



## Start-Up Manual

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*For Charter Schools Authorized by  
the Indiana Charter School Board*

Revised October 2017

For more information, please visit the  
Indiana Charter School Board website:

<http://www.in.gov/icsb>

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# I. Introduction

Starting a charter school requires a significant investment of time, and organizers are faced with what can seem like an overwhelming list of things to do in a relatively short period of time. The purpose of the Indiana Charter School Board (“ICSB”)<sup>1</sup> Start-Up Manual is to assist newly-awarded charter recipients with the completion of ICSB’s Pre-Opening Checklist items. The Manual also serves as a resource with helpful background information and useful contacts pertinent to a charter school’s pre-opening activities.

Pursuant to Section 1.5 of the Charter Agreement, an organizer may not provide instruction to any student attending the school until and unless: (a) the organizer issues a written statement to the Executive Director, attesting to the organizer's completion, in a timely manner, of all of the items in the pre-opening checklist, and (b) the Executive Director confirms in writing that all items have, in fact, been completed.

Pursuant to Section 9.3(a) of the Charter Agreement, ICSB reserves the right to terminate the charter at the time of the pre-opening site visit if it is clear that significant deficiencies exist which lead ICSB to question the viability of the school. Such revocation is subject to the notice and cure provisions set forth under Section 9.4 of the Charter Agreement.

## 1) Pre-Opening Process

Both the Organizer and ICSB staff shall assign an individual to coordinate pre-opening requirements and duties. The ICSB staff member will be responsible for monitoring the completion of pre-opening tasks and to answer any questions. The organizer shall provide the name of their representative, as well as contact information within thirty (30) days of notice of the charter approval. The ICSB staff member and organizer representative will set up phone conversations as needed but no fewer than monthly, to discuss progress on checklist items. No later than fifteen (15) days prior to the first day of classes, the ICSB staff member will visit the physical school location to ensure the school is prepared to open.

## 2) Pre-Opening Checklist

The ICSB provide newly approved charter school organizers the pre-opening checklist as a guide to ensure all required activities are completed prior to the first day of classes. The Start-Up Manual should be used in conjunction with the Pre-Opening Checklist as it provides additional details and resources for completing the Pre-Opening Checklist tasks.

Each section in this document correlates to the sections on the Pre-Opening Checklist. Under the section title, one will find the required action items with more in-depth descriptions than provided in the Pre-Opening Checklist. Once the task is completed, the ICSB staff member will indicate the date of completion along with notes and verification. A copy of the Pre-Opening Checklist can be found in [Appendix A](#) of this manual. Resources and contact information for completing the required action items can be found in [Appendix B](#) of this document or in the ICSB Operations Manual.

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<sup>1</sup> A full list of acronyms provided in this document can be found in [Appendix C](#).

### 3) Pre-Opening Site Visit

A charter school's ability to successfully fulfill the terms of its charter agreement depends a great deal upon what happens before the doors of the school ever open. Some of the most complicated tasks and critical timelines occur during a charter school's pre-operational year(s). In accordance with Attachment B of the Charter Agreement, Pre-Opening Checklist, ICSB staff members will visit the charter school facility for an inspection and review prior to the time that the charter school is scheduled to commence instruction. Progress toward completion of Pre-Opening Checklist items will be regularly assessed by ICSB staff.

The pre-opening site visit allows the school to demonstrate the work that has been done to prepare for a successful school opening and will also serve as a check-point to ensure that all Prior Actions have been completed.

Approximately seven (7) months prior to the first day of school, the ICSB will hold an in-person meeting or conference call with the school's board chair, school leader (if identified), start-up coordinator, and Education Service Provider ("ESP") representative (if applicable). During the call, ICSB staff will walk through the Pre-Opening Checklist and describe the specific requirements for completing each item. In addition, ICSB staff will ask the board chair or start-up coordinator to provide a status update on the school's facility, insurance coverage, and start-up funding. During this call, the date of the pre-opening site visit will be scheduled. The pre-opening site visit may occur, at the latest, fifteen (15) days prior to the opening of the school, although they are generally conducted in the summer prior to the start of the school's first year.

ICSB will hold a conference call with the school's board chair, school leader, start-up coordinator and ESP representative (if applicable) approximately one (1) month in advance of the pre-opening site visit to provide detailed guidance for the site visit and to address any questions or concerns that the school might have. During the call, ICSB staff will ask the school to provide a status update on the completion of each item listed in the Pre-Opening Checklist. In addition, ICSB staff will confirm the date, time and location for the Pre-Opening site visit. This will enable ICSB staff to better prepare for the Pre-Opening site visit and will reduce the time needed for the visit.

The following persons must be present for all or part of the Pre-Opening site visit:

- Board Chair
- School Leader
- Financial Manager
- Operations/Business Manager or Start-up Coordinator
- Representatives from the ESP (If applicable)
- ICSB representatives

Additional school board members are welcome to attend parts of the site visit; however, the members should refrain from discussing official board business, particularly if a quorum is present.

The pre-opening site visit will be held at the school site and will commence with a tour of the school facility followed by an opportunity for the school to demonstrate how the Pre-Opening Checklist items have been met. The final portion of the meeting will be reserved for discussion of the school's progress. A pre-opening site visit typically takes two hours.

After the Site Visit, the Executive Director will issue a Pre-Opening Checklist Completion Letter if the school meets all of the criteria specified within the Pre-Opening Checklist. Schools that have not completed all Pre-Opening Checklist items may be required to delay opening, potentially to the following school year.

### Document Submission

All required documents must be submitted to ICSB through Epicenter, the ICSB content management system. Training documents for Epicenter will be provided to the organizer representative.

*Disclaimer: This manual has been prepared for information purposes only and is not intended to be comprehensive or exhaustive. Nothing in this manual constitutes legal advice. Laws and their applications in the school setting are ever-changing through legislation and case law. Charter schools and governing boards should not rely or act upon any information contained in this manual without first seeking the advice of independent legal counsel.*

## II. Starting a School

### A. Governance and Management

A charter school organizer's governing board (the "Board") is charged with three primary responsibilities: overseeing the use of public funds to educate Indiana students; complying with all applicable federal and state laws; and monitoring the academic performance of the school. It is therefore critical that a school's board understands its duties and obligations as the charter holder and is qualified to discharge those duties and obligations. Governance resources can be found in [Appendix B](#).

#### **Required Action Items<sup>2</sup>**

The following Governance and Management action items must be completed prior to the first day of classes:

- Board of Directors is actively governing the school.
- Names of Board of Directors have been listed on school website.
- Expanded criminal history and child protection index checks completed for all Board members.
- Leadership roles in the school have been filled.
- Management contract with Education Management Organization (if applicable) has been executed.
- Organizer has been determined to be tax-exempt by the IRS.

#### **1) Board of Directors actively governing**

It is the responsibility of the Board to manage the charter school's activities in compliance with the charter agreement and applicable law. The Board should hold regular board meetings in order to monitor school activities and make decisions where appropriate and necessary.

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<sup>2</sup> Resources and contact information for completing the required action items can be found in [Appendix B](#) of this document or in the ICSB Operations Manual.

Indiana's Public Access Laws, including the Open Door Law, apply to all charter schools. The entire governing board of a charter school should be familiar with Indiana's Public Access Laws and develop a plan to comply with these laws. Board members are encouraged to pay close attention to Open Door Law requirements, including the obligation to post advance notice of Board meetings, as well as limitations on the use of Executive Sessions. Board members should review and utilize the [Handbook on Indiana's Public Access Laws](#) as provided by the Indiana Public Access Counselor.

#### Acceptable Documentation for Completion

- Meeting minutes from the most recent two school Board meetings

### **2) Names of Board of Directors listed on school website**

While Indiana law does not require a charter school to operate a website, the ICSB strongly encourages each of its school to have a full functioning website. Indiana law does require an organizer to publish the names of all current Board members on the school's website if it chooses to utilize one (IC § 20-24-9-7).

#### Acceptable Documentation for Completion:

- Link to the school's webpage listing Board member names.

### **3) Criminal History and Child Protection Index Checks**

Please see ICSB's Policy Manual for more information.

