

Dumb Friends League

Board Manual



 **DUMB
FRIENDS
LEAGUE®**

since 1910

Dumb Friends League

2080 South Quebec Street

Denver, Colorado 80231

303-751-5772

www.ddfl.org





Mission Statement

The Dumb Friends League is committed to the welfare of animals:

- We shall provide shelter and care for animals.
- We shall provide programs and services, which enhance the bond between animals and people.
- We shall be advocates for animals...speaking for those who cannot speak for themselves.

Guiding Principles

- Increase placement of animals into humane environments.
- Provide, monitor, and maintain programs to reduce companion animal overpopulation and euthanasia.
- Provide and monitor programs, which provide for the well being of animals in our care.
- Understand and broaden awareness of animal and community needs and our role in meeting those needs.
- Provide programs and services to improve the relationship between animals and people.
- Attract, retain and develop capable, caring and professional staff, paid and volunteer, to achieve our mission.
- Be an advocate for animal welfare concerns.
- Identify and secure resources to support our activities.
- Evaluate, maintain, and improve equipment, facilities and grounds.

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History of the Dumb Friends League

After returning from England where she visited a large animal shelter in London, called "Our Dumb Friends League," Mrs. Jean Gower organized her friends to meet the growing problem of homeless animals in the Denver area. The Dumb Friends League was incorporated on September 8, 1910, with Rebecca Whipple elected president and Jean Gower elected secretary.

Some time in 1911 the League's first "shelter" - a small drafty shed - opened at the home of Mrs. Margaret Brady on Court Place (just off Denver's 16th Street Mall). Dr. Mary E. Bates was asked to join in the League's humane efforts, and she personally begged paint, whitewash, and linoleum for this shelter. Kittens were cared for in Mrs. Brady's house.

A larger shelter - comprised of house, shed, and barn - was opened at 1672 S. Acoma Street in 1913. Mrs. Brady continued to manage the Acoma Shelter and a satellite location on West Colfax until 1919 or 1920.

About 1920 the League entered into a difficult period with sharp division and major controversy. Accounts differ, but Denver community support dwindled as the Whipple-Gower faction dropped away. The League had no shelter until 1926, with the mailing address listed as the medical offices of Dr. Bates for those interim years.

Sheltering began again in 1926, first at 1295 S. Delaware and then in 1934 at 1295 S. Santa Fe Drive. For most of these years, Dr. Bates contributed her own funds so the League's shelter could continue to care for homeless animals.

In 1948, following a successful \$75,000 fund drive led by board member Mrs. Sheilagh Malo, a large and modern shelter was built at the S. Santa Fe Drive location. This facility allowed the League to care for cats, dogs and a variety of other pets. In 1968, a satellite-receiving center was opened in Arvada on West 56th Way. By the early 1970's, the Santa Fe shelter was receiving as many as 45,000 animals annually year and placing just under 7,000 in new homes or returning them to their owner. Out of necessity, efforts were made to build a new shelter. In 1974 the League moved from the Santa Fe location to its Quebec Street facility in southeast Denver. This facility, located on ten acres of land, was financed through a bequest from Mrs. Charlotte Barbour, a member of the League's Board of Directors from the mid-1940's. The Quebec Street shelter included adoption modules that held approximately 200 puppies and dogs, and 100 kittens and cats; pet holding areas; an exercise yard; and adoption and receiving areas.

The Thams Lost and Found Center, funded through a bequest to the League by Ms. Gertrude Thams, opened to the public in 1977. A unique concept, the Thams Lost and Found Center was a separate facility with the exclusive purpose of housing only lost animals.

A satellite receiving and adoption center for cats was opened in Lakewood in 1983. The Extended Care Center located at 305 Sheridan Boulevard was quite successful until its close in 2003.

Due to expanding services, the League completed renovations of the Quebec Shelter in November 1986, to include a spay/neuter suite, new cattery, education center and a remodeled adoption lobby.

A foster care program began in 1987 allowing the League to give underage kittens and puppies a second chance.

An animal cruelty investigations department was established in 1988.

Early-age spay/neuter surgeries began on site at the shelter in 1989.

An animal behavior program began in 1991.

The League's first Furry Scurry was held in Denver's Washington Park in 1994.

A donated vehicle became the League's Pet Care-avan in 1997.

The Pets for Life Animal Behavior Training Center was established in 2000 and continued until 2004.

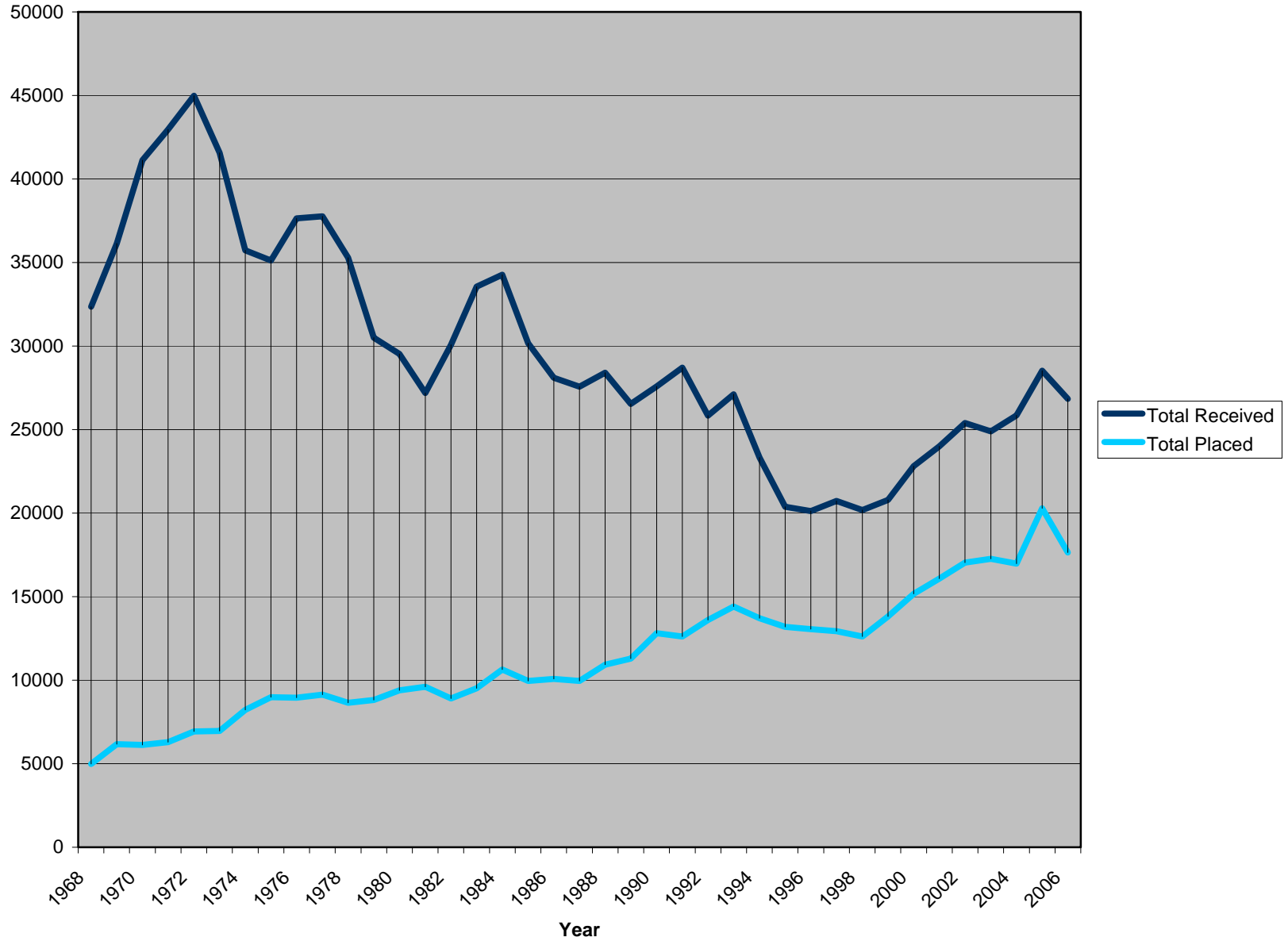
The Sheilagh R. Malo Pet Memorial Garden opened in October 2000.

The League opened its second full-service shelter, the Buddy Center, in Castle Rock in April 2002.

A 38,000 square foot expansion and renovation of the Quebec Street shelter was completed in November 2003, providing opportunities to save thousands more animals' lives in the future.

Today, the League is involved in an ever-expanding effort to accomplish its mission. Through community relations programs such as Humane Education, Offsite Outreach, Cruelty Investigations, Animal Behavior, and Foster Care, the League has enhanced its ability to help the many lost, unwanted and abandoned animals in the seven county metro Denver area.

Animals Received vs. Animals Placed 1968 - 2006



Goals

The Dumb Friends League 2005 Strategic Plan serves as our road map for the next five years. It will help the League in measuring progress toward achieving the overall goals and to adjust approaches to achieve better results. Finally, it will provide a basis from which the League can focus on the highest priority issues and ensure that donors' dollars are used effectively.

The plan's objectives support the overall goals of 100 percent placement of healthy and rehabilitatable animals and keeping pets in good homes for life.

2005 Strategic Plan Goals:

- Maximize the welfare of all animals by utilizing internal and external resources effectively through cooperation, legislation and education.
- Expand influence by outreach for the benefit of multiple audiences and markets through effective communication and services.
- Enhance and diversify gifts and sponsorship revenue through identification, cultivation and solicitation to progress towards self-sufficiency through fees and philanthropic support.
- Design and maintain a comprehensive management development and leadership program that allows for individual career growth as well as organizational development.

Overall Statement

Who we are and what we do:

Since 1910, the Dumb Friends League has extended the hand of kindness to stray and unwanted animals in the Denver metropolitan area. The League shelters and cares for companion animals, investigates and combats animal cruelty, rescues neglected pets, treats sick and injured strays, and educates the public about humane issues and responsible pet care. According to the Humane Society of the United States and other national animal advocacy groups, the Dumb Friends League ranks among the top ten community-based animal welfare organizations in the country.

The Dumb Friends League is an "open-admission" shelter.

What does that mean?

Every companion animal in need of shelter and care is welcome here whether or not we believe the animal is "adoptable." We receive an average of 80 animals every single day, seven days a week. That's nearly 40 percent of the stray and unwanted pet population in the Denver metro area. Because there are not enough homes for all of the animals that come to us, we are left with difficult decisions.

What are those decisions?

We sincerely wish that every animal that comes to us could be adopted to a caring, responsible home. The reality is that the number of unwanted animals the Denver metropolitan community generates exceeds - by tens of thousands - the number of homes available. The decision of which animals are placed in our adoption program or cared for in the foster care program depends upon the age, health and temperament of the animals as well as our ability to provide them care that would make them good adoption candidates. The animals that are not candidates for the adoption program or potential candidates are humanely euthanized.

As defined by the Asilomar Accords and used by the Metro Denver Shelter Alliance, animals are grouped into three categories:

Healthy - The term "healthy" means and includes all dogs and cats eight weeks of age or older that, at the time the animal is taken into possession, have manifested no sign of a behavioral characteristic that could pose a health or safety risk or otherwise make the animal unsuitable for placement as a pet and have shown no sign of a medical condition that would adversely affect their health. These animals are good candidates for adoption.

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. With this care, these animals may be candidates for adoption.

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. With such care, these animals may be candidates for adoption.

Unhealthy and Untreatable - The term "unhealthy and untreatable" means and includes all dogs and cats who 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" or:

- (1) are suffering from a medical condition that adversely affects the animal's health or is likely to adversely affect the animal's health in the future; or

- (2) are under the age of eight weeks and are not likely to become "healthy" or "treatable," even if provided foster care.

In general, these animals are not candidates for adoption.

Why doesn't the Dumb Friends League keep all the animals until they get homes?

We consider quality of life paramount. We do not believe indefinite cage confinement or indiscriminate placement is in the best interest of our companion animal friends.

We work hard to avoid euthanasia, and our work pays off. We adopt a higher percentage of animals than almost any other open-admission shelter of our size in the country.

When will the Dumb Friends League be able to stop euthanizing animals?

We believe that by working with coalition partners in our community and throughout the country we can dramatically reduce and, hopefully, eliminate the euthanasia of healthy and treatable/rehabilitatable animals. Our current strategic plan calls for us to reach 100 percent placement of healthy and treatable dogs in 2005 and cats in 2007. However, we do believe that there are some animals, especially the unhealthy and untreatable, for whom euthanasia is the most humane option. Some of these animals are suffering, and others pose a danger to other animals or people.

What is the Dumb Friends League doing to reach 100 percent placement of healthy and treatable/rehabilitatable dogs and cats? We are:

- Stepping up efforts to promote spaying and neutering through cooperative programs like SNIP (Spay/Neuter Incentive Program) with the Denver Area Veterinary Medical Society (DAVMS) and the Meow Mobile, which will provide mobile spay and neuter surgeries for cats, with the DAVMS and Animal Assistance Foundation (AAF).
- Encouraging life-long, responsible pet ownership through expanded public awareness and humane education programs and working with the other members of the Metro Denver Shelter Alliance to promote responsible pet ownership.
- Supporting pet owners through our obedience classes and behavior-counseling program.
- Working with the media, landlords, specific breed groups and other organizations to increase public awareness and the number of pet placements.
- Involving ourselves proactively in humane issues through legislative processes.
- Working with groups and agencies beyond metropolitan Denver, because the problem of unwanted, neglected and abused animals doesn't stop at our borders.

2005 Strategic Plan Summary

The Dumb Friends League 2005 Strategic Plan serves as our road map for the next five years. It will help us in measuring where we are in terms of achieving our overall goals and to recognize where we need to adjust our approaches to achieve better results. Finally, it will provide a basis from which we can focus on the highest priority issues and ensure that we use donors' dollars effectively.

The plan's objectives support the overall goals of 100 percent placement of healthy and rehabilitatable animals and keeping pets in good homes for life.

Animal Issues: We will maximize the welfare of all animals by utilizing internal and external resources effectively through cooperation, legislation and education.

Objective 1: Identify reasons for pet relinquishment. We will refine our ability through better patron counseling and improved documentation to learn the top five reasons that people relinquish their pets our shelters.

Objective 2: Develop ways to address reasons for pet relinquishment. Using data from Objective 1, we will develop programs that better support pet owners through challenging periods in their own or their pets' lives.

Objective 3: Influence a societal shift that elevates the status of cats as valued family members. While national statistics show that more people have cats than dogs as pets, the historical perception of cats' independence and self-sufficiency works to their detriment. Fewer owners spend as much time with their cats as with their dogs, fewer search for missing cats than for lost dogs and fewer spend as much on veterinary care for their cats.

We will emphasize cats in new cat health/behavior classes, in the media and through special events. We will work with community partners to promote legislation that discourages free-roaming, random-breeding cats, and we will develop a mobile clinic to provide spay/neuter surgeries for cats.

Objective 4: Achieve 100 percent placement of healthy, rehabilitatable cats by 2007. A healthy cat is one that is ready for adoption. A rehabilitatable cat has health or behavior issues that, with care, is likely to become adoptable. We receive for adoption about 9,600 healthy and/or rehabilitatable cats in a year. Despite our efforts, we place 76 percent of these animals.

We will look at a variety of strategies to achieve the highest possible adoption rate for cats, including: (1) providing 100 additional foster homes, (2) working with rental property managers and homeowner associations to permit cats as pets, and (3) enlisting local veterinary practices as off-site foster and adoption sites.

Objective 5: Achieve 100 percent placement of healthy, rehabilitatable dogs in 2005. A healthy dog is one that is ready for adoption. A rehabilitatable dog has health or behavior issues that, with medical, foster or behavioral care, is likely to become adoptable. Using all resources available, including treatment options, in-house behavior training, maximum adoption exposures, more advertising and special events, we expect to achieve this objective this year.

Objective 6: Achieve increased success in reuniting lost pets with owners. About 9,200 of the 25,000 animals that we receive annually are lost pets, brought to us by members of the public. Only 25 percent are reunited with their owners. We will: (1) streamline our procedures for owners reporting missing pets, (2) launch a media campaign focused on lost pets, and (3) remind owners through all communications of the need for all pets to have current identification.

Objective 7: Increase knowledge of different species and their needs. While most of the animals we receive are dogs, cats, rabbits and common small mammals, we receive some animals with whom we are less familiar. Increasing our knowledge of the less common creatures will enable us to better care for them.

Objective 8: Perform a feasibility study for an equine center. There is concern that existing horse rescue organizations in the state may be stretched to their limits. To determine whether a need exists – and to explore potential funding sources – we will undertake a comprehensive study.

Community Outreach: Recognizing that achieving our own goals for the animals depends on community cooperation, we will continue to work for positive change. We will provide leadership through advocacy and legislation. Examples of issues to be addressed are: (1) the need for increased compliance with pet licensing requirements and (2) the need for mandatory microchipping of all pets at the point of acquisition.

We will provide leadership through partnerships. For example, working with the Metro Denver Shelter Alliance, we will promote the principles of the Asilomar Accords, address overpopulation issues, and team with national organizations to provide region-wide peer training.

We will take our programs and services into underserved areas of our community to reach people who do not traditionally come to our shelters or call on us for help.

Funding: We will enhance current and build new alliances to increase the donations required to accomplish the above goals and objectives for animals.

Organizational Structure: We will put in place programs that promote career development, as well as organizational growth. We will assess the scope and value of current staff-training resources, identify opportunities for training, and implement a management and leadership program.

We will increase diversity of our board, staff and volunteers to more closely reflect the racial and ethnic makeup of the metro Denver population.

Board of Directors 2006 - 2007

Officers

Mr. Judi Heady – Chairwoman of the Board

Mrs. Susan Drumm – Vice Chairwoman

Mr. David Jones – Treasurer

Mrs. Peggy Knight - Secretary

Directors

Mrs. Jana Bartlit

Mrs. Kathi Brock

Ms. Amy Covell

Ms. Sarah Harman

Judge Alfred Harrell

Ms. Stephanie Hernández

Ms. Debra Holte

Ms. Pam Hosea

Mr. Larry Huddleson

Mr. Martin May

Mr. Craig Mills

Mr. Howard Noble

Mrs. Devra Ochs

Mrs. Susan Reid

Mr. Lee Rudofsky

Mrs. Joan J. Sawyer

Ms. Lauren Schmidt

Ms. Kathy Strandberg

Ms. Mary Toornman

Ms. Page Tredennick

Mr. Wayne Vaden

Dr. Dean Vicksman

Mr. Dale Wagner

Honorary Directors

Mrs. Sue Anschutz-Rodgers

Mrs. Debbie Bennett

Ms. Joanne Davidson

Ms. Chris Denton

Ms. June Harper

Ms. Kay Kountze

Mrs. Anne Rackerby

Mr. Dick Ramsey

Mr. Scott Reiman

Mrs. Rita Savage

Dr. Pete Sendroy

Ms. Janice Shellhammer

Ms. Diane Wendt

Mr. Robert Yegge

Mr. Vincent A. Zarlengo

Board Member Biographies

JANA BARTLIT

Date Elected: 9-02

Birthday: 6-23

Occupation/Company:

Spouse: Fred Bartlit – Lawyer, Bartlit Beck Palenchar & Scott

Pets: Brussels Griffon “Lulu”

Hobbies/Interests: Animals, art, travel, reading, skiing, children’s causes

Associations: Denver Art Museum Board, Rush University Medical Center Board

KATHI BROCK

Date Elected: 7-76

Birthday: 8-19

Occupation/Company: Brand Marketing Consultant

Pets: Shi Tzu “Poquita”

Hobbies/Interests: Animal welfare, prevention of child abuse, community culture, golf, fly fishing, cooking, reading, needlepoint, music

Associations: Denver Advertising Federation, Denver Art Museum, Denver Museum of Nature & Science, KRMA-TV, Colorado Public Radio, Denver Botanical Gardens, Foundation for Denver Performing Arts Complex, Denver Country Club, Kempe Childrens Foundation, PGA of America Foundation Board

AMY COVELL

Date Elected: 9-06

Birthday:

Occupation/Company: Sales/Buyer

Spouse: Joe Covell, Sales/Buyer

Hobbies/Interests:

Associations:

SUSAN DRUMM

Date Elected: 1-03

Birthday: 1-2

Occupation/Company:

Spouse: Greg, Financial Analyst

Hobbies/Interests: travel, outdoor recreation, reading, tennis, animals, needlepoint

Associations: Anschutz Family Foundation, The Conflict Center, Colorado Historical Society, Trinity Methodist Church, Leadership Denver

SARAH HARMAN

Date Elected: 9-06

Birthday:

Occupation/Company: Real Estate Sales/Marketing & Development

Hobbies/Interests:

Associations:

ALFRED HARRELL

Date Elected: 4-05

Birthday:

Occupation/Company: Judge, City & County of Denver

Spouse: Dori Harrell, Special Events Coordinator for the Denver Film Society

Hobbies/Interests: Public speaking, community issues

Associations: Board of Governors of the Colorado Bar Association, Director University of Colorado Alumni Association, Trustee of Client Protection Fund of Colorado, Supreme Court Office of Attorney Regulation Counsel.

STEPHANIE HERNÁNDEZ

Date Elected: 1-06

Birthday:

Occupation/Company: Public Relations

Hobbies/Interests:

Associations:

DEBBIE HOLTE

Date Elected: 8-02

Birthday: 7-16

Occupation/Company: President, Holte & Associates, Inc.

Pets: Mixed bred dog "Webster" Possignal Cat "Rossi"

Hobbies/Interests: Walking Webster, hiking, snowshoeing, gardening, old movies, reading, fundraising

Associations: CFA (Chartered Financial Analyst), AIMR (Association of Investment Management & Research)

PAM HOSEA

Date Elected: 11-06

Birthday:

Occupation/Company: Investment Banker – St. Charles Capital

Hobbies/Interests:

Associations:

LARRY HUDDLESON

Date Elected: 11-06

Birthday:

Occupation/Company: Real Estate Development & Brokerage

Spouse: Sharon Huddleson, Clothing Rep

Hobbies/Interests:

Associations: Douglas Land Conservancy and Adoption Options

DAVE JONES

Date Elected: 2-01

Birthday: 4-20

Occupation/Company: Retired Community Bank President for Wells Fargo NA

Spouse: Betsy Jones

Pets: Cats "Chloe Louise" & "Delilah"

Hobbies/Interests: Golfing

Associations: Hope Center, Inc.

PEGGY KNIGHT

Date Elected: 5-03

Birthday: 4-1

Occupation/Company: Attorney, Sherman & Howard LLC.

