



POLICIES AND PROCEDURES

Mobility Service Dogs – West Coast Project (DBA MobilityDog)

V2022.1

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Section 1: ORGANIZATION AND ADMINISTRATION



Mission, Vision, and Values

Authors	Board of Directors	Version	
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POLICY

MOBILITYDOG MISSION

Mobility Service Dogs-West Coast Project DBA MobilityDog advances FUNctional independence for people with disabilities through service dogs, education, and empowerment.

MOBILITYDOG VISION

Our vision is for the community of mobility-impaired individuals to live full, vibrant lives and achieve **FUNctional independence** with or without a service dog's assistance. We seek to create a user-friendly pathway for all people with mobility challenges.

MOBILITYDOG CORE VALUES

Integrity. Transparency. Community. Empathy. Action. Support. Respect.

MOBILITYDOG ALSO VALUES

MobilityDog values FUNctional independence, reliability, bond-based puppy rearing, demonstrating empathy, hosting meetups to assist with all mobility needs, and connecting humans to canines. We offer support to embrace our best living.

PROCEDURE

Hold Mission and Vision Statements and Values in mind when carrying out all MobilityDog activities. Communicate all of these frequently, both internally and externally.

MOBILITYDOG GOALS

MobilityDog raises, trains, and matches poodles with individuals with mobility impairment, adults of all ages and mature 16.5-year-olds seeking a pathway to adulthood. In addition, we provide wellness training, education, and support to individuals with mobility-impairment to help them navigate and overcome the many obstacles they encounter daily. MobilityDog plays a key role in the community by educating what a service dog team is.



MOBILITYDOG DOGS

Policy MobilityDog believes that only a remarkable canine can become a service dog and that happy dogs make the best service dogs. As a result, they love learning and working.

Procedure We receive our donated poodles from breeders and rescue agencies whose priorities are their health, temperament, and working ability. In training, we only use loving positive reinforcement in socializing, playing, training, handling, doggie-fun, educating, and tasking our dogs.

MOBILITYDOG EDUCATIONAL WORKSHOPS

Policy Our goal is to give each person knowledge and confidence to open discussions regarding perceived differences, creating conversations stepping forward. We educate others that a service dog is like a medical device for the Handler and, as such, should not be talked to or touched.

Procedure In our educational programs, **PAWS that Empower**, **Reading Circles**, and **WAG**, we introduce the importance of Equality for All. MobilityDog is present to support the educational process in schools, businesses, and the community as we teach vital living skills.



Building a Strong Community

Authors	Pam Allen, Janie Heinrich	Version	
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POLICY

At MobilityDog, we believe that building a strong community helps sustain our community members and strengthens their ability to move into the world with confidence. We also believe that our strong community provides a safe place for our community members to interact and grow, to support each other as we work together, educate others, and advocate for people with disabilities. We consider the guidelines in MobilityDog’s “Ingredients to Build and Sustain a Community” (Taken from and amended for MobilityDog in January 2021 from A Rector’s Pen, Oct. 6, 2020, St. John’s Episcopal Church, Boulder, CO) as important ingredients for building and sustaining our community. [This document can be found in the Supplements Section]. It is our policy to apply our beliefs to our day-to-day interactions with our community members and community at large.

PROCEDURE

1. To build a shared history and a shared identity together, we do the following:
 - a) Raisers, Handlers, and trainers attend weekly Puppy Meetups where we share our successes, frustrations, and challenges, as well as receive/give support.
 - b) People who have disabilities but cannot have a service dog meet and share on our Tuesdays Together meetings, where we share ideas/experiences to get stronger and find joy.
 - c) Raisers, Handlers, and trainers attend the Puppies in the Park events where we meet in person, share training ideas and games, and celebrate the successes of our fellow raisers and Handlers.
 - d) The Board of Directors attend bi-monthly Board Meetings where we review our policies and procedures, update and expand our community programs, review budget and plan for fund raising activities, support each other’s efforts, and relentlessly propel our effort to build a strong community.
2. We encourage the “sense of aliveness and agency that makes the community much more than simply the sum of its parts” (A Rector’s Pen) by being present.
3. We believe that it is important for our community to recognize and celebrate every achievement. We celebrate with our community members when they successfully pass the Canine Good Citizen Test, the Canine Good Citizen Urban Test, and the Public Access Test. We celebrate with our community at the anniversary of MobilityDog’s founding and other important accomplishments.
4. We encourage community members to share ideas and suggestions on how we can collectively improve services and practices.
5. We understand that having a strong community means that we will not always agree. When issues cannot be satisfactorily resolved, clients and community members can file a grievance/complaint to the Executive Director. (See the Grievance/Complaint Policy and Procedure.)



Expectations for all MobilityDog Community Members

1. Handlers, Raisers, and Trainers: show up and be present at the Puppy Meetups.
2. Respect confidentiality of each person in our community.
3. Be supportive to each other and learn from each other.
4. Listen, process, question and engage in discussion about the ideas presented.
5. Always represent yourself and people with disabilities with calmness, respect, and dignity even in the face of ignorance.
6. Handlers and Raisers: Post on FaceBook 3 times a week including words, photos, and videos.
7. Actively participate in our four fundraisers each year.



Words We Use

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POLICY

When writing and speaking about people with mobility limitations, we recognize that words matter and that it is crucial to be thoughtful and deliberate in our choice of words. We have made a conscious decision to follow the guidelines below, taken and adapted from “Disability Language Guide” (Written by Labib Rahman and Reviewed by the Stanford Disability Initiative Board, 2019, p. 2-4). It is also important to recognize that wellness is an individual endeavor: people with disabilities experience wellness, physical/health fitness, and recreational activities at myriad levels. No person, regardless of ability or desire to participate in wellness activities, is more or less deserving of dignity and respect.

DEFINITION

Disabilities are diverse both in terms of conditions and the people who have them. With the differences in cultures, languages, genders, beliefs, and environments, it is possible for two people with the same diagnosis or circumstance to feel completely differently about their disability.

PROCEDURE

1. Be mindful of the diversity in the disability community.
2. Ask individuals if they consent to disclose their disabilities and the words of choice for their disabilities.
3. Learn about the two major linguistic preferences to address disability and use the appropriate language based on the individual's desire.
 - a. Use the **people-first language** (as in “people with disability”) to reduce the dehumanization of disability.
 - b. Use the **identity-first language** (as in “disabled people”) to celebrate disability pride and identity.
 - c. Or use these two styles interchangeably to acknowledge and respect the individual preferences of an exceptionally diverse group of people.
4. Avoid condescending euphemisms such as differently abled, challenged, and “handi-capable” to avoid the notion that disability is something of which to be ashamed.
5. Avoid offensive language such as mad, freak, psycho, retard, lame, imbecile, and crazy etc.
6. When describing people without disabilities, do not use words that suggest undesirable stereotypes of people with disability such as normal, healthy, able-bodied. Instead, use “non-disabled” or “people without visible disabilities.”
7. Do not assume disabilities as illnesses and refer to people with disabilities as patients.
8. Always put the best interest of people with disabilities first. Do not mention someone’s disability or feature his/her story(ies) without consent.



Confidentiality Agreement

Authors	Pam Allen	Version	
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POLICY

For our community to be supportive of all its members and to be vibrant, **confidentiality is crucial**. It is the right of the members ONLY to tell and share their stories.

Everything shared within the Mobility Service Dogs West Coast Project Community is confidential and not to be shared outside of the community except with the written consent of the Board of Directors. This policy applies to all members of the MobilityDog Community: Board Members, officers, volunteers, Handlers, Raisers, and Trainers. The Board of Directors will share only what they are given permission to share to educate and encourage donors and Angel Sponsors for the betterment of MSD-WCP. MobilityDog has the right to share everyone's stories and pictures- with their express, signed permission- of all the Service Dogs in Training for the betterment of our organization.

PROCEDURE

On an annual basis, all individuals to whom this policy shall apply shall be reminded of this policy as part of their annual recommitment letter to be signed by each member of the MobilityDog Community. (Copies of recommitment letters can be found in the Supplements Section of this Manual.)



Board Conflict of Interest Policy

Authors	Pam Allen	Version	
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POLICY

Mobility Service Dogs-West Coast Project, dba MobilityDog, a charitable corporation with a trade name and trademarks for the purpose of furthering the Mobility Service Dogs-West Coast Project Mission, has adopted the following Conflict of Interest Policy. As used herein, the term “Mobility Service Dogs-West Coast Project” refers to MobilityDog.

The Board of Directors, officers, volunteers, Raisers, Handlers, and Trainers of MobilityDog must act at all times in the best interests of MobilityDog. Members of the Board, officers, volunteers, and key employees shall disclose all potential and actual conflicts of interest to the Board of Directors and as required, remove themselves from all discussion and voting on any related matter. Specifically, members of the Board, officers, volunteers, Raisers, Handlers, and Trainers shall:

- Avoid placing self-interest or the interests of a third party above the interests of MobilityDog, and avoid the appearance of placing self-interest or the interest of a third party above the interests of MobilityDog;
- Refrain from using the staff, services, equipment, materials, resources, or property of MobilityDog for personal or third-party gain, and from representing to third parties that authority as a Board member extends any further than that which it actually extends;
- Not engage in any outside business, professional conduct, or other activities that may be directly or indirectly adverse to the interests of MobilityDog;
- Not solicit or accept gifts, gratuities, free travel, or any other item of value from any person or entity as a direct or indirect inducement to provide special treatment with respect to matters pertaining to MobilityDog without fully disclosing such an exchange to the Board of Directors;
- Provide goods or services to MobilityDog as a paid vendor to MobilityDog only after full disclosure to, and advance approval by, the Board of Directors of MobilityDog, as applicable, and pursuant to any related procedures adopted by the Board of Directors of MobilityDog;
- Not persuade any member or future employee of MobilityDog to leave the employment or volunteer work of MobilityDog to become a volunteer or be employed by any person or entity other than MobilityDog; and
- Not persuade or attempt to persuade any member, exhibitor, advertiser, sponsor, subscriber, supplier, contractor, or any other person or entity with an actual or potential relationship with.



MobilityDog to terminate, curtail, or not enter into its relationship with MobilityDog, or to reduce any benefit that may be provided to MobilityDog with respect to such relationship.

This policy shall apply to the members of the Board of Directors of MobilityDog, but also shall apply to all members of committees, task forces, and others in the governance structure of MobilityDog, as well as future employees of MobilityDog. On an annual basis, all individuals to whom this policy shall apply shall be provided with a copy of this policy and required to complete and sign an acknowledgement and disclosure form prepared by the Board of Directors.

PROCEDURE

On an annual basis, all individuals to whom this policy shall apply shall be provided with a copy of this policy and required to complete and sign an acknowledgement and disclosure form prepared by the Board of Directors. (A copy of this form can be found in the Supplements Section of this Manual.)



Grievance and Complaint Policy

Authors	Pam Allen, Mei Tang, Janie Heinrich	Version	
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POLICY*

All volunteers, Puppy Raisers, Handlers, Trainers, applicants, and the general public will have the opportunity to present any complaints and to appeal any decisions made by MSD-WCP via our grievance and complaint process. We will provide volunteers, Puppy Raisers, Handlers, Trainers, applicants, and the general public with written information listing a telephone number, contact person and the Organization's process for receiving, investigating, appealing, and resolving concerns about its services. The Organization will also provide all appropriate state and accreditation agency phone numbers for reporting complaints / grievances. Every attempt will be made to resolve presented disputes promptly. Our desire is to resolve these disputes/complaints by involving the people closest to the issue. The Executive Director of the Organization is responsible for the complaint process.

MSD-WCP will consider a complaint or dispute resolved and binding when the person bringing the complaint does not appeal the decision or when the decision has reached the last step and the right of appeal no longer exists.

PROCEDURE*

The following procedure details the steps to be taken when a grievance or complaint is received.

- 1) Complaint is to bring the issue to the attention of the Executive Director or designee.
 - a) The Executive Director or designee investigates the complaint, attempts to resolve it, and gives a decision to the complainant within a reasonable time.
 - b) The Executive Director or designee records information regarding the concern on the complaint form:
 - i) Date.
 - ii) Time.
 - iii) Description of complaint.
 - c) The Executive Director or designee speaks with the involved individual as appropriate.
 - d) The Executive Director or designee attempts to resolve the complaint to the complainant's satisfaction.
 - e) The Executive Director or designee reports the status of the resolution to complainants within ten days following receipt of the complaint. The report to the complainant may be performed orally, by telephone, email, fax, or letter.



- f) Each complaint will be documented on a complaint form. The Organization should maintain a complaint log in Google Drive that contains all completed complaint forms.
- 2) If the complainant proceeds through this process with the Executive Director and is not satisfied with the decision, the complainant may submit a request for review in writing to the Board of Directors, who will hear the case and make the final decision.
 - 3) Should a satisfactory resolution not be reached through MobilityDog's Complaint Resolution Process, the complainant may submit a written complaint to the ADI Executive Director, who will confirm that MobilityDog has followed its written process for resolving disputes.
 - 4) All information regarding the Complaint Resolution will remain confidential; only individuals who are involved or who might be able to supply necessary information or advice may discuss the complaint.

All Board of Directors, volunteers, raisers, Handlers, and trainers shall receive instructions on the Organization's procedure for handling grievances, complaints, and concerns during initial orientation and annually thereafter. Each Board of Director, volunteer, raiser, Handler, and trainer shall maintain competency in and an understanding of this procedure.

**Grievance and Complaint Policy and Procedure modeled closely after that provided by Assistance Dogs International.*



Non-Discrimination and Anti-Harassment

Authors	Janie Heinrich, Brittany Jarabek, Pam Allen	Version	V 2021.1
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POLICY

Mobility Service Dogs-West Coast Project DBA MobilityDog does not and shall not discriminate on the basis of race, color, religion (creed), gender, gender expression, age, national origin (ancestry), disability, marital status, sexual orientation, or military status, or for any other discriminatory reason. in any of its activities or operations.

It is MobilityDog's policy for its leaders to be proactive about preventing and addressing harassment in all forms: physical, verbal, emotional, and sexual in any setting.

PROCEDURE

MobilityDog publishes its Non-Discrimination and Anti-Harrassment Policy on its webpage and provides it to all of its applicants, volunteers, sponsors, and cooperating vendors.

Non-Discrimination-

MobilityDog is an equal-opportunity organization. We shall not discriminate in any of the above ways in employment, advertisements for employment, recruitment, compensation, termination, upgrading, or promotions, involving Board membership, Volunteers, or MobilityDog Community Members.

Anti-Harassment-

All board members and staff shall be vigilant protecting employees and volunteers from harassment, illegal discrimination, or retaliation for complaining about any type of harassment.



Board Policies

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POLICY

MobilityDog Board of Directors creates and revises policies as needed for good governance. These policies are voted on and approved by a majority of the Board of Directors. It is the goal of the Board of Directors to ensure that MobilityDog’s charitable nonprofit status is governed well.

PROCEDURE

MobilityDog’s Five Basic Good Governance Practices

- Maintain corporate minutes of all board meetings (and committee meetings for committees that are authorized to act on behalf of the board, such as an executive committee). (See IRS Form 990, Part VI, Section A, line 8)
- Annually review a written policy and complete a questionnaire about conflicts of interest. (See IRS Form 990, Part VI, Section B, Line 12) and document in minutes of board meetings when the policy is invoked.
- Approve the executive director’s Executive Notes and Board Meeting agenda document to determine that the Mission is being followed appropriately and all goals reached. (See IRS Form 990, Part VI, Section B, line 15)
- Require the board to review a copy of the IRS Form 990 before it is filed. (See IRS Form 990, Part VI, Section B, line 11)
- Disclose to the public the nonprofit’s three most recently filed annual returns with the IRS, as well as its application for tax-exemption and related correspondence and attachments.



Code of Ethics and Code of Conduct

Authors	Mei Tang, Janie Heinrich	Version	
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POLICY

MobilityDog has a process that considers, discusses, and resolves conflicts and ethical issues arising with all of its activities. MobilityDog identifies ethical issues and educates staff members about available ethical aspects of programs and services. MobilityDog has an established Code of Ethics and Code of Conduct. All Board of Directors, volunteers, raisers, Handlers, and trainers shall adhere to the Code of Ethics and Code of Conduct. Each employee/volunteer/Handler/contractor will receive a copy of the Code of Ethics and Code of Conduct at orientation and will be required to read and understand the document. (A copy of this form can be found in the Supplements Section.)

Each Board of Director, volunteer, raiser, Handler, and trainer shall be required to attend an annual in-service at which code of conduct and ethical issues will be presented.

