

BOARD COMMITTEE DESCRIPTIONS

All Committees serve at the pleasure of the Board of Directors

Executive Committee

The Executive Committee shall consist of the Chair and any Vice Chair of the Board, the Treasurer, and the Secretary.

The Executive Committee shall be chaired by the chair of the Board and shall have and exercise the authority of the Board of Directors between meetings of the Board of Directors as described in the by-laws of the corporation.

The chair of the Board shall report to the full Board of Directors at their regular monthly meeting with respect to any actions of the Executive Committee during the preceding month.

Development Committee

The Development Committee provides assistance to the staff in developing funding streams through events and benefits; capital campaigns; individual, corporate and foundation contributions; and planned giving programs. Development Committee members can include non-board members. The Chair of the Development committee reports to the Board of Directors.

Governance Committee

The Governance Committee shall meet no less than sixty (60) days prior to the annual membership meeting. The Chair of the Board will appoint a Governance Committee consisting of no less than four current Directors and the President & CEO. The Committee will assess governance needs and make recommendations to the Board of Directors. Chair of Governance reports to the Board of Directors. The Governance committee interviews and recruits possible candidates for the Board of Director and brings vetted candidates to the Board of approval. The Chair of the Governance Committee reports to the Board of Directors.

The Governance Committee deals with a range of issues around board development and performance. They assess the board's current composition and identifying needs, develop board member and officer job descriptions, creating a recruitment plan and timeline, identifying and cultivating prospective members, and coordinating officer elections. In addition, they review board policies, board self-assessment, and a board action plan. The

Chair of the Board will appoint the committee consisting of no less than four current directors and the President & CEO.

Finance Committee

The Treasurer shall serve as chair of the Finance Committee and reports to the Board of Directors. The Finance Committee oversees the preparation of the annual budget and financial statements. They review the budget and make a recommendation for approval of the annual budget to the Board of Directors. The committee makes recommendations to staff on the format of regular financial reporting to the Board.

The Finance Committee selects the auditors, meets with the auditors and reviews the final audit. The Committee makes recommendations for the investment policy guidelines and assures that the policy is being followed by investment managers. The Committee shall review and evaluate investment guidelines and investment managers on a regular basis and make recommendations to the Board for approval. The Committee reviews the organization's insurance coverage annually.

The committee will meet quarterly to review financials with staff and the Board of Directors.

The Audit Task Force

A minimum of three people will be assigned by the Treasurer to serve on the Audit Task Force. The Task Force reviews the financial statements and other official financial information provided to the public. Oversees the annual independent audit process, including engaging the independent auditor, and receiving all reports and management letters from the auditor. Engages and interacts with the auditors on the Board's behalf. Reviews the annual information returns (IRS form 990), and recommends it for approval, signature and submission. The Task Force reviews organization's procedures for reporting problems and oversees internal controls.

Human Resources Committee

The HR Committee shall be responsible for planning and implementing the annual job performance review of the President & CEO and for determining the compensation and benefits to be paid to the President & CEO, which shall be presented to the Board of Directors for approval. The Chair of the HR Committee reports to the Board of Directors.

Strategic Planning Committee

The Strategic Planning Committee shall be responsible for the planning and development of the Strategic Plan; working with staff and the Board of Directors to facilitate the creation and upkeep of the plan; as well as regular reporting on goals to the Board of Directors. The Chair of the Strategic Planning Committee reports to the Board of Directors.

Board Officer Descriptions

Chair of the Board

Overview

The Chair of the Board is the chief elected officer of the Society who presides over all meetings of the Board of Directors. The Chair serves as chair of the Executive Committee and acts as ex-officio member of all other Society committees. The Chair serves a one-year term or until his or her successor is elected.

Specific Responsibilities

The Chair of the Board:

- Presides over all meetings of the Board of Directors.
- Coordinates Board agenda preparation with the President & CEO.
- Helps to guide the strategic direction of the Society through the strategic plan and the planning processes.
- Assures the Board formulates policies and programs to further the mission and objectives of the Society.
- Makes emergent decisions in consultation with Executive Committee as needed regarding actions taken by the Society.
- Appoints committee and task force chairs.
- Designates and delegates tasks to Directors and other volunteers as necessary; ensures volunteer work is being completed as assigned.
- Represents the Society to the public as needed.

- Keeps the Board and committees informed about the conditions and operations of the Society.
- Promotes Board engagement and participation.
- Develops and maintains a collegial relationship with the President & CEO.

Vice Chair of the Board

Overview

Accountable to the Board of Directors, the Vice-Chair of the Board performs the duties of the Chair of the Board in the absence of the Chair. The Vice-Chair serves a one-year term or until his or her successor is elected.

Specific Responsibilities

The Vice-Chair of the Board:

- Serves on the Executive Committee.
- Assumes the office of Chair of the Board if the Chair position is vacated for any reason.
- Performs other duties that may be assigned by the Board of Directors.

Secretary of the Board

Overview

The Secretary is accountable to the Board of Directors. This office is responsible for ensuring that notice of the time and place of all Society meetings is sent per Society policies and procedures, and that appropriate meeting records are maintained. The Secretary serves a one-year term or until his or her successor is elected.

Specific Responsibilities

The Secretary:

- Ensures that accurate and appropriate minutes are maintained of all Board of Directors meetings.
- Serves on the Executive Committee.
- Performs other duties that may be assigned by the Board of Directors.

Treasurer of the Board

Overview

The Treasurer is accountable to the Board of Directors for monitoring the fiscal affairs of the Society. The Treasurer serves a one-year term or until his or her successor is elected.

Specific Responsibilities

The Treasurer:

- Works with the President & CEO to present comprehensive and accurate financial information to the Board on a regular basis.
- Advises the Board about the financial implications of Board strategy and actions.
- In conjunction with the President & CEO, develops an annual budget, which is presented to the Finance Committee for its review and recommendation for approval to the Board of Directors.
- Ensures that adequate financial controls are in place and that the Society operates within a sound financial framework.
- Ensures that all financial transactions are properly accounted for.
- Serves as Chair of the Finance Committee.
- Serves on the Executive Committee.
- Performs other duties that may be assigned by the Board of Directors.