Spouse: Steve

Pets: Labs "Cody" and "Remy"

Hobbies/Interests: Travel and pets

Associations: American Bar Association, Colorado Bar Association, Denver Bar Association

MARTY MAY

Date Elected: 9-02

Birthday: 9-26

Occupation/Company: Vice President, Bank West

Spouse: Nicole Baudo, Real Estate Investment Mgr

Pets: Lab "Wagner"

Hobbies/Interests: Skiing, sailing, golf

CRAIG MILLS

Date Elected: 11-06

Birthday:

Occupation/Company: Financial Advisor

Spouse: Nancy Willerton, DVM; Veterinarian

Hobbies/Interests:

Associations: Denver Kids Inc, City Club of Denver, Denver Active 20-30 Foundation

HOWARD B. NOBLE

Date Elected: 7-01

Birthday: 5-7

Occupation/Company: Manager, Broker, Noble Property Group LLC

Spouse: Susan Noble, Residential Real Estate Agent

Pets:

Hobbies/Interests: Tennis, golf, walking

Associations: Burns School of Real Estate at University of Denver, Counselors of Real Estate, Denver Tennis Club, Denver County Club (wife is a member)

DEVRA OCHS

Date Elected: 2-03

Birthday: 8-20

Spouse: Michael Ochs, Anesthesiologist
Pets: 2 pets
Hobbies/Interests: Golf, hiking, cooking
Associations: Green Gables Country Club, the Colorado I Have A Dream Foundation

SUSAN REID

Date Elected: 5-05
Birthday: 1-18
Occupation/Company: Retired School Administrator
Spouse: Robert Reid (Rip), Senior Vice-President, Standard Pacific Homes
Hobbies/Interests:
Associations: President of the Douglas Land Conservancy and member of a county open space advisory group. Former member of the Alliance Francaise Board

LEE RUDOFSKY

Date Elected: 6-06
Birthday: 5-1
Occupation/Company: Broker/Owner, ReMax of Cherry Creek
Hobbies/Interests: Travel; Reading; Outdoor activities; Exercise; Stamp Collecting; Art Collecting; Design
Associations: Project Angel Heart, Board Remax Cherry Creek

JOAN SAWYER

Date Elected: 6-75
Birthday: 1-29
Occupation/Company: Co-Owner, Super Discount Liquors
Spouse: Steve Sawyer, Deceased
Pets: One Dog "Nhekimba"
Hobbies/Interests: Whale watching, swimming, animal welfare & gorgeous Hawaiian sunsets
Associations: Hawaii Humane Society

LAUREN SCHMIDT

Date Elected: 5-05
Birthday: 8-13
Occupation/Company: Attorney, Brownstein, Hyatt & Farber
Pets: Golden Retriever "Savanna"
Hobbies/Interests: Hiking, backpacking, triathlons, travel
Associations: American Bar Association (Environment and Natural Resources Division), Colorado Women's Association, Sierra Club

KATHY STRANDBERG

Date Elected: 2-02
Birthday: 8-25
Occupation/Company: Chief Investment Officer, First Data Corp
Pets: Two dogs "Carly" & "Rio"
Hobbies/Interests: Hiking, reading, cooking & yoga
Associations: Denver Society of Security Analysts, Big Brothers/Big Sisters

MARY TOORNMAN

Date Elected: 11-06
Birthday: 9-2
Occupation/Company: Assistant City Attorney at Denver City Attorney's Office
Hobbies/Interests:
Associations: All Breed Rescue

PAGE TREDENNICK

Date Elected: 6-06
Birthday: 1-7
Occupation/Company: Owner, Wood Run Farm in Castle Rock
Spouse: John Tredennick
Hobbies/Interests: Equestrians, cooking, boating, heli-skis
Associations:

WAYNE VADEN

Date Elected: 2-03
Birthday: 11-2
Occupation/Company:

Spouse: Suranetta, Homemaker

Hobbies/Interests: Playing with his kids, coaching, track & field; basketball, football, weightlifting, music, reading

Associations: Denver Public Safety Review Commission, Head Coach, Montbello High School Girl's track; Groff for Colorado, Community 4 Benavidez, The Legal Center for People with Disabilities and the Older People, Concerned About You, East Denver YMCA, Central Homeless Shelter, Colorado Bar Association, Sam Cary Bar Association, Hispanic Bar Association, Denver Bar Association, Rhone-Brackett Inn of Colorado

DR. DEAN VICKSMAN

Date Elected: 9-03

Birthday: 1-12

Occupation/Company: President, Evans East Animal Hospital

Spouse: Rebecca Vicksman, Finance Administrator non-profit

Pets: Dogs: Brittany Spaniel, Bull Mastiff, Horse: Arab/Saddlebred

Hobbies/Interests: Skiing, martial arts, racquet ball

Associations: DAVMS, CVMA, Board of Directors Home Owners Association

DALE WAGNER

Date Elected: 9-01

Birthday: 6-4

Occupation/Company: Senior Vice President – Finance & Administration, R&A Management, LLC

Spouse: Marty Wagner, Homemaker

Pets: Schnauzer "Daisy"

Hobbies/Interests: Reading, traveling, advocate of Christian education

Associations: Bethlehem Lutheran

2006-2007 Board of Directors Phone List

NAME	ADDRESS	PHONE	FAX	INTERNET
BARTLIT Jana	604 Cliffgate Lane Castle Rock, CO 80108	303-663-5555 H	303-663-4042	jana.bartlit@bartlit-beck.com
BROCK Kathi (Mrs.)	2609 S. Quebec St. - #19 Denver, CO 80231	303-639-1198 H	303-692-9272	katkbrock@comcast.net
COVELL Amy	475 West 12 th Avenue #12G Denver, CO 80204	303-777-6015 H 303-320-1024 W		amy@lawrencecovell.com
DRUMM Susan	320 Fairfax Street Denver, CO 80220	303-715-1848 H		susandrumm@comcast.net
HARMAN Sarah	2195 Decatur St Denver CO 80211	303-475-0784 Cell 303-320-8611 W		sarah@powerhousing.com
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HEADY Judi	8284 Harbortown Place Lone Tree, CO 80124	303-706-9752 H	720-479-8143	judiheady@comcast.net
HERNANDEZ Stephanie	7525 East 1 st Place, #111 Denver, CO 80230	720-859-2414 H		shernandez2001@hotmail.com
HOLTE Debra	861 S. Steele Street Denver, CO 80209	303-744-8873 H 303-744-0424 W	303-744-0424	dlh16@earthlink.net
HOSEA Pam	4623 West 29th Ave Denver, CO 80212	303-807-5803 H 303-339-9099 W		phosea@stcharlescapital.com
HUDDLESON Larry	PO Box 339 Castle Rock, CO 80104	303-681-5432 H 303-681-9100 W		hudland@msn.com
JONES Dave	5 Augusta Drive Columbine Valley, CO 80123	303-796-8249 H		dbj65@msn.com
KNIGHT Peggy	5886 Diamond Ridge Parkway Castle Rock, CO 80104	303-660-5544 H 303-299-8140 W	303-298-0940	pknight@sah.com
MAY Martin	1027 S. Fillmore Way Denver, CO 80209	303-733-3903 H 303-814-5564 W	303-399-3183	mmay@coloradocapitalbank.com
MILLS Craig	UBS Financial Services Inc. Regency Plaza 1, Suite 1580 4643 South Ulster Street Denver, CO 80237-2869	303-388-6508 H 303-488-3191 W		Thomas.C.Mills@ubs.com
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OCHS Devra	2555 E Cedar Ave Denver, CO 80209	303-733-5178 H 303-733-5179 W	303-733-5180	dtochtree@comcast.net
REID Susan	P.O. Box 457 Sedalia, CO 80135	303-814-0096 H		SreidSA@aol.com
RUDOFISKY Lee	100 S Glencoe Street Denver, CO 80246	303-321-8439 H 303-320-1556 W	303-320-1249	lrudofsky@aol.com
SAWYER Joan (Mrs.)	CO - 7471 South Fillmore Circle Littleton, CO 80122 HI - 79-6920 Alii Drive #228 Kailua-Kona, HI 96740	303-771-4743 H 800-322-2959		JOGE333@AOL.com
SCHMIDT Lauren	Brownstein Hyatt & Farber P.C. 410 Seventeenth Street, 22 nd Floor Denver, CO 80202-4437	303-477-1174 H 303-223-1207 W		lschmidt@bhf-law.com
STRANDBERG Kathy	2142 Raleigh Street Denver, CO 80212	303-455-0532 H 303-967-5725 W	720-332-0500	kathystrandberg@comcast.net
TOORNMAN Mary	4921 West Quarles Drive Littleton, CO 80128	303-973-0212 H 720-913-8412 W		Toornme@ci.denver.co.us
TREDENNICK Page	1 Countryside Lane Littleton, CO 80121	303-721-7130 H		ptredennick@woodrunfarm.com
VADEN Wayne	1101 Monaco Parkway Denver, CO 80220	303-355-0523 H		
VICKSMAN Dean DR.	6146 E. Princeton Ave Englewood, CO 80111	303-759-0680 H 303-757-7881 W	303-757-7896	dsvdvm@aol.com
WAGNER Dale	11486 W. San Joaquin Ridge Littleton, CO 80127	303-972-9431 H 303-242-5833 W	303-322-3553	wagner@rifkinco.com
ROHDE Robert D.	18951 East Belleview Place Centennial, CO 80015	303-693-7904 H 303-696-4949, Ext. 350	303-696-0063	brohde@ddfl.org WEB site - www.ddfl.org

Board of Director Responsibilities

1. Determine and support the mission and goals of the Dumb Friends League.
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 League assets.
6. Determine, monitor and strengthen the organization's 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.

I hereby accept the foregoing responsibilities as a member of the Board of Directors of the Denver Dumb Friends League.

Date: _____, _____
_____ (Signature)

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. Serve on at least one committee of the Board of Directors.
4. Follow trends in the organization's field of interest.

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 the League's 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 Chief Executive as appropriate and offer support.
2. Avoid asking for special favors of the staff without prior consultation with the Board Chairperson or Chief Executive.
3. Should a staff member bring a grievance directly to you, urge resolution with the individual's supervisor through established policies and procedures.

Avoiding conflict:

1. Avoid even the appearance of a conflict of interest, and disclose any possible conflicts to the Board Chairperson or Chief Executive in a timely fashion.
2. Maintain independence and objectivity and do what a sense of fairness, ethics and personal integrity dictate.
3. Never accept or offer favors or gifts from or to anyone who does business with the organization.

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.

Fund raising:

1. Support the Dumb Friends League with an annual cash contribution at or above the Friendship Circle level.
2. Assist the development committee and staff with fund raising strategies through personal influence with others by:
 - a. Participating in the annual personal letter campaign.
 - b. Participating in cultivation events.
 - c. Participating in special events.
 - d. Inviting and hosting friends and prospects for tours of the Quebec Shelter and/or Buddy Center.
 - e. Assisting with the cultivation of major donors.

*Annual activities at which board members are encouraged to participate include: Awards Banquet, Furry Scurry, Friendship Circle Reception, Founders Society Functions, and all major fund raising events.

I hereby accept the foregoing responsibilities as a member of the Board of Directors of the Dumb Friends League.

Date: _____, _____

(Signature)

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 ordinary 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 in 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 2004 on March 10, 2004.)

Board Mentoring Program

At the time of election, each new director will be assigned a Board Mentor. The Mentor is asked to call and welcome the new board member and be available to them at and between Board meetings as a resource. Mentors should be prepared to answer questions, introduce new directors to Board members they have not met, and provide some historical context for board discussions.

Mentors responsibilities will include:

- Meet with new Board member on a regular basis.
- Courtesy follow up phone call after the first three or four Board meetings to answer any questions.
- Provide overall guidance to new Board member.
- Sit next to new board member at his/her first three or four Board meetings.
- Introduce new board member to existing Board members.

In addition to being assigned a mentor, all new directors are expected to attend a Board Orientation. The Board Orientation will include:

- Overview of animal welfare field and issues.
- Review of League policies and position statements.
- Review of Board manual contents.
- Review of Board responsibilities.
- Overview of League departments and programs.
- Overview of upcoming League events.
- Tour of Quebec Street facility.

Board of Directors Procedural Information

Meetings

A regular annual meeting of the Board of Directors shall be held the third Monday of June each year. Additionally, nine regular meetings of the Board of Directors shall be held on the third Monday of each month except July and December, at the League shelter 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 president's Administrative Assistant by telephone or mail by noon the day of the meeting. Notification will result in an excused absence.

Attendance at Board Meetings

A director who misses two consecutive regularly scheduled meetings of the Board of Directors without prior notification of intended absence delivering an explanation to the President or his or her designee prior to such meetings or who misses three consecutive meetings regardless of notification may be removed by affirmative vote of at least two-thirds of the directors present at any meeting at which a quorum is present.

All Dumb Friends League Board committees meet as needed and at the discretion of the committee chairperson.

Finance

The Dumb Friends League fiscal year begins July 1 and ends June 30.

Fundraising occurs throughout the fiscal year.

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

Elections

Officers and members of the Governance and Audit Committees are elected in June and take office beginning July 1. Board members are elected throughout the year following a nomination and second at a regularly scheduled Board meeting. Nominees are then approved by the Board of Directors at the next scheduled Board meeting, with eligibility beginning one month after approval. Each new director shall be elected in accordance with the bylaws for an initial term beginning on the date of election or on another effective date as specified by the Board of Directors at the time of election of such director, plus three years beginning on July 1 immediately following such person's election as a director.

A director may be elected for a second consecutive term of three years at the regular annual meeting of the Board of Directors occurring immediately prior to the end of such director's initial term. Upon the expiration of the second consecutive term of director, such director shall not serve as director for at least one year. At any time after that year hiatus, such person may be elected as a director of a third term of three years. No person shall serve as a director for more than three terms.

Board of Directors Committees

Executive Committee

The Executive Committee shall consist of the Chairperson and any Vice Chairpersons of the Board, the Treasurer, the Secretary and the Chairpersons of the Governance, Finance and Administration, Development and Audit Committees and the immediate past Chairperson of the Board if such person is then a director. The Executive Committee shall be chaired by the Chairperson 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 Executive Committee shall be responsible for conducting an annual job performance review of the President and for determining the compensation to be paid to the President, which shall be presented to the Board of Directors for approval. The Chairperson 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.

Audit Committee

The Audit Committee shall consist of four members appointed by the Board of Directors, one of whom shall be a member of the Finance and Administration Committee and shall serve as Chairperson of the Audit Committee, no more than two of whom (including the Chairperson of the Audit Committee) shall be members of the Finance and Administration Committee while simultaneously serving as members of the Audit Committee, at least one of whom shall not be a director, officer or employee of the Corporation and all of whom shall have a working familiarity with basic finance and accounting practices. At least one member of the Audit Committee shall be considered a financial expert as defined in the Sarbanes-Oxley Act of 2002. The Audit Committee shall be responsible for the oversight and review of external and internal audits and controls of the Corporation, including hiring and firing the external auditor of the Corporation's financial statements, the approval of any changes in the Corporation's accounting methods or policies, meeting with any employee on a confidential basis to discuss any concerns such employee may have regarding any aspect of the Corporation or its activities, and conducting any special investigations for the Board of Directors.

Development Committee

The Development Committee shall be responsible for the oversight and review of all fund raising activities, including events and benefits; capital campaigns; individual, corporate and foundation contributions; and planned giving programs.

Finance and Administration Committee

The Finance and Administration Committee shall be responsible for the oversight and review of the annual budget, the annual report, and all investments (including real estate), and shall review and evaluate investment guidelines and investment managers on a regular basis, and shall review personnel and compensation policies, wage scales and employee benefits. The Treasurer shall serve as Chairperson of the Finance and Administration Committee.

Governance Committee

The Governance Committee shall recommend potential new directors and submit names to the Board of Directors. Names will be presented at one meeting that is at least 25 days prior to the meeting of the Board of Directors at which voting on new directors will occur. The Governance Committee shall be responsible for orientation of newly elected directors and for periodically advising the directors of their responsibilities as directors. The Governance Committee shall submit a slate of prospective officers, Governance Committee Chairperson, Governance Committee members and Audit Committee members at the Board of Directors meeting held in May each year to be voted on at the annual meeting of the Board of Directors. The Governance Committee shall assess the governance needs of the Corporation and make recommendations with respect thereto to the Board of Directors. The Governance Committee shall be responsible for educating directors regarding the Corporation and its governance and regarding the animal welfare field generally.

Ad Hoc Committees & Work Groups

Ad Hoc committees and work groups will be formed as needed and disbanded when the project or activity is complete.

Board Committee Roster 2006 - 2007

Executive Committee

Chairperson: Judi Heady
Vice Chairperson: Susan Drumm
Secretary: Peggy Knight
Treasurer: Dave Jones
Audit: Dale Wagner
Governance: Jana Bartlit
Development: Debbie Holte

Audit Committee

Dale Wagner – Chairperson
Debbie Holte
Marty May
Kathy Ashenfelter
Vince Zarlengo

Finance Committee

Dave Jones - Chairperson
Pam Hosea
Larry Huddleson
Marty May
Craig Mills
Kathy Strandberg
Dale Wagner

Development Committee

Debbie Holte – Chairperson
Jana Bartlit
Amy Covell
Susan Drumm
Sarah Harman
Stephanie Hernandez
Debbie Holte
Devra Ochs
Susan Reid
Lauren Schmidt
Mary Toornman
Dr. Dean Vicksman
Dale Wagner

Governance Committee

Jana Bartlit - Chairperson
Susan Drumm
Judge Alfred Harrell
Peggy Knight
Howard Noble
Devra Ochs
Dr. Dean Vicksman

1/2/2007

Former Board Members 1974 - 2005

Caro Aitken
Joyce Arneill
Kathy Ashenfelter
John Barker, Jr.
Maureen Barker
Mary P. Baur
Debbie Bennett
Bobbie Benton
Karyn Browne
Joan Chorney
Chris Clark
Donna Crown
Joanne Davidson
Jan Davis
Chris Denton
Jeff Dohse
Jayne Emery
Jerry Fader
Wallin Foster
Terry Fox
Allison Goodheart
Marge Grimes
John Hall
June Harper
Sara D. Harvey
Ted Hendryx
Joanne Holcomb
Fran Hughes
Donna D. Hultin
George G. Johnson, Jr.
Jane Johnson
Libby Kirkpatrick
LaVelle Knight
Kay Kountze
John Luff
Shelley Magness
Bonnie Mapelli
Wiley Mayne
Betty Maytag
Karen McMurry

Mike Mills
Dorothy Mulvey
Ken Nordling
Tom Owen
Dr. Barbara Page
David L. Powers
Camilla Spalding Prosser
Anne Rackerby
Richard Ramsey
Valley Reilly
Scott Reiman
Mary Ricketson
Yrma Rico
Stuart Rifkin
Sue Anshutz Rodgers
Agnes Ryan
Jon Sands
Rita Savage
Dr. Pete Sendroy
Roy Severinson
John Shaddock
Jeremy Shamos
Jan Shellhammer
Gary Skartvedt
Sally Shafroth
Jan Smedley
Karla Sorensen
Alida Talmage
Maggie O. Taylor
June Travis
R. Scot Ward
John Webb
Diane Wendt
Kenneth D. Willis
John Willson
Richard Yates
Robert Yegge
Vincent Zarlengo

Staff Roster

303-751-5772 + extension

		Extension
President	Bob Rohde	7080
Executive Assistant	Vickie Rotkovich	7200

Administration

Vice President of Administration & Finance	John Nagy	7086
Human Resources Manager	Deanna Groves	7202
Volunteer Services Manager	Vacant	7246
Accounting Manager	Katie Dugan	7085
Accounting Clerk	Larry Zierer	7204
Systems Administrator	Mark Hayes	7084
Payroll/Training Coordinator	Sarah Hein	7203

Development/Community Relations

Vice President of Development & Community Relations	Rick Gabrielson	7083
Annual Gifts Manager	Deborah Rogers	7223
Capital Campaign Administrator	Jan Shellhammer	7215
Community Relations Manager	Linda Houlihan	7217
Community Relations Assistant	Amy Day	7243
Communications Manager	Kristina Vourax	7081
Humane Education Manager	Nicole Schimming	7231
Humane Education Coordinator	Dave Perry	7232
Special Events	Melissa Nguyen	7082

Operations

Vice President of Operations	Theresa Geary	7238
Director of Operations	Tara Hall	7240
Chief Investigator	Norm Renter	7236
Buddy Center Shelter Manager	Lea Ann McCaslin	205
Facilities Manager	Ben DiFilippo	7237
Homes with Hearts Foster Care Manager	Heather Dulcy	7291
Animal Care Manager	Melissa Rice	7300
Customer Care Manager	Vacant	7241
Behavior Manager	Carly Porter	7212
Chief of Staff	Vacant	7244
Veterinary Services Administrator	Joey Pace	7299

Staff Responsibilities

Board of Directors
President - Bob Rohde

Operations Theresa Geary	Development/ Community Relations Rick Gabrielson	Administration & Finance John Nagy
Animal Care: Evaluation Team Animal Care Pet Connection/Transfer Customer Care: Adoptions Pet Intake Customer Service Offsite Outreach Homes with Hearts Foster Care Behavior Veterinary Services Facilities Maintenance Investigations Buddy Center	<u>Development</u> Individual Giving: Direct Mail Friendship Circle Major Gifts Corporate Giving: Unrestricted Matching Gifts Sponsorships Foundations Planned Giving: Estates & Bequests Dr. Mary E. Bates Founders Society Special Events Tribute Gifts Workplace Giving Programs	<u>Community Relations</u> Media Relations Marketing Advertising Publications Humane Education Pets Are Welcome Web Master Signage Accounting & Financial Management Volunteer Services Human Resources Information Technology Staff Training Safety Programs Taxes & Licenses Government Reporting Legal & Insurance matters Investments

Department Phone Numbers

Dumb Friends League
 2080 South Quebec Street
 Denver, Colorado 80231
www.ddfl.org

The Buddy Center
 4556 Castleton Court
 Castle Rock, Colorado 80109

Main Number 303-751-5772

*Dial this number to access any extension.
 For your convenience, a directory of
 extensions are available over the phone.*

Main Fax 303-696-0063
 Investigations Fax 303-923-0025

Program Phone Numbers

<u>Department</u>	<u>Phone Number</u>	<u>Hours of Operation</u>
Adoptions - Quebec	ext. 1621	11 a.m. - 7:30 p.m. Mon, Wed & Fri 12 p.m. - 7:30 p.m. Tues & Thurs 10:30 a.m. - 5 p.m. Sat & Sun
Animal Behavior	ext. 7213	8 a.m. - 5 p.m.
Behavior Help-Line	1-877-738-0217	
Dog Line	ext. 1420	Fluctuating schedule (messages are returned)
Cat Line	ext. 1420	
Buddy Center (Lea Ann McCaslin) (Lost & Found/Pet Intake Counter) (Adoptions Counter)	303-751-5772 ext. 205 ext. 206 ext. 207	Adoptions: 11 am – 6 pm Mon - Fri 10:30 am – 5 pm Sat & Sun Lost & Found/Pet Intake: 9 am – 6 pm Mon – Fri 9 am – 5 pm Sat & Sun
Grooming	ext. 7264	hours vary
Homes with Hearts Foster Care	ext. 7228	8 a.m. - 5 p.m. weekdays 8 a.m. - 4 p.m. weekends
Humane Education	ext. 1321	8 a.m. - 5 p.m. weekdays
Human Resources	ext. 7202	8 a.m. - 5 p.m. weekdays
Investigations	ext. 6022	7:30 a.m. - 6 p.m. everyday
Lost & Found - Quebec	ext. 1622	9 a.m. - 6 p.m. weekdays 9 a.m. - 5 p.m. weekends
Pet Intake - Quebec	ext. 1623	9 a.m. – 6 p.m. weekdays 9 a.m. – 5 p.m. weekends
Veterinary Services Administrator	ext. 7295	8 a.m. - 7:30 p.m. weekdays 7:30 a.m. - 6 p.m. weekends
Volunteer Services	ext. 7246	8 a.m. - 5 p.m. weekdays

Notes

Programs & Services

Adoptions

Offsite Program & Pet Care-avan

Through the Dumb Friends League's Offsite Outreach Program, shelter animals are made available for adoption in various locations throughout metropolitan Denver.