The Code of Conduct addresses:

1. Agreed-upon ethical principles
2. Expected and prohibited behavior and business practices
3. Consequences of unethical behavior or business practices
4. All affected individuals will be subject to disciplinary action if they fail to comply with any laws, regulations, or any aspect of the Code of Conduct. This includes disciplinary actions for:
 - Failure to report suspected problems
 - Participating in non-compliant behavior
 - Encouraging, directing, facilitating, or permitting non-ethical behavior; or
 - Failing to detect and report an ethical violation by a violator’s supervisor(s), if such failure reflects inadequate supervision or lack of oversight.
5. Such disciplinary actions shall be fairly and firmly enforced. The types of discipline imposed will be commensurate with the severity of the violation, ranging from verbal or written warnings to termination of employment or contract, if appropriate.

PROCEDURE

MobilityDog identifies ethical issues and educates its Board of Directors, volunteers, raisers, Handlers, and trainers about available ethical aspects of service. MobilityDog shall address all ethical issues with respect to services provided, including, but not limited to:

- Confidentiality, in all matters relating to our organization in our community meetups, paperwork, vetting, and all matters related to our Handlers and Raisers, as well as our community.
- Any issues that cause an ethical conflict or moral dilemma.
- Integrity in each aspect of our organization.
- Transparency and clarity in each action and reaction.



- Empathy, being able to see the view and vision of each community member before a solution is drafted.
- Respect for each person and canine whom we encounter.

Ethical issues may arise for staff members, such as:

- Appropriate behavior of staff members.
- Accepting gifts from customers.
- Conflict with services provided.

FORMAL ACKNOWLEDGEMENT OF COMPLIANCE WITH CODE OF CONDUCT

- All Board of Directors, volunteers, raisers, Handlers, and trainers shall adhere to the Code of Ethics and Standards of Conduct. Each employee will receive a copy of the Code of Ethics and Standards of Conduct at orientation and will be required to read and understand the document.
- Each Board of Director, volunteer, raiser, Handler, and trainer shall be required to attend an annual in-service presented by MobilityDog on ethical issues and sign the form “Contractual Agreement.” (See Form_ Contractual Renewal Agreement_)

MobilityDog Ethical Guidelines

1. **Environmental Sustainability** MobilityDog is committed to minimizing the environmental impact of our nonprofit organization.
 - a. We choose environmentally conscious companies to team with for creating tools and durable items.
 - b. The tools and items we purchase are eco-friendly and recyclable when possible.
2. **Social Responsibility** MobilityDog is deeply committed to innovative approaches that create a healthy community for our volunteers, Handlers, trainers, raisers, Board of Directors, and everyone who is associated with our nonprofit organization.
 - a. Promoting high levels of health, wellness.
 - b. Inspiring efficiency of goals.
3. **Corporate Governance** MobilityDog operates on a foundation of sound corporate governance and risk management practices according to the highest moral and ethical standards.
 - a. Oversight
 - b. Nominations to our board
 - c. Additional guidelines recommendations as needed
4. **Health and Wellness of Humans** MobilityDog culture and commitment to all community members to strengthen and wellness.
 - a. Workshops and Classes
 - b. Guest Speakers
 - c. Supporting the journey
5. **Health and Wellness of Canine** MobilityDog culture and commitment to all our canines
 - a. Happy and loving puppy raiser
 - b. Food, water, and veterinary care
 - c. Training
 - d. End of life



Board of Directors Attendance Policy

Authors	Aiko Tan	Version	
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Purpose

This policy is intended to support full contribution of all board members in terms of participation.

Procedure

Definition of Board Member Participation

Participate in (1) the annual strategic planning retreat, (2) board self-evaluation, and (3) two thirds of annual board meetings

Definition of a Board Attendance Problem

A board attendance problem exists with any of the following conditions:

1. The member has two un-notified absences in a row (“un-notified” means the member did not call a reasonable contact in the organization before the meeting to indicate their anticipated absence).
2. The member has three notified absences in a row.
3. The member misses one third of the total number of board meetings in a twelve-month period.

Response to a Board Attendance Problem

If a board attendance problem exists, the Board Chair will promptly contact the member to discuss the problem. The member’s response will promptly be shared with the entire board at the next board meeting. At that meeting, the board will decide what actions to take regarding the board member’s continued membership on the board. If the board decides to terminate the membership, termination will be conducted per the following policy (or the process specified in the organization’s bylaws):

1. The board Chair will notify the terminated member in writing of the board’s decision per the terms of the Board Attendance Policy.
2. This written notification will request a letter of resignation from the terminated member, to be received within two weeks.
3. This written notification will also request the terminated member return his or her board manual to the agency within two weeks.
4. The board will vote to accept the member’s resignation letter at the next board meeting.
5. The board will promptly initiate a process to begin recruiting a new board member.



Board Membership Procedure

Authors	Pam Allen	Version	
Approved By	Policy and Procedure Committee	Approved Date	4/29/2022
Effective Date	4/29/2022	Revision Date	
Review Date			

POLICY

It is MobilityDog's policy to bring new Board Member prospects to the Board of Directors for consideration for a three- year tenure, which can be renewed.

MobilityDog's policy is to accept a Board Member's request to resign from the Board of Directors at the end of their tenure or before if they are unable to fulfill their obligations to the Board.

If a Board Member is not behaving in keeping with the MobilityDog Conflict of Interest Policy or the MobilityDog Confidentiality Agreement; is not acting in the best interest of MobilityDog; or is not fulfilling their obligations of their position on the Board of Directors, it is MobilityDog's policy to ask that Board Member to resign from their position on the Board.

PROCEDURE

1. A decision to accept a new Board Member applicant will be made by a majority vote of existing Board Members.
2. A decision to renew successive three-year tenure of a Board Member must also be ratified by a majority vote of existing Board Members.
3. The resigning Board Member will submit to the Board a letter of resignation, which will include suggestions of appropriate, potential applicants to the Board. Upon resignation, the board member will turn over all projects, passwords, and material in a timely fashion allowing for their project to continue.
4. The Board will confirm by majority vote acceptance the resignation of a Board Member.



Board Organization and Membership

Authors	Pam Allen	Version	
Approved By	Policy and Procedure Committee	Approved Date	5/10/2022
Effective Date	5/10/2022	Revision Date	
Review Date			

POLICY

MobilityDog's Board of Directors is organized into functional roles of Board positions to run the Board itself and Board Committees that address individual active functions of MobilityDog's programs.



Organizational Chart

Authors	Mei Tang	Version	
Approved By	Policy and Procedure Committee	Approved Date	12/29/2021
Effective Date	1/6/2022	Revision Date	
Review Date			

POLICY

The organization shall maintain the organizational chart that shows the relationship of all positions within the organization with identifiable lines of authority. The organizational chart shows the hierarchy of positions and their related responsibilities for each program or service the organization provides. (A copy of the Organizational Chart can be found in the Supplements Section.)

PROCEDURE

1. The organization Chart shall clearly list all Board of Directors and all positions within the organization.
2. The organization Chart shall be reviewed and updated at least annually and whenever there is a change in any of the positions.
3. The organization Chart shall be reviewed and approved by the Board of Directors.



Roles and Responsibilities of the Board of Directors

Authors	Pam Allen	Version	
Approved By	Policy and Procedure Committee	Approved Date	5/10/2022
Effective Date	5/10/2022	Revision Date	
Review Date			

POLICY

Board Members of Mobility Service Dogs-West Coast Project, dba MobilityDog, are asked to fully commit to and dedicate themselves to the mission, as well as pledge to carry out this mission. Their duties and responsibilities include the following:

1. They are fiscally responsible, with other board members, for this organization. They must know what MobilityDog's budget is and take an active part in reviewing, approving, and monitoring the budget and fundraising to meet it.
2. They must know their legal responsibilities per the Bylaws for MobilityDog and those of their fellow board members. They are responsible to know and oversee the implementation of MobilityDog's policies and programs.
3. They must accept the by-laws and understand that they are morally responsible for the health and the well-being of this organization.
4. They commit to make a personal financial donation at least one time per year of at least \$100.00, due by the end of the first quarter of the year.
5. They must actively engage in fundraising for MobilityDog in whatever ways are best suited for them. These may include individual solicitation, undertaking special events, writing mail appeals, and the like. They are asked to commit to making every effort to raise a minimum of \$5,000 in donations each year. In-kind donations can be considered as part of the \$5,000 total.
6. They are expected to actively promote MobilityDog while encouraging and supporting its staff.
7. They are expected to attend at least 70% (attend 7 out of the 10 mtgs) of MobilityDog board meetings, be available for phone consultation, and serve on at least one MobilityDog committee.
8. They understand that, in accordance with the By-Laws, each Board member serves a three-year term with the possibility of renewals for additional years.
9. They must attest that there are no conflicts of interest (per the MobilityDog Conflict of Interest policy) impacting their role as a board member.
10. If they are not able to meet their obligations as a board member, they are expected to offer their resignation.
11. In addition, it is MobilityDog's policy that no quotas are being set, that no rigid standards of measurement and achievement are formed. Every board member makes a statement of faith about every other board member. Board members trust each other to carry out these responsibilities and agreements to the best of their ability.



Mobility Service Dogs West Coast Project Board Legal Responsibilities

Members of the Organization's Boards of Directors are expected to act (1) in good faith; (2) with the care any ordinary person in the same circumstances would exercise; and (3) in a manner that is in the best interest of the organization. These standards include these basic duties:

Duty of Obedience The governing board of MobilityDog has a duty to follow the organization's governing documents (Articles of Incorporation and Bylaws), to carry out the organization's mission and to ensure that funds are used for lawful purposes. Directors must comply with state and federal laws that relate to the organization and the state in which it does business.

Duty of Loyalty Assuming the office of director, one commits allegiance to the organization and acknowledges that the best interests of the association must prevail over any individual, personal interest.

Duty of Care Requires volunteers and directors to manage the organization's affairs with due diligence. Directors must handle the organizational responsibilities with such care as an ordinary prudent person would use under similar circumstances, in good faith, and in the best interest of the organization.

Other components to the Duty of Care include:

- Duty to Stay Informed
- Duty to Attend
- Delegate vs. Abdicate
- Reasoned Decisions

Avoid Conflict of Interest

Directors must not participate in decision-making in which they have a personal interest that may constitute a conflict of interest. They are asked to sign annually a MobilityDog Conflict of Interest Acknowledgement and Disclosure Form. (A copy of this form can be found in the Supplements Section.)

Annual Recombitment

MobilityDog Board Members are expected to sign an Annual Recombitment Letter, which includes an Acknowledgement and Disclosure Form as well as a recommitment to our Confidentiality Agreement (Policy 1.1.3). (A copy of this Annual Recombitment letter can be found in the Supplements Section.)



Job Descriptions of Board Officers and Other Members

Authors	Pam Allen, Brittany Jarabek	Version
Approved By	Policy and Procedure Committee	Approved Date 5/10/2022
Effective Date	5/10/2022	Revision Date
Review Date		

POLICY

MobilityDog’s policy is to create job descriptions for the Board of Directors and any positions needed to perform the work of MobilityDog. Job descriptions provide clarity on the work that needs to be performed.

PROCEDURE

MobilityDog creates new positions and the job descriptions for those positions as the need arises. We review the functions and descriptions of these positions annually and adjust them as needed.

Descriptions for Board positions and current officers can be found in the Supplements Section of this Manual.



Board Advisory Committees

Authors	Pam Allen	Version	
Approved By	Policy and Procedure Committee	Approved Date	5/10/2022
Effective Date	5/10/2022	Revision Date	
Review Date			

POLICY

MobilityDog creates Board Committees as the need arises. They are supervised by the Executive Director and a Board Member sits on each committee.

PROCEDURE

Regular committees consist of a Handler Application Vetting Committee, a Puppy Raiser Application Vetting Committee, Policy and Procedure Committee, Fundraising Committee, Puppy Wellness Committee, Service Dog Training Committee, Service Dog Team Wellness Committee, and an Annual Fundraiser Committee.



Fundraising Board Advisory Committee

Authors	Janie Heinrich, Pam Allen	Version	V 2021.1
Approved By	Policy and Procedure Committee	Approved Date	5/19/2022
Effective Date	5/19/2022	Revision Date	
Review Date			

POLICY

The Fundraising Chair oversees the Fundraising Board Advisory Committee, which is a standing committee of the Board of Directors and has the goal of raising funds to ensure the financial viability and stability of the MobilityDog. This committee organizes recurring annual fundraisers- Happy Birthday! (3rd Sunday in January), Poodle Palooza (4th Saturday in September)- and any additional Fundraisers hosted by MobilityDog.

Membership of the Fundraising Board Advisory Committee is reviewed by the Executive Director. The Fundraising Committee Chair, Committee Members, and the Executive Director will work together to determine committee needs and will brainstorm new and potential committee members.

PROCEDURE

The Fundraising Committee Members are expected to do the following:

- Serve in an advisory role to guide the committee;
- Express ideas and provide input;
- Actively participate in meetings, contributing to the discussion, brainstorming, and sharing innovative ideas;
- Review material and provide input for improvement;
- Serve as internal/external links for MobilityDog to open doors to further the organization’s mission and vision;
- Participate in the development and implementation of the committee work plan.

Time Commitment For Committee Members:

- Committee members should anticipate being available an average of 12 hours per month.



Puppy Raiser Program Board Advisory Committee

	Janie Heinrich, Pam Allen	Version	
Approved By	Policy and Procedure Committee	Approved Date	5/19/2022
Effective Date	5/19/2022	Revision Date	
Review Date			

POLICY

MobilityDog’s Puppy Raiser Program Board Advisory Committee is responsible for overseeing and supporting its Puppy Raisers and with monitoring the welfare of the puppies.

PROCEDURE

The Puppy Raiser Program Committee is charged with the following:

1. Send new Puppy Raisers the welcoming email that also explains how to prepare their homes for the puppy.
2. Check in with new Puppy Raisers weekly for the first two months and, after that, every 3-6 weeks: Ask questions regarding Puppy’s Welfare (health, safety, happiness, and prosperity; well-being in any respect):
 - a. Health:
 1. Diet?
 2. Vaccines given? Dates? Receipts sent?
 3. (2) mos.: Neuter/spay appointment made
 4. (6) mos.: Neuter/spay occurred? Problems?
 5. Exercise: How much? What kind? How often?
 6. Weight and height t: 6 mos., 9 mos., 12 mos., and 15 mos.
 - b. Cleanliness:
 1. Grooming? Where? How often? Following MobilityDog standards?
 2. Ear plucking and cleaning? How often? Who is doing this?
 3. Nails clipped? How often? Who is doing this?
 - c. Safety:
 1. How is Puppy attached when riding in car?
 2. Does Puppy Raiser have booties for dog’s feet in hot weather?
 3. Does Raiser know when to use them?
 4. Harness? Fit well?
 5. Collar used?
 6. Leashes used? When?
 - d. Happiness:
 1. Play: What kind? Where? How often? Favorite game? Favorite toy(s)? Dog friends? People friends?



- e. Basic Tasking skills
 - 1. Ask Raisers how the basic skills are being used and practiced daily.
 - 2. What are the presenting challenges?
 - 3. Reference them back to their Service Dog Trainer.

3. Emergency situation? Alert Puppy Welfare Committee

- 4. Monitor and comment on all MobilityDog Facebook posts.
- 5. Monitors Puppy Raiser monthly assessments that are to be posted in the Puppy Portal.
- 6. Communication with Puppy Raisers and Puppy Raiser Committee is done in person, by phone and via texting, Facetime, and zoom platforms.
- 7. Checklist to the Puppy Raisers, alerting to timetable for required Testing and Classes:
S.T.A.R. , Basic Obedience, Advanced Obedience, Etiquette, CGC, CGCA, CGCU

Puppy Raiser Committee Chair reports to the Executive Director, who then reports to the Board of Directors in person or Executive Notes.

Committee meets 1-2 hours weekly.



Service Dog Training Program Board Advisory Committee

Authors	Janie Heinrich	Version	
Approved By	Policy and Procedure Committee	Approved Date	5/19/2022
Effective Date	5/19/2022	Revision Date	
Review Date			

POLICY

MobilityDog’s Service Dog Training Committee is responsible for overseeing and supervising the training of all Service Dog Teams during the working lifetime of the Team. The Committee consists of the Advisory Chair Service Dog Trainer, Executive Director, Dog Trainer, and two Service Dog Trainer Volunteer Mentees.

PROCEDURE

The Committee is responsible for the following:

1. Match Service Dog Teams;
2. Plan out the continued Training of Service Dog Teams for the working life of the Service Dog;
3. Monitor and comment on MobilityDog Facebook and Instagram posts;
4. Using Phone, Texting, Facetime, and Zoom platforms for communication;
5. Monitoring and ensuring that tasking and basic obedience continue to be used and kept sharp;
 - a. Record keeping and overiewing for consistency
6. Adapting new tasking skills for seasoned Handler as needed;
7. Hold conversations on how to better do tasking for upcoming matches
8. Verify monthly that SD Handler turning in required assessment reports (Puppy Portal);
9. Checking in with each SD Team bi-monthly (twice a month):
 - a. Assure that all dogs are well cared for:
 1. Diet,
 2. exercise,
 3. play,
 4. training,
 5. grooming,
 6. vaccines,
 7. flea and tick meds.
 - b. Assure that all dogs are being used as Service Dogs and have sharp service skills.
10. Emergency situation? —> Refer to Service Dog Welfare Committee and call Executive Director immediately.

