

PUEBLO SCHOOL FOR THE ARTS AND SCIENCES

POLICY MANUAL 2013

Updated 4-2019

TABLE OF CONTENTS

1. School Policies	3
1.1. Vision and Mission Statement	3
1.2. Articles of Incorporation (see Attachment A)	19
1.3. Bylaws (see Attachment B)	25
2. Additional Board Policies	3
2.1. Decision Making	3
2.2. Policy Making	3
2.3. Board Election Procedure	5
2.4. Conflict of Interest (see Attachment C)	41
2.5. Board Self-Evaluation	8
2.6. Board Review of Administrative Procedures	8
2.7. Board Committees	9
2.8. Board Communication Plan	10
2.9 Board Member Behavior and Agreement Statement	11
3. Administration Policies	11
3.1. Administrative Structure	11
3.2. Job Description of Executive Director (see Attachment D)	48
3.3. Public Elections – Non-School Based	11
3.4. Conflict Resolution	12
3.5. Annual Executive Director Review Process	13
4. Personnel Policies	
See PSAS Employee Handbook	
5. Financial Policies	14
5.1 Fiscal Reporting	14
5.2 Preparation and Adoption of Annual Operating Budget	15
5.3 Internal Audit Policy	15
5.4 Purchasing Authority	16
5.5 Purchasing Agent	16
5.6 Approval for Accounts Payable Invoice/Vouchers	16
5.7 Financial Reserve	16
5.8 Bidding	16

6. Instructional Policies  
See PSAS Employee Handbook

7. Student Policies  
See PSAS Student Handbook

8. Parents/Guardians Policies  
See PSAS Parent Handbook

9. Community Relations Policies 17

Attachment A: Articles of Incorporation 19

Attachment B: By-Laws 25

Attachment C: Conflict of Interest 41

Attachment D: Executive Director Job Description 48

# **PUEBLO SCHOOL FOR THE ARTS AND SCIENCES**

## **POLICY MANUAL**

### **1. School Policies**

#### **1.1 Vision and Mission Statement**

The **VISION** of Pueblo School for Arts and Sciences (PSAS) is to be an exemplary educational community, which teaches skills and provides opportunities, inspiring respectful, creative, competent, and productive lifelong learners. The **MISSION** of PSAS is to provide an integrated K-8 curriculum based on Paideia principles and anchored in the arts and sciences for the success of all students.

#### **1.2 Articles of Incorporation**

See Attachment A (p. 19)

#### **1.3 By-laws**

See Attachment B (p. 25)

### **2.0 Additional Board Policies**

#### **2.1. Decision Making**

- A. In making any decision the board, administration, faculty, and staff shall consider the decision in the context of PSAS's vision and mission statements and from the members' perspective, always keeping in mind that parents should have a meaningful voice in their child's education.

*Adopted: 4/21/11*

#### **2.2. Policy Making**

- A. The Board of Directors shall be solely responsible for adopting, revising, and repealing policies for PSAS. Policy action by the board shall be accomplished as described below. Any policy action approved by the board may be repealed by a vote of two-thirds (2/3) of the directors present at a regular or special meeting. Only a board director may offer a motion that the board adopt, revise, or repeal a PSAS policy ("policy change"). Recommendations to the board for a policy change may be made by any board member, member of the administration, faculty, or staff, or member of the community by submitting a written

recommendation through the Executive Director or Board Secretary. Except in cases of emergencies, the board shall follow the following procedure in adopting, repealing, or amending policies for PSAS:

i. **First Reading.**

- a. The proposed policy change text and any necessary narrative shall be provided in writing to the Executive Director or Board Secretary for inclusion in the board packet distributed prior to the board meeting.
- b. New policies should include the title, sequence number, and text.
- c. Written policy revisions shall reference the policy to be changed. Ideally, the entire policy shall be reprinted with revised language in capital letters, underlined, in a different text color, or highlighted, and language to be deleted lined out.
- d. Policies to be repealed need only reference the policy to be repealed by title and sequence number.
- e. The director moving the policy change to the board shall have the first opportunity for discussion and may have other persons comment on the policy change prior to board debate.
- f. Following debate and any amendments to the policy change, the board shall vote on its approval on first reading.
- g. If the policy change is approved by a majority of directors present at the meeting on first reading, it shall be placed in the minutes of the meeting, as amended, and referred for second reading at the next meeting of the board.
- h. If the policy change is not approved on first reading, the matter shall not be considered again unless a new proposed policy change is submitted in accordance with this Policy for first reading at a future board meeting.

ii. **Second Reading.**

- a. If the policy change was approved on first reading as described in 1.1.i.g. above, it shall be placed on the agenda and considered at the next regular or special meeting of the board.
- b. No amendment to the policy change, as it was approved on first reading, shall be adopted on second reading unless the amendment receives a two-thirds (2/3) vote of the directors present at the meeting.

