Two Roads
Charter School

Board of Directors
Policies & Procedures Manual

Table of Contents

Section 1 - Definitions p. 3

Section 2 – The School p. 4

Vision and Mission Statements
School Legal Status
Nondiscrimination
Articles of Incorporation
Bylaws

Section 3 – The Board p. 6

Decision Making
Officers
Self-Evaluation

Meetings
Election
Training
Policy Making

Director Conflicts of Interest
Review of Administrative Procedures
Advisory Committees
Standing Committees
Removal of a Board Member
Resignation of a Board Member
Board Communication Plan

Section 4 – Administration p. 13

Administration Structure
Qualifications – School Administrator
Duties & Responsibilities
Incentive-Based Salary Bonus for Administrator
Conflict Resolution
School Administrator Evaluation

Section 5 – School Personnel p. 16

Staffing Philosophy and Goals
Personnel Evaluations

School personnel Conflicts of Interest
Personnel Records
Personnel Concerns, Complaints, and Grievances

Section 6 – Students p. 17

Attendance
Rights and Responsibilities
Discipline
Health

Section 7 – Support Services p. 18

Section 8 – Educational Program p. 19

Instructional Goal and Objectives
Evolution
Religious Expression
Field Trips
Student Publications
Internet Use
School Year and School Calendar
Curriculum Development
Homebound Instruction
Instructional Resources and Materials Selection

Section 9 – Enrollment p. 20

Section 10 – Finances and Accounting p. 21

Fiscal Accounting and Reporting
Preparation and adoption of Annual Operating Budget
Financial Accounting Audits
Finance Subcommittee
Expenditures of School Resources
Investments
Banking
Procurement
Disposal of School Property

Section 11 – Community Relations p. 23

Media Relations
Privacy Policy

Section 12 – Business Procedures p. 24

Document Retention Policy
Materials and Equipment
Open Records
Electronic mail Correspondence & Management

Section 13 - Facilities p. 27

Responsibilities, Management and Improvements

SECTION: 1	**TITLE:** Definitions
Origination Date: 2010	**Last Reviewed:**

Definitions – As used in this manual, the terms set forth below shall have the following meanings:

A. "Administration" shall mean school personnel responsible for the day-to-day management of the school.
B. "Board" shall refer to the TRCS Board of Directors
C. "Community member" shall refer to family member of TRCS students, staff and administration as well as individuals from local business and government entities who have expressed support and interest in the school and its mission.
D. "Director" shall refer to any current member of the board
E. "District" shall refer to the Jefferson County School District R-1
F. "Faculty" shall mean instructional personnel employed by the school.
G. "Staff" shall mean school personnel who are not members of the board, administration or faculty.
H. "TRCS" shall refer to Two Roads Charter School, which is comprised of traditionally-educated, diploma-seeking 7th-12th grade students enrolled full-time, as well as home educated/non-diploma seeking kindergarten-12th grade students.

SECTION: 2	**TITLE:** The School
Origination Date: 2010	**Last Reviewed:**

A. Vision and Mission Statements - *Adopted June 24, 2104*

1. Vision: Two Roads Charter School is a highly sought after program providing rigorous academics addressing the unique educational needs of traditional and homeschooled students; all students are empowered to develop confidence, define their future and achieve their highest potential.

2. Mission: Two Roads Charter School achieves its vision using 21st Century Learning employing and valuing critical thinking, communication, collaboration and creativity. Homeschooled and traditionally schooled students are challenged in a rigorous academic environment to reach their highest potential.

B. Abstract: Two Roads Charter School will serve traditionally and home educated students who seek high academic and character achievement. Two Roads students will benefit from a critical thinking and collaborative learning instructional format, the flexibility to enroll full or part-time, small class sizes and an environment that is responsive to their unique abilities, gifts and challenges. Two Roads will provide its students with a seamless transition between high school and college as well as with opportunities for early access to college courses and/or career exploration. Furthermore, Two Roads will strive to serve the homeschooling community by providing services and support unique to the needs and desires of homeschooling families.

The TRCS founders envisioned a social and academic environment in which students are challenged to go beyond fact acquisition, and to discover how concepts learned in the classroom are meaningful to their lives outside of it. Classes at Two Roads are characterized by a distinct, critical thinking and collaborative-learning instructional format. This strategy encourages students to take responsibility for their education by discovering what they do and do not understand; it insists that students frequently self-evaluate, ask questions, recognize meaningful answers, communicate clearly and work productively with peers. It is a method that lends itself to creative problem solving, critical thinking and the development of versatile, higher order thinking skills. In short, TRCS embraces the concept of collaborative learning as an effective means to prepare students to take their place in the diverse, interconnected, 21st century world.

C. School Legal Status

TRCS is a Colorado charter school organized pursuant to the Colorado Charter Schools Act, C.R.S. §§ 22-30.5-101 et seq. TRCS operates pursuant to a charter granted by the Jefferson County School District R-1 on November 19, 2009. On February 1, 2010 TRCS incorporated as a nonprofit corporation under the Colorado Nonprofit Corporation Act and on January 13, 2012 the Internal Revenue Service issued a determination letter recognizing TRCS' tax-exempt status under Section 501(c)(3) of the Internal Revenue Code of 1986. Under the Charter Schools Act, TRCS is a public school within the District, and its status as a nonprofit corporation does not affect its status as a public school. However, for governance and administrative purposes, TRCS operates as a Colorado nonprofit corporation.

D. Nondiscrimination

Two Roads Charter School shall comply with all applicable Federal, State, and local laws, rules and regulations, including, without limitation, the constitutional provisions prohibiting discrimination on the basis of age, disability, ethnic/national origin, color, race, religion, sex or gender. This policy will apply to employment and enrollment.

E. Articles of Incorporation

The TRCS Articles of Incorporation are incorporated herein by reference and shall guide the structure and governance of TRCS.