Reviews and Reports

Executive Director and/or Advisory Chair reports to Board of Directors in person or Executive Notes.

Committee meets weekly 1-3 hours.



Service Dog in Training and Service Dog Welfare Board Advisory Committee

Authors	Janie Heinrich, Pam Allen	Version	
Approved By	Policy and Procedure Committee	Approved Date	5/19/2022
Effective Date	5/19/2022	Revision Date	
Review Date			

POLICY

MobilityDog’s Service Dog and Service Dog in Training **Welfare** Board Advisory Committee is charged with ensuring the **health, safety, happiness, and prosperity - the well-bring in any respect-** of all of our Service Dogs (SD) during the dog’s entire working lifetime and Service Dogs in Training (SDiT) while raising.

The Service Dog and Service Dog in Training Welfare Committee is composed of the Lead Service Dog Trainer, the Executive Director, the Service Dog Advisory Board Committee Chair, and the Dog Trainer.

PROCEDURE

The Service Dog and Service Dog in Training Welfare Committee takes the following steps:

REGULARLY:

1. Calls with list of questions for Handler/Raiser:

Asks questions regarding SD’s and SDiT’s Welfare (health, safety, happiness, and prosperity; well-being in any respect) and provides information or training to address any concerns Handlers may have:

 - a. Health:
 1. Diet?
 2. Vaccines given? Dates? Receipts sent?
 3. Exercise: How much? What kind? How often?
 4. Weight and height t: 6 mos., 9 mos., 12 mos., and 15 mos.
 - b. Cleanliness:
 1. Grooming? Where? How often? Following MobilityDog standards?
 2. Ear plucking and cleaning? How often? Who is doing this?
 3. Nails clipped? How often? Who is doing this?
 - c. Safety:
 1. How is SD/SDiT attached when riding in a car?
 2. Does Handler/Raiser have booties for dog’s feet in hot weather? Does Handler/Raiser know when to use them? When does the Handler/Raiser use them?
 3. Harness? Fit well?
 4. Collar used?
 5. Leashes used? When?
 - d. Happiness:
 - e. Play: What kind? Where? How often? Favorite game? Favorite toy(s)? Dog friends? People friends?
 - f. Chew toys?



2. Welfare Check, monthly, randomly, a Committee Member performs the following:
 - a. Goes to the home and takes the SD or SDiT for a 1–5-hour walkabout in an unfamiliar area without the Handler/Raiser.
 - b. Observes home and training/living setting.
 - c. Sees how it does in a car, behaves with strangers, and checks its reactivity
 - d. Observes how they act in a stranger's home and out and about.
 - e. A physical health assessment is made, sometimes a vet visit:
 - i. Blood work can determine if the service dog is overly stressed
 - f. We return the dog and discuss our assessments, allowing for a better understanding of working together as a SD/SDiT Team.

3. **If Red Flags are found and emergency action is needed:**
 - a. **Assess stability of the Handler and call Executive Director (ED) immediately:**
 1. If Handler/Puppy Raiser is in crisis, reach out to our resources and assess.
 2. Priority is to keep Team together.
 - b. ED requests that the Welfare Committee conduct a Welfare visit for the SD/SDiT:
 1. Service Dog Trainer and MobilityDog Volunteer go to home, following procedure of Welfare Check:
 - a. If it is deemed unsafe, have the appropriate professional join us.
 - b. Contact Handler's/Raiser's emergency contact regarding the Welfare check.
 - c. If dog is an SDiT, we will remove dog, if it is in danger; if dog is an SD, we will remove it temporarily and try to return it when safe.
 - d. Bring in appropriate professional people to assist.



Education Program Committee

Authors	Janie Heinrich, Pam Allen	Version	
Approved By	Policy and Procedure Committee	Approved Date	5/19/2022
Effective Date	5/19/2022	Revision Date	
Review Date			

POLICY

MobilityDog’s Education Program Committee is charged with arranging for and supervising aspects of MobilityDog’s PAWS That Empower, Reading Circle, and WAG program workshops and events.

PROCEDURE

1. Interface with organizations that request a program:
 - a. Set up date/time.
2. Arrange for Volunteers to staff the program.
3. Make sure Volunteers have necessary materials for program:
 - a. TB shot.
 - b. Name tag.
 - c. Directions to location.
 - d. Books/art project materials.
4. Get evaluation from Volunteer about how the program went.
5. Supplies needed for Art Program
6. Send Address for Honorarium Invoice to MobilityDog Office.
7. Follow up
 - a. Book for next semester or session
 1. Date and Time
 2. Expand program at that location
 - b. Addresses, dates, and names given to our Thank You Writing Chair



Volunteer Board Advisory Committee

Authors	Janie Heinrich, Pam Allen	Version	
Approved By	Policy and Procedure Committee	Approved Date	5/19/2022
Effective Date	5/19/2022	Revision Date	
Review Date			

POLICY

MobilityDog’s Volunteer Board Advisory Committee’s responsibilities include recruiting and training new volunteers, keeping a database of volunteer information and skills, matching volunteers to opportunities that suit their skills, keeping volunteers informed, and conveying the organization's purpose to the public. They coordinate all volunteer events and activities by creating and executing them with the intention of promoting the mission of MobilityDog and awareness for FUNctional independence.

PROCEDURE

Volunteer Coordination Committee Description

Purpose

This committee shall be responsible for the recruitment and coordination of all volunteer efforts for the Corporation. This committee shall work closely with the Education and Fundraising Committees to ensure there are enough volunteers for projects and events.

Qualifications

- Enthusiasm and passion for the mission and vision of MobilityDog.
- A reputation for integrity, the ability to keep commitments, and willingness to learn.
- Able to dedicate time to committee meetings and assisting on build projects.
- Good communication skills, flexibility, and a sense of humor.

Members

- May have worked as a volunteer previously.
- Have good people/social skills and be able to work with all kinds of people.
- Be familiar with resources and potential sources of volunteers.
- Be comfortable sharing the MobilityDog mission and values with large groups of potential volunteers.
- Understand the MobilityDog philosophy and have the desire to promote it.
- Know the different reasons people volunteer and the reason MobilityDog chooses to fulfill all aspects of its program with volunteers.
- Know the different ways that volunteers can be involved with MobilityDog, including involvement on committees.
- One representative from the Board of Directors will serve on the Committee as a liaison to the Board.
- There shall be at least one qualified chairperson.



- Committee members will be expected to attend meetings monthly or as determined by the committee chair based on present needs of the organization.

Committee Chair and/or Liaison

- The committee chair will be expected to comply with the expectations of committee members outlined above and hold members accountable for doing the same.
- The chair is responsible for appointing, welcoming, and orienting new members of the committee in consultation with the Board of Directors. New members must sign the Volunteer Confidentiality Clause and all members do so again, annually.
- Chair should maintain the digital volunteer database and ensure persons aged 16 or 17 have proper parental consent forms filled out before volunteering with dogs.
- The committee chair and/or liaison will be expected to attend regular meetings of the Board of Directors for the purpose of reporting on the work of their committees, receiving direction and guidance from the Board, and seeking approval of actions proposed by their committees and requiring Board approval.
- The committee chair will be expected to organize committee meetings either monthly or based on the present need of the organization. The chair is also responsible for setting the agenda for meetings.
- The Chair must meet with and train a successor.

The Committee will:

- Establish a breakdown of the pool of volunteers available to MobilityDog based on the individuals' abilities and interests.
- Develop plans for targeting new volunteers from untapped sources.
- Maintain a record of hours volunteered for each individual.
- The committee should aid the chair in maintaining the volunteer database and ensuring that each person has attended a Training Session, in person or online, and ensure there is proper paperwork. Children 15-17, make sure their paperwork and training sessions are signed off by their legal guardian.



Articles of Incorporation

Authors	Pam Allen	Version	
Approved By	Policy and Procedure Committee	Approved Date	5/10/2022
Effective Date	5/10/2022	Revision Date	
Review Date			

POLICY

MobilityDog is registered as a 501c3 nonprofit organization.

Nonprofit Articles of Incorporation is **the document filed to create a California nonprofit corporation**. Preparing and filing your articles of incorporation is the first step in starting your nonprofit corporation. Approval of this document secures your corporate name and creates the legal entity of the nonprofit.

PROCEDURE

MobilityDog filed Articles of Incorporation with the California Secretary of State on January 25, 2018, to gain nonprofit status.

A copy of MobilityDog's Articles of Incorporation can be found in the Reference Section of this Policy and Procedure Manual.



List of Board Members

Authors	Pam Allen	Version	
Approved By	Policy and Procedure Committee	Approved Date	5/10/2022
Effective Date	5/10/2022	Revision Date	
Review Date			

POLICY

MobilityDog keeps a list of Board Members, including their contact information and a list of organizations to which they belong.

PROCEDURE

It is at the Executive Director's discretion as to when it is appropriate to release this information to anyone outside of MobilityDog.



Board Member Biographies

Authors	Pam Allen	Version
Approved By	Policy and Procedure Committee	Approved Date 5/10/2022
Effective Date	5/10/2022	Revision Date
Review Date		

POLICY

MobilityDog records and maintains biographies of its Board Members for use when necessary for public relations. A public version is published on the MobilityDog.org website.

PROCEDURE

Full MobilityDog Board Member Biographies will be released at the sole discretion of the Executive Director and Board of Directors.



Board Operations

Authors	Pam Allen	Version
Approved By	Policy and Procedure Committee	Approved Date 5/10/2022
Effective Date	5/10/2022	Revision Date
Review Date		

POLICY

MobilityDog believes that its Board members play significant roles providing guidance to the organization by contributing to its culture, strategic focus, effectiveness, and financial sustainability, as well as serving as ambassadors and advocates.

To carry out these duties, the Board must operate with order, clarity, and transparency.



Board Directors and Officers Insurance

Authors	Pam Allen	Version	
Approved By	Policy and Procedure Committee	Approved Date	5/10/2022
Effective Date	5/10/2022	Revision Date	
Review Date			

POLICY

MobilityDog maintains a Directors and Officers Insurance Policy to protect the personal assets of its directors and officers and their spouses and to help cover the defense costs, settlements and judgments arising out of lawsuits and wrongful act allegations brought against MobilityDog.



Board Meeting Calendar, Agendas, and Minutes

Authors	Pam Allen	Version
Approved By	Policy and Procedure Committee	Approved Date 5/10/2022
Effective Date	5/10/2022	Revision Date
Review Date		

POLICY

MobilityDog keeps an active calendar of events and educational workshops to inform the public and our community. MobilityDog makes available to its Board an Agenda one week before each Board Meeting. A record of all Board Meetings is kept in MobilityDog's files.

PROCEDURE

The Calendar of Programs and Workshops is located on the MobilityDog website under Resources.

The Secretary of the Board of Directors creates minutes of each meeting. The minutes are reviewed by the Board at the following meeting and are amended, if necessary, and then accepted by a majority vote of the Board.



Committee Meeting Agendas and Minutes

Authors	Pam Allen	Version	
Approved By	Policy and Procedure Committee	Approved Date	5/10/2022
Effective Date	5/10/2022	Revision Date	
Review Date			

POLICY

MobilityDog Board Committees set agendas and keep minutes of their meetings.

PROCEDURE

These records are sent to the Executive Director and stored in MobilityDog's files.



Annual Report

Authors	Pam Allen	Version
Approved By	Policy and Procedure Committee	Approved Date 5/10/2022
Effective Date	5/10/2022	Revision Date
Review Date		

POLICY

Mobility established its Annual Report in 2020. It is sent to all applicants, made available on the MobilityDog website, and included in grant applications. A sample Annual Report is included in the Supplements Section of this Manual.

PROCEDURE

The Annual Report is published by February of the next year.



Section 2: PROGRAM/SERVICE OPERATIONS



Service Dogs

Authors	Pam Allen	Version
Approved By	Policy and Procedure Committee	Approved Date 5/10/2022
Effective Date	5/10/2022	Revision Date
Review Date		

POLICY

MobilityDog's Service Dogs are the heart of our program. We raise and train Standard Poodles for the following reasons:

- They are smart and analytical.
- They love to work.
- They have hair rather than fur so are hypoallergenic for humans.
- They are large enough to perform mobility work with and for their Handlers: Standard Poodles will grow to be between 60-95 pounds and 26 to 32 inches at the withers.
- Despite their size, they tuck up quite small to fit under chairs, tables and at their Handlers' feet.

We rehome our donated poodles from breeders and rescue agencies whose priorities are their health, temperament, and working ability. Only a remarkable canine can become a service dog. In training, we only use loving positive reinforcement in socializing, playing, training, handling, doggie-fun, educating, and tasking our dogs. As a result, they love learning and working; happy dogs make the best service dogs.



Sources of Our Dogs

Authors	Pam Allen	Version
Approved By	Policy and Procedure Committee	Approved Date 5/10/2022
Effective Date	5/10/2022	Revision Date
Review Date		

POLICY

MobilityDog does not have its own breeding program. Unlike many service dog programs, we rely on donations of puppies from respectable, seasoned Standard Poodles breeders and Poodle Rescues. Our priorities are the health, temperament, working ability, and longevity of our service dogs.

MobilityDog expects the following of all donated and rescued poodle puppies:

- Raised with the Puppy Culture Method.
- Impeccably friendly, yet able to ignore people when working.
- Calm enough to wait quietly with his partner for long periods, yet willing to go to work in an instant when needed.
- Confident in new situations, yet responsive to someone who may have little or no physical control over the dog.
- An able and willing retriever.

Only very calm, focused, and confident working dogs handled, exposed to many social situations, and environmentally stimulated in their first weeks of life have the opportunity to be a Service Dog.

MobilityDog's sire and dam guidelines:

- Be very sweet and sociable to all dogs, reptiles, birds, all mammals large and small.
- Have no issue being around all persons, greeting everyone they meet with sweet, gentle temperaments and lovely spirits.
- Not be bothered by crashing noises or sudden eruption of sounds.
- Be totally non-reactive and unafraid of anything.
- Be able to be touched and handled, even by a stranger.
- Be eager to work with a human.
- Must like to retrieve and give, be workable.
- When possible, have working titles (e.g., CGC, obedience, rally, agility, field).
- Have three generations of health clearances:
 - Orthopedic clearances (OFA or PennHip) on hips and elbows
 - CERF and cardiac clearances
 - Other breed-specific clearances (such as EIC and CNM in retrievers, CEA in herding breeds, VWD or thyroid in some others, etc.)



Our puppy guidelines for 0-8 weeks:

- Whelped and raised in the house using Puppy Culture Method.
- Daily handling from birth to gifting puppy(s) to puppy raiser(s) with feet rubbed and laying in a lap on their back, completely trustworthy of humans.
- Exposed to and handled by many people of all ages- babies to elderly- to shapes, sizes, and colors.
- Exposed to a large variety of sounds and be familiar with outdoors and indoors from three days onward.
- Provided with environmental stimulation in the form of different types and textures of objects to play with, walk on, and climb on or in.
- Exposed to numerous environments, including a crate, riding in the car, buses, and trains, and a wide variety of indoor and outdoor locations.
- Introduced to grooming rituals.
- Allowed to mimic adult dogs in learning toilet habits and hygiene.
- Extremely sociable with great confidence around new and old things.
- 8 weeks old when they are ready to transfer to their Puppy Raiser.

All puppies over 12 weeks will be placed on our waiting list for sale to families that would love to have one of our puppies to raise as a pet for their family. The funds from those sales are donated to MobilityDog.

PROCEDURE

MobilityDog performs and or arranges for the temperament testing and bone density testing for all puppies before the donation is recognized as complete.

Puppies that meet these standards but are not service dogs or are older than 12 weeks:

We maintain a list of vetted forever homes to place these donated rescue dogs. We are connected with Five Poodle Rescue Services and place Rescued Poodles into homes matching personality traits. We are honored to be part of Dog Rescue Programs finding forever homes for the many dogs that come our way each year. We are connected with Pet Food Express and Vanderpump's Dogs rescue platforms, too.

All puppies over 12 weeks will be placed on a list of people who would love to have one of our puppies to raise as a pet for their family. We find it is best to rehome the older dogs to become pets in a forever family.



Guidelines for Raisers, Handlers, and Trainers

Authors	Pam Allen	Version
Approved By	Policy and Procedure Committee	Approved Date 5/10/2022
Effective Date	5/10/2022	Revision Date
Review Date		

POLICY

Guidelines that include information on training, health, growth, developmental stages and play for Puppy Raisers, Service Dog Handlers, and Service Dog Trainers are in the MobilityDog Puppy Manual.

PROCEDURE

The Puppy Manual is given to each Puppy Raiser, Handler, and Trainer when they first join MobilityDog's community. The manual is organized as a Quick Start Manual, laying out the most important elements of raising and training, and includes direct links to a full Reference Section of supporting materials as well as links to training videos and information in the Puppy Portal on the MobilityDog website.



