Students demonstrated a 46% student growth percentile (SGP) on the ELA STAR assessment and a 54% SGP on the math STAR assessment, i.e., achieved more growth than 46% and 54%, respectively, of their academic peers nationwide.
- Overall, math ISTEP passing rates increased 22% over a two-year period.
- Overall, combined ELA/math ISTEP passing rates increased 11% over a two-year period.

PLA at George H. Fisher School #93 (PLA@93):

- Scholars outperformed their peers in the local district by 18% in math and 5% in ELA on the ISTEP in 2017 – 18.
- The percentage of students passing both the ELA and math portions of the ISTEP in 2017 – 18 was almost 9% more than the percentage for IPS as a whole.
- In both the 2015 – 16 and 2016 – 17 school years, IDOE gave the school an A-rating after five consecutive years of failing ratings.
- In 2017 – 18, scholars scored the highest ISTEP passing rates of all Far Eastside elementary schools.
- In 2016 – 17, PLA@93 students scored the highest math passing rate of all Far Eastside schools by nearly 20%.
- In 2017 – 18, 67% of PLA@93 scholars demonstrated standard to high growth in ELA on the ISTEP assessment, and 71% of scholars showed standard to high growth in math.
- Over the course of two years, IREAD passing rates increased 17%: in 2017 – 18, 83% of PLA@93 scholars passed the IREAD.

PLA at Francis Scott Key School #103 (PLA@103):

- Overall, math ISTEP passing rates improved 18% from 2015 – 16 to 2017 – 18.
- Fourth and fifth graders showed the most progress in math:
 - Math ISTEP passing rates for fourth graders increased by 13% from 2016 – 17 to 2017 – 18.
 - Math ISTEP passing rates for fifth graders increased from 2015 – 16, when not one scholar in the fifth grade passed, to 22% in 2017 – 18.
- Overall, combined ELA/math ISTEP passing rates increased 9% from 2015 – 16 to 2017 – 18.
- Fourth graders made the greatest progress in improved scores overall in year to year growth; combined ELA/math ISTEP passing rates for the fourth grade increased by 8% from 2016 – 17 to 2017 – 18.
- 73% of JRP scholars demonstrated standard to high growth in ELA on the ISTEP assessment, and 66% of scholars showed standard to high growth in math.
- Students of all grades showed 1.4 years of annual gains toward grade-level proficiency on the STAR math assessment for the 2017 – 18 school year, and fifth graders showed 1.7 years of annual growth.

James and Rosemary Phalen Leadership Academy Middle School (JRPLA):

- JRPLA opened in the fall of the 2017 – 18 school year; during the school’s inaugural year, JRP scholars in seventh grade outpaced their IPS peers by 11% on the ELA ISTEP assessment, 3% on the math ISTEP assessment, and 6% on the combined ISTEP metric.
- During the 2017 – 18 school year, JRP eighth graders outpaced their IPS peers by 4% on the ELA ISTEP assessment.
- 81% of JRP scholars demonstrated standard to high growth in ELA on the ISTEP assessment, and 76% of scholars showed standard to high growth in math.
- Scholars showed 1.5 years of annual gains toward grade-level proficiency on the STAR math assessment for the 2017 – 18 school year.

- In the seventh grade, students showed 1.7 years of annual gains toward grade-level proficiency on the STAR math assessment for the same year.
- Scholars showed a 50% student growth percentile (SGP) on the STAR ELA assessment and a 59% SGP on STAR math (i.e., students at JRPLA have achieved more growth than 50% and 59%, respectively, of their academic peers nationwide).

Overall, these statistics show that PLA's educational model is positively impacting children who come from some of the most economically distressed communities in Indianapolis. As a result of continuous improvement processes built into our model, we expect our scholars to continue to make even greater gains in the future. Our support staff, teachers, school leaders, central office staff, and leadership have the skills, experience, and passion needed to truly make a difference in young people's lives. Taken as a whole, PLA's educational model, team, and infrastructure have built a strong capacity for successfully expanding our model to the high-school level.

EXHIBIT B

Dear Indiana Charter School Board,

My child, Shawna K. Ford, is currently a scholar at the Phalen Leadership Academy. I would like my child opportunity to attend a Phalen High School. I am pleased with the educational possibilities being offered, and would genuinely appreciate my child having the privilege to continue attending PLA until they graduate from high school. I expect my child will be successful, and deserves to attend an excellent school that is located in my neighborhood.