Board of Directors Responsibilities

1. Determine and support the mission and goals of the Humane Society of the Pikes Peak Region
2. Select and support the chief executive, and assess his or her performance
3. Ensure effective organizational planning
4. Ensure adequate resources/raise money
5. Exercise fiduciary responsibility and oversight of HSPPR's assets

6. Determine, monitor and strengthen the organizations programs and services
7. Enhance the organization's public standing by advocating its mission and goals to the community
8. Ensure legal and ethical integrity and maintain accountability
9. Recruit and orient new board members and assess board performance

Individual Board Member Responsibilities

A Job Description/Expectation or Commitment Statement

GENERAL EXPECTATIONS

1. Be knowledgeable of the organization's mission, purposes, goals, policies, programs, services, strengths and needs.
2. Suggest nominees for the Board.
3. Serve in leadership positions and/or undertake special assignments willingly when asked.
4. Serve on at least one committee of the board of directors.
5. Follow trends in animal welfare.

MEETINGS

1. Prepare for, regularly attend and participate in board meetings, committee meetings and other organizational activities.
2. Ask timely and substantive questions while supporting board majority decisions.
3. Maintain confidentiality of HSPPR activities unless they are a matter of public record.
4. Speak on behalf of the board when asked to do so by authorized persons.
5. Suggest agenda items periodically for board and committee meetings, to ensure that significant policy-related matters are addressed.

RELATIONSHIP WITH STAFF

1. Counsel the president and CEO as appropriate and offer support.
2. Avoid asking for special favors of the staff without proper consultation with the board chair or president and CEO.
3. Should a staff member bring a grievance directly to you, urge resolution with the individuals' supervisor through established policies and procedures.

AVOIDING CONFLICTS OF INTEREST

1. Avoid even the appearance of a conflict of interest, and disclose any possible conflicts to the board chair or chief executive in a timely fashion.
2. Maintain independence and objectivity, and do what a sense of fairness, ethics and personal integrity dictates.
3. Never accept or offer favors or gifts from or to anyone who does business with the organization.
4. Volunteering in day-to-day operations is not permitted.

FIDUCIARY RESPONSIBILITY

1. Exercise prudence with the board in the control and transfer of funds.
2. Faithfully read and understand the organization's financial statements and otherwise help the board fulfill its fiduciary responsibility.

FUNDRAISING

1. Support HSPPR with an annual personally-significant cash contribution with a minimum of \$1,000.
2. Participate in the bi-annual personal letter campaign.
3. Participate in the monthly prospect screening.
4. Participate in the first-time donor thank you program.
5. Assist with the cultivation of major donors.
6. Host or co-host a cultivation event to introduce HSPPR to your friends, colleagues and/or neighbors.
7. Participate in annual activities including: Volunteer BBQ, Donor Appreciation Events, Yappy Hour and Java with Jan, and Legacy Society event.
8. Attend ticketed events like Fur Ball and Pawtoberfest, and encourage others to do so.

Board of Directors Procedural Information

MEETINGS

A regular annual meeting of the board of directors shall be held the third Tuesday of December each year. Additionally, ten regular meetings shall be held on the third Tuesday of each month, except August, at HSPPR, Colorado Springs or at such other time and place as the Board shall designate. Any director unable to attend any regular or special meeting shall notify the Chair by telephone or mail by noon of the day of the meeting. Notification will result in an excused absence.

ATTENDANCE AT BOARD MEETINGS

A director who misses three consecutive or five regularly scheduled meetings or the board of directors in any twelve month period, without prior notification to the Board Chair or his designee shall result in board membership being automatically terminated.

FINANCE

HSPPR fiscal year begins January 1 and ends December 31.

Fundraising occurs throughout the year.

An external audit firm chosen by the Audit Committee conducts an annual audit.

Duty of Care, Loyalty and Obedience

According to nonprofit corporation law, a board member should meet certain standards of conduct and attention to his or her responsibilities to the organization. Along with attention to programs, finances and fundraising, nonprofit board members should understand the regulatory environment in which their organizations operate. Fundamental legal principles and complex tax laws govern the work of nonprofit boards and board members.

The duties of the nonprofit board can be summed up in the “three D’s”: the duty of care, duty of loyalty and duty of obedience.

DUTY OF CARE

Board members must exercise due care in all dealings with the organization and its interests. Directors should be reasonably informed about the organization’s activities, participate in collective decisions, and do so in good faith and with the care of an ordinarily prudent person in similar circumstances. This includes careful oversight of financial matters and reading of minutes, attention to issues that are of concern to the organization, and raising questions whenever there is something that seems unclear or questionable.

DUTY OF LOYALTY

The duty of loyalty requires board members to exercise their power in the interest of the organization and not in their own interest or interest of another entity, particularly one with which they have a formal relationship. When acting on behalf of the organization, board members must put the

interest of the organization before their personal and professional interests. Conflicts of interest, including the appearance of conflicts of interest, must be avoided. This includes personal conflicts of interest or conflicts with other organizations with which the board member is connected.

DUTY OF OBEDIENCE

Obedience to the organization's central purposes must guide all decisions. The board must also ensure that the organization functions within the law, both the "law of the land" and its own bylaws and other policies. The directors must remain the guardians of the mission

(This section is based on the presentation "Rejuvenating, Revitalizing and Energizing Your Board of Directors," presented by BoardSource at the HSUS Animal Care Expo on March 10, 2004.)

Board Nominations and Elections

Nominations

Per the Bylaws, the Chair of the Board appoints a Governance Committee Chair at least 60 days before the annual meeting. The composition and scope of the Governance Committee consists of four board members and the President & CEO. It is this committee that has the responsibility of developing the slate of Director candidates for the next year's election.

The Governance Committee's recommended slate must be circulated to the membership, either electronically or via postal service, at least 30 days prior to the annual meeting.

New officers are selected by the Board following the annual election. Officers serve a one-year term or until their successors are elected. The Chair of the Board may not serve more than two consecutive terms as Chair.

Nominating Considerations

The Governance Committee will strive to develop a slate of Director candidates that is diverse in regards to geographic, special skill sets, demographics, and industry factors.

Elections

The slate of Director candidates is voted on by acclamation at the annual meeting, which is typically held in December.

Vacancies

If a vacancy occurs in a Director position prior to the expiration of the term, the Governance Committee will put forth a nominee to the Board of Directors for review. Upon Board acceptance, the Chair of the Board will appoint the successor to fulfill the remainder of the unexpired term.