The Offsite Outreach "Care-avan" brings animals to shopping areas, fairs, trade shows and metropolitan area stores and businesses and is instrumental in allowing the League to reach a broad segment of the community. The program promotes responsible pet ownership, increases community awareness of the League's programs and services, and increases the placement of shelter animals into new homes.

Purina Pets for People Program

The Purina Pets For People Program is a special adoption service offered through the Dumb Friends League and funded by the Ralston Purina Pets for People Fund. The Program provides the love, companionship and loyalty of pets to individuals sixty years of age and older.

The Dumb Friends League adoption staff assists qualifying seniors in selecting a new pet. The program pays all adoption fees and provides for an initial veterinary examination, preliminary and rabies vaccinations, ID tags, a collar and leash.

Animal Behavior

External Programs include:

- **Behavior Helpline:** free behavior assistance provided by phone and e-mail. Our behavior handouts are also available on the website.
- **Dog Training Classes:** puppy preschool for training and socialization of puppies under six months of age and two levels of dog training for adult dogs and their families.

Internal Programs include:

- Behavior evaluations of animals in our care to determine their training and socialization needs as well as suitability for adoption.
- Shelter enrichment programs such as the "Spread the Love" cart for dogs and the "Kitty Comfort" program for cats, which provide toys, bedding and treats for mental stimulation and physical comfort to the animals in our care.
- "Canine Courage" for dogs in need of socialization prior to being made available for adoption.
- "Head Start" training for dogs that are available for adoption and need to learn basic commands.
- Ongoing staff education, which includes topics such as safe animal handling, predicting and preventing common behavior problems, reading body postures, and making permanent adoption matches.

Animal Care Department

The animal care staff is responsible for feeding, cleaning and monitoring the health and behavior of the animals in our care. Additionally, the animal care staff is involved in shelter enrichment for these animals. The evaluation team moves animals through the shelter and into shelter programs by identifying their individual needs. They are also responsible for promoting animals with pictures and biographies.

Grooming

The purpose of the Dumb Friends League Grooming Program is to enhance the appearance and improve the health of the animals in our care.

Pet Connection

Established in 1989, the Pet Connection Program is one of the many ways the Dumb Friends League is working to increase the placement of shelter animals in our community. By working with other shelters in the metropolitan area, throughout Colorado and in surrounding states, the League brings animals from these facilities to our shelters and helps place thousands of animals into new homes.

The Buddy Center

On April 13, 2002, the Dumb Friends League's Buddy Center opened to serve the residents of Douglas County. The 16,000 square foot animal shelter is capable of accommodating up to 5,000 animals a year and provides many of the same animal services available at the main shelter in Denver, including adoptions, lost and found, pet intake and animal care.

The Buddy Center was named in memory of Buddy, who was adopted from the League by Debbie and DOB Bennett in 1988. Although Buddy passed away in 1995, his memory will live on through the Bennett's generous gift to help build the new animal shelter in Douglas County.

Community Relations

The Community Relations Department is responsible for public relations, advertising, marketing, graphic design, humane education and the PAW (pets are welcome) program. Designed to foster public awareness of the Dumb Friends League and its mission, the Community Relations Department aims to achieve maximum awareness and understanding through programs which reach the media, school age children and their teachers, landlords, renters looking for pet-friendly housing, past and potential patrons, donors, volunteers, staff and the general public.

Our public relations and marketing objectives are accomplished through the use of both unpaid and paid media. The staff in the department use news releases, news stories, public service announcements and advertisements to promote responsible pet ownership and the League's programs and services.

Humane Education

The Humane Education Program is dedicated to providing quality, age-specific educational programming focusing on responsible pet ownership, pet overpopulation, kindness and compassion toward animals and other animal-related issues for children and adults. Educational presentations at local schools and youth organizations and tours of the Dumb Friends League add depth to existing curriculum.

The Humane Education Program also conducts classes for teachers with recertification credit offered through the Colorado School of Mines and runs weeklong Critter Camp during summers for children in grades 3 – 5.

Pets Are Welcome (PAW) Program

The PAW Program provides information and support to both renters looking for pet-friendly rental housing and landlords and property managers who either currently accept pets at their facilities or are interested in adopting a pet-friendly policy. Information is available on our website and from both facilities.

Development

The staff in Development manages and executes the organization's fundraising activities.

The Dumb Friends League relies on monetary and in-kind donations from individuals, bequests, corporations, and foundations. Donations can be either restricted or unrestricted. Restricted funding includes donations made for a specific program or purpose; unrestricted donations can be used for general operating expenses. Money is raised in several different ways, including the following:

- Direct Mail
- Pet Tales Contributions
- Corporations
- Foundations
- Estates/Bequests
- Memorials/Tribute Gifts
- Friendship Circle (donors of \$250 or more each year)

- The Dr. Mary E. Bates Founders Society (people who have included the League in their estate planning)
- Major Donors (individuals who have the capacity to give sizeable gifts to the League, usually \$5,000 or more).
- Miscellaneous Contributions (corporate matching gifts, workplace giving programs and all other contributions that are not from a specific campaign).
- Miscellaneous fund raising events organized by outside groups and companies.
- Special Events including Furry Scurry, Pledges for Pets Telethon and others coordinated by the employees and volunteers at the League.

Homes with Hearts Foster Care

An animal may be entered into the foster program if it needs rehabilitation prior to being made available for adoption. Many of the animals in need of a foster home are puppies and kittens too young to be adopted. Animals considered rehabilitatable or with manageable conditions due to minor illnesses, malnutrition, and some behavior problems receive a second chance through the program.

Investigations

The Dumb Friends League investigation team investigates complaints concerning the mistreatment or neglect of companion animals. Investigators are commissioned by the Department of Agriculture under the Bureau of Animal Protection to enforce the CRS 18-9-201 statutes regarding animal welfare.

The program responds to over 100 calls of cruelty, neglect and abandonment each month. They serve a seven county area as well as other jurisdictions when requested.

The department has a Ride-Along Program and welcomes anyone to participate in it. Participants should plan to spend the whole day in the field and will get a thorough understanding of how the investigators perform their job.

Pet Intake

The League accepts animals such as, but not limited to, stray animals, owned animals, animals as transfers from other groups or organizations, and euthanasia requests.

The League evaluates each animal on an individual basis to determine its appropriateness for placement and to determine the best placement scenario for the individual animal.

The League will hold stray animals for the legally required time. If an owner does not reclaim the animal, the League will evaluate the animal to determine whether it should be made available for adoption immediately or whether the animal may require further behavioral or medical evaluation.

The League makes every effort to reunite lost animals with their original owners through matching found animals with lost reports filed and researching animals identified by a tag or microchip. The League offers a microchip to owners who are reclaiming their stray animals.

Private Cremations & Owner Requested Euthanasia

The Dumb Friends League performs owner requested euthanasia and provides private cremation services for companion animals brought to the Quebec facility. Private cremations are provided through a third party vendor. The patron receives a certificate of cremation and the pet remains are provided in a standard tin or a special urn, which can be provided for an additional cost.

Sheilagh R. Malo Pet Memorial Garden

The Sheilagh R. Malo Pet Memorial Garden is located at the Quebec facility and provides a lovely, serene setting for the final resting place of beloved pets. Mrs. Malo served on the League's Board of Directors for 53 years and was instrumental in helping the League grow into one of the strongest animal care organizations in the country.

The League offers various internment packages. A brochure is available through Customer Care and additional information is also available through the Development Department and on the website.

Veterinary Services

The Veterinary Services Department provides medical services for all animals sheltered at the Dumb Friends League. Emergency first aid, basic medical care for injured animals, and treatments for illness are provided for animals held in our care.

The Veterinary Services staff examines all animals received, monitors the health of animals in the kennels, and treats minor medical problems and common infectious diseases.

The Dumb Friends League is committed to supporting owners through post-adoptive illnesses that may occur during the first 15 days following adoption. Adopters may return their new pet for examination and treatment of common infectious or stress-related illnesses such as kennel cough, feline upper respiratory disease, diarrhea, gastrointestinal upsets and surgical complications.

The surgery program within the Veterinary Services Department is another facet of the Dumb Friends League's commitment to reducing pet overpopulation. To ensure that adopted animals from the League will never be bred and become part of the cycle of pet overpopulation, the League spays or neuters all adopted dogs, cats and rabbits.

Volunteer

The Volunteer Program is comprised of the General Volunteer Program and the Community Service Program.

On average, approximately 485 people dedicate a total of 9,500 hours of service to the League each month. The Volunteer Program is vital to the League, not only in order to enhance productivity and quality of care, but to offer individuals the opportunity to develop new skills, polish old ones, gain work experience applicable to future endeavors and explore the field of animal welfare from the "inside."

Volunteers are actively involved in the general care of the animals including feeding, exercising, socializing, grooming, and cleaning kennels, as well as being involved in special projects, humane education, pet intake, adoptions, health care, the offsite outreach program and in-home foster care. Volunteers must be 16 years old or older and are asked to make a minimum commitment of one three-hour shift per week for six months.

Prospective volunteers are invited to attend the two-and-a-half hour orientation program and interviewed to discuss personal goals and to determine the role most appropriate for them. After the interview, the prospective volunteer participates in a daylong training program about the League.

Student and court-ordered community service workers perform custodial, maintenance and clerical duties but do not handle any animals in the League's care. The court-ordered workers are non-felons, and all community service workers are screened over the phone.

Adoption Process

The League maintains two adoption facilities, the main facility at 2080 S. Quebec St., Denver and the Buddy Center at 4556 Castleton Ct., Castle Rock.

People interested in adopting an animal follow this process:

1. Visit a find-a-friend station located in the lobby. The information will help the patron find the type of dog, cat or small pet that best fits their lifestyle.
2. Walk through the kennels and take a look at the pets available for adoption.
3. Sign in at the adoption desk(s) and ask for more information about the animals of interest.
4. Meet with an adoption counselor and the pet(s) and discuss the match.

The League does reserve the right to refuse adoption to anyone. For further details see page 25.

Adoption fee differentials are as follows:

Puppies up to 6 months \$110	Kittens up to 6 months \$90	Small Mammals \$5-\$15
Dogs over 6 months \$90	Cats over 6 months \$70	Rabbits \$30
Cats or Dogs 6 years or older \$50		Ferrets \$55

Adoption fees include spaying/neutering of animals that are eight weeks and older. Other adoption benefits include a free office visit by a member of the Denver Area Veterinary Medical Society, DFL identification tag, animal care information, leash/carrier and initial vaccinations provided, and microchips for cats, dogs, and ferrets. The League also provides a 15-day health assistance for each animal adopted.

The League is committed to helping patrons make the best possible adoption match for their family situation. We counsel patrons on their individual needs and then search for the most appropriate companion for them. In some cases the right animal is in the facility and in others we work with each patron until we find the right match. The League will take back an adopted animal for an exchange if it is not fitting into the home and will help the patron find a more suitable pet.

The League does not have a set amount of time an animal will be available for adoption. *The length of time can be determined by the animal's health or behavior, as well as the number of animals currently being housed in the facility.*

Dumb Friends League Adoption Policies

To promote responsible pet ownership, the Dumb Friends League will only adopt to a person:

- who is 18 years of age or older and has proper identification.

The Dumb Friends League requires that:

- all animals over the age of eight weeks for puppies and two pounds or more for kittens, and of good health will be spayed or neutered before they are released.

Exceptions to this policy may be approved by an adoption manager or supervisor for the following reasons only:

- Medical—If, for whatever reason deemed by a veterinarian, the health of the animal is at risk.
- Distance—If distance from the adopter's residence to the League is excessive.

The Dumb Friends League will not knowingly:

- adopt an animal to a person who has a conviction of animal abuse or neglect.
- adopt an animal for the purpose of vivisection, experimentation, cult rites or blood sports.
- adopt an animal to be used for any food purposes.
- adopt an animal to be used as an attack-trained guard dog.
- adopt a cat that is declawed to an individual that is intending to let the cat roam freely outdoors, or adopt a cat that the patron will declaw and allow the cat to roam freely outside.

The Dumb Friends League prohibits the adoption of an animal by a person attempting to adopt a pet for another individual who:

- has been refused an adoption.
- is unaware of the adoption.

*The Dumb Friends League reserves the right
to deny an adoption for any reason*

Dumb Friends League Internal Policies

I. Receiving of Animals

- A. The DFL will accept unwanted, stray, impounded and abandoned animals for which it has proper facilities.
- B. The DFL does not guarantee the placement of animals or the length of time that an animal will be held for placement opportunities.

II. Disposition of Animals

- A. The DFL may consider an animal, which has been in the possession of a finder for 60 days or longer, to be abandoned.
- B. Relinquished or abandoned animals may be immediately made available to the public for adoption or other disposition at the discretion of the DFL.
- C. No animal will be released for research purposes.
- D. Stray animals will be held a minimum of five (5) working days; if, in the opinion of a veterinarian the animal is experiencing extreme pain or suffering, the animal may be euthanized. Reasonable efforts must be made to finding the stray animals owner prior to euthanasia. Animals, with identification, that are deemed stable and comfortable by a veterinarian may be held for 24 hours to exhaust efforts to locate the owner.
- E. Animals may be transferred to appropriate PACFA licensed facilities and groups in accordance with DFL guidelines.
- F. The DFL does not knowingly offer for adoption or placement within Denver predominately American Staffordshire Terriers (Pit Bulls).
- G. The DFL does not release information concerning the final disposition of animals unless specifically requested by the Department of Health, Law Enforcement, or the Department of Agriculture.

III. Adoptions

- A. The DFL will adopt animals to the public in accordance with DFL adoption policies and guidelines.
- B. Any animal adopted from the DFL with a known shelter-related illness or which becomes affected by a shelter-related illness during the first 15 days of the adoption will be treated by a DFL veterinarian.
- C. Any animal adopted from the DFL may be surrendered to the DFL at any time during the animal's life.
- D. Any animal adopted from the DFL may be returned for an exchange during the first 30 days.
- E. All animals over the age of eight weeks for puppies and two pounds or more for kittens, and deemed in sound health will be spayed or neutered before they are released to the adopter. The DFL will not knowingly perform surgery that may endanger an animal's life.

IV. Redemption of Animals

- A. The DFL will make reasonable attempts to return to their rightful owners animals that are received by, or reported as lost to, our facilities.
- B. The health of any animal returned to its owner by the DFL, which becomes ill after the date of return, is wholly the owner's responsibility.
- C. If a lost animal is not reclaimed by their owner, the DFL will evaluate the animal for appropriate placement or disposition.

V. Euthanasia

- A. The DFL euthanizes all animals for which an appropriate placement cannot be made.
- B. The DFL euthanizes animals that are suffering or pose a threat to the community.
- C. The method of euthanasia selected by the DFL is an injection of an overdose of sodium pentobarbital.
- D. Staff members who have been trained by a certified staff member and certified by a licensed veterinarian within the state of Colorado perform euthanasia.
- E. The DFL will euthanize animals at the request of the owner. The DFL reserves the right to refuse this request at any time.
- F. The DFL scans all animals for a microchip prior to euthanasia.

VI. Fees

- A. The DFL charges fees for the adoption and redemption of animals.
- B. The DFL will collect a deposit for healthy animals that are leaving the facilities unaltered and return the deposit upon appropriate proof that the animal has been altered.
- C. The DFL will refund an adoption fee at the discretion of the President, the Vice President of Operations, the Director of Operations, the Customer Care Manager, the Customer Care Associate Manger, the Buddy Center Manager or the Buddy Center Associate Manager.
- D. The DFL may make an exception to the redemption fee at the discretion of the President, the Vice President of Operations, the Director of Operations, the Customer Care Manager, the Customer Care Associate Manager, the Buddy Center Manager or the Buddy Center Associate Manager.

Evaluation Criteria

AS DETERMINED BY THE DENVER METRO SHELTER ALLIANCE

EVALUATION CRITERIA

All animals will be assigned a category following evaluation, and will be categorized as H (healthy), T/R (treatable/rehabilitatable), T/M (treatable/manageable), or U/U (unhealthy/untreatable) based on the following evaluation criteria. **Once assigned a category, the animal stays in that category unless requalified to unhealthy/untreatable.** Requalification only occurs if the newly-identified condition would have been defined as unhealthy/untreatable had it been discovered upon intake; for example, a dog found to have dysplasia after being categorized as healthy does not become requalified, as dysplasia is considered treatable/manageable. Animals whose conditions result in the assignment of multiple evaluation categories will be assigned the lowest category, as that would be the condition that would require the highest amount of resources to rehabilitate and/or manage.

Evaluation	Condition/ Reason for Euthanasia
Unhealthy/Untreatable	Aggression – eval/hist Auto immune disease Cancer Distemper – canine Exotics FeLv Feral adult FIP FIV High arousal Hybrids Infant small mammals Medical emergency Medical severe Parvo – canine/feline Physical disability severe Wildlife
Healthy	Time/space
Treatable/Rehabilitatable	Feral juvenile – under 12 weeks Heartworm Injured Kennel cough Mange Pregnant Ringworm Too young URI
Treatable/Manageable	Aggression - canine possession Allergy Breed Dysplasia Escape – eval/hist/obs Fearful moderate – eval/hist Fearful severe – eval/hist FLUTD Geriatric 8-12

	Geriatric 13+ House soiling & elimination – eval/hist Medical moderate Murmur Physically impaired Seizures Separation anxiety – eval/hist/obs Thyroid Unsocialized
Requalified	RQ/Aggressive RQ/Failure to thrive RQ/High arousal RQ/medical severe

Tips to Understanding Shelter Statistics

The shelter statistics distributed monthly to board members is designed to compare the current year against the previous year. There are two sets of columns; the first shows the statistics for the past month and the other shows year-to-date. In each set, you will see numbers for the current year, numbers for the previous year, the difference between the two in raw numbers and by percentage.

The first page has information about the animals received through various means. The second page reports on the animals that have had a disposition and the third page includes information about animals placed with other agencies as well as about the services provided to animals in our care.

Definitions/Terms used (listed in the order of the report distributed):

OTC – “over the counter” animals received during business hours in our pet intake areas

NK – animals received via the night kennels after business hours

Owner – animals that were relinquished by owners or a party representing the owner

Lost – animals brought to the shelter by a finder, ownership of the animal is unknown

Transfer – animals transferred in from shelters in neighboring cities or states where resources are low and euthanasia rates are high

Cruelty – animals impounded from situations where cruelty or neglect are suspected; these animals are generally received through the investigations department or animal control

Animal control – the Buddy Center houses animals for Douglas County Animal Control; these animals are turned over to the League for continued care

Services – animals brought in as euthanasia requests, animals that have died in homes and animals that have been found deceased

Returns – animals that have been adopted from the League and returned within 30 days

Still Here – number of animals in our care at the specified date

Adoptions – general adoptions, including programs for senior citizens

Exchanges – animals adopted by owners who have returned an animal and are adopting a second time at no additional charge

Mobile Adoptions – animals that have been adopted from our Pet Care-avan

RTO's – animals that have been reunited with their owners, generally through lost/found department

Total placements – sums of all animals adopted into new homes or reunited with original owners

Euthansias – animals who have been humanely euthanized at our facilities

Died – animals who have died while in our care

Missing – animals who have gone missing while in our care

Released to Animal Control – animals that have been transferred to another agency for animal control purposes, generally includes animals with a recent history of biting a human

Released to Rehabber – wildlife that have been transferred to rehabilitation agencies

Placement Partners – animals that have been transferred to breed groups for specialized placement

Transferred to Another Organization – animals that have been transferred to any other organizations not previously defined

Placement Percentage – the percentage of animals adopted versus total animals received for adoption

RTO percentage – the percentage of animals returned to their original owners versus total animals received through lost/found

Animals Kenneled – animals that have been determined to be adoption candidates

Notes

Sarbanes-Oxley Information

The American Competitiveness and Corporate Accountability Act of 2002, commonly known as Sarbanes-Oxley Act, was signed into law on July 30, 2002. Passed in response to the corporate and accounting scandals of Enron, Arthur Andersen, and others of 2001 and 2002, the law's purpose is to rebuild public trust in America's corporate sector. The law requires that publicly traded companies adhere to significant new governance standards that broaden board members' roles in overseeing financial transactions and auditing procedures.

While nearly all of the provisions of the bill apply only to publicly traded companies, the passage of this bill may also serve as a wake-up call to the entire nonprofit community. If nonprofit leaders do not ensure effective governance of their organizations, the government may step forward and also regulate nonprofit governance. Indeed, some state attorney generals are already proposing that elements of the Sarbanes-Oxley Act be applied to nonprofit organizations.

The Dumb Friends League already has the following practices in place that relate to the provisions of the Sarbanes-Oxley Act:

Independent and Competent Audit Committee

The League's audit committee is described more fully in the By-Laws on page 63, but its composition is designed to include both members who are independent of the Board of Directors and those with financial expertise.

Auditing Firms

Changing auditors every five years is presently considered good practice for all organizations, nonprofit and for-profit alike. The League's Audit Committee interviews and chooses a new auditing firm every five years. The rationale is that auditing firms may grow accustomed to the financial procedures within one organization after a certain number of years and bringing in a new firm helps ensure that all proper financial practices are closely examined.

Disclosure

Current law already requires tax-exempt organizations to make their Forms 990 or 990-PF freely available to anyone who requests them. The League not only complies with this, but also publishes financial summaries in the annual report and provides monthly financial reports for the Board of Directors.

Whistle-Blower Protection

The League has clearly-defined procedures for handling employee complaints and the Audit Committee is authorized to meet with any employee on a confidential basis and conduct special investigations for the Board of Directors.

Statement of Investment Policy

November 2005

I. PREAMBLE

- A. The Dumb Friends League (DFL) is an organization with a charitable purpose, namely the humane treatment of animals. Investment assets are maintained with the purpose of supporting current operating budget needs as well as to enhance future operations. The Finance and Administration Committee is responsible for administration and investment of the assets. The Finance and Administration Committee will develop and maintain a written Investment Policy Statement. The Committee will also recommend to the Board the appointment of professional investment management firms who may direct, under guidance from the Committee and Board, the investments of the DFL.
- B. The Finance and Administration Committee believes that the affairs of the DFL should be conducted in a manner consistent with the organization's charitable purpose. As such, the investments of the DFL will not *knowingly conflict* with its charitable purpose. The DFL does not want investments to support the specific areas of concern, but does realize that some investments may indirectly conflict with the DFL charitable purpose. Every reasonable effort should be taken to avoid such conflicts. The Finance and Administration Committee shall periodically review the investments of the DFL to evaluate any potential conflicts with the DFL's charitable purpose.