Guidelines for Healthy Service Dogs

Authors	Pam Allen	Version
Approved By	Policy and Procedure Committee	Approved Date 5/10/2022
Effective Date	5/10/2022	Revision Date
Review Date		

POLICY

MobilityDog's Service Dogs are the core of our program. It is our policy to ensure that our dogs are healthy and well cared for during their entire lifetime.

PROCEDURE

1. Diet: MobilityDog expects its Puppy Raisers (Raisers) and Handlers to provide high quality dog food and fresh water daily. We publish our food guidelines in the MobilityDog Puppy Manual. We instruct our Raisers and Handlers to allow dogs to rest ½ hour after eating to prevent stomach twisting.
2. Grooming: We expect our Raisers and Handlers to have their dogs professionally groomed every six (6) weeks to these standards: haircut- clean face and eyes, paws, and hygiene areas); toenails cut; and ears plucked to prevent infections.
3. Altering: We alter all Service Dogs in Training at six (6) months.
4. First Aid: We instruct our Raisers and Handlers on canine first aid by providing them with information in our Puppy Manual. We also instruct them to see emergency veterinary care, if necessary, and to call the Executive Director immediately.
5. Veterinary care: We instruct our Raisers and Handlers to consult with our Executive Director on any non-routine veterinary care to avoid unnecessary and overzealous treatment. We do not allow stomach tucks on our dogs.
6. Cleanliness: We expect our Raisers and Handlers to keep their dogs in clean and presentable condition at all times, as they will be entering public spaces and will expect access.
7. Exercise: We expect Raisers and Handlers to provide at least one hour of daily, active exercise for our dogs.
8. Play (library of toys and puzzle games): We believe that play is an important element in a Service Dog's daily life and, as such, offer ideas for many games to play and puzzles to use with our dogs both in the Puppy Manual and regularly at our weekly Puppy Meetups. We have a Toy Library for Raisers and Handlers to use, recognizing that our dogs love variety. Toys are cleaned after their return to the Library.
9. We recommend that dogs wear booties when the surfaces they are walking on are too hot to the back of the Handler's hand for a count of 15.



Equipment and Tools Approved for MobilityDog Teams

Authors	Pam Allen	Version	
Approved By	Policy and Procedure Committee	Approved Date	5/10/2022
Effective Date	5/10/2022	Revision Date	08/03/2023
Review Date			

POLICY

MobilityDog’s policy is to train our dogs with positive methods only. As such, MobilityDog supplies the acceptable training and working equipment for the Raisers and Handlers to use with their Service Dogs in Training and their Service Dogs.

PROCEDURE

Approved Equipment

1. Martingale Flat Collar
2. Hands Free Leashes
 - a. 6-point
 - b. Wheelchair attached
 - c. Gloved
 - d. Long Lead
 - e. Short Lead
3. Harness
 - a. Standard for SDiT 4-13 months
 - b. Standard from Bridge Port SDiT 13-21 months
 - c. Custom made from Bold Lead Designs for SD Team
4. Additional Approved Tools
 - a. Head Halter
 - b. Under harness (used to assist with pulling; attached to the leash instead of the neck)

MobilityDog uses properly fitted martingale collars and, ultimately full time, the Martingale Flat Collar. We use a harness base and working harness for the Handler's needs. Working harnesses are constructed and fitted to each Handler and Service Dog individually (by Bold Lead Designs). We supply our Raisers and Handlers with two leashes initially. We work with Bold Lead Designs to create any special leash attachments that Handlers may need (magnetic or push clips, etc.).

We also recommend that Puppy Raisers use a long line when puppies are first learning recall away from fenced in outside areas.

The Puppy Raiser and Handler will always keep the vest on the dog while they are out learning and acting as a Service Dog (SD or SDiT). They must always show the ID tags, indicating that they are part of a Service Dog organization.



Prohibited Equipment

MobilityDog does not support the use of choke collars, bonking tools, air cans, or retractable leashes. If a Raiser or Handler feels they need another training tool, they are asked to bring it up with MobilityDog's SD Lead Trainer or our Executive Director.



Service Dog in Training Teams

Authors	Pam Allen	Version	
Approved By	Policy and Procedure Committee	Approved Date	5/10/2022
Effective Date	5/10/2022	Revision Date	
Review Date			

POLICY

A MobiLityDog Puppy Raiser and a Service Dog in Training (SDiT) makes up a Service Dog in Training Team. Puppy Raisers live and work with our SDiTs from the time they are eight (8) weeks old until they are 18-20 months old. MobiLityDog views this timeframe as crucial to the success of the dog as a Service Dog.



Puppy Raiser Selection and Onboarding Process

Authors	Pam Allen	Version	
Approved By	Policy and Procedure Committee	Approved Date	5/10/2022
Effective Date	5/10/2022	Revision Date	
Review Date			

POLICY

Puppy Raisers are responsible for raising puppies from two (2) months of age to 19 months of age in a nurturing home with care and compassion, following the guidelines in the MobilityDog’s SDiT Manual and in accordance with the advice from the Executive Director and MobilityDog’s Service Dog Trainer.

Our Puppy Raisers must be at least 15 years old.

PROCEDURE

1. People interested in becoming a Puppy Raiser contact MobilityDog through the organization’s website.
2. MobilityDog reviews initial emails, contacts the person individually, and emails a Puppy Raiser Application, a copy of Guidelines for Writing Letters of Recommendation, a Puppy Raiser Answers to Frequently Asked Questions, Assistance Dogs Comparison Facts, and MobilityDog’s Annual Report to the applicant.
3. The Executive Director and one Board Member review the candidate’s application and arrange an interview via web-conference (video and audio).
4. Upon successful tele-interview, the Executive Director conducts a photo overview of the applicant’s home and office, if applicable, and contacts the three references via phone.
5. Upon completion of site photo review and reference checks, the Executive Director might request additional information.
6. If no additional information is needed; the Executive Director summarizes the interview report and adds it to the Executive Notes in the Agenda for the next Board Meeting.
7. The Executive Director notifies the applicant of the decision.
8. Puppy Raiser accepts position and signs the Puppy Raiser Contract.
9. MobilityDog sends the Puppy Raiser a welcoming email, explaining how to prepare their home and the need to make appointments for veterinary wellness/puppy check-up, neuter/spay, basic classes, and CSDT classes.
10. The Puppy Raiser receives welcoming packages from MobilityDog with crate, toys, bed, leashes, collar, harness, and other items for training.
11. Arrangements are made for the Puppy Raiser to receive the future SDiT. Puppy Raisers are expected to pick up their puppy and deliver their puppy to Pasadena, CA.



Expectations of Puppy Raisers

Authors	Pam Allen	Version	
Approved By	Policy and Procedure Committee	Approved Date	5/10/2022
Effective Date	5/10/2022	Revision Date	
Review Date			

POLICY

In addition to adhering to MobilityDog's general Code of Ethics and Code of Conduct, Puppy Raisers are expected to adhere to MobilityDog's Policy on Canine Basic Rights, its Confidentiality Agreement, and its Policy on Conflict of Interest. Puppy Raisers are expected to support MobilityDog's Community through participation in Puppy Meetups, posting regularly to MobilityDog's FaceBook and Instagram accounts and fundraising annually.

PROCEDURE

1. Puppy Raisers are asked to sign a contract that makes clear their obligations to MobilityDog. A copy of this contract can be found in the Reference Section of this Manual.
2. Puppy Raisers are expected to pay for the recommended dog food, treats, regular professional grooming, and any incidentals. MobilityDog gratefully accepts donations from Puppy Raisers for any regular veterinary costs.
3. Puppy Raisers shall follow the treatment guidelines for MobilityDog's poodles as outlined in their contract and in the MobilityDog Puppy Raiser's Manual.
4. Puppy Raisers train for and pass the following tests with their Service Dog in Training (SDiT): the AKC S.T.A.R., the Canine Good Citizen (CGC), the CGC Advanced, and the CGC Urban, before passing their dog to the Certified Service Dog Trainer.
5. Puppy Raisers are expected to post to the MobilityDog FaceBook private page three times weekly, including photos and videos, updating the community on their successes and challenges and daily field trips.
6. Puppy Raisers are expected to attend weekly Puppy Meetups for Raisers, Handlers, and Trainers. These sessions provide time to share successes and challenges, training advice for specific issues, guest speakers on topics of interest, ADA laws and navigating public access. Notes from each meeting are available to all Raisers in the Puppy Portal.
7. Puppy Raisers must submit to the Puppy Portal on the MobilityDog website a Progress Report on their SDiT every other month.
8. Puppy Raisers create a video testimony twice a year for the organization to use in fundraising and social media.
9. Puppy Raisers are expected to raise a minimum of \$1500 annually from family, friends, and the public at large.
10. Each year that they are involved with MobilityDog, Puppy Raisers are expected to sign a Recommitment Letter, a copy of which can be found in the Reference Section of this Manual.



Service Dog Teams

Authors	Pam Allen	Version	
Approved By	Policy and Procedure Committee	Approved Date	5/10/2022
Effective Date	5/10/2022	Revision Date	
Review Date			

POLICY

MobilityDog defines a Service Dog Team as a Handler with mobility disabilities and a trained Service Dog that are bonded and working together for functional independence.

PROCEDURE

MobilityDog recognizes them as a Service Dog Team once they have passed their first Public Access Test with Tasking as a working service dog team.



Service Dog Handlers: Application and Onboarding Process

Authors	Pam Allen, Janie Heinrich	Version	
Approved By	Policy and Procedure Committee	Approved Date	5/10/2022
Effective Date	5/10/2022	Revision Date	4/6/2023
Review Date			

DEFINITIONS

ADA: Americans with Disabilities Act, federal law that prohibits discrimination against people with disabilities.

Puppy Raiser (PR): A PR is a qualified individual who has the necessary experience and competency to raise a puppy to become a service dog.

Service Dog-in-Training (SDiT): A puppy/dog being individually socialized, raised, and trained to do work or perform tasks for the benefit of a person with a disability. While working with its Puppy Raiser, the SDiT passes the Canine Good Citizen (CGC), the Canine Good Citizen Intermediate, and the Canine Good Citizen Urban (CGCU).

Service Dog (SD): A dog that has been trained to do work or perform tasks for the benefit of a person with a disability. A SDiT becomes a SD when it has completed all initial training programs with its Puppy Raiser and has successfully passed the Public Access Test with Tasking (PAT+T) with its Handler.

Service Dog Handler (SDH): An individual with disabilities, recognized under the American Disability Act (ADA) and who uses a service animal.

Service Dog Team (SDT): A person with a disability (Handler) and his or her service animal.

Certified Service Dog Trainer (CSDT): A professional service dog trainer.

Service Dog Handler Application Processing Committee (SDHAPC): Comprised of two MobilityDog Board Members who interview the applicant on two separate occasions. See interview questions and procedures in Handler Application Process Materials in the Reference Section of this Manual.

POLICY

It is the MobilityDog’s policy to establish a formal application and onboarding process for the Service Dog Handler.

MobilityDog does not consider Handler applications from people under the age of 16.

During the application vetting process, we include phone calls to the applicant’s medical team to have an open dialogue with their physicians and therapists to understand their current and future needs. We also reach out to those who write their letters of recommendation. We allow four (4) months to complete the vetting process.

All disability information is confidential. The information presented in the Handler Application materials can only be shared with those involved in the application vetting process. The board or community is not privy to information unless it is shared by the person with disability.



The beginning Service Dog Team is composed of a Handler with mobility disabilities and a Service Dog in Training which are paired when the Service Dog in Training is between 21-23 months old. The Handler and the Service Dog-in-Training work together, along with a MobilityDog Certified Service Dog Trainer to pass the following The Public Access Test plus Tasking (PAT+T) as a Service Dog Team.

MobilityDog is the sole owner of the dog until the Handler and Service Dog Team pass their Public Access Test with Tasking for the first time and the team has been working together for 20 months and MobilityDog, therefore, maintains sole authority regarding all aspects of the dog's well-being, including (but not limited to) its health, safety, socialization, temperament, training, and placement per the contractual agreement with the SDH. After this period, MobilityDog retains 25% ownership of the service dog, passing 75% ownership to the Handler for the working life of the dog, and assists in rehoming the dog post-retirement, should that assistance be requested/required.

Handler Applications that are opened and not completed within six (6) months without explanation will be closed.

PROCEDURE

Service Dog Handler Application and Review Process:

1. Applicants who are interested in being a Service Dog Handler submit an initial inquiry via the MobilityDog website.
2. Applicants complete the MobilityDog's Part One of the Handler Application and submit the application online.
3. Applicants must attend a Virtual Information Session with the Executive Director on the second Tuesday of the month. The purpose of the meeting is for both the ED and the applicant to ask and answer questions.
4. The Executive Director reviews the Part One Application.
5. If the applicant passes the initial screening, the Executive Director emails the Part Two Handler Application to the applicant (the application fee is \$350).
6. If the applicant does not pass the initial screening, the Executive Director notifies the applicant of the decision or refers the applicant to another organization, if appropriate.
7. Applicants complete Part Two of the Application and pay the application fee and submit all accompanying materials: a self-made video of something they like to do, three letters of recommendation, a Physical Therapist Questionnaire, an Occupational Therapist Questionnaire, and a Physician's Questionnaire.
8. A member of the Service Dog Handler Vetting Committee (Vetting Committee) calls PT/OT/physician/fitness coach to verify the applicant's needs and their ability to handle a dog.
9. The Executive Director and one member of the Vetting Committee decide whether to move the applicant forward in the process and notify the applicant of that decision.
10. The Executive Director (ED) and one Board Member hold an initial zoom Meet and Greet with the applicant to get to know them and get answers for any preliminary questions/concerns. They follow an established script of questions which can be found in the Policy and Procedure Manual's Supplements Section. These two members forward their notes from the Meet and Greet to the Vetting Committee with a recommendation to move the application forward or to reject it. The Executive Director will notify the applicant of the status of their application. For applications that are to be moved forward,



the ED sends the Handler Applicant a sheet of Next Steps in the Handler Application Process, shares the Meet and Greet Notes with the Vetting Committee Chair, indicating that the applicant is ready to move forward. If the decision is made not to continue the application process with this applicant, then the Executive Director notifies the applicant of this decision.

11. If the candidate is moved forward, the Vetting Committee schedules a series of two virtual interviews with the candidate, including an at-home assignment, all following an established script of questions which is available in the Supplements section of this manual. This process further investigates the candidate's understanding of the responsibilities and roles of becoming a member of a Service Dog Team, illustrating how the Service Dog will assist with day-to-day life, and completes due diligence. A member of the Vetting Committee may contact a doctor and/or occupational/physical therapist(s) to verify or request additional information after the first or second interview to assess the applicant's ability to handle a dog.
12. Following these two interviews, the Vetting Committee prepares a recommendation regarding the candidate.
13. The Executive Director notifies the applicant of the Committee's decision and includes it in the Executive Notes for the Board of Directors.
14. Everything is documented and filed for future reference.

ONBOARDING HANDLER PROCESS

Upon approval, the Service Dog Handlers follow the process below:

1. Four months prior to meeting their SDiT, the future Handler will read MobilityDog's Puppy Manual, learn the training words, and become familiar with all their future SD's tests: AKC S.T.A.R., CGC, CGCA, CGCU- all completed with the Puppy Raiser- and PAT+T, to be completed with the Handler.
2. The Handler travels to the Certified Service Dog Trainer's (CSDT's) location, meets, and lives with the SDiT for two to three weeks to bond with the SDiT and to undergo intensive daily training with the CSDT. In some instances, the CSDT will travel to the Handler's location depending on the Handler's medical needs; the Handler will need to cover these costs.
3. In addition, the Team works with the CSDT to develop the specific skills the SDiT needs to learn to assist its Handler.
4. The Team continues weekly training with the CSDT for the first six (6) months after they return home, with the goal of passing the PAT+T after having been together for six (6) to twelve (12) months. Upon successful completion of PAT+ T, the Team becomes a working Service Dog Team. Once the Team has been working together for 20 months, the Service Dog Handler (SDH) assumes 75% ownership of the SD, while MobilityDog retains 25% ownership per the SDH contract.
5. If the Team cannot pass the PAT+T within twelve (12) months of the initial union, the Executive Director will meet with the Team to determine the best course of action. MobilityDog acknowledges that there are many reasons that a team cannot adhere to this timeline. MobilityDog works closely with all Handlers and with open communication and under extenuating circumstances, MobilityDog works with Handlers to create an individual timeline on a case-by-case basis.

Please see the Supplements Section for all materials used in the Handler application, acceptance, and annual recommitment processes.



