

HOPE

**Animal-Assisted
Crisis Response**

POLICY & PROCEDURE MANUAL

Approved - July 26, 2020

Acknowledgements

HOPE Animal-Assisted Crisis Response would like to acknowledge Debbie Hatherley, Neil Smith, and Nicholas Meier for the countless hours of focused discernment they expended to produce this manual. HOPE further acknowledges our Directors and Regional Managers for their input. Without their help, this document would not exist. Our members and all who we serve are grateful for their dedication and extraordinary effort.

Copyright © 2020 by HOPE Animal-Assisted Crisis Response

FOR USE BY MEMBERS ONLY. All rights reserved. No part of this publication may be reproduced, distributed, or transmitted in any form or by any means, including photocopying, recording, or other electronic or mechanical methods, without the prior written permission of HOPE Animal-Assisted Crisis Response.

Table of Contents

I. INTRODUCTION 3

 A. Mission..... 3

 B. Vision..... 3

 C. Services..... 3

 D. Types of HOPE AACR Events 3

II. MEMBERSHIP..... 3

 A. Member Classes 3

 B. Other Relationships..... 3

 C. Prerequisites for HOPE AACR Membership..... 3

 D. Qualifications for Other Relationships 4

 E. Dual AACR Membership 5

 F. National Training and Certification Program 5

 G. Annual Membership Renewal Application – Maintaining Membership 6

 H. Signed Documents 6

 I. Annual Dues..... 7

 J. Leave of Absence..... 7

 K. Resignation 8

 L. Reinstatement..... 8

III. UNIFORM, DOCUMENTS, EQUIPMENT, AND GEAR..... 8

 A. Introduction..... 8

 B. Required Uniform for Humans at HOPE AACR Events 8

 C. Required Uniform for Canines..... 8

 D. Required Documentation for HOPE AACR Events 9

 E. Travel letter from Veterinarian 9

 F. Backpack and Gear 9

IV. CONDUCT 9

 A. Expectations..... 9

 B. Members 10

 C. Handlers 10

 D. Canines..... 11

 E. Misconduct..... 12



V. ADMINISTRATIVE STRUCTURE AND COMMITTEES.....	14
A. Introduction.....	14
B. Leadership.....	14
C. Standing Committees.....	15
D. Special Committees.....	15
VI. ELECTIONS.....	15
A. Purpose.....	15
B. Membership.....	15
C. Responsibilities.....	15
D. Eligibility for Office.....	16
E. Nomination Process.....	16
F. Preparing Ballots.....	17
G. Voting.....	17
H. Resignations.....	18
I. Removal of Regional Managers.....	19
J. Removal of Directors.....	19
K. Vacancies.....	19
VII. DEPLOYMENTS.....	20
A. Operational Structure for Deployments.....	20
B. Roles and Responsibilities.....	21
C. Establishing Deployment Opportunities.....	23
D. Preparing for a Deployment.....	24
E. Initiating a Deployment.....	25
F. During a Deployment.....	26
G. After a Deployment.....	30
VIII. FINANCES.....	32
A. Reimbursement.....	32
B. Donations.....	32
C. Fees and Assessments.....	32
D. Budget.....	32
E. Depository.....	33
F. Checks, Drafts, and Evidence of Indebtedness.....	33
G. Financial Reports.....	33

Appendices

I. INTRODUCTION

A. Mission

1. To provide comfort and encouragement through animal-assisted support to individuals affected by crises and disasters.

B. Vision

1. HOPE AACR is dedicated to deploying, upon request, certified working canine teams trained to provide support to every person affected by stress and trauma in order to live a healthier, more well-balanced life.

C. Services

1. HOPE AACR's services are typically utilized in the recovery phase of an incident or disaster. HOPE AACR usually works in conjunction with response agencies or relief organizations.

D. Types of HOPE AACR Events

1. HOPE members participate in the following 2 types of events:
 - a) HOPE Deployment
 - (1) HOPE AACR members are requested by another agency to participate in a disaster response, a drill, an event, or a meeting with other agencies.
 - b) HOPE Activity
 - (1) HOPE AACR members participate in a training, meeting, or activity.

II. MEMBERSHIP

A. Member Classes

1. Certified Team
2. Certified Team Leader

B. Other Relationships

1. Team Emeritus
2. HOPE Associate

C. Prerequisites for HOPE AACR Membership

1. Certified Canine Team
 - a) You must be at least 18 years of age at the time of the screening evaluation.
 - b) Your dog must be at least 18 months old at the time of the screening evaluation.
 - c) You must pay for and pass a HOPE AACR approved background check prior to your HOPE Screening Evaluation.
 - d) You should be in good health, be capable of handling the physical and mental stress of crisis response work, and have sufficient energy levels adequate for crisis response work.
 - e) You must submit a Canine Health Record (Appendix A) that was completed within the past 6 months.
 - f) You and your dog should not be easily stressed and should enjoy interacting with people.

- g) You and your dog must be a registered or certified member of a formal animal assisted activity/therapy (AAA/T) organization and working with your dog as an AAA/T team for at least 12 consecutive months prior to the Workshop.
 - h) You and your dog must have a minimum of 12 verifiable AAA/T visits within the 12 months prior to the Workshop.
 - i) You must attend an Open House, either in person or on-line. The Open House is by invitation only.
 - j) You and your dog must successfully complete a HOPE AACR Screening Evaluation.
 - k) You and your dog must successfully complete a HOPE AACR National Certification Training Workshop.
 - l) You must pay all fees related to the background check, Screening Evaluation, National Certification Training Workshop, membership dues, and purchase all necessary uniform items.
2. Certified Team Leader
- a) You must be 18 years of age at the time of the screening evaluation.
 - b) You should be in good health, be capable of handling the physical and mental stress of crisis response work and have sufficient energy levels adequate for crisis response work.
 - c) You should have some leadership skills.
 - d) You should be comfortable working with dogs, which may include some experience in AAA/T or some other experience working with dogs.
 - e) You must pay for and pass a HOPE AACR approved background check prior to your HOPE Screening Evaluation.
 - f) You must attend an Open House, either in person or on-line. The Open House is by invitation only.
 - g) You must successfully complete a HOPE AACR Screening Evaluation.
 - h) You must successfully complete a HOPE AACR National Certification Training Workshop.
 - i) You must pay all fees related to the background check, Screening Evaluation, National Certification Training Workshop, membership dues, and purchase all necessary uniform items.
- D. Qualifications for Other Relationships
- 1. Team Emeritus
 - a) You are a current or former HOPE member is good standing.
 - b) You must pay all fees related to the background check and membership dues.
 - c) You may participate in HOPE organizational activities, committees, and task forces.
 - d) You may not vote in elections.
 - e) You are not required to maintain certification.