II. PURPOSE

- A. The purpose of the Statement of Investment Policy is to:
1. Set forth the investment objectives, policies and guidelines that govern the investment of the assets of the Dumb Friends League;
 2. Establish the criteria which the investment management organizations retained by the DFL are expected to meet and against which they are to be measured;
 3. Communicate the investment objectives, guidelines and performance criteria to the investment managers; and
 4. Serve as a review document to guide the Finance and Administration Committee's ongoing oversight of the investments of the DFL.

III. STRATEGIC ASSET ALLOCATION

- A. The Finance and Administration Committee, in oversight of the DFL's investments, has adopted a total return approach to portfolio investments. The Committee recognizes that distinct asset classes have unique return and risk characteristics. Further, it understands that the combination of asset classes produces diversification benefits in the form of enhancement of expected return at a given risk level and/or reduction of the risk level associated with a specific expected return.
- B. The long-term financial requirements of the DFL, the rate of return objectives and the investment preferences of the Board dictate a balanced investment approach. Specifically, the Finance and Administration Committee intends to insure that the DFL investments conform to the following asset allocation guidelines:

	Target Allocation	Allowable Range
Large Capitalization Stocks	35%	30-40%
Small/Mid Capitalization Stocks	12.5%	5-20%
Total Stocks	47.5%	35-60%
Fixed Income (including short-term reserves)	15%	10-20%
Absolute Return Funds	15%	0-20%
Hedged Equity Funds	10%	0-20%
International Funds	12.5%	5-20%

These percentages will be based on the market value of investments.

IV. INVESTMENT OBJECTIVES

- A. Investment Parameters: The Dumb Friends League’s asset deployment is guided by these parameters:
1. The DFL will not knowingly invest directly in companies that are related to the drug or cosmetic industry. The DFL will not invest in companies if there is a question regarding the utilization of animals for product studies and/or testing, as outlined by the position statements issued by the DFL.
 2. For separately managed accounts, the burden to comply with the DFL’s Investment Parameters is on the investment managers, who will use their best efforts to do so. Investment managers will use screens such as Bloomberg in removing the drug and cosmetic companies from their investment universe. In addition, the investment managers will receive a copy of the DFL’s position statements to assist the investment manager in their company selections. DFL will provide a list of known unacceptable companies to the investment managers.
 3. The Finance and Administration Committee of the DFL will, for diversification purposes, consider investment vehicles including commingled vehicles and partnerships that may not include specific language relating to the DFL’s policy of socially responsible investing. Prior to investing in these vehicles, the Finance and Administration Committee will determine to the best of its ability, any potential conflicts between the investment manager’s investment strategy and the DFL’s investment policy.
- B. Performance Objectives: The investment goal of the DFL is to maintain the real value of the investments in perpetuity while providing for annual operating budget needs. Based on the strategic asset allocation identified by this Statement of Investment Policy, over a full market cycle (approximately 5 years), the DFL expects the investments included in this investment program to provide a real compound rate of return in line with the performance of the asset classes in which the DFL is invested.
1. On a periodic basis the performance of the total DFL investments will be compared to a relevant benchmark index and to a relevant universe of managed portfolios structured in proportion to the strategic target asset allocation identified in this Statement of Investment Policy. Over time periods of 3 - 5 years, the DFL expect the assets invested to provide results that exceed the return of the benchmark index, net of fees, and the median of the composite universe. The performance of each of the investment managers will also be compared to a relevant benchmark index and to a relevant universe of investment management firms.
 2. The ongoing review and evaluation of manager results will be the responsibility of the Finance and Administration Committee. Specific performance benchmarks for the total investments and for portfolios within each asset class are provided below.
- C. Performance Benchmarks: The performance for the total investments, each asset class and each individual manager will be evaluated over a full market cycle of approximately 3 to 5 years. Performance is expected to exceed that of the comparable index and rank in the upper half of the appropriate universe of active managers. Performance will be measured net of fees.

<u>Asset Class</u>	<u>Passive Index</u>	<u>Active Universe</u>
Total Investments	Custom Index ¹	
Large Capitalization Equities	S&P 500 Index	Large Capitalization Equity
Small/Mid Capitalization Equities	Russell 2000 Index	Small Capitalization Equity
Fixed Income	Lehman Brothers Aggregate Bond Index	Core Fixed Income
Absolute Return	90 Day T-Bills plus 5%	90 Day T-Bills plus 5%
Hedged Equity	S&P 500 Index	S&P 500 Index

¹ Custom Index defined as 35% S&P 500 Index/20% Russell 2000 Index/12% Lehman Brothers Aggregate Bond Index/10% 91 day U.S. Treasury Bill Index +5%/5% MSCI EAFE

V. INVESTMENT GUIDELINES

- A. Fiduciary Standards: The assets of the Organization shall be invested in a manner that is consistent with generally accepted standards of fiduciary responsibility. The Board, and those acting on its behalf, shall exercise the judgment and care, under the circumstances then prevailing, which persons of prudence, discretion and intelligence would observe. All transactions that utilize the assets of the DFL will be undertaken for the sole benefit of the DFL. Any laws or regulations specified in the Internal Revenue Code, by the State of Colorado, or any other entity with legal jurisdiction over the DFL investments will be observed.
- B. Securities Trading: All transactions that utilize assets of the DFL will be undertaken for the benefit of the DFL. The emphasis of security trading should be on a best execution basis, i.e., the highest proceeds for the DFL and the lowest cost, net of all transaction expenses. Placement of orders should be based on the financial viability of the brokerage firm and the assurance of a prompt and efficient execution.
- C. Securities Lending: Separate account DFL investments held in custody by another party, such as a bank custodian, will not be loaned to any other party for any purpose, unless such securities lending is pursuant to a separate written agreement which the Finance and Administration Committee has approved.
- D. Investment Management Reporting Requirements: On a quarterly basis, each manager will be expected to provide:
1. A written review of their investment performance and portfolio structure.
 2. A synopsis of their key investment decisions, their underlying rationale and expected future implications.
 3. An organizational update, including a report on material changes in organizational structure, staffing, investment processes/strategies and asset/client bases, which affect the account.
- E. Review and Termination of Investment Managers: Failure by an investment manager to achieve the performance objectives established by the Finance and Administration Committee shall cause that manager to be placed on a "watch list." Managers will be notified when they have been placed on the list. If performance does not improve within a specific time period determined by the Finance and Administration Committee at the time the manager is placed on the watch list, that manager's role in the DFL's investment management structure will be reviewed with a bias towards termination or reduced funding. An investment manager's role in the investment manager structure may also be reviewed or terminated at the discretion of the Finance and Administration Committee for any reason.
- F. Review of Overall Program: The Finance and Administration Committee will review the overall investment program on an ongoing basis. Key issues reviewed will include:
1. Current trends and developments in the capital markets and manager community.
 2. Changes in the DFL's financial goals.
 3. The ongoing appropriateness of the policies included herein.
 4. On a least an annual basis (or more often as circumstances dictate), the Finance and Administration Committee will report to the Board on the overall investment program.

VI. DELEGATION OF RESPONSIBILITIES: The Primary investment related responsibilities of various parties as related to the DFL assets are described below. This summary is meant to serve as a guide and a communications aid for these parties rather than as a legal document.

- A. Responsibilities of the Finance and Administration Committee
1. Recommend an Investment Policy to the Board.
 2. Monitor the implementation of the Investment Policy. Verify that overall policies and objectives continue to be appropriate and reasonable, especially as it relates to the strategic asset allocation maintained for the DFL investments.
 3. Monitor the results achieved by the investment of the DFL assets. On at least an annual basis, review the investment performance of the DFL investments.
 4. Periodically review each manager's security holdings and evaluate compliance with the DFL's investment policy.

5. Select and retain outside professionals including custodian banks, investment consultants, investment managers and others as may be needed to assist in the administration and implementation of the Investment Policy.
 6. Report the investment results and activities to the Board at least annually.
- B. Responsibilities of the Custodian:
1. Act in accordance with the relevant custody agreements.
 2. Report all financial transactions to the Finance and Administration Committee and prepare monthly statements of transactions, asset valuations and other related information as deemed appropriate.
- C. Responsibilities of the Investment Managers
1. Manage the portion of the DFL assets under their control in accordance with the Policy objectives and guidelines as established.
 2. Comply with any applicable legislative or regulatory stipulations.
 3. Exercise full investment discretion within the policies and standards established as to buy, hold and sell decisions for all assets under management.
 4. Promptly inform the Finance and Administration Committee regarding significant matters pertaining to the investment of the DFL investments.
 5. Responsible for all proxy decisions.

This Statement of Investment Policy approved by action of the Board of Directors on November 21, 2005.

Investments

The Dumb Friends League diversifies its portfolio investments using a balanced investment approach. The portfolio is allocated into large cap, small/mid cap, fixed income, absolute return, hedged equity and international funds.

The Dumb Friends League adopted its current Investment Policy on October 18, 2004. Monticello and Associates were hired as Investment Consultants in February 2000.

Each year the League may use the interest, dividend income and gains from these accounts to fund current expenses. Principal may be withdrawn due to shortfalls in operating, fundraising or investment income or expenditures for capital improvements. As of June 30, 1999, the Board has allocated \$10,000,000 as Board Designated Funds for future continuance of the League's mission. The League is fortunate to have these investments under professional management, yet we continually seek new funding sources to maintain and improve the quality of our services and programs.

Revised Limits & Policy Changes 8-04-06

Insurance

The Dumb Friends League has the following major types of insurance in force:

<u>Description</u>	<u>Limits</u>
Property Coverage	\$12,045,000
Business Personal Property	\$1,658,000
Employee Dishonesty & Retirement Plan Bond	\$250,000
Commercial Liability	\$1,000,000 per occurrence \$2,000,000 general aggregate
Veterinarian Liability	\$1,000,000 per occurrence \$2,000,000 aggregate
Pension & Welfare Benefit Plan for Fiduciaries & Administrators	\$1,000,000 aggregate, claims made
Cruelty Investigators Liability	\$1,000,000 per occurrence \$2,000,000 per occurrence/aggregate
Umbrella	\$10,000,000 aggregate
Business Interruption	Actual losses and extra expenses sustained in 12 months
Commercial Auto	\$1,000,000 liability limit and uninsured motorist limit
Directors & Officers & Employment Practices Liability*	\$10,000,000 aggregate, claims made

*1-policy with a total aggregate limit of \$10,000,000. Defense costs are in addition to the limit of liability.

Coverages are reviewed annually with the League's insurance broker.

Board Designated Funds

Effective June 30, 1999, the Dumb Friends League's Board of Directors designated \$10 million dollars of the League's current investment account assets to a separate fund to ensure adequate financial resources for the continuing operation of the League. The Board Designated Funds ("the funds") are recorded separately on the League's financial statements.

Net income from the funds is to be used for the general operation of the League, and capital appreciation/depreciation is to be added/deducted from the principal of the funds. The principal of the funds is to remain dedicated for ensuring future resources for the League and may not be used for operations or any other purpose. The only exception would be a vote of the majority of the Board of Directors in attendance at a regular or special meeting of the Board where a quorum existed at the commencement of the meeting.

Effective November 11, 1999, the Dumb Friends League's Board of Directors approved naming the Board Designated Fund, the CARE Fund, the Continuing Animal Resources Fund.

Gift Acceptance Guidelines (Effective January 1, 2004)

These guidelines have been established by the Board of Directors of the Denver Dumb Friends League (dba Dumb Friends League) to govern acceptance criteria and procedures for accepting outright gifts, including cash, securities and property. The guidelines for acceptance applicable to each category of outright gifts are subject to the provisions of general applicability set forth at the end of these guidelines.

I. CASH

- A. Gifts of cash shall be accepted regardless of amount, except as otherwise provided in these guidelines.
- B. Gifts of cash may be in the form of United States currency, foreign currency, checks drawn on United States banks or foreign banks, credit card payments, electronic funds transfer, or payroll deductions.
- C. All checks shall be made payable to the Denver Dumb Friends League or the Dumb Friends League and shall in no event be made payable to any member of the Board of Directors, officer, employee, volunteer, or agent for the benefit of or credit to the Dumb Friends League.
- D. Cash gifts in the form of foreign currency or checks drawn on foreign banks shall be recorded as gifts in U.S. dollars based on exchange rates on the date of receipt. Cash gifts of foreign currency or checks drawn on foreign banks shall not be accepted if the amount of the gift does not justify the bank charges or other expenses that would be incurred to process such gift.
- E. Gifts made by credit card must include the donor's name as it appears on the credit card, the type of credit card, the account number, the expiration date, the amount to be charged to the credit card and the donor's address. It is not necessary to be in possession of the credit card to accept a credit card gift. The Dumb Friends League shall take all reasonable precautions to keep donors' credit card information confidential.
- F. Upon reasonable request of a donor, the Dumb Friends League shall provide wire transfer instructions to permit gifts by electronic funds transfer to be made to the Dumb Friends League.
- G. Upon reasonable request of a donor, the Dumb Friends League will establish procedures to permit donations to be made by payroll deductions, which may be made on a recurring basis at any interval and may be changed or discontinued at any time upon at least two weeks advance notice provided by the donor.

II. QUID PRO QUO GIFTS

- A. A quid pro quo gift is a payment made partly as a contribution and partly in consideration for goods or services provided to the donor by the Dumb Friends League.
- B. Donors making quid pro quo gifts should be advised at the time of receipt of the portion of the donor's payment that exceeds the value of the benefits being received by the donor, which is the amount treated as a contribution.

III. PUBLICLY TRADED SECURITIES

- A. Gifts of securities that are traded on a national United States securities exchange shall be accepted by the Dumb Friends League.
- B. Gifts of securities that are traded on a regional United States securities exchange, a foreign securities exchange or in the "pink sheets" may be accepted only after approval of the Finance and Administration Committee.
- C. Gifts of securities shall be deemed to have been made when they pass irrevocably from the donor's control by delivery to the Dumb Friends League or when the donor irrevocably instructs his or her broker to transfer securities to the account of the Dumb Friends League.
- D. It is the general policy of the Dumb Friends League to sell publicly traded securities promptly after receipt as a gift. No member of the Board of Directors, officer, employee, volunteer, or agent shall commit to a donor that a particular security will be held and not sold by the Dumb Friends League unless such action has been approved by the Finance and Administration Committee.

- E. The value of gifts of publicly traded securities shall be determined in accordance with applicable Internal Revenue Service requirements.

IV. NON-PUBLICLY TRADED SECURITIES

- A. Gifts of non-publicly traded securities may be accepted by the Dumb Friends League only after approval of the Finance and Administration Committee.
- B. The value of gifts of non-publicly traded securities that are accepted by the Dumb Friends League shall be determined in accordance with applicable Internal Revenue Service requirements.
- C. Dispositions of non-publicly traded securities that have been accepted as gifts by the Dumb Friends League shall be approved by the Finance and Administration Committee.

V. REAL PROPERTY

- A. Gifts of real property may be accepted by the Dumb Friends League only after approval by the Finance and Administration Committee.
- B. The Dumb Friends League will neither appraise nor assign value to any gift of real property. It is the donor's responsibility to establish a value for the gift and provide, at the donor's expense, a qualified appraisal or valuation meeting any requirements of the Internal Revenue Service.
- C. It is the policy of the Dumb Friends League not to accept gifts of real property subject to any mortgages or deeds of trust. Exceptions to this policy may be made only with the approval of the Finance and Administration Committee.
- D. Prior to accepting any gift of real property, the Finance and Administration Committee shall determine the advisability of conducting a Phase I environmental audit to determine any potential environmental risks that may be associated with the property and any further environmental testing that may be appropriate based on the results of any Phase I environmental audit. In addition, the Finance and Administration Committee shall determine the advisability of having an independent inspection of the property conducted prior to acceptance of such property as a gift.
- E. Dispositions of interests in real property that have been accepted as gifts by the Dumb Friends League shall be approved by the Finance and Administration Committee.

VI. TANGIBLE PERSONAL PROPERTY

- A. It is the policy of the Dumb Friends League to accept gifts of tangible personal property only if it is reasonably expected that a market exists to permit prompt disposition of such property by the Dumb Friends League or that such property would be useful in its programs as determined by the Dumb Friends League in its sole discretion and not to accept gifts of tangible personal property on the condition that such property will or will not be held by the Dumb Friends League for any particular period of time or for purposes related to its tax-exempt status.
- B. The Finance and Administration Committee shall determine whether to accept any gift of tangible personal property that does not meet the general policy of the Dumb Friends League for acceptance of gifts of tangible personal property if the value of such gift is reasonably expected to be more than \$5,000.
- C. No gift of perishable property or property that would require special facilities or security to properly safeguard will be accepted without prior approval of either the Finance and Administration Committee or any one of the President, the Vice President of Development, or the Vice President of Administration and Finance, other than gifts of food and vaccine, which are regularly accepted under appropriate circumstances.
- D. The Finance and Administration Committee shall determine whether or not to obtain an appraisal for any gift of tangible personal property reasonably expected to have a value in excess of \$5,000. If the Finance and Administration Committee determines not to obtain an appraisal, the donor should be advised that it is the donor's responsibility to obtain, at his or her expense, a qualified appraisal for the property in accordance with applicable Internal Revenue Service requirements.

VII. OTHER PROPERTY

- A. Gifts of any other property of any description, including patents, copyrights, any other intellectual property, partnership or limited liability company interests, mortgages, notes, installment obligations,

royalties, easements, or assignments of rights to receive income from third parties, may be accepted only after approval by the Finance and Administration Committee.

VIII. GENERAL PROVISIONS

- A. The Dumb Friends League shall have the authority to determine not to accept any gift if there exists:
- (1) a question as to whether the donor has sufficient title to the assets;
 - (2) a question as to whether the donation is from a legal source;
 - (3) a question as to whether the donor is mentally competent to legally transfer the assets as a gift to the Dumb Friends League;
 - (4) a concern that the transfer of the assets being donated could create or be subject to liabilities or obligations, known or unknown, contingent or otherwise, that the Dumb Friends League is unwilling to assume or accept;
 - (5) a restriction, encumbrance, or condition on the gift that the Dumb Friends League is unwilling to accept for any reason;
 - (6) a concern that the property is not marketable and that costs associated with retaining the property are greater than the value of the asset warrants;
 - (7) a concern that the donation could result in adverse publicity or that acceptance of the donation is in any way inconsistent with the purposes or mission of the Dumb Friends League, due to the identity of the donor, the nature of the contributed property, or otherwise; or
 - (8) the possibility that acceptance of the gift could create any appearance of impropriety.
- B. A determination not to accept any outright gift based on any of the criteria set forth in paragraph A above shall be made by the Finance and Administration Committee, except that the Board of Directors has delegated the authority to make such determination to the President with respect to any outright gift where the value of the gift is not reasonably expected to exceed \$10,000.
- C. Donors should be advised at the time of receipt of a gift that they should consult their own tax advisors regarding the tax consequences with respect to the gift and that it is the policy of the Dumb Friends League to cooperate fully in all matters related to investigations or inquiries by the Internal Revenue Service with respect to charitable gifts.
- D. The Board of Directors or the Finance and Administration Committee may delegate any authority vested in the Finance and Administration Committee to any officer of the Dumb Friends League or to the Vice President of Development or Vice President of Administration and Finance, including the ability to partially delegate any such authority with respect to gifts of specified values established by the Board of Directors or the Finance and Administration Committee from time to time.
- E. Notwithstanding any provision of applicable law that may treat animals as property, any relinquishment of an animal to the Dumb Friends League shall not be treated as a gift of property to the Dumb Friends League.

Tips to Understanding DFL Financial Statements

Each month the League provides monthly financial reports in the board packets that are sent prior to each board meeting.

The financial reports are prepared using the accrual method of accounting that reflects transactions when they occur rather than when the League receives or pays out cash. The League's fiscal year is July 1 to June 30.

Description of reports that are sent each month:

Statement of Financial Position shows the assets, liabilities and fund balance (similar to net worth in for-profit statements) as of the last day of the month.

The League's main assets are:

- Cash in our bank or money market account and is used for paying current expenses.
- Pledges receivable are for capital campaign pledges that have not been collected, estates where accounting rules require recognizing the revenue before receiving the cash or property. Government contracts are the invoices sent to Douglas County or other governmental entities for housing animals at the Buddy Center.
- Net fixed assets are the buildings, vehicles and equipment located at the Buddy Center and Quebec Shelter after subtracting depreciation. Depreciation is a non-cash expense, which provides for the write-off of capital items over the asset's useful life, as defined using generally accepted accounting principles and internal revenue service regulations.
- Investments are all unrestricted, and can be used to support any of the League's programs or expenses. The CARE Fund has been designated by the board for the long-term benefit of the League's mission.

The League's main liabilities are:

- Accounts payable are bills for items purchased in the normal course of business.
- Bond payable is the debt incurred due to the timing difference between completing the Buddy Center and Quebec construction projects and the receipt of pledges made by donors to fund these projects. This debt is being paid monthly over a 60-month period ending December 2008. Additional prepayments of principal have been made based on the receipt of some pledges.

The difference between assets and liabilities is fund balance, which is similar to the net worth or net book value of the League if it were a for-profit corporation.

Statement of Activities lists the total revenue less all expenses incurred during a specific *period* of time (from the beginning of the fiscal year to the last day of the applicable month) resulting in a net surplus (profit) or deficit (loss). We provide three of these statements: one that is consolidated for the entire corporation, one for the Quebec facility and one for Buddy Center. All development, estate and investment revenue appears on the Quebec statement of activities.

Definitions/Terms used:

Operating revenue - fees charged for adoptions, return to owners etc.

Non-Operating revenue - contributions from donors and special events.

Estates and bequests – revenue from wills, trusts, life insurance and other estate planning vehicles.

Other revenue - miscellaneous items such as gain on the sale of equipment, mineral leases.

Earned income - from dividends, interest or realized gains or losses on the sale of securities.

Each department's year-to-date expenses are compared to the year-to-date budget with variances in both dollar amount and percentage listed. There is a total of all expenses compared to the budget followed by net income or (loss) before investment revenue or losses and total net income or (loss) for the corporation or facility.

In addition to these financial reports there is also a one to two page memo “Highlights from the League’s Financial Statements” which covers:

- The year-to-date financial activity.
- Summarizes the investment portfolio compared to the end of the previous fiscal year and notes any cash withdrawals from investments.
- Summarizes activities from the Buddy Center.
- Recaps capital assets purchases.
- Recaps the current status of the Capital Campaign and related tax-exempt bond payable.

There is also a report of the Capital Asset Budget and a list of all year-to-date purchases.

At the end of our fiscal year, an independent certified public accounting firm performs an audit of the League’s financial records. The League’s Audit Committee will meet and review the audit report in detail with the audit firm. Board members receive a report from the Audit Committee and copy of the audit report at the September board meeting following the end of the fiscal year.