Because a charter school's governing board is charged with overseeing public dollars, all board members, including members of any subcommittee or board to which the organizer delegates some authority regarding the charter school, must undergo an expanded criminal history check and an expanded child protection index check under Indiana Code ("IC") § 20-26-2-1.5 and IC § 20-26-2-1.3.

Any person convicted of the following acts is prohibited from serving on a board, unless such prohibition is expressly waived by the ICSB Executive Director in writing:

- an offense described in IC § 20-26-5-11(Version b) (generally serious crimes involving injury or death, but also sex and drug related offenses, and operating a motor vehicle while intoxicated), whether occurring in Indiana or elsewhere; or
- any theft, misappropriation of funds, embezzlement, misrepresentation, or fraud, whether occurring in Indiana or elsewhere.

The organizer must conduct expanded background checks for any new member joining the board over the course of the charter term, per [Section 4.2\(b\)](#) of the charter agreement. These background checks must be completed 14 days prior to the approval of any new board member.

To complete the check described in IC § 20-26-5-1.5(1), the Organizer may use a private consumer reporting agency. A link to background check providers used by Indiana charter schools can be found in [Appendix B](#). Please note this is not an exhaustive list.

To complete the national criminal history background check (as defined in IC § 10-13-3-12) listed in IC § 20-26-5-1.5(2)(a)(A), the organizer must contact the Indiana State Police. Finally, the required check of sex offender registries in all fifty (50) states and the United State Department of Justice national sex offender registry may be completed by school administrators by visiting <http://www.fbi.gov/hq/cid/cac/registry.htm>.

The organizer must work with the Indiana Department of Child Services (“DCS”) to complete the expanded child protection index checks. This process is initiated by completing the Indiana School Personnel Request for an Expanded Child Protection Index Check form found on the DCS website. The instructions for how to complete this form may be found [here](#). A link for this form plus contact information for DCS can be found in [Appendix B](#).

Acceptable Documentation for Completion:

- Signed assurance that the expanded criminal history and expanded child protection index checks were completed.
- As new board members are added, an additional signed assurance will need to be submitted.

**4) School Leadership Roles Filled**

During the application process, the organizer submitted an organizational chart for school leadership. Prior to the first day of students, all school-level leadership positions must be filled in accordance with the staffing plan provided during the application process.

Acceptable Documentation for Completion:

- Updated organizational chart with the names of individuals occupying key leadership roles and with a detailed description of the roles and responsibilities for each.

**5) Contract with Education Service Provider**

Per ICSB policy, and as detailed in the application materials and the charter agreement, ICSB must approve any contract with an Education Service Provider (“ESP”) prior to execution. Specific details about what is required in the ESP contract can be found in IC § 20-24-3-2.5. In particular, please note that the length of the service agreement may not exceed the length of the charter (five years) or any subsequent renewal term. The ESP contract must be approved by the ICSB, and then the organizer’s board before it may be executed. ICSB review of the proposed ESP contract will take up to ten (10) business days. Organizers are advised that the ICSB may request revisions to the contract before the organizer’s board may vote to approve its execution.

Acceptable Documentation for Completion:

- Draft management contract for ICSB Executive Director review and approval.
- Once approved, a copy of executed management contract.

## **6) Organizer is Tax-Exempt**

The Organizer must receive tax-exempt determination from the Internal Revenue Service (“IRS”) before the Organizer may provide instruction to students attending the school. This documentation was requested during the application process. Applicants should have provided either a copy of the IRS Determination Letter or provided evidence of the tax-exempt application to the IRS.

### Acceptable Documentation for Completion:

- If the organizer did not provide its IRS Determination Letter during the application cycle, a copy of this document must be provided prior to signing the charter agreement.

## **B. Staffing**

It is the responsibility of the board to select high quality school leadership and staff to properly operate the school’s day-to-day activities. The required tasks below are designed to ensure new charter schools hire the appropriate staff members.

### **Required Action Items**

The following Staffing action items must be completed prior to the first day of classes:

- Staff hired in accordance with the application staffing plan.
- Special education and/or English Language Learner (“ELL”) personnel have been hired or contracted out.
- Employment policies (including the dispute/complaint resolution process and expanded criminal history and child protection index policy) have been established and made available to staff.
- Expanded criminal history and child protection index checks for all staff members and volunteers (including parents) who are likely to have direct, ongoing contact with children within the scope of the individuals’ employment/duties.
- Orientation has been held to familiarize staff with mission and program of school and to clarify their roles and responsibilities.
- Each employee has a job description which he or she has read and agreed to, and signed contract on file for each teacher.

### **1) Staffing Plan**

During the application process, the organizer submitted a staffing plan for instruction staff. Prior to the first day of students, these staff members should be hired in accordance with the staffing plan provided during the application process.

An organizer can search and verify a teacher’s licensure through the Indiana Educator License Lookup. Organizers and school leadership should verify a teacher’s licensing information prior to employment to ensure he or she is appropriately licensed. The link for the Educator License Lookup and contact information for the Office of Educator Effectiveness and Licensing can be found in [Appendix B](#).

Acceptable Documentation for Completion:

- Updated organizational chart with the names of individuals occupying each role and with a detailed description of the roles and responsibilities for each.

**2) Special Education and/or ELL Personnel**

Pursuant to federal and state laws, charter schools are responsible for meeting the needs of all students enrolled at the school, including those identified with special needs. To do so, an organizer must ensure the appropriate special education and/or ELL personnel are hired. An organizer can also choose to contract with a service company for those particular services.

For assistance in understanding special education laws and requirements, the organizer is encouraged to contact the Office of Special Education located at the IDOE. Contact information can be found in Appendix B.

Acceptable Documentation for Completion:

- If a special education or ELL services will be contracted out, a copy of the signed contract(s) must be provided to the ICSB.

**3) Employment Policies**

A charter school should establish specific employment policies to guide their human resources activities. These policies should include hiring policies; workplace and conduct policies; dispute/complaint resolution processes, and general operational policies. The policies should be collected in an employee handbook and distributed to all staff members prior to the start of their employment.

In particular, schools need to include the process for addressing any disputes or complaints from employees, but also from students and parents. This dispute/complaint policy should be included in both the employee handbook and the student/parent handbook.

Acceptable Documentation for Completion:

- Employee Handbook and evidence of its distribution to staff submitted to the ICSB.

**4) Criminal History and Child Protection Index Checks**

The Organizer shall create and implement a policy for conducting criminal history background checks in its operation of the School that is consistent with IC § 20-26-5-10. All applicants for employment with the Organizer who intend to provide services for the School shall be required to submit employment applications. All prospective employees of the Organizer, employees of prospective contractors, sub-contractors, or service providers of the Organizer, and school volunteers, who are likely to have direct, ongoing contact with children within the scope of the individuals' service, shall be subject to an expanded criminal background check and an expanded child protection index check, as defined by IC § 20-26-2-1.5 and

IC § 20-26-2-1.3, respectively, after obtaining written consent from such individuals, before or not later than three (3) months after the prospective employee's employment or volunteer service to the School.

To complete the required expanded criminal history checks, the organizer may work with a background checks provider. A link to background check providers used by Indiana charter schools can be found in [Appendix B](#). Please note this is not an exhaustive list.

The organizer must work with the Indiana Department of Child Services ("DCS") to complete the expanded child protection index checks. This process is initiated by completing the Indiana School Personnel Request for an Expanded Child Protection Index Check form found on the DCS website. Instructions for completing this form can be found [here](#). A link for this form plus contact information for DCS can be found in [Appendix B](#).

Acceptable Documentation for Completion:

- A copy of the Organizer's expanded criminal history and child protection index policy.
- Signed assurance that the expanded criminal history and expanded child protection index checks were completed.
- As new staff members are hired, an additional signed assurance will need to be submitted.

## 5) Staff Orientation

It is important to have a school staff as dedicated to serving the mission of the school as is the organizer who established it. Staff members must understand the purpose of the school and all aspects of the school's education program. It is the responsibility of the organizer to ensure each staff member understands his or her role and responsibilities in making the school a success for all students. Organizers should hold staff orientation meetings prior to the start of the school year to distribute this information and begin acclimating staff to the mission of the school.