- f) You may not go on deployments.
- g) You may become a Certified Canine Team or Team Leader by repeating the screening and workshop.
- 2. HOPE Associate
 - a) You support the mission of HOPE.
 - b) You pay membership dues.
 - c) You may participate in HOPE organizational activities.
 - d) You are not required to maintain certification.
 - e) You are not required to complete a background check.
 - f) You may not vote in elections.
 - g) You may not go on deployments.
- E. Dual AACR Membership
 - 1. HOPE AACR does not allow its canine teams to have membership in multiple AACR organizations. Participating in other AACR organizations with less stringent training and experience requirements can undermine the reputation and recognition of HOPE AACR as the premier canine crisis response service provider.
 - 2. Members belonging to AAA/T organizations that have an AACR subdivision may continue to participate in the pet therapy division of that organization. However, a HOPE Certified Canine Team may not be deployed under the AACR subdivision of these organizations or represent HOPE in any other organizations' events.
 - 3. A HOPE member is allowed to participate in another AACR organization with a non-HOPE canine in a handler capacity only.
 - 4. HOPE members cannot participate as instructors, facilitators, or team leaders in any other AACR organization.
- F. National Training and Certification Program
 - 1. The purpose of the National Training and Certification Program is to help qualified candidates acquire skills necessary for assisting people affected by traumatic events. Emphasis is placed on achieving a balance between learning necessary skills and the welfare and safety of each team. The National Training and Certification Program is a 4 step process:
 - a) Open House
 - (1) The purpose of the Open House is to explain our mission, structure, and organization. It provides information and participants are given an opportunity to ask questions and determine if they want to join HOPE AACR. The Open House is also available to be viewed online or in person and by invitation only.
 - b) HOPE AACR approved background check.
 - c) Screening Evaluation
 - (1) The purpose of the Screening is to evaluate potential Canine Teams and Team Leaders to determine their suitability to be trained in HOPE AACR work.
 - d) Training Workshop

- (1) The purpose of the Workshop is to introduce crisis response concepts and skills necessary to provide support and comfort using our canine teams in crises, traumatic events, or disaster situations.
- G. Annual Membership Renewal Application – Maintaining Membership
 1. To maintain membership in HOPE AACR, certified members must fulfill the following:
 - a) Pay annual membership dues, pay and pass the approved HOPE AACR background check, submit the required Annual Membership Renewal Application, and return signed documents before January 31st.
 - b) Certified Canine Teams must
 - (1) Submit annual Canine Health Record completed within the past 6 months. (Appendix A)
 - (2) Maintain active registration/certification with a formal AAA/T organization.
 - (3) Submit a copy of the current therapy badge or certificate provided by the therapy organization.
 - (4) Maintain a log of 12 activities with your canine. (Appendix B) These activities can be any combination of therapy visits and/or HOPE Deployments or Activities.
 - c) Participate in the required number of continuing education opportunities throughout the year.
 - d) Attend the required number of training exercises, drills and/or deployments each year. These include
 - (1) 3 experiential activities with or without your canine.
 - (2) 2 continuing education activities.
- H. Signed Documents
 1. Complete and submit the following signed documents annually:
 - a) Canine Health Record (Appendix A)
 - b) AAA/T Visitation Log for Renewal (Appendix B)
 - c) Renewal Application (Appendix C)
 - d) Member Code of Ethics (Appendix D)
 - e) General Liability Release & Assumption of Risk Agreement (Appendix E)
 - f) Member Photo Release (Appendix F)
 - g) Member Directory Release (Appendix G)
 - h) HOPE AACR Conflict of Interest Policy for Leadership (Appendix H)

- I. Annual Dues
 1. Membership dues will be set by the Board of Directors. Members will be notified of any dues changes at least thirty days prior to a payment being due.
 2. Payment options provide incentive for submitting a completed Annual Membership Renewal Application before the Jan 31st deadline.
 - a) Payment by Check made out to HOPE AACR
 - (1) The current fee with a completed Membership Renewal Application postmarked by Dec. 28th.
 - (2) The current fee plus \$10 with a completed Membership Renewal Application postmarked between December Dec. 29th and Jan. 31st.
 - b) Online Payment Options
 - (1) Payment made online on or before Dec. 31st = \$68.
 - (2) Payment made online between Jan. 1st and Jan 31st = \$78.
 3. Failure to pay dues
 - a) A member may be terminated for failure to pay dues within the times and conditions. A member whose dues are in default on the first day of the third month following the member's designated dues payment date will have their membership terminated, provided notice has been sent in writing to the member's last known mailing address and last known email address as shown on corporation records, at least thirty days prior to the termination date.
- J. Leave of Absence
 1. Any member in good standing may elect to take up to six month's leave of absence from the organization, after notifying their Regional Manager in writing.
 2. Members on approved Leave of Absence will be taken off active service status during their absence and that status will be noted as approved leave on the membership roster.
 3. After the leave period, the member must become current with required annual dues and must resume continuing education and training requirements.
 4. Members may request up to six months additional leave of absence by notifying their Regional Manager in writing.
 5. Members who do not return to active service status within sixty days of the end of their approved leave of absence will have their membership terminated. Written notice of termination will be sent to the member's last known mailing address and last known email address as shown on corporation records. This notice will be sent at least thirty days prior to termination.

- K. Resignation
 - 1. A Member may resign by providing notice to the Regional Manager, Executive Director, or President. The effective date of the resignation will be when the letter of resignation is received, or at such time as is indicated in the letter.
 - L. Reinstatement
 - 1. Individuals that have terminated their membership may be considered for reinstatement provided they submit a new application for membership, pass required training and certification, and make payment of appropriate fees, dues and assessments.
- III. UNIFORM, DOCUMENTS, EQUIPMENT, AND GEAR
- A. Introduction
 - 1. Appearance and attire are important as a means of presenting a good image to the public, as well as providing a method of identifying HOPE members. HOPE representatives are clean, neat, and professional in appearance at all times. Open-toed shoes, shorts, cutoffs, tank or halter-tops, and tight-fitting or provocative clothing are not permitted. Dogs are well groomed.
 - 2. All members are required to wear the HOPE AACR uniform when participating in any HOPE AACR event.
 - B. Required Uniform for Humans at HOPE AACR Events
 - 1. HOPE AACR Photo Identification Badge (www.K9tag.com)
 - a) The badge is required while participating in any HOPE event. Members will not wear any other organization's identification tag or badge while wearing the HOPE ID.
 - 2. Dark green collared shirt with HOPE logo (Appendix I and HOPE Uniform Ordering Information Appendix J)
 - 3. Solid black or beige (khaki) full length pants; no denim or jeans
 - 4. Closed-toed footwear
 - 5. Regional Managers may approve modifications to these requirements should environmental conditions mandate.
 - 6. Volunteers and their dogs must be in full uniform while volunteering as a HOPE AACR member. As representatives of HOPE AACR, it is important that the proper image be maintained as it is our brand. This branding results in a consistent look that people will come to know and recognize.
 - C. Required Uniform for Canines
 - 1. HOPE AACR Dog Vest (Uniform Ordering Information Appendix J)
 - 2. A plastic snap or buckle collar
 - 3. All fabric martingales, non-restrictive harnesses
 - 4. A leather, cloth, or nylon leash no longer than six feet
 - 5. No flexi-leads, slip leads, choke collars, metal link collars, prong collars, head collars, shock collars, ultrasound devices, or costumes of any kind are permissible.

6. **Caution:** In some instances, dogs may need to wear booties to traverse an unsafe area; however, these must be used with caution and for brief periods only (a few minutes) during hot weather. Even the most “breathable” bootie significantly inhibits the dog’s ability to sweat, which can cause the dog to overheat very rapidly.
- D. Required Documentation for HOPE AACR Events
 1. Driver’s License or Government ID card
 2. Personal Health Insurance Card
 3. SOS In Case of Emergency Card (Appendix K)
 4. Current HOPE Certificate of Liability Insurance (Appendix L)
 5. Current HOPE Certification Letter
 6. Current canine immunizations, rabies certificate, and dog license
 - E. Travel letter from Veterinarian
 1. By law, any animal crossing state lines must have a health certificate/certified vet inspection form.
 2. If a certificate is necessary, check with your vet about a discounted charge or no charge.
 - F. Backpack and Gear
 1. HOPE AACR backpacks are recommended for working and traveling. Besides being a practical and efficient means of keeping our personal items, working gear, snacks, water, dog paraphernalia, etc., they are easily identifiable. When the full contents of your backpack are not required a smaller pack may be used when appropriate. (Appendix M - Recommended Items to Bring on Deployment)
 2. “Are You Both Ready to Respond?” can help you decide if you and your canine partner are ready to deploy. (Appendix N)
- IV. CONDUCT
- A. Expectations
 1. All Certified Teams and Certified Team Leaders are required to wear the HOPE AACR uniform when participating in any HOPE AACR event.
 2. Members will adhere to HOPE AACR Bylaws (Appendix O), the Policy and Procedure Manual, the Member Code of Ethics (Appendix D), the Social Media Policies (Appendix P), Guidelines for Respectful Communication (Appendix Q), and Restricted Funds Policy (Appendix R)
 3. A breach of the expectations of conduct may be cause for an Incident Report or a Concern Report and potential termination or suspension of the member.
 - a) The Incident/Concern Reporting Process (Appendix S) outlines the procedures for filing a report.
 - b) The Member Incident Reporting Document (Appendix T) is used to report an incident that involves a HOPE member with a canine.
 - c) The HOPE AACR Witness Incident Reporting Document (Appendix U) is used when a non-member witness reports an incident that involves a HOPE member with a canine.