- c. If the policy change is approved on second reading, it shall become the policy of PSAS effective immediately or as specified upon approval, and this policy manual shall be revised accordingly. Approval requires a majority vote of the directors present at the meeting for adopting new policies or amending existing ones; approval to repeal an existing policy requires a two-thirds (2/3) vote of those directors present at the meeting.

**B. Emergencies.**

- i. Upon a two-thirds (2/3) vote of the directors present at a regular or special meeting called for that purpose, an emergency may be declared for purposes of making a policy or approving a policy change.
- ii. If an emergency is declared, a policy change may be approved on first reading regardless of whether the policy change was submitted in writing to the directors prior to the meeting.
- iii. Upon approval of an emergency policy change, it shall become the policy of PSAS.
- iv. The proponent of the approved emergency policy change shall submit a revised version of the policy to the Secretary for inclusion in the meeting minutes, policy manual, and for distribution to the directors.

**C. Changes to the Policy Manual.**

- i. Upon approval, new and revised policies shall be entered into this policy manual in the appropriate section with a notation of the date of adoption and/or revision and the table of contents updated as appropriate.
- ii. Upon approval, a repealed policy shall be stricken from this policy manual leaving only the word "Repealed" followed by the table of contents title and the dates of adoption, revision, and repeal, as appropriate and the table of contents updated as appropriate.

*Adopted: December 16, 2010*

**2.3 Board Appointments**

**Refer to By Laws**

**2.4 Conflicts of Interest**

See Attachment C (p. 41)

**2.5. Board Self-Evaluation**

- A. The board believes that the efficiency and performance of the board directly affects the efficiency and performance of the school. Therefore, the board shall conduct an annual evaluation of its own efficiency and performance, including its progress on its strategic plan.
- B. The following guidelines shall apply to the board self-evaluation:
  - i. The evaluation shall be a positive, constructive process, aimed at improvement rather than criticism.
  - ii. The evaluation shall be conducted using a formal written evaluation tool.
  - iii. Directors shall evaluate the board collectively and not individual directors.
- C. Board self-evaluation forms shall be distributed in August. The board may discuss the self-evaluation at the regular meeting in September or at a special meeting called for such a discussion. It is important for all current directors to participate if possible. The board may seek direct input from former directors who have resigned during the year being evaluated.
- D. The board self-evaluation discussion shall not be limited to those items that appear on the form. Free discussion and informal comments are valuable. Specific suggestions for improvement are encouraged.
- E. The board self-evaluation shall be held at an open meeting and all members and the community may attend; however, member and public comment participation shall be limited to a brief public comment session at the beginning of the meeting. Individuals running for election to the board are especially encouraged to attend the discussion to gain knowledge of the manner in which the board operates and how current directors feel the board has performed and can improve.
- F. The Secretary of the Board will prepare and distribute a summary report of the self-evaluation, which will be retained in PSAS records.

*Adopted 4/21/11*

## **2.6. Board Review of Administrative Procedures**

- A. Administrative policies and regulations need not be reviewed or approved by the board in advance of issuance except as required by law. However, when there is a potential for strong member, student, faculty, or staff reaction, the policy or regulation should be approved by the board in advance.
- B. Administrative policies should reference existing board policies.
- C. The board reserves the right to review administrative policies at its discretion. However, the board shall not substitute its judgment for that of the Executive Director and shall require the Executive Director to revise or withdraw any administrative policies proposed or issued only when, in the board's judgment, such policies are inconsistent with the board's policies, District's policies, or applicable law.

