

# ESTES PARK EDUCATION FOUNDATION



## Policy Manual

## Preface

Our young people are our future. It is in the best interests of everyone to provide the best educational experiences that we can while they are on our watch. The Estes Park School District provides the bulk of that, but there are areas where they have limitations. With a seamless unity between the district and the community, we can provide those learning experiences that prepare our graduates to be successful, responsible citizens. Toward those ends, the Estes Park Education Foundation (EPEF) was created.

Mission: *Inspiring community investment in student learning experiences today to develop our citizens of tomorrow.*

Vision: *With the support of our community and a high quality education, all Estes Park School District R3 students graduate as thriving, successful, responsible citizens.*

## Purpose

The purpose of this Policy Manual is to provide more details of the Bylaws and how the EPEF might best achieve its Mission and Vision, with the Pillars providing the framework toward that end.

## Pillars

- Experiential Learning Opportunities - to give students knowledge, critical thinking, and problem-solving skills.
- Innovations in Learning - to support new teaching ideas and strategies to strengthen learning.
- Building Community - to promote a culture of seamless unity between the schools and the rest of the community to optimize learning.
- Support of District Teachers and Staff - by providing supplemental assistance as well as appreciation for the work that they do for our students.
- Student Support - to ensure that they have the resources needed to participate in public schooling and extra-curricular activities, as well as support for early childhood education and transitioning after graduation.
- Wellness - as an integral part of learning and being successful in school and life, including physical activities, youth sports, and outdoor recreation.

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# GOVERNANCE

# BOARD OF DIRECTORS

## EPEF Summary of Roles and Responsibilities of Board Directors

All Directors:

Directors	Qualifications	Individual Expectations	Board Responsibilities
<ul style="list-style-type: none"> <li>• 7-15 directors</li> </ul>	<ul style="list-style-type: none"> <li>• ≥21 years of age</li> <li>• Resident of Estes Park School District. (EPSD)</li> <li>• 1 Liaison Director appointed by EPSD as a link between EPSD and EPEF.</li> <li>• Committed to representing the diverse population of our community.</li> </ul>	<ul style="list-style-type: none"> <li>• Committed to and base all decisions and actions toward achieving the Mission and Vision of EPEF.</li> <li>• Be familiar with and follow the Bylaws, Guiding Principles, and policies of EPEF.</li> <li>• Be fiscally responsible.</li> <li>• Be active in supporting EPEF with their time, energy, and monetary donations.</li> <li>• Be prepared for and to attend monthly meetings.</li> <li>• Be on at least one Standing Committee.</li> <li>• No self-dealing.</li> <li>• Sign Code of Conduct and Conflict of Interest Disclosure forms annually.</li> <li>• Maintain confidentiality as required.</li> </ul>	<ul style="list-style-type: none"> <li>• Managing EPEF, subject to federal, state, local laws, and Bylaws.</li> <li>• Establish policies and broad goals in support of the overall Mission and Vision of EPEF.</li> <li>• Development of grant, program, fiscal, and fundraising guidelines around the Pillars of EPEF.</li> <li>• Annually adopt a strategic plan for attaining the goals and evaluating progress.</li> <li>• Actively participate in fundraising (including obtaining grants) to ensure that there are adequate resources (money, people, equipment, etc.) to accomplish the agreed upon policies and goals.</li> <li>• Providing fiscal oversight to make sure resources are used responsibly.</li> <li>• The Board serves a public interest in its oversight of the EPEF’s delivery of services and management of finances.</li> <li>• Confidentiality will be maintained as per the</li> </ul>

		<ul style="list-style-type: none"> <li>• Be an ambassador for the EPEF but defer to the President as the official spokesperson.</li> <li>• Terms are 3 years.</li> <li>• Ordinarily, Directors may serve 2 or more terms but no more than 6 consecutive years after which there must be a hiatus of at least 1 year.</li> </ul>	<ul style="list-style-type: none"> <li>• law, Bylaws, and policies.</li> <li>• Regularly self-assess the Board and EPEF's work as well as that of individual Directors.</li> <li>• Filling Board vacancies as per the Bylaws.</li> <li>• Sign the Code of Conduct and Conflict of Interest Disclosure forms annually.</li> </ul>
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**Officers:**

<b>Position</b>	<b>Qualifications</b>	<b>Expectations and Responsibilities</b>
All Officers	<ul style="list-style-type: none"> <li>• Must be a Director.</li> <li>• Elected by the Board.</li> </ul>	<ul style="list-style-type: none"> <li>• Serve 2-year term, renewable by action of the Board.</li> <li>• Serve on the Executive Committee.</li> <li>• Subject to the control, advice, and consent of the Board.</li> </ul>
<b>Position</b>	<b>Qualifications</b>	<b>Expectations and Responsibilities</b>
President	<ul style="list-style-type: none"> <li>• Have leadership knowledge and skills, including conflict resolution skills.</li> </ul>	<ul style="list-style-type: none"> <li>• Preside over the Board as required.</li> <li>• Act, speak for, and otherwise represent EPEF.</li> <li>• Sign and execute in the name of EPEF all contracts and other documents authorized generally or specifically by the Board.</li> <li>• Be one of the contact people for conflicts and working to facilitate their resolution.</li> <li>• To be informed of the goals and actions of the school district, the President must be a member of and attend the EPSD's District Advisory and Accountability Committee (DAAC) meetings.</li> <li>• To maintain a connection to the community, the President shall be a member of and attend meetings for Estes Park Nonprofit Resource Center (EPNRC) to represent EPEF. (The President may designate another Board Director in his/her place.)</li> </ul>

		<ul style="list-style-type: none"> <li>• The President shall represent EPEF at Colorado School Foundations Association (CSFA) meetings. (The President may designate another Board Director in his/her place.)</li> <li>• Other such duties that the Board shall, from time to time assign.</li> </ul>
<b>Position</b>	<b>Qualifications</b>	<b>Expectations and Responsibilities</b>
Vice President	<ul style="list-style-type: none"> <li>• Have leadership knowledge and skills.</li> </ul>	<ul style="list-style-type: none"> <li>• Perform all duties of the President in the event of his/her absence.</li> <li>• Serve on the Governance Committee.</li> <li>• Perform duties that the Board shall, from time to time assign.</li> </ul>
<b>Position</b>	<b>Qualifications</b>	<b>Expectations and Responsibilities</b>
Secretary	<ul style="list-style-type: none"> <li>• Have record-keeping and organizational office skills.</li> </ul>	<ul style="list-style-type: none"> <li>• Use an organizational system that is timely and provides easy access to records on demand.</li> <li>• Keeps all records in secure files.</li> <li>• Keep minutes of all Board meetings.</li> <li>• Collect, review, and manage all final drafts submitted by recording secretaries of committee meetings.</li> <li>• Keep adequate records of written minutes of the proceedings of the Board and committees of the Board as per laws and the Bylaws and policies of EPEF.</li> <li>• Attend to the giving and serving of all notices of EPEF.</li> <li>• Serve on at least 1 additional committee.</li> <li>• Check the EPEF's P.O. Box every few days, dispersing relevant mail to appropriate Directors and/or personnel.</li> <li>• Open and log all checks received, email photo of bank receipt to the Treasurer, then give checks to the Treasurer or Board authorized Officer or staff to deposit within three (3) days of receipt.</li> <li>• Other such duties that the Board shall, from time to time assign.</li> </ul>
<b>Position</b>	<b>Qualifications</b>	<b>Expectations and Responsibilities</b>
Treasurer	<ul style="list-style-type: none"> <li>• Have bookkeeping and/or accounting knowledge and skills.</li> </ul>	<ul style="list-style-type: none"> <li>• Serve on the Finance Committee.</li> <li>• Have custody of the EPEF funds and securities.</li> <li>• Keep a full and accurate account of receipts and disbursements.</li> <li>• Perform all duties incident to the office of treasurer and other such duties as may be</li> </ul>

		<p>required by law, the Articles of Incorporation, the Bylaws, and/or policies.</p> <ul style="list-style-type: none"> <li>• The Treasurer or Board authorized Officer or staff shall deposit all EPEF monies and other valuable effects in the name and to the credit of EPEF in a depository or depositories of EPEF.</li> <li>• Shall render an account of his or her transactions as Treasurer and of the financial condition of EPEF to the Board upon request.</li> <li>• The Treasurer or a designee shall facilitate the acknowledgement, in writing, all donations and grants received within 1 month of receipt; automatic donations shall be acknowledged in total at the end of the calendar year for tax purposes.</li> <li>• Other such duties that the Board shall, from time to time assign.</li> </ul>
<b>Position</b>	<b>Qualifications</b>	<b>Expectations and Responsibilities</b>
Executive Director	<ul style="list-style-type: none"> <li>• TBD</li> </ul>	<ul style="list-style-type: none"> <li>• Sign the Code of Conduct and Conflict of Interest Disclosure forms annually.</li> <li>• TBD</li> </ul>

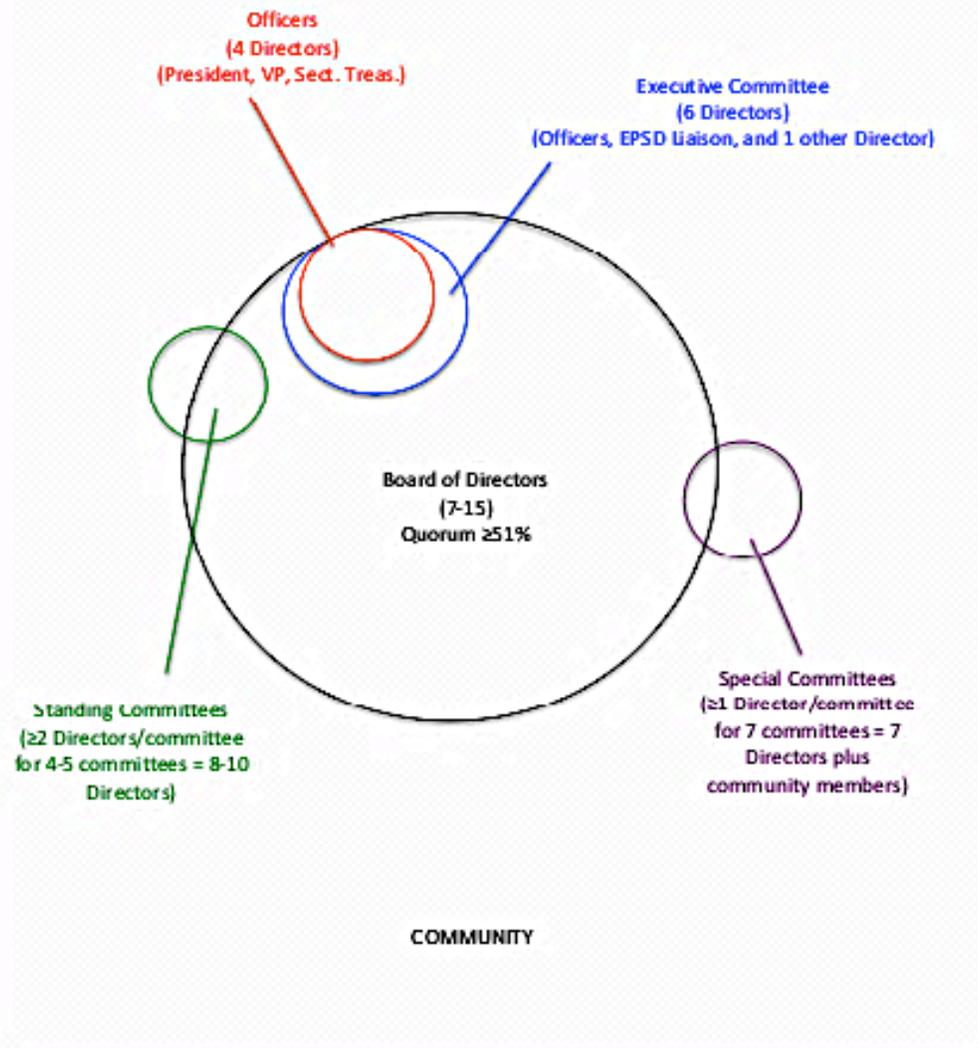
***If a Director position would not work for you, we would welcome what volunteering you could do.***

Approved: 1-9-19

Amended: 6-10-20

Amended: 12-9-20

### EPEF Directors Design



# COMMITTEES

## EPEF Summary of Standing Committees Roles and Responsibilities

<b>Committee</b>	<b>Requirements</b>	<b>Expectations and Responsibilities</b>
All committees	<ul style="list-style-type: none"> <li>• Must have at least 1 director.</li> </ul>	<ul style="list-style-type: none"> <li>• Be familiar and base all decisions on the Mission, Vision, and Pillars of EPEF.</li> <li>• Follow the Guiding Principles of EPEF.</li> <li>• Sign Code of Conduct and Conflict of Interest Disclosure forms annually.</li> <li>• Recognize the interrelationships of all committees to accomplish the EPEF’s Mission and Vision.</li> <li>• Honor the policy that the President is the official spokesperson for EPEF.</li> <li>• Elect a chair.</li> <li>• Designate a recording secretary for every meeting to take notes and forward documentation to the Secretary of the Board.</li> <li>• Be subject to the control, advice, and consent of the Board.</li> </ul>
<b>Committee</b>	<b>Requirements</b>	<b>Expectations and Responsibilities</b>
Executive	<ul style="list-style-type: none"> <li>• Directors holding the offices of President, Vice President, Secretary, Treasurer, Liaison Director, and 1 additional Director ratified by the Board.</li> </ul>	<ul style="list-style-type: none"> <li>• Acts on behalf of the Board in between regularly scheduled Board meetings in the ordinary course of business including employment of personnel, the general handling of the affairs of EPEF, the carrying out of the purposes of EPEF, and the performance of such other duties as may be imposed upon it or authorized by the Board.</li> <li>• Determines where undesignated funds and/or funds designated by donors to be used “where the need is most” are to be allocated among the various funds of EPEF based upon the recommendations of the Grant Committee.</li> <li>• Shall assume the responsibilities of any Standing Committee lacking enough members.</li> </ul>
<b>Committee</b>	<b>Requirements</b>	<b>Expectations and Responsibilities</b>
Governance	<ul style="list-style-type: none"> <li>• The Vice President and at least 1 other</li> </ul>	<ul style="list-style-type: none"> <li>• Possess knowledge and expertise with the EPEF’s Mission, Vision, Guiding Principle, and Bylaws.</li> <li>• Ensures a high-performing Board and adherence</li> </ul>