- d) The Concern Reporting Document (Appendix V) is used to report an incident involving a HOPE member. This report can be submitted by a HOPE member or a non-member witness.

B. Members

1. Our members define and represent HOPE AACR to individuals and the community as a whole. We want to be recognized as professional, ethical and committed to delivering high quality service.
2. Members are expected to
 - a) Operate in a manner that is beneficial to the best interest of HOPE at all times.
 - b) Show respect and concern for everyone with whom we work and serve without discrimination.
 - c) Display a courteous, pleasant, and helpful demeanor at all times.
 - d) Provide services to all on an impartial and neutral basis and without taking sides or expressing opinions relative to any controversies or hostilities.
 - e) Maintain the confidentiality of all information obtained.
 - f) Ensure that all information submitted, whether verbal or written is accurate to the best of the member's knowledge.
 - g) Report to the incident site able to function effectively and professionally, free from alcohol or drugs. Both handler and dog should be in good mental and physical health when responding.
 - h) Protect all property for which HOPE representatives have responsibility, use, or access.
 - i) Take steps to ensure that individuals and agencies understand that HOPE canines are not service dogs or search dogs.
 - j) Never self-deploy.
 - k) Never accept or seek personal remuneration for services provided as a HOPE representative. Donations made to HOPE AACR may be discreetly accepted and delivered to the Treasurer using the Tax Deductible Donation Form (Appendix W)
 - l) Never appear to or provide psychological therapy or counseling.
 - m) Respectfully discuss conflicts and disagreements away from clients.

C. Handlers

1. HOPE AACR handlers always serve as their canine partner's advocate. The HOPE AACR Team Welfare Guidelines (Appendix X) are a valuable resource regarding issues to be considered to perform this responsibility. The Team Welfare Guidelines illustrate Risk Factors to be considered for each HOPE Activity or Deployment. There is a value rating system for each of the following Risk Factors:
 - a) Travel
 - b) Living Conditions
 - c) Predictability (Deployment Scene)
 - d) Temperature (Hot)

- e) Temperature (Cold)
 - f) Noise Exposure
 - g) Congestion
 - h) Air Quality Index
 - i) Team Experience
 - j) Canine Characteristics
2. After evaluating these risk factors, deployment may not be advised. The Regional Manager or a designated HOPE member may make the decision not to deploy at that time.
3. In addition to evaluating the risk factors listed above, the handler must
- a) Follow the HOPE AACR Team Welfare Guidelines, other applicable guidelines, resources, and common sense to ensure the dog's and handler's safety, comfort, and well-being.
 - b) Maintain control of dog at all times.
 - c) Hold onto the dog's leash with your hand at all times.
 - d) Ensure proper conduct of dog.
 - e) Ensure the safe and appropriate interaction with all individuals and other HOPE dogs.
 - f) Recognize and respond accordingly to the dog's stress signals.
 - g) Pay careful attention to the dog's willingness and ability to work in what can be an extremely stressful and fatiguing environment.
- D. Canines
1. Dogs are the focus of HOPE AACR's mission. It is vital that our members uphold the high standards to which they were certified to perform the mission of HOPE AACR.
2. While on duty, HOPE canines must
- a) Be friendly, outgoing and attentive, but not pushy, in seeking contact.
 - b) Enjoy the interactions with responders, individuals, and others.
 - c) Be responsive and attentive to the handler.
 - d) Demonstrate strong obedience skills.
 - e) Not lunge, bark, growl in a threatening manner, snap, bite, or otherwise show undue aggression to humans or animals.
 - f) Not engage in disruptive behaviors such as repeated barking, whining, howling, licking, jumping up, etc. The handler is expected to control the behavior after one or two occurrences. If the behavior continues, the team should take a break.
 - g) Not be in heat, ill, have any open wounds, bandages, stitches, or suffering from diarrhea or vomiting.
 - h) Not participate in any HOPE activities when a dog is in any of the conditions listed above until the condition is resolved.

E. Misconduct

1. Member Suspension

a) Verbal Suspension Without Prior Notice

(1) The Regional Manager, HOPE Agency Representative, or Certified Team Leader may, temporarily, verbally suspend a member because the member or canine poses an immediate danger to persons or property or to the orderly conduct of the affairs of the organization. The Regional Manager, HOPE Agency Representative, or Certified Team Leader must provide written confirmation of the suspension to the Executive Director or President and the Board of Directors within three working days so that the Board can take the appropriate action to protect the due process rights of the suspended member.

b) The Board of Directors may recommend suspension of any HOPE member whose behavior violates ethical standards or policies and procedures of the organization, as written in the bylaws, manuals, training documents, or bulletins.

c) A member facing suspension will be sent written notice by first class or certified mail to the member's last known mailing address and to last known email address as shown on corporation records, not less than 30 days prior to the suspension date, with the reasons for such action taken by the Board of Directors.

d) A member facing suspension is entitled to be heard by the Board of Directors, in writing, not less than ten days before the effective date of suspension or termination.

e) The member will be given written notice of the conditions that must be met before their suspension or their canine's suspension may be considered for reinstatement.

f) The suspended member must meet all the requirements of membership before being reinstated.

g) A suspended member can only be reinstated by (2/3) two thirds vote of the Board of Directors

2. Member Termination

a) The Board of Directors may recommend termination of any member's membership if the

(1) member has been declared to be of unsound mind by order of a court.

(2) member has been convicted of a felony.

(3) member fails to pass the HOPE approved background check.

(4) member is found by final order or judgement of any court to have breached a duty under the Oregon nonprofit Corporation Act.

- b) The Board of Directors may recommend termination if a member violates ethical standards or policies and procedures of the organization, as written in bylaws, manuals, or training documents.
 - c) A member facing termination will be sent written notice by first class or certified mail to the member's last known mailing address and to last known email address as shown on corporation records, not less than 30 days prior to the termination date, with the reasons for such action taken by the Board of Directors.
 - d) A member facing termination is entitled to be heard by the Board of Directors, in writing, not less than ten days before the effective date of termination.
 - e) A member terminated by the Board of Directors may only be reinstated by a two-thirds vote of the Board of Directors.
3. Canine Suspension
- a) The Board of Directors may recommend suspension of a HOPE canine whose behavior violates the policies and procedures of the organization as written in the bylaws, manuals, training documents or bulletins.
 - b) The handler member of a canine facing suspension will be sent written notice by first class or certified mail to the member's last known mailing address and to last known email address as shown on corporation records, not less than 30 days prior to the suspension date, with the reasons for such action taken by the Board of Directors.
 - c) The handler member of a canine facing suspension is entitled to be heard by the Board of Directors, in writing, not less than ten days before the effective date of suspension or termination.
 - d) The handler member of the canine will be given written notice of the conditions that must be met before their canine's suspension may be considered for reinstatement.
 - e) The canine must meet all the requirements of membership before being reinstated.
 - f) A suspended canine can only be reinstated by (2/3) two thirds vote of the Board of Directors.
4. Canine Termination
- a) The Board of Directors may recommend termination of a canine if it snaps, bites, or otherwise shows undue aggression towards humans or animals, repeatedly shows disruptive behaviors such as repeated barking, whining, howling, licking, jumping up, etc., or shows signs of ill health.