Nominating Procedure

1. Gathering of potential Candidates based on organizational needs.
2. All names reviewed by the Board of Directors before initial meeting.
3. Initial meeting set up with two Board members and the President/CEO talk about committee work and board pool.
4. Candidates of interest receive a questionnaire about interest in serving and general HSPPR information.
5. Questionnaire is reviewed by the Governance Committee, if there is an interest an interview is set up with the committee members.

6. Candidate takes tour and meets one-on-one with CEO.
7. Candidate slate taken to Board of Directors for final vote.
8. Candidate is notified by Chair of Governance Committee and welcome packet sent by CEO.
9. Orientation date is planned by Chair and CEO.

Board Policies

Investment Policy Statement

The Humane Society of the Pikes Peak Region (HSPPR) Board of Directors Reserve Fund (hereinafter the Reserve Fund) has been established solely to support the work of the HSPPR. The Reserve Fund exists to generate and distribute funds in support of the mission of the HSPPR. In addition, the Reserve Fund exists to serve the charitable interests of our donors and to manage their gifts.

The primary purpose of the Reserve Fund is to supplement the HSPPR with its operating expenses. It is the interest of the Board of Directors that the fund maintains its purchasing power over the long term. Studies show that an annual distribution of 4% on a balanced portfolio will allow investments to keep up with inflation over the long term. Therefore, a 4% annual distribution rate is a guideline for the Board of Directors.

Additionally, the Board of Directors can approve distribution from the Reserve Fund as needed.

The Board of Directors has full discretion and authority; it is ultimately responsible for making all decisions with regard to the Reserve Fund, including the management and execution of the Investment Policy Statement. The Board of Directors may retain the services of Investment Managers and Consultants. The managers/consultants shall act as a fiduciary to the Reserve Fund by investing the account's assets within the guidelines of the Investment Policy Statement.

Statement of Purpose

The purpose of the Investment Policy Statement is to set forth the objectives, policies, constraints, and guidelines that are to govern the management and investment of the assets of the Reserve Fund. This policy should assure that the Reserve Fund is managed under normal fiduciary Prudent Investor Standards. The intent of this Investment Policy Statement is to create a diversified portfolio representing a reasonable asset mix. This portfolio should generate acceptable long-term returns given a reasonable level of risk and/or volatility.

Investment Policy Responsibilities

Finance Committee

- Develop and review the Investment Policy Statement.
- Measure and evaluate the performance of the portfolio relative to the objectives described in the Investment Policy Statement.
- Monitor the Investment Managers/Consultants.
- Review asset classes when presented for consideration or constraint from investments within this portfolio.
- Conduct Investment Managers/Consultant searches and reviews when needed.
- Review the annual distributions/additions with the objective of maintaining the long-term purchasing power of the Reserve Fund.

Board of Directors

- Annual review of the Investment Policy Statement.
- Annual review of the performance of the Reserve Fund.
- Establish and empower the Finance Committee to monitor and evaluate the Reserve Fund and investment managers/consultants acting as investment fiduciaries of the Reserve Fund.
- Review and approve recommendations made by the Finance Committee on annual distribution or additions to the Reserve Fund. These shall have the objective of maintaining the long-term purchasing power of the Reserve Fund.

Investment Managers

- Deploy the assets and adhere to the policy guidelines set forth in the Investment Policy Statement.
- Make investment decisions.
- Report to the Finance Committee on a periodic basis and keep the committee apprised of investment performance and adherence to the Investment Policy Statement guideline.

Investment Manager may refer to Registered Investment Advisors, money managers, trust officers, consultants or other professionals with appropriate skills to prudently manage financial assets.

Objectives and Goals

I. Investment Strategy

The investment strategy of the Reserve Fund is growth and income. A reasonably diversified asset mix that generates acceptable long-term returns that protect the purchasing power of the Reserve Fund long term is desired. Naturally, reasonable efforts to control risk within the stated objective should be employed.

II. Return Objective

Required

The Reserve Fund may make an annual distribution to the Humane Society's operating budget of 4% annually. Therefore, the Reserve Fund seeks a relatively stable distribution source.

Desired Return

The portfolio's returns should be sufficient over time to allow the distributions from the Reserve Fund to keep pace with inflation.

III. Risk Tolerance

While the Reserve Fund has a long time horizon, an above average amount of risk is allowed for the portfolio.

IV. Constraints

Time Horizon

It is desirable that the Reserve Fund operate indefinitely; therefore, the Reserve Fund's time horizon is very long term.

Liquidity Needs

The Reserve Fund's distribution is targeted at 4% annually; therefore, liquidity needs are low.

Taxes

HSPPR is a charitable organization exempt from taxes.

Legal

No known legal constraints apply.

Unique Circumstances

The Reserve Fund's intentions are to only invest in liquid assets.

Investment Guidelines

Allowable Assets

1. Cash Equivalents

Treasury Bills

Money Market Funds

STIF Funds

Commercial Paper

Banker Acceptances

Repurchase Agreements

Certificates of Deposit

2. Fixed Income Securities

U.S Government and Agency Securities

Corporate Notes and Bonds - Investment Grade

Mortgage Backed Bonds

Preferred Stock

Fixed Income Securities of Foreign Government and Corporations

Investment Grade

3. Equity Securities

Common Stock (excluding of REITs and Commodity ETFs)

Convertible Notes and Bonds

Convertible Preferred Stocks

American Depository Receipts (ADRs) of Non-U.S. Companies
 Stocks of Non-U.S. Companies (Ordinary Shares)

- 4. Alternative Investments
 - Real Estate
 - Commodities
- 5. Mutual Funds

Asset Allocation Guidelines

Asset Class	Minimum	Target	Maximum
Equities			
Large Cap Domestic	35%	40%	45%
Small-/Mid-Cap Domestic	5%	10%	15%
International	5%	10%	15%
Total Equities	50%	60%	70%
Fixed Income	15%	25%	35%
Real Estate (includes REITS)	3%	5%	7%
Commodities (includes commodity-based ETFs)	3%	5%	7%
Cash	0%	5%	10%

Overall Range Guidelines

Asset Class	Range
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Equities	50-70%
Fixed Income	15-35%
Real Estate (includes REITS)	3-7%
Commodities (includes commodity-based)	3-7%
Cash	0-10%

Diversification

The Colorado Prudent Investors Act requires a diversified asset mix. It is the intention of the Board to adhere to these guidelines.