	<p>Director shall be members.</p> <ul style="list-style-type: none"> <li>• Chair shall have knowledge and skills in conflict resolution.</li> </ul>	<p>to the EPEF’s Mission, Vision, Guiding Principles, policies, and all laws.</p> <ul style="list-style-type: none"> <li>• Clarifies the expectations of the Board Directors, keeping the Board and Directors updated on their responsibilities.</li> <li>• Identifies potential Board Directors.</li> <li>• Orients new Directors.</li> <li>• Every 2 years assesses the performance of the Board as a whole and the Directors individually.</li> <li>• Review the Bylaws every 3 years to determine if any changes need to be made and report their recommendations to the Board.</li> <li>• In addition to leading the committee, the chair serves as the chief contact person and facilitator of policies on conflict resolution, complaints (includes discrimination), whistleblower, and sexual harassment.</li> </ul>
<b>Committee</b>	<b>Requirements</b>	<b>Expectations and Responsibilities</b>
Finance	<ul style="list-style-type: none"> <li>• The Treasurer and at least 1 other Director shall be members.</li> <li>• Has financial and fiduciary knowledge and skills.</li> </ul>	<ul style="list-style-type: none"> <li>• Be current in knowledge and use of best practices around nonprofit laws and financial organization.</li> <li>• Charged with overseeing the EPEF’s financial affairs.</li> <li>• Adheres to and be well-versed with the Financial Management Policy.</li> <li>• In collaboration with the President and Executive Director and/or other designated Executive Committee member, shall be responsible to prepare an annual budget and regular financial statements for review and presentation to the Board.</li> <li>• Shall arrange for and receive for presentation to the Board any audit of the financial affairs of EPEF.</li> <li>• Ensure that a review or audit is performed at least every 5 years.</li> <li>• Set policy for investment performance of the EPEF’s endowment(s), select a professional firm to manage the EPEF’s assets, and review the performance of the investment manager on an annual basis, reporting to the Board.</li> <li>• Make financial statements of EPEF available as required by the Bylaws or by state or federal</li> </ul>

<b>Committee</b>	<b>Requirements</b>	<b>Expectations and Responsibilities</b>
Fundraising	At least 2 Directors shall be members.	<p>law.</p> <ul style="list-style-type: none"> <li>• Be familiar with the Fund Development Policy.</li> <li>• Responsible for developing, marketing, and coordinating fundraising activities of the EPEF, including the development and coordination of a set of services to support the volunteer needs for such fundraising.</li> <li>• The committee shall have 2 subcommittees: Donors / Grants and Events. <ul style="list-style-type: none"> <li>• Each subcommittee shall have its own chair and secretary.</li> <li>• Each shall report to the Fundraising Committee as directed.</li> </ul> </li> <li>• Establish a bank of qualified volunteers for committees, fundraising, etc., including utilizing existing community volunteer services (e.g. those of the EPNRC). <ul style="list-style-type: none"> <li>• Monitor the quality of volunteers' work.</li> </ul> </li> <li>• Be open to coordinating with other nonprofits for fundraising.</li> <li>• Monitor the effectiveness of fundraising activities.</li> <li>• Facilitate the hiring and monitoring of any professional fundraiser contracted by EPEF.</li> </ul>
<b>Committee</b>	<b>Requirements</b>	<b>Expectations and Responsibilities</b>
Allocations	<ul style="list-style-type: none"> <li>• At least 1 Director shall be a member.</li> </ul>	<ul style="list-style-type: none"> <li>• Oversees the disbursement of grant funds and human resources to support the Estes Park School District (EPSD) as well as other Board approved projects, as per the EPEF's Mission, Vision, and Pillars.</li> <li>• In collaboration with the Marketing and Communication Committee, make available grants known to the targeted audiences.</li> <li>• Reviews grant/funding requests and initiates funding allocations and making funding recommendations to the full Board of Directors.</li> <li>• Reviews possible projects involving human resources and makes recommendations to the Board.</li> <li>• Review the grant applications and evaluations on at least an annual basis.</li> </ul>

<b>Committee</b>	<b>Requirements</b>	<b>Expectations and Responsibilities</b>
Marketing and Communication	<ul style="list-style-type: none"> <li>• At least 1 Director shall be a member.</li> </ul>	<ul style="list-style-type: none"> <li>• Develops and implements EPEF’s marketing and communication strategy as per Board Policy internal to EPD and external to the community of greater Estes Park.</li> <li>• In collaboration with the Grant Allocation Committee, make available grants known to the targeted audiences.</li> <li>• Manages the website and other media communication.</li> <li>• Manage information technology for EPEF.</li> <li>• Assure that any information released is accurate and timely.</li> </ul>

Approved: 1-9-19  
Amended: 9-11-19  
Amended: 2-11-20

# CONFIDENTIALITY

## **Estes Park Education Foundation Policy: Privacy**

### **What It Is:**

- The purpose of the Estes Park Education Foundation Donors Privacy Policy is to provide a process to protect the privacy of our donors, directors, and staff.

### **Why It's Important:**

- A certain amount of information is needed from our donors, directors, and staff for the EPEF to accomplish its mission and vision.
- To ensure the trust of our donors, their privacy must be respected and protected.

### **What It Entails:**

- The types of confidential information that the EPEF collects and maintains are as follows:
  - Contact information: name, address, telephone number, e-mail address, Estes Park High School alumni class year (if applicable), and other pertinent information.
  - Contribution information of donors and directors.
  - Information on EPEF events attended, publications received, and special requests for program information.
  - Information provided by the constituent in the form of comments or suggestions.
- The EPEF uses the above information from our constituency to understand their interest in our mission and vision and to update them on the EPEF's activities.
- Confidential Information shall be used solely for the purpose of performing services for the EPEF or as required by law.
- This information is shared with board members, employees, volunteers, and consultants only on a "needs-to-know" basis, and may not be disclosed, divulged, or made accessible to other persons or entities without permission from the donor.
- Donors may be listed in publications such as the EPEF's annual report.
- The EPEF assures our constituency that their names and addresses will not be sold, rented, or leased to any third party with the following exception:

Alumni contact information may be shared with publishers or contractors whose primary business is the development of alumni directories.

- All requests for anonymity will be honored.
- All requests for removal from contact lists will be honored.
- Donors will be afforded, at least annually, a check-off box to indicate if they want to be removed from the contact list.

Approved: 9-5-18

Amended: 11-14-19

# HUMAN RESOURCES

## **Estes Park Education Foundation Policy: Guiding Principles**

### **What It Is:**

- The purpose of the Guiding Principles of the Estes Park Education Foundation (EPEF) is to define how we will treat each other as we work together and make decisions to achieve the EPEF Mission and Vision.
- The Guiding Principles will form the “standard operating procedure” (SOP) for the EPEF and how we will behave among ourselves, with supporters, and with other parties.

### **Why It’s Important:**

- Respect and civility are of the utmost importance in providing the psychological safety needed to have a productive work environment.
- They are necessary for the EPEF to achieve its Mission and Vision.
- All people working on behalf of the EPEF need to be the models of how we want our students to behave and solve problems.

### **What It Entails:**

- The Directors, employees, committee members, volunteers, and affiliates are expected to abide by the Guiding Principles and will be held accountable.
- The Guiding Principles to which the Foundation aspires are based upon three basic statements:
  - **Do what’s right.**
    - Be knowledgeable of and abide by the Foundation’s Mission, Vision, Bylaws, Code of Conduct, policies, and legal and fiduciary requirements.
    - Behave ethically, modeling standards for ethical conduct in all areas of our work.
    - Be truthful.
    - Be fair.
    - Have integrity.
    - Accept responsibility for one’s behavior.
    - Be transparent (within the boundaries of the Bylaws and policies) by regularly sharing key information with each other and our stakeholders.
    - Actively oppose unethical behaviors by creating positive working relationships in which ethical questions can be raised and addressed.
  - **Do your best.**

- Be always mindful of basing decisions and actions on their alignment with and advancement of the EPEF's Mission and Vision.
- Assume individual and collective responsibility for work that demonstrates high quality.
- Be prepared and on time.
- Provide your best thinking - making positive contributions at meetings, offering comments that are helpful, relevant, and respectful.
- Embrace diversity and the power it conveys to the best solutions to problems.
- Recognize assumptions and opinions, but rely on facts and evidence for decisions.
- Work to correct misinformation.
- Honestly assess decisions and decision-making processes.
- Systematically collect and use feedback to improve our work.
- Protect the reputation of the EPEF.
- **Treat others as you want to be treated.**
  - Treat all people with dignity, respect, and civility.
  - Collaborate.
  - Listen – seek first to understand then be understood.
  - Show kindness and compassion.
  - If someone strays from these expected behaviors, gently remind them of our commitment to each other to guide them back on track.
- Each year, all directors and employees will sign a commitment to our guiding principles.
- If someone should stray from our guiding principles and the behavior is not extinguished, the person can be asked to leave the EPEF.

Approved: 10-4-18

## **Estes Park Education Foundation Policy and Form: Code of Conduct**

### **What It Is:**

- The purpose of this policy is to complement the bylaws of the Estes Park Education Foundation (EPEF) in making clear its commitment to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board Directors or as employees, or volunteers on behalf of the EPEF.
- All Directors, EPEF employees, and volunteers working on behalf of the EPEF must sign this to affirm their compliance.

### **Why It's Important:**

- To achieve the EPEF's mission and vision, it is important that clear expectations around how we will work together most efficiently are established and enforced.
- When clear expectations of behavior are not in place and/or enforced, people tend to resort to their default behavior, which may not serve the EPEF well.

### **What It Entails:**

#### **Definitions:**

- Person in a position of trust shall refer to Directors, employees, and/or volunteers in a position of authority within the EPEF.
- EPEF Mission: Inspiring community investment in exemplary student learning experiences today to develop our citizens of tomorrow.
- EPEF Vision: With the support of our community and a high quality education, all Estes Park School District R3 students graduate as thriving, successful, responsible citizens.

The Board, acting in its legislative capacity, shall have the authority and responsibility to interpret and apply these standards of conduct.

Accordingly, the EPEF's Directors and employees shall:

- Be loyal to the EPEF Mission and Vision, basing all decisions and actions toward achieving those ends.
- Respect and follow the Bylaws and policies.
- Actively participate:
  - Board Directors are expected to exercise the duties and responsibilities of their positions with integrity, collegiality, and care. This includes:

- Making attendance at all meetings of the Board a priority.
  - Being prepared to discuss the issues and business on the agenda and having read all background material relevant to the topics at hand.
  - Cooperating with and respecting the opinions of fellow Board Directors, and leaving personal prejudices out of all Board discussions, as well as supporting actions of the Board even when the Board Director personally did not support the action taken.
  - Representing the EPEF in a positive and supportive manner at all times and in all places.
  - Showing respect and courteous conduct in all Board and committee meetings.
  - Refraining from intruding on administrative issues that are the responsibility of management, except to monitor the results and ensure that procedures are consistent with Board policy.
  - Observing established lines of communication and directing requests for information or assistance to the President and/or Executive Director.
- Abide by the Guiding Principles Policy.
  - The Guiding Principles of the EPEF define how we will treat each other as we work together and make decisions to achieve the EPEF Mission and Vision.
  - The Directors, employees, volunteers, and affiliates are expected to abide by the Guiding Principles Policy and will be held accountable.
  - In brief, they are:
    - Do what's right.
    - Do your best.
    - Treat others as you want to be treated.
- Adhere to the Conflict of Interest Policy. In brief:
  - No person in a position of trust shall derive any personal profit or gain, directly or indirectly, by reason of his or her service as a Director, employee, or volunteer with the EPEF.
  - Full disclosure in the required Conflict of Interest Disclosure Form shall be made by all persons in a position of trust at the onset of service and annually thereafter.
  - Any Board Director having a conflict of interest shall not vote or use his or her personal influence to address the matter, although he or she may provide or clarify information.
- Authority:
  - Authority is vested in the Board, not individual Directors.
  - The President of the Board is the official spokesperson of the EPEF.
  - Directors' interaction with the public, press, or other entities must recognize the lack of authority vested in individuals and the inability of

Board Directors to speak for the Board except to repeat explicitly stated Board decisions.