F. Bylaws

The TRCS Bylaws are incorporated herein by reference and shall guide the structure and governance of TRCS. Definitions and terminology used herein are to be interpreted as consistent with the Bylaws. The Board shall resolve any conflicts in terminology between the Bylaws and the policies herein.

SECTION: 3	**TITLE:** The Board
Origination Date: 2010	**Last Reviewed:** 04/28/2015

A. Decision Making – TRCS is governed by its Board of Directors. The Board is obligated to act in a manner that ensures the well-being and viability of the school and will accomplish this by taking into account:
   1. The TRCS vision and mission statements
   2. The parameters and guidance articulated in the school's charter and by-laws.
   3. The perspectives, desires and needs of the parents and students from both traditionally-educated and home-educated perspectives as expressed formally through the annual *Parent Satisfaction Survey*. This report provides a yearly and year-to-year measurement of board performance and the administration's effectiveness at communicating and implementing the school's academic program.
   4. The results from the annual *Student Performance Report* and *Unified Improvement Plan*, which evaluate progress towards school goals and improving individual student achievement.

B. Officers - The officers of the Governing Board of Directors for TRCS shall be Chairperson, Associate Chairperson, Secretary and Financial Officer.
   1. *Elections and Term:* Officers shall be elected by vote of current and outgoing members of the board at the June board meeting. Officers are seated as of the June meeting and serve until the following June meeting when their successors are seated.
   2. *Chairperson*: Shall be the chief executive officer of the corporation. He/she shall produce the meeting agenda, preside over all board meetings and have the authority of appointing members of such committees as may be designated by the Board; oversee the business and affairs of the school as managed by the School Director; see that all orders and resolutions of the Board are carried into effect; execute contracts that have been approved by the Board; and shall perform all duties and may exercise all rights as are incident to the office of Chairperson of the Board and such other duties as may be prescribed by the Board, the bylaws or this policy manual.
   3. *Associate Chairperson:* Shall act and serve in the place of the Chairperson in the event of incapacity, absence or other inability of the Chairperson to act. The Associate Chairperson is also responsible for overseeing the work of all advisory committees, ensuring that said committees complete their work; and keeping records of said committee members and achievements.
   4. *Secretary:* Shall attend all the meetings of the Board, act as clerk thereof and record all the acts and votes and the minutes of all proceedings in one or more books to be permanently kept for that purpose. The secretary shall see that all notices are duly given in accordance with the provisions of these policies or as required by law, shall ensure that copies of the minutes are forwarded to the District as per the board's contract with the District, and shall perform such additional duties as may be delegated by the Chairperson or by the Board.
   5. *Financial Officer:* The Financial Officer shall work collaboratively with the Administration to oversee the budget and budgetary matters. He/She shall arrange for and review monthly financial statements and annual audits of the school's finances according to Board policy, and serve as chairperson of the Financial Subcommittee. The Financial Officer is authorized to sign any financial accounts as established by the

school. The Financial Officer shall perform such duties as may be assigned by the Chairperson or by the Board. Should the Board be without a Financial Officer, the Chairperson shall act in the Financial Officer place until such time as a new Financial Officer is elected or appointed.

6. *Liaison to the School Accountability Committee:* This Director holds the Liaison to the Board seat on the School Accountability Committee (SAC). As such, this Director attends both Governing Board meetings and most SAC meetings, and is expected to provide a means of meaningful, consistent communication between the two entities.

C. Self-Evaluation – The Board shall conduct an annual evaluation of its efficiency and performance with the intent of acknowledging areas of responsibility that are being handled well, while providing a mechanism for identifying development areas and strategies to address and correct them. This process will be handled in a manner that is timely, transparent, objective and positive.

1. The Board shall use a formal written evaluation tool. The self-evaluation forms shall be distributed in April. Directors shall evaluate the Board collectively. It is expected that all current directors will participate. The Board may also seek input from former directors who have resigned during the year being evaluated.
2. 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.
3. The Board may discuss the self-evaluation at the regular meeting in May or at a special meeting called for such a discussion. The community may attend, however, public comment shall be limited to a brief session at the beginning of the meeting.

D. Meetings – The Board will meet at least nine times each calendar year to discuss school operations; to hear reports and updates from directors and committees; to consider and to adopt or change policy; and to consider requests and concerns from parents, students and teachers. TRCS Directors each have equal weight when voting for changes to school policy, approving budgets, etc. All actions taken by the Board will require a majority vote of the Directors present at the meeting at which such vote is taken.

1. *Notice:* As per the Colorado Sunshine Act of 1972, C.R.S. § 24-6-401, notice of board meetings – including specific agenda information where possible – at which time adoption of any proposed policy, position, resolution, rule, regulations or formal actions occur, and at which a majority or quorum of the Board is, or is expected to be in attendance, will be posted at least twenty-four hours in advance in a public area of the school designated for that purpose.
2. *Executive Session:* Meetings are closed to the public only when the Board is meeting in executive session. An executive session may be called only to discuss matters not appropriate for public discussion pursuant to C.R.S. § 24-6-402. An executive session may be called only upon the affirmative vote of two-thirds of a quorum of directors present. The board may take no formal action in executive session except to approve minutes of prior executive sessions.
3. *Public Comment*: Individuals or groups wishing to address the Board concerning any topic on the agenda may do so at regular board meetings during the Public Comment portion of the agenda. A Public Comment Roster will be posted in the foyer of the school at least 48 hours prior to the meeting. The public may also sign-up to speak by contacting the board secretary via email no later than 48 hours prior to the meeting.