Acceptable Documentation for Completion:

- Agendas, sign-in sheets or other documentation indicating orientation was held for staff.

## 6) Job descriptions

To ensure all staff understand their roles and responsibilities, they must be provided clear job descriptions by the school leadership. All staff should review the job descriptions and ensure they are accurate to what was discussed at the time of hiring. Once the job descriptions have been reviewed by both the staff member and the school leadership, they should be incorporated into any employment contract signed by the parties. The school leadership must keep on file a signed contract for each staff member.

Acceptable Documentation for Completion:

- Job descriptions.

## **C. Curriculum and Instruction**

Once the school's governing board has selected the school leader, it is time for the school leader and his support staff to prepare the curriculum and instructional materials. The curriculum and assessments the school will use should have been provided in the original charter application. However, it is the school leader's duty to prepare the materials and school staff so they are ready on Day 1.

### **Required Action Items**

The following Curriculum and Instruction action items must be completed prior to the first day of classes:

- Instructional materials and supplies have been distributed to classrooms at every grade level.
- School calendar and class schedules have been made available to every student and family.
- Student records are available to teachers for planning.

#### **1) Instructional Materials and Supplies**

For staff to properly carry out their duties, they must have access to the appropriate instructional materials and supplies. The organizer should ensure all necessary instructional materials and supplies are available to staff prior to the first day of school.

##### Acceptable Documentation for Completion:

- Instructional Materials and supplies are evident at the time of the pre-opening site visit, or evidence that they will be in school in time for opening.

#### **2) School Calendar and Class Schedule**

The school's original application required the submission of the school's master schedule, annual calendar and class schedule. Any changes to these schedules must be provided to the ICSB as part of the pre-opening actions. If no changes are made, please inform your ICSB staff contact that the schedules remain the same as the original application. Reminder: Students must receive classroom instruction for no less than 180 days per I.C. 20-24.2-4-2.

All school schedules must be provided to students and parents prior to opening day. This can be done as part of the student and family handbook or in whatever manner is most appropriate.

##### Acceptable Documentation for Completion:

- Evidence of distribution to family and students.

#### **3) Student Records**

All student records should be maintained in an organized and secure manner. These records should also be available to teachers for use in planning their lesson plans and understanding the needs of each student.

Student records must be maintained in pursuant with the Indiana Archives and Records Administration <https://www.in.gov/iara/2739.htm>. School leadership should familiarize themselves with this schedule to ensure student records are properly retained and transferred when appropriate.

Acceptable Documentation for Completion:

- Evidence that student roster and student records are on file and accessible to teacher for planning.

## **D. Students and Parents**

The organizer is responsible for creating and maintaining procedures around student records, enrollment and admissions, and general student processes. This section of the Start-Up Manual is to ensure all the appropriate procedures, processes, and policies are in place prior to the first day of classes.

### **Required Action Items**

The following Students and Parents action items must be completed prior to the first day of classes:

- Student admissions, enrollment, and intake procedures are identified, including transfer of student records, and the procedures used to identify students with disabilities.
- Families and students have been, or will be, provided with relevant information about the school.
- Procedures are in place for creating, storing, securing and using student academic, and attendance, discipline, and test records.
- Student health records are separate from academic records and are in locked storage in the office of the school nurse or other appropriate location.

#### **1) Student Admissions, Enrollment, and Intake Procedures**

The organizer should have provided a copy of the school's enrollment policy during the application process. This Enrollment Policy included any admissions requirements; tentative dates for the application period, including enrollment deadlines and procedures; description for receiving and processing Intent to Enroll forms; tentative lottery dates and procedures; and policies and procedures for student waiting lists, withdrawals, re-enrollment, and transfers. The organizer is also required to provide information on how the school will identify and meet the learning needs of students with disabilities.

The student admissions, enrollment, and intake procedures must comply with Indiana law. IC § 20-24-5-1 provides that a charter school must be open to any student who resides in Indiana. IC § 20-24-5-4 further provides that a charter school may not establish admission policies or limit student admissions in any manner in which a public school is not allowed to limit admissions, e.g., on the basis of test scores, socioeconomic status, race or ethnicity, or a variety of other factors.

Accordingly, a charter school must admit and enroll each student who presents her or himself for enrollment unless the number of students seeking to enroll exceeds the number of seats available at the school, in which case the lottery provisions of IC § 20-24-5-5 apply.

Acceptable Documentation for Completion:

- If none of these policies or procedures have changed since the original submission, then no documentation needs to be submitted.
- If the policies and procedures have been changed, then an updated version of the Admissions and Enrollment Policy needs to be submitted.

**2) Families and Students Provided Relevant School Information**

The organizer should provide all parents and students a copy of the school's student and family handbook. This handbook should include all important school information. The handbook should include, at a minimum, the school's discipline policy; notice of parental rights under the Family Educational Rights and Privacy Act ("FERPA"); school health record procedures; dispute/complaint resolution process; and the right of individuals to attend Board meetings.

This handbook should be distributed in whichever manner is most appropriate for the students and parents. If the organizer chooses to distribute electronically, the organizer should have paper copies available for those without electronic access. ICSB would also recommend the handbook be posted on any website maintained by the organizer.

Acceptable Documentation for Completion:

- Copy of the Student and Family Handbook, which includes, at a minimum:
  - the school's discipline policy;
  - notice of parental rights under the FERPA;
  - school health record procedures;
  - dispute/complaint resolution process; and
  - the right of individuals to attend Board meetings.

**3) Student Records Procedures**

Student records and student information must be stored in a secure and appropriate location as many of the records are confidential under FERPA. FERPA is a federal law protecting the privacy of student education records. The law states that parents or eligible students (aged 18 years or older) have the right to inspect and review student education records maintained by the school, parents and eligible students have the right to request that a school correct records they believe to be incorrect, and schools must have written consent in order to release any information from a student's educational record.

Each school must employ a suitable electronic data system for creating, maintaining, and using student academic, attendance, discipline, and test records. All student information requested by the IDOE should be created at the school level. The STN Application Center is the secure system used to transfer any data files that the school prepares. IDOE utilizes specific data layouts, and the school must submit the reports in the IDOE-approved format. Approved formats typically include comma delimited, positional, or XML. The preferred method for accessing the Application Center is by Secure Socket Layer ("SSL").

#### Acceptable Documentation for Completion:

- Evidence that a suitable electronic data system is in place and evidence of locked and/or secured electronic storage.

#### **4) Student Health Records**

Student health records, including immunization, vision, and hearing records, must be stored separately from academic records. The student health records must also be secured in locked storage in the office of the school nurse or other appropriate location.

#### Acceptable Documentation for Completion:

- Evidence of separation in locked and/or secured electronic storage.

### **E. Operations**

The organizer is responsible for establishing all the appropriate systems and process for the day-to-day operations of the school. This section includes many tasks that will require the organizer to work with additional public agencies. For contact information of these agencies, please refer to [Appendix B](#).

#### **Required Action Items**

The following Operations action items must be completed prior to the first day of classes:

- Arrangements have been made for food service.
- Appropriate provisions have been made for transportation in compliance with federal law, including homeless students and students whose Individualized Education Plan (“IEP”) requires transportation as a related service.
- Written plans for safety procedures, including fire drills and emergency evacuation, consistent with Indiana’s Health and Safety Standards (IC § 20-34).
- Provisions made for required health services and screenings, including immunization records.
- Individuals assigned and a system in place for gathering and reporting information required by the Department and other state agencies.

#### **1) Food Service**

IDOE’s Office of School and Community Nutrition provides a list of several USDA Child Nutrition Programs for schools, including breakfast, lunch, milk, after-school snacks, and summer food. New schools that wish to participate in this program will be required to attend a mandatory training, fill out the necessary paperwork, and follow USDA and State rules and regulations of the Child Nutrition Programs to receive reimbursement for meals, milk, or snacks served to students.

Charter schools must contact IDOE’s Office of School and Community Nutrition before entering into a contract with a food service provider. There are a number of required procedures for schools that wish to qualify for federally-funded school food programs, and the contracting process takes several months.

Therefore, schools should begin the process approximately five months prior to the first date of student enrollment.

