



SPECIAL K RANCH, INC.
CODE OF ETHICS AND CONDUCT

I. PERSONAL AND PROFESSIONAL INTEGRITY

All employees, board members, officers, and volunteers of Special K Ranch, Inc. (SKR) shall act with honesty, integrity and openness in all their dealings as representatives of SKR. SKR promotes a working environment that values respect, fairness and integrity.

II. MISSION

SKR has a clearly stated mission and purpose, approved by the board of directors, in pursuit of the public good. All of its programs support that mission and all who work for or on behalf of SKR understand and are loyal to that mission and purpose. The mission is responsive to the constituency and communities served by SKR and of value to the society at large.

III. GOVERNANCE

SKR has an active board of directors that is responsible for setting the mission and strategic direction of the Ranch and oversight of the finances, operations, and policies of SKR. The board of directors shall endeavor in good faith to:

- Determine that its members have the requisite skills and experience to carry out their duties and that all members understand and fulfill their governance duties acting for the benefit of SKR and its public purpose;
- Adopt and enforce a conflict of interest policy to reasonably assure that any conflicts of interest or the appearance thereof are avoided or appropriately managed through disclosure, recusal or other means;
- Exercise responsibility for the hiring, firing, and regular review of the performance of the Executive Director, and determine that the compensation of the Executive Director is reasonable and appropriate;
- Reasonably require that the Executive Director and appropriate employees provide the board of directors with timely and comprehensive information so that the board of directors can effectively carry out its duties;
- Monitor Executive Director's performance to reasonably assure that SKR staff conducts all transactions and dealings with integrity and honesty;
- Strongly encourage SKR's promotion of working relationships with board members, employees, volunteers, and program beneficiaries that are based on mutual respect, fairness and openness;

- Monitor to reasonably assure, consistent with SKR's Mission Statement and Christian Faith Statement, that SKR is fair and inclusive in its hiring and promotion policies and practices for all board, employees and volunteer positions;
- Monitor to reasonably assure that policies of SKR are in writing, clearly articulated and officially adopted;
- Monitor to reasonably assure that the resources of SKR are responsibly and prudently managed; and
- Monitor to reasonably assure that SKR has the capacity to carry out its programs effectively.

IV. LEGAL COMPLIANCE

SKR shall endeavor at all times, in good faith, to remain knowledgeable of and in compliance with all applicable laws, ordinances, regulations and orders of governmental entities.

V. RESPONSIBLE STEWARDSHIP

SKR shall manage its funds responsibly and prudently, with due regard to the following considerations:

- It spends a reasonable percentage of its annual budget on programs in pursuance of its mission;
- It spends an adequate amount on administrative expenses to ensure effective accounting systems, internal controls, competent employees, and other expenditures critical to professional management;
- It compensates employees, and any others who may receive compensation, reasonably and appropriately;
- It has reasonable fundraising costs, recognizing the variety of factors that affect fundraising costs;
- It does not accumulate operating funds excessively;
- It prudently draws from any endowment funds consistent with donor intent and to support the public purpose of SKR;
- It determines that all spending practices and policies are fair, reasonable and appropriate to fulfill the mission of SKR; and,
- All financial reports are factually accurate and complete in all material respects.

VI. OPENNESS AND DISCLOSURE

SKR shall provide comprehensive and timely information to the public, the media, and all stakeholders and be responsive in a timely manner to reasonable requests for information. All information about SKR will fully and honestly reflect the policies and practices of SKR. Basic informational data about SKR, such as the Form 990, reviews and compilations, and audited financial statements will be posted on SKR's website or made otherwise available to the public. All solicitation materials will accurately represent SKR's policies and practices and will reflect the dignity of program beneficiaries. SKR shall endeavor to ensure that all financial, organizational, and program reports are complete and accurate in all material respects.

VII. PROGRAM EVALUATION

SKR regularly reviews program effectiveness and has mechanisms to incorporate lessons learned into future programs. SKR is committed to improving program and organizational effectiveness and to developing mechanisms to promote learning from its activities and the field. SKR is responsive to changes in its field of activity and is responsive to the needs of its constituencies.

VIII. INCLUSIVENESS AND DIVERSITY

SKR has a policy of promoting inclusiveness consistent with its Mission Statement and Christian Faith Statement, and its employees, board and volunteers reflect diversity in order to enrich its programmatic effectiveness. SKR takes meaningful steps to promote inclusiveness, subject to its Mission Statement and Christian Faith Statement, in its hiring, retention, and promotion of employees, and in its board recruitment and constituencies served.

IX. FUNDRAISING

SKR shall endeavor in all respects to be truthful in its solicitation materials; to respect the privacy concerns of individual donors; to expend funds consistent with donor intent; and to disclose important and relevant information to potential donors. In raising funds from the public, SKR will respect the rights of donors, as follows:

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