- Directors and employees will make every reasonable effort to protect the integrity and promote the positive image of the EPEF and one another, not publicly making or expressing individual negative opinions about fellow Directors or employee performance.
- Follow the Confidentiality Policy. In brief:
  - Directors and other persons in positions of trust are reminded that confidential financial, personnel, and other matters concerning the organization, donors, staff, or clients/consumers may be included in Board materials or discussed from time to time.
  - Directors and other persons in positions of trust shall not disclose such confidential information to anyone.
- Abide by the policies for Interpersonal Conflict Resolution, Complaint, and Grievance. In brief:
  - The EPEF is committed to maintaining a work environment where people are treated respectfully and fairly, free from discrimination and harassment.
  - In the event that a conflict between Directors, employees, and/or volunteers should arise, people are urged first to follow the policy on Interpersonal Conflict Resolution.
  - If a Director, employee, volunteer, or donor or sponsor has a complaint or feels harassed or discriminated against, he or she is to refer to the policy on Complaints for the proper procedure.
  - If an employee has a grievance, he or she is to follow the Grievance Policy.
- Adhere to the Whistleblower Policy. In brief:
  - All EPEF Directors, employees, and volunteers shall behave lawfully and ethically.
  - In the event that a person knows of any Director, employee, or volunteer behaving unlawfully or unethically, that person should immediately notify the Chair of the Governance Committee or the President of the Board.
  - No form of retaliation for whistleblowers will be tolerated.
- Adhere to the Sexual Harassment Policy. In brief:
  - The EPEF strives to maintain an environment that is free from sexual harassment; all forms of sexual harassment are prohibited.
  - Any Director, employee, volunteer, or donor who engages in sexually harassing conduct towards any Director, employee, volunteer, or associate is subject to removal from the Board and their association with EPEF.

- Complaints alleging misconduct on the part of Directors, employees, or volunteers should be reported to the Board President or Chair of the Governance Committee and will be investigated promptly and as confidentially as possible.
- No form of retaliation for informants will be tolerated.

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

Print Name: \_\_\_\_\_ Position: \_\_\_\_\_

Approved: 10-15-18

Amended: 6-12-19

## **Estes Park Education Foundation Policy: Conflict of Interest**

### **What It Is:**

- The purpose of the Estes Park Education Foundation (EPEF) Conflict of Interest Policy is to establish a procedure to supplement the EPEF Bylaws in preventing the personal interest of Board Directors, employees, and volunteers from interfering with the performance of his or her duties to the EPEF or to engage in actions that result in personal financial, professional, or political gain on the part of such persons at the expense of the EPEF or its members, supporters, and other stakeholders.

### **Why It's Important:**

- Protecting the integrity of the EPEF is essential to maintaining public trust, which is necessary for the EPEF to achieve its Mission and Vision.
- It is every Board Director's obligation, in accordance with this policy, to ensure that decisions made by the Board reflect independent thinking.

### **What It Entails:**

#### **Definitions:**

- Conflict of Interest means a conflict, or the appearance of a conflict, between the private interests and official responsibilities of a person in a position of trust.
- Persons in a position of trust include Board Directors, employees, and volunteers of the EPEF.
- A Conflict of Interest Disclosure Form includes a written declaration of potential conflicts of interest with the EPEF by persons in a position of trust.

#### **Procedure:**

- Any person in a position of trust who makes decisions about spending the EPEF resources (i.e., transactions such as purchases contracts) – who also stands to benefit from that decision – has a duty to disclose that conflict on the Conflict of Interest Disclosure Form or as soon as it arises (or becomes apparent); she/he should not participate in any final decisions.
- Any conflicts of interest, including but not limited to financial interests, on the part of any Board Director or other person in a position of trust, shall be disclosed to the Board when the matter that reflects a conflict of interest

becomes a matter of Board action, and through an annual procedure for all Board Directors to disclose conflicts of interest.

- Full disclosure, in the required Conflict of Interest Disclosure Form and in writing for any additional information, shall be made by all persons in a position of trust to the EPEF in all conflicts of interest, including but not limited to the following:
  - A Board Director is related to another Board Director or employee by blood, marriage, or domestic partnership.
  - An employee in a supervisory capacity is related to another employee whom she/he supervises.
  - A Board Director is a member of another organization that stands to benefit from a transaction or an employee of the EPEF receives payment for any subcontract, goods, or services other than as part of her/his regular job responsibilities or as reimbursement for reasonable expenses incurred as provided in the Bylaws and Board policy (the Estes Park School District R3 being the exception).
  - A Board Director with ties to another organization receives grant funding from the EPEF (the Estes Park School District R3 being the exception).
  - A Board Director or employee is a member of the governing body of a contributor to the EPEF.
  - An employee and/or volunteer working on behalf of or who meets any of the situations or criteria listed above.
- Should a situation arise where a possible conflict of interest or any condition listed above may exist, the Board of Directors or Executive Committee shall determine whether a conflict of interest exists and, if so, the Board shall vote to authorize or reject the transaction or take any other action deemed necessary to address the conflict and protect the EPEF's best interests.
  - A Director or other person in a position of trust involved in the conflict of interest shall not participate in any discussion or debate of the Board of Directors, or of any committee or subcommittee thereof in which the subject of discussion is a contract, transaction, or situation in which there may be a perceived or actual conflict of interest.
  - Any Board Director or other person in a position of trust having a conflict of interest shall not vote or use his or her personal influence to address the matter, although he or she may be present to provide clarifying information in such a discussion or debate unless objected to by any present Board or committee member.
  - The Board may approve a self-dealing transaction if the Board determines that the transaction is in the best interest of, and is fair and reasonable to, the EPEF and, after reasonable investigation, determines that the EPEF could not have obtained a more advantageous arrangement with reasonable effort under the circumstances.
    - Such determination must be made by the Board, in good faith, with knowledge of the material facts concerning the transaction and the Director's or other person in a position of trust's interest

- in the transaction, and by a vote of the majority of the Directors then in office, without counting the vote of the interested Director or Directors, provided that a quorum is present.
- In the event that any Board Director receives compensation from the EPEF, such compensation will be determined by and approved by the full Board in advance and be recorded in the minutes.
  - All conflicts disclosed to the Board will be made a matter of record in the minutes of the meeting in which the disclosure was made, which shall also note that the Board Director with a conflict abstained from the vote [and was not present for any discussion, as applicable] and was not included in the count for the quorum for that meeting.
- A Board Director or committee member who is formally considering employment with the EPEF must take a temporary leave of absence until the position is filled.
    - Such a leave will be taken within the Board Director's elected term, which will not be extended because of the leave.
    - A written request for a temporary leave of absence must be submitted to the Secretary of the Board indicating the time period of the leave.
      - The Secretary of the EPEF will inform the President of the Board of such a request.
    - The President will bring the request to the Board for action.
    - Barring extenuating circumstances, requests will automatically be granted.
    - The request and any action taken shall be reflected in the official minutes of the Board meeting.
  - A copy of this policy shall be given to all Board Directors, employees, volunteers, or other key stakeholders upon commencement of such person's relationship with the EPEF.
    - Any new Board Director will be advised of this policy during Board orientation and all Board Directors will be reminded of the Conflict of Interest Disclosure Form and of the procedures for disclosure of conflicts and for managing conflicts on a regular basis.
    - Each Board Director, employee, and volunteer in a position of trust shall sign and date the Conflict of Interest Disclosure Form at the beginning of her/his term of service or employment and each year thereafter.
    - Failure to sign does not nullify the policy.

Approved: 10-17-18

Amended: 6-12-19

## **Estes Park Education Foundation**

### **Policy: Interpersonal Conflict Resolution Procedure**

#### **What It Is:**

- The purpose of the Estes Park Education Foundation's Interpersonal Conflict Resolution Procedure is to define a process for resolving interpersonal conflicts that violate EPEF's guiding principles.
- This procedure is for use in resolving minor conflicts that don't qualify as violations of the Code of Conduct, discrimination, or harassment policies.

#### **Why It's Important:**

- To advance the EPEF's mission and vision, people must be able to work together.
- Everyone is expected to abide by the EPEF's guiding principles, but if minor conflicts do arise, people need to resolve them so that they don't interfere with the work of the EPEF.

#### **What It Entails:**

This procedure is for lesser conflicts that might arise between directors, employees, and/or volunteers that are more reflective of straying from EPEF's guiding principles. For violations of the Code of Conduct, discrimination, and/or sexual harassment, people need to refer to EPEF's policies addressing those issues.

In the event of a less serious conflict between directors, employees, and/or volunteers of the EPEF, the parties involved are encouraged to use the following steps in resolving a conflict:

- Step 1: Self Reflect First
  - Review EPEF's guiding principles, mission, and vision, and know one's own behavior with regard to these.
- Step 2: Go to the source.
  - The two people will meet and have dialogue, face-to-face.
  - Trying to handle these situations by email or social media usually make things worse.
- Step 3: Ensure psychological safety for both parties: language, non-verbal, tone, emotional approach, etc.
- Step 4: Seek first to understand then be understood.
  - Go to the meeting with curiosity, reserving judgment.
    - Differentiate between facts, assumptions, misinformation, and opinions.

- Assume good intentions
  - Use the “Just like me” approach.
    - Remember that people have opinions and beliefs “Just like me.”
  - Discover what the person thinking.
- Was there a misunderstanding? (This is often the case.)
- Step 5: Explain how the words and/or actions impacted you.
- Step 6: Accept responsibility for one’s actions and offer a genuine apology if warranted.
- Step 7: Acknowledge and agree that there has been harm done to the EPEF community in which we live and work together and that a sense of community must be restored.
  - Seek a win-win solution.
  - Explore what both people could have done/do differently.
  - When possible, find compromise.
  - Determine the action that best aligns with the mission, vision, and guiding principles of EPEF.
- Step 8: Hold people accountable to following this protocol.
  - If the parties involved cannot reach a solution, the parties may appeal to the Chair of the Governance Committee for assistance.
    - The Chair will first ask the parties involved if they followed this protocol, and, if not, direct them to do so.
- Step 9: If an individual(s) continues to create a situation that interferes with the mission, vision, and guiding principles of the EPEF, the Chair of the Governance Committee will take charge.
  - The Chair will meet with both parties, listen to their views, and make a decision based upon what is in the best interests of the EPEF.
  - If the Chair determines that preventing one or both people from being affiliated with the EPEF, the findings and recommended decision will be presented to the Board.
- Step 10: The decision of the Board will be final.

Tip: Using the following phrases can assist in maintaining safety while solving the problem:

- “I’d like to set up a time to talk with you about something that has been bothering me. What might work for you?”
- “I’m struggling with this, and I want to make sure that we work through this to maintain our relationship.”
- “Tell me what you meant by \_\_\_”
- “Help me to understand your thinking when you \_\_\_\_.”
- “Tell me what your intention or goals were.”
- “What do you see as the source of our problem?”

- “Yes, in addition I noticed \_\_\_\_”
- “Here’s what I think you want me to know about this...”
- “I see things differently. Let me describe how.”
- “How can we achieve a mutually desirable outcome?”

Approved: 8-29-18

## **Estes Park School Education Foundation Policy: Complaint Procedure**

### **What It Is:**

- The purpose of the Estes Park Education Foundation’s complaint policy is to protect everyone in our organization from discrimination or harassment and to provide a procedure to address incidents of violation and prevent them from recurring.
- EPEF does not discriminate on the basis of race, color, national origin, ancestry, creed, religion, sex, age, disability, marital status, gender expression, veteran or military status, citizenship, sexual orientation, or any other characteristic protected by federal or state laws.
- Note: EPEF has specific policies dealing with sexual harassment and whistleblowing.

### **Why It’s Important:**

- To advance EPEF’s mission and vision, our culture and environment must be one of mutual respect and collaboration. Discrimination or harassment is a serious violation of that culture.
- EPEF is committed to providing a working and learning environment that is free from discrimination and harassment.
- No one has a right to discriminate against or harass the EPEF’s directors, employees, or volunteers.
- Discrimination and/or harassment can exhaust those who endure it – directors, employees, and/or volunteers. It creates an environment that is hostile, intimidating, and/or humiliating for the recipient.

### **What It Entails:**

- EPEF shall promptly respond to concerns and complaints of discrimination and/or harassment; take action in response when discrimination and/or harassment is discovered; impose appropriate sanctions on offenders in a case-by-case manner; and protect the privacy of all those involved in discrimination and/or harassment complaints as required by state and federal law.
- When appropriate, the complaint shall be referred to law enforcement for investigation.
- EPEF has adopted the following procedures to promptly and fairly address concerns and complaints about discrimination and/or harassment. Informal complaints may be submitted orally, but formal complaints must be in writing.

## Definitions

- "**Compliance Officer**" means the Chair of the Governance Committee or someone appointed by the Board, who shall be responsible for receiving and investigating complaints of alleged discrimination and harassment in accordance with this regulation.
- "**Aggrieved individual**" shall mean a Director, employee, or volunteer who is directly affected by an alleged violation of Board policies prohibiting discrimination or harassment.
- "**Witness**" shall mean a person who sees an event that is in violation of the EPEF's Bylaws and policies.

## Compliance Officer's Duties

- The Compliance Officer shall be trained in facilitating the resolution of incidents involving discrimination and harassment.
- The Compliance Officer shall be responsible for conducting an investigation and coordinating all complaint procedures and processes for any alleged violation of Board policy prohibiting discrimination or harassment.
- The Compliance Officer's duties shall include providing notice to Directors, employees, and volunteers concerning the compliance process, providing training for EPEF staff regarding the prohibition of discrimination/harassment in all EPEF activities and employment practices, disseminating information concerning the forms and procedures for the filing of complaints, ensuring the prompt investigation of all complaints, coordinating hearing procedures, and identifying and addressing any patterns or systemic problems that arise during the review of complaints.
- The Compliance Officer may delegate any or all of the foregoing responsibilities as necessary and/or appropriate under the circumstances.