Please authorize the Phalen Leadership Academy to establish a notable high school on the far eastside of Indianapolis.

Thank you,

Shawna K. Ford

Parent signature

Dear Indiana Charter School Board,

My child, Elliona Smith, is currently a scholar at the Phalen Leadership Academy. I would like my child opportunity to attend a Phalen High School. I am pleased with the educational possibilities being offered, and would genuinely appreciate my child having the privilege to continue attending PLA until they graduate from high school. I expect my child will be successful, and deserves to attend an excellent school that is located in my neighborhood.

Please authorize the Phalen Leadership Academy to establish a notable high school on the far eastside of Indianapolis.

Thank you,



Parent signature

Dear Indiana Charter School Board,

My child, Jaylin Evans, is currently a scholar at the Phalen Leadership Academy. I would like my child opportunity to attend a Phalen High School. I am pleased with the educational possibilities being offered, and would genuinely appreciate my child having the privilege to continue attending PLA until they graduate from high school. I expect my child will be successful, and deserves to attend an excellent school that is located in my neighborhood.

Please authorize the Phalen Leadership Academy to establish a notable high school on the far eastside of Indianapolis.

Thank you,


Parent signature

EXHIBIT C



10-24-2018

Indiana Charter School Board
143 West Market Street, Suite 400
Indianapolis, IN 46204

Dear Members of the Indiana Charter School Board:

I am writing to express the wholehearted support of The Mind Trust for the James and Rosemary Phalen Leadership Academy Middle School to expand from its current grade span of 7-9 to grades 7-12. As a long-time partner of Phalen and long-standing member of the Indianapolis community, The Mind Trust has witnessed Phalen's journey in creating outstanding educational opportunities in high-need communities in Indianapolis. Since its inception, Phalen has anchored its work within the community, reinvigorating the community's connection to high quality public school education through authentic partnership with families and community partners. The result has been a robust, earnest, and deep grassroots support of Phalen's educational efforts.

The Mind Trust's relationship with PLA dates back to 2009 when its Founder and CEO, Mr. Phalen, was named an Education Entrepreneur Fellow through The Mind Trust's program of the same name. Mr. Phalen's fellowship through The Mind Trust supported him in his entrepreneurial work with Summer Advantage USA, which has helped more than 10,000 Indiana students reverse the erosion of summer learning loss while improving school-year achievement. It was the success of this program that encouraged Mr. Phalen to found PLA in order to offer year-round academic support for children in the community. In 2014, The Mind Trust named Mr. Phalen as an Innovation School Fellow and, through this Fellowship, PLA@103 was launched.

At The Mind Trust, we aim to provide every student in Indianapolis with access to a high-quality, world-class education. In the nearly ten years of our partnership with Mr. Phalen, we have witnessed the impressive growth of scholars at PLA schools and the sustained excellence of PLA's endeavors over time. The results have exceeded expectations. Two Indianapolis schools that were previously among the lowest-performing schools in the city have made some of the largest achievement gains in the city since becoming Innovation Network Schools managed by PLA, in partnership with Indianapolis Public Schools. Both of PLA's Indianapolis charter schools have seen similar gains for their students in comparison to local public schools. The opportunity to implement PLA's transformative model in a high

school setting is exciting indeed, as are the implications for positive impact in the Far Eastside community.

We have witnessed how PLA's educational model fosters academic growth and mastery, resulting in engaged scholars who are genuinely excited about learning. Through time and effort, PLA successfully promotes student involvement in their success and allows scholars to showcase their achievements. PLA offers a rigorous curriculum, high expectations, and affirmation of student progress. PLA's charter experience in Indiana and rapport with families in the Indianapolis community positions this organization to successfully expand their model to the high school level and truly make an even greater impact in the lives of our community's children.

Sincerely,



Brandon Brown
CEO
1630 N. Meridian St., Suite 450
Indianapolis, IN 46202



October 24, 2018

Dear Member of the Indiana Charter School Board,

I am pleased to write this letter to express our strong support for James and Rosemary Phalen Academy (JRP)'s initiative to build upon its quality education and expand from grades 7 to 9, to grades 7 to 12.