*Adopted: 4/21/11*

## **2.7. Board Committees**

A. Standing Committees. The board shall have standing committees as designated below. The authority and responsibilities of standing committees shall be expressed in the policy or description thereof and affirmed by vote of the directors. The board may delegate certain non-decisional authority to a committee, except as prohibited by law. However, the legal responsibility for decision-making in all matters of policy and operation rests with the Board. The delegation of authority to any committee shall not operate to relieve the board of directors or any member of the board from any responsibility or standard of conduct imposed by law or the corporation's bylaws. Standing committee membership may be designated by title, such as Executive Director and Treasurer, rather than by specific director.

i. Finance Committee. The finance committee shall be comprised of the Executive Director, finance manager and board treasurer and fulfill the financial responsibilities as required by law. Additional members may be added from time to time by majority vote of the finance committee; to include but not limited to staff, community members and one other board member. The finance committee shall meet at least quarterly throughout the school year to discuss:

- a. Budget development to support the schools mission, short and long term financial goals, audits, and other topics that affect the sound financial management of the school's assets; and
- b. Reporting to students, parents, boards of education, educators, and the community on the financial performance of the school and providing accurate data for the appraisal of such performance, to the PSAS Board of Directors.

ii. Accountability Committee.

a. The accountability committee shall be comprised of parents, staff, community members and may include one board member; and meet at least quarterly throughout the school year. Among its duties are to:

- (1) Define the means for determining whether decisions affecting the educational process are advancing or impeding student achievement;
- (2) Provide data for the appraisal of the educational performance of the school, to the PSAS board of directors.
- (3) Insure that an annual report is made to students, parents, boards of education, educators, and the community on the educational performance of the school;
- (4) Prepare the Unified Plan for School Performance Report for the board to submit to the district; conduct the annual parent survey after receiving approval for the instrument from the board; and prepare or analyze data as requested by the administration.
- (5) Provide academic reports to the Board once a quarter for discussion.

iii. Executive Director Relations Committee: The Executive Director Relations Committee shall be comprised of 2 Directors selected by July of each year. The purpose of the Executive Director Relations Committee shall be to establish expectations and objectives for the Executive Director, act as a liaison between the Executive Director and the Board, conduct progress reviews with the Executive Director and present reports to the Board on all the afore mentioned items.

- iv. Other Standing Committees. The board, by resolution, may designate from among its members one or more additional standing committees as it deems necessary.

**B. Ad Hoc, Advisory Committees**

- i. The board may commission ad hoc advisory committees to the board. These ad hoc advisory committees shall meet at such times as the board shall determine or within their own requirements if given the authority to so designate when commissioned.
- ii. Ad hoc advisory committees shall consider, advise upon, and make recommendations to the board with respect to policies of PSAS or to pursue goals, goods, or services for PSAS in accordance with the vision and mission statements.
- iii. At least one director shall serve on each ad hoc advisory committee, but need not serve as the chairperson of the advisory committee. Additional members or members to fill vacancies may be appointed at any regular or special meeting of the board or in such a manner as determined by the board upon the commissioning of the advisory committee.
- iv. Ad hoc advisory committees shall appoint their own chairperson and officers, as necessary, unless the board expressly establishes such positions at commissioning.
- v. No ad hoc advisory committee shall have authority to incur any corporate expense or make any representation or commitment on behalf of the corporation without the express approval of the board of directors or the president of the corporation.

*Adopted: 4/21/11*

**2.8. Board Communication Plan**

- A. **Board of Directors Website:** The Board of Directors section of the PSAS website shall be the primary means of distribution of information. The website shall contain announcements of upcoming regular meetings as well as all public documents from the Board in accordance with the existing policies and bylaws.
- B. **Board Meeting Minutes:** Within thirty (30) days subsequent to a regular meeting of the Board, the secretary, or their designee, shall provide signed, written minutes of the meeting for electronic distribution. After being approved by the Board, the minutes will be signed by the Board President and retained in the school's permanent files.
- C. **Board of Directors Packet:** Prior to each regular meeting of the Board, an agenda and any written reports shall be made available in electronic format not less than 24 hours prior to the scheduled meeting.
- D. **Email to Board Members:** Members of the corporation, staff, and faculty may contact the individual Board members by email using the email address published on the Board of Directors section of the PSAS website. Each director shall be provided a PSAS email address, which may be forwarded to the director's personal email account as desired. Directors shall acknowledge receipt of such email within seven (7) days, or as soon as practical if the director is traveling away from home. Email to Board members is not a substitute for following the "Conflict Resolution" policy as stated in this document.