## Complaint Procedure

- An aggrieved individual or a witness is encouraged to promptly report the incident by email as provided in Board policy and this regulation to the Compliance Officer.
- If the Compliance Officer is the individual alleged to have engaged in the prohibited conduct, the complaint shall be reported to the Board President.
  - The Board shall then appoint another person to serve as the Compliance Officer.
- Any aggrieved individual or witness may file a complaint with the Compliance Officer, charging an EPEF Director, employee, or volunteer with discrimination or harassment.
- Complaints should be made in writing and emailed to the Compliance Officer.

- All complaints shall include a detailed description of the alleged events, the dates the alleged events occurred, and names of the parties involved, including any witnesses.
- The complaint shall be made as soon as possible after the incident.
- Complaints found to be unfounded/not credible shall be deleted.
- All credible complaints emails and/or written statements shall be prohibited from being deleted and be kept in a secure file separate from a personnel file for the record for at least seven (7) years after final action to be determined on a case-by-case basis.
- The Compliance Officer shall confer with the aggrieved individual and/or the witness of discrimination or harassment as soon as is reasonably possible, preferably within two (2) business days following the Compliance Officer's receipt of the complaint in order to obtain a clear understanding of the basis of the complaint.
- As soon as is reasonably possible, preferably within two (2) business days following the initial meeting with the aggrieved individual and/or witness, the Compliance Officer shall attempt to meet with the individual alleged to have engaged in the prohibited conduct in order to obtain a response to the complaint.
- Such person(s) shall be informed of all allegations that, in the Compliance Officer's judgment, are necessary to achieve a full and accurate disclosure of material information or to otherwise resolve the complaint.
- If the accused is a member of the Board or Governance Committee, that person must be recused from any part of the investigation, discussions, or decisions unless invited to present their position.
- At the initial meetings, the Compliance Officer shall explain the avenues for informal and formal action, provide a description of the complaint process, and explain that both the victim and the individual alleged to have engaged in prohibited conduct have the right to exit the informal process and request a formal resolution of the matter at any time.
- The Compliance Officer shall also explain that whether or not the individual files a written complaint or otherwise requests action, EPEF is required by law to take steps to correct the discrimination or harassment and to prevent recurring discrimination, harassment, or retaliation against anyone who makes a report or participates in an investigation.
- The Compliance Officer shall also explain that any request for confidentiality shall be honored so long as doing so does not preclude EPEF from responding effectively to prohibited conduct and preventing future prohibited conduct.

### **Informal Action**

- If the aggrieved individual and/or the individual alleged to have engaged in the prohibited conduct requests that the matter be resolved in an informal manner and/or the Compliance Officer believes that the matter is suitable to such

resolution, the Compliance Officer may attempt to resolve the matter informally through mediation, counseling, or other non-disciplinary means.

- If both parties feel a resolution has been achieved through the informal process, then no further compliance action must be taken.
- No party shall be compelled to resolve a complaint of discrimination or harassment informally and either party may request an end to an informal process at any time.
- Informal resolution shall not be used to process complaints against an EPEF Director, employee, or volunteer where the underlying offense involves sexual assault or other act of violence. Those cases will be referred to law enforcement.

### **Formal Action**

- If informal resolution is inappropriate, unavailable, or unsuccessful, the Compliance Officer shall form a task force team of two (2) or more other qualified individuals to promptly investigate the allegations to determine whether and/or to what extent, discrimination or harassment has occurred.
- The Compliance Officer and Task Force may consider the following types of information in determining whether discrimination or harassment occurred:
  - Statements by any witness to the alleged incident,
  - Evidence about the relative credibility of the parties involved,
  - Evidence relative to whether the individual alleged to have engaged in prohibited conduct has been found to have engaged in prohibited conduct against others,
  - Evidence of the aggrieved individual and/or alleged victim's reaction or change in behavior following the alleged prohibited conduct,
  - Evidence about whether the alleged victim and/or aggrieved individual took action to protest the conduct,
  - Evidence and witness statements or testimony presented by the parties involved,
  - Other contemporaneous evidence, and/or
  - Any other evidence deemed relevant by the Compliance Officer.
  - Relevant evidence is evidence having any tendency to make the existence of any fact that is of consequence to the determination of the action more probable or less probable than it would be without the evidence.
- In deciding whether conduct is a violation of policy, all relevant circumstances shall be considered by the Compliance Officer and the Task Force, including:
  - The degree to which the conduct affected one or more Director's, employee's, or volunteer's work environment,
  - The type, frequency, and duration of the conduct,
  - The identity of and relationship between the individual alleged to have engaged in the prohibited conduct and the aggrieved individual and/or witness,

- The location of the incident and context in which it occurred,
- The preponderance of evidence standard shall be used by the Compliance Officer and Task Force in making a decision.
- Within ten (10) business days after the hearing, the Compliance Officer and Task Force shall prepare a written decision with specific factual findings, and sanctions or other remedial action, including, as appropriate, recommendations to the Board for disciplinary or other action.
- To the extent permitted by federal and state law, all parties shall be notified in writing by the Compliance Officer of the final outcome of the investigation and all steps taken by EPEF within five (5) business days following the Compliance Officer's determination.

### **Hearing Procedure**

- The aggrieved individual may request a hearing.
  - This hearing procedure will not address guilt or innocence or disciplinary consequences which shall instead be governed by the Board's policies and procedures.
  - EPEF shall retain a person to serve as the impartial hearing officer, who shall be knowledgeable about discrimination and harassment law.
  - The hearing shall be informal and shall be recorded.
  - Formal rules of evidence shall not apply.
  - The complainant may appear at the hearing and shall be entitled to present testimony and other evidence.
  - A district representative shall likewise be entitled to present testimony and other evidence.
  - The hearing shall be closed to the public.
- Within ten (10) business days after the hearing, the hearing officer shall issue a written decision based upon evidence presented at the administrative hearing, including any remedial or corrective action deemed appropriate.
- Remedial actions shall include measures designed to stop the discrimination or harassment, correct its negative impact on the affected individual, ensure that the conduct does not recur, and restore lost organizational opportunities.
- After the hearing officer has issued his or her decision, the recording of the hearing, all physical and documentary evidence, and all other items comprising the record of the hearing shall be returned to EPEF.
- Either party may seek review of the hearing officer's decision in a court of competent jurisdiction, in accordance with applicable law and applicable timelines for requesting such review.
- Nothing contained herein shall be interpreted to confer upon any person the right to a hearing independent of a Board policy, administrative procedure, statute, rule, regulation, or agreement expressly conferring such right.
- This process shall apply, unless the context otherwise requires and unless the requirements of another policy, procedure, statute, rule, regulation, or

agreement expressly contradicts with this process, in which event the terms of the contrary policy, procedure, law, rule, regulation or agreement shall govern.

Approved: 10-17-18

## **Estes Park Education Foundation Policy: Whistleblower Procedure**

### **What It Is:**

- The purpose of the Estes Park Education Foundation's whistleblower policy is to assure that our organization is behaving lawfully and ethically and to provide a procedure for reporting and dealing with violations of laws and ethical and professional standards, including those specified in EPEF's Bylaws, Code of Conduct, Conflict of Interest Policy, Guiding Principles, policies, and procedures.

### **Why It's Important:**

- To advance EPEF's Mission and Vision, our culture and environment must be one in compliance with federal, state, and local laws as well as with EPEF's Bylaws and policies.

### **What It Entails:**

#### **Definitions:**

- "Compliance Officer" means the Chair of the Governance Committee or another appointee by the Board who shall be responsible for receiving and investigating complaints of alleged violations in accordance with this regulation.

#### **Compliance Officer:**

- The Compliance Officer shall be trained in facilitating the resolution of incidents involving whistleblowing.
- The Compliance Officer will be responsible for receiving and investigating complaints of alleged violations in accordance with this regulation.
- The Chair of the Governance Committee will serve as the Compliance Officer once a complaint is known.
  - If the Chair is the accused, the whistleblower may report to the President of the Board, and the Board will appoint another Compliance Officer.
- The Compliance Officer may delegate any or all of the foregoing responsibilities as necessary and/or appropriate under the circumstances.

#### **Complaints Procedure:**

- EPEF has an open-door policy.

- Anyone who, in good faith, reports a suspected or actual violation of law or of the Estes Park Education Foundation’s Bylaws, Conflict of Interest, Code of Conduct, policies or procedures, or ethical or professional standards, will be protected from retaliation as a result of such reporting regardless of whether or not, after investigation, a violation is found to have occurred.
- This whistleblower protection extends to individuals who provide information in relation to an investigation of a report by a whistleblower.
- Any act of retaliation shall be treated by EPEF as a serious violation of policy, which will result in disciplinary action, including discharge.
- In the event that a Director, employee, and/or volunteer observes or becomes aware of a violation, that person should, as soon as possible, notify the Chair of the Governance Committee or the President of the Board.
  - In the event that the President and/or the Chair are the targets of the complaint, the informant could go to another officer of the Board.
- The informant should submit, in writing by email or hard copy, a description of the violation of the law, Bylaws, Code of Conduct, Conflict of Interest, policies, or procedure; who was involved; when it occurred; and where it occurred.
- If the accused is a member of the Board or Governance Committee, that person must be recused from any part of the investigation, discussions, or decisions unless invited to present their position.
- The Compliance Officer can form a Task Force or engage an impartial party to assist in the investigation.
- The investigation must include informing the accused of the allegations and include a written statement from the accused for the record.
- If the Compliance Officer discovers that a crime may have been observed, it will be immediately referred to law enforcement and be reported to the Board.
  - The accused will be suspended from EPEF duties pending the outcome of the law enforcement investigation.
- The Compliance Officer must keep a written record of all activities, including all emails, in a secure file separate from a personnel file.
- The Compliance Officer (with input from the Task Force if applicable) will review the findings, determine if EPEF’s Bylaws and/or policies have been violated, determine a recommended course of action, and present a written report to the Board.
- The Board may decide that the matter should be referred to law enforcement.

**Disciplinary Measures:**

- The Board will determine disciplinary action based upon the findings and the severity of the infraction.

- Disciplinary action may include restorative practice, dismissal from the Board, firing from a job, prohibiting affiliation with the EPEF, and/or legal action.
- Any person in the EPEF who is found guilty of breaking the law by a court of law will be fired or dismissed from involvement with EPEF.
  - The Board may consider legal action if appropriate.
- The accused will be informed of the planned actions and may ask for a hearing and may have counsel with him or her.
- The Board's decision will be final.
- The Compliance Officer will update the informant on the status of the investigation and on corrective actions taken to remedy the problem.
- The Board will submit its findings and action in written record.
- Complaints found to be unfounded/not credible shall be deleted.
- All credible complaints emails and/or written statements shall be prohibited from being deleted and be kept in a secure file separate from a personnel file for the record for at least seven (7) years after final action to be determined on a case-by-case basis.

Approved: 10-17-18

## **Estes Park Education Foundation Policy: Sexual Harassment**

### **What It Is:**

- The purpose of the Estes Park Education Foundation's sexual harassment policy is to protect everyone in our organization from unwanted sexual advances and to provide a procedure to address incidents (should they occur) and prevent recurrence.
- EPEF does not discriminate on the basis of sex, marital status, gender expression, sexual orientation, or any other characteristic protected by federal or state laws.
- Sexual harassment is about how we make others feel. It is unwelcome and unwanted conduct of a sexual nature, which makes a person feel offended, uncomfortable, humiliated, and/or intimidated. Anyone can be a victim of sexual harassment, regardless of his or her sex and of the sex of the harasser.

### **Why It's Important:**

- To advance our mission and vision, the EPEF culture and environment must be one of mutual respect and collaboration. Sexual harassment is a serious violation of that culture.
- Sexual harassment can exhaust those who endure it. It creates an environment that is hostile, intimidating, and/or humiliating for the recipient.
- No one has a right to sexually harass the EPEF's Directors, employees, or volunteers.
- EPEF needs to hear every claim and punish offenders appropriately.

### **What It Entails:**

#### **Definitions:**

Sexual harassment can involve one or more incidents and actions constituting harassment that may be physical, verbal, and/or non-verbal. Sexual harassment has many forms of variable seriousness. Examples of conduct or behavior which constitute sexual harassment include, but are not limited to:

- **Sexual assault, sexual contact, indecent exposure**
  - Sexual assault (the most extreme form of sexual harassment), sexual contact (e.g. groping), and indecent exposure are all against the law.

- **Inadvertent harassment**
  - Sometimes, people who harass others do not realize that their behavior constitutes unwanted/unwelcome sexual harassment.
- **Sexual harassment**
  - Physical conduct
    - Unwelcome/unwanted physical contact including rubbing against, patting, hugging, pinching, stroking, kissing, fondling, or inappropriate touching.
  - Verbal conduct
    - Comments on someone's looks, dress, sexuality, gender, etc. in a derogatory or objectifying manner or a manner that makes the person uncomfortable.
    - Sexual comments, stories, and jokes that humiliate or offend someone.
    - Repeated and unwanted social invitations for dates or physical intimacy.
    - The use of job-related threats or rewards to solicit sexual favors (quid-pro-quo).
    - Condescending or paternalistic remarks.
  - Non-verbal conduct
    - Pursuing or flirting with another person persistently without the other person's willing participation.
    - Leering, staring at breasts, buttocks, or pubic area.
    - Sending sexually explicit objects or messages by email or social media.
    - Display of sexually explicit or suggestive material.
    - Sexually-suggestive gestures.

**Compliance Officer:**

- The Compliance Officer is a person who will have training in dealing with sexual harassment complaints and who will be responsible for receiving and investigating complaints of alleged unlawful sexual harassment in accordance with this regulation.
- The Chair of the Governance Committee will serve as the Compliance Officer once a complaint is known.
  - If the Chair is the accused, the complainant may report to the President of the Board, and the Board will appoint another Compliance Officer.
- The Compliance Officer may delegate any or all of the foregoing responsibilities as necessary and/or appropriate under the circumstances.