Service Dog Handlers Raising Own Dogs: Application and Onboarding Process

Authors	Pam Allen	Version	V 2021.1
Approved By	Policy and Procedure Committee	Approved Date	3/17/2023
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Review Date			

POLICY

After a careful application and vetting process, MobilityDog will accept Service Dog Handlers who wish to raise their own dogs to assist them with mobility work. Selection will depend upon the suitability of the dog breed, the individual dog's temperament, and the strength of the Handler's required Support Training Team which will assist in raising and training the Service Dog (SD). Handlers will be expected to participate in the MobilityDog community's handler activities, including annual donations of \$1500.

PROCEDURE (NOTE: *Italicized portions of this Procedure are under review for change.*)

Service Dog Handler Raising Own Dog Application and Review Process:

1. Applicants who are interested in being a Service Dog Handler raising their own dog submit an initial inquiry via the MobilityDog website.
2. Applicants complete the MobilityDog's Part One of the Handler Application and submit the application online.
3. Applicants must attend a Virtual Information Session with the Executive Director on the second Tuesday of the month. The purpose of the meeting is for both the ED and the applicant to ask and answer questions.
4. The Executive Director reviews the Part One of the Handler Raising Own Dog Application.
5. If the applicant passes the initial screening, the Executive Director emails the Part Two Handler Application to the applicant (the application fee is \$350).
6. If the applicant does not pass the initial screening, the Executive Director notifies the applicant of the decision or refers the applicant to another organization, if appropriate.
7. Applicants complete Part Two of the Handler Raising Own Dog Application and pay the application fee *and submit all accompanying materials: a video of their movements, three letters of recommendation, a Physical Therapist Questionnaire, an Occupational Therapist Questionnaire, and a Physician's Questionnaire.*
8. *A member of the Service Dog Handler Vetting Committee (Vetting Committee) calls PT/OT/physician/fitness coach to verify the applicant's needs and their ability to handle a dog.*
9. *The Executive Director and one member of the Vetting Committee decide whether to move the applicant forward in the process and notify the applicant of that decision.*
10. *The Executive Director and one Board Member hold an initial zoom Meet and Greet with the applicant to get to know them and get answers for any preliminary questions/concerns. They follow an established script of questions which can be found in the Policy and Procedure Manual's Supplements Section. These two members forward their notes from the Meet and Greet to the Vetting Committee with a recommendation to move the application forward or to reject it. The Executive Director will notify the applicant of the status of their application. For applications that are to be moved forward, the Vetting Committee will set up a series of virtual interviews with the applicant. If the decision is made*



not to continue the application process with this applicant, then the Executive Director notifies the applicant of this decision.

11. *If the candidate is moved forward, the Vetting Committee schedules a series of two virtual interviews with the candidate, including an at-home assignment, all following an established script of questions which is available in the Supplements section of this manual. This process further investigates the candidate's understanding of the responsibilities and roles of becoming a member of a Service Dog Team, illustrating how the Service Dog will assist with day-to-day life, and completes due diligence. A member of the Vetting Committee may contact a doctor and/or occupational/physical therapist(s) to verify or request additional information after the first or second interview to assess the applicant's ability to handle a dog.*
12. *Following these two interviews, the Vetting Committee prepares a recommendation regarding the candidate.*
13. *The Executive Director notifies the applicant of the Committee's decision and includes it in the Executive Notes for the Board of Directors.*
14. *Everything is documented and filed for future reference.*
15. *The Executive Director notifies the applicant of the Committee's decision and includes it in the Executive Notes for the Board of Directors.*
16. *Everything is documented and filed for future reference.*

ONBOARDING HANDLER PROCESS

Upon approval, the Service Dog Handlers Raising Own Dogs (SDHROD) follow the process below:

1. *MobilityDog recommends that the SHDROD or a member of their Support Training Team complete the following established tests: AKC S.T.A.R., CGC, CGCA, CGCU. MobilityDog expects the Handler to complete their PAT+T with their own dog.*
2. *The Handler travels to the Certified Service Dog Trainer's (CSDT's) location, meets, and lives with the SDiT for two to three weeks to bond with the SDiT and to undergo intensive daily training with the CSDT. In some instances, the CSDT will travel to the Handler's location depending on the Handler's medical needs; the Handler will need to cover these costs.*
3. *In addition, the Team works with the CSDT to develop the specific skills the SDiT needs to learn to assist its Handler.*
4. *The Team continues weekly training with the CSDT for the first six (6) months after they return home, with the goal of passing the PAT+T after having been together for six (6) to twelve (12) months. Upon successful completion of PAT+ T, the Team becomes a working Service Dog Team. Once the Team has been working together for 20 months, the Service Dog Handler (SDH) assumes 75% ownership of the SD, while MobilityDog retains 25% ownership per the SDH contract.*
5. *If the Team cannot pass the PAT+T within twelve (12) months of the initial union, the Executive Director will meet with the Team to determine the best course of action. MobilityDog acknowledges that there are many reasons that a team cannot adhere to this timeline. MobilityDog works closely with all Handlers and with open communication and under extenuating circumstances, MobilityDog works with Handlers to create an individual timeline on a case-by-case basis.*

Please see the Supplements Section for all materials used in the Handler Raising Own Dog application, acceptance, and annual recommitment processes.



Ongoing Expectations of Service Dog Teams

Authors	Pam Allen, Janie Heinrich	Version
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Effective Date	5/10/2022	Revision Date
Review Date		

POLICY

The Service Dog Team (SDT) is composed of the Service Dog Handler (SDH) and Service Dog (SD), who, together, have trained for and successfully completed the Public Access Test with Tasking (PAT+T). MobilityDog maintains sole (100%) ownership of the dog until the SDT has worked together for 20 months and has passed the PAT+T. At that time, MobilityDog maintains a 25% ownership of the SD and Handler assumes and retains 75% ownership during the working lifetime of the dog, per our contractual agreement with the SDH.

MobilityDog maintains part ownership of the Service Dog for the working life of the dog for these reasons: 1) the Service Dog's health, wellness, and service represents our organization, 2) MobilityDog supplies liability insurance coverage for our Service Dogs, 3) disabilities change and we need to be present with MobilityDog's Service Dogs to ensure that the dogs continue to develop the necessary new and added skills to serve the Handlers' needs, and 4) the MobilityDog Community will always be available to the Handler and Service Dog for continuing problem-solving and support.

Training continues throughout the working lifetime of the dog to keep the SD Team working fluidly through changes regarding disabilities.

PROCEDURE

1. Service Dog Handler (SDH) continues to care for and train the SD according to the policies defined by MobilityDog in the contract and in the Puppy Manual.
2. The SDH assumes all financial responsibilities for the care of the SD and 80% of continuing training costs; MobilityDog is responsible for 20% of the training costs upon transferring of SD to the Handler.
3. SDH becomes 75% owner of the SD after the Service Dog Team has passed its first Public Access Test with Tasking, they have been together as a Team for 20 months, and the SDH has completed work as outlined by MobilityDog in the contract and in the onboarding process (see 2.1.4).
4. SDT continues training:
 - a. Monthly ½ hour video lessons
 - i. If needed more lessons will be added in person for 1 hour or on video
 - b. the entire working life of the SD, 30-minute monthly virtual training and tasking
 - i. in person as needed for the team due to changes and aging for the Handler
5. SDH submits a Progress Report to the Puppy Portal in January, April, July, and October.
6. SDT trains daily on their own.



7. In-person, Pasadena, CA visits are required annually in March and the fourth Saturday in September for wellness checks.
8. Attend weekly Puppy Meetups (minimum of 70% annually), including three in-person MobilityDog Saturday monthly meetups at parks in Southern California. Handlers who live more than 75 miles from Pasadena must commit to attend one of those Saturday in-person meetups as well as the annual March MobilityDog Birthday Party and the annual September Poodle Palooza.
9. Post on the private MobilityDog FaceBook page three times weekly.
10. Contribute a blog post quarterly, talking about living with a Mobility Service Dog in real life: the great moments, challenges, hardships, and truths.
11. Honor the contractual agreement with MobilityDog.
12. Sign a recommitment letter each year.
13. Donate or raise a minimum of \$1,500 annually to MobilityDog for the working life of the Service Dog.



Service Dog Trainers

Authors	Pam Allen	Version	
Approved By	Policy and Procedure Committee	Approved Date	5/10/2022
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Review Date			

POLICY

Service Dog trainers are a vital part of our foundation, providing the skills needed for a balanced living for a Handler with mobility disabilities. We need Service Dog Trainers to work with Handlers and their new Service Dogs as a team, listening to and observing both the human and the dog, designing and teaching tasks unique to the Handler's needs and creating a powerful union that will ensure functional independence.

Tasks that Mobility Service Dogs are called upon to perform varied tasks for and with their Handlers:

1. brace for stability
2. open/close doors
3. pull wheelchairs
4. push buttons
5. take items from a shelf
6. carry items upon request
7. give items to others
8. soft retrieval
9. medical alerting
10. drag wheelchair/walker/cane back to the Handler
11. assist with house/yard work
12. assist in removing clothing
13. retrieve indicated items
14. alert for help
15. turn fixtures on/off



Service Dog Trainer Selection

Authors	Pam Allen	Version	
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Review Date			

POLICY

MobilityDog selects certified Service Dog Trainers who have spent three years in a Service Dog training mentorship. Successful applicants have their AKC Certification for Examiners for the Canine Good Citizen (CGC), the CGCA, and the CGCU, and the PAT+T Examiners Certification and must understand what “Service Dogs 24/7 under DOJ, ADA, DOT, ACA, FAA, TSA, and State/County/City Laws” means as well as an understanding of individual rights.

Service Dog Trainers are subcontractors with MobilityDog.

PROCEDURE

Application Process

1. People interested in becoming a Service Dog Trainer with MobilityDog complete an application (copy available in the Reference Section of this Manual) and submit three (3) letters of recommendations that address in detail the experience the applicant had while working as a mentee under an accredited Certified Service Dog Trainer.
2. If they mentor under a MobilityDog Service Dog Trainer, the following will apply:
 - a. During the mentorship, it will be determined if they will move forward and apply to become a Service Dog Trainer with MobilityDog.
 - b. Or asked to receive another layer of experience before applying to MobilityDog.
 - c. Or will move on to another organization.
3. MobilityDog’s Service Dog Trainer Selection Committee (SDTSC) (composed of the Executive Director and the Lead Service Dog Training Advisory Chair) reviews the application and conducts an interview with the candidate.
4. A member of the SDTSC contacts the individual recommenders.
5. A decision is made by the committee whether to move the candidate on or not. The candidate is apprised of the result.
6. A candidate who continues in the process is asked to demonstrate a training lesson with a Handler and a Service Dog in Training, with evaluation by the Lead Service Dog Trainer and the Executive Director.
7. A successful candidate signs a MobilityDog Service Dog Trainer Contract. (Copy in Supplements Section.)
8. Service Dog Trainers sign a Recommitment Letter annually. (Copy in Supplements Section.)



Expectations of Service Dog Trainers

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Review Date			

POLICY

MobilityDog’s Service Dog Trainers are crucial to the success of our Service Dog Teams. These trainers assist the Handlers with learning to work with their new Service Dogs and with the bonding that must occur between Handler and Service Dog. The trainers also help design solutions to needed assistance and teach both Service Dog and Handler how to perform the task.

MobilityDog’s Service Dog Trainers are involved with all our ongoing Teams and also assist Puppy Raisers as needed.

PROCEDURE

Expectations of MobilityDog Service Dog Trainers:

1. Meet with future Handlers to hear their expectations for their Service Dog.
2. Work one-on-one with the Mobility Team to fine-tune the dog’s training. Be available during the first six months for daily meetups, gradually reducing and stepping back.
3. Instruct the MobilityDog’s Puppy Raisers and their SDiT to successfully provide all phases of Service Dog training, including but not limited to AKC S.T.A.R., Canine Good Citizen, Canine Good Citizen Urban, Public Access Test plus tasking, Taking Care of a Service Dog, Basic Tasking, Manners, individual, Service Dog harness/tools and wellness of a service dog regarding diet, exercise, downtime, and playtime.
4. Be available for questions and suggestions on the Puppy Raisers and Handlers Facebook Group.
5. Administer these tests to our Puppy Raisers: Canine Good Citizen (CGC), CGCA, CGCU before the dogs are moved from the Raiser to the Handler; and the PAT+T to our Handlers bi-annually.
6. Lead our once-a-month Education Forum in ZOOM online and in the classroom.
7. Take part in an open-hour weekly training class for mentees, advancing the high standards of what a MobilityDog Service Dog must know and the level they are expected to train to.
8. Use the MobilityDog Cues when training our dogs.
9. Commit to our recommended tools only.



Liability Insurance for Service Dogs in Training and Service Dogs

Authors	Pam Allen	Version	
Approved By	Policy and Procedure Committee	Approved Date	5/10/2022
Effective Date	5/10/2022	Revision Date	
Review Date			

POLICY

MobilityDog holds an active liability insurance policy on all of its Service Dogs in Training and its Service Dogs. The insurance company requires that MobilityDog hold 25% ownership of any dog that the company insures.

PROCEDURE

1. MobilityDog retains 100% ownership of its Service Dogs in Training (SDiT) until the SDiT passes the PAT+T with its Handler and the Handler and SD have been working together for twelve (12) months.
2. At that time, MobilityDog recognizes the Handler and Service Dog as a Service Dog Team and grants 75% ownership of the Service Dog to the Handler, retaining the 25% ownership needed to maintain liability insurance for the Service Dog.



Exit Policy for Service Dogs

Authors	Pam Allen, Janie Heinrich, Aiko Tan, Mei Tang, Brittany Jarabek	Version	
Approved By	Policy and Procedure Committee	Approved Date	4/14/2021
Effective Date	4/15/2021	Revision Date	
Review Date			

POLICY

It is MobilityDog's policy to promptly investigate and remove a dog from a Handler and dismiss the Handler from our program when the welfare of the service dog is at risk due to mishandling or mistreatment, or when the Handler is not in compliance with the Handler Contract.

The reasons for removal include, but are not limited to, the following: dog is not working as a service dog at the Handler's side more than 70% in a 24-hr period; dog is being neglected (includes any of these: undernourished, obese, filthy, unable to calm, not receiving necessary veterinary care); Handler is not participating in MobilityDog Puppy Meetups or posting to the MobilityDog internal/private FaceBook group.

Additional reasons for removal of a service dog are as follows:

1. The service dog becomes ill or injured.
2. The service dog can no longer carry out the work of a service dog.
3. The Handler is no longer able to care for the service dog.
4. The Handler is no longer able to utilize the service dog as a service dog team.
5. The Handler's health regresses, making the service dog team no longer a viable option.
6. The dog and Handler are determined to be no longer a good fit, based on the Board's assessment with full transparency and mutual understanding.

PROCEDURE

1. Investigation
 - a. Witness and/or observation of above noted issues.
 - b. Unsolicited drop-in visitation: assess dog and living conditions; examine nose, eyes, ears, feet, skin; observe for matting; and take photos.
 - c. Interview the Handler's Service Dog Trainer.
 - d. Contact the Veterinarian to review treatment(s) provided to the dog.
 - e. Contact people on emergency list and those who issued letters of recommendation to verify the condition and treatment of the service dog.
 - f. Reach out to medical team members to check on the status of wellness and share observations/concerns.
 - g. Reach out to the groomer.
2. Contact the Handler.
 - a. Notify the Handler the Organization's decision to remove the dog from their care.
 - b. Understand what is happening with the Handler, medically and personally.
3. Retrieval process:



- a. Provide the date, time, location, and name of the person who will retrieve the dog.
 - b. Arrive at the Handler's location at the agreed date, time, and location. Instruct the Handler to have all the dog equipment ready for us to retrieve along with the dog. MobilityDog provides a person picking up the service dog with a list of all equipment; retrieval person checks the items off the list, leaving one copy with the former Handler and bringing one copy back to MobilityDog.
 - c. Provide Handler 2 copies of the MobilityDog Exit Contract to sign at the time of retrieval. One stays with Handler; one is returned to MobilityDog.
 - d. DocuSign Exit Agreement will be signed and returned prior to pick up detailing all of the items in #2d.
 - e. Collect all dog equipment.
 - f. Leave one copy of the signed MobilityDog Exit Contract with the Handler; MobilityDog keeps one copy.
4. Post-retrieval care of the dog:
- a. Veterinarian evaluates the health of the dog; appropriate medical care is given:
 - Health Exam
 - Current on all vaccines
 - b. Our Service Dog Trainer cares for the dog while evaluating its condition and its ability to continue as a service dog.
 - c. MobilityDog takes dog to groomer for cleaning and observation of interaction with the groomer.
 - d. If the SD Trainer deems that the dog can continue working as a service dog and the dog is 6 years old or younger, it will be matched with a new Handler to work as a member of another Service Dog Team:
 - The SD Trainer works with the dog to teach skills needed for the new Handler.
 - MobilityDog's Policy and Procedure for Handler training, introduction and transition processes continue.
 - e. If the SD Trainer decides that the dog is not able to continue working as a service dog,
 - MobilityDog will sell the retired service dog as a pet to a vetted person on our Waiting for Dogs list.
 - The money from the sale goes into the general fund.
5. Final Actions
- a. The Executive Director completes and signs the Exit Form.
 - b. The Executive Director shares the action with Tuesday Puppy Meetup group and writes up the change in the Notes to the Board of Directors.
 - c. The Executive Director follows up with Handler to be sure they have continued support when possible.
 - d. MobilityDog's trainers will no longer work with Handlers whose dogs have been removed from their care; we consider it a conflict of interest for MobilityDog's trainers.
 - e. When a service dog is removed, the former Handler will no longer have access to MobilityDog's trainers.