Rebalancing

Rebalancing of the portfolio should be addressed when model allocations are outside of their stated minimum/maximum range.

Permitted Activity

The Investment Advisor, unless specifically notified by the HSPPR Board of Directors, shall not be subject to restriction pertaining to:

1. Turnover of portfolio assets.
2. Investment in liquid marketable securities traded on US major market exchanges.
3. Use of securities of foreign based companies traded on major US Exchange and American Depository Receipts (ADR's).
4. Use of ordinary shares of foreign securities traded in their local exchange.

Fixed Income

The Investment Advisor may select from preferred stocks, corporate and Government Bonds, mortgage backed bonds, and Certificates of Deposit. These investments should be subject to the following limitations:

1. The Fixed Income portion of the portfolio may not have a duration of more than 10 years.
2. Investment in securities a single issuer (with the exception of the US Government and Agency bonds) must not exceed 5% of the market value of the portfolio.

3. Preferred stocks, as well as corporate debt issues of a single issuer, must be investment grade at the time of purchase.

International Equity

Readily marketable securities of both developed and developing countries (emerging markets) are permitted.

This statement of investment policy is adopted by the Board of Trustees of the Humane Society of the Pikes Peak Region Investment Accounts whose signatures appear below.

Approved and adopted this day of _____.

Signatures of Finance Committee Members

7.19.2011

Humane Society of the Pikes Peak Region

Statement of Principles and Beliefs

In order to provide a clear understanding of the positions of the Humane Society of the Pikes Peak Region regarding humane issues, the Society publishes this Statement of Principles and Beliefs for the organization. These statements are used by the Society to guide its course of action and determine present and future decisions. Through time, this statement will undoubtedly be revised, altered or amended as new developments and conditions arise. Any changes to these statements will only be made after a careful analysis and discussion of current conditions and estimates of future trends.

BREED SPECIFIC LAWS

The Humane Society of the Pikes Peak Region recognizes that aggressive or vicious dogs are a public safety issue. We support legislation to protect the community from dangerous dogs; however we do not support breed-specific bans or breed-specific legislation.

While the intent of breed-specific legislation is to protect a community, responsible families that have well-trained, friendly dogs are then forced to move or give up their beloved pet. Breed-specific laws are difficult to enforce because breed identification can be difficult. Breed bans may force owners to hide their dogs and there is an emotional and financial toll when dogs are confiscated and euthanized. There is no supporting data that breed-specific legislation has led to the reduction of the number of bites in a community. Dog guardians must be held responsible for understanding the temperament, traits and behavior of their animal no matter what the breed. This can be accomplished through education and training, law enforcement and effective dangerous dog laws.

Communities can provide the greatest safety to the public by creating effective and fair animal control laws that focus on the irresponsible and dangerous behaviors of an owner and their dog. These laws must be vigorously enforced by targeting problem dogs (and owners) and enforcing regulations with escalating penalties. Preventing fatal and serious dog attacks requires multi-faceted programs that go well beyond focusing on the breed issue. Prosecuting

attorneys and judges must take the prosecution of the animal control laws seriously, ordering penalties and fines that will get the attention of the dog owner. Animal Law Enforcement must be adequately staffed to effectively patrol and enforce animal control laws. In addition, court systems can mandate a professional behavioral evaluation of a dog with behavior issues, and provide risk assessment for the guardians' willingness and ability to manage the dog's behavior. This assessment can guide the court on the best course of action which could include mandated sterilization, microchipping, mandated muzzling or confinement, and dog training to assure public safety and responsible dog ownership.

Reference: www.livingsafelywithdogs.org

BLOOD SPORTS

The Society is opposed to blood sports such as dog fighting and cock fighting. These are illegal and brutal animal contests with acute suffering, torture and harassment for the animals forced to be involved.

BLOOD DONORS

Animals at the Society may provide blood for another animal in need. The blood donor may be transferred to a blood donation facility approved by the Society with the expectation that the animals will be well-cared for and placed into loving homes at the end of their service.

RESEARCH ANIMALS

The Society does not relinquish animals for research, and opposes government-mandated surrender of animals by public animal shelters for research. In respect for the animals and their families, HSPPR will not provide cadavers of animals euthanized at the shelter.

Approved October 16, 2012

FERAL AND COMMUNITY CATS

Felines are the most popular pet in the US, with the number of cats in homes outnumbering dogs. It is estimated that 86.4 million cats are in US

households and 50-90 million cats live on the streets. Although 80% of household cats are sterilized, cat overpopulation is a serious problem in animal shelters. Shelters are inundated with cats, and nationally only 2% of lost cats are reclaimed by their families. Many of the cats entering shelters are feral or community cats living on the streets that do not have an owner and are usually not adoption candidates.

Feral cats are free-roaming domestic cats that were never socialized by humans or have lived outdoors for so long that they have reverted to a wild state.¹ Felines labeled as community cats may have limited social skills, but would not be appropriate for adoption into normal home situation due to a lack of social behaviors desired by an adopter.

The Humane Society of Pikes Peak Region (HSPPR) believes at this time the most humane and efficient method for reducing feral cat populations is through a trap-neuter-return program (TNR). TNR programs have been in practice for decades in the US as a tool to reduce outdoor cat reproduction. TNR will stabilize the population and over time reduce the number of free-roaming cats.

Feral cats may be managed in colonies with organized caretakers who feed and provide medical care for the cats and prevent new cats from entering the area. HSPPR will assist in establishing colonies, educating colony caretakers and neighbors on the benefits of and resources for TNR. In the City of Colorado Springs cat licensing revenue helps support sterilization for community and feral cats in the city. Sterilization for colony cats will be provided at no cost (as cat licensing revenue allows) to the care givers with colonies within the city limits of Colorado Springs. Colony managers outside of the City of Colorado Springs will be asked to pay for subsidized sterilization services because there is no licensing funding source at this time. Cats will be sterilized, vaccinated, and ear-tipped to provide a visual sign that the cat is sterilized.