## Compliance Officer Duties:

- When the Chair of the Governance Committee or President of the Board receives a complaint that a Director, employee, volunteer, or donor harasses another Director, employee, or volunteer, the Chair (or someone designated by the Board) becomes the person who will assume the task of Compliance Officer and:
  - Within two (2) business days of the complaint or as soon as possible, contact the complainant.
  - Ask for as many details and information as possible in writing from the person or people making the complaint – what happened, where did it occur, when did it occur, who might have witnessed it.
  - Keep copies of the report with dates, times, and details of incidents and any possible evidence in a secure, confidential file (separate from the personnel file.)
  - The file should be kept updated with all future actions and conversations regarding this complaint.
- Launch an investigation.
  - A Task Force may be formed, with Board approval, to do the investigation.
  - Consider three to five people who have had training in sexual harassment investigations.
  - Make the Task Force gender-balanced.
- Inform the accused of the complaint and get, in writing, his or her response.
- If the matter is complex, the Compliance Officer may, with Board approval, seek external services.
- Check if there have been similar reports involving the same person.
  - Although very rare, in some cases one may also find the accuser to have a pattern of accusations that should be considered.
  - If there are, that person could be fired or be barred from association with EPEF if the investigation finds that person guilty violating EPEF Bylaws and Policy.
- Interview the victim and the accused separately.
- Interview other relevant third parties separately.
- Decide whether or not the incident(s) of sexual harassment took place.
  - If the harassment took place, the Compliance Officer (in conjunction with the Task Force if one was used) should consider the gravity and extent of the harassment and decide on appropriate action, taking into account the wishes of the victim (i.e. an apology, a change to working arrangements, training for the harasser, discipline, dismissal).
  - Some victims might want the matter to be resolved informally and discreetly, while others might expect more radical actions.

- If it cannot be determined that the harassment took place, the Compliance Officer can still make recommendations to ensure proper functioning of the workplace.
- Ensure that the all records concerning the matter are kept confidential and secure.
- Ensure that the process is done as quickly as possible.
- Produce a report detailing the investigations, findings, and any recommendations.
- At the conclusion of the investigation, the Compliance Officer will share his or her findings and recommendations with the Board.
- The Board will make the final decision as to action.

### **Complaints Procedure:**

#### **For different forms of sexual harassment:**

- Sexual assault, sexual contact, and indecent exposure:
  - These are crimes and should be reported to law enforcement immediately.
  - It should also be reported to the Chair of the Governance Committee or the President of the Board.
  - The accused will be suspended from involvement in EPEF, including loss of wages and benefits if an employee, pending an investigation by authorities.
- Inadvertent/unintentional sexual harassment:
  - If the recipient suspects that someone doesn't realize that his or her behavior is sexual harassment under the definition of this policy (e.g. flirting, sexual jokes, a gender insult, a hug that makes one uncomfortable, staring, etc.), the recipient should follow these steps:
    - Step 1: Let that person know of the offending behavior, how it violates EPEF's Guiding Principles, how it makes one feel, and tell him or her to stop.
      - The recipient should keep a record (e.g. an email to self) of what was done, by whom, where, when, and the names of any witnesses.
    - Step 2: If the behavior reoccurs, the recipient should email the accused, reminding him or her that he or she has been asked to stop a specific behavior, and, if he or she doesn't stop, the recipient will get help from EPEF.
      - cc the Chair of the Governance Committee or President of the Board.
    - Step 3: If this happens again, report to the Chair of the Governance Committee or President of the Board for assistance.

- If the recipient is uncomfortable with engaging the accused in the steps outline above, that person may request assistance from the Chair of Governance Committee or the President of the Board in doing them.
  - Do not use this approach, but report to the Chair of the Governance Committee or President of the Board as soon as possible, when:
    - Sexual harassment goes beyond the boundaries of off-hand comments, flirting, or jokes.
    - A Director, one's supervisor, or a donor is the perpetrator.
  - If the recipient has followed Steps 1 and 2 and has come to the Chair or President at Step 3, the Chair or President will talk to both parties involved to resolve the situation and prevent recurrence.
- Sexual harassment
  - Report the incident to the Chair of the Governance Committee or the President of the Board, including emailing details of what happened, by whom, when it happened, and where it happened.
  - Include any hard evidence (e.g. forward emails) and names of witnesses.
- Those who support or overlook sexual harassment are as much at fault as offenders.
  - Directors, especially, are obliged to prevent sexual harassment and act when they have suspicions or receive reports.
    - Letting this behavior go on or encouraging it will bring about disciplinary action by the Board.
  - Anyone who witnesses an incident of sexual harassment or has other kinds of proof should report to Chair of the Governance Committee and/or the President of the Board.
- Complaints found to be unfounded/not credible shall be deleted.
- All credible complaints emails and/or written statements shall be prohibited from being deleted and be kept in a secure file separate from a personnel file for the record for at least seven (7) years after final action to be determined on a case-by-case basis.

### **Disciplinary Measures:**

- Sexual assault, sexual contact, indecent exposure:
  - Directors, employees, or volunteers who are found guilty of sexual assault, sexual contact, and/or indecent exposure by a court of law will be fired, dismissed from involvement with, and prohibited from future involvement with EPEF.
- Sexual harassment:

- Anyone who has been found to have been sexually harassing another person in violation of the terms of this policy is liable to any of the following actions:
  - Verbal or written warning to stop the sexually harassing behavior with a written commitment from the perpetrator to cease such activity.
    - If the accuser agrees, arrange for mediation or restorative practice sessions with the accuser and accused to resolve the issue.
  - Adverse performance evaluation for a Director or employee.
  - Reduction in wages (if an employee).
  - Suspension from involvement with EPEF for at least one year.
  - Dismissal from involvement with EPEF.
  - Any person in the EPEF who is found to have been perpetrating serious harassment (e.g. coercing someone to sexual favors under threats) will be fired, dismissed from involvement with, and prohibited from future involvement with EPEF.
  - Any person found guilty of a second incidence of sexual harassment will be fired, dismissed from involvement with, and prohibited from future involvement with EPEF.
- If donors or others interacting with EPEF sexually harass our Directors, employees, or volunteers, we will demand that the organization they work for takes disciplinary action and/or refuse to work with this person in the future.
- The Compliance Officer will follow up to ensure that the recommendations are implemented, that the behavior has stopped, and that the victim is satisfied with the outcome.
- Retaliation or adverse action toward victims of sexual harassment will not be tolerated.
  - Any such actions must be reported to the Compliance Officer.

### **Awareness of This Policy**

- EPEF will ensure that this policy is widely disseminated to all relevant persons.
- All new Directors, employees, and volunteers in positions of authority must be trained on the content of this policy as part of their induction into the EPEF.
- EPEF will require all Directors and employees to attend regularly scheduled refresher-training courses on the content of this policy.

### **Monitoring and evaluation**

- EPEF recognizes the importance of monitoring and adjusting this sexual harassment policy.

- It will collect statistics and data from anonymous surveys and feedback from those involved in a complaint as to how the policy is used and whether or not it is effective, making adjustments to assure that this type of activity does not recur.

Colorado Law

[https://www.colorado.edu/institutionalequity/sites/default/files/attached-files/final\\_crs\\_criminal\\_definitions\\_2015.pdf](https://www.colorado.edu/institutionalequity/sites/default/files/attached-files/final_crs_criminal_definitions_2015.pdf)

Approved: 10-17-18

Amended: 6-12-19

## **Estes Park Education Foundation Policy: Grievance Procedure**

### **What It Is:**

- The purpose of the Grievance Procedure of the Estes Park Education Foundation is to protect employees in our organization from discrimination and unfair treatment and to provide a process to address incidents.
- A grievance is a complaint by an employee regarding an aspect of his or her employment.
- Grievances may include but are not necessarily limited to annual leave, sick leave, compensatory time, dismissal, suspension, promotion, demotion, disciplinary actions, and discrimination.

### **Why It's Important:**

- To advance our mission and vision, the EPEF culture and environment must be one of mutual respect and collaboration.
- It is important that people associated with the EPEF are treated fairly and receive prompt responses to problems and concerns.
- The EPEF has an open-door policy, and this procedure may be used freely, without fear of retaliation.

### **What It Entails:**

#### **Definitions:**

- The supervisor for an employee will be the Executive Director.
- The supervisor for and Executive Director will be the Board, as represented by the President.

#### **Procedure:**

- The employee feeling treated unfairly should identify the specific transgression(s), gathering as much evidence (e.g. emails, records) to support his or her case as possible.
- The employee should put those concerns in writing along with a suggested solution.
- The employee should then make an appointment with his or her supervisor to discuss the matter, face to face.

- The supervisor should listen to the complaint and suggested solution, clarify any misunderstandings that might be present, and work with the employee to reach a solution that is within the supervisor's authority and Board policy.
  - If the solution is not within the supervisor's authority, the supervisor may take the matter up with the Board for a decision.
- If the employee feels that the supervisor is the problem, the employee can ask for assistance from the President of the Board.

Approved: 8-29-18

# FINANCIAL MANAGEMENT

## **Estes Park Education Foundation Policy: Financial Management**

### **What It Is:**

- The purpose of the Estes Park Education Foundation's Financial Management policy is to provide a procedure for the EPEF to engage in good stewardship of funds received and disbursed to advance EPEF's mission and vision.

### **Why It's Important:**

- To advance our mission and vision, EPEF must use its financial resources effectively and efficiently.
- Documenting the organization's fiscal policies serves as an important tool for clarifying roles and responsibilities and ultimately for ensuring that the organization's financial data is an accurate and reliable basis for organizational decision-making.
- It is important to protect the assets of EPEF.
- EPEF has an obligation to act as responsible stewards of our financial resources.
- Adherence to best practices and transparency is especially important to build public trust.

### **What It Entails:**

#### Accounting Procedures

- Basis of Accounting
  - The EPEF shall use generally approved accounting procedures (GAAP).
  - Financial statements shall include a breakdown of expenses [e.g. office expenses, legal fees, website fee, personnel (when applicable), etc.] that show what was budgeted and what portion of these expenses was allocated to the program, fundraising, and administrative activities.
  - Throughout the fiscal year, revenue and expenses are accrued into the month in which they are incurred.
    - Invoices received after closing the books will be counted as a current-month expense.
  - All expenses that should be accrued into the prior fiscal year are so accrued to ensure that year-end financial statements reflect all expenses incurred during the fiscal year.
    - Year-end books are closed no later than 90 days after the end of the fiscal year.
- Journal Entries

- The Treasurer shall be responsible for writing and posting journal entries (debit and credit).
- The Finance Committee will review them quarterly, documenting their report in their minutes.
- Bank Reconciliations
  - All bank statements and cancelled checks will be opened, reviewed, and initialed by the Treasurer upon receipt.
  - Once reconciled by the Treasurer, bank statements are submitted to the Finance Committee for review.
  - The President of the Board (or Executive Director if there is one) will review and approve reconciliation reports by signing and dating the report in the upper right hand corner.
- Monthly Close
  - The books will be closed by the 15<sup>th</sup> of the following month by the Treasurer.
  - The Finance Committee will oversee the closing of the books and ensure that these steps are completed.
- Recordkeeping
  - All accounting records shall be kept in a locked file cabinet at the Estes Park Nonprofit Resource Center (EPNRC) as well as in an account on Google Docs.
  - Files shall be uploaded to Google Docs by the Treasurer.
  - Financial records are electronically archived at the end of reporting for each fiscal year.
  - Hard copies of records may be shredded after seven (7) years by the Treasurer.
- Transparency
  - The Treasurer shall assure that annual budgets and any audits are posted on the website.
  - Complete annual financial statements shall be prepared on schedule, attested or reviewed by a CPA, and made available upon request.

#### Internal Controls

- Lines of Authority
  - The Board has the authority to approve fiscal policies, to review them annually, and to make any changes necessary.
  - The Finance Committee shall be charged with overseeing the EPEF's financial affairs including but not limited to: keeping accurate records of all funds received or disbursed; the deposit of all funds, drafts, and checks in such banks and depositories as designated by the Board of Directors.
  - The Treasurer and at least one (1) other Director shall be members of the Finance Committee.

- The Chair or another designated Director on the Finance Committee shall have the authority to approve expenses in accordance with the approved budget.
- Conflict of Interest
  - All Directors, Finance Committee members, and employees are expected to abide by the EPEF's Code of Conduct and Conflict of Interest policies and disclosure forms.
- Segregation of Duties
  - The organization's financial duties are distributed among multiple people to help ensure protection from fraud and error.
  - The Treasurer shall keep and post records, deposit and disperse funds.
  - Both the Treasurer and the President shall be authorized to write and sign checks.
  - The Secretary shall be the officer who shall open and log all checks received.
  - At least two (2) Directors shall be present when cash is counted and recorded.
  - The requester of funds shall not be able to approve his or her own request.
- Physical Security
  - The EPEF maintains physical security of its assets to ensure that only people who are authorized have physical or indirect access to money, securities, real estate and other valuable property.
  - All materials involved in finances – ledgers, blank and cancelled checks, cash, etc. – shall be kept in a locked file cabinet at the district office of EPSD.
  - Passwords will prevent access to accounting software and be available to the President of the Board, the Treasurer, and the Chair or another Director of the Finance Committee.
  - A safe deposit box will be used to store copies of financial contracts, etc.