Dumb Friends League Position Statements

Preamble

As a humane society, the Dumb Friends League responds to many animal-related issues. The external position statements represent the opinions of the Dumb Friends League regarding animal welfare issues at the forefront of public interest. These statements are not policies. They serve as cohesive guidelines to represent the Dumb Friends League's opinion regarding the humane and appropriate care of animals. This document was developed by a task force with representatives from the board of directors and staff.

Animal Adoption Programs

The Dumb Friends League believes that animal care and control agencies should institute adoption programs that focus on placing pets with responsible owners who will provide a permanent home. All adoption programs should require animals to be spayed/neutered.

Animal Contests/Entertainment

The Dumb Friends League is opposed to animal contests and entertainment events that cause neglect, abuse or exploitation of animals such as animal fighting, dog racing, horse racing and greased pig contests, because the welfare of the animals is not a priority. These events have a desensitizing effect, causing people to be unsympathetic to animal suffering and condoning animal abuse as an acceptable form of entertainment.

a) Animal Fighting and Blood Events

The Dumb Friends League condemns all types of combat involving animals. Animals suffer undue pain, stress, torture, injury and needless death during training and competition. Examples of animal combat are dog fighting, cockfighting and bullfighting.

The Dumb Friends League actively supports the passage and strict enforcement of felony laws dealing with animal fighting and blood sports.

b) Dog Racing

The Dumb Friends League strongly opposes dog racing and the use of live lure training that often accompanies it. Neglect or cruelty is an unavoidable by-product of this so-called sport. The dogs suffer from a planned breeding, testing and rejection program that creates an unwanted overpopulation of racing dogs. This deliberate breeding adds to an already tragic pet overpopulation problem. Despite some efforts to find homes for unwanted racing dogs, the majority of them are ultimately destroyed. Additionally, in some cases the dogs are allowed to chase, terrorize and rip apart the live animal lures.

In recognizing that dog racing exists, the Dumb Friends League believes that current state laws relating to dog racing must be more strongly enforced and stricter criteria developed to ensure the health and welfare of all animals used in dog racing.

c) Horse Racing

The Dumb Friends League strongly opposes horse racing because of the many abuses which occur. Horses may be trained and raced too young and too often, and on unconditioned track surfaces. Trainers use both legal and illegal drugs to mask pain and increase performance, thereby putting horses at risk for further injury or complete breakdown and subsequent euthanasia.

In recognizing that horse racing events do exist, the Dumb Friends League believes that current state laws relating to horse racing must be more strongly enforced and stricter criteria developed to ensure the health and welfare of all horses used in racing.

Animal Give-Aways

The Dumb Friends League opposes the practice of giving away live animals for raffle, lottery, promotional incentives or means of chance. The Dumb Friends League believes that such give-aways produce a situation in which there is no knowledge or control of the people who will receive the animal, the conditions under which the animal will live or the intended use of the animal.

Animal Shows

The Dumb Friends League is not opposed to the exhibition of healthy, well cared for animals when the purpose is to recognize superior quality and ability. The pet show requirements must comply with humane standards. Owners and handlers of show animals must train and care for them in a humane way.

The Dumb Friends League encourages pet shows to broaden their requirements to allow animals that have not been cosmetically altered and have been spayed/neutered to be shown and judged equally with other animals.

The Dumb Friends League feels that breeders of purebred and show quality animals must be responsible to help solve the pet overpopulation problem by decreasing the reproduction of the animals they breed. Breeders should strive to produce pet quality animals through selective breeding that results in animals with favorable temperament and physical characteristics.

Animals in Education

The Dumb Friends League believes that animals should be utilized for teaching purposes only when there are no feasible alternatives. When animals are used in education, their welfare must be paramount. Educational programs should be designed to instill in students an interest in, and respect for, all living things.

a) Animal use in Primary and Secondary Education

The Dumb Friends League opposes the use of live animals in classroom experiments, lessons or projects that interfere with the normal health or development of the animals, constitute major manipulations of the animals' behavior or environment, or cause pain, fear, anxiety or discomfort. Dissection is unnecessary and inconsistent with the development of a general appreciation and respect for living organisms and is, therefore, unacceptable at the pre-college level. Advances in technology provide better and more feasible alternatives.

b) Animal use in Post-Secondary Education

The Dumb Friends League recognizes that animal labs are currently taught in post-secondary education. We believe that current laws governing this use of animals must be strongly enforced. Stricter criteria must be developed to ensure the animals' health and welfare with the ultimate goal of totally eliminating the use of animals in post-secondary education.

All animal studies should be carried out under the direct supervision of a competent instructor, and it is the responsibility of that instructor to ensure that the fewest number of animals are used and that every effort is made to eliminate suffering and death. The student must have the necessary comprehension of the procedure or study being conducted. Live animals must be maintained in a sanitary environment and receive humane care suitable to their species before, during and after any procedure. We believe that classroom studies should utilize prior research and/or technological advances when available, rather than live animals.

c) Classroom Pets

The Dumb Friends League believes that having a pet in the classroom requires a commitment for as long as the pet lives and should not be undertaken lightly. However, pets can be an enriching experience for students if they are integrated into the daily routine, instruction and educational goals of the class.

Animals must be maintained in a sanitary environment and receive humane care suitable to their species. Each animal chosen must be appropriate for the age and maturity level of the students and adaptable to the classroom environment. The teacher must ultimately be responsible for, and carefully supervise, the care and handling of the classroom pet.

Animals Used in Entertainment and Advertising

The Dumb Friends League is dedicated to the prevention of abuse, neglect, cruelty and exploitation of animals and opposes gratuitous violence toward animals for entertainment or advertising purposes.

The Dumb Friends League recognizes that animals are often used in the entertainment industry. We do not support the use of drugs or the alteration of the animal's natural defenses such as de-fanging or de-clawing. We are committed to the establishment and enforcement of laws and a strong set of standards and procedures to ensure the humane treatment of all animals used for entertainment, including advertisements, television and movie productions. Proper veterinary care, safe transportation, food, water and shelter must be provided for the animals by trained and experienced professionals. Humane methods must be used to train the animals and the trainer must be present at all times when the animal is performing.

a) Circuses

The Dumb Friends League opposes the use of animals in circuses because of the neglect and cruelty inherent in their treatment and training and the risk to public safety that their use poses. Although many believe that circuses provide harmless entertainment, the use of performing animals not only creates a dangerous atmosphere, but also desensitizes individuals to animal suffering. The elephants, big cats, bears, primates and other animals that are used in circuses endure physical discipline, abuse and constant stress. When not performing, they spend the majority of their time confined in small, barren cages or chained in one position. Often their diets are not adequate or suitable for their species. The animals endure the stress of being transported long distances in small spaces for countless hours with little or no rest stops. Under these conditions, they cannot express their full range of natural behaviors or socialize with other members of their species.

b) Rodeos

The Dumb Friends League opposes rodeos because they inflict injury, pain, fear or possible death upon participating animals. Animals may respond violently to the use of electric prods, spurs, flank straps and other rodeo tack.

The Dumb Friends League believes that rodeos do not accurately portray today's ranching skills and, therefore, are archaic and obsolete. Rodeos display and encourage an insensitivity to, and acceptance of, unnecessary exploitation of animals in the name of sport.

Even though the Dumb Friends League does not approve of circuses and rodeos, we do acknowledge their existence, and therefore we are committed to the establishment and enforcement of laws and a strong set of standards and procedures to ensure the humane treatment of all animals.

Breed Specific Legislation

The Dumb Friends League is opposed to legislation aimed at banning ownership of dogs based solely on their breed for a number of reasons. While breed is one factor that contributes to a dog's temperament, it alone cannot be used to predict whether a dog may pose a danger to our community. Rather a dog's temperament is a product of several factors, including but not limited to:

- Early socialization
- Sound obedience training
- Genetic makeup
- Quality of care and supervision by the owner
- Current levels of socialization of the dog with his or her human family
- Behavior of the victim
- Whether the dog has been spayed or neutered.

Additionally, there is no scientific (based on DNA or other tests) or objective method of determining a dog's actual breed and breed-specific laws assume that all dogs of a certain breed are likely to bite, instead of acknowledging that most dogs are not a problem.

Dog/Cat License Fee Differential

The Dumb Friends League supports a license fee differential for pets that have been spayed/neutered. The ratio established should be great enough to encourage spaying/neutering to help reduce pet overpopulation.

Dog/Cat Licensing Program

The Dumb Friends League encourages a properly developed and administered dog/cat licensing program that will assist communities in controlling stray animals. The Dumb Friends League encourages the use of properly constructed, sized and identification tagged collars to insure the safety of the pet.

Elective/Cosmetic Surgery

The Dumb Friends League opposes any form of elective, cosmetic or other unnecessary surgical procedures that are painful, stressful or restrictive to the function of a body part when performed for the benefit of the animal owner not the animal. Examples of cosmetic /elective surgeries are declawing, debarking, defanging, ear cropping and tail docking.

This policy does not include the surgical procedure of spaying/neutering animals.

Endangered Species

The Dumb Friends League supports the protection of endangered species and humane methods that prevent extinction.

Euthanasia

The Dumb Friends League considers quality of life paramount. We do not believe indefinite confinement; isolation or indiscriminate placement is in the best interest of companion animals. For animals that are suffering from disease, traumatic injury or other infirmities, those that pose a safety threat, or those for which a caring home cannot be found, euthanasia is the most humane alternative.

The Dumb Friends League advocates following the guidelines outlined in the "Report of the AVMA Panel on Euthanasia," and believes that each agency should choose a proven humane method performed by a professionally trained and certified staff.

Factory Farming

The Dumb Friends League is opposed to the exploitation of animals inherent in the factory farming method of livestock management. Pursuit of economy at any cost has resulted in intensive-confinement systems that do not provide for the animals' basic and behavioral needs.

Because of the crowded and unnatural conditions, and in order to boost production, factory farms commonly utilize antibiotics and hormones, which are not only harmful to the animals, but also compromises human health. Additionally, we oppose their use of adaptive surgery, such as debeaking chickens, and unnatural husbandry practices.

Animals must be provided with quality veterinary care, adequate temperature controls, ventilation and light. They should have sufficient freedom of movement for their individual species and housing should support their natural social behaviors.

The Dumb Friends League supports the enforcement and strengthening of current laws and the implementation of humane standards for animals in every phase of animal-based food production.

Fur Industry

The Dumb Friends League is opposed to the fur industry.

Hunting/Animal Capture

The Dumb Friends League is opposed to the killing or capture of any animal for trophy or sport and any inhumane method of predator control.

a) Hunting

The Dumb Friends League is opposed to the hunting of any animal for sport.

We support legislation to abolish the killing of animals that are confined or otherwise immobilized, such as shooting preserves where captured or captive-bred wildlife are killed while caged, staked or otherwise confined or baited.

b) Nuisance Animal And Predator Control

The Dumb Friends League opposes inhumane methods of controlling nuisance animals and predators. We believe that any removal of nuisance or predatory animals should be accomplished, if feasible, by non-lethal methods such as repellents, lights, sound agents, chemo-sterilants or learned aversion.

c) Trapping

The Dumb Friends League opposes any trapping method that is inhumane for the animal, such as the use of the steel-jaw leg hold trap, the conibear trap or drowning sets. Trapping results in the needless suffering and death of non-target wild and domestic animals, as well as of those whose pelts are prized. Humane live trapping and relocation is a viable alternative in those instances when animals must be relocated.

d) Wild Horses And Burros

The Dumb Friends League supports the protection and management of wild horses and burros to ensure their continued survival. In areas where biological information has indicated that herd reduction is warranted and has been proven in environmental impact statements, we believe humane methods of capturing and managing wild horses and burros must be used.

Kosher Slaughter

The Dumb Friends League believes that federal and state humane slaughter laws should be amended to no longer exempt the preparation of animals ritually slaughtered for food. While recognizing that different religious practices do exist, the Dumb Friends League contends that the present pre-slaughter method of shackling and hoisting live, conscious animals for ritual slaughter is cruel.

Mascots

The Dumb Friends League is not opposed to the training and use of domestic animals as mascots provided there is no cruelty involved and the animals are provided with proper veterinary care, transportation, food, water, shelter and rest periods. The Dumb Friends League does not oppose identifying with symbolic wild and exotic animal mascots, but does object to the use of live wild and exotic animal mascots.

Networking to Solve Pet Overpopulation

The Dumb Friends League supports animal welfare alliances that improve the adoption of animals and decrease the number of homeless animals through information exchange, pet transfer programs, spay/neuter clinics, education and legislation. By sharing resources, we can expand the benefits of established programs and services to more under-served areas and thereby benefit more animals.

Pets in Housing

The Dumb Friends League believes that companion animals enhance the lives of their owners and that responsible owners make a lifetime commitment to their pets. We encourage rental property managers to make provisions for pets and not to restrict certain pets based purely on their size, breed or species. Breed and size do not indicate a pet's temperament. Pets and their owners should be evaluated individually on their own merits.

Sale of Animals

The Dumb Friends League believes that pet shops and related industries are directly responsible for pet overpopulation and animal suffering. These industries exploit the novelty appeal of various animals at the expense of their well-being. They often encourage impulse purchases without insuring that the buyer is well equipped and knowledgeable to provide proper and humane care.

The Dumb Friends League opposes the animal procurement practices used in the majority of the pet shop industry and encourages the public to realize that breed registries are not a guarantee of quality. We support legislation restricting or banning mass-producing breeding facilities and backyard breeders, and requiring inspection and licensure.

a) Puppy Mills

The Dumb Friends League believes that puppy mills are a cruel exploitation of dogs. The female dogs are little more than breeding machines and are usually condemned to a life of isolation in a dirty, cramped cage with inadequate food and veterinary care. Even if the living conditions are adequate, the indiscriminate breeding of dogs adds significantly to the pet overpopulation problem.

Puppies produced in puppy mills are more prone to disease due to poor nutrition, inadequate medical care and the stress of being shipped long distances at a young age.

Puppy mill breeders generally ignore the behavior traits or physical problems of the parents. Through irresponsible breeding practices, congenital disorders or undesirable and sometimes even dangerous behaviors are passed on to the puppies.

b) Pet Shops

The Dumb Friends League is opposed to the sale of animals through pet shops and similar outlets. Supplies of animals are often obtained from mass-producing breeding facilities or are inhumanely captured from the wild.

Animals are considered a commodity and the welfare of the individual animal is not a priority. Most pet shops provide no education about the special needs of each animal, nor do they offer any health guarantees or follow-up after the sale.

c) Novelty Pets

The Dumb Friends League opposes the sale or purchase of novelty pets such as chicks, ducks, reptiles, hedgehogs or sugar gliders. The majority of these animals are acquired on impulse by people who may be unprepared to meet the animal's special needs. As a result, many such animals suffer immediately from lack of proper care, while others suffer as their short-lived novelty value diminishes.

d) Animals As Gifts

The Dumb Friends League opposes giving animals as gifts, such as rabbits at Easter, or kittens and puppies at Christmas. We believe that animals should be placed as lifetime companions. Pets should be chosen according to the expectations and lifestyle of the new "family," as well as the animal's individual needs.

e) Wild Or Exotic Animals As Pets

The Dumb Friends League opposes the ownership of wild or exotic animals, including hybrid canines and felines. In many cases, state and local ordinances prohibit ownership of wild animals. When wild or exotic animals are kept as pets, the result can be tragic for the animal and for the owner. Lack of knowledge about behavioral traits, social needs and proper nutrition, and the inability to provide a natural habitat leads to inadvertent abuse.

Exotic animals sold or kept as pets may suffer cruel treatment during the process of capture, shipping and confinement. An animal cared for in a domestic situation from birth and released into the wild, most likely will not survive because it has not been taught natural survival behavior. Additionally, if these animals are released into the wild, they can alter the natural food chain causing potential extinction of native species.

It is our firm conviction that wild or exotic animals are unsuitable as pets and cannot be properly and humanely maintained in a home environment.

Sterilization

The Dumb Friends League supports the sterilization of pets and believes that not only does it have an impact on stemming pet overpopulation, but that altered pets live longer, healthier lives and make better companions.

We endorse prepubertal (8 weeks of age) spay/neuter of dogs and cats, the development of alternative methods of sterilization and legislation that mandates sterilization when appropriate.

We support the establishment of spay/neuter clinics that meet accepted veterinary practice standards and provide programs for the under served in our communities.

Training Methods for Dogs

The Dumb Friends League believes that dogs learn best through positive reinforcement and rewards. We strongly disagree with the use of physical or psychological punishment for behavior modification. This includes use of electric shock collars, pinch collars, and physical correction such as hanging dogs. Correction of aggression problems requires specialized one-on-one counseling by a trained professional referred by a veterinarian.

Transportation of Animals

The Dumb Friends League believes that animals must be transported in such a way that is not harmful or life threatening to the animal. We support the development, implementation, strengthening and enforcement of laws, humane standards and procedures for the safe transportation of animals on commercial carriers, especially airplanes.

Livestock that are being transported must be moved humanely in vehicles that are properly designed for the particular species and maintained for this purpose. We oppose the transportation of animals in vehicles that cause them to experience suffering and injury, such as horses in potbelly trailers. Humane care must also be provided for “downer” animals.

The Dumb Friends League believes that pet-owners are responsible for transporting their pets in a safe and secure manner. If dogs must ride in the back of an open vehicle, like a pick-up truck, they must be in a secured crate or safely tethered to the center of the bed and unable to reach the sides. Cats should be confined in a carrier when being transported in any vehicle. When pets are left alone in a vehicle every precaution must be taken to prevent them from overheating.

Use of Animals In Research

The Dumb Friends League believes the use of animals for experimentation should be permitted only when there are no feasible alternatives and then only when the experiment is believed likely to produce new and substantial information. In such instances the experiments must be carefully designed to use the smallest number of the most suitable species. Under supervision of a veterinarian the animals should be maintained in a sanitary environment and should receive humane care before, during and after any experimental procedure. Every effort must be made to eliminate pain, stress and suffering and to provide for the animals’ biological and behavioral needs.

In regard to genetic engineering, the Dumb Friends League believes that the potential benefits to society must be carefully weighed against the potential for pain and suffering by the animals involved. New and better ways to prevent the suffering of animals and relieve the pain of those born with debilitating diseases as a result of experimentation must be mandatory. The implications of disease transmission from one species to another, the lack of genetic diversity and the potential loss of individual worth that accompanies the production of genetically engineered animals must be carefully evaluated, and appropriate regulations and guidelines need to be developed.

We are opposed to repetitive testing of commercial products on animals. Scientists must give priority to the development and use of alternatives to animal-based research with the ultimate goal being the elimination of research on animals altogether. Animal welfare organizations and individuals who advocate humane treatment of animals must be represented during the decision-making process undertaken by institutions that utilize animals for research. We are opposed to the release of animals, living or dead, by animal shelters for the purpose of research.

Use of Assistance Animals

The Dumb Friends League supports animal assistance programs that provide positive benefits to both animals and humans. The use of assistance animals for people with special needs can foster bonds beneficial to both people and animals – including sight, hearing and service animals. Training of these special animals must be positive and correction must not employ physical or psychological punishment. We encourage public establishments and transportation to welcome these animals and their owners, and to make accommodation for their special needs.

Zoos And Aquariums

The Dumb Friends League believes that under most circumstances wild animals should be permitted to exist undisturbed in their natural environments. We oppose the capture and confinement of animals from the wild for use in zoos and aquariums, except when necessary for the propagation of endangered species.

We acknowledge that some zoos and aquariums benefit animals through the preservation and restoration of endangered or threatened species and by education about the needs of wild animals and their role in ecosystems.

However, to a certain extent, zoos and aquariums cause the abuse, neglect, suffering and death of animals by taking them out of their natural environments. When these animals are bred indiscriminately or are no longer marketable, they are often discarded through sales to research facilities, circuses or roadside zoos.

Zoos and aquariums must maintain all animals in conditions simulating their natural habitats as closely as possible and must meet their behavioral needs.

An Overview of Animal-Related Organizations, With Some Guidelines For Recognizing Patterns

Animal Exploitation

These groups believe that animals are here for people's use and are property.

Δ

Groups advocating or conducting activities, which are illegal (for the most part), in this country. Most of these were not prohibited in the past and still may not be in other countries and cultures. Most involve the pain or death of animals just for the fun of the spectators.

- Bull fighting
- Dog fighting
- Cock fighting (legal in some states)
- Live pigeon target shoots
- Animal "sports": pitting animals of some kind for entertainment purposes, often resulting in injury or death.
- Rattlesnake roundups
- Prairie dog shoots
- Trapping and hunting using methods such as dogs to bait bears.

Eventual and/or inevitable suffering of animal is unimportant.

Δ

Don't care in what ways, or how traumatic the ways, living creatures are injured or killed.

Animal Use

These groups believe that animals are here for people's use, but we should be responsible about the use and attempt to spare them pain and suffering if possible.

Δ

To ensure minimal animal abuse and to be fair, all groups have rules by which their sports or hobbies are conducted. Some are regulated by the law. The trend is for rules to become more stringent and for there to be more censure for those people not abiding by them.

GROUPS PROMOTING:

- Hunting
- Trapping
- Fishing
- Rodeos
- Exotic animal keeping/breeding
- Genetic engineering
- Horse and Dog sports
- Pure breeds of dogs, cats, horses

Δ

Associations representing industries such as commercial pet breeders, laboratory animals, livestock producers, game farmers, circuses, zoos, horse and dog racing, etc.

Δ

At best, hobby and sport breeders breed carefully for best genetic and health potential, cull, socialize, choose responsible owners and will take back offspring if home doesn't work out. At worst, breed just for glory or to support expensive hobby; or try to make 'easy' money by becoming a backyard breeder.

Animal Control

Animal control agencies are usually governmental or governmentally designated agencies with responsibility for enforcing existing laws, ordinances and regulations.

Δ

Municipal and county animal control agencies, state and federal wildlife, livestock, disease control and other regulatory agencies. The USDA (enforcement agent for the federal Animal Welfare Act), state, regional and national animal control organizations and federations.

Δ

Local animal control agencies may choose to adopt many or all of the principals used by animal welfare shelters and programs.

Δ

May be required by law to provide animals for research.

Δ

Advocate requiring spay/neuter.

Δ

Work within the existing laws and systems to accomplish goals. Publicize and document animal abuse and needs to raise public and official consciousness to get changes made.

Animal Welfare
(Dumb Friends League)

These groups believe that people should treat each animal as kindly as possible and be required to do so. They believe that we have a duty to look after the suffering and homeless animals.

Δ

National groups working for all animals or for specific species or issues. State and regional federations of humane societies.

Δ

Independent local humane societies, SPCA's, animal welfare leagues, etc, dog breed rescue groups. Those with shelters cannot be too far ahead of local value systems as they are dependent on the public for operating funds.

Δ

Local animal welfare agencies may contract with governments to conduct animal control programs and/or house impounded animals. May have more stringent adoption requirements and may keep animals longer.

Δ

Will not provide animals for research.

Δ

Require spay/neuter to prevent pet overpopulation.

Δ

Some are willing to euthanize surplus pets rather than let them suffer.