- b) The handler member of a canine facing termination will be sent written notice by first class or certified mail to the member's last known mailing address and to last known email address as shown on corporation records, not less than 30 days prior to the termination date, with the reasons for such action taken by the Board of Directors.
- c) The handler member of the canine facing termination is entitled to be heard by the Board of Directors, in writing, not less than ten days before the effective date of termination.
- d) A canine terminated by the Board of Directors may only be reinstated by a two-thirds vote of the Board of Directors.

V. ADMINISTRATIVE STRUCTURE AND COMMITTEES

A. Introduction

- 1. HOPE's administrative structure is comprised of the Board of Directors, Officers, and Regional Managers who report to the Board and supervise each region. The Board of Directors will consist of not less than ten or more than twelve directors. Regional Managers are responsible for the overall coordination and administration of the members in their respective regions. Regional Managers may appoint State/Area Coordinators and delegate tasks and responsibilities, but the Regional Managers maintain accountability for all functions within their region. In the event the President or Regional Manager is unavailable to receive requests for HOPE services, both the President and Regional Manager are responsible for providing an alternate contact for the duration of their absence.
- 2. All members in a leadership position must sign the Conflict of Interest for Leadership annually. (Appendix H)

B. Leadership

- 1. Board of Directors: Consists of elected or appointed members and are responsible for the overall direction and management of the organization. One Director seat is reserved for and usually voted for by the members of each Region. Three (3) Director-at-Large seats are appointed by the Board of Directors.
- 2. Officers: President, Vice President, Secretary and Treasurer. These officers are also known as the Executive Committee.
- 3. Regional Managers: Each Region will have one Regional Manager, but two individuals are allowed to act as a team to fulfill the role of Regional Manager, if necessary. Regional Managers will report to the President. Regional Managers are responsible for managing the day to day activities of their region. Regional Managers are responsible for the finances of their region, with oversight by the Treasurer, President, and Board of Directors. Subject to the approval of the President, Regional Managers can delegate responsibilities to members in their region consistent with the principal of span of control.
- 4. State Coordinators. Regional Managers may appoint state coordinators as needed in their region.

5. Area Coordinators: One or more Area Coordinators may serve a Region. They are responsible for coordinating deployments of Members from their area.
- C. Standing Committees
1. The Executive Committee consists of the President, Vice President, Secretary, Treasurer and any other directors appointed by the Board of Directors. The Executive Committee will have the power to exercise all authority of the Board of Directors when it is expressly authorized by the Board or in the case of an emergency.
 2. Finance: Oversees the budget and all financial accountability of the organization. The President, Treasurer, and all Directors Representing a Region shall be required to serve on the Finance Committee. The Treasurer is the chair.
 3. Elections: Conducts elections of directors and officers of the organization in accordance with the organization's policies. Members serving on the Election Committee cannot be a candidate for any position. The Elections Committee will seek one member from each region of the organization to serve on the Committee.
 4. Education and Training: Makes recommendations for the Board with respect to the education and training requirement for certification. Oversees training policies, procedures and guidelines, and the certification process.
- D. Special Committees
1. Advancement and Outreach: Responsible for fundraising, Marketing, and Branding, membership engagement, communications and public relations.
 2. Team Welfare
 3. Mental Health: Develops policies and training programs concerning mental health to ensure best practices are adopted and acted upon by membership.
 4. Special Committees: Can be formed, revised or dissolved as directed by the Board of Directors.
- VI. ELECTIONS
- A. Purpose
1. To conduct elections for Director and Regional Manager vacancies.
 2. To conduct elections for any other purpose as directed.
 3. To communicate with the membership regarding all aspects of elections.
- B. Membership
1. The Board of Directors will solicit members to serve on the Committee.
 2. Only one person from any region may serve on the Committee.
 3. The Committee will elect a Committee Chair.
 - a) An Election Committee Chair or member may not be a candidate for election.
 4. At least three members, including the Chair, are required for the Committee to function.
- C. Responsibilities

1. Ensuring that elections are conducted fairly, accurately, and timely.
 2. Maintaining the confidentiality of the process.
 3. Announcing vacancies to all members.
 4. Soliciting nominations from all members.
 5. Verifying the eligibility of nominees.
 6. Preparing and distributing ballots.
 7. Verifying all ballots are cast in accordance with this procedure.
 8. Tabulating ballots and certifying results.
 9. Forwarding the results to the Board of Directors.
- D. Eligibility for Office
1. Board of Directors
 - a) Member in good standing for at least two years
 - b) One year's experience as a Director, Regional Manager, State/Area Coordinator, or committee member.
 2. Regional Managers
 - a) Member in good standing for at least two years.
 - b) One year serving on a committee or as a Director, Regional Manager, or State/Area Coordinator.
 - c) Participation in at least two deployments.
 - d) Assisted in at least one certification workshop.
 - e) Resident of the region which the member is seeking a nomination.
 - f) Two candidates may run as co-managers for their region.
 3. All candidates for office
 - a) May provide photo and bio prior to the distribution of ballots.
 - b) Must sign a Conflict of Interest statement signed annually.
 4. Terms of office will be two years
 5. Term limits
 - a) No person can serve more than three consecutive terms, exclusive of partial terms.
 - (1) At the direction of the Board of Directors, a Director or Regional Manager whose term has expired may continue to serve until the Director's successor is elected or appointed.
- E. Nomination Process
1. The Nomination Period will be from October 1st through October 15th.
 2. The Executive Director or President will provide a list of current members in each Region to the Elections Committee Chair by September 25th.
 3. The Elections Committee will solicit nominations from each Region on or about October 1st of each year.
 4. The Elections Committee will review the candidates' eligibility.
 - a) Candidates will then be notified of their nomination.
 - b) Candidates will accept their nominations by complying with section D.3. above.
 5. The Election Committee will notify the membership in the respective region of the nominations once the candidate is deemed eligible and accepts the nomination.

6. The candidate list will be forwarded to the Board of Directors for approval.
- F. Preparing Ballots
1. The Elections Committee will provide eligible nominee names, pictures and biographies, if provided, for publication to the Executive Director or President by October 16th.
 2. Separate ballots for each Region will be prepared by the Executive Director or President using the appropriate balloting software, insuring that a member can only vote once.
 - a) Names will be placed on the ballot in alphabetical order with a link to their picture and biography.
 3. Ballots will be sent to the Elections Committee for approval on or before October 25th.
 4. Once ballots are approved by the Elections Committee, the Committee Chair will send the ballots to the Board of Directors for validation on or before October 26th.
 5. The Board of Directors, excluding any Board member on the ballot, will have 3 days to raise any ballot issues.
 6. Once approved by the Elections Committee and validated by the Board of Directors, the Elections Committee will start the voting process by notifying all members in good standing by email that the voting process has begun.
- G. Voting
1. Ballots will be sent out on November 1st and must be returned on or before November 10th.
 2. The Elections Committee will review the votes and a candidate receiving a majority of votes cast will be deemed the winner.
 3. The Elections Committee will notify the President, or appointed member of the Board, of the results on or before November 12th.
 4. The membership will be notified of the results on or before November 15th.
 5. The Secretary will certify results in the corporate record.
 6. Ties
 - a) In the event of a tie vote, a run-off election will be conducted
 - b) Ballots will be sent on or before November 22nd and must be returned on or before November 29th.
 - c) The Elections Committee will review the votes and the candidate receiving a majority of votes cast will be deemed the winner.
 - d) The Elections Committee will notify the President, or appointed member of the Board, of the results on or before November 30th.
 - e) The President, or appointed member of the Board, will notify the membership of the election results on or before December 3rd.
 - f) In the event a tie vote occurs a second time, the Board of Directors will vote to break the tie.
 - g) The Secretary will certify results in the corporate record.