The Community Alliance of the Far Eastside, or CAFE, aims to enhance the quality of life on the Far Eastside of Indianapolis by engaging adults, youth, and seniors in a community network that strives to keep families strong, empowered, and connected.

We are grateful to have been in partnership with Phalen Leadership Academies over the years, working closely with its schools to help parents and families access a variety of support services that increase their children's chances of succeeding in school. For example, we have connected families to our seven-week youth summer camp and our Center for Working Families, which helps families transition to financial stabilization and sustainability. The proposed expansion plan will allow us to bring our services to future JRP high school scholars.

We look forward to the opportunity to strengthen the connection between JRP and CAFE. Some of the services CAFE offers include our teen program, parent support groups, our senior adult program, and our community development/home rehabilitation efforts. We strongly believe high-school aged children in our community will benefit from the learning and enrichment opportunities JRP will offer to firmly place them on the path to success.

We are committed to supporting this proposal to help transform this school, and by extension our community. Thank you for your consideration.

Sincerely,

Jamarro Johnson

Employment Specialist

Community Alliance of the Far Eastside (CAFE)

8902 E. 38th Street

Indianapolis, IN 46226

317-890-3288 x113

jjohnson@cafeindy.org

COMMUNITY ALLIANCE OF THE FAR EASTSIDE, INC.

8902 EAST 38TH STREET, INDIANAPOLIS, IN 46226

PH. 317.890.3288 WWW.CAFEINDY.ORG FX. 317.898.4397



State of Indiana

Senate

Senator John Ruckelshaus
200 W. Washington Street
Indianapolis, IN 46204
Senate: (317) 232-9808
S30@iga.in.gov

Committees:
Environmental Affairs
Health and Provider Services
Insurance and Financial Institutions

October 24, 2018

To Whom It May Concern,

As a State Senator who is heavily involved in many forms of education, I have recently learned a great deal about Phalen Leadership Academies. At a time when buildings and schools are closing on the East side of Indianapolis, they continue to demonstrate their commitment to our youth, families, and education in the Indianapolis area.

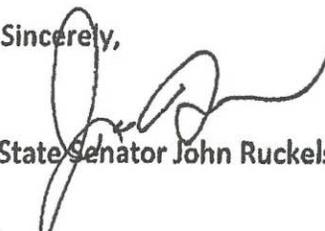
Most recently in 2017, Phalen Leadership Academies opened the new middle school on Mitthoefer Road between 42nd and 46th street. A year later as a result of immediate year after year progress, they have received an A rating, just as their three other Elementary Schools here in Indianapolis. In addition, PLA has developed a new 9th grade wing as part of the new middle school.

It is my understanding that they would like to develop a high school so these children have the opportunity to go from K-12 totally as part of the Phalen Leadership Academies. They have a model that works, enrollment that continues to increase, and performance that is most apparent with improved test scores and their proudly displayed A Ratings.

I highly encourage you to consider and approve the continued expansion in our area for PLA by awarding them the opportunity to provide grades 10-12 to our youth and community.

Thank you for your consideration on this matter.

Sincerely,


State Senator John Ruckelshaus



**STATE OF INDIANA
HOUSE OF REPRESENTATIVES
THIRD FLOOR STATE HOUSE
INDIANAPOLIS, INDIANA 46204**

**VANESSA SUMMER
1140 BROOK LA
INDIANAPOLIS, IN 46204**

**COMMITTEE
FAMILY, CHILDREN AND HUMAN AFFAIRS, F
INTERSTATE AND INTERNATIONAL COOPERAT
PUBLIC PO**

October 19, 2018

**Indiana Charter School Board
143 West Market Street, Suite 400
Indianapolis, IN 46204**

Dear Indiana Charter School Board Members,

I am in full support of Phalen Leadership Academy opening a high school on the Eastside of Indianapolis. The value that the Phalen organization would bring to the students and community will be an incredible asset to the city of Indianapolis.