Contact information for the IDOE Office of School and Community Nutrition can be found in [Appendix B](#).

Acceptable Documentation for Completion:

- Food or vendor services contract compliant IDOE vendor selection and contracting requirements.

## 2) Transportation

Indiana charter schools are not required to provide transportation for their students, except as required under the federal the McKinney–Vento Homeless Assistance Act of 1987 (Pub. L. 100-77, July 22, 1987, 101 Stat. 482, 42 U.S.C. § 11301 et seq.) (“McKinney-Vento Act”) and IDEA (both of which are discussed in more detail below) and 511 IAC 7-43-1(u), if applicable.

If a charter school wishes to provide transportation, they may operate their own transportation program, contract with a third party provider, or contract with the district for transportation services. Under IC § 20-24-7-4, services that the school corporation provides to a charter school, including transportation, may be provided at no more than 103% of the actual cost of the services.

The transportation plan should also include information regarding field trips and planning traffic flow. The organizer should contact the IDOE regarding the rules and regulations for field trips and other out-of-school trips. Crosswalks, speed zone signs, and school speed zone monitoring are all handled by local districts or municipalities. School should consider potential safety concerns related to student drop off and pick up and plan traffic flow as part of their school transportation plan. For guidance on traffic flow planning, the organizer must contact the local department of public works.

Contact information for the IDOE Office of Transportation can be found in [Appendix B](#).

Acceptable Documentation for Completion:

- Transportation plan and agreement with provider of supplemental transportation services.

## 3) Safety Procedures

All charter schools authorized by the ICSB must develop and implement a school safety plan prior to the school opening. Organizers should review the Indiana Health and Safety standards as they create their plans. These standards can be found in IC § 20-34.

The school safety plan must include emergency preparedness plans for natural disasters and manmade crises for all staff and students, including students whose disabilities require special evacuation procedures. IDOE’s [School Building Physical Security and Safety webpage](#) contains resources on safety procedures and references applicable laws.

Many schools opt to participate in the Indiana School Safety Specialist Academy in order to receive training and ongoing information on national and state safety best practices. While not mandatory for charter schools,

the specialists are provided helpful resources that can also be found on IDOE's [School Building Physical Security and Safety webpage](#).

Acceptable Documentation for Completion:

- Specific, detailed plan for preparing and responding to emergencies is posted in the school at the time of the pre-opening site visit.
- Evidence that the local department of public works has been contacted and a request has been made for the installation of school.

#### **4) Health Services and Screenings**

Charter schools must have provisions in place for the day-to-day health needs of students as well as for medical emergencies. 511 IAC 4-1.5-6. Specifically, all public schools, including charter schools, are required to employ a nurse to coordinate health services. Health services include: prevention, assessment, intervention, and referral.

The regulation does not specify what that employment looks like- for example, it seems reasonable to interpret the language to allow part-time employment or through a cooperative agreement with other charter or traditional public schools. The regulation specifies that the nurse must hold a B.S. in nursing unless the nurse has been continuously employed by the school since 2000. The IDOE provides several resources specific to school nurses on their [school nurse resources page](#).

The School Health Services page on IDOE's website contains information on statutes and resources for school nurses, student medication possession and administration, health care, safety measures, care for students with diabetes, immunizations, and the ADA Amendments Act of 2008. The ICSB recommends that each charter school have its counsel review procedures and statutes independent of the information provided within this manual and [IDOE's Health webpage](#).

Acceptable Documentation for Completion:

- Evidence that health services are available (e.g., school nurse on staff or contract, contract with health care clinic)
- Medication administration policy;
- Written plan for providing required health services (e.g., student hearing and vision);
- Immunization records or proper exemption forms.

#### **5) Reporting Coordinator and Systems**

Operating a school requires several types of reporting student data and information. This reporting is done both to the IDOE and to the ICSB. IDOE requires each charter school to register the school, its staff, and its students into the IDOE data collection systems.

IDOE assigns each charter school a corporation ID and a school ID. These numbers are used by IDOE to generate reports and mailings for schools and to update IDOE's student database. The organizer must

contact the IDOE Charter School Specialist and the Director of the Office of School Finance at the IDOE to initiate this process. Contact information can be found in [Appendix B](#).

All schools must identify a Corporation Test Coordinator (“CTC”). Identifying a CTC (typically, a member of the charter school leadership or chief operating officer) at the school will help ensure smooth testing and efficient communication with both the Department and relevant test providers. CTCs are legally responsible for the security of tests. By contacting the IDOE Office of Assessment, the designated staff member(s) will be placed on testing email list to receive up-to-date information. More information on the IDOE assessment resources may be found [here](#).

It is also important the school designate a person to monitor IDOE communication via the [Learning Connection](#). Learning Connection is a statewide portal for educators, parents and students maintained by IDOE. This system provides access to aggregate and student level data and serves as a communication and collaboration hub for Indiana’s K-12 schools.

To get started, follow the instructions of the registration guide found [here](#). Schools are welcome to request additional support including customized webinars or phone support by sending an e-mail to [lcsupport@doe.in.gov](mailto:lcsupport@doe.in.gov). Learning Connection is the primary tool used by IDOE to communicate with educators through online groups or communities.

Additional reporting requirements relate to immunizations and Medicaid reimbursement. The organizer should designate a specific staff member to be trained in how to properly manage these reporting requirements. For specific information on these reimbursements, please refer to the ICSB Operations Manual.

#### Acceptable Documentation for Completion:

- Written assurance that updated school administration contact information has been provided to the IDOE Charter School Specialist and Director of the Office of School Finance for communications related to: PSCP grant reporting (if applicable); per-pupil funding; state financial reporting (i.e., Form 9).
- Written assurance that updated school administration contact information has been provided to IDOE for all other state reporting requirements to include Corporation Test Coordinator for the Office of Student Assessment.
- Written assurance that updated school administration contact information has been provided to and individual trained on other state agency reporting to include CHIRP and Medicaid Reimbursement.

## **F. Finance**

The organizer is the fiscal agent for the school. The organizer has exclusive control of, and is responsible for, the funds received by the School and the financial matters of the school. The below action items are to ensure the organizer establishes the appropriate financial policies and systems.

### **Requires Action Items**

The following Finance action items must be completed prior to the first day of classes:

- School has established fiscal management and oversight policies and an accounting system with internal controls.
- A payroll system has been established.

### **1) Fiscal management and oversight policies**

The Organizer must provide the ICSB Executive Director an Initial Statement by July 1<sup>st</sup> in the year in which it intends to opens. The Initial Statement must address whether the school has documented adequate controls relating to:

- preparing financial statements in accordance with generally accepted accounting principles, and also with the requirements for charter schools established by the SBOA;
- payroll procedures;
- accounting for contributions and grants;
- procedures for the creation and review of quarterly and annual financial statements, which procedures shall specifically identify the individual who will be responsible for preparing and reviewing such financial statements and ensure that such statements contain valid and reliable data;
- appropriate internal financial controls and procedures;
- safeguarding of assets including cash and equipment;
- ensuring that the purchasing process results in the acquisition of necessary goods and services at the best price; and
- following appropriate guidance relating to a code of ethics, budget development and administration, and cash management and investments.

The Initial Statement should be reviewed and ratified by the board prior to its submission to the Executive Director. The Organizer is required to retain an independent certified public accountant (“CPA”) or independent certified public accounting firm licensed in Indiana to perform the Independent Accountants’ Report. This report must be begin within sixty (60) days after the school has received and disbursed more than \$50,000 in monies from state funding. The resulting Independent Accountants’ Report should be provided to the board no later than forty-five days (45) after the commencement of the report a copy to the Executive Director.

In the event that the Independent Accountants’ Report reveals that any of the above management and financial controls listed in the Initial Statement are not in place, the organizer must fixed these deficiencies no later than forty-five (45) days from the date the Independent Accountants’ Report was received by the Board. Within that forty-five (45) day period, the organizer then must provide to the Executive Director a statement that all deficiencies identified in the Independent Accountants’ Report have been corrected within that forty-five (45) day period.

The organizer must ensure the school employs the proper persons or contracts with an appropriate company to provide administrative financial services such as accounting, purchasing, and the required annual audit. The organizer has the flexibility to hire an in-house staff member to manage these process or can contract with a company that provides these services.