HSPPR also believes that Spay-Neuter-Return (SNR) is a humane and effective method for reducing community cats. Under this program, community cats that are healthy and thriving in their current outdoor environment can be sterilized and returned to the place they were found. Cats are thirteen times more likely to return home by non-shelter means than by shelter means. Sixty-six percent of lost cats return home on their own.² Sadly, in the US, 70% of cats in shelters are euthanized. SNR can reduce the number of cats entering a shelter that are euthanized.

HSPPR strives to make all socialized and healthy cats and kittens available for adoption and is otherwise committed to saving the lives of cats. HSPPR is additionally committed to increasing public awareness about cats. Public education to end cat abandonment and to increase the number of lost cats reunited with their families is a focus of our program. Education includes mediating cat-related neighborhood nuisance issues, providing deterrents, and limiting cats' presence in ecologically sensitive areas. HSPPR recommends all companion cats stay indoors, wear a collar and tag and be microchipped. Microchips must be registered with the guardians' current address and information.

Footnotes:

1. ASPCA Position Statement on Feral Cat Management
2. Kate Hurley DVM, University of California, Davis

Approved July 16, 2013

Collection of Personal Information of Customers

The Humane Society of the Pikes Peak Region (HSPPR), and its directors, officers and employees, recognize and acknowledge the importance of protecting the privacy of those individuals who utilize HSPPR's services and participate in its programs.

Individuals cannot be forced to disclose personal information if they do not wish to reclaim a pet or adopt. Personal information may only be collected when the individual consents to its collection. Also, that individual is entitled to be informed in a clear and straightforward fashion the purpose for which the information is collected.

HSPPR's customers also have the right to know the uses to which the information HSPPR collects may be put. Again, if they do not consent to the information being used for those specified purposes, then the Society cannot collect that information.

HSPPR serves as a limited jurisdictional law enforcement agency for various government entities. Information or the absence of information, suggesting criminal activities may be referred to other law enforcement agencies.

Adoptions

Individuals applying to adopt animals from HSPPR will be informed, as a part of the application process, that information acquired during the process will be used for the following purposes. Consent to this use is a condition to animal adoption for HSPPR and, absent such consent; HSPPR may terminate the adoption application process:

1. Animal law-related background check and animal licensing compliance.
2. Establishment through participating vendors of complimentary trial pet insurance plan coverage.
3. Microchip registration.
4. Registration through participating vendors for complimentary pet food coupons.

Individuals applying to adopt animals from HSPPR will additionally be asked if their personal information, including an email address, can be used by HSPPR to send newsletters and requests for support. Customer consent in this regard is optional. HSPPR may also disclose personal information without consent if such disclosure is required by law.

Approved July 16, 2013

Open Admission Shelter

Since 1949, The Humane Society of the Pikes Peak Region (HSPPR) has protected animals. HSPPR is an open admission shelter accepting all animals. It receives an average of 68 animals per day and is open seven days a week. No domestic companion animal is turned away. We are the only open admission shelter in El Paso and Pueblo County.

HSPPR is committed to re-homing companion animals that exhibit manageable health and behavior in the shelter environment. We work cooperatively with other limited admission shelters and rescue organizations to ensure the best care, placement and transfer of animals that fall outside HSPPR's purview of care.

The transfer program helps over-burdened shelters by accepting transfer of animals who are adoptable, but where the animal may not find a home in that community because of a lack of resources. Decisions to accept or send out transfer animals are made on a space available basis by the shelter staff with our first commitment being to animals from our service region.

HSPPR animals are evaluated on health and behavioral assessments using evaluation criteria guidelines from the Asilomar Accords. The Asilomar Accords is a nationally recognized standard for recording animal statistics and calculating a "Live Release Rate." Visit www.Asilomaraccords.org to view the document. The evaluation guidelines fall into three groups:

Healthy: The term "healthy" means and includes all dogs and cats eight weeks of age or older that, at or subsequent to the time the animal is taken into possession, have manifested no sign of a behavioral or temperamental characteristic that could pose a health or safety risk or otherwise make the animal unsuitable for placement as a pet, and have manifested no sign of disease, injury, a congenital or hereditary condition that adversely affects the health of the animal or that is likely to adversely affect the animal's health in the future.

Treatable: The term "treatable" means and includes all dogs and cats who are "rehabilitatable" and all dogs and cats who are "manageable."

Rehabilitatable: The term "rehabilitatable" means and includes all dogs and cats who are not "healthy," but who are likely to become "healthy" if given medical, foster, behavioral, or other care equivalent to the care typically provided to pets by reasonable and caring pet owners/guardians in the community.

Manageable: The term "manageable" means and includes all dogs and cats who are not "healthy" and who are not likely to become "healthy," regardless of the care provided; but who would likely maintain a satisfactory quality of life, if given medical, foster, behavioral, or other care, including long-term care, equivalent to the care typically provided to pets by reasonable and caring owners/guardians in the community; provided, however, that the term "manageable" does not include any dog or cat who is determined to pose a significant risk to human health or safety or to the health or safety of other animals.

Unhealthy and Untreatable: The term "unhealthy and untreatable" means and includes all dogs and cats who, at or subsequent to the time they are taken into possession,

- 1) have a behavioral or temperamental characteristic that poses a health or safety risk or otherwise makes the animal unsuitable for placement as a pet, and are not likely to become "healthy" or "treatable" even if provided the care typically provided to pets by reasonable and caring pet owners/guardians in the community; or
- 2) are suffering from a disease, injury, or congenital or hereditary condition that adversely affects the animal's health or is likely to adversely affect the animal's health in the future, and are not likely to become "healthy" or "treatable" even if provided the care typically provided to pets by reasonable and caring pet owners/guardians in the community; or
- 3) are under the age of eight weeks and are not likely to become "healthy" or "treatable," even if provided the care typically provided to pets by reasonable and caring pet owners/guardians in the community.

If an animal is determined to be healthy and is a good candidate to be a companion animal, we will do our best to re-home the animal. If the animal is not ready for a new home, HSPPR may seek to rehabilitate the animal through a reasonable commitment of time, effort, or medical care. HSPPR provides medical and behavior treatments to help animals that are rehabilitatable to become available for adoption when resources are available. If an animal is a danger to the public, other animals, or itself due to serious disease, injury, other infirmities, or behavior reasons outlined in our criteria, the animal is considered unhealthy/untreatable.