a. Individuals or groups who have questions or concerns regarding any topic not on the agenda must submit the questions in writing to the Board. Directors will provide answers to written questions at the next regular board meeting.
b. In order to manage the Board's and the public's time most efficiently, and to include as many perspectives as possible, individual speakers will be granted three minutes. In the event that four or more individuals sign up to speak on the same topic, the Board will hear 10 minutes from that group, arranged in whatever respectful manner the members of that group decide. Individuals or groups may distribute copies of materials to the Board and are encouraged to arrive prepared to share their perspectives in a manner that is clear and concise. All individuals of the group must accompany the speaker during the speaker's presentation.
c. The Board receives public input with respect and takes those comments into consideration when making future decisions. The Board expects the public to observe the same courtesy. Individuals who address personalities rather than issues will not be heard.
d. The Board is the policy-making body of school governance. Therefore, it is most appropriate to address the direction of policy with the Board. The Board adheres to the Conflict Resolution policies as outlined in the school's *Policy Handbook, Parent & Student Handbook* and *Employee Handbook*, and thus reserves the right to redirect individuals to address non-policy concerns or issues to corresponding areas of school governance and operation.
e. The TRCS Board of Directors complies to the Americans with Disabilities Act. If a member of the public has a disability and needs accommodations in connection with a board meeting, that person is encouraged to contact the board secretary at least 24 hours prior to the meeting so arrangements can be made.

E. Election

1. *Eligibility* – is defined in Article II of the bylaws. Eligibility requirements are intended to ensure that Directors:
   I. Represent the full range of the perspectives and interests of the school's diverse community, which consists of homeschoolers, families choosing a more traditional educational path, staff, teachers and community members not directly associated with the school.
   II. Exemplify a high level of professionalism and leadership experience.
2. *Campaigning*
3. *Eligible voters* – are defined in Article II, Section 6 of the bylaws.
4. *Election process*: Election to the board is by vote of the school's eligible voters. Directors are elected by a majority vote of the votes cast.
   a. Late March: The Board will inform the school community, via electronic or other means, of:
      1) the number of Board seats coming available
      2) eligibility requirements
      3) Director responsibilities and commitment expectations
      4) How to apply for consideration
   b. Mar-Apr: The Board will accept letters of introduction and interest and appoint two Directors to:
      1) Review the letters and meet with each candidate to verify his/her eligibility as outlined in Section 2.1 and 2.5 of the Bylaws and *Qualifications* section of the Board of Directors Handbook and Policy Manual;

2) Meet with each candidate to clarify his/her understanding of the responsibilities and commitment expectations of Board members and;
3) Report their findings to the full Board

c. April: The Board will appoint 2-3 volunteers to conduct the election. This group shall assume responsibility for ensuring that each eligible voter is allowed only one vote, regardless of the number of his/her children enrolled, and that the election is held in a fair and open manner. The Board will also identify and approve the polling period, location and process.
d. Early May: The Board will provide information about each candidate to the school community. The school administration will provide to the election volunteers an accurate roster of the parents/guardians of currently enrolled students.
e. Mid-May: Election volunteers will distribute one ballot per household to eligible voters. At the close of the polling period, the election volunteers will tabulate the results and forward them to the Board.
f. Late May: The Board will announce the election results to the school community. New Directors begin their terms as of the May meeting.
g. June: The Board will elect its Officers. The terms of departing Directors end at the conclusion of the June meeting.

5. Vacancies - The regular board shall have no fewer than three (3) members. In the event of resignation, removal or vacancy due to lack of qualified candidates for the annual election, the board chairperson shall declare a vacancy via the school newsletter and by posting notice in a designated public place at the school. For two weeks after the vacancy has been declared the board shall accept letters of interest with abbreviated resumes from interested individuals. The board secretary shall be responsible for confirming each candidate's eligibility as defined in sections 2.1 and 2.5 of these bylaws. The candidate will also be expected to fulfill the following conditions prior to his/her appointment to the board:
   a. Complete at least three of the online board training modules,
   b. Read the charter, bylaws and board handbook,
   c. Meet informally with at least one current Director to explore and clarify the candidate's understanding of the school's vision and mission as well as director duties, responsibilities, expectations and conduct.
   d. The board secretary shall include the candidate's information in the board packet for the next regular board meeting, at which the board shall fill the vacancy by majority vote of the remaining directors. Upon appointment, the individual appointed to fill the vacancy shall immediately sign the "Two Roads Charter School Board of Directors Agreement" and begin serving out the remainder of the term or the full term of the vacant seat. All vacancies must be filled within 45 business days.
   e. In the event that the number of board directors should fall below three (3), the remaining Director(s) are hereby empowered to exercise all the powers and responsibilities of the board, as defined in these bylaws, and to appoint individuals as needed to repopulate the board to three members. Preference will be given to qualified individuals as defined in sections 2.1 and 2.5 of these bylaws and the process described in section 2.7 shall be followed. The board should then take immediate action to recruit eligible candidates to be elected to the remaining open seats at the next regular election

F. Training and Development – It is the intent of these policies to promote and provide for an exceptional level of professionalism and leadership in its Board of Directors. Requirements for training are described in the *TRCS Board of Directors Handbook.*

G. Policy Making - The board shall be solely responsible for adopting, revising, and repealing policies for TRCS. Policy action by the board shall be accomplished as set forth in the bylaws and as described below. Any policy action approved by the board may be reversed by a vote of two-thirds (2/3) of the board at a regular or special meeting.

1. Only a director may motion the board to adopt, revise, or repeal a TRCS policy ("policy change"). Recommendation for a policy change may be made by any member, member of the administration, faculty, staff or community member.
2. Except in cases of emergencies, the board shall follow the following procedure in adopting, repealing, or amending policies for TRCS:
    a. First Reading
        1) The proposed policy change text and any necessary summary or narrative shall be provided in writing to the Secretary or Chairperson for inclusion in the board packet distributed prior to the board meeting.
        2) New policies should include the title, sequence number, text and a revised table of contents.
        3) 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.
        4) Policies to be repealed need only reference the policy to be repealed by title and sequence number along with a revised table of contents
        5) The proponent director shall submit the policy change to the board by motion for review and debate at the regular or special meeting of the board. The proponent director shall have the first opportunity for discussion and may have other persons comment on the policy change prior to debate.
        6) Following debate and any amendments to the policy change, the board shall vote on its approval on first reading.
        7) If the policy change is approved 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.
        8) 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.
    b. Second Reading
        1) If the policy change was on first reading above, it shall be placed on the agenda and considered at the next regular or special meeting of the board.
        2) 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.
        3) If the policy change is approved on second reading, it shall become the policy of TRCS effective immediately or as specified upon approval, and this policy manual shall be revised accordingly.
3. Emergencies - 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.

a. 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. Upon approval of an emergency policy change, it shall become the policy of TRCS.
b. 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.