Sincerely,

Vanessa Summers
State Representative
District 99



SPANISH OAKS
317-898-8214

October 25, 2018

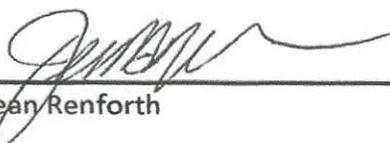
Indiana Charter School Board
Attn: Board of Directors
143 West Market Street, Suite 400
Indianapolis, IN 46204

Dear Indiana Charter School Board Members:

My name is Jean Renforth and I serve as Area Manager of the Spanish Oaks home community and I am writing in support of the James and Rosemary Phalen Leadership Academy. Our company provides housing options to families on the Far Eastside of Indianapolis. Therefore, school options are an integral part of the community for the families that we serve at Spanish Oaks. Because there are so few options for competitive education near our families' homes, we support Phalen Leadership Academies' request to your board for the school's expansion to a high school. Given their success on the Far Eastside with middle school students from the surrounding community, I believe that their school provides an environment where students will continue to flourish as they matriculate through high school. Moreover, the school provides a high-quality, educational option for families. I think we can all agree that great schools, lead to great communities.

I support the approval of a high school expansion for the James and Rosemary Phalen Leadership Academy to serve students in our community. I value the mission and approach of Phalen Leadership Academies and I would be pleased to see their organization provide a quality high school for our families.

Regards,



Jean Renforth



Antioch Missionary Baptist Church

"A Place Where Healing and Wholeness Happens by Faith in The Power of God's Word"
704 East 32nd Street, Indianapolis, Indiana 46205, 317-602-2460

Date
10/21/2018

Dear,
Phalen Leadership Academy Board of Directors,

Clyde Posley Jr.,
D.Soc. J, PhD
Senior Pastor

Dwayne
Montgomery
Deacon Board
Chairman

Demetria
Kimbrough
Trustee Chairman

Michelle Sanders
Church
Administrator

Vicki Sharp
Financial Secretary

Greetings! I am Dr. Clyde Posley Jr. and I am delighted to write this correspondence, pledging my full support of Phalen Leadership Academy's innovative and timely approach to urban advocacy through expanded educational opportunities. Having grown up on the East side of Indianapolis, I witnessed first-hand, the potential pit falls which sought to hinder many at-risk urban youths in settings such as those which confronted a large demographic of the East side of Indianapolis. I was kept from much of what stagnated many of my peers in such settings through educational opportunities provided to me by my parents, athletic coaches, and committed teachers. Many of the same pit falls exist today in a more sophisticated in yet equally as lethal mode. Phalen's innovative and aggressive step of placing high school in a perennially challenged area like the East side of Indianapolis, speaks to the Academy's commitment to both the community and its most precious commodity; A young mind ready to be shaped at the door step of adult life. I am in full support of Phalen Leadership Academy's effort to bring a high school to the East side of Indianapolis. I look forward to this major component of change for our city and for our future leaders. For any questions feel free to contact me at (317) 910-1015 or Clyde@drclaydeposley.com

Warmest Regards,
Clyde Posley Jr.

Peace and Blessings,

Dr. Clyde Posley Jr.
Senior Pastor

To whom it may concern,

Date 10/25/2018

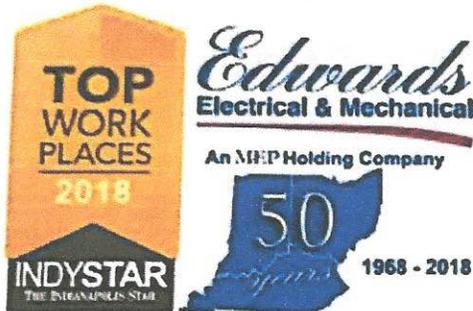
MEP Holding Company, fully and proudly supports The James and Rosemary Phalen Leadership Academy in its pursuit to become a full middle school and high school.

As a business located on the east side of Indianapolis, we continue to strive to improve neighborhoods/commercial properties through the remodeling process. The James and Rosemary Phalen Leadership Academy is improving this city and neighborhoods in much broader way. This is exactly what this side of the of city needs.

Thanks you for your time and support.

Sincerely,

Kevin Pharr



MEP Holding Co., Inc. /

Edwards Electrical & Mechanical

685 Grandview Ave.
Columbus, OH 43215
614 485-2003 Fax 614-485-2518

2331 Reading Road
Cincinnati, OH 45202
513-381-5758 Fax 513-381-1734

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FIRSTSERVE

CLEANING AND RESTORATION

1210 Indy Place, Indianapolis Indiana 46214

To whom it may concern,

10/25/2018

As business owner, it excites me to see The James and Rosemary Phalen Leadership Academy pursue growth as they expand their reach into a community that so desperately needs fresh ideas. The quality of their program is felt as you walk through their buildings and encounter staff and students.