Animal Rights

These groups believe that animals have intrinsic rights that should be guaranteed as humans' rights are. These rights include not being killed, eaten, used for sport or research or abused in any way.

Δ

National and local animal rights groups. Anti-vivisection societies, private, non-profit organizations with or without shelters. Home-based "save-a-life" rescue schemes and animal old age homes. Any local or national group devoted to saving something that they will not consider euthanizing under any circumstance.

Δ

Some groups without shelters or non-sheltered may espouse the more liberal causes and speak out against rodeos, factory farming, hunting, trapping, use of animals in research, etc.

Δ

Divided between regulationists willing to work for the regulation of activities such as rodeos, research, etc., and abolitionists calling for their total ban. May blame or even hate animal control or animal welfare groups for "compromising".

Δ

Depending on each individual's sensitivities and priorities, members may not hunt, or patronize entertainments or sports involving animals, and are willing to forgo furs, meat, eggs, and milk products, leather, and the results of medical research or production involving animals (i.e.: vaccines, most cosmetics, etc.).

Δ

Some would say animals have a right to breed. Most would require spay/neuter.

Δ

Unwilling to sanction any taking of life. This may have philosophical and/or emphatic origins.

Animal Liberation

These groups believe that animals should not be forced to work or produce for the benefit of humans. They encourage to elimination of all types of animal use as well as abuse.

Δ

Groups openly calling for animal liberation. These may or may not feel that this can be accomplished only by a complete restructuring of society's economic base and property rights. Some call themselves "activists" and may condone or encourage illegal methods, civil disobedience, or even violence.

Δ

Clandestine or underground groups using illegal and sometimes violent "activist" tactics. Increasingly militant in England where animals of all kinds have been liberated in raids and blood sports activities blocked.

Δ

Some won't keep pets at all, considering it a form of enslavement.

Δ

"The ends justify the means. Our cause of ending animal suffering is so just that we have the right to break the law.

*Adapted from a pamphlet written by Katherine B. Morgan, Community Animal Control, P.O. Box 22599, Kansas City, MO 64113

Other Organizations

Animal Related

American Humane

American Humane (www.americanhumane.org) is a national humane organization dealing with issues affecting both animals and children. They are based in Englewood, Colorado and have regional offices in Washington, DC, for a lobbyist and in Los Angeles, California, to monitor the use of animals in films. American Humane sponsors national training sessions on animal welfare and child welfare. The organization holds an annual meeting/training conference. They also sponsor a variety of public awareness events such as "Be Kind to Animals Week" in May, "Adopt A Cat Month" in June and provide emergency animal relief in the event of a disaster. American Humane is a network of individuals and organizations.

The Colorado Federation of Animal Welfare Agencies

The Colorado Federation of Animal Welfare Agencies (CFAWA) (www.cfawa.org) is a federation formed to network with humane agencies or other professional animal related groups through education and legislative development in order to increase community awareness about animal issues and reduce animal suffering. Among the agency members are the Dumb Friends League, Colorado Association of Animal Control Officers, Colorado Veterinary Medical Association, the Denver Area Veterinary Medical Society, and other humane societies and animal welfare groups. CFAWA takes an active role in sponsoring animal welfare legislation and in researching other animal related issues such as pet overpopulation and humane education. The focus is on animal welfare issues specific to Colorado.

National Animal Control Association

The National Animal Control Association (NACA) (www.nacenet.org) is an organization of state animal control associations to promote professionalism in animal control. Colorado Association of Animal Control Officers (CAACO) (www.caaco.org) is a member of NACA and is made up of individual animal control and humane agencies in Colorado. NACA sponsors an annual training seminar, publishes a bimonthly news magazine and provides standards and training manuals. CAACO sponsors semi-annual training seminars, one of which provides certification for animal control officers and acts as a clearinghouse for information on animal welfare issues. CAACO is also active in legislative issues affecting animal welfare in Colorado.

The Humane Society of the United States

The Humane Society of the United States (HSUS) (www.hsus.org) is a national humane organization dedicated to the protection of animals. They monitor legislative issues, sponsor national and local campaigns on specific animal protection concerns, and provide humane education materials and national and local training on animal control. The HSUS also has regional directors who take an active role in overseeing state legislation, interacting with local media, maintaining relationships with local humane societies, responding to regional issues, developing regional grassroots networks and performing other duties on the regional level. With over 9 regional offices, the HSUS is an organization of individual members and contributors.

Society of Animal Welfare Administrators

The Society of Animal Welfare Administrators (SAWA) (www.sawanetwork.org) is a national organization comprised of professional administrators of organizations involved in the animal care and control field. SAWA was formed to provide educational opportunities for its members and to promote efficiency and enhance the professional image of animal welfare and control. SAWA provides an opportunity for agency administrators to network and share new ideas in order to further the cause of animal welfare by hosting several conferences a year, providing listservs for on-line discussions and

newsletters. SAWA has also developed an accreditation program to establish recognition for professionals in the animal welfare field. The Certified Animal Welfare Administrator exam was administered for the first time in November 2004.

National Council on Pet Population Study and Policy

The National Council On Pet Population Study And Policy (NCPSP) (www.petpopulation.org) was formed in 1993 to address pet euthanasia. The mission of the NCPSP is to use a formal scientific approach to collect the information needed to make a real difference in the lives of our nation's companion animals. Specifically, the Council will gather and analyze reliable data that further characterize the number, origin, and disposition of dogs and cats in the United States, promote responsible stewardship of these companion animals, and based on data gathered, recommend programs to reduce the number of unwanted pets in the United States.

Metro Denver Shelter Alliance

Formed in 2000 by public and private animal service providers, the members of the Metro Denver Shelter Alliance (MDSA) (www.saverate.org) work together to better assist the animals and people in our community. The Alliance collaborative process allows the agencies to present an accurate position to the public about pet overpopulation and the relationship between resources and live release rate. By establishing common definitions and benchmarks, member agencies will be equipped with neutral and consistent language to use when educating the public about pet overpopulation and the resulting need for euthanasia.

Asilomar Accords

While not a formal organization, the agreement known as the Asilomar Accords (www.asilomaraccords.org) were developed following a meeting in August of 2004 of animal welfare industry leaders from across the nation to build bridges across varying philosophies, developing relationships and creating goals focused on significantly reducing the euthanasia of healthy and treatable companion animals in the United States. The Accords were completed in late 2004 and have been adopted by numerous agencies around the United States, including the Dumb Friends League and the Alliance.

Denver Area Veterinary Medical Society

The Denver Area Veterinary Medical Society is a nonprofit organization of nearly 600 veterinarians and support staff throughout metropolitan Denver. The organization exists to explore, develop and promote the interests of member veterinarians in order to further the health and welfare of animals, protect and advance members' ability to practice veterinary medicine, and elevate the public image of veterinarians and veterinary medicine.

Pet Overpopulation Trust Fund

The Pet Overpopulation Trust Fund's (www.SaveColoradoPets.org) goal is to eliminate euthanasia of dogs and cats in Colorado that results from random breeding. Funded through a tax check off program, the fund provides support for subsidizing spay/neuter services and public education programs targeted at reducing pet overpopulation throughout Colorado. Grants are made primarily to organizations in under served areas of the state.

Non-Animal Related

Mountain States Employers Council

Mountain States Employers Council (MSEC) (www.msec.org) is an association of employers organized to establish and maintain effective employer/employee relationships within individual organizations and the business community. MSEC provides services in the areas of labor relations, research, management development, employee relations and government regulations. The council has over 2,500 members located primarily in Colorado, New Mexico, Wyoming and Kansas.

Colorado Association of Nonprofit Organizations

The Colorado Association of Nonprofit Organizations (CANPO) (www.canpo.org) is a membership organization for charitable nonprofits incorporated in Colorado. Since 1987, CANPO has been working to help member agencies save time and money, provide information and networking opportunities for nonprofit managers, promote collaboration among nonprofits, and bring leadership and advocacy on behalf of Colorado's nonprofit community. CANPO consists of more than 1,100 nonprofit groups throughout Colorado.

Association of Fundraising Professionals

The Association of Fundraising Professionals (AFP) (www.afpnet.org) unites and promotes the goals and achievements of fund raisers worldwide. AFP was founded to improve the climate for fund raising and instill professional standards. AFP has more than 26,000 global members through 172 chapters. AFP is the only individual member professional organization dedicated exclusively to the advancement of fund raising management for all fields of philanthropic service, the development of individual member proficiency, and achievement of social and human service objectives.

Animal Organizations in the Denver Area

Private Shelters

Humane Society of Boulder Valley
Animal Rescue and Adoption Society
Colorado Humane Society and S.P.C.A.
Dumb Friends League
Evergreen Animal Protective League
Mile High Humane Society
Intermountain Humane Society
MaxFund
Cat Care Society
Every Creature Counts
Good Samaritan Pet Center

Animal Control Agencies

Adams County
Arapahoe County
Arvada
Aurora
Boulder City and County
Brighton
Broomfield
Castle Rock
Cherry Hills Village
Commerce City
Denver City and County
Douglas County
Edgewater
Englewood
Federal Heights
Glendale
Golden
Greenwood Village
Jefferson County
Lakewood
Littleton
Northglenn
Park County
Parker
Sheridan
Summit County
Thornton
Westminster
Wheat Ridge Police Department

Governmental Shelters

Adams County Animal Shelter
Aurora Animal Shelter
Denver Animal Shelter
Table Mountain Animal Center

Other

All Breed Rescue Network
Urban Wildlife Rescue
Greenwood Wildlife
Recycled Critter Rescue
Colorado Veterinary Medical Association
Horse Protection League
Dreampower Animal Rescue
House Rabbit Society
Harrison Memorial Animal Hospital
Metro Denver Shelter Alliance
Denver Area Veterinary Medical Society
Rocky Mountain Alley Cat Alliance
Cavy Care
Colorado Division of Wildlife
Colorado Horse Rescue

The Articles of Incorporation of The Dumb Friends League

KNOW ALL MEN BY THESE PRESENTS: That we, the undersigned, Rebecca Archer Whipple, Kate Russell, Permelia Curtis Porter, Florence Turner and Jean Gower, all residents of the City and County of Denver and State of Colorado, and citizens of the United States, being desirous of associating ourselves as a body corporate for the objects and purposes hereinafter stated, and under and in pursuance of the provisions of the statutes of Colorado, relating to the organization of corporations, not for pecuniary profit, do hereby make, execute and acknowledge this our certificate in writing of our intention so to become a body corporate, not for pecuniary profit; and to that end do state and set forth:

I. The corporate name of our said association shall be The Denver Dumb Friends League.

II. The objects for which our said association or League is formed are to courage in all persons humanity to dumb animals by education and by cooperation with societies, associations and officers to whom have been entrusted the enforcement of the laws of this state; to maintain homes and refuges for the care of sick and stray animals; to assist all societies organized to promote humanity to animals; actively to oppose all forms of inhumanity to animals by protest, corporate and personal efforts; to organize educational classes, especially among the young; to awaken the public authorities to a sense of cruelty done to overloaded and underfed animals; to request proper legislation in any form for the benefit of dumb animals; to rescue, tend, keep, care for or in any necessary manner humanely dispose of or destroy homeless, stray, neglected or suffering animals; to perform services for the prevention of cruelty to animals; to erect, acquire or maintain necessary shelters, buildings, offices or structures of any sort for any such purposes or for any of the purposes of the organization; to buy, sell or find homes or shelter for any such animals; to make any and all contracts or agreements; to buy, sell or lease property of any sort; to bring or defend any and all suits or actions connected with or arising out of business of the League, or desirable or necessary to effect its purposes; and to do all other matters and things usual, desirable or necessary to further and effectuate said purposes.

This corporation is one, which does not contemplate pecuniary gain or benefit to the members thereof and was organized for non-profit purposes. No part of net earnings of which inures to the benefit of any director, private shareholder, if any, or individual in the event of the dissolution of this corporation or in the event it shall cease to carry out any of the objects and purposes herein-above set forth, all the business, property and assets of the corporation shall go or be distributed to such non-profit, charitable corporation, municipal corporation as may be selected by the board of directors of this corporation so that the business, property and assets of this corporation shall, in that event, be used and devoted to the purposes of carrying on a non-profit, charitable shelter for any of the aforementioned objectives and in no event shall any of the assets or property of this corporation, or the profits of any of said assets or property, in the event of dissolution, thereof, go or be distributed to members, either for the reimbursement of any sum subscribed, donated, or contributed by such members, at or for any other such purpose, it being the intent that in the event of the dissolution of this corporation, or upon its ceasing to carry out any of the objects and purposes herein set forth, the property or assets then owned by the corporation shall be devoted to the carrying on of the functions and purposes of such a non-profit, charitable shelter for sick and stray animals as the board of directors shall determine and direct.

III. The number of directors to manage the said League shall be five (5) but either the members of the League or the directors thereof shall have the power to increase the number of directors if, at any time, they desire to do so, in the manner prescribed by the constitution or by-laws of the association.

IV. The following named persons, being members of said League or association, are hereby designated as the directors thereof for the first year of its existence and thereafter until their successors are duly elected and qualified, to-wit:

Rebecca Archer Whipple,
Kate Russell,
Permelia Curtis Porter,
Florence Turner,
Jean Gower

V. The Board of Directors shall have power and authority to create by by-law or resolution an advisory committee, the membership of which shall include the members of the Board of Directors; such advisory committee shall have power and authority subject to the direction and approval of the Board of Directors to manage the affairs of the said League; the Board of Directors may also, by by-law or resolution, provide for the creation or appointment of such other committees, as in their judgment may be necessary or desirable to promote and carry out the objects for which said League is formed.

VI. The principal operations of the said League shall be carried on in the City and County of Denver, State of Colorado, but said League shall have power and authority to carry on business within or without the State of Colorado.

VII. The Directors of said League shall have the power from time to time to make such prudential by-laws, as they shall deem proper for the management of the affairs and business of the League and as to the qualifications of its members, and shall have power to amend, change, alter or revoke said by-laws, or any part thereof, at pleasure.

VIII. This corporation shall have no members.

IX. No director shall be personally liable to the corporation for monetary damages for any breach of fiduciary duty as a director, except that the foregoing shall not eliminate or limit a director's liability to the corporation for monetary damages for the following: (1) any breach of a director's duty of loyalty to the corporation, (2) any acts or omissions not in good faith or which involve intentional misconduct or a knowing violation of law, (3) acts specified in C.R.S. Section 7-24-111, as it now exists or hereafter may be amended (regarding a director's assent to or participation in the making of any loan by the corporation to any director or officer of the corporation), or (4) any transaction from which a director derived an improper personal benefit. If the Colorado Nonprofit Corporation Act hereafter is amended to authorize the further elimination or limitation of the liability of directors, then the liability of a director of the corporation, in addition to the limitation on personal liability provided herein, shall be further eliminated or limited to the fullest extent permitted by the Colorado Nonprofit Corporation Act. Any repeal or modification of this Article IX shall be prospective only and shall not adversely affect any right or protection of a director of the corporation existing at the time of such repeal or modification.

Bylaws of the Dumb Friends League

(A COLORADO NONPROFIT CORPORATION)

Article I **Offices**

1. **Business Offices.** The principal office of the Corporation shall be located in the City and County of Denver, State of Colorado, at such address as the Board of Directors may determine from time to time. The Corporation may have such other offices within the State of Colorado as the Board of Directors may determine or as the affairs of the Corporation may require from time to time.
2. **Registered Office.** The Corporation shall have and continuously maintain in the State of Colorado a registered office, and a registered agent whose office is identical with such registered office, as required by the Colorado Revised Nonprofit Corporation Act. The registered office may be, but need not be, identical with the principal office of the Corporation, and the Board of Directors may change the registered agent and the address of the registered office from time to time.

Article II **No Members**

The Corporation has no members.

Article III **Board of Directors**

1. **General Powers.** The business and affairs of the Corporation shall be managed and controlled by its Board of Directors.
2. **Number and Qualification of Regular Directors.** The number of regular directors (hereinafter "directors") shall be not less than 15 nor more than 30. Any director of the Corporation shall be an individual who is at least 18 years of age.
3. **Election and Term of Office.**
 - 3.1 The directors of the Corporation shall be elected for an initial term by the Board of Directors from time to time from the list of prospective new directors submitted by the Governance Committee pursuant to Article V, Section 3. Each new director shall be elected in accordance with these Bylaws for an initial term beginning on the date of election, or beginning on another effective date as specified by the Board of Directors at the time of election of such director, plus three years beginning on July 1 immediately following such person's election as a director.
 - 3.2 A director may be elected for a second consecutive term of three years at the regular annual meeting of the Board of Directors occurring immediately prior to the end of such director's initial term. If for any reason the re-election of directors does not occur at the regular annual meeting of the Board of Directors, the term of any director shall continue until the next meeting of the Board of Directors when such election shall occur. Upon the expiration of the second consecutive term of a director, such director shall not serve as a director for at least one year. At any time after a person who previously served two terms as a director has not been a director for at least one year, such person may be elected as a director for a third term of three years. No person shall serve as a director for more than three terms; provided, however, that no change in the Bylaws regarding terms of directors shall operate to reduce the term of any incumbent director.
4. **Directors Emeriti.** Each person who served as a director of the Corporation continuously during the period from January 1, 1980 to July 1, 1995, is designated a Director Emeritus. Directors Emeriti shall hold such position for life and, except as otherwise provided, shall be entitled to all the rights of directors, including receiving notices of all meetings of the Board of Directors and having the right to attend and vote at meetings of the Board of Directors and of committees thereof of which they may be a member. Directors Emeriti shall be in addition to the number of directors determined in accordance with Section 2 of this Article III. Directors Emeriti shall not be

required to attend meetings of the Board of Directors unless they are an officer of the Corporation or meetings of any committees thereof unless they are the chairperson of the committee. Directors Emeriti shall be included in the total number of directors and counted for purposes of determining whether a quorum exists at any meeting of the Board of Directors or any committee thereof only if they are in attendance at the meeting. The vote of any Director Emeritus in attendance at any meeting of the Board of Directors shall be counted in all matters on which directors vote at such meeting. Directors Emeriti shall not be included as directors for purposes of calling any special meeting of the Board of Directors or for purposes of action taken without a meeting of the Board of Directors. Any Director Emeritus may resign or be removed in the same manner as any director.

5. **Honorary Directors.** Any person who has ceased to be a director because of expiration of their term of office, and who is a member of the Dr. Mary E. Bates Founders Society, may be designated an Honorary Director. Honorary Directors shall hold such position so long as they continue to be a member of the Dr. Mary E. Bates Founders Society. Honorary Directors shall receive notice of all meetings of the Board of Directors and shall be entitled to attend meetings of the Board of Directors and of committees thereof, but shall not be entitled to be an officer, to be a member of any committee, to be included in determining whether any quorum exists, to vote at any meeting, or to any other rights of a director. Honorary Directors shall be in addition to the number of directors determined in accordance with Section 2 of this Article III. Any Honorary Director may resign or be removed in the same manner as any director.

6. **Regular Meetings.** A regular annual meeting of the Board of Directors shall be held on the third Monday in June of each year. Additional regular meetings of the Board of Directors shall be held on the third Monday of August, September, October, November, January, February, March, April and May of each year. Regular meetings shall be held at the principal office of the Corporation or at such other place as the Board of Directors shall designate.

7. **Special Meetings.** Special meetings of the Board of Directors may be called by or at the request of the Chairperson of the Board or one-third of all the directors then in office. The person or persons calling a special meeting may fix any reasonable time therefor. Special meetings shall be held at the principal office of the Corporation or at such other reasonable location as the person or persons calling the special meeting shall designate.

8. **Notice.** Notice of the date, time and place of any special meeting of the Board of Directors shall be given to each director at least 48 hours prior thereto by telephone, by facsimile transmission to their last known facsimile number, by e-mail to their last known e-mail address, or by written notice delivered personally or sent by mail to their last known address. If sent by facsimile transmission or by e-mail, such notice shall be deemed to be delivered when transmitted. If mailed, such notice shall be deemed to be delivered three days after being deposited in the United States mail in a sealed envelope so addressed, with postage thereon prepaid. Any director may waive notice of any meeting. The attendance of a director at any meeting shall constitute a waiver of notice of such meeting, except where a director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened. Neither the business to be transacted at, nor the purpose of, any regular or special meeting of the Board need be specified in the notice or waiver of notice of such meeting, unless specifically required by law or by these Bylaws.

9. **Quorum.** A majority of the directors in office immediately before any meeting of the Board of Directors begins shall constitute a quorum for the transaction of business at such meeting.

10. **Voting.** The act of a majority of the directors present at a meeting at which a quorum is present shall be the act of the Board of Directors, unless the act of a greater number is required by law or by these Bylaws. At all meetings of the Board of Directors, voting shall be by voice, or at the request of any director, by a show of hands or by ballot.

11. **Supermajority Voting.** The affirmative vote of at least two-thirds of all of the directors then in office shall be required to approve any merger of the Corporation with any other entity (whether or not the Corporation will be the surviving entity of the merger) or any dissolution of the Corporation.

12. Action Without a Meeting.

12.1 Any action required or permitted to be taken at a meeting of the Board of Directors may be taken without a meeting if each and every member of the Board in writing either: (a) votes for such action, or (b)(i) votes against such action or abstains from voting, and (ii) waives the right to demand that action not be taken without a meeting.

12.2 Action is taken under this Section 12 only if the affirmative vote for such action equals or exceeds the minimum number of votes that would be necessary to take such action at a meeting at which all of the directors then in office were present and voted.

12.3 No action taken pursuant to this Section 12 shall be effective unless writings describing the action taken and otherwise satisfying the requirements of Section 12.1, signed by all directors and not revoked pursuant to Section 12.4, are received by the Corporation. Any such writing may be received by the Corporation by electronically transmitted facsimile or other form of wire or wireless communication providing the Corporation with a complete copy of the document, including a copy of the signature on the document. A director's right to demand that action not be taken without a meeting shall be deemed to have been waived if the Corporation receives a writing satisfying the requirements of Section 12.1 that has been signed by the director and not revoked pursuant to Section 12.4. Action taken pursuant to this Section 12 shall be effective when the last writing necessary to effect the action is received by the Corporation unless the writings describing the action taken state a different effective date.

12.4 Any director who has signed a writing pursuant to this Section 12 may revoke such writing by a writing signed and dated by the director describing the action and stating that the director's prior vote with respect thereto is revoked, if such writing is received by the Corporation before the last writing necessary to effect the action is received by the Corporation.

12.5 Action taken pursuant to this Section 12 has the same effect as action taken at a meeting of directors and may be described as such in any document.

12.6 All signed written instruments necessary for any action taken pursuant to this Section 12 shall be filed with the minutes of the meetings of the Board of Directors.

13. **Meetings by Electronic Communication.** Members of the Board of Directors and any committees thereof may participate in a regular or special meeting by any means of communication by which all persons participating in the meeting can hear and speak to each other at the same time. Participation in a meeting by these means constitutes presence in person at the meeting.