*Adopted: 4/21/11*



## **2.9 Board Member Behavior and Agreement Statement**

- A. Periodically, the Board will review their understanding of responsibilities and expectations for board members' behavior beyond formal policy requirements.
- B. At the annual meeting of the Board in November, each Board member shall sign a statement agreeing to act in accord with those expectations specified by the full Board.

*Adopted: 7/19/12*

## **3.0 Administration Policies**

### **3.1. Administration Structure**

- A. PSAS shall have a Executive Director as its administrator who shall serve as an at-will employee at the pleasure of the board and may be terminated by the board, at the board's sole and absolute discretion, with or without cause, and at any time.
- B. The Executive Director shall be responsible for the day-to-day management and operation of the school.
- C. The Executive Director shall provide the board an organization chart that includes, at least, the structure of the administration, faculty, and staff.
- D. The Executive Director shall update the organization chart from time to time and as necessary to effectively and efficiently administer PSAS in accordance with the vision and mission statements.

*Adopted: 07/21/11*

### **3.2. Job Description – Executive Director**

See Attachment D (p.48)

### **3.3. Conflict Resolution**

- A. PSAS supports voluntary resolution of conflicts, problems, and concerns between two parties regardless of their positions or roles. PSAS firmly believes most issues can be handled quickly and appropriately to everyone's satisfaction. The following grievance process should be followed in situations of concern:
  - i. Any member having concerns with school personnel shall address that concern one-on-one with the person with whom they are having a problem.
  - ii. If a resolution is not established within a reasonable amount of time, the parties shall raise the concern with the Executive Director unless the concern involves the Executive Director (see below). The two conflicting parties shall define "reasonable amount of time". At no time shall the timeframe be extended without mutual consent of both parties.

- a. If the parties cannot agree on a timeframe, they are required to bring the conflict to the Executive Director for the purpose of establishing the timeframe for resolution.
  - b. In doing so, the Executive Director, or his/her designated representative, shall then mediate the conflict, ensure timelines are followed, and ensure the conflict is resolved.
- iii. If the concern is with the Executive Director and no resolution has been established from bringing the concern to the Executive Director, the person in conflict with the Executive Director may take the concern to the board President.
  - a. The board shall follow the same procedure as paragraph a. above to set a timeframe.
- iv. If conflicting parties and/or the Executive Director are not able to find resolution that is mutually agreed upon by all parties, then the Executive Director shall immediately bring the conflict to the attention of the board. The opposing party may also bring the conflict to the attention of the board President.
- v. The board, in executive session, shall review any conflict(s) brought before it as requested and as permitted by law. The complaint must be put in writing for the board to review. The board shall do one or all of the following:
  - a. Remand the conflict back to the Executive Director, with a directive to find a reasonable and quick resolution.
  - b. Remand the conflict back to the two parties, with the Executive Director mediating the conflict.
  - c. Mediate the conflict and render a decision to resolve the conflict.
- B. If any conflict involves individual safety, a threat to the preservation or security of PSAS's facilities, or a direct or blatant violation of school policies or procedures, the board shall be notified immediately by the school Executive Director, school personnel, or member.

*Adopted: 07/21/11*

#### **3.4. Annual Executive Director Renewal Process**

- A. Expectations and Objectives for the Executive Director
  - i. The expectations and objectives for the Executive Director shall be based on the strategic plan for the upcoming academic school year and the board goals. The Executive Director and Executive Director Relations Committee shall collaboratively meet before the start of the academic year to determine the expectations and objectives to be measured. These expectations and objectives as well as the frequency of normal reviews with the Executive Director shall be presented to the board at the first regularly scheduled September meeting and shall not take effect unless approved by a majority vote.
  - ii. Over the academic year, these expectations and objectives shall be reviewed by the Executive Director Relations Committee to provide continual feedback to the Executive Director. It is recommended that these reviews and subsequent reports to the board occur no less than on a quarterly basis. Upon a thorough review and mutual agreement between the board and Executive Director, expectations and objectives may be adjusted to better support the school in its operations.