4. Changes to the Policy Manual - 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.
   a. 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.

H. Conflicts of Interest - It is the policy of the Board not to contract with directors. Directors shall disclose any known or potential conflicts of interest in writing to the board prior to the time set for voting on any such transaction and shall not vote on the matter or attempt to influence the decisions of any directors voting on the matter. The written disclosures will be attached to the minutes of the meeting in which board action occurred relating to the matter disclosed.

I. Review of Administrative Procedures - 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 community, student, faculty or staff reaction, the policy or regulation should be approved by the board in advance.
   1. Administrative policies should reference existing board policies.
   2. The board reserves the right to review administrative policies at its discretion but shall not substitute its judgment for that of the School Director. However, the board shall require the School 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.

J. Advisory Committees - The board, by resolution adopted by the board, may designate one or more advisory committees to the board. Each committee shall be clearly instructed as to the length of time each member is being asked to serve; the service the board wishes the committee to render, the extent and limitations of its responsibility, the resources the board will provide and the approximate dates on which the board wishes to receive major reports.
   1. All recommendations of advisory committees shall be based on research and fact.
   2. The board possesses certain legal powers and prerogatives, which cannot be delegated or surrendered to others. Therefore, all recommendations of an advisory committee must be submitted to the board for official action.
   3. The board shall have the power to dissolve any advisory committee and shall reserve the right to exercise this power at any time.
   4. Advisory committees to the board shall comply with the requirements concerning public meetings as specified in section 3.3 of the by-laws and the Colorado Sunshine Act C.R.S. § 24-6-401.

K. Standing Subcommittees
   1. School Accountability Council - The primary purpose of the SAC is to ensure that the school adheres to its mission and vision by annually evaluating the school's performance against the goals and objectives articulated in its Charter.

2. Marketing
3. Finance
4. Foundation

L. Removal of a Board Member

1. Upon the petition of 40% of eligible voters, an election shall be held on terms prescribed by the board to determine whether a director shall be removed from the board. All eligible voters shall be entitled to vote in such an election. The director shall be removed if the number of votes cast in favor of removal exceeds the number of votes cast against removal.
2. A director may also be removed upon a super-majority vote by the board whenever, in its judgment, the interest of the school would be served thereby.
3. A director who no longer has a student enrolled in TRCS and/or HOPE shall be removed from the board. An exception to this policy shall be made for a director fulfilling the community-member-at-large position. Removal under this policy shall be considered a resignation on the part of the director and no vote or acceptance by the board is required. The subsequent vacancy shall be filled according to established policy.
4. A director having three or more consecutive absences from the monthly or special meetings without prior notification and approval by the Chairperson or Associate Chairperson shall be deemed to have resigned as a member.

M. Resignation - Any Board member may resign at any time by giving written notice to the Board Chairperson or Secretary, or by announcing his/her resignation at a public board meeting. Such resignation shall take effect at the time specified therein; and, unless otherwise stated therein, the acceptance of such resignation shall not be necessary to make it effective.

N. Communication Plan

1. *Website:* The Board of Directors section of the TRCS 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.
2. *Meeting Minutes:* The board secretary shall post meeting minutes within seven days of their approval. Minutes shall be posted on the board section of the school website; a printed version will be available for 30 days in a public area of the school before being relocated to a permanent binder kept at the school offices. The binder will be available for use by the public.
3. *Meeting Packet:* Seven days prior to the regular meeting, the board secretary shall collect and distribute all documents, reports, agendas, etc. relevant to the meeting. Distribution may be electronically, via email, or in hardcopy to directors' in-boxes located in the school offices.
4. *Email:* The community, staff and faculty may contact the individual directors by email using the email address published on the Board of Directors section of the TRCS website. Each director shall be provided a TRCS 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.

SECTION: 4	**TITLE:** Administration
Origination Date: 2010	**Last Reviewed:** 08/26/2014

A. Administration Structure – Day-to-day management and operation of TRCS shall be the responsibility of the School Administrator. This administrator serves 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.
   1. The School Administrator shall provide the board an organization chart that includes, at least, the structure of the administration, faculty and staff.
   2. The School Administrator shall update the organization chart from time to time and as necessary to effectively and efficiently administer TRCS in accordance with the vision and mission statements.

B. School Administrator: Qualifications
   1. Individuals employed as School Administrator are expected to possess sufficient and proven professional experience and training in school management so as to perform all required duties with efficiency and competence. School Administrators are not required to hold a Principal's licensure. However, in cases where a School Administrator is thusly credentialed, he/she may use the title of "Principal" in lieu of "School Director".

C. School Administrator: Duties & Responsibilities
   1. Vision and Mission
      a. Articulate the school's vision in a manner that reflects a thorough understanding and support of that vision.
      b. Involve teachers, staff and families in developing strategies to promote the school's unique purpose, philosophy and educational model.
   2. Leadership
      a. Model high ethical and professional standards.
      b. Serve as an ex officio, non-voting member of the board.
      c. Listen carefully; respond quickly and appropriately to issues and requests.
   3. Educational Leadership
      a. Work collaboratively with the SAC, board, staff and faculty to set goals and develop expectations based on the Charter, Strategic Plan and Unified Improvement Plan.
      b. Recruit, hire, retain, supervise and evaluate a highly qualified, diverse, motivated and expertly trained professional faculty and staff.
      c. Conduct/oversee employee dismissals in a manner that is efficient, well-documented and adheres to legal best-practices.
      d. Articulate high expectations for faculty and staff via regular performance reviews, training, communication and recognition of professional achievements.
      e. Collaborate with faculty and staff in establishing and implementing professional development plans and training that align with the school's mission, improvement plan and individual staff/classroom needs.
      f. Ensure compliance with all applicable federal and state laws and regulations, district regulations and policies and other requirements of the charter or contracts with the district.
      g. Serve in a liaison capacity with the District on any administrative and/or educational matters.
      h. Disaggregate data in order to make good decisions about school operation; focus decisions on what is best for students and the school.
      i. Utilize a school safety plan that ensures the safety of the school, its students, faculty and staff; understand and handle bullying issues in a manner that is effective, clear

and consistent.