14. **Resignations and Removal.** Any director may resign at any time by delivering a written resignation to the Chairperson of the Board of Directors or to the President of the Corporation, who shall notify the Board of Directors of such resignation promptly and in any event at the next scheduled meeting of the Board of Directors. The acceptance of such a resignation shall not be necessary to make it effective. Any director may be removed at any time for cause, including conduct injurious to the best interests of the Corporation, by the affirmative vote of at least two-thirds of all of the directors then in office, provided that the notice of the meeting where such action is taken specifies that one of the items on the agenda for such meeting is the proposed removal of such director.

15. **Attendance at Board Meetings.** A director who misses two consecutive regularly scheduled meetings of the Board of Directors without prior notification of intended absence delivering an explanation to the President or his or her designee prior to such meetings, or who misses three consecutive meetings regardless of notification, may be removed by affirmative vote of at least two-thirds of the directors present at any meeting at which a quorum is present.

Article IV
Officers

1. **Officers.** The officers of the Corporation shall be a Chairperson of the Board, one or more Vice Chairpersons of the Board, a President, a Secretary and a Treasurer, each of whom other than the President shall be selected from the directors. The President may be, but need not be, a director. The Board of Directors may elect or

appoint such other officers and assistant officers as it deems desirable, such other officers and assistant officers to have the authority to perform the duties prescribed, from time to time, by these Bylaws or by the Board of Directors. In addition, the Corporation may have one or more Vice Presidents, who may be appointed by the President. Any officer of the Corporation shall be an individual who is 18 years of age or older. Any two or more offices may be held by the same person.

2. **Elections and Term of Office.** The officers of the Corporation (other than any Vice Presidents appointed by the President) shall be elected annually by the Board of Directors at the regular annual meeting of the Board of Directors and after the election of directors, from the list of prospective officers submitted by the Governance Committee pursuant to Article V, Section 3. If for any reason the election of officers does not occur at such meeting, such election shall be held as soon thereafter as conveniently practicable. New offices may be created and filled at any meeting of the Board of Directors from the list of prospective officers submitted by the Governance Committee pursuant to Article V, Section 3. Each officer shall hold office until his or her successor shall have been duly elected.

3. **Removal and Resignation.** Any officer or agent elected or appointed by the Board of Directors may be removed by the Board of Directors, with or without cause, whenever in its judgment the best interests of the Corporation would be served thereby, but such removal shall not affect the contract rights, if any, of the person so removed. Election, appointment or designation of an officer or agent shall not itself create contract rights. Any officer may resign at any time by giving written notice to the Chairperson of the Board of Directors or to the President of the Corporation, who shall notify the Board of Directors of such resignation promptly and in any event at the next scheduled meeting of the Board of Directors.

4. **Vacancies.** A vacancy in any office because of death, resignation, removal, disqualification or otherwise may be filled by the Board of Directors for the unexpired portion of the term from the list of prospective officers submitted by the Governance Committee pursuant to Article V, Section 3.

5. **Chairperson of the Board.** The Chairperson of the Board shall preside at all meetings of the Board of Directors and shall be Chairperson of the Executive Committee. The Chairperson of the Board may sign contracts or other instruments that the Board of Directors has authorized to be executed, except in cases where the signing and execution thereof shall be expressly delegated by the Board of Directors or by these Bylaws or by statute to some other officer, employee or agent of the Corporation. The Chairperson of the Board shall perform such other duties as may be prescribed by the Board of Directors from time to time. An individual may serve as Chairperson of the Board only once, which may include no more than three consecutive one-year terms of office.

6. **Vice Chairperson(s) of the Board.** In the absence of the Chairperson of the Board or in the event of his or her death, resignation, removal or inability or refusal to act, the Vice Chairperson of the Board, and, if there are more than one, in the order designated by the Board of Directors at the time of their election, shall perform the duties of the Chairperson of the Board. The Chairperson of the Board may, from time to time, by written directive approved by the Board, delegate portions of his or her duties to one or more of the Vice Chairpersons of the Board for such time and under such limitations as may be contained in the directive. Whenever a Vice Chairperson of the Board is performing any of the duties of the Chairperson of the Board as is herein provided, he or she shall have the powers and be subject to the restrictions upon the Chairperson of the Board with respect to the duties being performed. A Vice Chairperson of the Board shall perform such other duties as from time to time may be assigned to him or her by the Chairperson of the Board or by the Board of Directors. An individual may serve as a Vice Chairperson of the Board only once, which may include no more than three consecutive one-year terms of office.

7. **President.** The President shall be the chief executive officer of the Corporation and shall, subject to the control and direction of the Board of Directors, be responsible for the supervision and control of all of the business and affairs of the Corporation and have executive management authority over the Corporation's activities, including the day-to-day operation and administration of the Corporation's business and property, in accordance with the policies, directives and budgets from time to time adopted by the Board of Directors. Such responsibilities shall include, but are not limited to, hiring, supervising, discharging and fixing the compensation of employees. The President shall report to the Chairperson of the Board; shall make reports as requested at meetings of the Board of Directors; and shall perform such other duties as may be requested by the Chairperson of the Board or by the Board of Directors from time to time. The President shall be an individual who is qualified for the duties of President and may be an employee of the Corporation, provided that election as President shall not itself create an employment

relationship or any contract rights. In the event of the death, resignation, removal, absence, disability or termination of employment (if employed) of the President, the Chairperson of the Board, with the approval of the Board of Directors, may appoint an acting President to serve during the absence or disability of the President or until a new President is elected. Such acting President shall perform the duties of the President, and when so acting shall have all the powers of and be subject to all the restrictions upon the President. In the absence of the appointment of an acting President, the Chairperson of the Board shall perform the duties of the President during the absence or disability of the President or until a new President is elected, and when so acting shall have all the powers of and be subject to all the restrictions upon the President.

8. **Vice Presidents.** The President may appoint one or more Vice Presidents to perform such duties as the President may from time to time determine. Any Vice President may, but need not be, a director of the Corporation. Any Vice President may be removed at any time, with or without cause, by the President. The removal of any Vice President does not affect that Vice President's contract rights, if any, with the Corporation, provided that appointment as a Vice President shall not itself create an employment relationship or any contract rights. Any Vice President may receive reasonable compensation for services actually performed for the Corporation as determined by the President. Any employment contract or other similar binding agreement relating to the terms of employment or compensation of any Vice President must be approved by the Board of Directors.

9. **Treasurer.** The Treasurer shall oversee the financial affairs of the Corporation and perform such duties as from time to time may be assigned by the Chairperson of the Board or by the Board of Directors. An individual may serve as Treasurer only once, which may include no more than three consecutive one-year terms of office.

10. **Secretary.** The Secretary, together with such other person or persons as the Chairperson of the Board may designate, shall be responsible for the preparation and maintenance of the minutes of the meetings of the Board of Directors and the records and information required to be kept by the Corporation under the Colorado Revised Nonprofit Corporation Act and for authenticating records of the Corporation; shall see that all notices are duly given in accordance with the provisions of these Bylaws or as required by law; shall supervise the custody of the corporate records of the Corporation; and in general shall perform such other duties as from time to time may be assigned by the Chairperson of the Board or by the Board of Directors. An individual may serve as Secretary only once, which may include no more than three consecutive one-year terms of office.

11. **Assistant Treasurers and Assistant Secretaries.** Any Assistant Treasurers and Assistant Secretaries shall perform the duties of the Treasurer or Secretary, as the case may be, in the absence or inability or refusal to act of the Treasurer or Secretary, and such other duties as may be assigned to them by the Treasurer or the Secretary or by the Chairperson of the Board or by the Board of Directors.

Article V **Committees and Task Forces**

1. **Standing Committees.** The Corporation shall have the following standing committees: an Executive Committee, a Governance Committee, a Development Committee, a Finance and Administration Committee and an Audit Committee. The Board of Directors, by resolution adopted by a majority of the directors then in office, shall elect the Governance Committee and the Audit Committee. The Chairperson of the Board shall appoint the members of the Development Committee and the Finance and Administration Committee. All standing committees (other than the Audit Committee) shall consist of five or more directors. If any standing committee proposes to undertake any project outside the scope of such committee's responsibilities as set forth in these Bylaws, such committee shall develop a charter for its work plan related to such proposed undertaking, which shall be approved by the Board of Directors by resolution. To the extent authorized in a resolution of the Board of Directors approving the annual work plan of a committee or otherwise, a committee shall have and may exercise the authority of the Board of Directors in the management of the Corporation, except that no such committee shall have the authority of the Board of Directors with respect to any of the following matters: authorizing distributions; adopting, amending, or repealing the Bylaws; electing, appointing or removing any member of any such committee or any director or officer of the Corporation; amending or restating the Articles of Incorporation; adopting a plan of merger or a plan of consolidation with another entity; authorizing the sale, lease, exchange, mortgage or other disposition of all, or substantially all, of the property and assets of the Corporation; authorizing the voluntary dissolution of the Corporation or revoking proceedings therefor; adopting a plan for the distribution of the assets of the Corporation; or amending, altering or repealing any resolution of the Board of Directors. The designation and appointment of

any such committee and the delegation thereto of authority shall not operate to relieve the Board of Directors, or any individual director, of any responsibility imposed upon it or him or her by law. The President will designate one or more individuals from the Corporation's management team to serve as non-voting members of each standing committee, as appropriate to support the work plan of such committee.

2. **Executive Committee.** The Executive Committee shall consist of the Chairperson and any Vice Chairpersons of the Board, the Treasurer, the Secretary and the Chairpersons of the Governance, Finance and Administration, Development and Audit Committees, and the immediate past Chairperson of the Board if such person is then a director. The Executive Committee shall be chaired by the Chairperson of the Board and shall have and exercise the authority of the Board of Directors between meetings of the Board of Directors, provided that such authority is subject to the limitations set forth in Section 1 of this Article V and shall not operate to circumvent the responsibility and authority vested in the Board of Directors. The Executive Committee shall be responsible for conducting an annual job performance review of the President and for determining the compensation (including salary, bonus, and deferred compensation, if any) to be paid to the President, which shall be presented to the Board of Directors for approval. The Chairperson 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.

3. **Governance Committee.** The Governance Committee shall recommend potential new directors and submit names to the Board of Directors at a meeting of the Board of Directors held at least 25 days prior to the meeting of the Board of Directors at which voting on new directors will occur. The Governance Committee shall be responsible for orientation of newly elected directors and for periodically advising the directors of their responsibilities as directors. The Governance Committee shall submit a slate of prospective officers, Governance Committee Chairperson, Governance Committee members and Audit Committee members at the Board of Directors meeting held in May each year to be voted on at the annual meeting of the Board of Directors. The Governance Committee shall submit a slate of prospective officers to fill any vacancy or newly created office to the Board of Directors at a meeting of the Board of Directors held at least 25 days prior to the meeting of the Board of Directors at which voting will occur on the office to be filled. The Governance Committee shall assess the governance needs of the Corporation and make recommendations with respect thereto to the Board of Directors. The Governance Committee shall be responsible for educating directors regarding the Corporation and its governance and regarding the animal welfare field generally.

4. **Development Committee.** The Development Committee shall be responsible for the oversight and review of all fund raising activities of the Corporation, including events and benefits, capital campaigns, individual, corporate and foundation contributions and planned giving programs.

5. **Finance and Administration Committee.** The Finance and Administration Committee shall be responsible for the oversight and review of the annual budget, the annual report, and all investments (including real estate), shall review and evaluate investment guidelines and investment managers on a regular basis, and shall review personnel and compensation policies, wage scales, and employee benefits. The Treasurer shall serve as Chairperson of the Finance and Administration Committee.

6. **Audit Committee.** The Audit Committee shall consist of four members appointed by the Board of Directors, one of whom shall be a member of the Finance and Administration Committee and shall serve as Chairperson of the Audit Committee, no more than two of whom (including the Chairperson of the Audit Committee) shall be members of the Finance and Administration Committee while simultaneously serving as members of the Audit Committee, at least one of whom shall not be a director, officer or employee of the Corporation and all of whom shall have a working familiarity with basic finance and accounting practices. At least one member of the Audit Committee shall be considered a financial expert as defined in the Sarbanes-Oxley Act of 2002. The Audit Committee shall be responsible for the oversight and review of the external and internal audits and controls of the Corporation, including hiring and firing the external auditor of the Corporation's financial statements, the oversight and review of the external auditor and the annual audit of the Corporation's financial statements, the approval of any changes in the Corporation's accounting methods or policies, meeting with any employee on a confidential basis to discuss any concerns such employee may have regarding any aspect of the Corporation or its activities, and conducting any special investigations for the Board of Directors.

7. **Task Forces.** The Board of Directors may establish task forces from time to time to undertake such activities and to perform such functions as the Board of Directors may determine are advisable and in the best

interests of the Corporation. No task force shall have or exercise the authority of the Board of Directors in the management of the Corporation, but shall make recommendations to the Board of Directors. Members of any task force may, but need not be, directors, and the Chairperson of the Board shall appoint the members of each task force. Any such task force shall limit its activities to the accomplishment of the task for which it is formed and upon completion of the task, such task force shall stand discharged.

8. **Term of Office.** Each member of a committee shall continue as such until the end of the fiscal year and thereafter until his or her successor is appointed, unless the committee shall be sooner discharged, or unless such member shall resign or shall be removed from such committee or shall cease to qualify as a member thereof. Each member of a task force shall continue to serve as such until such task force shall stand discharged, unless such member shall resign or shall be removed from such task force.

9. **Chairperson.** Except as specifically provided herein, one member of each committee and task force shall be appointed chairperson by the Chairperson of the Board.

10. **Removal and Resignation.** Any member of a committee elected by the Board of Directors may be removed by the Board of Directors and any member of a committee or task force appointed by the Chairperson of the Board may be removed by the Chairperson of the Board whenever in their respective judgments the best interests of the Corporation would be served thereby. Any member of a committee or task force may resign at any time by giving written notice to the Chairperson of the Board or to the President, who shall notify the Board of Directors of such resignation promptly and in any event at the next scheduled meeting of the Board of Directors.

11. **Vacancies.** Vacancies in the membership of any committee or task force may be filled by appointments made in the same manner as provided in the case of the original appointments.

12. **Quorum.** A majority of the whole committee shall constitute a quorum and the act of a majority of the committee members present at a meeting at which a quorum is present shall be the act of the committee.

13. **Rules.** Each committee or task force may adopt rules for its own governance not inconsistent with these Bylaws or with rules adopted by the Board of Directors.

Article VI **Conflicts of Interest**

1. **No Conflicts.** No officer or director of the Corporation shall be interested, directly or indirectly, in any contract relating to the operations conducted by the Corporation or in any contract for furnishing services or supplies to the Corporation, unless such contract is authorized in accordance with the provisions of Section 3 of this Article VI, provided that the President and any Vice President may have an employment relationship with the Corporation.

2. **No Loans.** No loans shall be made by the Corporation to any of its directors or officers. Any director or officer who assents to or participates in the making of any such loan shall be liable to the Corporation for the amount of such loan until the repayment thereof.

3. **Conflicting Interest Transaction.**

3.1 As used in this Section 3, "conflicting interest transaction" means: A contract, transaction, or other financial relationship between the Corporation and a director of the Corporation, or between the Corporation and a party related to a director, or between the Corporation and an entity in which a director of the Corporation is a director or officer or has a financial interest.

3.2 No conflicting interest transaction shall be void or voidable or be enjoined, set aside, or give rise to an award of damages or other sanctions in a proceeding by or in the right of the Corporation, solely because the conflicting interest transaction involves a director of the Corporation or a party related to a director or an entity in which a director of the Corporation is a director or officer or has a financial interest or solely because the director is present at or participates in the meeting of the Corporation's Board of Directors or of the committee of the Board of

Directors that authorizes, approves, or ratifies the conflicting interest transaction or solely because the director's vote is counted for such purpose if:

3.2.1 The material facts as to the director's relationship or interest and as to the conflicting interest transaction are disclosed or are known to the Board of Directors or the committee, and the Board of Directors or committee in good faith authorizes, approves, or ratifies the conflicting interest transaction by the affirmative vote of a majority of the disinterested directors, even though the disinterested directors are less than a quorum; or

3.2.2 The conflicting interest transaction is fair as to the Corporation.

3.3 Common or interested directors may be counted in determining the presence of a quorum at a meeting of the Board of Directors or of a committee, which authorizes, approves, or ratifies the conflicting interest transaction.

3.4 For purposes of this Section 3, "a party related to a director" shall mean a spouse, a descendent, an ancestor, a sibling, the spouse or descendent of a sibling, an estate or trust in which the director or a party related to a director has a beneficial interest, or an entity in which a party related to a director is a director, officer, or has a financial interest.

4. Standards of Conduct. Each director shall discharge his or her duties as a director, including the director's duties as a member of a committee or task force, in good faith, with the care an ordinarily prudent person in a like position would exercise under similar circumstances, and in a manner the director reasonably believes to be in the best interests of the Corporation. Each director shall comply with any ethics policies that may be established or adopted by the Board of Directors from time to time.

Article VII **Indemnification and Insurance**

1. Indemnification. The Corporation shall indemnify each director, officer, employee, fiduciary and volunteer of the Corporation (including any person serving on a committee who is not otherwise a director) to the fullest extent permissible under the laws of the State of Colorado, and may in its discretion purchase insurance insuring its obligations hereunder or otherwise protecting the persons intended to be protected by this Section 1. The Corporation shall pay for or reimburse the reasonable expenses incurred by any person entitled to be indemnified by the Corporation who is a party to a proceeding in advance of the final disposition of the proceeding if (a) such person furnishes to the Corporation a written affirmation of such person's good faith belief that he or she has met the standard of conduct required for indemnification hereunder, (b) such person furnishes to the Corporation a written undertaking, executed personally or on such person's behalf, to repay the advance if it is ultimately determined that he or she did not meet the standard of conduct, and (c) a determination is made that the facts then known to those making the determination would not preclude indemnification hereunder. The Corporation shall have the right, but shall not be obligated, to indemnify and advance expenses to any agent of the Corporation not otherwise covered by this Section 1 to the fullest extent permissible under the laws of the State of Colorado.

If any provision of the Colorado Revised Nonprofit Corporation Act or these Bylaws dealing with indemnification shall be invalidated by any court on any ground, then the Corporation shall nevertheless indemnify each party otherwise entitled to indemnification hereunder to the fullest extent permitted by law or any applicable provision of the Colorado Revised Nonprofit Corporation Act or these Bylaws that shall not have been invalidated. Notwithstanding any other provision of these Bylaws, the Corporation shall neither indemnify any person nor purchase any insurance in any manner or to any extent that would jeopardize or be inconsistent with the qualification of the Corporation as an organization described in section 501(c)(3) of the Internal Revenue Code, or that would result in the imposition of any liability under either section 4941 or section 4958 of the Internal Revenue Code.

2. Other Coverage. The indemnification provided by this Article VII shall not be deemed exclusive of any other rights to which those seeking indemnification may be entitled under the Articles of Incorporation, these Bylaws, agreement, vote of disinterested directors, the provisions of the Colorado Revised Nonprofit Corporation Act, or otherwise, both as to action in his or her official capacity and as to action in another capacity while holding

such office, and shall continue as to a person who has ceased to be director, officer, employee, fiduciary, volunteer or agent and shall inure to the benefit of the heirs and personal representative of any such person.

Article VIII

Contracts, Loans, Checks, Deposits, Funds, Gifts and Compensation

1. **Contracts.** The Board of Directors may authorize any officer or officers, employee or employees, agent or agents of the Corporation, in addition to the officers so authorized by these Bylaws, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Corporation, and such authority may be general or confined to specific instances.

2. **Loans.** No loans shall be contracted on behalf of the Corporation and no evidence of indebtedness shall be issued in its name unless authorized by the Board of Directors. Such authority may be general or confined to specific instances.

3. **Checks, Drafts, Etc.** All checks, drafts or orders for the payment of money, and all notes or other evidences of indebtedness issued in the name of the Corporation, shall be signed by such officer or officers, employee or employees, agent or agents of the Corporation and in such manner as shall from time to time be determined by the Board of Directors. In the absence of such determination by the Board of Directors, such instruments shall be signed by the Treasurer or an Assistant Treasurer and countersigned by the Chairperson of the Board or the President of the Corporation.

4. **Deposits.** All funds of the Corporation shall be deposited from time to time to the credit of the Corporation in such banks, trust companies or other depositories as the Board of Directors may select.

5. **Gifts.** The Board of Directors or its employees or agents may accept on behalf of the Corporation any contribution, gift, bequest or devise for the general purposes or for any special purposes of the Corporation, subject to any gift acceptance policies that may have been adopted by the Board of Directors from time to time, provided that the Board of Directors, or any officer or employee of the Corporation authorized by the Board of Directors, may from time to time direct that a particular contribution, gift, bequest or devise not be accepted by the Corporation.

6. Compensation of Employees and Directors.

6.1 **Employees.** The Board of Directors shall approve the salary and other compensation of the President if he is an employee of the Corporation and the salary ranges and other compensation plans available to the other employees of the Corporation.

6.2 **Directors.** The Board of Directors may authorize the payment of reasonable expenses incurred by directors in the performance of their duties and reasonable compensation for special services rendered by any director. Except as provided in this Section 6, no director or officer (other than the President and any Vice President) of the Corporation shall receive, directly or indirectly, any salary or other compensation from the Corporation.

Article IX

Fiscal Year

The fiscal year of the Corporation shall end on June 30 in each calendar year.

Article X

Earnings and Dissolution

1. **Earnings.** No part of the net earnings of the Corporation shall inure to the benefit of, or be distributable to, its directors, officers, or other private persons, except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the Corporation's purposes set forth in its Articles of Incorporation. No substantial part of the activities of the Corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of any candidate for public office. Notwithstanding any other provision of these Bylaws, the Corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation

exempt from federal income tax under section 501(c)(3) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States Internal Revenue Law) or (b) by a corporation, contributions to which are deductible under section 170(c)(2) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States Internal Revenue Law.)

2. Dissolution. Upon the dissolution of the Corporation, the Board of Directors shall, after paying or making provision for the payment of all of the liabilities of the Corporation, dispose of all of the assets of the Corporation exclusively for the purposes of the Corporation in such manner, or to such organization or organizations organized and operated exclusively for charitable, educational, religious or scientific purposes as shall at the time qualify as an exempt organization or organizations under section 501(c)(3) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States Internal Revenue Law), as the Board of Directors shall determine. Any such assets not so disposed of shall be disposed of by a court of competent jurisdiction of the county in which the principal office of the Corporation is then located, exclusively for such purposes or to such organization or organizations, as such court shall determine, which are organized and operated exclusively for such purposes.

Article XI **Books and Records**

The Corporation shall keep correct and complete books and records of accounts and shall also keep minutes of the proceedings of its Board of Directors and of committees having any of the authority of the Board of Directors. All books and records of the Corporation may be inspected by any director, or his or her agent or attorney, for any proper purpose at any reasonable time.

Article XII **Waiver of Notice**

Whenever any notice is required to be given under the provisions of the Colorado Revised Nonprofit Corporation Act or under the provisions of the Articles of Incorporation or the Bylaws of the Corporation, a waiver thereof in writing signed by the person or persons entitled to such notice, whether before, at or after the time stated therein, shall be deemed equivalent to the giving of such notice.