Acceptable Documentation for Completion:

- By July 1<sup>st</sup>, Initial Statement as adopted by the Board as well as evidence that the school has contracted with a Certified Public Accounting firm or Accountant to complete an Independent Accountants' Report, per Section 6.4 of the Charter Agreement.
- Independent Accountants' Report no later than forty-five (45) days of engagement of CPA.
- Evidence of employment of or contract with accountant, bookkeeper or other evidence to handle such duties.

**2) Payroll System and Deduction Policy**

The organizer must ensure the school employs the proper persons or contracts with an appropriate company to provide payroll services. The organizer has the flexibility to hire an in-house staff member to manage these process or can contract with a company that provides these services.

Acceptable Documentation for Completion:

- Contract with payroll company or evidence of employment of or contract with persons to handle payroll; and copy of deduction policy.

**G. Facilities, Fixtures, and Equipment**

Securing an appropriate and affordable facility is one of the biggest challenges a new charter school faces. New charter schools must coordinate with a number of state and local agencies to ensure the school's physical plant meets the state zoning, health, and safety requirements. These tasks should be started immediately upon charter application approval.

**Required Action Items**

The following Facilities, Fixtures, and Equipment action items must be completed prior to the first day of classes:

- School location identified and facility secured and/or in development.
- Evidence of insurance coverage.
- Available space (including classrooms, restrooms, and special purpose space) meets the requirements of the program and the number of students enrolled. Space is accessible to all students (including handicapped students), clean, and well-lit.
  - If building is not required to be handicap accessible, procedures for reasonable accommodation of such persons are in place.
- A certificate of occupancy (or statement of substantial completion) is on file, as well as any other appropriate certificates of inspection or permits.
- Systems are in place for student drop-off and pick-up.
- Space is safe and secure; entrance and egress from the school's space is adequately controlled.

## 1) School location and facility

An organizer should begin identifying potential school building prior to charter application approval. This facility should be located in the school corporation indicated in the approved charter application.

There are several resources to assist organizers in locating an appropriate facility. One resources is the unused district facilities for charter schools website. Pursuant to IC § 20-26-7-1, each school corporation's governing body must inform IDOE whenever a school building that was previously used for classroom instruction is closed, unused, or unoccupied. IDOE is required to post this list on IDOE's website, updating it each year in August.

If a charter school wishes to use a school building included on IDOE's list, the charter school must send a letter of intent to IDOE identifying one facility from the list. IDOE will notify the school corporation of the charter school's intent, and the school corporation that owns the school building may either lease the school building to the charter school for one dollar (\$1) per year or sell the school building to the charter school for one dollar (\$1), at the charter school's choice. The charter school must begin using the building for classroom instruction not later than two years after acquiring the school building, or the building will be placed back on the list. During the term of a lease, the charter school is responsible for the direct expenses relating to the leased or purchased building, including utilities, insurance, maintenance, repairs, and remodeling. The school corporation is responsible for any debt associated with the building before the charter school either leased or purchased the building.

If there is not an available building in the organizer's proposed location, the organizer are encouraged to work with real estate agents, school facility organizations, and local groups to find an appropriate building within the proposed location.

An organizer operating a virtual charter school may seek an exemption from this section by obtaining prior written consent from the ICSB Executive Director.

### Acceptable Documentation for Completion:

- Copy of lease or deed with physical address of the facility clearly indicated.

## 2) Insurance coverage

Charter schools authorized by the ICSB are required to indemnify the ICSB, the IDOE, any related entities, and their respective members, officers, employees, officials, and agents. In addition, charter schools must obtain liability insurance coverage naming the ICSB and the IDOE as Additional Insured on a primary, non-contributory basis.

All coverage must be obtained from a licensed insurance carrier that is rated "A" or better by A.M. BEST or a comparable rating service. Coverage must be renewed at the frequency determined by the insurance carrier(s), and must remain in effect for the full duration of the charter term.

Charter schools authorized by the ICSB must obtain the following minimum insurance coverage per school:

- **Workers' Compensation Liability:** Workers' compensation for all employees as required by Indiana law (see IC § 22-3)

- **Commercial General Liability:** Commercial general liability in an occurrence form, with limits of not less than \$1,000,000 per occurrence and \$2,000,000 aggregate for bodily injury, personal injury and property damage liability coverage. Liability coverage shall include the following: all premises and operations, products/completed operations, independent contractors, separation of insureds, defense and contractual liability. Such comprehensive general liability insurance must expressly cover sexual abuse/molestation liability, and medical payments of \$5,000. The ICSB and the IDOE must each be named as an Additional Insured on a primary, non-contributory basis for any liability arising directly or indirectly from all school business, including school-sanctioned functions that may take place outside of normal school hours. As noted above, a copy of the endorsement reflecting these additions must be submitted to the ICSB.
- **Educators' Legal Liability (including Directors' and Officers' and Employment Practices Liability):** Liability insurance covering the school and its directors and officers from liability claims arising from wrongful acts, errors or omissions with regard to the conduct of their duties related to operation and management of the school with limits of not less than \$1,000,000 per occurrence and \$2,000,000 aggregate.
- **Automobile Liability:** Required when any motor vehicle (whether owned, non-owned or hired) is used in connection with all school business, including school-sanctioned functions that may take place outside of ICSB Insurance Requirements normal school hours, with limits of not less than \$1,000,000 per occurrence for bodily injury and property damage. NOTE: such liability insurance provides coverage for the school only. The ICSB strongly encourages schools to establish a policy whereby any school employee who drives a personally-owned vehicle for school-related business (including field trips or conferences) must have personal auto coverage of at least \$100,000, and that all such employees must provide certificates of insurance to keep on file at the school.
- **Umbrella/Excess Liability:** Umbrella or Excess Liability Insurance with limits of not less than \$4,000,000 to provide additional limits for underlying general, automobile, employers' and educators' legal liability.
- **Property Insurance:** Property insurance from an A-rated insurance carrier for full Replacement Cost of property, whether by lease or other agreement, from physical loss or damage. Such insurance shall cover boiler and machinery exposures and business interruption/ extra expense losses. If the charter school is leasing its property, the ICSB will accept insurance in the name of either the school or the property owner.
- **Student Accident Coverage:** All Indiana High School Athletic Association (IHSAA) schools must include coverage for athletic participation.
- **Employee Dishonesty Liability:** Employee Dishonesty liability insurance in the amount of at least \$250,000 for all school employees. Note that the state of Indiana has specific fidelity bond requirements for certain school employees.
- **Cyber Liability:** Schools may wish to obtain cyber liability insurance, depending upon the school model.
- **Foreign Travel/Field Trip Liability:** Schools may wish to obtain liability insurance covering field trips and/or foreign travel, depending on the school model.

Those schools entering into a management agreement with an Educational Service Provider must factor in these additional requirements:

- The service agreement between the charter school and the EMO must require the school to be named as an Additional Insured on the EMO's liability policies.

- The EMO must obtain liability insurance coverage from an A-rated carrier naming the ICSB and the IDOE as Additional Insured on a primary, non-contributory basis. As noted above, a copy of the endorsement reflecting these additions must be submitted to the ICSB.
- Workers' compensation insurance that complies with state law must be carried by whichever entity employs the school's staff. If both the school and the EMO employ staff, then each entity must carry the appropriate insurance coverage for their respective employees. If the school does not employ any of the staff or administration and does not carry workers' compensation insurance, then the service agreement between the charter school and the EMO must include a provision to indemnify the school against any liability for workers' compensation claims.

Acceptable Documentation for Completion:

- Certificates of Insurance for all required insurance coverage from an insurance company that is licensed to do business in Indiana or in another state, if applicable, and is rated an "A" or better by A.M. BEST rating service.

**3) Adequate and accessible space**

Any building chosen by an organizer must be suitable to conduct school activities. There must be adequate space for classrooms, restrooms, and special purposes such as dining and physical education. These spaces must be accessible to all students, including those that are handicap. If the organizer intends to use a building not required to be handicap accessible, procedures for reasonable accommodations for handicap persons must be put in place. These procedures must be in compliance with the American Disabilities Act ("ADA") [regulations on public accommodations](#).