Overall, and in all of our programs, we are committed to helping homeless and abused animals, and the decision to euthanize an animal is never made lightly. Animals that are not candidates or potential candidates for adoption are humanely euthanized.

Approved July 16, 2013

Adoption Policies:

1. Adopter must be 18 years of age.

2. Adopter cannot be convicted of neglect or cruelty to animals. Staff will check person's status in database.
3. The adopter cannot be under the influence of drugs or alcohol at the time of adoption.
4. All dogs and cats adopted from HSPPR must be sterilized.

Adoption Guidelines:

At HSPPR we strive to match adopters with appropriate companion animals based on our understanding of the client's expectation for a pet and the animal's needs. With this in mind we strive to create a match that will achieve the following objectives for a successful adoption:

1. The match is best suited to the individual animal and family
2. The animal is afforded veterinary care
3. The social needs for the animal will be met
4. The animal will have a humane environment
5. The animal will be respected and valued

Open Adoptions and Adoption Fees

HSPPR's adoption program is based on finding the best match for an animal and adopter. Our staff provides counseling to adopters by identifying the adopter's expectations for a companion animal and creating a match. We hold true to an atmosphere of respect and courtesy toward our customers and strive to build lasting relationships of support. We adhere to guidelines for placement and treat each animal and adopter as individuals with specific needs to be met to the best of our ability. Through positive client services, we seek to build a continuum of support for the animal, adopter and organization.

Our adoption fees help to offset the cost of evaluation, housing, feeding and medical care for the thousands of animals that need our help. HSPPR uses variable adoption pricing to support our mission. Highly desirable animals may have a higher adoption fee than an animal that may be more difficult to place due to age or condition. Higher fees leave a legacy of care for the animals that may be more difficult to place. Overall, adoption fees do not cover the cost for caring for thousands of animals and it is only through the generosity of our donors that we have the resources to place thousands of animals into loving homes.

Approved July 16, 2013

Document Retention and Destruction Policy

October 29, 2012

I. Purpose

This policy provides for the systematic review, retention and destruction of documents received or created by the Organization in connection with the transaction of the organization's business. This policy covers all records and documents, regardless of physical form (including electronic documents) and contains guidelines for how long certain documents should be kept and how records should be destroyed. The policy is designed to ensure compliance with federal and state laws and regulations, to eliminate accidental or innocent destruction of records and to facilitate the Organization's operations by promoting efficiency and freeing up valuable storage space.

II. Document Retention

The Organization follows the document retention procedures outlined below. Documents that are not listed, but are substantially similar to those listed in the schedule will be retained for the appropriate length of time.

III. Electronic Documents and Records

Electronic documents will be retained as if they were paper documents. Therefore, any electronic files, including records of donations made online, that fall into one of the document types on the above schedule will be maintained for the appropriate amount of time. If a user has sufficient reason to keep an email message, the message should be printed in hard copy and kept in the appropriate file or moved to an "archive" computer file folder. Backup and recovery methods will be tested on a regular basis.

IV. Emergency Planning

The Organization's records will be stored in a safe, secure and accessible manner. Documents and financial files that are essential to keeping the Organization operating in an emergency will be duplicated or backed up at least every week and maintained off site.

V. Document Destruction

The Organization's President/CEO is responsible for the ongoing process of identifying its records, which have met the required retention period and overseeing their destruction. Destruction of financial and personnel-related documents will be accomplished by shredding.

Document destruction will be suspended immediately, upon any indication of an official investigation or when a lawsuit is filed or appears imminent. Destruction will be reinstated upon conclusion of the investigation.

Accounting Records	
Auditor's Report and Annual Financial Statements	Permanent
Audit Work Papers	3 years
Bank Statements, Deposit Slips and Bank Reconciliations	5 years
Budgets and Supporting Documentation	7 years
Cash Disbursements Journal/Check Register	7 years
Cash Receipts Journal	7 years
Chart of Accounts	Permanent
Deeds, Mortgages, Bills of Sale	Permanent
Electronic Payment Records	7 years
Employee Expense Reports (to include travel and entertainment)	7 years
Fixed Assets Records (invoices, depreciation schedules)	Permanent
Freight Bills and Bills of Lading	7 years
General Journal	Permanent
General Ledger	Permanent
Internal Financial Statements – Monthly	3 years
Internal Financial Statements – Year-End	Permanent
Investment Statements	7 years
Invoices (customers, vendors)	7 years
Payroll Journal/Time Cards/Time Report	7 years
Purchase Journal	Permanent
Purchase Orders	7 years

Revenue Records	7 years
Subsidiary Records (accounts receivable, accounts payable, equipment)	7 years
Trial Balance – Year-End	Permanent
Vendor Files	7 years
Others not specifically identified above	7 years
Insurance Records	
Fire Inspection and Safety Reports	7 years
Insurance Policies, Accident Reports, Claims (after expiration)	3 years
Workers Comp Cases (from date of closure)	10 years
Others not specifically identified above	7 years
Legal Documents	
Articles of Incorporation and By-Laws (including amendments)	Permanent
Contracts and Leases (after expiration)	7 years
Employment Agreements	5 years
Legal Correspondence	Permanent
Minutes	Permanent
Others not specifically identified above	Permanent
Tax Records	
Appraisals	Permanent
Employee W-2's	7 years
Payroll Tax Returns	Permanent

Tax Returns (from date of filing)	7 years
Tax Notices and Correspondence	7 years
Sales and Use Tax Returns	Permanent
1096 and 1099	7 years
Others not specifically identified above	7 years
Personnel Records	
Child Labor Certificates and Notices	3 years
Employment Applications	2 years
Employee Files (from date of termination)	7 years
Others not specifically identified above	7 years
Employee Benefit Plan Records	
Actuarial Reports	Permanent
Allocation and Compliance Testing	7 years
Brokerage/Trustee Statements Supporting Investments	7 years
Employee 401K Records (from date of termination)	7 years
Financial Statements	Permanent
General Ledger and Journals	7 years
IRS/DOL Correspondence	7 years
Participation Communications Related to Distributions, Terminations, Beneficiaries	7 years
Plan and Trust Agreements	Permanent
Others not specifically identified above	7 years