I applaud their pursuit to become a full middle school and high school.

Thank you for reading this letter of support and your consideration.



Todd W Francis

Owner, First Serve Cleaning and Restoration



La Plaza, Inc.
8902 E. 38th Street
Indianapolis, IN 46226
t 317.890.3292
f 317.898.4397
www.laplaza-indy.org

October 24, 2018

Earl Martin Phalen
Founder & CEO
Phalen Leadership Academy, IPS #103
3920 Baker Drive
Indianapolis, IN 46235

Dear Mr. Phalen,

It is with great pleasure that La Plaza supports your application to open a charter high school on the far eastside of Indianapolis. La Plaza has worked with Phalen Leadership Academy in the past, and we are certain that it will be a high caliber high school that is sensitive to the needs of the diverse communities on the far eastside of Indianapolis.

La Plaza's mission is to strengthen Central Indiana by advocating for and preparing Latino students for educational success and by connecting Latino families to health and social services.

We look forward to partnering with Phalen Leadership Academy high school as our missions to serve the community are very much aligned.

Sincerely,

Miriam Acevedo Davis
President & CEO

 **FERGUSON**[®]
FACILITIES SUPPLY

Date: 10/25/18

To Whom It May Concern:

Please know that we support the Phalen Leadership Academies, its staff, teachers and volunteers in their commitment to the youth of Indianapolis. Phalen is making a difference in the lives of Middle School and High School students with their educational programs and mentoring. They young men and women are the future of our city.

Thank you to Phalen Leadership Academies for making a difference.

Cindy Hogan



central-security.com

6831 East 32nd Street
Suite 100
Indianapolis, IN 46226

October 25, 2018

Indiana Charter Board
On Behalf of and In Support of
James & Rosemary Phalen Leadership Academy

Central Security & Communications (CSC) has been engaged with Phalen Leadership Academy for several years now and we wholeheartedly support their pursuit and efforts to become a full-fledged Middle & High School.

CSC feels that The James & Rosemary Phalen Leadership Academy's involvement in the Indianapolis community is both positive and much-needed.

Thank you for your time, consideration and support of this endeavor.

Respectfully,

Vincent T. Edwards
President

24-Hour Services
317.543.1300

•Fire Alarm

UL Listed Indianapolis Monitoring Center

•Burglary Alarm

•Access Control

•Cameras

•Intercom

Heaven on A Plate Catering Co
11343 E St Joseph Street
Indianapolis, IN 46229
317 567-9300
heavenonaplate2911@gmail.com



October 23, 2018

Nicole Fama
James and Rosemary Phalen-
Leadership Academy
4352 Mitthoeffer Rd
Indianapolis, IN 46235

Dear Nicole Fama,

As a local business owner and resident of the Phalen community for over 10 years, I am super excited about what James and Rosemary Phalen Leadership Academy has been offering our youth. It was an absolute pleasure to see the building located on Mitthoeffer become a school again offering top notch education and athletic opportunities to a deprived community.

I think it would be an excellent decision if PLA were given the opportunity to expand to serve our neighboring high school children. Currently, there's only one high school on the far eastside which ultimately has created headaches, and hardships for some parents.

Given the opportunity to expand will open up an array of avenues for local children who don't want to be in the "mega" school system. Let's work together as a community to make dreams come true where our children will come first and soar like "Falcons".

Bridging gaps in a torn society one child, one vision, one wish, = Potential Greatness!!!

Best Regards,

A handwritten signature in cursive script that reads "Patricia Robertson".

Jackson Peoples Senior Living Center

3901 Lesley Ave
Indianapolis, IN 46226
(317) 549-1520 P (317) 549-1588 F

October 21, 2018

Indiana Charter School Board
143 W. Market Street, Suite 400
Indianapolis, Indiana 46204

To Whom It May Concern:

The Jackson Peoples Senior Living Center is a HUD 202 subsidized property which was constructed September, 1998 on the eastside of Indianapolis. It is the result of the hard work and determination of a ministry that realizes the importance of senior care as well as childhood development.