#### Financial Planning and Reporting

- Budgeting Process
  - The Finance Committee, in collaboration with the President and/or Executive Director, shall be responsible for preparing an annual budget for review and presentation to the Board outlining expected income and projected expenses to support major program activities (supporting the Pillars), fundraising, marketing, and administration.
    - The recommended fiscal year budget shall be submitted to the Board at least 30 days prior to the last Board meeting of the fiscal year.
    - The Board of Directors shall approve the budget at its last meeting prior to the start of the fiscal year.

- The budget shall be revised during the year only with Board approval.
  - The EPEF shall carry a three-month reserve to cover operating costs.
    - To avoid accumulating funds that could be used for current program activities supporting the Pillars, anything beyond the three-month reserve for operating costs should be used for current programming.
  - The EPEF shall spend at least 65% of total expenses supporting the Pillars (program activities), striving toward 90% as soon as capacity allows.
- Internal Financial Reports
  - The President of the Board or Executive Director and the Finance Committee shall review financial reports each month.
  - The Finance Committee shall present year-to-date financial reports to the Board of Directors on a quarterly basis that include: Statement of Financial Position, Statement of Activities, Budget v. Actual, and updated Cash Flow Projection.
- Audit
  - The Finance Committee shall arrange for, oversee, and receive for presentation to the Board any audit of the financial affairs of the EPEF.
  - An audit shall be performed every five (5) years in lieu of an attest or review.
  - The most recent audit will be posted on the EPEF's website.
- Tax Compliance
  - Exempt Organization Returns
    - The Finance Committee shall be responsible for arranging for, overseeing, and assuring completion of Federal Form 990 (or Form 990EZ if applicable) and presenting it to the Board of Directors at least one (1) month prior to the filing date for approval.
    - The form shall be filed before the Federal deadlines.
    - The most recent Federal Form 990 will be posted on the EPEF's website.
  - Quarterly/Annual Payroll Reports
    - These reports shall be established once there are employees.

#### Revenue/Accounts Receivable

- Invoice Preparation
  - The Treasurer gathers relevant expense documentation for grants and projects, prepares all invoices, and submits to the Finance Committee for approval by the 10th of each month.
    - Following approval, the Treasurer shall send the invoice to the customer and keep a copy in the EPEF records.

- As part of the monthly close process, the Treasurer reviews an Accounts Receivable Aging Report and alerts the Finance Committee of invoices more than 60 days overdue.
- The Finance Committee determines appropriate collection efforts for long outstanding invoices.
- Revenue Recognition
  - Contributions will be recorded in accordance with GAAP, with specific attention to Financial Accounting Standards, Board (FASB) standards 116 and 117.
    - Contributions are recorded as pledged or received in accordance with FASB 116, and must be credited to the appropriate revenue lines as presented in the annual budget.
  - The Finance Committee shall review all contributions in excess of \$5,000 and shall indicate on the acknowledgement letter how the revenue shall be recognized (as designated/undesignated, conditional/unconditional or restricted/unrestricted).
    - If there is a question or uncertainty about how to recognize a particular contribution, the committee will ensure that the donor is contacted to clarify the intent of the contribution.
- Deposits
  - Funds shall come to the EPEF by check, cash, or EFT (the EFT option will be postponed until the EPEF has the capacity to fulfill) and will be recorded by the Secretary and processed by the Treasurer.
  - Copies of checks will be scanned and saved in the EPEF's records before depositing.
  - Cash and checks will be deposited within one (1) week of receipt.
  - Cash and checks will be kept in the locked cash box in a secure location (e.g. a locked file cabinet at the EPNRC).

#### Expense/Accounts Payable

- Purchases and Procurement
  - Any expenditure in excess of \$1000 for the purchase of a single item should have bids from at least two (2) suppliers if possible.
    - These bids shall be reviewed by the Finance Committee, presenting their recommendations for awarding to the Board of Directors for advance approval.
  - The Finance Committee is authorized to approve purchases for items less than \$1000, and become part of that committee's record.
- Independent Contractors
  - EPEF will use independent contractors when their services are needed for accuracy and transparency (e.g. auditors, CPA, attorney, etc.) or if a service is required that the EPEF cannot provide from within its ranks.
  - The Board shall verify that the person is appropriately classified as an independent contractor and authorize such contracts.

- Invoice Approval and Processing
  - All invoices must be approved by the Chair of the Finance Committee before a check request can be acted upon.
    - Approved invoices will be paid within 30 days of receipt or as per vendor terms.
- Petty Cash
  - The petty cash custodian shall be the Treasurer who will be given \$100 to be kept in a lock box locked in the file cabinet.
    - It will be used for such things as office supplies, snacks, delivery tips, etc.
  - When cash is used, a record must be entered in the petty cash spreadsheet.
  - Receipts for all purchases are kept in the locked file cabinet.
  - When needed, the Treasurer shall request, in writing to the President of the Board for approval, the amount needed to bring the petty cash back to \$100.
- Expense Reimbursements
  - Directors and employees (when EPEF has some) can be reimbursed for reasonable expenses incurred on behalf of the EPEF within the current fiscal year.
- Debit and/or Credit Cards
  - Debit and/or credit cards may be issued in the name of EPEF for the purpose of expediting business of EPEF (e.g. purchasing materials online).
  - The President of the Board, Executive Director, and the Treasurer shall have access to use the cards when needed for EPEF business preauthorized by the Board of Directors.
  - All credit card balances shall be paid in full monthly.
- Payroll (when the EPEF has employees)
  - Time Sheet Preparation and Approval
    - All employees, exempt and non-exempt, are required to record time worked, holidays, and/or leave taken for payroll, benefits tracking, and cost allocation purposes.
    - Employees complete time sheets and submit them to their supervisors on the due date, based on the schedule produced at the beginning of the year.
    - Supervisors review, correct if necessary, sign and submit timesheets to the Treasurer within three (3) working days from the time sheet due date.
    - The Treasurer is responsible for entering time sheet information into the payroll and accounting systems as needed.
    - All paid time-off balances are maintained within the payroll system, based on the information provided on approved timesheets.
  - Payroll Additions, Deletions, and Changes

- The Finance Committee has the authority to approve payroll changes, producing a written document.
- The Board, upon the recommendations of the Finance Committee, has the authority to add or remove employees from the payroll system and to authorize salary rates and increases.
- Employees may request payroll changes (e.g. changes to withholdings) once per month.
- Payroll Preparation and Approval
  - Payroll shall be prepared and delivered by the last working day of the month.
  - The Treasurer shall be the primary party responsible for the payroll, with the Chair of the Finance Committee as a secondary.
  - Time sheet records shall be entered into the payroll system by the Treasurer or another individual designated by the Board.
  - The Finance Committee shall review the payroll register prior to the monthly disbursement to assure accuracy and legitimacy.
- Pay Upon Termination
  - Upon voluntary or involuntary termination of an employee, the final paycheck for that person shall be processed and made available by the end of the two (2) business days.

#### Asset Management

- Cash Management
  - Banking accounts shall be at the following institutions:
    - Operating account: Bank of Estes Park.
    - Interest-bearing account: Premier Member Credit Union.
  - The Treasurer, President of the Board, and Executive Director shall have access to these accounts.
    - The Treasurer and President shall be authorized sign checks.
    - Any check of \$1000 or more must have two (2) authorized signatures.
  - The Finance Committee, with Board approval, shall determine the threshold at which cash should be transferred from an operating account to an interest-bearing account.
    - The Treasurer, Board President, and Executive Director shall be authorized to make the transfer.
- Operating Reserve
  - The target minimum operating reserve fund for the organization is three (3) months of average operating costs.
    - The calculation of average monthly operating costs includes all recurring, predictable expenses such as salaries and benefits, occupancy, office, travel, program, and ongoing professional services.

- The amount of the operating reserve will be calculated each year after approval of the annual budget, reported to the Finance Committee and Board, and included in regular financial reports.
- The operating reserve will be funded with surplus unrestricted operating funds.
  - The Board may from time to time direct that a specific source of revenue be set aside for operating reserves.
    - Examples may include one-time gifts of bequests, special grants, or special appeals.
- To use the operating reserves, the President of the Board or the Executive Director will submit a request to the Finance Committee.
  - The request will include the analysis and determination of the use of funds and plans for replenishment.
  - The organization's goal is to replenish the funds used within twelve (12) months to restore the operating reserve fund to the target minimum amount.
  - Board approval will be required.
- Capital Equipment
  - The Finance Committee shall develop a plan for determining what capitalized items are purchased and how often each should be replaced (years of useful life).
    - The Finance Committee shall develop a depreciation method and assure that a schedule is maintained.
    - Records should be part of the Finance Committee's proceedings and posted to the general ledger annually.
  - The Finance Committee shall keep an inventory of capitalized items.
    - Any capital items available from using a shared space at the EPNRC should also be noted and monitored.
  - The Finance Committee, with Board approval, shall develop a procedure for disposing of assets when they are no longer in use.
- Investments
  - The Finance Committee, with Board approval, shall set policy for investment performance of the EPEF's endowment(s), select a professional firm to manage the EPEF's assets, and review the performance of the investment manager on an annual basis.
  - The risk tolerance/risk preference shall be set by the Finance Committee and approved by the Board.
- Employee Retirement Accounts
  - The Finance Committee, in conjunction with the Board, shall develop a plan once the EPEF has enough employees and the finances to offer a retirement program.
    - Until then, EPEF will not offer a retirement program.
  - The Finance Committee, with Board approval, will determine what retirement program could be offered.

Approved: 1-9-19

Amended: 11-13-19

Resources:

- <https://www.nonprofitaccountingbasics.org/contributions-financial-statementsreporting/fas-116>
- <https://www.nonprofitaccountingbasics.org/auditing/fas-117>

# PLANNING

## **Estes Park Education Foundation Policy: Strategic Planning**

### **What It Is:**

- The purpose of the Estes Park Education Foundation’s Strategic Planning policy is to provide guidelines for the EPEF to set goals and strategies to advance EPEF’s Mission and Vision.
- SMART goals set clear outcomes that are Specific, Measurable, Achievable, Relevant/Realistic, and Time-bound.

### **Why It’s Important:**

- SMART goals keep the focus on achieving the Mission and Vision, reducing less productive use of time and effort.

### **What It Entails:**

- Every three (3) years, the Board shall set SMART goals for the coming three years. They should:
  - Reflect the current needs of the school district and community to achieve the Mission and Vision.
  - Reflect the results of any environmental assessment of the EPEF.
  - Clearly define specific program, financial, personnel, and evaluation activities; delineate timelines; and assign specific responsibility for implementation.
  - Clearly identify goals and performance measurements.
  - Be tied to the annual approved budget.
  - Provide a framework for regular progress reports.
  - Be reviewed and updated regularly by Directors.
  - Be flexible to adapt to unforeseen changes, monitoring, feedback, or to take advantage of unanticipated opportunities.
- At the beginning of each fiscal year, each Standing Committee and each Director will write SMART goals for the year (compatible with the goals the Board determines for the year for programs, services, budgets, etc.

Approved: 1-23-19

# FUNDRAISING

## **Estes Park Education Foundation Policy: Fund Development**

### **What It Is:**

- The purpose of the Estes Park Education Foundation’s Fund Development policy is to provide a procedure for raising and dispersing funds to advance EPEF’s Mission and Vision:
  - Mission: Inspiring community investment in exemplary student learning experiences today to develop our citizens of tomorrow.
  - Vision: With the support of our community and a high quality education, all Estes Park School District R3 students graduate as thriving, successful, responsible citizens.
- The Pillars of EPEF represent the programs toward which funding will be directed to advance the Mission and Vision.

### **Why It’s Important:**

- EPEF must have adequate financial resources to advance its Mission and Vision.
- A clear policy for fundraising decisions and activities ensures responsible acquisition of funds and open, transparent communication with contributors and other constituents.

### **Funding Programs:**

- EPEF fundraising shall be focused on accomplishing the EPEF’s Mission and Vision by way of its Pillars (values):
  - Experiential Learning Opportunities
    - To give students knowledge, critical thinking, and problem-solving skills.
  - Innovations in Learning
    - To support new teaching ideas and strategies to strengthen learning.
  - Building Community
    - To promote a culture of seamless unity between the schools and the rest of the community to optimize learning.
  - Support of district teachers and staff
    - Providing supplemental assistance as well as appreciation for the work that they do for our students.
  - Student Support

- To ensure that they have the resources needed to participate in public schooling and extra-curricular activities, as well as support for early childhood education and transitioning after graduation.
  - Wellness
    - As an integral part of learning and being successful in school and life, including physical activities, youth sports, and outdoor recreation.