If a building needs to be renovated or the organizer intends to build a facility to properly fit the needs of the schools, the organizer must follow proper bidding and wage determination procedures. Indiana Code § 20-24-7-7 provides that "when a charter school uses public funds for the construction, reconstruction, alteration, or renovation of a public building, bidding and wage determination laws and all other statutes and rules apply." Before bidding project, the organizer should consult with the [Indiana Department of Local Government Finance \("DLGF"\)](#).

All buildings must receive certification from an engineer or architect indicating the building complies with an E occupancy under the rules of the Fire Prevention and Building Safety commission. The organizer should contact the [Indiana Department of Homeland Security \("DHS"\)](#) to assist in completing this certification.

Acceptable Documentation for Completion:

- Written procedures for accommodation of handicapped persons in compliance with ADA.
- Copy of certification (or re-certification of an existing structure) from an engineer or architect that the building complies as an E occupancy under the rules of the Fire Prevention and Building Safety commission.
- Inspection at time of the Pre-Opening Site Visit.

#### 4) Proper certification and permits

Prior to opening the school, the organizer must receive several pieces of documentation from several different agencies to ensure the building meets the appropriate requirements to operate as a school. Such communication may be handled directly by the charter school organizer or by the organizer's facilities partner (e.g., architect, construction manager), depending upon the agency or facilities preparation task. The specific requirements differ depending upon whether a school constructs a new facility, leases a facility, or purchases and/or renovates an existing facility.

Some of that documentation has been previously mentioned in this manual. This documentation must be received from agencies and entities outside of ICSB.

Each school must receive a certificate of occupancy or statement of substantial completion. In Marion County, this documentation is referred to as the Certificate of Completion and Compliance. It can be obtained by contacting the [Department of Business and Neighborhood Services](#) to obtain a Certificate of Completion and Compliance. For schools locating outside of Marion County, the organizer must check with the local building commission or department for the appropriate certification.

Furthermore, an organizer must connect with the locate planning and zoning departments to receive the appropriate zoning, land use, and building use permits required to operate a school in that location. It is the organizer's responsibility to check with most the local municipality and the local county officers to ensure all the necessary permits and certifications are received.

If an organizer is renovating a building or building new construction, it must receive the state construction design release. This process is completed by submitting the building plan for review by DHS. To begin this process, an organizer should visit the [Indiana Building Plan Review Process page](#).

Charter schools are subject to Rule 410 IAC 6-5.1, the Sanitary Schoolhouse Rule. The Indiana Department of Health ("ISDH") requires several steps to receive approval on the sanitary and physical facilities of a proposed school. These steps can be found on the [Charter School Facilities website](#) (please note, there are some formatting issues on this page. Please scroll to the bottom in order to access the proper information). Additional documentation may be required from the State Fire Marshall, a local building inspector, or the local fire department. It is the responsibility of the organizer to ensure all appropriate agencies are contacted and the necessary documentation is received.

##### Acceptable Documentation for Completion:

- Certificate of occupancy or statement of substantial completion.
- Zoning, land use, and building use permits and/or certification.
- State construction design release (if applicable).
- Documentation from Indiana Department of Homeland Security.
- Documentation from the county or relevant local Health Department.
- Documentation from the State Fire Marshall or local Building Inspector.
- If applicable, documentation from the local Fire Department.

## **5) Student drop-off and pick-up**

The organizer must develop a plan for safe and efficient student drop-off and pick-up times before, during, and after school. This plan should provide detailed times and locations in which parents or guardians can safely deliver and receive their student. Schools should consider potential safety concerns related to student movement and plan this traffic flow as part of their school transportation plan.

### Acceptable Documentation for Completion:

- Plan detailing times and locations for student drop-off and pick-up before school, during, and after school.

## **6) Safe and secure space**

The organizer must ensure the school building and property are safe and secure for all students, staff, parents, and others who use the school. Evacuation plans must be posted in each classroom. Signage indicating the evacuation plans and building exit doors should be clearly posted. Entrance and egress from the school building must be controlled to ensure unwanted or inappropriate persons do not enter the building.

### Acceptable Documentation for Completion:

- Inspection at time of Pre-Opening Site Visit to ensure safety and evacuation plans in each classroom and school signage are posted.

**Appendix A**  
**Charter School Pre-Opening Checklist**

The following checklist is divided into seven (7) categories, with a total of thirty-two (32) “action” items. The “Acceptable Documentation” column lists typical methods of verification of completion of the specific action item. Alternative documentation or proof of completion may be accepted at the discretion of ICSB staff.

**I. Governance and Management**

Item	Action Item	Acceptable Documentation	Notes & Verification	Date Completed
1	Board of Directors is actively governing the school.	<ul style="list-style-type: none"> <li>Meeting minutes from the most recent two school Board meetings.</li> </ul>		
2	Names of Board of Directors have been listed on school website.	<ul style="list-style-type: none"> <li>A link to school’s webpage listing Board members.</li> </ul>		
3	Expanded background and child protection index checks for all Board members.	<ul style="list-style-type: none"> <li>Signed assurance that the organizer has completed the required expanded background and child protection index checks for Board members, members of any subcommittee to which the organizer has delegated some authority regarding the charter school, and school leadership.</li> </ul>		
4	Leadership roles in the school have been filled.	<ul style="list-style-type: none"> <li>Updated organizational chart with names of individuals occupying key leadership roles, with a detailed description of the roles and responsibilities for each.</li> </ul>		
5	Management contract with Educational Management Organization (if applicable) has been executed.	<ul style="list-style-type: none"> <li>Draft management contract must be submitted to the ICSB Executive Director for approval.</li> <li>Once contract has been approved, a copy of executed management contract.</li> </ul>		
6	Organizer has been determined to be tax-exempt by the IRS.	<ul style="list-style-type: none"> <li>Copy of IRS Determination Letter (not needed if provided with Charter Application).</li> </ul>		

## II. Staffing

Item	Action Item	Acceptable Documentation	Notes & Verification	Date Completed
7	Staff hired in accordance with application staffing plan.	<ul style="list-style-type: none"> <li>Updated staffing plan or teacher roster with names of specific individuals occupying instructional positions, including licensing information for each individual.</li> </ul>		
8	Special education and/or ELL personnel have been hired or contracted out.	<ul style="list-style-type: none"> <li>If special education or ELL services will be contracted out, a copy of the signed contract(s).</li> </ul>		
9	Employment policies (including the dispute/complaint resolution process) have been established and made available to staff.	<ul style="list-style-type: none"> <li>Employee Handbook and evidence of distribution to staff.</li> </ul>		
10	Expanded background and child protection index checks for all staff members and volunteers (including parents) who are likely to have direct, ongoing contact with children within the scope of the individuals' employment/duties.	<ul style="list-style-type: none"> <li>Signed assurance that the organizer has completed the required expanded background and child protection index checks for all staff members and volunteers.</li> </ul>		
11	Orientation has been held to familiarize staff with mission and program of school and to clarify their roles and responsibilities.	<ul style="list-style-type: none"> <li>Documentation that orientation has been held for staff (agendas, sign-in sheets, etc.).</li> </ul>		
12	Each employee has a job description which he or she has read and agreed to, and signed contract on file for each teacher.	<ul style="list-style-type: none"> <li>Signed contracts with position descriptions.</li> </ul>		

### III. Curriculum and Instruction

Item	Action Item	Acceptable Documentation	Notes & Verification	Date Completed
13	Instructional materials and supplies have been distributed to classrooms at every grade level.	<ul style="list-style-type: none"> <li>Instructional materials and supplies are evident at time of pre-opening site visit, or evidence that they will be in school in time for opening.</li> </ul>		
14	School calendar and class schedules have been made available to every student and family.	<ul style="list-style-type: none"> <li>Evidence of distribution to family and students.</li> </ul>		
15	Student records are available to teachers for planning.	<ul style="list-style-type: none"> <li>A student roster and student records are on file and accessible to teachers for planning.</li> </ul>		