Service Dog/Service Dog-in-Training ADA Interpretation

Authors	Janie Heinrich, Pam Allen	Version	
Approved By	Policy and Procedure Committee	Approved Date	3/30/2022
Effective Date	3/30/2022	Revision Date	
Review Date			

DEFINITIONS

ADA: Americans with Disabilities Act, federal law that prohibits discrimination against people with disabilities.

DOJ: The Department of Justice, which enforces the ADA laws.

Service Dog-in-Training (SDiT): A puppy/dog being individually socialized and raised trained to do work or perform tasks for the benefit of a person with a disability. While working with its Puppy Raiser, the SDiT passes the Canine Good Citizen (CGC), the Canine Good Citizen Intermediate, and the Canine Good Citizen Urban (CGCU).

Service Dog (SD): A dog that has been trained to do work or perform tasks for the benefit of a person with a disability. A SDiT becomes a SD when it has completed all initial training programs with its Puppy Raiser and has successfully passed the Public Access Test with Tasking (PAT+T) with its Handler.

Service Dog Handler (SDH): An individual with mobility disabilities, recognized under the American Disability Act (ADA) and who uses a service animal.

Service Dog Team (SDT): A person with a disability (Handler) and their service animal.

Certified Service Dog Trainer (CSDT): A professional service dog trainer.

POLICY

MobiDog accepts and interprets the ADA Laws pertaining to service dog (SD) and service dog in Training (SDiT) as written under the Department of Justice and all other government entities.

We are respectful of each county’s and state’s laws as they pertain to SDs and SDiTs. Although the ADA laws contain policy delineating the specifics of public access for SDs, they do not delineate the specifics of public access for SDiTs. Therefore, MobiDog counsels its SDiT Teams to follow State, County and City ordinances or legislation in the area where the SDiT Team is working. Part of MobiDog’s mission is to support all people with disabilities who are confronted by businesses that are not educated about the current laws and thus refuse access to SD and SDiT teams.

MobiDog recognizes that there are instances when a service animal may be restricted. The ADA authorizes places of public accommodation to impose restrictions on the access of the team if the team’s safety is at risk.

MobiDog recognizes that it is a federal crime to make materially false, fictitious, or fraudulent statements, entries, or representations knowingly and willfully to secure disability accommodations provided under regulations of the United States Department of Transportation (18 U.S.C. § 1001). As such, MobiDog will report fraudulent untrained service dogs because they put working service dog teams in harm’s way.



PROCEDURE

ADA laws require that a SD is well trained and able to perform the tasks of a service dog in public, calmly and quietly at its Handler's side. MobilityDog requires that our dogs have a minimum of 220 training hours over a 6-month period before they are transferred to our CSdT. In order to give our teams the best possible experience as they move out into the world, MobilityDog holds its Handlers to excellent standards and takes the following steps:

Training

MobilityDog provides and expects the following training for its dogs and Handlers:

1. AKC S.T.A.R. PUPPY Level: completed with Puppy Raisers.
2. Basic Obedience (BO): completed with Puppy Raisers.
3. Canine Good Citizen (CGC): completed with Puppy Raisers.
4. Canine Good Citizen Intermediate (CGCI): completed with Puppy Raisers.
5. Canine Good Citizen Urban (CGCU): completed with Puppy Raisers.
6. Public Access Test with Tasking (PAT+T): Our SD Teams pass this test between six and twelve months of the transfer of the SD to its Handler. After the PAT+T is completed, we require that the Team invests physically in working hard at all times, keeping their training finely tuned to the PAT+T skills for the working life of the Service Dog.
7. SDiT Team's will train for air, train, bus, and boat travel through exposure to Airports, Depots, Docks, and Terminals, thereby building on a secure foundation. However, MobilityDog requires that the SDiTs have at least 220 hours of training before flying with commercial airlines.
8. Teams are encouraged to train daily on their own and monthly with our SD trainers to keep their skills sharp.

Service Dogs in Public

POLICY

MobilityDog believes that it is the Handler's responsibility to ensure the safety of the animal and of the team. While legal access rights are afforded to users of service dogs, with those rights comes the responsibility of ensuring that the animal always behaves and responds appropriately in public, and the service dog and the Handler or puppy raiser, as a team, are to adhere to the same socially acceptable standards as any individual in the community.

PROCEDURE

For our teams to present themselves at their best, representing MobilityDog and allowing for smooth access, MobilityDog expects the following:

1. **Documentation Requirements:** The Handler of the service animal is advised to carry documentation from their physician stating that they use a service dog to successfully navigate life, as well as the letter from MobilityDog stating they are a service dog Team. A Service Animal is considered a medical appliance. Although it is not ADA law to carry such a letter, MobilityDog expects its Handler and puppy raisers to carry this documentation, making for a more user-friendly environment.
2. **Licensing:** SD and SDiT do require registering for a dog license; however, there are no fees required for a service dog. MobilityDog informs its Handlers and puppy raisers that, when there is a conflict in laws for service dogs, whichever law - DOJ, County or State laws- is most favorable to the SD Team is the one that will be followed. DOJ States that SDiT and SD do not have to pay for the license in their



city or county or state, but they do need to have one. MobilityDog advises Handlers to carry the license with them.

3. **Health records:** While having health records for the service dog is not required under ADA Law, MobilityDog requires that all SDiT/SD Teams have a health certificate with them for ease of access to all venues. The health certificate should include vaccinations from a licensed veterinarian and a veterinarian's statement as to good health within the past 8 months.
4. **Physical Presentation:** Well-groomed SDs are an ADA requirement. MobilityDog's requirements are as follows: clean face, clean hygiene, brushed daily, no odor, clean feet and clipped toenails for escalator work as needed. Preventative measures should be taken at all times for flea and odor control. Consideration of others must be considered when providing maintenance and hygiene of service animals.
5. **Minimum Training Standards:** See section on Training above.
6. **Identification:** Although ADA Law does not require SDiT/SD to wear any visual markings, MobilityDog requires all our SDiT and SD to wear vests and harnesses to clearly mark them as a service dog or service dog in Training.
7. **Control Requirements:** MobilityDog expects the following of their SD Teams and all of the training and education is directed toward these behaviors:
 - a. The animal must be on a leash at all times; never is it allowed to wander around off-leash, unless the dog needs to be released to perform a task for its Handler. The Handler must be always in full control of the animal.
 - b. The animal must be as unobtrusive as possible.
 - c. Exclusion for behavior: A service animal may be permanently excluded from the SD work when that animal's behavior poses a direct threat to the health and safety of others.
 - d. Consequences for behavior: When service animals are determined out of control as reported to MobilityDog, the infraction will be treated on an individual basis. If the animal poses a threat to the safety to others, the Executive Director will assign a collaboration team to determine the outcome of the behavior. Consequences may include, but not be limited to, refresher training for SDiT/SD Team or rehoming of the SDiT/SD, or removal of the service dog from work.
 - e. The Handler/raiser is responsible for the SDiT/SD and will be removed from the MobilityDog community if they are not in compliance with ADA Law and MobilityDog Manual.
8. **Restrictions to Public Access:** MobilityDog makes its SD and SDiT Teams aware of the following possible restrictions to access, allowable under the ADA:
 - a. **Medical Centers** have the right to restrict access to service dogs in Medical Surgery Areas or any area in Hospital which requires gowns and scrubbing of hands or in laboratories that can pose a safety risk. These exceptions are considered individually to determine whether the service dog poses a possible danger or is not needed to perform a task for its Handler and if other reasonable accommodations can be provided for the Handler.



- b. **Churches or Private Clubs:** The ADA allows for no accessibility in Churches or Private Clubs unless they are holding a public event. Permission for access will be determined by the church or private club on a case-by-case basis.
 - c. **Areas of Safety Concern:** MobilityDog makes its Handlers aware that, as cited above, there are certain instances when it may be considered unsafe for animals or the Handler. MobilityDog supports ADA law that says, when it is determined unsafe for the team to be in one of these areas, reasonable accommodations must be provided by managers or owners of the said venue to assure the Handler equal access to the activity.
 - d. **Conflicting Disabilities:** Persons making an asthmatic/allergy/medical complaint about a MobilityDog Team generally will be asked to consider the needs of both persons and to resolve the problem as efficiently and expeditiously as possible.
 - i. MobilityDog's use of purebred Standard Poodles, because they have hair instead of fur, makes our SDiT/ SDs less susceptible to causing allergic reactions in people near the dog.
 - ii. However, should this issue arise, all the SDiT/SD Teams have been instructed to contact MobilityDog for counsel and procedures.
 - iii. In the event this cannot be resolved, the ADA allows the institution will invoke **First-person Rights**, which MobilityDog supports: If a person uses a service dog and is registered in a course or present in an area, and another person arrives with serious allergies, the first person cannot be removed to accommodate the second person. (Disability Compliance for Higher Education (July 1996) Vol. 1, No. 12, p. 4 & 5).
 - e. **Emergency Situations:** MobilityDog educates its SD Teams about the following:
 - i. In the event of an emergency, the Emergency Response Team (ERT) that responds should be trained to recognize service dogs and to be aware that the dog may be trying to communicate the need for help; the dog may become disoriented from the smell of smoke in a fire or laboratory emergency, from sirens or wind noise, or from shaking and moving ground; or the Handler and/or SD/SDiT may be confused from the stressful situation.

The ERT should be aware that the animal is trying to be protective and, in its confusion, is not to be considered harmful.

The ERT should make every effort to keep the dog with its Handler. As the ERT's first effort should be toward the Handler, **this may necessitate leaving the dog behind in certain emergency evacuation situations.**
 - ii. All Handlers should be sure to continue crate training for the working life of the dog, so that, in emergency situations the SD/SDiT can be taken to the police station, fire house, or hospital hospitality room to await the arrival of the Team's emergency contact.
9. **If Access is Refused:** When a business or organization refuses to allow a MobilityDog team to enter, MobilityDog instructs its Handlers to do the following:
- a. Attempt to explain that they have a right to be there. MobilityDog provides Handlers with cards that have printed on the back the ADA laws regarding access.
 - b. If the manager or owner persists and becomes aggravated, MobilityDog instructs its Handlers to leave the premises and call the police and MobilityDog's Executive Director for assistance.
 - c. MobilityDog's Executive Director will call the venue and try to resolve the issue of access for the SD OR SDiT Team, as well as offer an in-service session with the manager/owner and the staff to educate them on access laws and how best to handle people wanting to enter with dogs. (See Pn2.2.3 WAG for Businesses and Community Groups.)



Education

Authors	Pam Allen	Version	
Approved By	Policy and Procedure Committee	Approved Date	5/10/2022
Effective Date	5/10/2022	Revision Date	
Review Date			

POLICY

MobilityDog actively educates the public about what it means to be disabled, what it looks like, ADA laws and disability rights with the goal of making public access more readily and smoothly available.

PROCEDURE

1. MobilityDog gives presentations in many different venues:
 - a. schools via the PAWS That Empower program.
 - b. nursing homes via the Reading Circle program.
 - c. businesses via the WAG program.
2. MobilityDog also educates through the following publications:
 - a. our website, mobilitydog.org.
 - b. writes and submits guest blogs for Schools, Service Clubs, and other platforms for educating the public at large.



PAWS that Empower

Authors	Janie Heinrich, Pam Allen	Version	
Approved By	Policy and Procedure Committee	Approved Date	1/6/2022
Effective Date	1/6/2022	Revision Date	
Review Date			

POLICY

It is MobilityDog’s policy to teach young people both what a Service Dog Team is and about the importance of tolerance, equality, and kindness for all people. We believe this creates a path out in the world for those who have disabilities.

PAWS stands for principle, awareness, wisdom, and society.

PROCEDURE- SCHOOLS:

1. MobilityDog arranges for Reading Circle presentations at various locations.
2. Reading Circle is a program that stands alone with only one session.
3. The Service Dog Handler (SDH) in a Service Dog Team (SDT) reads on campus to the students- Kindergarten through 9th grade. The 10-12th graders become volunteers in the program.
4. Each reading session consists of the following procedures:
 - SDH presents the theme to the class.
 - SDH reads a book.
 - SDH leads group discussion.
 - SDH illustrates the theme with the service dog.
 - SDH presents an Art/journal/creative project showcasing theme.
 - While students are working on the project, individual students learn one-on-one how to approach a service dog properly and ask questions of the Handler. They are allowed to interact with the Service Dog in a caring manner.
5. The SDT visits each class for one or two sessions.
6. Two 10-12th grade volunteers and one teacher’s aide assist the SDT.
7. Volunteer Roles and Responsibilities:
 - Volunteers Require current TB test.
 - Volunteers attend Training Session (45 minutes) with district and a Mobilitydog.org staff member at predetermined time.
 - All volunteers for Unified School District need Level 1 Clearance.
 - All volunteers will be trained by the School District, held three (3) weeks prior to each semester start date.
 - Volunteers must attend each period they have signed up for.

PROCEDURE- NURSING HOMES AND RETIREMENT HOMES:

Same as for schools except the Art Project is coordinated with the facility.



Reading Circle

Authors	Janie Heinrich, Pam Allen	Version	
Approved By	Policy and Procedure Committee	Approved Date	1/6/2022
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Review Date			

POLICY

It is MobilityDog's policy to teach people of all ages and lifespans what a Service Dog Team is and about the importance of tolerance, equality, and kindness for all people. We believe this helps pave the path out in the world for those who have disabilities. Building healthy communities is the goal here, and Reading Circle training and shared stories provide opportunities to educate, advocate and support.

Confidentiality is highly important to our community. When telling stories and giving examples during the sessions, everything about our Handlers, Raisers, Service Dogs, Service Dogs in Training, Trainers, Volunteers, and Board Members is respected with the highest degree of integrity. Everyone's stories are their own to share. Any sharing on social media, presentations, workshops, advertising, and in publications is with signed permission and will be authorized only through our acting Board of Directors.

PROCEDURE- SCHOOLS:

1. MobilityDog arranges for Reading Circle presentations at various locations.
2. Reading Circle is a program that stands alone with only one session.
3. The Service Dog Handler (SDH) in a Service Dog Team (SDT) reads on campus to the students- Kindergarten through 9th grade. The 10-12th graders become volunteers in the program.
4. Each reading session consists of the following procedures:
 - a. SDH presents the theme to the class.
 - b. SDH reads a book.
 - c. SDH leads group discussion.
 - d. SDH illustrates the theme with the service dog.
 - e. SDH presents an Art/journal/creative project showcasing theme.
 - f. While students are working on the project, individual students learn one-on-one how to approach a service dog properly and ask questions of the Handler. They are allowed to interact with the Service Dog in a caring manner.
5. The SDT visits each class for one or two sessions.
6. Two 10-12th grade volunteers and one teacher's aide assist the SDT.
7. Volunteer Roles and Responsibilities:
 - a. Volunteers Require current TB test.
 - b. Volunteers attend Training Session (45 minutes) with district and a Mobilitydog.org staff member at predetermined time.
 - c. All volunteers for Unified School District need Level 1 Clearance.
 - d. All volunteers will be trained by the School District, held three (3) weeks prior to each semester start date.
 - e. Volunteers must attend each period they have signed up for.



PROCEDURE- NURSING HOMES AND RETIREMENT HOMES:

Same as for schools except the Art Project is coordinated with the facility.



COVID-19 YouTube Presentations

Authors	Pam Allen	Version	
Approved By	Policy and Procedure Committee	Approved Date	5/10/2022
Effective Date	5/10/2022	Revision Date	
Review Date			

POLICY

MobilityDog's intention is to provide videos of the class presentation content in the Paws that Empower program to schools and businesses on a subscription basis so that we can provide the program during the current pandemic and beyond, advocate and promote MobilityDog, and raise funds to support MobilityDog programming.