It our understanding that the closing of John Marshall High School has left a void that must be filled for those young scholars that are interested in pursuing a quality education in an area that is increasingly being depleted of resources and opportunity. With that being said, we are requesting that the Indiana Charter School Board consider and grant the Phalen Leadership Academy a high school in the heart of the community which they already serve. What better way exists for our children to develop a sense of pride in community and not feel displaced? What better statement can be made that shows someone cares about neighborhood partnerships and the importance of education within urban Indianapolis? Please stand with us and the PLA in support of providing a quality education platform and facility where it is needed most.

Sincerely,

Thomas Benjamin



Jackson Peoples Senior Living Center



National Church Residences





Crosspoint Family Dental Care

Complete Family Dental Care

To whom it may concern,

This is a letter offering my extreme support of the Phalen Leadership Academy opening a school on the east side of Indianapolis. Year after year, I see children being bussed across town, simply to gain an education and it seems to place a strain on not just the children, but on the entire family. Phalen Leadership Academy has a lot to offer and would be an additional asset to Indianapolis. Opening this academy will ensure an opportunity for success to our community's children on the east side of town. Thank you for your time and consideration

Humbly submitted,



Dr Chari Fletcher-Crayton

9855 Crosspoint Blvd., Ste 144 | Indianapolis, IN 46256 | Tel 317-288-9959 | Fax: 317-288-9965

www.CrosspointFamilyDental.com

 Find us on facebook.

Rik Schmid
Business letter Rik Schmid
Oct 22, 2018 at 9:23:14 PM
nfama@phalenacademies.org



HOME REFINEMENTS

Home Refinements offers residential remodeling and custom woodwork in the central Indiana area.

To whom it may concern,

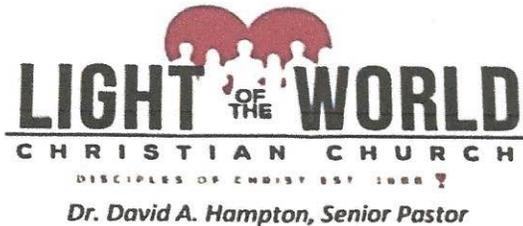
Home Refinements of Indianapolis fully and proudly supports The James and Rosemary Phalen Leadership Academy in its pursuit to become a full middle school and high school.

As a business located on the east side of Indianapolis, we continue to strive to improve neighborhoods through residential remodeling. The James and Rosemary Phalen Leadership Academy is improving the neighborhoods in a much bigger and broader way.

They are exactly what this side of town needs.

Thank you for your time, consideration, and support.

David Schmid, Founder and Owner



October 19, 2018

Dear Members of the Indiana Charter School Board:

Thank you for your commitment to provide educational options to all members of our society. With the recent school closings, student options for a quality education are decreasing. Light of the World Christian Church supports Phalen Leadership Academy opening a high school on the eastside of our city.

Our congregation continually keeps in prayer those who have dedicated their time and talent to providing safe and effective learning communities for our young people. Light of the World has an established record of putting education first. We encourage and support all efforts to ensure that excellent education is provided to every child, regardless of their zip code.

Blessings on the continuation of your outstanding work,



Dr. David A. Hampton

"Join Us at The Light Where the Love Shines Bright"

4646 N. Michigan Rd., Indianapolis, IN 46228
Telephone: 317-254-5922 Fax: 317-254-5662
www.lovelwcc.org



Harvest Girls International, Inc.
Women & Young Girls Empowerment

Harvest Girls International, Inc.

"Transformation begins with You"

Greetings, Indiana Charter School Board

Harvest Girls International, Inc. has been engaged in leadership of our youth, focusing on girls ages 9-17 in Indianapolis for 10 years. We understand the significance of empowering and impacting the lives of our youth.

We support and collaborate with schools and other organizations that dedicate their time, funding and curriculum to training and promoting leadership in the lives of our youth. We understand and know how vital a school like Phalen Leadership Academy is to the lives of our children and the growth of leaders in our community.

Harvest Girls International Incorporated is in complete support of Phalen Leadership Academy opening a high school on the east side of Indianapolis. The impact that this organization will bring to the community and students will be of tremendous value.

Best Regards,

Cris Meadows
Founding President, CEO
www.harvestgirls.com

P.O. Box 532305
Indianapolis, Indiana
17.891.Hg12



October 20, 2018

Dear Sir or Madam,

Benson's Incorporated fully supports the James and Rosemary Phalen Leadership Academy in its desire to become a full middle school and high school.