### IV. Students and Parents

Item	Action Item	Acceptable Documentation	Notes & Verification	Date Completed
16	Student admissions (including lottery procedures), enrollment, and intake procedures have been identified, including transfer of student records, and the procedures used to identify students with disabilities.	<ul style="list-style-type: none"> <li>Admissions/Enrollment Policy (if different from Policy submitted with Charter Application).</li> </ul>		
17	Families and students have been, or will be, provided with relevant information about the school.	<ul style="list-style-type: none"> <li>Student and Family Handbook, which includes, at a minimum: 1) the school's discipline policy; 2) notice of parental rights under the Family Educational Rights and Privacy Act ("FERPA"); 3) school health record procedures; 4) dispute/complaint resolution process; and 5) the right of individuals to attend Board meetings.</li> </ul>		

18	Procedures are in place for creating, storing, securing and using student academic, attendance, discipline, and test records.	<ul style="list-style-type: none"> <li>Evidence that a suitable electronic data system is in place (e.g., PowerSchool).</li> <li>Evidence of locked and/or secured electronic storage.</li> </ul>		
19	Student health records are separate from academic records and are in locked storage in the office of the school nurse or other appropriate location.	<ul style="list-style-type: none"> <li>Evidence of separation in locked and/or secured electronic storage.</li> </ul>		

## V. Operations

Item	Action Item	Acceptable Documentation	Notes & Verification	Date Completed
20	Arrangements have been made for food service.	<ul style="list-style-type: none"> <li>Food or vendor services contract compliant with IDOE vendor selection and contracting requirements.</li> <li>Appropriate state and local health department inspections and licenses.</li> </ul>		
21	Appropriate provisions have been made for transportation in compliance with federal law, including homeless students and students whose IEP requires transportation as a related service.	<ul style="list-style-type: none"> <li>Transportation Plan.</li> <li>Agreement with provider of supplemental transportation services.</li> </ul>		
22	Written plans for safety procedures, including fire drills and emergency evacuation, consistent with Indiana's Health and Safety Standards (IC 20-34).	<ul style="list-style-type: none"> <li>Specific, detailed plan for preparing and responding to emergencies are posted in the school at the time of the pre-opening site visit.</li> <li>Evidence that the Department of Public Works has been contacted and a request has been made for the installation of school zone/speed limit signs.</li> </ul>		

23	Provisions have been made for required health services and screenings, including immunization records.	<ul style="list-style-type: none"> <li>• Evidence that health services are available (e.g., school nurse on staff or contract, contract with health care clinic).</li> <li>• Medication administration policy.</li> <li>• Written plan for providing required health services (e.g., student hearing and vision).</li> <li>• Immunization records or proper exemption forms.</li> </ul>		
24	Individual(s) have been assigned, and a system is in place for gathering and reporting information required by IDOE and other state agencies.	<ul style="list-style-type: none"> <li>• Written assurance that updated school administration contact information has been provided to the IDOE Charter School Specialist and Director of the Office of School Finance for IDOE for communications related to: PSCP grant reporting, per-pupil funding, state financial reporting (i.e., Form 9).</li> <li>• Written assurance that updated school administration contact information has been provided to IDOE for all other state reporting requirements to include Corporation Test Coordinator (CTC) for the Office of Student Assessment.</li> <li>• Written assurance that updated school administration contact information has been provided to and individual trained on other state agency reporting to include CHIRP and Medicaid Reimbursement.</li> </ul>		

**VI. Finance**

Item	Action Item	Acceptable Documentation	Notes & Verification	Date Completed
25	School has established fiscal management and oversight policies and	<ul style="list-style-type: none"> <li>• <u>By July 1<sup>st</sup></u>, Initial Statement as adopted by the Board as well as evidence that the school has</li> </ul>		

	an accounting system with internal controls.	<p>contracted with a Certified Public Accounting firm or Accountant to complete an Independent Accountants' Report, per <u>Section 6.4</u> of the Charter Agreement.</p> <ul style="list-style-type: none"> <li>• Independent Accountants' Report no later than forty-five (45) days of engagement of CPA.</li> <li>• Evidence of employment of or contract with accountant, bookkeeper or other person to handle such duties.</li> </ul>		
26	A payroll system has been established.	<ul style="list-style-type: none"> <li>• Contract with payroll company or evidence of employment of or contract with persons to handle payroll; and copy of deduction policy.</li> </ul>		

#### VII. Facilities, Fixtures & Equipment

Item	Action Item	Acceptable Documentation	Notes & Verification	Date Completed
27	School location identified and facility secured and/or in development. An organizer operating a virtual charter school may seek an exemption from this section by obtaining prior written consent from the Executive Director.	<ul style="list-style-type: none"> <li>• Copy of lease or deed with the physical address of the facility clearly indicated.</li> </ul>		
28	Evidence of insurance coverage.	<ul style="list-style-type: none"> <li>• Certificates of Insurance for all required insurance coverage from an insurance company that is licensed to do business in Indiana or in another state, if applicable, and is rated an A or better by A.M. BEST rating service.</li> </ul>		
29	Available space (including classrooms, restrooms, and special purpose space) meets the requirements of the program and the number of students enrolled.	<ul style="list-style-type: none"> <li>• Written procedures for accommodation of handicapped persons in compliance with ADA.</li> <li>• Certification (or re-certification of an existing structure) from an engineer or architect that the</li> </ul>		

	Space is accessible to all students (including handicapped students), clean, and well-lit. If building is not required to be handicap accessible, procedures for reasonable accommodation of such persons are in place.	<p>building complies as an E occupancy under the rules of the Fire Prevention and Building Safety commission.</p> <ul style="list-style-type: none"> <li>• Inspection at time of Pre-Opening Site Visit.</li> </ul>		
30	A certificate of occupancy (or statement of substantial completion) is on file, as well as any other appropriate certificates of inspection, or permits.	<ul style="list-style-type: none"> <li>• Certificate of occupancy or statement of substantial completion.</li> <li>• Zoning, land use, and building use permits and/or certification.</li> <li>• State construction design release (if applicable).</li> <li>• Documentation from Indiana Department of Homeland Security.</li> <li>• Documentation from the county or relevant local Health Department.</li> <li>• Documentation from the State Fire Marshall or local Building Inspector.</li> <li>• If applicable, documentation from the local Fire Department.</li> </ul>		
31	Systems are in place for student drop-off and pick-up.	<ul style="list-style-type: none"> <li>• Plan detailing times and locations for student drop-off and pick-up before school, during, and after school.</li> </ul>		
32	Space is safe and secure; entrance and egress from the school's space is adequately controlled.	<ul style="list-style-type: none"> <li>• Inspection at time of Pre-Opening Site Visit to ensure safety and evacuation plans in each classroom and school signage are posted.</li> </ul>		

**Appendix B**  
**Resources and Contact Information**

<b>I. Governance and Management</b>				
Open Door Law Requirements	Indiana Public Access Counselor	<a href="mailto:pac@icpr.in.gov">pac@icpr.in.gov</a>	317.234.0906	<a href="http://www.in.gov/pac">http://www.in.gov/pac</a>
Expanded Criminal History Checks				<a href="http://www.in.gov/icsb/2440.htm">http://www.in.gov/icsb/2440.htm</a>
Expanded Child Protection Index Checks	Indiana Department of Child Services	<a href="mailto:DOE.CPIChecks@dcs.in.gov">DOE.CPIChecks@dcs.in.gov</a>	317.232.1758	<a href="https://www.in.gov/dcs/3761.htm">https://www.in.gov/dcs/3761.htm</a>
Update State Governance Documents	Indiana Secretary of State – Business Services Division		317.234.9768	<a href="http://www.in.gov/sos/business/index.htm">http://www.in.gov/sos/business/index.htm</a>
	Internal Revenue Service		877.829.5500	<a href="https://www.irs.gov/charities-non-profits/applying-for-tax-exempt-status">https://www.irs.gov/charities-non-profits/applying-for-tax-exempt-status</a>
Governance Resources	Board on Track	<a href="mailto:Info@boardontrack.com">Info@boardontrack.com</a>	844.268.8326	<a href="http://boardontrack.com/">http://boardontrack.com/</a>
	Network for Quality Education	<a href="http://www.n4qed.org/contact">http://www.n4qed.org/contact</a>	317.810.2532	<a href="http://www.n4qed.org/">http://www.n4qed.org/</a>
	National Alliance for Public Charter Schools	<a href="http://www.publiccharters.org/contact/">http://www.publiccharters.org/contact/</a>	202.289.2700	<a href="http://www.publiccharters.org">http://www.publiccharters.org</a>
<b>II. Staffing</b>				
Teacher Licensing	IDOE – Office of Educator Effectiveness and Licensing	<a href="mailto:licensinghelp@doe.in.gov">licensinghelp@doe.in.gov</a>	317.232.9010	<a href="http://www.doe.in.gov/licensing">http://www.doe.in.gov/licensing</a>