4. Communication
    a. Provide required, comprehensive reports and information in a timely and understandable manner to the board, District, community, subcommittees, staff, teachers and students.
    b. Effectively convey ideas, needs, praise and constructive criticism.
    c. Resolve conflicts and misunderstandings in a manner that is open, honest, objective and productive.
    d. Utilize technology to improve communication and record-keeping.
    e. Monitor and produce effective communication regarding student progress, health and safety.
    f. Provide timely and relevant information about school safety, issues, goals and function.
5. Management
    a. Ensure payroll and employment procedures and Human Resource record-keeping are handled in a timely, confidential and professional manner and in compliance with charter policy and legal mandates.
    b. Approve and authorize:
    c. Building usage and maintenance
    d. Budget items
    e. Temporary and permanent record storage and maintenance
    f. School-based activities, schedules and calendars
    g. Purchase and utilization of material resources, equipment, textbooks and supplies

D. Incentive-Based Salary Bonus for Administrator

E. Conflict Resolution

F. School Administrator Evaluation- The purpose of this process is to acknowledge areas of responsibility that are being handled well, while providing a mechanism for identifying development areas and the motivation to address and correct them. The evaluation also provides a benchmark by which to measure future performance.

It is the intention of the board that this annual process be handled in a manner that is timely, transparent, objective and positive. In addition, the evaluation shall be conducted in a manner that protects employee confidentiality and prevents the possibility of individuals subject to the Administrator's direct authority from directly participating in this evaluation process.

1. At its October meeting, the board will review and approve the Administrator Evaluation Tool. The board will consider input from the School Administrator about job responsibilities, expectations and experiences.
    a. The board will direct the SAC to form a subcommittee, of no more than three members, to produce and provide information to the board about the School Director's performance. The subcommittee may NOT be chaired by a school employee. The subcommittee will handle all information as confidential.
    b. The SAC will conduct a survey of families, staff, faculty, subcommittee members and the board of the School Administrator's performance. The survey will be based on the approved evaluation tool.
2. The board will receive the SAC's report at its December meeting and schedule a work session to consider the information, the School Administrator's compensation for the upcoming fiscal year, any bonus amounts and conditions and to craft a final version of the evaluation.

3. In January, the board will call an executive session to approve the final version of the School Administrator's evaluation and arrange for a Board member to meet privately with the Administrator to convey the evaluation.
4. In May, the board will determine the School Administrator's compensation package for the upcoming fiscal year, including any bonus amounts and conditions, and will arrange to sign an Employment Agreement with the School Administrator identifying the terms and conditions of the upcoming fiscal year's employment.

SECTION: 5	**TITLE:** School Personnel
Origination Date: 2010	**Last Reviewed:** 08/26/2014

A. Staffing Philosophy and Goals
B. Equal Opportunity Employment - TRCS will be an equal opportunity employer as it pertains to the Equal Employment Opportunity Commission (EEOC) and Title VII Civil Rights Act. TRCS shall not discriminate against any potential employee on the basis of age, disability, ethnic/national origin, color, race, religion or sex in its recruitment, selection, training, utilization, termination or any other employment-related process or activity. All employment shall be on an "at-will" basis.
C. Personnel Evaluations
D. School Personnel Conflicts of Interest
E. Personnel Records - TRCS shall maintain its own personnel records on-site. Procedures for maintaining personnel records that comply with Policy 12.1 shall be administered by the Principal.
F. Personnel Concerns, Complaints and Grievances - TRCS, through its School Director, shall follow its own procedures for personnel concerns, complaints, and grievances.
G. Instructional Staff (Faculty)
H. Administrative, Professional, and Technical Staff Salary Schedule
I. Administrative, Professional, and Technical Staff Vacation and Holidays
J. Administrative, Professional, and Technical Staff Assignment and Transfers
K. Administrative, Professional, and Technical Staff Reduction in Force

SECTION: 6	**TITLE: Students**
Origination Date: 2010	**Last Reviewed:** 12/09/2014

A. Attendance – See TRCS Parent and Student Handbook page 22
B. Rights and Responsibilities – Are covered throughout the content of the TRCS Parent and Student Handbook
C. Discipline – See TRCS Parent and Student Handbook page 14
D. Health – See TRCS Parent and Student Handbook page 27

SECTION: 7	**TITLE: Support Services**
Origination Date: 2010	**Last Reviewed:** 12/09/2014

Support Services policies shall be created and maintained by the Administrator.

SECTION: 8	**TITLE: Educational Program**
Origination Date: 2010	**Last Reviewed:** 12/09/2104

These topics are covered in the content of the TRCS Parent and Student Handbook pages 10 – 14

A. Instructional Goal and Objectives– Our Vision and Mission statements convey the understanding that our community is united in its appreciation for a critical thinking and collaborative learning instructional format, the flexibility to enroll full or part-time, small class sizes, and an environment that is responsive to every student's abilities, gifts, and challenges. Our role is to recognize and support each student's unique definition of success and to fully prepare him or her for post-secondary life. This includes providing a seamless transition between high school and college, offering opportunities for early access to college and vocational courses, instruction in life skills like money management and living independently, and targeted guidance in career exploration.