As a vendor for the Academy we are fully aware their continuing efforts to make lasting improvements in their community.

Benson's Incorporated is a full service Lawn and Landscape provider and works closely with the Academy to make improvements to the grounds and maintain the property in a way the community can be proud of.

The East side of Indianapolis is fortunate to have them and will benefit even more with the expansion.

Thank you for your consideration and Support.

Sincerely,

John Benson



SCHOOL OF NURSING
INDIANA UNIVERSITY
Bloomington

Indiana Charter School Board
143 West Market Street, Suite 400
Indianapolis, IN 46204
317.232.7585

Dear Indiana Charter School Board,

I am writing to you to express my support for Phalen Leadership Academy Charter School.

It is one thing to talk the talk of education innovation, and quite another thing to walk the walk of creating innovative schools. Phalen Leadership Academy teachers, staff and administrators have established a truly innovative school that models what other charter schools should be in a knowledge and democratic society.

I believe PLA will drive substantial and lasting improvements in student achievement by supporting the development, validation, and scale-up of successful innovations at the state and local levels. PLA is a school that focuses on the quality of relationships, particularly the teacher-student relationship. It shows that the inner city students can academically excel in a nurturing environment and with engaging curriculum.

The innovative education for the students of Phalen Leadership Academy is imperative to prepare the next generation to explore the universe, cure diseases, and engineer new solutions to all kinds of challenges. PLA has helped states, districts, educators, families, and communities prepare each young person for success in college, career, and citizenship.

Sincerely,

DeQuan E. Jones

DeQuan Jones
Administrative Assistant
Associate Dean of Academic Operations
Indiana University School of Nursing
600 Barnhill Drive, NU 345
Indianapolis, IN 46202
317-274-3670
deejones@iu.edu
www.nursing.iu.edu

Office of Associate Dean of Academic Operations 600 Barnhill Drive Indianapolis, IN 46202 (317) 278-6148

Indiana University – Purdue University Indianapolis



Van Ausdall & Farrar

OFFICE TECHNOLOGY SOLUTIONS SINCE 1914

October 23, 2018

Indiana Charter School Board

Indianapolis, Indiana

To Whom It May Concern,

As a local business in Indianapolis we have come to learn a great deal about the Phalen Leadership Academies. At a time when buildings and schools are closing on the East side of Indianapolis, they continue to demonstrate their commitment to our youth, families and education within the area.

Most recently in 2017 they opened the new middle school on Mitthoefer Road between 42nd and 46th street. A year later as a result of immediate year after year progress, they have received an A Rating, just as their 3 other Elementary Schools here in Indianapolis. In addition, PLA has developed a new 9th grade wing as part of the middle school.

It is our understanding that they would now like to develop a high school so these children have the opportunity to go from grades K-12 totally as part of the Phalen Leadership Academies. They have a model that works, enrollment that continues to increase and performance that is most apparent with improved test scores and their proudly displayed A Ratings.

We encourage you to consider and approve the continued expansion in our area for PLA by awarding them the opportunity to provide grades 10-12 to our youth and the community as well.

Thank you for your consideration and support.

Sincerely,

Jeff Jenney

IP/GM

6430 East 75th Street Indianapolis, IN 46250 | 317 974 5548 | www.vanausdall.com



October 24, 2018

Dear Members of the Indiana Charter School Board,

I am writing on behalf of STEMNASIUM LEARNING Academy to express our strong support for James and Rosemary Phalen Academy (JRP)'s initiative to build upon its quality education and expand from grades 7 to 9, to grades 7 to 12.

STEMNASIUM is a nonprofit organization that prepares children from underserved communities to become leaders in science, technology, engineering, and mathematics (STEM) fields by engaging them in hands-on learning experiences from an early age. STEMNASIUM was founded in order to serve children of color and children from low-income communities, as they are traditionally underrepresented in STEM. Our program engages children in intensive, project-based, and hands-on learning experiences from an early age to spark their interest in growing fields. Most of all, for high school scholars STEMNASIUM offers opportunities in college and career readiness, preparing them for success.