### **What It Entails:**

- All Directors are expected to contribute their time and money (as their situation allows) toward fundraising efforts.
  - Personal action can include direct solicitations, writing or signing fundraising letters, thanking donors personally, helping to organize and/or facilitate a campaign, etc.
- The Board shall be responsible for developing and supervising a strategic plan to deliver the EPEF's services and attract public support.
  - It shall ensure that budget appropriations for fundraising are evaluated as an investment strategy designed for long-term results from faithful donors, committed volunteers, and reliable net revenue that advances the EPEF's Mission and Vision.
    - Plans shall be developed to address staff, systems, space, and budget within the capacity of the EPEF.
  - The Board shall review the results of and evaluate fundraising activities at all levels to their satisfaction in accordance with established goals and objectives.
- The Fundraising Committee shall work with the Board to facilitate the planning, coordinating, and implementing of specific fundraising activities for the EPEF.
  - The Fundraising Committee shall have two subcommittees: Donors/Grants and Events.
    - Each subcommittee shall have a chair and secretary to maintain records of decisions and actions and report to the Fundraising Committee as directed.
  - Efforts shall be made to work with parents, community members, friends, corporations, and other foundations to raise funds.
  - The committee shall prepare and facilitate marketing for fundraising campaigns.
    - The committee shall keep fundraising costs to a minimum, no more than 35% of related contributions, striving toward 15% or less (Total fundraising expenses ÷ Total related contributions ≤ 35%).
    - At the point of solicitation, clearly communicate the portion of the purchase price that will benefit the organization, the duration

- of the campaign, and any guaranteed minimum contribution amount.
  - The committee shall maintain a file of loyal donors.
    - Annually, provide a means (e.g. check off box) for new and continuing donors) to indicate that they do not want their name and address shared outside of the organization.
  - The committee shall also be responsible for training Directors in ways they can participate in fundraising.
- The Board, working with the Fundraising Committee, shall assure all fundraising is in compliance with:
  - All federal, state, and local laws.
  - Any requirements and/or registrations:
    - For charitable solicitations.
    - Any permits, e.g.
      - Facility use.
      - Selling liquor.
      - Parade.
    - Event insurance.
    - Security coverage.
  - The Association of Fundraising Professionals (APF) Code of Ethics (<https://afpglobal.org/ethics/code-ethics> ) shall be in effect.
- Volunteers:
  - The Fundraising Committee shall be responsible for providing, training, and coordinating volunteers needed to carry out fundraising activities and EPEF committee work.
  - A file of qualified volunteers shall be kept by the committee,
    - The Estes Park Nonprofit Resource Center’s volunteer bank can be of assistance.
    - The quality of each volunteer’s work shall be monitored.
  - Within one (1) month of the end of a campaign or activity, the committee shall send a letter to each volunteer thanking them for their service.
- Fundraising revenues:
  - Donations shall follow the EPEF policies on donations and gift acceptance.
  - The Fundraising Committee shall work with the Finance Committee to acknowledge sponsors and major donations made during a campaign.
- Reports:
  - Following the end of a campaign, the Finance Committee shall prepare a report summarizing the effectiveness of the activity, including net revenue generated and recommendations and submit it to the Board for evaluation.

- The Finance Committee shall submit an annual report summarizing all fundraising, including expenses, income, and net revenue generated and recommendations for the upcoming year.
- Copies of reports shall be made available on the EPEF website.
- Grants:
  - The Fundraising Committee shall be responsible for applying for funding grants for the EPEF.
  - The committee shall be responsible for facilitating the fulfillment of the grant's requirements, including any monitoring and reporting.
  - For grants designated for a specific Pillar, the committee shall work in cooperation with the Grant Allocation Committee to monitor the use of funds.
- Professional fundraiser:
  - If the services of a professional fundraiser or consultant are needed, the Fundraising Committee shall be responsible for facilitating the search and hiring of such person or company by the Board.
  - Compensation should be limited to what professional fundraisers receive in our area.
    - A flat fee shall be the preferred form of compensation.
  - The committee shall be responsible for monitoring and evaluating the work of any professional fundraiser and keeping the Board informed.

Approved: 1-9-19

Amended: 9-11-19

Amended: 11-13-19

# DONORS

## **Estes Park Education Foundation Policy: Donation and Gift Acceptance**

### **What It Is:**

- The purpose of the Estes Park Education Foundation Donation and Gift Acceptance Policy is to provide a process for accepting donations.

### **Why It's Important:**

- Private giving helps ensure the EPEF's mission and vision to provide excellence in services offered to support the on-going needs of students of the Estes Park Public School District.
- Acknowledgment of gifts made by donors allows them to have the records they need to verify their charitable gift with the IRS.
- Acknowledgment of gifts can encourage more donations.
- Donations that don't align with the EPEF's Mission and Vision and/or that the EPEF does not have the capacity to manage would actually deter the EPEF from advancing its Mission and Vision.

### **What It Entails:**

- EPEF solicits and accepts donations that are consistent with advancing its Mission and Vision.
- The Marketing and Communication Committee will work with the Finance Committee to manage donations.
  - The Marketing and Communication Committee will focus on the solicitation.
  - The Finance Committee will focus on handling the monies.
  - Both will keep the Board informed of the status of donations.
- Donations and other forms of support will generally be accepted from individuals, partnerships, corporations, foundations, government agencies, or other entities, subject to the power of the gift to advance the EPEF's Mission and Vision, and the capacity of EPEF to manage the donation without detracting from its Mission and Vision.
  - The EPEF reserves the right to accept or deny any gift.
  - In certain unique cases, a gift may be considered inappropriate due to particular restrictions imposed by the donor, or the nature of the gift.

- Generally EPEF shall only accept cash, check, and electronic transfer donations, which shall be deposited into the general fund.
- Non-Standard gifts – those for which there is no ready market to liquidate for cash or where the value of the item is difficult to ascertain or is speculative - shall generally not be accepted.
  - On occasion, the EPEF might give it consideration.
    - Before the gift is accepted, it must first be evaluated by the Finance Committee as to the suitability of the gift in terms of advancing the EPEF’s Mission and Vision, the capacity of the EPEF to manage such a donation, and any legal issues that might be involved.
    - The Finance Committee will make its recommendations to the Board.
    - The Board will make the final decision.
  - The EPEF has the right to refuse any donation that it feels would impede instead advance its ability to pursue its Mission and Vision.
- The Board shall determine the distribution the funds:
  - The annual budget shall allocate funds to support the Pillars:
    - Experiential Learning Opportunities - to give students knowledge, critical thinking, and problem-solving skills
    - Innovations in Learning - to support new teaching ideas and strategies to strengthen learning
    - Building Community - to promote a culture of seamless unity between the schools and the rest of the community to optimize learning
    - Support of District Teachers and Staff - by providing supplemental assistance as well as appreciation for the work that they do for our students
    - Student Support - to ensure that they have the resources needed to participate in public schooling and extra-curricular activities, as well as support for early childhood education and transitioning after graduation
    - Wellness - as an integral part of learning and being successful in school and life, including physical activities, youth sports, and outdoor recreation
  - Funds may be reallocated during the budget year with Board approval.
- Donor-directed/restricted gifts may be accepted, but are not encouraged, if they advance EPEF’s Mission and Vision and are within the EPEF’s capacity to manage.
  - Those gifts will be subject to EPEF’s policies.
  - Funds designated for a specific project under a Pillar shall be transferred to the general fund to be used at the discretion of the Board if:
    - The purpose of the project no longer aligns with EPEF’s Mission and Vision.

- The account is inactive for five (5) consecutive years with no plans to reactivate it.
  - Unless there are plans for a major expenditure, if the balance in the account exceeds two times the median expenditures for that project in the past five (5) years, the excess above the median expenditure will be transferred to the general fund.
- Fiscal sponsored/pass-through gifts shall be considered, but not encouraged, with Board approval if they advance the Mission and Vision of EPEF and a contract can be arranged that aligns with EPEF's legal restrictions, policies, and capacity.
  - The Fiscal Sponsorship Agreement shall be required.
- The EPEF does not provide legal, accounting, tax, or other advice to prospective donors.
  - Therefore, each prospective donor is urged to seek the advice of independent legal counsel in the gift planning process.
- All donors of gifts shall be acknowledged within one (1) month of receipt in writing by the Treasurer or a designee.

Approved: 3-20-19

## **Estes Park Education Foundation Policy: Donors Bill of Rights**

### **What It Is:**

- The Estes Park Education Foundation has adopted the Donor Bill of Rights as written by the Association of Fundraising Professionals (AFP).

### **Why It's Important:**

- Philanthropy is based on voluntary action for the common good. It is a tradition of giving and sharing that is primary to the quality of life.
- To ensure that philanthropy merits the respect and trust of the general public, and that donors and prospective donors can have full confidence in the EPEF and causes they are asked to support, it is important that all donors have these rights.

### **What It Entails:**

- I. To be informed of the EPEF's mission, of the way the EPEF intends to use donated resources, and of its capacity to use donations effectively for their intended purposes.
- II. To be informed of the identity of those serving on the EPEF's Board of Directors, and to expect the Board to exercise prudent judgment in its stewardship responsibilities.
- III. To have access to the EPEF's most recent financial statements.
- IV. To be assured their gifts will be used for the purposes for which they were given.
- V. To receive appropriate acknowledgement and recognition.
- VI. To be assured that information about their donation is handled with respect and with confidentiality to the extent provided by law.
- VII. To expect that all relationships with individuals representing EPEF will be professional in nature.
- VIII. To be informed whether those seeking donations are volunteers or employees of the EPEF or hired solicitors.
- IX. To have the opportunity for their names to be deleted from mailing lists that the EPEF may intend to share.
- X. To feel free to ask questions when making a donation and to receive prompt, truthful, and forthright answers.

Approved: 9-5-18

# **MARKETING, COMMUNICATION, AND INFORMATION TECHNOLGY**

# **MARKETING AND COMMUNICATION**

## **Estes Park Education Foundation Policy: Communication and Marketing**

### **What It Is:**

- The purpose of the Estes Park Education Foundation’s Communication and Marketing policy is to provide guidelines for the EPEF to maintain an open communication, both internally and externally.
- Effective marketing communicates value of supporting the EPEF’s Mission and Vision.

### **Why It’s Important:**

- Excellent internal and external communications will advance the EPEF’s Mission and Vision, inspire its stakeholders, and increase its impact.
- Internal communication is essential to motivate, inform, and counsel employees and volunteers and to set the stage for excellent external communication.
- External communications are necessary to attract and retain stakeholders; raise public awareness; and increase understanding, commitment, and funding for EPEF.
- Effective communications help to ensure public trust in the EPEF.

### **What It Entails:**

- General
  - Organizational communication
    - All communications shall adhere to the highest ethical and professional standards (see Guiding Principles and Code of Conduct) as well as any applicable industry specific standards, and should exhibit transparency, fairness, and honesty.
  - Written communications plans shall:
    - Be SMART goals that include goals/intended outcomes, target audiences, key concepts/messages, strategies, tools, and the means to evaluate results;
    - Ensure that the EPEF is making the appropriate information available to the public and communicating in a clear and timely manner, including with those who request information;

- Be shared and regularly reviewed with the Board, staff, and key volunteers;
    - Be updated regularly to ensure the plan stays current with the EPEF's priorities, communication trends such as social media, and technological capabilities.
  - Online presence
    - People authorized by the Board shall have access to and place authorized information on the EPEF website and Facebook page.
    - As EPEF capacity increases, other online technologies and trends in online communication that affect the EPEF and its stakeholders with respect to its specific goals, available resources, and target audiences may be used.
  - Communication procedures shall include:
    - Outreach efforts to targeted audiences
    - Frequency of communications
    - Print and electronic communication
    - Email
    - Approval for EPEF facts and messaging
    - Expected response for internal or external concerns
  - Privacy and consent
    - Sensitive, private, or confidential information shall not be shared without expressed consent of the person or people involved.
  - Crisis communications plan
    - In the event of an emergency or crisis situation, internal communication shall be by phone or email.
    - If notification to other stakeholders is necessary, the Executive Committee shall determine the message and post it on the website and Facebook.
    - If the situation warrants, the President (or other designated Executive Committee Director) shall communicate any needed information with the public and media.
  - Branding
    - EPEF's reputation and brand shall be supported by its logo, messaging, tone, and actions.
    - All communications shall be consistent with the brand.
  - Graphic standards
    - The EPEF logo and tag line shall only be used for official EPEF business or with EPEF Executive Committee approval.
  - Evaluation
    - Communications strategies and tactics shall be evaluated with regard to the success of a measurable outcome/strategy weighed against the dollars and time expended.
- External communications
  - Marketing and public relations efforts shall be:

- Guided by clear, Mission-driven plans to advance the Vision;
  - Employ consistent use of the EPEF’s graphic standards;
  - Be timely and accurate.
- Marketing and public relations shall include:
  - Website
  - Social media - Facebook
  - Newsletters
  - Annual reports
  - Advertising
  - Public service announcements
  - Promotional brochures and flyers
  - News releases
  - Press conferences
  - Feature stories
- Website shall include mailing address of the organization, annual reports, and most recent IRS Form 990.
- Email marketing shall:
  - Adhere to anti-spam laws and guidelines, such as the CAN-SPAM Act (<https://www.ftc.gov/tips-advice/business-center/guidance/can-spam-act-compliance-guide-business>) in all email communications.
  - Include the EPEF’s name and mailing address, clear and valid information in the “From” and “Subject” lines, and a means for recipients to remove themselves from the mailing list (e.g. a check-off box).
  - Be sent only to recipients who have given either express or implied permission to be added to email lists.
- Public statements and positions
  - Only the President shall have the authority to make public statements on behalf of the EPEF.
  - Procedures for development of statements, positions, policies, and procedures shall be developed by the Marketing and Communication Committee and approved by the Board.
  - Statements and positions shall represent the full range of views of the EPEF’s constituencies.
- Ambassadors
  - Directors, staff, and volunteers shall act as ambassadors for the EPEF, promoting the EPEF’s Mission, Vision, and official messages.
  - The Marketing and Communication Committee, with Board approval, shall provide the information, messaging, and tools everyone needs to be successful advocates.
- Distinction between personal and organizational positions
  - Directors and staff represent the EPEF and shall refrain from injecting their personal opinions when working in the capacity of

the EPEF, especially when publishing information online or in print as the EPEF may be held accountable for statements made by a Director or employee.