#### B. Renewal Process

- i. An executive session of the board shall be held during the April Board meeting of each year for the sole purpose of determining whether or not the Executive Director's contract should be renewed for the upcoming school year.
- ii. Prior to this meeting, the Executive Director Relations Committee will distribute to the staff and faculty at PSAS a Executive Director Review Survey. The survey results shall be compiled and presented for the board's use during this special session in such a manner as to ensure the anonymity of the respondents, including the rewriting, summarizing or even deletion of comments if necessary. A copy of the results will be provided to the Executive Director prior to this meeting.
- iii. The Executive Director Relations Committee shall present to the board, at this special session, a summary report of its interaction with the Executive Director during the school year including any positive and/or negative issues dealt with or that came up during the year that the committee feels would be pertinent to this matter. In addition, they will review the summary results of the Executive Director Survey and Parent Survey if one is taken.
- iv. The Executive Director will be present during the presentation of these reports and will be provided an opportunity to respond and discuss the reports or other issues deemed pertinent by the Executive Director. The board will then be provided an opportunity to ask questions concerning the same. Once all questions have been answered to the satisfaction of the participants, the Executive Director will then leave the special session and will not return for the duration of the discussion and decision making process. The President or the Executive Director Relations Committee, whichever the board deems most appropriate, shall meet with the Executive Director the following day to discuss the results of this meeting.
- v. Should it be determined during the special session that additional input from the Executive Director is needed to resolve any issues, the meeting will be adjourned without determining whether or not to offer a contract renewal to the Executive Director. In the next regularly scheduled board meeting, or in a special session called for this purpose, the Executive Director will be present to discuss the issues or answer the questions the board deemed necessary to conclude this process. However, the Executive Director shall not be present during the final discussion and vote concerning the contract renewal.

*Revised: 07/19/12*

#### 4.0 Personnel Policies

See PSAS Employee Handbook

#### 5.0 Financial Policies

##### 5.1. Fiscal Accounting and Reporting

**A. Financial Reporting.** The Executive Director shall be responsible for properly accounting for all funds received and all expenses incurred in the operation of PSAS. The Executive Director shall

exercise his/her responsibility to the highest ethical standards and shall conform to generally accepted principles for government accounting. Accounting shall be done in accord with the Colorado Department of Education's (CDE) Financial Policies and Procedures Manual. Such accounting shall be done in a manner that is easily reviewed by the board and lends itself to auditing.

Financial statements shall be prepared for review and for regular board meetings held in September, December, March and June, and as necessary when significant financial changes require board review and/or approval, or as requested by the President or Treasurer. Financial statements shall be made available to directors in the board packets prior to the meeting.

**B. Financial Accounting Audits.** All funds and accounts of PSAS shall be audited annually after the close of each fiscal year in accordance with state law. The board shall appoint an independent auditor licensed to practice in Colorado and knowledgeable in government/non-profit accounting to conduct the audit. The independent auditor shall submit a report to the board that includes the audited financial statements and an opinion regarding those financial statements. The auditor shall also include in the report any information and documentation required by the District. This report will be submitted to correspond with District required reporting dates. If a specific auditor or audit is required or selected by contract or law by the District, the required audit may serve as the independent audit required by this policy.

*Adopted: 4/21/11*

## **5.2. Preparation and Adoption of Annual Operating Budget**

A. The annual budget is the financial plan for the operation of PSAS. The annual operating budget shall be based on a fiscal year that runs from July 1 to June 30. It provides the framework for both expenditures and revenues for the fiscal year and translates into financial terms the educational programs and goals of the schools. The operating budget should ultimately support the vision and mission of PSAS. The board assigns to the Executive Director the overall responsibility for the preparation and administration of the budget. The annual budget will be prepared in such a way that there is adequate information for a reasonable board member to ascertain that revenues and expenditures are consistent with PSAS' mission and goals in a fiscally responsible manner. The annual budget for the upcoming fiscal year shall be submitted for review at their regular April meeting and for approval at their regular May meeting.

*Adopted: 4/21/11*

## **5.4 Purchasing Authority**

A. PSAS shall be its own purchasing authority.

*Adopted 8/18/11*

## **5.5 Purchasing Agent**

A. PSAS shall be its own purchasing agent.

*Adopted 8/18/11*

*Adopted: 8/18/11*

#### **5.7. Financial Reserve**

A. Financial reserves shall be maintained at 5% of the previous year's total expenditures, as evidenced in the audited finance statements. The intent of this policy is to establish a reserve to cover 3 months' expenses.