Article XIII **Amendments to Bylaws**

These Bylaws may be altered, amended or repealed and new Bylaws may be adopted at any regular meeting or at any special meeting of the Board of Directors by affirmative vote of at least two-thirds of all of the directors then in office, if at least seven days' written notice is given of intention to alter, amend or repeal or to adopt new Bylaws at such meeting.

As amended through October 2004.

NOTATION OF PROTECTIONS AGAINST CERTAIN LIABILITIES AFFORDED TO DIRECTORS OF COLORADO NONPROFIT CORPORATIONS

The following is a general notation of the source of (a) certain protections against liability, which are generally available to directors of a Colorado nonprofit corporation, and of (b) certain additional protections against liability, which the Dumb Friends League has specifically made available to its directors. These protections are not unlimited. In particular, a director will not be protected from liability for his or her improper actions.

This information is not legal advice. If you have specific questions or concerns in this area, you should consult with legal counsel for the Dumb Friends League, or your own legal counsel.

The Dumb Friends League is a Colorado nonprofit corporation. It is exempt from taxation pursuant to Sections 501(a) and 501(c)(3) of the Federal Internal Revenue Code of 1986, as amended.

I. The so-called "Good Samaritan Act" provides in part that:

No member of the board of directors of a nonprofit corporation or nonprofit organization shall be held liable for actions taken or omissions made in the performance of his duties as a board member except for wanton and willful acts or omissions. 13-21-116(2)(b), C.R.S.

II. Another Colorado statute provides immunity from civil liability for uncompensated directors and officers of a nonprofit corporation.

[A]ny person who serves as a director, officer, or trustee of a nonprofit corporation or nonprofit organization and who is not compensated for serving as a director, officer, or trustee on a salary or prorated equivalent basis shall be immune from civil liability for any act or omission which results in damage or injury if such person was acting within the scope of such person's official functions and duties as a director, officer, or trustee unless such damage or injury was caused by the willful and wanton act or omission of such director, officer, or trustee. 13-21-115.7(2), C.R.S.

This immunity, however, does not extend to any act or omission of a director, officer, or trustee, which results in damage or injury caused, by a director, officer, or trustee during the operation of a motor vehicle, airplane or boat.

III. The Colorado Revised Nonprofit Corporation Act provides in part that:

The directors, officers, employees, and members of a nonprofit corporation are not, as such, personally liable for the acts, debts, liabilities, or obligations of a nonprofit corporation. 7-126-103, C.R.S.

This provision pertains primarily to the contractual and monetary obligations of the corporation. It should be noted that a director may intentionally (or unintentionally) become liable for corporate obligations under certain circumstances, such as by signing a corporate obligation in the director's individual name, or by guaranteeing the corporation's obligations.

IV. The Colorado Revised Nonprofit Corporation Act also provides in part that:

No director or officer shall be personally liable for any injury to person or property arising out of a tort committed by an employee unless such director or officer was personally involved in the situation giving rise to the litigation or unless such director or officer committed a criminal offense in connection with such situation. § 7-128-402 (2), C.R.S.

- V. The Colorado Revised Nonprofit Corporation Act permits a corporation to eliminate or limit the personal liability of a director to the corporation for monetary damages for breach of fiduciary duty as a director, subject to certain limitations and exceptions. The Dumb Friends League has implemented this provision, and its Articles of Incorporation contain the following limitations on such liability:

No director shall be personally liable to the corporation for monetary damages for any breach of fiduciary duty as a director, except that the foregoing shall not eliminate or limit a director's liability to the corporation for monetary damages for the following: (1) any breach of a director's duty of loyalty to the corporation. (2) Any acts or omissions not in good faith or which involve intentional misconduct or a knowing violation of law. (3) Acts specified in C.R.S. Section 7-24-111, as it now exists or hereafter may be amended (regarding a director's assent to or participation in the making of any loan by the corporation to any director or officer of the corporation), or (4) any transaction from which a director derived an improper personal benefit. See 7-128-402(1), C.R.S.

- VI. Unless limited by its articles of incorporation (which is not the case with the DFL), the Colorado Revised Nonprofit Corporation Act requires a corporation to indemnify a person who was wholly successful, on the merits or otherwise, in the defense of any proceeding to which the person was a party because the person is or was a director, against reasonable expenses incurred by that person in connection with the proceeding. See 7-129-103, C.R.S.
- VII. The Dumb Friends League has further agreed, in its Bylaws, to indemnify a director against certain liability incurred, and reasonable expenses, if the director becomes involved in a proceeding because he or she is or was a director of the corporation, and meets certain standards of conduct set forth in the Act. See Bylaws, Article VII.
- VIII. In addition, the Dumb Friends League has obtained directors and officers liability insurance in the amount of \$5,000,000.
- IX. Some homeowners and umbrella insurance policies may afford coverage to directors of certain nonprofit corporations. This is a matter, which depends wholly upon the scope of coverage obtained by each individual director.

This information is current as of June 1, 2000.

Euthanasia – the act or practice of providing a humane death.

Limited Admission – Animal care and control facilities that have specific criteria or a limited number of animals they will accept.

Open Admission – Animal care and control facilities that accept every companion animal in need of shelter and care regardless of whether that animal is “adoptable.”

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.

Asilomar Accords

I. Preface

In August of 2004, a group of animal welfare industry leaders from across the nation convened at Asilomar in Pacific Grove, California for the purpose of building bridges across varying philosophies, developing relationships and creating goals focused on significantly reducing the euthanasia of healthy and treatable companion animals in the United States.

Through hard work, lively discussion and brainstorming, a common vision for the future was adopted. The leadership of the following organizations participated in the original, and/or subsequent meetings, and were involved in the drafting of the “Asilomar Accords”:

Martha Armstrong	The Humane Society of the United States
Richard Avanzino	Maddie’s Fund
Pamela Burns	Hawaiian Humane Society & The National Council on Pet Population Study & Policy
Mark Byers	Spanish Fork Animal Control (UT) & the National Animal Control Association (NACA)
Perry Fina	North Shore Animal League and The Pet Savers Foundation
Mark Goldstein, D.V.M.	San Diego Humane Society and SPCA
Belinda Lewis	Fort Wayne Animal Care & Control
Dave Loftus	Pet-Ark
Jane McCall	Dubuque Humane Society
Jan McHugh-Smith	Humane Society of Boulder Valley
Steven McHugh	Unison Business Development
Nancy McKenney	Humane Society for Seattle/King County
Dan Morrison	Southeast Area Animal Control Authority
John Nagy	Dumb Friends League & the Society of Animal Welfare Administrators (SAWA)
Cheryl Naumann	Arizona Humane Society
Robert Rohde	Dumb Friends League
Edwin Sayres	American Society for the Prevention of Cruelty to Animals
John Snyder	The Humane Society of the United States
Karen Terpstra	Pasadena Humane Society & SPCA
Gary Tiscornia	SPCA of Monterey County & the Society of Animal Welfare Administrators (SAWA)
Marie Belew Wheatley	American Humane Association

II. Guiding Principles

1. The mission of those involved in creating the Asilomar Accords is to work together to save the lives of all healthy and treatable companion animals.
2. We recognize that all stakeholders in the animal welfare community have a passion for and are dedicated to the mutual goal of saving animals' lives.
3. We acknowledge that the euthanasia of healthy and treatable animals is the sad responsibility of some animal welfare organizations that neither desired nor sought this task. We believe that the euthanasia of healthy and treatable animals is a community-wide problem requiring community-based solutions. We also recognize that animal welfare organizations can be leaders in bringing about a change in social and other factors that result in the euthanasia of healthy and treatable animals, including the compounding problems of some pet owners'/guardians' failure to spay and neuter; properly socialize and train; be tolerant of; provide veterinary care to; or take responsibility for companion animals.
4. We, as animal welfare stakeholders, agree to foster a mutual respect for one another. When discussing differences of policy and opinion, either publicly or within and among our own agencies, we agree to refrain from denigrating or speaking ill of one another. We will also encourage those other individuals and organizations in our sphere of influence to do the same.
5. We encourage all communities to embrace the vision and spirit of these Accords, while acknowledging that differences exist between various communities and geographic regions of the country.
6. We encourage the creation of local "community coalitions" consisting of a variety of organizations (*e.g., governmental animal control agencies, nonprofit shelters, grassroots foster care providers, feral cat groups, funders and veterinary associations*) for the purpose of saving the lives of healthy and treatable animals. We are committed to the belief that no one organization or type of organization can achieve this goal alone, that we need one another, and that the only true solution is to work together. We need to find common ground, put aside our differences and work collaboratively to reach the ultimate goal of ending the euthanasia of healthy and treatable companion animals.
7. While we understand that other types of programs and efforts (including adoption, spay and neuter programs, education, cruelty investigations, enforcement of animal control laws and regulations, behavior and training assistance and feral cat management) play a critical role in impacting euthanasia figures, for purposes of this nationwide initiative we have elected to leave these programs in the hands of local organizations and encourage them to continue offering, and expanding upon, these critical services.
8. In order to achieve harmony and forward progress, we encourage each community coalition to discuss language and terminology which has been historically viewed as hurtful or divisive by some animal welfare stakeholders (whether intentional or inadvertent), identify "problem" language, and reach a consensus to modify or phase out language and terminology accordingly.
9. We believe in the importance of transparency and the open sharing of accurate, complete animal-sheltering data and statistics in a manner, which is clear to both the animal welfare community and the public.
10. We believe it is essential to utilize a uniform method for collecting and reporting shelter data, in order to promote transparency and better assess the euthanasia rate of healthy and treatable animals. We determined that a uniform method of reporting needs to include the collection and analysis of animal-sheltering data as set forth in the "Animal Statistics Table." These statistics need to be collected for each individual organization and for the community as a whole and need to be reported to the public annually (*e.g., web sites, newsletters, annual reports*). In addition, we determined that each community's "Live Release Rate" needs to be calculated, shared and reported annually to the public, individually by each organization and jointly by each community coalition. Both individual organizations and community coalitions should strive

for continuous improvement of these numbers. The “Animal Statistics Table” and formulas for calculating the “Live Release Rate” are set forth in Section IV of these Accords.

11. We developed several standard “definitions” to enable uniform and accurate collection, analysis and reporting of animal-sheltering data and statistics. We encourage all communities to adopt the definitions which are set forth in Section III, and implement the principles of these Accords.
12. While we recognize that many animal welfare organizations provide services to companion animals other than dogs and cats, for purposes of this nationwide initiative we have elected to collect and share data solely as it relates to dogs and cats.
13. We are committed to continuing dialogue, analysis and potential modification of this vision as needs change and as progress is made toward achieving our mission.
14. Those involved in the development of the Asilomar Accords have agreed to make a personal commitment to ensure the furtherance of these accords, and to use their professional influence to bring about a nationwide adoption of this vision.

III. Definitions

In order to facilitate the data collection process and assure consistent reporting across agencies, the following definitions have been developed. The Asilomar participants hope that these definitions are applied as a standard for categorizing dogs and cats in each organization. The definitions, however, are not meant to define the outcome for each animal entrusted to our care. A glossary and more specific details and examples are included in the appendix portion of this document.

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.

Evaluation Criteria

Each animal will be assigned a category following intake evaluation, and will be categorized as H (healthy), T/R (treatable/rehabilitatable), T/M (treatable/manageable), or U/U (unhealthy/untreatable) based on the following evaluation criteria. **Once assigned a category, the animal stays in that category unless re-qualified to unhealthy/untreatable.** Requalification only occurs if the newly identified condition would have been defined as unhealthy/untreatable had it been discovered upon intake, for example, a dog found to have dysplasia after being categorized as healthy does not become requalified, as dysplasia is considered treatable/manageable. Animals whose conditions result in the assignment of multiple evaluation categories will be assigned the lowest category, as that will be the condition that would require the highest amount of resources to rehabilitate and/or manage.

Condition	Description	Evaluation	Explanation
AGGRESSION	The animal has displayed biting; attacking; defending food or objects; or behavior that threatens or endangers animals or people.	U/U	Animals that are aggressive toward humans, dogs, cats and other species, place the staff and community at risk. This behavior can be observed or historical for determination. Animals with overt aggression are automatically categorized as unhealthy/untreatable.
AGGRESSION - CANINE POSSESSION	Dog-to-Dog aggression over possessions.	T/M	Dogs are evaluated on level of severity through history or observed.
ALLERGY	The animal exhibits skin problems or other symptoms of severe allergies.	T/M	Severe allergies can cause hair loss, red itchy skin and self-mutilation. Diagnosis and treatment of allergic skin disease is difficult and life long. Animals with skin irritation from allergies could be adopted depending on the severity, however patrons must sign a medical disclosure that they are aware of the extensive diagnostic and treatment needs of the animal.
AUTO IMMUNE DISEASE	A veterinarian has determined that the animal has a serious autoimmune disease.	U/U	An autoimmune disease is one where the animal produces antibodies against its own tissue. Depending on the tissue involved and the severity of the symptoms, these diseases can be very severe. Many animals with autoimmune disease have severe and life long medical problems which will require euthanasia.
BREED	Some organizations cannot adopt out some breeds or species due to local laws.	T/M	Pit bull terriers are illegal in some cities and municipalities in Colorado. These dogs are referred to a rescue organization when space is available.
CANCER	A veterinarian has diagnosed the animal with terminal cancer.	U/U	When the cancer is terminal. Some types of cancers may be treated.
DISTEMPER (CANINE)	A veterinarian has diagnosed the dog with canine distemper	U/U	Although it can be treated, it is highly contagious to other dogs, can be fatal, and has long-term health effects. Euthanasia may be considered due to a lack of resources or the severity of the outbreak.
DYSPLASIA	A veterinarian has diagnosed the animal with dysplasia.	T/M	The progressive nature of this disease requires extraordinary expense. The animal may be adopted out under special conditions to a home

			what is willing to put forth the expense for treatment. Staff will provide medical disclosure when aware of situation.
ESCAPE	The animal has displayed extreme escaping behaviors.	T/M	The animal may have history of a strong pattern of escaping behavior or the history does not indicate escaping behaviors but such behavior is observed.
EXOTICS	Exotic animals are not appropriate as pets.	U/U	These animals are usually transferred to rescue groups who specialize in their care and treatment.
FEARFUL	The animal has displayed extremely fearful behavior.	T/M	Animal has no history or the history does not indicate fearful, but behavior is observed.
FERAL JUVENILE	Kitten less than 12 weeks Kitten over 12 weeks	T/R U/U	Kittens can be socialized to become treatable animals if they receive treatment early in life. There is great difficulty in properly socializing feral kittens after 12 weeks.
FERAL ADULT	The animal (older than 4 months) is feral and a danger to staff because it cannot be safely handled.	U/U	Feral adults are observed during the evaluation period to ensure they are truly feral and not upset domestic cats. Under definitions, see feral.
FeLV	Animal has been diagnosed as feline leukemia positive	U/U	This condition is contagious and eventually fatal.
FIP	A veterinarian diagnosed the animal with feline infectious peritonitis.	U/U	This condition is fatal.
FIV	A veterinarian has diagnosed the animal with Feline Immunodeficiency Virus.	U/U	FIV is a contagious disease that causes suppression of the cat's immune system. Most cats with FIV will have a shortened life and will die of illnesses related to their deficient immune system.
FLUTD	A veterinarian has diagnosed the animal with Feline Lower Urinary Tract Disease.	T/M	The animal has a history of urinary tract infections and blockages. This is a painful condition and can be a chronic one. Cats who have a urinary infection may be treated and adopted with a medical disclosure. Cats with chronic problems are euthanized.
GERIATRIC	A veterinarian has determined that the animal has age-related medical problems.	T/M	Older animals can successfully be placed into new homes if they are healthy and pass the temperament evaluation.
HEART-WORM	Animal has tested positive for heartworm.	T/R	This is a treatable disease that requires substantial resources to identify and treat. The animal may be adopted out under special conditions to a home that is willing to put forth the expense for treatment. Staff will provide medical disclosure.
HIGH AROUSAL	A dog exhibits high arousal levels, combining behaviors of frantic mouthing, incessant tugging on leash in a tug-of-war manner, jumping on a person and doesn't stop when there is a lack of interaction, animal	U/U	Behavior is observed. There are a number of training videos available to help staff recognize high arousal behaviors.

	may vocalize during event.		
HISTORY/ AGGRESSION	The animal has a history of biting or attacking and endangering people and/or animals.	U/U	The animal has a history of biting, threatening, or attacking a human. Animal has severely injured or killed another animal.
HISTORY/ FEARFUL	The animal's history of fearful behavior includes extreme reaction in a diversity of circumstances.	T/M	Fearful animals are evaluated on an individual basis. While some animals may have a very specific fear that can be avoided through restricted adoption circumstances, it is not always safe or realistic. (NOTE: An animal with a history of fearful behavior may or may not display fear in the kennel environment.)
HISTORY/ HOUSE SOILING & ELIMINATION	The animal has a history of house soiling.	T/M	Many house soiling problems can be resolved in a different household environment and/or training method. However, many long-term/chronic problems can be difficult, if not impossible, to resolve (chronic CAT house soiling can be especially challenging). The stress of transition to/from the shelter environment may make the situation less likely to be resolvable in a new home. To consider: duration & complexity of problem, possible medical cause, and previous efforts for resolution.
HISTORY/ SEPARATION ANXIETY	The animal has a history of severe destructive behavior like eating through walls, doors, and fences or extreme escaping activity. May exhibit self-destructive behavior or classic separation anxiety elimination behavior.	T/M	Animals may be placed in restrictive adoption circumstances.
HYBRIDS	These dogs and cats are a cross between wild and domestic animals.	U/U	Canine and feline hybrids can be dangerous. Consideration can be given to transferring animals to a licensed, qualified sanctuary or rescue.
INFANT SMALL MAMMALS	Newborn small mammals.	U/U	Newborns that are hairless, with eyes closed are euthanized because of stress-induced infanticide, high morbidity and mortality, difficulty to sex, pre-pubetal and prolific reproduction and the inability to terminate pregnancy.
INJURED	The animal has a treatable injury such as a broken leg or eye injury.	T/R	These animals have injuries that could be treated. Considerations include the magnitude of the injury, and the medical resources to recover. Some animals may require euthanasia.
KENNEL COUGH	The animal exhibits symptoms of kennel cough.	T/R	The dog has an upper respiratory infection that is treatable, and the animal should recover from the disease
MANGE	Staff has determined that	T/R	Some forms of mange are zoonotic or

	the animal has mange		contagious to other animals.
MEDICAL EMERGENCY	A stray animal is so injured or so ill that it is euthanized prior to the due out date.	U/U	Animal has no chance of recovery and/or is in extreme pain that cannot be humanely managed. A veterinarian or supervisor makes the determination as allowed under PACFA.
MEDICAL - MODERATE	A veterinarian has diagnosed the animal with a moderate medical condition.	T/M	Condition would shorten or limit the quality of life but could possibly be medically managed, such as eye/ear conditions, anorexia, dental disease
MEDICAL - SEVERE	A veterinarian has diagnosed the animal with a severe medical condition.	U/U	Condition is life-long, has a high rate of fatality or high level of contagion, such as anal/vaginal conditions, organ failure, diabetes and neurological conditions.
MURMUR	A veterinarian has diagnosed an animal with heart murmur.	T/M	If the murmur is not of a severe nature, the animal may go up for adoption with a medical release. If the murmur is a grade 5 out of 6 the animal will be euthanized.
PARVO (CANINE)	A veterinarian has diagnosed the dog with canine parvovirus.	U/U	Although it can be treated, the disease is highly contagious and is often fatal. Dogs that survive treatment can be afflicted with long-term health problems.
PARVO FELINE OR FELINE DISTEMPER	Veterinarian has diagnosed cat with feline panleukopenia	U/U	This is a severe disease that is difficult to treat and is very contagious.
PHYSICAL DISABILITY SEVERE	The animal has one or more severe physical disabilities.	U/U	Animals with severe physical disabilities cause the pet to endure constant pain and/or stress. It can place the animal at life threatening risk in the environment.
PHYSICALLY IMPAIRED	Animal may be blind, deaf or missing a limb, but otherwise healthy.	T/M	Animals can overcome the loss of a sense or limb, if they are otherwise healthy. An example may be cerebellum hypoplasia.
PREGNANT	Staff has determined that the animal is pregnant.	T/R	Pregnancies may be terminated and females are spayed.
RINGWORM	Staff has determined that the animal with ringworm.	T/R	Ringworm is treatable, however the animal must be isolated for an extended period of time during treatment. Ringworm is highly contagious to people and animals.
RQ/ AGGRESSIVE	The animal has displayed biting, attacking, endangering animals or people after being kenneled for adoption.	RQ	Animals displaying aggressive behavior will be reassessed for adoptability. Aggressive animals are euthanized.
RQ/ FAILURE TO THRIVE	The animal is failing to thrive (not gaining or losing weight, refusing to eat, not growing).	RQ	Sometimes animals, for no apparent reason or because of prolonged illness fail to thrive. They fail to gain weight; lose weight; forced feeding and/or fluids do not bring a discernable improvement in condition.
RQ/ MEDICAL SEVERE	A veterinarian has diagnosed the animal with a severe medical condition.	RQ	Veterinary diagnosis was determined after original categorization was made.
RQ/	A dog exhibits high arousal	RQ	Behavior is observed.

HIGH AROUSAL	levels such as frantic mouthing, incessant tugging on leash, jumping up on a person and doesn't stop when there is a lack of interaction; animal may vocalize during event.		
SEIZURES	The veterinarian has determined that the animal has seizures or the animal has come in with a history of seizures.	T/M	Some forms of seizures, like epilepsy, may be treatable with lifetime medications.
THYROID	A veterinarian has diagnosed the animal with a hypothyroid condition or a hyperthyroid condition.	T/M	The animal could live a quality life with daily medication. Animal could be adopted with a full medical release, however, patron should be fully aware that there could be additional medical problems that occur due to its condition. Additionally, treatment of thyroid conditions can be substantial, depending on the type and severity.
TIME/SPACE	The animal qualified as healthy and was euthanized to make space in adoptions.	H	Organizations strive to end the euthanasia of healthy animals but recognize that the possibility exists. Due to limited resources and pet overpopulation, the risk for healthy animals to be euthanized is always present.
TOO YOUNG	The cat or dog is under eight weeks and weighs less than two pounds.	T/R	Colorado law states that animals less than two pounds and two months of age may not be sold or adopted.
URI	The animal is exhibiting symptoms of upper respiratory infection.	T/R	Occasionally URI can become a chronic health problem, but they are still treatable with a medical disclosure.
UNSOCIALIZED	The animal has not been socialized and is therefore very defensive and/or fearful in common circumstances.	T/M	Many very young unsocialized animals can be successfully rehabilitated. (ALSO SEE "FERAL")
WILDLIFE	The animal is a member of a non-domestic species (songbirds, raptors, squirrels, wolves, fox etc.).	U/U	Although we may sometimes euthanize ill, injured, or dangerous wild animals, these animals are usually released or referred to a licensed rehabilitator.

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