At Two Roads, identifying and meeting the needs of our homeschoolers is a priority that is fully integrated into the whole of the school – the home school support element of our school is not a separate program. Families who have chosen to home school discover a welcoming, supportive, and home school-knowledgeable reception.

B. Evolution

TRCS embraces the principle of critical thinking and believes students should be familiar with a broad range of subject matter. We encourage parents or guardians and students to discuss all material presented in the curriculums used at TRCS.

C. Religious Expression

1. Holidays – TRCS acknowledges the place of holidays with religious origins in our nation, social, and cultural life. Diversity is a hallmark and strength of our nation. Teachers and administrators should excuse students who do not wish to participate in holiday events. Acknowledging religious holidays serves the academic goal of educating students about history and cultural as well as the traditions of particular religions within a pluralistic society.
2. Music or Dramatic Programs – School concerts that present a variety of selections may include religious music. Any dramatic productions or school parties should emphasize the cultural and historical aspects of the holidays and religious thought.

D. **Field Trips** – See TRCS Parent and Student Handbook page 25
E. **Student Publications** - See TRCS Parent and Student Handbook
F. **Internet Use** - See TRCS Parent and Student Handbook
G. **School Year and School Calendar** - See TRCS Parent and Student Handbook
H. **Curriculum Development** - See TRCS Parent and Student Handbook
I. **Homebound Instruction** - See TRCS Parent and Student Handbook
J. **Instructional Resources and Materials Selection** - See TRCS Parent and Student Handbook

SECTION: 9	**TITLE: Enrollment**
Origination Date: 2010	**Last Reviewed:** 12/09/2014

TRCS Admission process is covered in the TRCS Parent and Student Handbook pages 8-9

SECTION: 10	**TITLE: Finances and Accounting**
Origination Date: 2010	**Last Reviewed:** 12/09/2014

A. Fiscal Accounting and Reporting - The Administrator shall be responsible for properly accounting for all funds received and all expenses incurred in the operation of TRCS. The Administrator shall exercise their responsibility to the highest ethical standards and shall conform to generally accepted principles for government accounting. Such accounting shall be done in a manner that is easily reviewed by the TRCS board and lends itself to auditing. Financial statements shall be prepared for presentation and reporting for every regularly scheduled board meeting. Financial statements will be made available to board members in the board packets prior to the scheduled meeting.

B. Preparation and Adoption of Annual Operating Budget - The annual budget is the financial plan for the operation of TRCS. The annual operating budget will 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 TRCS. The Board assigns to the Administrator the overall responsibility for the preparation and administration of the budget. The annual budget shall contain the following sections and corresponding detail: Revenues, Operating Expenses broken down by staff salaries, employee benefits, purchased services, supplies and materials, capital outlays, and facility costs, and Revenues over Expenses, and Transfers to Capital Reserves. The annual budget for the upcoming year shall be submitted for review by the board during the April board meeting. The budget shall be reviewed one month prior to approval and the review will be publicly noticed as a budget review meeting.

C. Financial Accounting Audits. - In accordance with state law, all funds and accounts of TRCS shall be audited annually at the close of each fiscal year. The District 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 will also include in the report any information and documentation required by the District.

D. Finance Subcommittee. The purpose of this subcommittee is to exercise oversight responsibility with respect to TRCS strategic financial matters, including those related to cut backs, transparency laws and budget and make appropriate recommendations to the Board with respect to such matters. This subcommittee will present updated financials to the Board for review at regularly scheduled board meetings.
   1. The finance committee shall be comprised of the Administrator, finance manager and board treasurer and fulfill the financial portion of the School Advisory statute. 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
      b. short and long term financial goals
      c. audits, and other topics that affect the sound financial management of the schools assets
      d. 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, through the TRCS Board of Directors.

E. Expenditures of School Resources – All expenditures of school resources will be authorized by the Administrator within the board authorized budget. Administrator may authorize others to approve expenditures, but the Administrator is ultimately responsible for all expenditures. Any authorization by the Administrator to subordinates will be made in writing and should be maintained on a permanent basis with notification to the board of names, amount limits and a rationale for the authorization. For example, a lead teacher at a specific campus might be named to authorize expenditures for that campus within a given dollar amount as long as expenditures are within budget.
   1. All expenditures in excess of $5,000 must be authorized by the TRCS Board Chairperson.
   2. Capital Assets – The board has determined that any expenditure in excess of $5,000 for a single item will be deemed a capital asset and should be tracked as such. This will be reported on a cash basis for the monthly budget to actual report per government accounting standards. However, capital assets will be maintained in a list of assets to be depreciated on the statement of net assets for the audited financial statements. Such assets having a lasting value will be assigned a tracking number.

F. Investments – All investments will be made within the governing statutes for Colorado public entities. The goal will be preservation of capital.

G. Banking – All funds will be deposited in bank accounts approved by the board and into banks that are approved by the Public Deposit Protection Act.

H. Procurement – All procurement done by the school will be made with the primary consideration being the best value to the school. Any purchase greater than $5,000 should be documented as to the reason for the purchase and the choice of vendor. If there is question about the value and range of prices in the market, then a RFP should be sent out to prospective vendors or a quotations should solicited, depending on the industry standard for the product or service.

   Some factors to be used in deciding on a vendor are:
   1. Price
   2. Quality
   3. Timely completion or delivery
   4. Knowledge of the school and its interests

I. Disposal of school property – Any piece of property listed on the fixed/capital asset list must be disposed of as to maximize the price received, unless it has exceeded its useful life (has zero book value). Any piece of property that could be sold for greater than $500 must be sold at auction if possible or for a fair market value that can be documented. Items of less than $500 in value can be disposed of at the Administrator's discretion, considering the best interests of the school as well as the amount of time that it might take an employee or group of employees to dispose of the asset.