7. Election Schedule
 - a) Elections will be conducted annually.
 - b) Board of Directors
 - (1) Southeast Region (SER), Central Gulf Coast Region (CGC), and Midwest Region (MWR) Directors will be elected in odd years and take office on January 1st of the even years.
 - (2) Eastern United States Region (EUS), Rocky Mountain Region (RMR), Pacific Southwest Region (PSW), and Pacific Northwest Region (PNW) Directors will be elected in even years and take office on January 1st of the odd years.
 - (3) Directors at Large
 - (a) Directors at Large will be elected by a majority vote at the first Board of Directors meeting of each year.
 - (b) Directors at Large seats 1 and 3 will take office in even years.
 - (c) Director at Large seat 2 will take office odd years.
 - (d) No region can have more than one Director at Large.
 - (4) The Past President, if not serving another term as a Director, may serve an additional year as a non-voting Advisor to the Board.
 - c) Regional Managers
 - (1) Pacific Northwest Region (PNW), Rocky Mountain Region (RMR), Pacific Southwest Region (PSW), and Eastern United States Region (EUS) will be elected in odd years and take office on February 1st of the even years.
 - (2) Southeast Region (SER), Central Gulf Coast Region (CGC), and Midwest Region (MWR) will be elected in even years and take office on February 1st of the odd years.
 - (3) If a new Regional Manager is elected in any region, December and January will serve as the transition period whereby the outgoing Regional Manager will provide the incoming Regional Manager with everything necessary to facilitate a smooth transition.

H. Resignations

1. Any Director or Regional Manager may resign by giving written notice to the President, the Secretary, or the Board of Directors as a whole.
2. A resignation will be effective when notice is received unless the notice specifies a time for its effectiveness. If the resignation of a Director is effective at a future time, the Board of Directors may appoint a successor to take office when the resignation becomes effective.
3. Resignations, once delivered, are irrevocable unless the Board of Directors accepts the withdrawal of the resignation prior to its effective date.

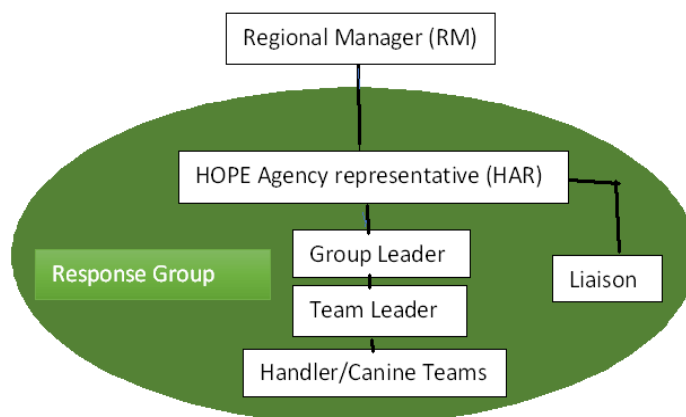
- I. Removal of Regional Managers
 1. A Regional Manager may be removed from office, with or without cause, by a two-thirds (2/3) vote of the Board of Directors, excluding vacancies.
 2. Before a Regional Manager can be removed by a vote of the Board of Directors, there must be an opportunity for the Regional Manager to present a defense to the Board of Directors.
 3. A Regional Manager may be removed from office, with or without cause, by petition of the Members of the region using the following procedure:
 - a) A petition to remove a Regional Manager must be signed by at least 60% of the members of the affected region.
 - b) The signed petition must be delivered to the President and Secretary. The Secretary will verify the validity of the petition.
 - (1) If the petition is valid, The President will notify the Board of Directors that a petition to remove a Regional Manager has been served. Notice will be given to the Regional Manager within three days of its receipt.
 - c) The Regional Manager to be removed will be notified in writing that a petition to remove them has been served.
 - d) The effective date of removal is the date notice is provided to the affected Regional Manager.
- J. Removal of Directors
 1. Any Director may be removed, with or without cause, at any Board meeting, by a two-thirds (2/3) vote of the Board of Directors, excluding vacancies and the Director to be removed.
 2. When a removal of a Director vote is one of the purposes of a meeting, notice must be given to each Director, in the time and manner as required for a Board meeting notice.
 3. A reduction in the number of authorized Directors does not result in removing any Director prior to the expiration of their term of office.
 4. Directors may be removed, with or without cause, from office by a majority vote of all members of the region that elected them following the same process as the removal of a Regional Manager in I. 3. above.
 5. Directors who miss three (3) consecutive regularly scheduled board meetings will forfeit their seat. The President will notify the Director in question. The Board of Directors, not including the Director in question, may vote to retain the Director by a 2/3 vote of the Board.
- K. Vacancies
 1. A Director or Regional Manager vacancy will be deemed to exist in the case of a death, a resignation takes effect, after the removal of a Director or Manager, when a new Region is created, or if a seat goes unfilled.

2. If a vacancy occurs in the first year of a regionally elected seat's term, a special election will be held in the region to fill the seat. In the event a vacancy exists in the second year of the regionally elected term, the President will solicit members from the region to be appointed. If member(s) in good standing from the affected region wish to fill the seat for the remainder of the term, the Board may appoint the member(s) to fill the vacant regionally elected seat for the remainder of the term.
3. If a regionally elected Director vacancy occurs because no one from the region runs, the regionally elected seat will remain unfilled until such time as someone from that region is willing to run during the first year of the term, or is willing to be appointed by the Board, but only during the second year of the term.
4. If a regionally elected Manager seat remains unfilled, the President will appoint an Interim Regional Manager to fill the position. The Interim Regional Manager may come from any region.
5. If a vacancy occurs in an appointed Director-at-Large seat, the Board of Directors can make an appointment to complete the term for that seat.
6. When a new region is created, the President will appoint the Regional Manager for the first term of office.

VII. DEPLOYMENTS

A. Operational Structure for Deployments

1. When teams are deployed, HOPE follows a formal operational structure. This structure provides an organized method of communication and oversight during the deployment. All members have the responsibility to report any resource needs, problems, concerns, or observations encountered on assignment through the chain of command.
2. Below is a diagram of this chain of command



3. For every deployment, the Regional Manager appoints a HOPE Agency Representative (HAR) who is in charge of the Response Group on scene. If the response requires a large number of HOPE teams, or the response is separated into multiple areas, separate groups may be formed with a Team Leader and/or Group Leader in charge of each group. Preferably, Team Leaders should support and supervise no more than four Canine Teams. The Liaison, appointed by the Regional Manager or the HAR, is a certified HOPE member who serves as a communication link between the HAR and other agencies, responders, or even the media.
 4. The Regional Manager assigns appropriate HOPE AACR members to a deployment. Selection of members is based on suitability, experience, and availability. More experienced teams should be assigned with less experienced teams. This allows new members the opportunity to gain experience.
- B. Roles and Responsibilities
1. Leadership
 - a) The HOPE Agency Representative, Group Leaders, and Team Leaders form the leadership of the Response Group.
 - b) They are responsible for maintaining situational awareness of the crisis response needs in their assigned area and the resources available to the group, with consideration of the diverse talents and skills of each HOPE member.
 - c) They have the authority to deliver services, as well as supervise and support the responding members, based on the guidance and protocol of HOPE AACR's policies and procedures.
 - d) They have the authority and responsibility to communicate and coordinate the needs and movements of the members they supervise based on the chain of command.
 - e) One of the most important responsibilities of the HOPE Agency Representatives, Group Leaders, and Team Leaders is to support the teams under their care by monitoring, advising, and assisting them accordingly to remedy situations when they arise.
 - (1) They observe and monitor their assigned teams and know their stress signs and coping skills and ensure their safety.
 - (2) They make sure that sufficient hydration, food, and breaks are made available.
 - (3) They coordinate their teams' transportation when directed and provide them with technical, administrative, and emotional support.
 2. Members
 - a) Follow HOPE's policies and procedures and the HOPE ethics policy.
 - b) Follow the chain of command (HAR, Group Leader, Team Leader) and Incident Command protocol.