Shelter Records	
Adoption Records	5 years
Animal Control Contracts	7 years
ALE Investigations and Summons	3 years
Controlled Substance Logs	7 years
DEA Forms	2 years
DEA Inventory	2 years
DEA License	7 years
Euthanasia Logs	2 years
Lost/Found Reports	3 years
MSDS Sheets and OSHA Related Items	Permanent
Receipts	2 years
Reclaim Records	3 years
State Kennel License	7 years
Statistical Records	10 years
Veterinarian Rabies Certificates	7 years
Veterinary Records	7 years
Others not specifically identified above	7 years
Donation Records	
Capital Campaign Records	7 years
Estate Documentation	Permanent
Foundation Documentation	10 years
Grants	7 years

General Donation Records	7 years
Copies of Gift-Giving Checks and Credit Cards	2 years
Others not specifically identified above	7 years

Humane Society Board of Directors Gift/Giving Policy

Serving on the Board of Directors requires a financial commitment to the organization. Each Director is expected to participate in our two major event fundraisers by purchasing tickets or committing to sponsorship. This event support and any additional donations will be applied to the Director's annual requirement of \$1,000 or more in financial support. *Board members will be expected to give to the best of their means, at a level they would consider generous.* Additionally, Board members are asked to solicit donations on behalf of the organization.

GIFT ACCEPTANCE POLICY

I. Purpose

The purpose of this policy is to define the types of assets that Humane Society of the Pikes Peak Region (HSPPR or Society) may accept, the form these assets can take, and the role of HSPPR in the administration and management of assets contributed. The following policies and guidelines generally govern all gifts to HSPPR or for the benefit of any of its programs.

II. Responsibility to Donors

HSPPR, its staff and representatives shall endeavor to assist donors in accomplishing their philanthropic objectives in providing support for Society.

Confidentiality: Information concerning all transactions between a donor and the HSPPR shall be held by the Society in strict confidence. HSPPR does not sell, rent or exchange donor information.

Anonymity: HSPPR shall respect the wishes of donors wishing to support the Society anonymously and will take reasonable steps to safeguard those donors' identity.

Disclaimer: Each prospective donor shall be informed that HSPPR does not provide legal, tax or financial advice, and shall be encouraged to discuss all charitable gift planning decisions with his or her legal, financial or tax advisor before entering into any commitment to make a gift.

III. Gift Restrictions

Unrestricted Gifts: To provide HSPPR with maximum flexibility in pursuit of its mission, donors always shall be encouraged to make unrestricted gifts to the Society. Unrestricted gifts to a specific division or campus of HSPPR will be applied to programs and services at the designated location.

Temporarily Restricted Gifts: HSPPR may accept a temporarily restricted gift if our approved budget for the year in which the gift is to be accepted includes proposed funding for the specific program, purpose or facility for which the restricted gift is made. Exceptions to this rule at or below \$20,000 require the President's approval. All other exceptions require the approval of the Board of Directors.

Permanently Restricted Gifts: As a general rule, HSPPR discourages permanently restricted gifts. However, these may be accepted—pending approval by the Board of Directors. A permanently restricted gift requires a

minimum contribution of \$100,000 and must be restricted to a program that is active in the current budget year. Gifts restricted to a program that becomes inactive may be allocated to a similar active program at the Board of Directors' discretion.

Variance Power: Unless otherwise approved by the Board of Directors, HSPPR will reserve the right, in the document that restricts the use of the gift, to broaden or alter the purpose of the gift should it be determined in the future that the original purpose of the gift no longer meets the needs or serves the mission of the Society.

IV. Donor Recognition

Executor: Unless approved by the President of the Society, HSPPR will not agree to serve as executor of a decedent's estate or as a trustee of a living trust or other trust intended to serve as a person's primary estate planning document.

Trusteeship: HSPPR may serve as trustee of charitable remainder trusts, provided that no less than 50% of the remainder interest in the trust is irrevocably dedicated to the Society, the trust is funded at \$250,000 or more. HSPPR may serve as trustee of trusts only in circumstances in which its investment authority as trustee is unrestricted. The Society will not serve as co-trustee of a trust. Exceptions to this policy must be approved by the President.

V. Donor Expenses

As a general rule, and except as provided elsewhere in this policy for specific assets, including real estate, expenses associated with a donor's gift should be borne by the donor. Typical expenses include appraisal fees to substantiate the value of the donor's gift for tax purposes and the donor's legal fees incurred in connection with the gift. The Society may, with prior approval of the Director of Development, agree to pay some or all of the donor's expenses associated with the gift following a determination that doing so is necessary to facilitate the gift.

VI. Written Agreements

All gift arrangements other than a simple outright gift of cash shall be memorialized in a written document describing the restrictions, if any, imposed on the gift by the donor and any other obligations that may be undertaken by HSPPR with respect to the gift.

Legal Counsel: All gift agreements prepared by the Society shall be reviewed and approved by HSPPR's legal counsel. Once the document is approved, it may then be forwarded to the donor for review. The above review and approval is not necessary if an agreement is contained on a form that has been previously approved by the Society's legal counsel.

Signatures: The following persons are authorized to sign gift agreements on behalf of the Society: HSPPR President, Director of Development, Director of Finance. For gifts of \$100,000 or more, two signatures shall be required.

VII. Pledges

Duration: Unless a longer period is approved by the Director of Development, the Pledge Agreement will specify equal installments over a period not to exceed five years. The Development Department is responsible for recording, acknowledging, billing and monitoring the status of all pledge payments.

Minimum Amount: Pledges payable over more than one year shall be at least \$5,000.

Donor's Estate: Each Pledge Agreement shall provide that any portion of the donor's commitment remaining unpaid at the donor's death shall be a liability of the donor's estate, enforceable by the Society.

VIII. Types of Gifts

Cash: Cash is acceptable in any form.