Educator License Look-Up	IDOE – Office of Educator Effectiveness and Licensing	<a href="mailto:licensinghelp@doe.in.gov">licensinghelp@doe.in.gov</a>	317.232.9010	<a href="https://licenselookup.doe.in.gov/">https://licenselookup.doe.in.gov/</a>
Special Education	IDOE – Office of Special Education	<a href="mailto:specialeducation@doe.in.gov">specialeducation@doe.in.gov</a>	317.232.0570	<a href="http://www.doe.in.gov/specialed">http://www.doe.in.gov/specialed</a>
Due Process Filing System	IDOE – Office of Special Education	<a href="mailto:specialeducation@doe.in.gov">specialeducation@doe.in.gov</a>	317.232.0589	<a href="https://ichamp.doe.in.gov/">https://ichamp.doe.in.gov/</a>
English Language Learner	IDOE – English Learning and Migrant Education	See website for email.	317.232.0558	<a href="http://www.doe.in.gov/elme/english-learning">http://www.doe.in.gov/elme/english-learning</a>
Expanded Criminal History Checks				List of Providers: <a href="http://www.in.gov/icsb/2440.htm">http://www.in.gov/icsb/2440.htm</a>
Expanded Child Protection Index Checks	Indiana Department of Child Services	<a href="mailto:DOE.CPIChecks@dcs.in.gov">DOE.CPIChecks@dcs.in.gov</a>	317.232.1758	<a href="#">Instructions Form</a>
<b>III. Students and Parents</b>				
Family Educational Rights and Privacy Act	United States Department of Education	See website for email.	800.872.5327	<a href="http://familypolicy.ed.gov/ferpa-school-officials">http://familypolicy.ed.gov/ferpa-school-officials</a>
Student Health Services	IDOE – School Health	<a href="mailto:webmaster@doe.in.gov">webmaster@doe.in.gov</a>	317.232.6610	<a href="http://www.doe.in.gov/student-services/health">http://www.doe.in.gov/student-services/health</a>
<b>IV. Operations</b>				
Food Services	IDOE – Office of School and Community Nutrition	See website for email.	317.232.0850	<a href="http://www.doe.in.gov/nutrition">http://www.doe.in.gov/nutrition</a>

Transportation	IDOE – Office of Transportation	See website for email.	317.232.0890	<a href="http://www.doe.in.gov/transportation">http://www.doe.in.gov/transportation</a>
School Safety and Emergency Preparedness Resources	IDOE	See website for email.	317.232.6975	<a href="http://www.doe.in.gov/safety">http://www.doe.in.gov/safety</a>
Student Assessment	IDOE – Office of Student Assessment	<a href="mailto:INassessments@doe.in.gov">INassessments@doe.in.gov</a>	317.232.9050	<a href="http://www.doe.in.gov/assessment">http://www.doe.in.gov/assessment</a>
Learning Connection	IDOE	<a href="mailto:lcsupport@doe.in.gov">lcsupport@doe.in.gov</a>	317.232.6610	<a href="https://learningconnection.doe.in.gov/Login.aspx?ret=%2fdefault.aspx">https://learningconnection.doe.in.gov/Login.aspx?ret=%2fdefault.aspx</a>
STN Application Center	IDOE – STN Support	<a href="mailto:stn_support@doe.in.gov">stn_support@doe.in.gov</a>	800.527.4931	<a href="http://www.doe.in.gov/it/data-collection">http://www.doe.in.gov/it/data-collection</a>
Immunizations	ISDH	<a href="mailto:immunize@isdh.in.gov">immunize@isdh.in.gov</a>	800.701.0704	<a href="http://www.in.gov/isdh/26683.htm">http://www.in.gov/isdh/26683.htm</a>
Children and Hoosier Immunization Registry Program (CHIRP)		<a href="mailto:CHIRP@isdh.in.gov">CHIRP@isdh.in.gov</a>	888.227.4439	<a href="https://chirp.in.gov/Guide%20to%20Completing%20CHIRP">https://chirp.in.gov/Guide to Completing CHIRP</a>
MyVaxIndiana		<a href="mailto:myvaxindiana@isdh.in.gov">myvaxindiana@isdh.in.gov</a>		<a href="https://eportal.isdh.in.gov/MyVaxIndiana/Default2.aspx">https://eportal.isdh.in.gov/MyVaxIndiana/Default2.aspx</a>
Immunization Forms	IDOE	<a href="mailto:webmaster@doe.in.gov">webmaster@doe.in.gov</a>	317.232.6610	<a href="http://www.doe.in.gov/student-services/health/immunizations">http://www.doe.in.gov/student-services/health/immunizations</a>
<b>V. Finance</b>				
Audit Requirements	State Board of Accounts	See website for email.	317.232.2514	<a href="http://www.in.gov/sboa/3872.htm">http://www.in.gov/sboa/3872.htm</a>
<b>VI. Facilities, Fixtures, and Equipment</b>				
Unused School Buildings	IDOE	<a href="mailto:webmaster@doe.in.gov">webmaster@doe.in.gov</a>	317.232.6610	<a href="http://www.doe.in.gov/unusedbuildings">http://www.doe.in.gov/unusedbuildings</a>

Bidding and Wage Determination	Indiana Department of Local Government Finance	See website for email.	317.232.3777	<a href="http://www.in.gov/dlgf/index.htm">http://www.in.gov/dlgf/index.htm</a>
Fire Suppression System Review (including heating and cooling and smoke detectors)	Indiana Department of Homeland Security – Division of Fire and Building Safety	See website for email.	317.232.2222	<a href="http://www.in.gov/dhs/2445.htm">http://www.in.gov/dhs/2445.htm</a> <a href="#">All Forms and Permits</a> <a href="#">County Offices</a>
Building Plan Review			317.233.7177	<a href="https://www.in.gov/dhs/3864.htm">https://www.in.gov/dhs/3864.htm</a>
Construction Design Release			317.232.2222	<a href="#">Application</a>
Sanitary Schoolhouse Rules	Indiana Department of Health	See website for email.	317.233.7588	<a href="http://www.in.gov/isdh/23153.htm">http://www.in.gov/isdh/23153.htm</a>
Construction Permit			317.233.7177	<a href="http://www.in.gov/isdh/files/school_facilities_application.pdf">http://www.in.gov/isdh/files/school_facilities_application.pdf</a>
Cert. of Occupancy Statement of Substantial Completion	Local Building Official	See website for email.	See website for phone number.	<a href="http://www.in.gov/dhs/2585.htm">http://www.in.gov/dhs/2585.htm</a>

**Appendix C**  
**Acronyms**

<b>Acronym</b>	<b>Reference</b>
APRA	Access to Public Records Act
ADA	Americans with Disabilities Act
EMO	Education Management Organization
FERPA	Family Educational Rights and Privacy Act
ICSB	Indiana Charter School Board
IC	Indiana Code
IDOE	Indiana Department of Education
DHS	Indiana Department of Homeland Security
DLGF	Indiana Department of Local Government Finance
SBOA	Indiana State Board of Accounts
ISDH	Indiana State Department of Health
IEP	Individualized Education Plan
ILP	Individualized Learning Plan
IDEA	Individuals with Disabilities Education Act
LVIS	Licensing Verification and Information System
LEP	Limited English Proficiency
LEA	Local Education Agency
ODL	Open Door Law
PAC	Public Access Counselor
PCSP	Public Charter Schools Program Grant
SPN	School Personnel Number
STN	Student Test Number
USED	US Department of Education