- c) Check in and check out of the response sites with their on-site leadership.
 - d) Encourage participation in debriefings.
 - e) File the Incident or the Concern Report within 24 hours if necessary.
 - f) Participate in completing an Assignment Report Form submitted to their Regional Manager within one week of their assignment.
3. Hope Agency Representative (HAR)
- a) Reports to Regional Manager.
 - b) Supports HOPE AACR members assigned to the Response Group.
 - c) Manages, supervises, and monitors all of HOPE's activities on site during the deployment.
 - d) Communicates with, or appoints, an onsite Liaison to communicate with the Point of Contact (POC) that requested HOPE.
 - e) Gathers as much information as possible as to the nature of the assignment and communicates the necessary information to the assigned members.
 - f) Reports any breach of conduct by HOPE AACR members to the Regional Manager.
 - g) Ensures debriefing of the Response Group at the end of each day while on assignment and a final debriefing at the end of the response.
4. Group Leaders
- a) Report to the HAR.
 - b) Work without an animal preferably.
 - c) Support assigned members within their designated group.
 - d) Manage, supervise, and coordinate the response of one or more Team Leaders and work with them to oversee the HOPE AACR Teams within the Group.
 - e) Ensure that group's needs for breaks, water, food, etc. are met.
5. Team Leaders
- a) Report to HAR or Group Leader.
 - b) Work without an animal preferably.
 - c) Manage, supervise, and coordinate the response of, preferably, no more than four canine teams.
 - d) Know about the canine teams they are supervising. Know their previous HOPE experience, stress signs, and other information pertinent to the well-being of both animal and human team members during this deployment.
 - e) Observe the teams for stress signs and makes sure their needs for breaks, water, and food are met.
6. Liaison
- a) Reports to the HAR.
 - b) Communicates with the Point of Contact (POC) from the agency that requested HOPE.

- c) Communicates with other agencies on scene.
 - d) Acts as a link with other responders, agencies, and/or media.
 - 7. Home Base
 - a) Provides support from home.
 - b) Coordinates with Regional Manager and HAR as required.
 - c) Serves as an information or support resource that is on-call at all times or during assigned hours.
 - d) Researches and acquires support for the deployed teams by gathering needed information such as tow trucks, local veterinarians, emergency accommodations, local restaurants, etc.
 - 8. Buddy System
 - a) The “buddy system” is utilized when teams are on assignment with two teams.. “Buddy Teams” are responsible to stay in communication with each other and/or their team leaders/HAR with information on safety concerns and teams’ well-being.
- C. Establishing Deployment Opportunities
 - 1. A Guide for HOPE Animal-Assisted Crisis Response (Appendix Y) explains our training program and may be used to share our role with other organizations that call us for support.
 - 2. Disaster response and recovery agencies use a standard set of Common Acronyms (Appendix Z)

3. Community Outreach
 - a) Becoming members of local Voluntary Organizations Active in Disaster (VOAD) is often a key to obtaining deployments. Other possible affiliations are organizations such as the American Red Cross, Salvation Army, FEMA, US Forest Service (wild fires), police departments, fire departments, emergency management agencies (EMAs), Trauma Intervention Programs (TIPs), 9-1-1 dispatch centers, local Critical Incident Stress Management Teams (CISM), Disaster Assistance Response Team (DART), Community Emergency Response Teams (CERTs), schools etc.
 4. Partnership Agreements
 - a) HOPE AACR's goal is to work with local and national emergency response groups prior to a disaster to set up partnership agreements. These agreements describe the roles and responsibilities of both organizations in a disaster situation. Where prior partnership agreements don't exist, HOPE members must coordinate with their Regional Manager before developing a written agreement. The Regional Manager will then coordinate with the other Regional Managers for duplications or the possibility of merging agreements. Coordination with the Regional Manager prevents multiple members from calling the same organization. Final partnership agreements and/or contracts need to be reviewed by the Board of Directors and signed by the HOPE President.
- D. Preparing for a Deployment
1. The Regional Manager maintains an up to date list of active members. When a deployment, or potential deployment, occurs, the Regional Manager contacts active members in the region that are reasonably close to the deployment site and are able to arrive in a timely manner.. Selection for assignment of available members is made using fair judgment with the consideration of the member's and dog's experience, health, and suitability for the response.
 2. HOPE AACR policy is that no one will self-deploy. Only HOPE AACR members assigned to the deployment by the Regional Manager should be on site. The Regional Manager may place all members in the region on stand-by in anticipation of a pending deployment. Once a stand-by notice is sent, members notify their Regional Manager or designated HOPE representative of their availability and any limitations they may have.
 3. Active members should be prepared to go on deployments. This includes obtaining relevant training, working independently with their canine partner to develop skills, participating in drills and training, and ensuring that their gear and paperwork are packed and ready to go at all times. Paperwork is often critical for HOPE AACR to gain access to deployment sites. (Appendix M – Recommended Items to bring on Deployment) and (Appendix N – Are you Both Ready to Respond)

4. HOPE AACR members are responsible for becoming familiar with the different protocols and systems used by the various agencies and organizations with whom they may work. Familiarization can be achieved by taking classes and/or becoming a volunteer for an emergency response organization such as the American Red Cross, TIP, CERT, taking on-line study courses such as the FEMA's ICS series, and reading available manuals and texts from responding agencies.
 5. Other recommended areas of training/reading include
 - a) Mental health
 - b) Supporting the caregiver and self
 - c) HOPE Team Welfare Manual
 - d) HOPE National Certification Workshop materials
 - e) Dog handling skills
 - f) Emergency response
- E. Initiating a Deployment
1. After HOPE AACR receives a request for deployment, the Regional Manager and/or State/Area Coordinator gathers as much information and situational awareness as possible about the deployment site in order to determine if this deployment is appropriate for HOPE AACR. Once it's deemed appropriate for HOPE teams to respond, the Regional Manager may choose to send in a "Lead Team" of at least 2 HOPE members to assess the site and gather further information. This information could change the list of members appropriate for the deployment, cause members to bring different gear/provisions, or even end the deployment if the site is not suitable for HOPE participation.
 2. As teams prepare to travel to a deployment, a "Home Base" point of contact should be established. Home Base are persons who are on-call at all times or during their assigned hours to support the deployed teams who have unexpected needs. This may be anything from a tow truck, to an emergency veterinarian, or to a dog friendly restaurant near their location.