SECTION: 11	**TITLE:** Community Relations
Origination Date: 2010	**Last Reviewed:** 04/28/2015

A. **Media Relations**

It is the intent of TRCS to maintain a positive and honest relationship with the media. Media coverage can be a vehicle that helps promote TRCS. In an effort to maximize the benefits of media coverage, and minimize any potential negatives, the following policy shall be utilized.

1. Planned Coverage – For planned media coverage or interviews on an event or topic surrounding TRCS or in the interest of TRCS: two directors shall approve all schedule requests. Under normal circumstances the Administrator shall be notified.
2. Unplanned Coverage – For unplanned media coverage or interviews on an event or topic surrounding TRCS on in the interest of TRCS:
    a. School Personnel: The Administrator shall address media questions. In the event the Administrator is not available, a designated administrator, faculty, or staff member shall take the place of the Administrator. If this designated person is not available, then the person who addresses the media shall follow the guidelines as stated in this policy.
    b. Board: Any Director available may address media questions. If possible, the director who is on the respective committee or has particular expertise or knowledge in the area of interest shall address questions with regard to the specific topics. For example; the Treasurer shall answer finance questions.
    c. District Notification – The priority of sharing of media information with the District shall be the discretion of the Administrator (general information vs. emergency). The Administrator shall contact the District's Area Administrator for charter schools in a timely manner if contact is necessary. If the Administrator deems the topic an emergency, he/she shall also notify the Deputy Superintendent's Office.
3. General Guidelines – Applies to all situations where media is present.
    a. Education shall be the primary focus when talking to the media.
    b. Student's names, faces, and families remain private under all circumstances. The privacy protection of the students shall be a main priority at all times.
    c. Spokespersons for TRCS shall maintain a professional and positive image when speaking about TRCS, its educational programs, and the TRCS community.
    d. Media coverage shall be treated as an opportunity, not a confrontation. If a confrontation is imminent, the spokesperson shall terminate the interview immediately.
    e. The spokesperson shall defer any questions that he or she is uncomfortable or unsure of answering to another designated spokesperson.
    f. The phrase "No Comment" shall be used when necessary or for the protection of TRCS.
    g. At all times, the protection of the vision and mission of TRCS shall prevail in interviews or discussion with any media.
    h. Media personnel shall be treated with respect and common courtesy.
    i. TRCS representatives shall seek to approve any quotes used by media prior to publication.

B. **Privacy Policy**

Every reasonable measure is taken to protect student, member, administration, faculty, and staff privacy. TRCS abides by the State and Federal laws concerning student records, such as JCSD Policy JRA/JRC and the Family Educational Rights and Privacy Act of 1974 (FERPA).

SECTION: 12	**TITLE:** Business Procedures
Origination Date:	**Last Reviewed:** 04/28/2015

A. Document Retention Policy

It is TRCS's policy to retain documents for the following periods of time:

1. One Month
   a. Routine BOD emails marked as "INFORMATION"
2. Two months
   Routine BOD emails marked as "RESPONSE REQUESTED"
3. Three months
   a. Board executive session minutes
4. Six Months
   a. Handwritten notes and memos requiring no further action
   b. BOD emails marked as "CONFIDENTIAL"
5. One year
   a. Interoffice memos requiring no further action
   b. Offers to contract that are not accepted
   c. Electronic meeting minutes will remain posted on the TRCS website through the next school year, i.e. any meetings from school year 2014-2015 will remain on the website through the 2015-2016 school year.
6. Three years
   a. Appraisals
7. Four years
   a. Employee records (after the employee is no longer with TRCS)
8. Seven years
   a. Financial statements
   b. Accounting records supporting tax returns and financial statements (invoices, purchase orders, checks, computer runs, etc.)
   c. Executed contracts and drafts thereof should be retained for six years after the date the contract is completed.
9. Permanent
   a. Corporate organization documents (bylaws, articles, minutes, etc.)
   b. Insurance policies
   c. Tax returns and schedules
   d. Tax exemption status letter for all 501(c)(3) entities

B. **Materials and Equipment**

TRCS shall be responsible for managing its own materials and equipment. The Administrator shall have the primary responsibility to ensure materials and equipment is accounted for and properly maintained.

C. Open Records

1. Board Records
   Public documents and board records will be kept in a binder and will be available for review by the public. Any individual wishing to review the content of the binder shall provide a written request to the board secretary. The BOD secretary will have three business days to respond to the request. The secretary will arrange a specific time and location for the binder to be available. At no time will the binder or its contents leave the location without the secretary's knowledge and permission.

a. Fees for collecting and reproducing records. TRCS may collect $25/hour and charge $0.25/copy for record requests requiring more than an hour of time to assemble, and for copies greater than 25.

2. Meeting Packet. No less than four days prior to the regular meeting, the board secretary shall distribute all documents, reports, agendas, etc. relevant to the meeting to the Directors, Administration and subcommittee chairpersons. Distribution may be electronically via email, or via shared folders.
3. Email
   The Board of Directors may be contacted by email using the email address published on the Board of Directors section of the TRCS website. Each year the board will designate one director to be responsible for responding to communication received via this means. This director shall acknowledge receipt of such email within seven (7) days, or as soon as practical if the director is traveling or away from home. In addition, the director may delegate any further responses to an individual's email to another Director, a staff member or other appropriate individual. Email to Board members is not a substitute for following the "Conflict Resolution" policy as stated in this document.