We are excited to support future high school scholars at JRP. For more than a decade, STEMNASIUM LEARNING Academy has shown tens of thousands of students from across the U.S. how to discover and how to unlock their STEM and Computer Science Superpowers. Many of these students from underrepresented communities have chosen to pursue STEM as a career or college readiness pathway. Some of the dreams realized via the STEMNASIUM experience are students who have provisional patents, students like Zora Ball; recognized as the youngest mobile game app developer and even student authors such as 8-year-old Samiah Turner, the author of *My Life As An 8 Year Old Engineer*. We are immensely proud that these wonderful students are all Phalen scholars.

We strongly believe JRP scholars deserve the opportunity to excel in authentic high school learning environments where they learn how to think critically and computationally so they are prepared for post-secondary success and beyond. STEMNASIUM is looking forward to the opportunity to support future JRP high school scholars in leading their own discovery and engaging in confidence-building skills such as app building, submersible, terrestrial and aerial robotics and coding using the principles of math, engineering and science. We are confident that, as a direct result of the expansion plan, JRP scholars will begin to see success in high school life and beyond.

Thank you for your consideration of this application.

STEMCERELY,



Tariq Al-Nasir
Founder & CEO





young actors theatre

401 E. MICHIGAN ST, INDIANAPOLIS, IN 46204 | 317.614.5057

October 24, 2018

Dear Member of the Indiana Charter School Board,

On behalf of Young Actors Theatre, I am writing to express our strong support for James and Rosemary Phalen Academy (JRP)'s initiative to build upon its quality education and expand from grades 7 to 9, to grades 7 to 12.

Young Actors Theatre (YAT) has deep roots in the Indianapolis community, and is committed to increasing access to the arts for our city's most disadvantaged children. We serve over 23,000 at-risk youth across Indianapolis and aim to empower our children for life through the performing arts. YAT is the only theatre in Indianapolis that produces original works that are solely by youth and for youth. At the core of each show is a message of empowerment and the educational and socio-emotional development of our children. We devise original work based on students' own thoughts and ideas, putting the power of education firmly in their hands.

We are excited for the proposed expansion plan, and look forward to the opportunity to serve future JRP high school scholars. We will provide a range of theatre courses to future JRP scholars, that will be embedded within the school day. Highly experienced teachers and leaders – who include local artistic directors, professional actors and experienced educators – will lead courses that hope to engage future JRP high school scholars deeply in creating their own theatrical works. Youth will also have access to weekend courses, workshops, and rehearsals where they can refine their productions and dive deeper into the themes of their plays.

The opportunities for future JRP high school scholars to grow on a socio-emotional level are tremendous. Through the expansion, youth in underserved populations will be given access to art, theatre and opportunities for creativity and confidence-building which they are rarely given the chance to experience. The growth and enrichment of our youth will be evident as they learn how to think more creatively, express their ideas and their struggles through performance, and continuously engage with confident self-expression throughout the year.

We strongly support this proposal and we look forward to serving our future JRP high school scholars.

Sincerely,

Justin Wade, Executive Director,
Young Actors Theatre



To Whom It May Concern: WWW.CAITOFOODS.COM

My name is Doug Taylor, and I am currently a Production Planner at Caito Foods. I am writing on behalf of the students and staff at James and Rosemary Phalen Leadership Academy. I have heard great things about the school and staff in the building. Before James and Rosemary Phalen Leadership Academy opened, the only other school options for students near Caito was a failing IPS school and a couple other charters.

I know of this school because I work in the area. I have employees who live near work and they know the school to be a good and safe place to send their children. The children and families on the east side deserve somewhere to learn that is up to date, safe, and where the staff does their very best every day to give the best education possible. Students come to James and Rosemary Phalen Leadership Academy every day to learn and become future productive citizens.

Please give the students and families on the east side a chance to have a solid school on the east side. Education is the key to success, and the students of James and Rosemary Phalen Leadership Academy deserve every opportunity to unlock their future.

Thank you,



Doug Taylor

INDIANAPOLIS SERVICE
CENTER AND FRESH CUT
3120 North Post Road
Indianapolis, IN 46226
317-897-2009

INDIANAPOLIS DISTRIBUTION CENTER
8725 East 33rd Street
Indianapolis, IN 46226
317-897-2009

FRESH KITCHEN
8735 East 33rd Street
Bldg. B
Indianapolis, IN 4622
317-897-2009

LAKELAND DISTRIBUTION CENTER
5300 Great Oak Drive
Lakeland, FL 33815
317-897-2009