- F. During a Deployment
 - 1. Arrival and Check-In
 - a) If members arrive separately, they should gather at a designated meeting place. They do not proceed to the assignment until the HOPE Agency Representative arrives and directs their participation in the response. All members check in with the HOPE Agency Representative and are briefed on specific information for the deployment.
 - b) The HOPE Agency Representative has the authority and responsibility to communicate with and coordinate the HOPE members assigned to the deployment. Deployed members are required to notify the HOPE Agency Representative if they are not able to participate for health, schedule, or other reasons.
 - c) At incident sites, always obey directions given by emergency officials. Do not cross fire or police lines or barricades without permission from the appropriate authority. When you arrive, always assess the site to be sure it is safe. The personal safety of all HOPE AACR members and canines while on site is the Response Group's most important priority. Unsafe conditions are to be reported to your HOPE Agency Representative, Team Leader, or the appropriate official on site. Learn and follow blood borne pathogen protocol and any safety instructions provided while on scene Report any personal injury, no matter how slight, to the HOPE Agency Representative or Team Leader immediately.
 - d) While working on site, members must be able to recognize the stress signals for themselves as well as those of their fellow members. Completed SOS-In Case of Emergency Card (Appendix K) cards discussed in the Team Welfare Guidelines (Appendix X) are to be provided to the Team Leader on site. In order to maintain your ability to perform HOPE's mission, you and your dog must take frequent breaks, where you are both able to rest, eat, and drink. Take breaks at a minimum following the schedule laid out by the HOPE Agency Representative or Team Leader. Inform your Team Leader if a break is needed sooner than scheduled. Be alert to changing weather conditions over the course of a deployment and take measures to prevent heat-related illness or hypothermia. All handlers must serve as their canine's advocate.
 - e) HOPE canines are with their handler or another HOPE AACR member at all times. If that is not possible, arrangements must be made for the animal to be in a safe, secure environment. HOPE canines are not to be left unattended in cars. HOPE AACR members who take responsibility for looking after other member's dog must remove themselves from active service until they, once again, have the responsibility for only their own dog.

- f) Sometimes people interacting with the dogs want to give them food or treats. It may be a way for them to make a connection and be nurturing. The handler must assess whether the dog's health or digestion will be at risk by what is being offered. If necessary, kindly state that the dog has a sensitive stomach, and simply substitute the dog's normal food or treat for what is being offered.
2. Communications
- a) The HOPE Agency Representative ensures that one or more communication methods are in place. This is typically a cell phone. It is the HAR's responsibility to make sure everyone in the Response Group has a list of fellow members' cell phone numbers prior to leaving for the site. When electronic communication is not possible, regularly scheduled check-in times are established if members are widely dispersed.
3. Working with Those Affected
- a) The "emotional first aid" that HOPE provides is NOT psychological therapy. Rather, it is designed to reduce distress caused by traumatic events and supports the normal psychological recovery process. HOPE members have found that "Words that Help" and "Words that Hurt" (Appendix AA) are helpful in the field.
 - b) Before going on a deployment, review the list below of things to do as HOPE members:
 - (1) Listen, Listen, Listen. Listen for their concerns and feelings. Listen without trying to solve problems. Acknowledge the person's loss; give them permission to express their thoughts and feelings. People have a right to their feelings, whether or not you think they are justified. Never try to take someone's feelings away in order to make them feel better. Listen to their pain and to the happy memories.
 - (2) Show empathy and understanding. Empathy is being able to understand a person's feelings. Keep the focus on them, until you are certain they have expressed themselves fully. Do not interrupt.
 - (3) Repeat and rephrase their concerns and feelings to let them know you heard and understood them. Use reflective or active listening.
 - (4) Offer support by mutual agreement. If your assistance is not wanted, do not force it upon the individual.
 - (5) Normalize their concerns and feelings. Clinical results show that victims are relieved to know that their crisis reactions are normal.

- (6) Give Facts. You may have to repeat information many times. Convey information in honest, truthful ways. Dispel rumors or incorrect beliefs about the crisis.
 - (7) Reaffirm their strengths and resiliency and promote their self-confidence. Help them feel a sense of control over their recovery.
 - (8) Provide connections to additional resources if known or needed.
 - (9) Keep things light when working with a group. Try to work separately with those who are more intense or needy.
 - (10) Become sensitive to cultural norms and customs before beginning work with an unfamiliar community.
 - (11) Be prepared. Educate yourself about loss and grief.
4. Take Care of Yourself and Your Canine
- a) While on a deployment, during breaks, and after a deployment, find ways to relieve stress and take good care of yourself and your partner. Make a list of the best ways to relieve your stress such as things to do during breaks, after the day is over, and for days off. Research on dogs has shown that mental stimulation is considered as valuable as physical exercise in relieving stress. Remember to be overly cautious about giving dog chews, treats, or food that will disrupt your dog's digestive systems. A dog with diarrhea or vomiting should never be on a deployment.
5. Media Contacts
- a) When approached by or working with the media, the HAR, Liaison and/or Team Leader needs to be notified before the interview. The following information is helpful if you are asked to provide an interview:
 - (1) Get permission from the requesting agency.
 - (2) Ask for identification from the media and ask how the interview will be used.
 - (3) Ask what the story will be about and how much time is needed for the interview.
 - (4) Assess your comfortableness with proceeding with the interview. If uncomfortable, it is OK to decline politely or refer the media to the HAR or Liaison Officer and assist in making the connection.
 - (5) Talk about HOPE AACR work and avoid speaking about other agencies, giving opinions, speculating about information or commenting about HOPE policies. Confidential information about those we serve is never released. Only speak about what you are doing.
 - (6) Err on the side of caution. If in doubt, saying too little is better than saying too much.

- (7) Contact your HOPE Agency Representative or Liaison Officer if you are planning to contact the media proactively. Remember that you are representing HOPE. Keep the organization's best interests as your priority.
6. Taking Photos
 - a) All HOPE members need to respect the privacy of those we serve and focus on delivering our services professionally.
 - b) Before taking photos on assignment, check with HOPE Leadership about any restrictions.
 - c) The HOPE Leadership has the authority to prohibit cameras or photographs being taken on deployments.
 - d) Photos taken for HOPE AACR use or social media require a photo release. (Appendix BB)
 - e) Photos taken of minors require the photo release to be signed by the parent or guardian of the minor .
 - f) Photos taken without a photo release cannot be used in HOPE materials or social media.
7. Long Term Deployments
 - a) When deployments are over an extended number of days, special considerations are made. Shifts and days off become necessary to ensure the wellbeing of human and canine members as described in the Team Welfare Guidelines. (Appendix X)
 - b) Shifts
 - (1) The HOPE Team Welfare Guide provides information on how to assess the Risk Factors for deployment sites. These Risk Factors, all information available about the site, and the member's and dog's conditions should be considered as part of the design of a shift schedule. The HOPE Agency Representative will determine a shift schedule that will effectively deliver HOPE AACR's services in a meaningful and safe way. Departing HOPE Leadership always briefs incoming counterparts.
 - c) Days off
 - (1) During long-term recovery efforts, HOPE AACR members may be on site, and quite possibly away from home, for many days. In such situations, days off must be taken. Dogs should not serve for more than three days in a row, and handlers should expect to be scheduled out of the rotation of shifts for days off.