PROCEDURE

COVID-19-Inspired YouTube Presentations for purchase via subscription

1. Choose a book and have it read by an actor who uses creative artistic liberties to make the books come to life.
2. Design workshop videos for all ages.
3. Design videos for classrooms, businesses, meetings, office procedures, and service clubs.
4. Focus content on Equality for All.
5. Attach each video to a short example using Service Dogs in action and a short 15/20-minute presentation sharing one of our six values:
 - a. Tolerance (2-4 presentations)
 - b. Kindness (2-4 presentations)
 - c. Compassion (2-4 presentations)
 - d. Integrity (2-4 presentations)
 - e. Empathy (2-4 presentations)
 - f. Equality (2-4 presentations)



WAG Workshops for Businesses and Community Groups

Authors	Pam Allen, Janie Heinrich	Version	
Approved By	Policy and Procedure Committee	Approved Date	1/6/2022
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Review Date			

POLICY

WAG stands for worthwhile awareness guidance. MobilityDog offers education and outreach presentations to businesses and community groups to teach about Service Dog Teams and their functions, what the laws allow, and about the importance of tolerance, equality, and kindness for all people. Topics also cover what a business or group is allowed to ask Service Dog Teams and how the business can politely reject unqualified dogs with their people. The goal is to find a solution that will work for the business to accommodate those with disabilities with clearer pathways, and to have all employees understand how to work with a disabled person and what tools would make the interactions more welcoming. **Finding the solution is a vital aspect of these workshops.**

The workshops are for classrooms, businesses, meetings, medical offices, and service clubs. The volunteer, SD Team, or those assisting the Executive director will be versed in the discussion with answers that will reflect knowledge of material. At times, the SD Trainer will be asked to share their story.

PROCEDURE

1. Businesses and community groups request a presentation via email or phone call to the organization.
2. The Executive Director leads these workshops accompanied by one or two service dog teams or by a volunteer, presenting in person or online. The Workshop leader provides thought-provoking exercises to enhance learning that result in solutions for their business to become handicapped accessible.

COVID-19 Zoom Presentations POLICY

We offer zoom presentations of the WAG program to schools and businesses, so that we can provide the program during the current pandemic.

PROCEDURE

1. Executive Director or Service Dog Handler chooses a topic for the business that relates to an issue they are experiencing with their client base.
2. ED or SDH begins the workshop with a book and follows with a video from the Paws that Empower subscription modules, conversation, hands-on project, and question/answers to find solutions in the moment for their space. (Refer to the <2.2.2> Paws That Empower policy)
3. ED or SDH teaches about what it means to have a user-friendly accessible building, business, and space for disabled employees, customers, and anyone who would be utilizing the space.
4. Focus content on Equality for All, creating a pathway for all with disabilities: how to create ease in access and ease in using the services this business, organization or school offers.



Guidelines for PowerPoint Presentations

Authors	Janie Heinrich, Lindsey Valenzuela	Version	
Approved By	Policy and Procedure Committee	Approved Date	5/8/2022
Effective Date	5/8/2022	Revision Date	
Review Date			

POLICY

MobilityDog uses PowerPoint Presentations in person and virtual for WAG, PAWS that Empower, Service Dog Presentations for Service Clubs, Website for Education, Fundraising, and anytime we need a visual to share the puppies and Handlers living life.

PROCEDURE

Building a slide deck:

1. Research or gather all necessary information/data/visuals.
2. Create an outline to organize the flow of the slide deck.
3. Create a slide deck using Canva or PowerPoint.
4. Use the outline to fill in the slide deck.
5. Send the first draft of the slide deck to the project manager.
6. Make necessary changes after feedback.
7. Send a final draft of the slide deck to the project manager.

Tips for well-refined slide decks:

- Less is more. Cramming lots of words or visuals onto one slide looks messy and can create confusion for the viewer.
- Use quality visuals. Do not distort an image to make it fit into a slide. Either crop, reduce the size, or pick a different visual.
- Uniformity. The slide deck should look somewhat uniform and have a theme throughout. Be sure to always include the MSD-WCP logo in either the bottom left or right corner of each page.
- Words. Spell-check everything. Use bullet points and short sentences. Do not read off the slides when presenting, use the bullets or sentences to prompt what you are going to say. Reading off the slides assumes that people cannot read for themselves, which may cause viewers to lose interest and not take you seriously as a presenter.
- References. Always include references at the end of the slide deck, especially when there is data pulled from outside sources.



Artist and Service Dog Fund

Authors	Janie Heinrich	Version	
Approved By	Policy and Procedure Committee	Approved Date	5/10/2022
Effective Date	5/10/2022	Revision Date	
Review Date			

POLICY

Gifford Myers Memorial Artist and Service Dog Fund collects donations from Artists for sale on merchandise and at our Silent Auction each year.

PROCEDURE

Local and International Artists create unique pieces (Ceramics, Paintings, Etchings, Jewelry, Photography, Quilting, Fabric Art, Carvings, Weaving, etc.) and donate it to our Gifford Myers Memorial Artist and Service Dog Fund

MobilityDog auctions off and creates merchandise with these artists' pieces.

We also create art programs for WAG and PAWS from the templates of the artistry of our donors.

MobilityDog holds the intellectual property copyright on these artistic pieces and, consequently, has the right to reproduce them.



Volunteers

Authors	Janie Heinrich	Version
Approved By	Policy and Procedure Committee	Approved Date 5/10/2022
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Review Date		

POLICY

Volunteers are the foundation of MobilityDog; everything we do is through the passion, kindness, hard work, and energy of our volunteers. We need volunteers to post on social media; assist with our educational programs Paws that Empower Reading Circle, and WAG Workshops.; lead-out on ZOOM as we teach and empower our Mobility Disabled Community as well as the community at large. MobilityDog has ongoing volunteer opportunities throughout the calendar year.

PROCEDURE

- Send email to info@mobilitydog.org or call Mobility Dog.
- MobilityDog responds to the email with an application.
- Executive Director follows up with a phone call.
- Volunteer Application submitted.
- Formal Zoom or in person interview with Volunteer Applicant and Executive Director.
- Background Check completed (See 2.3.1. Background Check.)
- Volunteer attends Virtual Information Session for Volunteering Program.
- Get Badge for Volunteering (to be worn while working in Schools, Homes, Service Clubs and Businesses while representing MobilityDog.)



Volunteer Application, Contract, Recommitment Letter

Authors	Pam Allen	Version
Approved By	Policy and Procedure Committee	Approved Date 5/10/2022
Effective Date	5/10/2022	Revision Date
Review Date		

POLICY

It bears repeating that volunteers are the foundation of MobilityDog; everything we do is through the passion, kindness, hard work, and energy of our volunteers. The organization is always open to finding new ways for volunteers to be involved in our programs. We count on our volunteer community to represent MobilityDog with enthusiasm and good will.

PROCEDURE

Application:

1. Interested individuals email MobilityDog through our website.
2. MobilityDog emails the person a Volunteer Application and asks for three (3) letters of recommendation.
3. The application is reviewed by the Executive Director (ED) and one Board Member.
4. The applicant attends one Virtual Information Session.
5. The applicant is interviewed by the ED.
6. The ED informs the applicant of the decision.

Contract:

1. The applicant signs the MobilityDog Volunteer Contract, which includes the Confidentiality Agreement and the Conflict of Interest Statement.
2. Volunteers commit to raising a minimum of \$1500 annually for MobilityDog.

Recommitment Letter:

Volunteers are asked to sign a Recommitment Letter each year.

(Copies of the Application, Contracts and Recommitment Letter can be found in the Supplements Section.)



Volunteering in Schools, Nursing Homes, and Closed Campuses

Authors	Janie Heinrich	Version	
Approved By	Policy and Procedure Committee	Approved Date	5/10/2022
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Review Date			

POLICY

MobilityDog offers education programs in schools, nursing homes, and closed campuses. Volunteers present these education programs and must follow MobilityDog's established procedures.

PROCEDURE

1. Contact MobilityDog's Executive Director (ED) to prepare for your interview with standards set by the business where the volunteering is taking place. The ED will give the volunteer the contact information for the campus's designated volunteer coordinator.
2. Comply with appropriate volunteer screening requirements, including results of a TB skin test.

Requirements To Become a School or Nursing Home Volunteer

1. Submit a completed volunteer application with TB skin test clearance proof to MobilityDog.
2. Complete a personal interview with the volunteer coordinator for MobilityDog.
3. MobilityDog requires Megan's Law Check. Live Scan fingerprinting and a background check through the Department of Justice and FBI are required for most volunteer positions.
4. Attend a two-hour volunteer orientation session, held as needed.
5. Obtain a MobilityDog volunteer badge.



Standards of Behavior for Volunteers

Authors	Pam Allen	Version	
Approved By	Policy and Procedure Committee	Approved Date	5/10/2022
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Review Date			

POLICY

MobilityDog Volunteers are active and vibrant representatives of MobilityDog. As such, we expect them to hold to the same standards of behavior as we require of our Board Members, Raisers, Handlers, and Trainers.

MobilityDog has a process that considers, discusses, and resolves conflicts and ethical issues arising with all of its activities. MobilityDog identifies ethical issues and educates staff members about available ethical aspects of programs and services. MobilityDog has an established Code of Ethics and Code of Conduct. All Board of Directors, volunteers, raisers, Handlers, and trainers shall adhere to the Code of Ethics and Code of Conduct. Each employee/volunteer/Handler/contractor will receive a copy of the Code of Ethics and Code of Conduct at orientation and will be required to read and understand the document. (A copy of the Code of Ethics and Code of Conduct can be found in Supplements Section.)

Each Board of Director, volunteer, raiser, Handler, and trainer shall be required to attend an annual in-service at which code of conduct and ethical issues will be presented and a document signed.

The Code of Conduct addresses:

- Agreed-upon ethical principles
- Expected and prohibited behavior and business practices
- Consequences of unethical behavior or business practices
- All affected individuals will be subject to disciplinary action if they fail to comply with any laws, regulations, or any aspect of the Code of Conduct. This includes disciplinary actions for:
 - Failure to report suspected problems
 - Participating in non-compliant behavior
 - Encouraging, directing, facilitating, or permitting non-ethical behavior; or
 - Failing to detect and report an ethical violation by a violator’s supervisor(s), if such failure reflects inadequate supervision or lack of oversight.
- Such disciplinary actions shall be fairly and firmly enforced. The types of discipline imposed will be commensurate with the severity of the violation, ranging from verbal or written warnings to termination of employment or contract, if appropriate.

PROCEDURE

MobilityDog identifies ethical issues and educates its Board of Directors, volunteers, raisers, Handlers, and trainers about available ethical aspects of service. MobilityDog shall address all ethical issues with respect to services provided, including, but not limited to:

- Confidentiality, in all matters relating to our organization in our community meetups, paperwork, vetting, and all matters related to our Handlers and Raisers, as well as our community.



- Any issues that cause an ethical conflict or moral dilemma.
- Integrity in each aspect of our organization.
- Transparency and clarity in each action and reaction.
- Empathy, being able to see the view and vision of each community member before a solution is drafted.
- Action(s) taken will be done with dignity, kindness, and a full understanding for all parties involved.
- Respect for each person and canine whom we encounter.

- Ethical issues may arise for staff members, such as:
- Appropriate behavior of staff members.
- Accepting gifts from customers.
- Conflict with services provided.

FORMAL ACKNOWLEDGEMENT OF COMPLIANCE WITH CODE OF CONDUCT

- All Board of Directors, volunteers, raisers, Handlers, and trainers shall adhere to the Code of Ethics and Standards of Conduct. Each employee will receive a copy of the Code of Ethics and Standards of Conduct at orientation and will be required to read and understand the document.
- Each Board of Director, volunteer, raiser, Handler, and trainer shall be required to attend an annual in-service presented by MobilityDog on ethical issues and sign the form “Contractual Agreement.” (See Form_ Contractual Renewal Agreement_)

MobilityDog Ethical Guidelines

1. **Environmental Sustainability** MobilityDog is committed to minimizing the environmental impact of our nonprofit organization.
 - a. We choose environmentally conscious companies to team with for creating tools and durable items.
 - b. The tools and items we purchase are eco-friendly and recyclable when possible.
2. **Social Responsibility** MobilityDog is deeply committed to innovative approaches that create a healthy community for our volunteers, Handlers, trainers, raisers, Board of Directors, and everyone who is associated with our nonprofit organization.
 - a. Promoting high levels of health, wellness.
 - b. Inspiring efficiency of goals.
3. **Corporate Governance** MobilityDog operates on a foundation of sound corporate governance and risk management practices according to the highest moral and ethical standards.
 - a. Oversight
 - b. Nominations to our board
 - c. Additional guidelines recommendations as needed
4. **Health and Wellness of Humans** MobilityDog culture and commitment to all community members to strengthen and wellness.
 - a. Workshops and Classes
 - b. Guest Speakers
 - c. Supporting the journey
5. **Health and Wellness of Canine** MobilityDog culture and commitment to all our canines.
 - a. Happy and loving puppy raiser
 - b. Food, water, and veterinary care
 - c. Training
 - d. End of life care



Section 3: ADMINISTRATION OPERATIONS



Technical Support

Authors	Janie Heinrich	Version	
Approved By	Policy and Procedure Committee	Approved Date	5/8/2022
Effective Date	5/8/2022	Revision Date	
Review Date			

POLICY

Information, including information entrusted to MobilityDog by its clients, donors and business partners must be protected by taking reasonable and appropriate steps to ensure the information’s confidentiality, integrity, and availability. All members of MobilityDog workforce and all information systems used by MobilityDog are required to comply with the information security policies.

PROCEDURE

Acceptable Use of Assets

Information systems owned and provided by MobilityDog are to be used for business purposes only. Information systems may not be used for the purpose of defamation, harassment, impersonation, forwarding of chain letters, personal purchases, etc.

MobilityDog reserves the right to monitor, filter, and deny the use of its assets.

Use of Communications Services and Equipment

The communications services and equipment utilized by MobilityDog are to be used primarily for legitimate and substantial business purposes. Personal use should be kept to a minimum. Personnel have a right to expect that other MobilityDog personnel will not gain access to files, messages, communications, or documents of others unless they have a legitimate reason to do so. Accessing files, messages, communications, or documents of others without a legitimate reason is inappropriate and is prohibited.

Personnel must not utilize the communications services and equipment used by MobilityDog in any way that may be seen as insulting, disruptive, or offensive to other persons, or harmful to morale. Examples of forbidden transmissions include sexually explicit messages, cartoons, or jokes; ethnic or racial slurs; or any other message that can be construed to be harassment or disparagement of others based on their sex, race, sexual orientation, age, national origin, religious beliefs, or other personal characteristics or circumstances.

Policy Violation Any personnel found, after appropriate investigation, to have violated this policy will be subject to appropriate disciplinary action, up to and including termination.

Usage of Internet Access Systems

MobilityDog provides Internet access to personnel. The guidelines listed below help personnel determine proper Internet usage. MobilityDog reserves the right to monitor and record Internet usage and file server utilization of all



personnel. This monitoring includes determining websites visited and mail transmissions sent. MobilityDog reserves the right to suspend individual user accounts for violation of MobilityDog policies.

The following guidelines define Internet usage:

1. File transfers are to be for business use only by authorized MobilityDog personnel.
2. Use of another person's account or access to their personal files without their consent is strictly prohibited.
3. Account passwords must be carefully protected to avoid the possibility of unauthorized use or intrusion of MobilityDog systems. If a computer is lost or stolen, or if an ID or password are suspected to be stolen, report this immediately to management or designated IT personnel.
4. Confidential information is not to be transmitted without proper encryption.
5. All newsgroup postings are to be for MobilityDog business. Every message posted bears the address of MobilityDog and therefore should be worded in such a way to promote and protect the integrity of MobilityDog, and the confidentiality of its clients and donors.
6. Disruptive behavior such as introducing viruses or intentionally destroying or modifying files on the network is strictly prohibited.
7. Any personal use for commercial or illegal activity is strictly prohibited.

Downloading Files

1. All downloaded files or applications are to be scanned for viruses before being saved on MobilityDog computers.
2. All downloaded applications must be approved by MobilityDog's designated IT personnel before being installed on MobilityDog computers.

Exploration and use of the Internet pertaining to non-work-related items should not interfere with productivity and must be done during lunch or break periods, or before or after work hours. Transmission of harassing, discriminatory or otherwise objectionable e-mail or files (as determined by the recipient) is strictly prohibited. Access to obscene or offensive sites is strictly prohibited and subject to disciplinary action.

Software Copyright Infringement

MobilityDog licenses the use of computer software from a variety of outside companies. MobilityDog does not own this software or related documentation and, unless authorized by the software developer, does not have the right to reproduce it. Any duplication of licensed software, except for backup purposes, is a violation of the Federal Copyright Law which states that reproduction of software can be subject to civil damages up to \$100,000 and criminal penalties, including fines and imprisonment.

Any personnel found copying software, for other than backup purposes, is subject to termination. Any staff member giving software to any outside third party, including clients or donors, or installing MobilityDog software on non-MobilityDog computers, such as home computers, is also subject to termination. Certain licensed software, such as remote-access programs, may be copied to home computers with the proper approval of designated IT personnel. Upon termination, personnel must remove any such programs from his or her computer and destroy any backup copies.