B. The reserves shall exclude: excess fund balance (funds remaining after all expenditures in a given fiscal year) in a PSAS designated account and the financial reserves that are invested in TABOR and CECFA PSAS Reserve Fund (Bond Requirement).

C. If the financial reserves do not meet the required 5% level, then a plan of action will be developed by the Board Treasurer to remedy the situation within the current fiscal year.

*Adopted: 8/18/11*

#### **5.8. Bidding Policy**

Any purchase over \$25,000 will be subject to competitive bidding. Bidding opportunities will be published and open to any qualified bidder. Bid awards usually shall be made to the lowest responsible, qualified supplier meeting the specifications contained in the bid. However, the Board reserves the right to reject any or all bids and to accept those bids which appear to be in the best interests of PSAS.

The following exceptions will be made:

1. Purchases made cooperatively with other units of government, provided formal bid procedures of the other government unit are followed when selecting vendors and establishing prices.
2. Equipment, supplies, services and construction items which can be obtained from **only one source**, provided it is documented and such purchases are approved by the Executive Director.
3. Curriculum materials (including textbooks)
4. Emergency purchases, using Board financial policies, subject to approval by the Executive Director. The emergency must be documented in writing by the School Business Manager and reported to the Executive Director.

5. When grant funds are being used and grantor specifies a provider of equipment, supplies, services and/or construction items.
6. Acquisition of professional services, including attorneys, architects, engineers, financial accountants and any other professional consultant services.

*Adopted: 10/20/11*

#### **6.0 Instructional Policies**

See PSAS Employee Handbook

#### **7.0 Student Policies**

See PSAS Student/Parent Handbook

#### **8.0 Parents/Guardians Policies**

See PSAS Student/Parent Handbook

#### **9.0 Community Relations**

**9.1. Relationship with Pueblo City Schools (District 60) Board of Education:** It is the desire PSAS to maintain a positive relationship and clear communication with the Pueblo City Schools (PCS) Board of Education and administration. PSAS will provide appropriate reports and maintain regular communication with PCS.

**9.2. Relationships with Parents and Community Members:** It is the desire of PSAS to maintain regular, timely, meaningful, positive channels of communication with parents and community members, as key stakeholders in PSAS' well-being. Thus, the Board will engage regularly in events that allow the board to listen to parents and the community, and to report to them about the charter school. Examples of such events include the open comment time at Board meetings, school programs, special discussion forums, advisory committees, strategic alliances and collaborations with community organizations, contractual agreements, collaborative programming and fund-raising, among others.

**9.3. Media Relations:** It is the intent of PSAS to maintain a positive and honest relationship with the media. Spokespersons for PSAS shall maintain a professional and positive image when speaking about PSAS, its educational programs, and the PSAS community. The following policy provisions represent an effort to maximize the benefits of media coverage and minimize any potential negatives, and they apply to media coverage on any event or topic related to PSAS or PSAS's interests:

**A. Controversial coverage:** Two directors shall approve all requests to schedule media interviews; under normal circumstances the Executive Director shall be notified.

**B. Normal coverage:**

**Commented [TM1]:** I don't know that we have a process listed and we haven't used the process in the past, so I recommend deleting.

- i. **School Personnel:** The Executive Director shall address media questions. In the event the Executive Director is not available, a designated administrator, faculty, or staff member shall take the place of the Executive Director. If this designated person is not available, then the person who addresses the media shall follow the guidelines as stated in this policy.
- ii. **Board:** The President of the Board of Directors will be the spokesperson for all Board issues. The President may designate the director who is on the respective committee or has particular expertise or knowledge in the area of interest to address questions with regard to the specific topics. For example: the Treasurer shall answer finance questions.
- iii. **Site Council:** The Executive Director shall serve as the spokesperson for any issues concerning Site Council.

**C. District Notification:** The priority of sharing media information with the District shall be at the discretion of the Executive Director (general information vs. emergency). The Executive Director shall contact the District's Charter School Liaison for charter schools in a timely manner if contact is necessary. If the Executive Director deems the topic an emergency, he/she shall also notify the Superintendent's Office.

*Adopted: 10/20/11*