- Public accessibility and interactions
  - In order to demonstrate transparency and accountability, communications shall be clear, easily accessed, and kept up-to-date.
  - There shall be opportunities for key audiences identified in a communications plan to provide feedback and ask questions of the EPEF on the website or public materials.
  - Constituents shall be provided with appropriate, ongoing opportunities to interact with EPEF regarding its activities.
- Public access to information
  - Information about EPEF's governance, finances, programs, and activities, shall be available on the website.
  - Once capacity allows an executive director, full disclosure of executive compensation shall be available.
  - Data shall be made available to the public:
    - Annual Information Return – IRS Form 990 - for the most recent 3 years;
    - Annual Tax Return – IRS Form 990-T for the most recent 3 years if the EPEF has unrelated business income;
    - IRS Form 1023, Application for Recognition of Tax-Exempt Status, including any papers submitted in support of the application and any letter or other document issued by the IRS with respect to the application.
- Annual reports
  - Annual reports shall contain information on the EPEF's activities, accomplishments, performance, and vision for the future and posted on the website.
  - They shall include:
    - An explanation of the EPEF's Mission, program service accomplishments, and impact;
    - A list of Board Directors, officers, staff, and, when appropriate, contributors;
    - Total income; expenses of program, fundraising, and administration; and ending net assets;
    - An explanation of the outreach efforts and ways in which constituents may access the program(s);
    - An evaluation detailing the extent of accomplishment of stated goals and other notable accomplishments.

Approved: 1-30-19

Amended: 11-13-19

# INFORMATION TECHNOLOGY

## **Estes Park Education Foundation Policy: Information Technology**

### **What It Is:**

- The purpose of the Estes Park Education Foundation's Information Technology policy is to provide guidelines for the EPEF to manage and invest in appropriate technology to enhance its capacity and improve its efficiency, effectiveness, and accuracy in achieving its Mission and Vision.

### **Why It's Important:**

- Technology is a valuable tool for managing information.
- Protecting that information from loss or misuse is necessary to the efficacy and credibility of EPEF.

### **What It Entails:**

- Acceptable Use
  - Once the EPEF has the capacity to have computers, mobile devices, phones, and internet access, use of those tools shall be for EPEF business.
  - Until the EPEF has capacity, Directors will need to use personal devices (computers, phones) for EPEF business.
  - Until the EPEF has the capacity for email accounts for Directors, they shall keep EPEF email correspondence separate from personal correspondence by opening a Gmail account using their name.epef@gmail.com.
- Data security
  - Passwords shall be at least 8 characters long with a mix of letters, numbers, and characters used for access to accounts, and available to the President, the Treasurer, and the Chair or another Director of the Finance Committee.
  - Malware protection shall be installed on EPEF computers and personal computers used for EPEF business.
  - Software shall be updated as per recommendations of the computer's operating system.
  - Network perimeters shall be protected by passwords.
  - Cloud-based services shall be ones with adequate protection for our data.
  - Access to confidential and sensitive data shall be authorized by the Board on a needs-to-know basis.

- Remote access to information
  - No secure or confidential information shall be accessed remotely without expressed authorization of the Board.
- Cloud services
  - Until the EPEF develops more capacity, documents shall be stored on Google Docs.
    - Directors shall store meeting notes, plans, and other pertinent EPEF documents for record keeping and communication.
    - Directors will have access to most of the documents (at least “Read Only”), with editing access to some docs restricted as follows:
      - Budgets: Treasurer, designee authorized by the Board.
      - Bylaws and Policy Manual: President, Vice President, designee authorized by the Board.
      - Web site: Executive Committee, Chair of Marketing & Communication, Chair of Allocations, designee authorized by the Board.
    - Documents of a confidential nature will be restricted to the President, Vice President, and/or other Board authorized persons.
  - When capacity allows, the EPEF shall consider:
    - Any restrictions on data or services that should not be put into the cloud;
    - Use of “business-class” services or versions or services;
    - Evaluation of cloud service providers including: data ownership, backups and data retention, getting data out of the system;
    - Security requirements of cloud service: encryption requirements of data in transit and at rest, access controls, and authentication requirements.
- Document destruction
  - Hard copies of records shall be kept for seven (7) years after which they shall be shredded.
  - Electronic records may be deleted after seven (7) years.
  - Backup and archival procedures shall be regularly reviewed for reliability.
  - Documents involved in litigation or a government investigation must be retained.
- Data protection and business continuity
  - In addition to cloud storage, an external hard drive with regular backups shall be used with computers.
- Social media
  - Facebook shall be used to communicate EPEF public information.
  - The Board shall authorize a Director to post information and responses to clarify EPEF public information.
- Responsibility for IT

- The Marketing and Communication Committee shall manage information technology for EPEF.
- Once the EPEF has capacity, the Board shall authorize a Director or employee with appropriate expertise to oversee the planning, implementation, ongoing use of information technology, oversight of the maintenance of the organization's systems, delivery of technical support, and coordination with outside assistance.
- Technology training and support
  - Once the EPEF has capacity, a plan shall be in place to provide technology training to all staff and volunteers according to job-related duties to ensure the most effective use of available technology tools.
  - The EPEF shall budget for and acquire technical support and expertise at a level commensurate with its capacity and the complexity of its systems.
- Technology plan
  - Once the EPEF has capacity, a technology plan shall be developed that includes:
    - Assessments of technology, expected technology acquisitions, upgrades, and maintenance costs.
      - Return on investment (ROI) and total cost of ownership (TCO) shall be considered.
    - Setting aside resources for ongoing replacement and eventual replacement of equipment to maximize resources.

Approved: 1-30-19

Amended: 6-10-20

# EVALUATION

## **Estes Park Education Foundation Policy: Evaluation**

### **What It Is:**

- The purpose of the Estes Park Education Foundation's Evaluation policy is to demonstrate the EPEF's fulfillment of its Mission through a systematic verifiable approach to measuring effectiveness and identifying areas for improvement.
- The goal is to create a culture of continuous improvement.

### **Why It's Important:**

- It is the EPEF's responsibility to assess the impact of its actions and to learn from its previous work to better advance its Mission and Vision in serving the community in the future.
- Evaluation supports efficiency and process improvement, allowing the EPEF to best utilize its resources in areas with the greatest return.
- Evaluation results, and the associated organizational learning, are important for establishing accountability with stakeholders and for encouraging continued investment of resources by funders and supporters.

### **What It Entails:**

- Types of evaluation
  - Formative assessments (quick, informal checks on progress done during the implementation of a strategy toward a goal) shall be performed by the person(s) designated in the SMART goal.
  - Summative assessments (done at its completion) shall be performed by the person(s) designated in the SMART goal.
  - Assessments may be in-house or by an outside contractor.
  - Environmental assessments shall periodically be done to evaluate the culture and climate of the EPEF.
  - Measurements may include both qualitative and quantitative data.
- Evaluation for quality assurance
  - Evaluations shall be ongoing, consistent, and integrated into the work of the EPEF and its SMART goals.
  - Self-studies shall be performed regularly, at least every two (2) years for the Board as a whole and annually for each Director.
    - The Board shall assign facilitation of self-studies to one person (usually the President) or two who are knowledgeable about the EPEF and its operations and who have access to specific records and information and will maintain confidentiality of responses.



# ALLOCATIONS

## **Estes Park Education Foundation Policy: Request for Grant Procedure**

### **What It Is:**

- The purpose of the Estes Park Education Foundation Request for a Grant Procedure Policy is to provide a process for Estes Park School District R3 and qualified others to request funding for projects and needs that align with and advance EPEF's Mission, Vision, and Pillars.

### **Why It's Important:**

- Our Bylaws state that we can only donate funds to the school district and other nonprofits.
- To maintain credibility and the legal status as a nonprofit, funds dispersed by the EPEF must also align with and advance EPEF's Mission and Vision.
- Also to maintain credibility and nonprofit status, EPEF must have accurate records of funds spent and evidence of progress made toward achieving its Mission and Vision, even if a calculated risk was taken that didn't turn out as expected.

### **What It Entails:**

- The EPEF can only disburse grants to other qualified nonprofits such as the Estes Park School District and other nonprofits.
- EPEF will not fund courses for teacher certification or recertification unless it is from funds designated for that specific purpose.
- The Grant Allocation Committee shall manage the grant process.
  - All requests for grant funding shall be verified by the Committee.
    - Any requests for funding directly involving the school district must have EPSD superintendent feedback to prevent redundancy of available funds/supplies and assure that the district has capacity to support the project.
  - They will present their recommendations for grant requests to the Board for final approval.
  - They will also present the final report on the effectiveness of all funding projects to the Board.
- Grants will be offered and announced as funds are available to qualified applicants who will advance the Mission and Vision of the EPEF.
  - Qualified applicants must be affiliated with and have permission of the EPSD or another nonprofit.
  - Applicants may apply by completing the Request for Funding forms on the EPEF website.

- Preference for funding will go toward EPSD staff requests.
- Applicants will need to explain how their request for funding will align with the Mission, Vision, and Pillars of the EPEF:
  - Mission: Inspiring community investment in exemplary student learning experiences today to develop our citizens of tomorrow.
  - Vision: With the support of our community and a high quality education, all Estes Park School District R3 students graduate as thriving, successful, responsible citizens.
  - Pillars:
    - Experiential Learning Opportunities - to give students knowledge, critical thinking, and problem-solving skills.
    - Innovations in Learning - to support new teaching ideas and strategies to strengthen learning.
    - Building Community - to promote a culture of seamless unity between the schools and the rest of the community to optimize learning.
    - Support of District Teachers and Staff - by providing supplemental assistance as well as appreciation for the work that they do for our students.
    - Student Support - to ensure that they have the resources needed to participate in public schooling and extra-curricular activities, as well as support for early childhood education and transitioning after graduation.
    - Wellness - as an integral part of learning and being successful in school and life, including physical activities, youth sports, and outdoor recreation.
- Generally, requests for funding classroom food celebrations (e.g. pizza parties) will not be awarded. The Board has the discretion to consider some requests on a case-by-case basis based upon the purpose, the need of students, and the support of teachers. In such cases, preapproval is required.
- All recipients will be expected to keep records, including receipts, of all funds spent and file a final report on the results of their efforts.

Approved: 2-6-19

Amended: 11-13-19

Amended: 4-8-20

Amended: 12-8-21

# **STRATEGIC ALLIANCES**

## **Estes Park Education Foundation Policy: Strategic Alliances**

### **What It Is:**

- The purpose of the Estes Park Education Foundation’s Strategic Alliances policy is to provide guidelines for the EPEF to collaborate and cooperate with like organizations for the benefit of advancing the EPEF’s Mission and Vision.
- Alliances may be formal or informal.
  - Informal ones may be an arrangement for sharing information and resources, strengthening policy initiatives, or increasing operational efficiency.
  - Formal arrangements may include a joint venture, partnership, consolidation, or merger with another nonprofit.

### **Why It’s Important:**

- Collaborating, cooperating, and coordinating with other organizations can maximize the positive impact of EPEF in achieving its Mission and Vision.
- Informal and formal alliances can help to strengthen the EPEF’s capacity and the capacity of the nonprofit sector as a whole to serve the Estes Park community.
- Strategic alliances can help to maximize available resources and impact by consolidating services and reducing donor and volunteer fatigue.

### **What It Entails:**

- Strategic partnerships and collaboration
  - Decisions regarding alliances shall be consistent with and advance the EPEF’s Mission, Vision, and strategic goals by fostering relationships with similar local organizations; state, regional, and national associations; government entities; and businesses.
  - Membership in the Estes Park Nonprofit Resource Center shall help to facilitate local partnerships and collaborations.
  - Planning
    - All formal alliances shall be approved by the Board.
      - Informal alliances may be approved by the Executive Committee.
    - All strategic partnerships, collaborations, and strategic alliances shall have agreements that clearly delineate the type of engagements, the limitations of the partnership, and the levels of authority involved.
  - Flexibility

- Guidelines and rules pertaining to the different types of partnerships shall be developed as needed for the agreement.
- Continuum of collaboration
  - Community assessment
    - On a regular basis, the EPEF shall conduct external community assessments to identify organizations and entities providing similar services, serving a similar audience, or addressing a common issue.
  - Connection and communication
    - The EPEF shall assess its relationships with other organizations and identify potential opportunities to collaborate.
  - Consideration and evaluation
    - The EPEF shall consider how entering into strategic alliances will affect all parties involved and identify the key staff, Board, and other stakeholders that should be included in evaluation and decision making.
    - Decisions regarding strategic alliances shall be consistent with the Mission, Vision, Pillars (values), Bylaws, and strategic goals of the EPEF.
    - Evaluation factors shall include Mission and Vision alignment, program effectiveness, maximizing resources, financial impact, and advocacy.
  - Defining the relationship
    - The type of relationship shall be determined by the purpose, goals, and structure of the strategic alliance.
  - Reaching a formal agreement
    - The EPEF shall engage appropriate subject matter experts when reaching an agreement with governance, legal, or financial considerations.
- Development strategies
  - Community relationships
    - When appropriate, EPEF shall support the advancement of its Mission and Vision by looking across sectors, industries, and geographies when seeking to form a new alliance.
  - Information and resource sharing
    - To promote overall accountability within the sector, the EPEF shall openly communicate with the other nonprofits to gather and share information on lessons learned and best practices.
  - Consistency with policies
    - The EPEF entering into a partnership or strategic alliance shall ensure that agreements are consistent with its policies, especially around constituent and donor confidentiality.
  - Consolidations or mergers

- The EPEF shall consider consolidating and/or merging with another organization when it is in the best interest of the constituents, community, or service area to avoid unproductive duplication of series and to maximize available resources and impact.
- Consideration of a joint venture
  - The EPEF shall implement a written policy or procedure that requires the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the EPEF's tax-exempt status.
- Cross-sector relationships
  - The EPEF shall work to establish communication channels, mutual understanding, and natural alliances across the government, nonprofit, and private sectors to take advantage of the total resources of the community.

Approved: 2-6-19