8. Checking-Out – Closing Out Operations
 - a) Before HOPE AACR responding members leave any deployment site, they are required to check out with the HOPE Agency Representative. At checkout, the members inform the HOPE Agency Representative of any issues, and the HOPE Agency Representative informs the members about the planned date and time for the deployment debriefing. The HOPE Agency Representative is required to check out with the lead agency point of contact (POC) before ending the HOPE AACR deployment and leaving the site.
- G. After a Deployment
 1. Our deployment is not done when we leave the deployment site. The following are issues that need attention before a deployment can be considered complete:
 2. Deployment Review
 - a) A Deployment Review may be organized by the primary agency in charge of the incident. They may request that all responding organizations participate in a review at the end of the response or drill. This immediate “After Action Review or “Hot Wash” is typically an information exchange of what went well, what needed improvement, and lessons learned. The HOPE Agency Representative will select the members to attend if participation is possible.
 3. Debriefing
 - a) An on-scene Deployment Debriefing is scheduled by the HOPE Agency Representative, preferably at the end of each day of a multi-day assignment, or when the assignment is completed. Members of the deployment are required to attend. The debriefing is a very important part of the deployment as it gives everyone the opportunity to share both positive and negative experiences, what went right, what went wrong, suggestions for improvement, and, finally, a summary of lessons learned. It also provides the HOPE Agency Representative an opportunity to determine which members and teams should continue on the deployment the following day and which members should take a day off. The HOPE Agency Representative, or preferably, a member with training in this process, can lead the debriefing. HOPE AACR does not endorse any specific method for debriefings. A Sample Agenda for Debriefing (Appendix CC) is provided as a guide.
 4. Emotional Support Program
 - a) Disaster work causes emotional and physical demands on both humans and dogs, so we need to be prepared to take care of ourselves as well. To do this, we need to remember to do the following:
 - (1) Debrief with other crisis responders each day.

- (2) Vent feelings and provide mutual support.
 - (3) Assess the needs for the next day or future visits.
 - (4) Develop mentor/mentee relationships.
 - (5) Get exercise.
 - (6) Get rest/sleep.
 - (7) Maintain normal routines and comfortable rituals.
 - (8) Eat well balanced, regular meals.
 - (9) Use relaxation techniques.
 - (10) Surround yourself with support.
 - (11) Pursue your passions.
- b) At times, crisis response workers can overextend themselves by wanting to help beyond their own limits. The following are warning signs of the overextended crisis intervention worker:
- (1) Obsessive thoughts about the event, though not actually present
 - (2) Excessive worry about victims
 - (3) Intense irritability
 - (4) Sleeplessness
 - (5) Forgetfulness
 - (6) Eating problems
 - (7) Chronic fatigue
 - (8) Anger at co-workers or loved ones
 - (9) Depression, guilt, shame, withdrawal
 - (10) Compulsion to be part of every crisis situation
- c) This work can be emotionally draining yet very rewarding. We need to remember to take care of ourselves and support each other. After a deployment, HOPE members may be contacted following the HOPE AACR Emotional Support Protocol. (Appendix DD)
- d) After you return home, you need to assess your materials and your emotional needs so you are ready for your next deployment. The “Returning Home” document (Appendix EE) can help you prepare for your next deployment.

5. Documentation
 - a) To ensure continuous improvement in the delivery of HOPE AACR's services and to document our deployments, members are required to submit information regarding their deployment experience to one member of their team who will submit a Deployment Report Form (Appendix FF) to their Regional Manager within one week of their deployment. These report forms can be published to the HOPE email list to inform the membership of regional activities. All Deployment Report Forms are stored in the "Members Only" section of the web site after review by the Regional Manager. The reports acknowledge positive performance, areas that need improvement, and, especially, lessons learned.
 - b) The Regional Manager provides a summary of the deployment to the Webmaster for inclusion on the HOPE AACR service history. The RM may also enter the summary at the direction of the Webmaster.
6. Thank You Notes
 - a) Regional Managers are responsible for sending thank you notes and/or acknowledgments to any agencies, organizations, or individuals relevant to HOPE AACR's involvement.

VIII. FINANCES

- A. Reimbursement
 1. Reimbursement Guidelines (Appendix GG) are updated each year based on the annual budget and the current financial condition of the organization.
 2. No compensation will be paid to any member for performing the duties for which they were elected or appointed.
- B. Donations
 1. HOPE is a non-profit 501 (c)(3) organization and relies on donations. The HOPE IRS 501(c)(3) Letter (Appendix HH) and the Tax Deductible Donation Form (Appendix W) are needed when dealing with donations. Donations that are unrestricted for the organization to use for the greatest good are the most desired and helpful.
 2. Restricted Donations: Sometimes a donor may wish to restrict how funds are being used. In this case, please refer to HOPE's Restricted Fund Policy. (Appendix R)
- C. Fees and Assessments
 1. The Board of Directors may fix fees and assessments from time to time as it deems appropriate
- D. Budget
 1. The proposed budget for the next fiscal year will be presented to the Board of Directors by the Treasurer not later than December 1st

2. The Board of Directors is empowered to make any changes in the proposed budget necessitated by circumstances and consistent with the priorities of the organization at the time of approval and over the course of the fiscal year.
 3. The budget will be approved by a majority of the Board of Directors
 4. The approved budget will be made available at the annual meeting of the membership, and will be available in the Members Only section of the HOPE.
 5. Any member may request a copy of the budget from the Secretary or Treasurer.
- E. Depository
1. The Board of Directors will select and designate a bank or trust company, as it deems advisable, as official depository of the funds of the corporation, and prescribe the manner in which such funds will be written.
- F. Checks, Drafts, and Evidence of Indebtedness
1. All checks, drafts or other forms of payment of money issued in the name of the corporation shall be signed or endorsed by the Treasurer and/or other persons determined by the Board of Directors.
 2. All notes or other evidences or indebtedness of \$2,500 or more, issued in the name of or payable to the organization, shall be signed or endorsed by such person or persons and in such manner as, from time to time, is determined by resolution of the Board of Directors.
 3. The Treasurer and at least one other person from the Executive Committee shall have access to banking records at all times.
- G. Financial Reports
1. Board Meetings
 - a) The Treasurer shall provide a written report of the financial condition of the corporation to the Board of Directors at the annual board meeting and at all regularly scheduled Board of Directors meetings.
 2. Annual Report to Members
 - a) If requested by a majority of the Members, the corporation shall prepare and provide to all members, within 120 days of the close of the corporation's fiscal year, a report containing the following information in reasonable detail.
 - (1) The assets and liabilities, including any trust funds, of the corporation, as of the end of the fiscal year.
 - (2) The principal changes in assets and liabilities, including any trust funds, during the fiscal year.
 - (3) The revenue of receipts of the corporation, both restricted to particular purposes and unrestricted, for the fiscal year.
 - (4) The expenses or disbursements of the corporation, for both general and restricted purposes, during the fiscal year.

Appendices

Appendix A - Canine Health Record
Appendix B - Visitation Log for Renewals
Appendix C - Renewal Application
Appendix D - Member Code of Ethics
Appendix E - General Liability Release & Assumption of Risk Agreement
Appendix F - Member Photo Release
Appendix G - Membership Directory Release
Appendix H - HOPE Conflict of Interest Policy for Leadership
Appendix I - HOPE Logo
Appendix J - HOPE Uniform Ordering Information
Appendix K - SOS - In case of Emergency Card
Appendix L - HOPE Certificate of Liability Insurance
Appendix M - Recommended Items to Bring on Deployment
Appendix N - Are you Both Ready to Respond
Appendix O - HOPE AACR By-Laws
Appendix P - Social Media Policies
Appendix Q - Guidelines for Respectful Communication
Appendix R - Restricted Funds Policy
Appendix S - Incident / Concern Reporting Process
Appendix T - Member Incident Reporting Document
Appendix U - HOPE AACR Witness Incident Reporting Document
Appendix V - Concern Reporting Document
Appendix W - Tax Deductible Donation Form
Appendix X - Team Welfare Guidelines
Appendix Y - A Guide for HOPE Animal Assisted Crisis Response
Appendix Z - Common Acronyms
Appendix AA - Words that Help and Words that Hurt
Appendix BB - Photo Release with Consent for Minors
Appendix CC - Sample Agenda for Debriefing
Appendix DD - Emotional Support Protocol
Appendix EE - Returning Home
Appendix FF - Deployment Report Form
Appendix GG - HOPE Member Reimbursement Guidelines
Appendix HH - HOPE IRS 501 (c)(3) Letter