Marketable Securities: HSPPR will assist in the transfer of custody of marketable securities from the donor (or his or her custodian) to the Society. Typically, these are transferred from the donor's broker to a brokerage account designated by the Society or delivered physically with the transferor's signature or power of attorney attached. If the securities are restricted in any way, such as being subject to Rule 144 or other restrictive provisions of security law that might prevent immediate sale, this must be disclosed by the donor before the transfer and the Development Director or President must approve the gift. Gifts of marketable securities will be accounted for at their value on the date the gift is made, determined by taking the mean between the high and low quotes on the date of the gift. HSPPR will instruct its brokers that marketable securities will be sold upon receipt. Donors may not request that the Society engage in market timing. The sale of thinly traded securities shall be parsed out so as not to disrupt the market or jeopardize other shareholders. The Development Director is authorized to override any of these general rules,

following consultation with the Society's Director of Finance. Gifts of valueless stock will not be accepted.

Closely Held Securities: Closely held securities, which include not only debt and equity positions in non-publicly traded companies but also interests in LLPs, LLCs, Limited Partnerships, Family Limited Partnerships and other ownership forms, can be accepted subject to the approval of the Development Director and the Director of Finance. However, gifts must be reviewed prior to acceptance to determine that: (1) there are no restrictions on the securities that would prevent the Society from ultimately converting those assets into cash; (2) the security is marketable; (3) the security will not generate any undesirable tax consequences for the Society including UBTI consequences; (4) the security would not generate any undue liability for the Society (i.e. the security provides for limited liability as the owner of the business or asset and would not subject the Society to capital calls or other potential cash outlays); and (5) the security has a value of at least \$100,000. If potential problems detected upon initial review, outside professional counsel should be sought before making a final decision on acceptance of the gift.

Tangible Personal Property: Tangible personal property outside the scope of general wish-list items will be accepted on a case-by- case basis with the approval of the Development Director and the Director of Finance. Consideration should be given as to whether the item might be used in conjunction with an existing Society program; if not, how the item will be sold for cash within one year; and the estimated carrying costs including, but not limited to, insurance, storage, maintenance, etc. HSPPR does not accept gifts of airplanes, timeshares, frequent flyer miles, or livestock.

Real Estate: HSPPR may accept gifts of real estate with fair market value of at least \$100,000. In order to receive the gift, the Society may obtain the following:

- Copy of the Deed
- Copy of the current property tax bill
- Preliminary title insurance report
- Copy of each promissory note, mortgage, deed of trust or other liens on the property
- Copy of each lease or other contract affecting the property
- If the property is income-producing, obtain a copy of the profit and loss statements for the past three years
- Current appraisal of the property's value
- Physical inspection of the property

- Phase I environmental review of the property; in the event that the Phase I review indicates a potential problem, conduct a Phase II environmental inspection. If the Phase II indicates environmental damage, the property may not be accepted by the Society.

Gifts of real estate are typically placed for sale as soon as they are received unless the Society believes it may occupy or use the property to further its mission. Exceptions to the policy require the approval of the President, Development Director and the Director of Finance.

Remainder Interest in Property: HSPPR may accept a remainder interest in a personal residence, farm or vacation home subject to the provisions above for Real Estate gifts. The donor or other occupants may continue to occupy the real property for the duration of the stated life. At the death of the donor, HSPPR will sell the property. Expenses for maintenance, real estate taxes and any property indebtedness insurance are to be paid by the donor.

Life Insurance Policies: Donors shall be encouraged to name the Society as a primary beneficiary of their life insurance policies. The Society will not accept or engage in any viatical arrangements.

Retirement Plan Assets: HSPPR will accept funds it receives as the designated beneficiary of a retirement plan (such as an IRA or 401(k) plan). The Society should obtain a copy of the executed designation form that the donor has submitted to the retirement plan administrator.

Oil, Gas and Mineral Interests: HSPPR may accept oil, gas and mineral property interests. These are to be evaluated on a case-by-case basis and require the approval of the Development Director and the Director of Finance. These gifts should have a value of \$75,000 or greater for surface rights or generate at least \$10,000 per year in royalties or other income for gifts of oil, gas and mineral interests. Gifts should be carefully evaluated for tax, liability and environmental impact. An environmental review should be conducted prior to accepting the gift to ensure the Society would have no potential exposure to environmental liability.

Intellectual Property: HSPPR may accept gifts of intellectual property including patents, copyrights and royalty rights from intellectual property. These gifts shall be evaluated on a case-by-case basis and require approval from the Development Director and the Director of Finance.

Charitable Gift Annuities: HSPPR does not issue charitable gift annuities.

Charitable Remainder Trusts: HSPPR will encourage its donors to establish charitable remainder trusts providing an irrevocable remainder interest to the Society. The Society may serve as trustee with assets of at least \$250,000 if the trust names HSPPR irrevocably as a beneficiary of at least 50% of the remainder.

Charitable Lead Trusts: HSPPR may accept a designation as income beneficiary of a charitable lead trust.

Bargain and Sale Transactions: The general policy of HSPPR is to not enter into bargain and sale transactions. Exceptions may be made for property the Society intends to keep and use for its programs. Any Bargain and Sale arrangement requires the approval of the Development Director and the Director of Finance.

Bequests: HSPPR will accept testamentary gifts subject to the above conditions. Donors should be encouraged to share testamentary plans with the Society and HSPPR should engage legal counsel for evaluation when a testamentary plan is questionable. HSPPR is not obligated to accept all testamentary gifts and such gifts may be declined if the Society considers the gift questionable.

IX. Exceptions

Acceptance of gifts to the Society in a manner that is inconsistent in any way with this statement of policy must be approved in writing by the Director of Development and the Director of Finance, who shall report such exceptions to the Board of Directors at the next regular meeting.

X. Periodic Review

A committee of the Board of Directors, and of which the Director of Development shall be a member, shall periodically (but no less frequently than every five years) review these policies to ensure that they continue to accurately describe the policies of the Society. These policies shall also be reviewed and ratified by the Board of Directors each time the Board determines that the Society will embark on a major capital or other fundraising campaign.

Interview Questions for Potential Board Members

Tell us what interests you about our organization. Which aspect of our organization interests you the most?

What appeals to you about board service as a volunteer activity?

What skills, training, resources, and expertise do you feel you have to offer? How will the organization benefit from your participation? How do you think we can best take advantage of your expertise?

What would you need from this organization to make this experience a successful one for you?

What are your personal dreams or aspirations that could be enhanced by service on our board?

Of what importance to you is social interaction with other board members?

As you think about the three primary board roles—ambassador, advocate, and asker—in which role(s) do you think you will be most active?

Do you have any worries about joining the Board?