D. Electronic Mail Correspondence and Management
   1. Each Board Director shall create a unique electronic mail (email) account when he/she begins service on the TRCS Board of Directors (BOD). Directors will not use their TRCS account for any personal or private communications. ANY and ALL electronic correspondence related to a Director's role as a member of the TRCS Board will be restricted to this account.
   2. The Director shall be responsible for ensuring that this account is reasonably secure from access by any third party such as employers or children. However, Directors understand that these email accounts may be searched for legal or administrative purposes (e.g. CORA request) and at the direction of the Board.
   3. All Directors shall use the following protocol for labeling email correspondence:
      a. Any routine email such as meeting notices and sharing information shall be marked in the memo line with "INFORMATION – subject". These emails may be deleted as specified in section D #8 (see below)
      b. Any email in which a Director requires a response from other Directors (i.e., setting a meeting date, request for agenda items) shall be marked in the memo line with "RESPONSE REQUESTED – subject". These emails may be deleted as specified in section D #8 (see below).
      c. Any email which contains staff or student specific information, or any other information considered sensitive shall be marked in the memo line with "CONFIDENTIAL" and deleted as specified in section D #8 (see below).
         1) Correspondence regarding Attorney-Client Privilege is considered confidential and shall not be a part of the public record.
   4. In order to comply with the Colorado Open Meetings Law C.R.S. 24-6-402(2)(d)(III), Directors will not use email to conduct board meetings (as defined by the Law) or discuss board business. For these purposes, a **discussion** is defined as a situation in which: (a) two or more emails are exchanged, and (b) these emails are addressed "To:" two or more board members, and (c) these emails are "From:" one or more board members to the "two or more board members." Directors will not use the "Reply All" response when replying to emails. Also, individuals should not 'forward' emails to other board members in a manner that suggest a group is collecting support or votes for an anticipated action. This policy will apply to ANY and ALL board-related

correspondence, including subcommittee issues, responses to emails from Directors, stakeholders and the public, etc.

5. Directors may apprise other Directors of any exchanges of board-related information by "cc-ing" those Directors when responding to the sender. It is understood that this practice is solely for the purposes of ensuring that Directors are made aware of relevant information and developments. Individuals who are "cc-ed" in an exchange and who wish clarification may reply directly to the sender. In no instances are "cc-ed" Directors permitted to "Reply All."
6. Electronic mail is considered public record and must be kept until the proper time for deletion.
7. TRCS BOD Directors shall purge all of their individual electronic correspondence according to the following schedule:
   a. Emails marked as "INFORMATION" may be deleted 30 days after receipt
   b. Emails marked as "RESPONSE REQUESTED" may be deleted 60 days after receipt.
8. Emails marked as "CONFIDENTIAL" may be deleted 6 months after receipt. Emails received at the general BOD email address and considered to be other than general in nature shall be kept for one complete school year following the school year in which they were received. For example, for the 2014-2015 school year, all electronic correspondence shall be deleted after June 30, 2016. The trcsboard@gmail.com email correspondence shall be deleted by the board secretary and verified by one other board member. This confirmation shall be noted in the Board's official meeting record no later than September 1 each year.
9. Any and all electronic communication between board members during a board meeting is prohibited.
10. Within 10 days of his/her departure from the Board, a Director is expected to forward to the Board's common email address any email correspondence not yet deleted according to policy, and to permanently close his/her Board-related email account. The Board Chairperson shall be responsible for confirming these actions.

SECTION: 13	**TITLE:** Facilities
Origination Date:	**Last Reviewed:** 04/28/2015

A. **Responsibilities, Management and Improvements**
TRCS is committed to providing quality education in an economical and efficient manner. Educational facilities are an integral part of the educational program. Facilities directly influence learning and the performance of school personnel and students and indirectly influence attitudes and behaviors. Facilities serve a greater purpose than merely housing students or the educational program; they represent a major public investment. Therefore, it is the policy of TRCS that its facilities be maintained in good physical condition, be safe and in compliance with applicable building codes, and be maintained at an acceptable level of cleanliness.

B. Collaborative Responsibilities
   1. Facilities Planning and Design
   2. Construction Management
   3. Real Estate Management
   4. Building Maintenance
   5. Grounds Maintenance
   6. Telecommunications
   7. Environmental Services
   8. Networking
   9. Private and community Use of School Facilities
   10. Temporary Buildings
   11. Energy Management

C. Administrator Responsibilities. The Administrator is responsible for the day-to-day utilization and operation of the TRCS facility. These include the following:
   1. Day-to-day care of facility and grounds
   2. Custodial services
   3. Facility security
   4. Efficient operation of facility and grounds consistent with intended use
   5. Reporting facility or grounds maintenance and improvement needs to the board
   6. Energy-efficient operation of facility
   7. Notification of the board of any after-hours private or community use of TRCS facilities
   8. Display of Awards and/or plaques of recognition

D. All School personnel, in execution of their assigned duties, are responsible for assisting in the operation and management of TRCS facilities in a manner that is consistent with this policy.

E. Facility Management/Operational Criteria
   1. School facilities are to be managed and operated in accordance with local, state, and federal policies, regulations, and statutes.
   2. Facility or grounds modifications, additions or improvements are to be coordinated through the board.
   3. Facility improvements shall conform to applicable laws and/or building codes.
   4. The board must approve a change in general uses or character of a TRCS facility.
   5. Timely service shall be provided to ensure, within constraints of available resources, the continued operation of a facility in a safe, secure, and healthy manner.

F. Facility or grounds modification, additions, and other improvements (non-maintenance).

1. The Board shall authorize and approve all facilities or grounds modifications, additions and other improvements (non-maintenance) either through general budget or specific project approval under the following process:
    a. The Administrator identifies and prepares brief written descriptions of improvement needs that may have facility or grounds impact and submits work request to the board.
    b. The board shall work collaboratively with the Administrator to develop a plan outlining the scope of work, priority, estimated cost, and source of funding.
    c. This collaborative effort is necessary on all non-maintenance projects to provide a means of communicating an awareness of what work is being planned, the proposed work schedule, responsible party for carrying out the work, and any impact this work shall have on the normal operation of the facility.
    d. The Treasurer shall prepare a financial impact statement on evaluation of proposed improvements over $5,000.00. Prior to final approval of plan implementation, the board shall review this statement.
2. Modifications covered under this policy shall include the renaming of any real property and/or the dedication to an individual or organization of any part of the property owned or used by TRCS or the TRCS Building Corporation.