No personal software will be installed on any MobilityDog computer. Any deviation from this policy must have written approval from designated IT personnel. Should you consider it necessary or believe it to be desirable for MobilityDog to



acquire a particular software package, you must receive approval from designated IT personnel. In addition, designated IT personnel must be consulted during the selection process to evaluate technical considerations. Any MobilityDog purchased software is to be purchased through designated IT personnel for inventory control and installation. Only software that has been through this selection process will be installed on MobilityDog computers.

Workstation Security

Use of MobilityDog's workstations (including, but not limited to, personal computers, laptops, "smartphones," etc.) is restricted to authorized personnel. Personnel in possession of such devices owned by MobilityDog, or in possession of devices containing MobilityDog's information, must take precautions to protect and control these devices from unauthorized physical access, loss, or theft. Personnel must not leave these devices unattended in unprotected public areas or during transit.

Lost Device Procedures

In the event a device is lost or stolen, the workforce member assigned that device must immediately report the incident at the time of discovery to designated IT personnel.

Workforce members must not discuss the incident with other personnel, clients, donors, law enforcement, or anyone else until they have received explicit instructions to do so from designated IT personnel or from the CEO.

Facility Access Controls

Physical access to information systems and the facilities in which they are housed must be restricted to properly authorized individuals.

Such restrictions must:

- safeguard information system facilities and the equipment therein from unauthorized physical access, tampering, and theft,
- control and validate access based on role or function,
- support restoration of lost data under the contingency plans,

Repairs and modifications to the facilities' physical security components should be documented.

Security Management System

Information security is to be managed through a process designed to prevent, detect, contain, and correct violations of the information security policies.

The security management process must include:

- analysis of risks posed to information systems,
- treatment of identified risks,
- sanctions for violations of information security policies, and
- proactive review of information system activity.



Licenses, Applications, and Fees (Corporate and Business)

Authors	Robert Heinrich	Version	
Approved By	Policy and Procedure Committee	Approved Date	5/9/2022
Effective Date	5/9/2022	Revision Date	
Review Date			

POLICY

MobilityDog’s policy is to comply with mandatory city licensing, California Secretary of State filing requirements and the California Attorney General Registry of Charitable Trusts registration and renewal reports.

PROCEDURE

Pasadena City Business License

Pasadena City Business licenses expire on December 31. This license must be renewed within 30 days of expiration. The City of Pasadena mails the renewal form to MobilityDog with filing instructions. The Executive director is responsible for filing this renewal.

California Secretary of State Statement of Information

The Statement of Information for MobilityDog is due within 30 days after the calendar year end. The California Secretary of State mails a postcard reminder providing instructions to file this statement using the California Secretary of State website. The Executive Director is responsible for submitting this statement.

California Attorney General Registry of Charitable Trusts

The Annual Registration Renewal Fee Report is due within 4 ½ months of MobilityDog's year end. This form is prepared by MobilityDog’s accountant and must be submitted with a complete copy of MobilityDog’s federal Form 990. The form is signed and submitted to the Registry of Charitable Trusts by the Executive Director of MobilityDog.



Section 4: FINANCE/FUNDRAISING



Financial Management

Authors	Robert Heinrich	Version	
Approved By	Policy and Procedure Committee	Approved Date	5/10/2022
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Review Date			

POLICY

MobilityDog’s financial management policy is to establish procedures that are consistent with the missions of the organization, to set sound financial guidelines that promote prudent fiscal management, and to abide by Generally Accepted Accounting Principles and the legal requirements governing Nonprofit Organizations.



Fiscal Policies

Authors	Janie Heinrich, Bob Heinrich, Pam Allen	Version	
Approved By	Policy and Procedure Committee	Approved Date	1/6/2022
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Review Date			

POLICY

The purpose of the financial policy is to describe and document the financial management activities of MobilityDog to be carried out.

The purpose of financial management in the operation of all MobilityDog activities is to fulfill the organization’s mission in the most effective and efficient manner and to remain accountable to clients, partners, funders, employees, volunteers, and the community. To accomplish this, MobilityDog commits to providing accurate and complete financial data for internal and external use by the Executive Director, Financial Committee, and the Board of Directors.

PROCEDURE

1. Authority

- a. The Board of Directors is ultimately responsible for the financial management of all activities. The Finance Committee is authorized to act on the Board’s behalf on financial matters when action is required in advance of a meeting of the Board of Directors.
- b. The Executive Director is responsible for the day-to-day financial management of the organization. The Board authorizes the Executive Director to hire and supervise both volunteers and staff, hire independent consultants, pay bills, receive funds, and maintain bank accounts.
- c. The Executive Director is authorized to sign checks up to \$2,500. Checks for amounts greater than \$2,000 shall require the approval of the Treasurer or Financial Committee.
- d. The Executive Director and Treasurer can sign checks over \$2,500.00 but under \$6,000.00 for our Service Dog Trainers.
- e. The Executive Director is authorized to enter into contracts for activities that have been approved by the Board as a part of budgets or plans. The Board of Directors must authorize any contracts outside of these parameters and all contracts with a financial value greater than \$15,000.
- f. The President of the Board is the board-approved signee of MobilityDog for the purposes of corporate documents, financial accounts, and contracts.
- g. The Executive Director is authorized to manage expenses within the parameters of the overall approved budget, reporting to the Finance Committee on variances and the reason for these variances.
- h. The Board of Directors must approve any use of the board-designated cash reserve fund.

2. Responsibilities

The Executive Director shall:



- a. Account for donor-restricted and board-designated funds separately from general operating funds, and clearly define the restrictions applicable to these funds.
- b. Report the financial results of MobilityDog operations quarterly to the Board of Directors.
- c. Pay all obligations and file required reports in a timely manner.
- d. Make no contractual commitment for bank loans, corporate credit cards, or for real estate leases or purchases without specific approval of the Board.
- e. Record fixed assets with purchase prices greater than \$500 as capital assets in accounting records.
- f. Depreciation of capital assets will not exceed five years for furniture and equipment or three years for computer and other technology equipment.
- g. Limit vendor credit accounts to prudent and necessary levels.
- h. Regarding equipment and tools for the operations of MobilityDog, we will seek the best service with competitive pricing.
 - i. MobilityDog may award the bid to any provider and is not required to accept the lowest cost proposal.

The Board of Directors shall:

- i. Review financial reports at each board meeting.
- j. Provide adequate training to members to enable each member to fulfill his or her financial oversight role.
- k. Not engage in any financial transactions they would be considered a Conflict of Interest, per our Conflict of Interest Policy. No advances of funds to employees, officers, or directors are authorized. All pre- approved expenditures including travel for meetings and other activities related to carrying out board of director responsibilities shall be reimbursed.
- l. Advancement of funds to cover training expenses to our Handlers will be authorized by the Executive Director and the SDiT Chair. A contract will be entered into with the Handler and signed on DocuSign. If the Handler is in breach of the contract, a discussion with the Board of Directors will ensue.
- m. In no case shall MobilityDog borrow funds from any employee, officer, or director of the organization without specific authorization from the Board of Directors.

3. Budget

- a. To ensure that planned activities minimize the risk of financial jeopardy and are consistent with board-approved priorities, long-range organization goals, and specific five-year objectives, the Executive Director shall:
- b. Submit operating and capital budgets to the Finance Committee in time for reasonable approval by the Board prior to each fiscal year.
- c. Use responsible assumptions and projections as background, with the general goal of an unrestricted surplus.
- d. Gift Acceptance:
- e. MobilityDog will accept stock or other negotiable instruments as a vehicle for donors to transfer assets to the organization. Transfer and recording the value of the asset shall be done in a consistent manner and in compliance with accounting standards. The Board of Directors shall vote to sell or keep, whichever is in the best interest of MobilityDog, any stock given to the organization immediately upon receipt by MobilityDog.
- f. MobilityDog shall accept contributions of goods or services other than cash that are related to the programs and operations of MobilityDog. Any other contributions of non-cash items must be reviewed and approved by the Board of Directors before acceptance.



4. Asset Protection

- a. To ensure that the assets of MobilityDog are adequately protected and maintained, the Executive Director shall:
- b. Insure against theft and casualty losses to the organization and against liability losses to Board members, staff, or the organization itself to levels indicated in consultation with suitable professional resources.
- c. Plan and carry out suitable protection and maintenance of property, building, and equipment.
- d. Avoid actions that would expose the organization, its board, or its staff to claims of liability.
- e. Protect intellectual property, information, and files from unauthorized access, tampering, loss, or significant damage.
- f. Receive, process, and disburse funds under controls that are sufficient to maintain basic segregation of duties to protect bank accounts, income receipts, and payments.

5. Segregation of Roles.

As much as possible, the Board seeks to separate the responsibilities for fiscal roles so that at least two or preferably more individuals fulfill these roles. It is particularly important that the same person does not authorize, execute, and monitor any transaction. At each step of handling funds, the organization shall ensure that more than one person verifies that the step is done correctly.

- a. There are several fiscal “roles” in our organization—custody, authorization, execution, and monitoring. For example, the person who has authority to sign checks is acting in the custodial role.
- b. The person who approves payment of a bill is authorized.
- c. The Board, as a whole, acts in an authorizing role when it approves the annual budget or makes a decision to purchase a major item like a copier.
- d. The person who prepares the checks for signature by an authorized check signer is acting in the execution role, executing an action that has been authorized by the Board through the annual budget or by the individual responsible for approving payment of the bill.
- e. The person who reconciles the bank statement acts in the monitoring role.
- f. The Board also acts in a monitoring role when it reviews the monthly financial reports to be sure that its plan—the budget—is being executed properly.



Financial Controls

Authors	Janie Heinrich, Pam Allen, Robert Heinrich	Version	
Approved By	Policy and Procedure Committee	Approved Date	1/5/2022
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Review Date			

POLICY

MobiDog is a nonprofit organization committed to protecting and using our assets for our nonprofit mission. Proper financial practices are very important in doing this, since proper practices help to prevent and detect errors and fraud. Good financial practices also assure our donors that we use their gifts for the purposes for which they were intended.

PROCEDURE

General Practices Review of Risks

1. These policies were drafted after consideration of the risks associated with the various aspects of our financial operations to enact policies and procedures designed to minimize those risks. The Board will review these policies each year to consider whether the risks have changed.
2. Such changes may include receipt of grant monies for the first time or receipt of grants with restrictions, a change in the laws regulating our nonprofit, hiring of employees or a major change in our programs.
3. If so, the Board needs to identify any new risks and adopt appropriate procedures to minimize those risks.
4. The Board shall consult with a professional if necessary to ensure that it is properly addressing the risks.



Receipt of Funds

Authors	Janie Heinrich, Pam Allen, Robert Heinrich	Version
Approved By	Policy and Procedure Committee	Approved Date 1/5/2022
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RISKS MobilityDog faces the risk that funds that we receive may be stolen or lost or that someone may be falsely accused of stealing funds. We also face the risk that we may fail to record a restriction that a donor has placed on our use of funds.

POLICY

All funds, whether cash or check, which the organization receives will be deposited intact into the bank account, with no monies removed to make payments or for other purposes. All cash receipts should be deposited into the bank as soon as possible. This allows for a complete accounting and independent verification of what happens to our funds. Communications from donors that establish restrictions on the use of their contributions will be saved. If we believe that a donor has restricted the use of funds in a conversation, we will follow up and get written confirmation of the donor's intent.

PROCEDURES

1. Receipt of Checks in the Office

- The designated volunteer opens all mail addressed to the organization.
- A photocopy of all checks received and provides the photocopies to the accounting. This allows accounting to verify that all checks received are deposited.
- Checks will be endorsed "for deposit only," payable to the corporate bank and lists the organization's name and account number. This lessens the risk that a check may be stolen and cashed.

2. Receipt of Cash in the Office.

Cash is easily stolen and must be handled carefully.

- If cash comes into the office, the person accepting the cash must provide a written receipt when cash is received.
- The receipt should state the person's name, the date, the amount of the cash and the purpose of the payment.
- Use a pre-numbered receipt book with an automatic duplicate copy with the organization's name printed on it.
- No pages may be removed from the receipt book.
- The person with access to the receipt book shall keep it in a locked drawer and shall lock cash in a secured location until the Executive Director can retrieve it.
- If possible, when the Executive Director opens the location with the cash, one other person will accompany the Secretary so that they can count the cash together.
- The Executive Director or the Executive Director's designee shall train all office volunteers in these procedures.



- Accounting will compare the receipt book and the bank's list of cash deposits when making the Bank Reconciliation described below.

3. Deposit Slips

The Executive Director will deposit corporate funds as follows:

- Record receipt of check.
- Deposit Electronically.
- Deposited check stored and dated as per date of deposit.
- Cash Deposits, though rare, will be deposited monthly.
- All deposits will be recorded and submitted into the MobilityDog Board Folder accessible online by all board members.
- Accounting will consult the deposit ticket and attached photocopies in the online folder when making the Bank Reconciliation.

4. Receipt of Checks and Cash Outside the Office

If checks and/or cash come in outside the office (such as at a fundraising event), we need to take special precautions to protect these receipts from theft and to ensure that no one is falsely accused of stealing funds.

- Two people need to prepare the deposit slip for the funds in duplicate.
- Both must count the cash and initial the cash count on the copy of the duplicate deposit slip kept by the organization.
- If the individuals accepting the contributions at the event know the names of the individuals making gifts in cash, they will provide a receipt using the pre-numbered receipt book.
- If the funds are received through a "pass the hat" style collection in which it is not possible to know who gave what amount, the individuals accepting the contributions will note that no receipts were provided to donors on the duplicate deposit slip.
- It is not necessary to write out a receipt for contributions made by check unless the donor requests a receipt. However, the individuals accepting the contributions should make a list of all checks received at the event, including the name of the donor and the amount of the contribution. They will compare this list to the deposit to be sure all checks have been included in the deposit.
- If no cash is received at the event, the individuals accepting the contributions by check will give the Executive Director the list and the checks within 24 hours of the event.
- If there is cash in the deposit, one of the two individuals accepting contributions must deliver the funds to the Executive Director immediately. Individuals accepting the cash and checks should be sure that the list of cash receipts and checks they prepare includes the donor's name and address.
- The duplicate receipt book and the list of checks received shall be given to the Executive Director who will send acknowledgement letters.
- The Executive director or his/her designee shall train all volunteers in these procedures.

5. Credit Card Contributions

- All credit card/Electronic payments are processed through PayPal.
- An electronic receipt is provided to the donor.
- PayPal provides a daily detail of all transactions processed.



- This detail will be provided to Accounting for proper classification of the receipt and for reconciling of the bank account.

6. **Acknowledging Donations** While IRS rules require that we acknowledge all donations that are more than \$75, our policy is to provide written acknowledgement for **every** gift we receive.

- The Executive Director shall respond to each donation with a letter, thanking the donor for their generosity.
- If the gift was cash (which includes a check), the letter should include the amount of the gift and state that the gift was cash.
- If the gift was donated property of some kind, the letter does not need to and should not value the property. If the donor did receive something of value in return, the letter must contain a description of the donation and a good faith estimate of the value of what we gave back to the donor.
- The letter should include the statement: "Thank you for your contribution of \$ xx,xxx.xx,____received on mm dd, yyyy. (PICK ONE: "No goods or services were provided in exchange for your contribution" or "In exchange for your contribution, we gave you (describe item) whose fair market value was \$ xx,xxx.xx.")
- In addition to thanking our donors and providing documentation, the donor needs to deduct the contribution on their taxes; the acknowledgment letter may alert donors whose amount is misstated to contact us to correct the error. Additionally, the records of the letters we send will help us keep an up-to-date record of how to contact all our donors.

7. **Posting Donor Names on Website**

- The Executive Director shall post the names of all donors (except those requesting anonymity) on our website.
- The website will indicate that we hope to acknowledge every donor.
- It will invite donors who are not listed to contact the Treasurer.
- In addition to publicly thanking all our donors, a donor whose check or cash was misreported, lost or stolen may alert us to the problem.



Disbursement of Funds

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RISKS We face the risks that our funds will be spent on unauthorized items, that someone will steal our funds by taking blank checks or by writing checks to payees who are not our vendors, that someone will use MobilityDog property for personal purposes or that payments we make will be improperly recorded.

POLICY Make all disbursements from the MobilityDog's funds by check, ACH electronic transfer or MobilityDog debit card with the exception of petty cash. This allows us to track how our funds are spent, who is spending them and who is authorizing expenditures.

PROCEDURES: PAY BY CHECK

1. Opening Bank Accounts

- a. Bank accounts may be opened only upon authorization by the Board of Directors.
- b. All bank accounts must be opened with the MobilityDog's employer identification number (EIN).
- c. The Board shall approve the authorized signers on the MobilityDog's bank accounts.
- d. Because of the Treasurer's role in reconciling the bank statement, the Treasurer cannot be a check signer.
- e. If possible, the Secretary should not be a check signer because of his/her role in the custody and preparation of the checks.

2. Custody of Checks

- a. The Executive Director is the only person authorized to have access to unused check stock.
- b. The checks should be stored in a locked location and information about how to access them should be kept confidential from everyone but the President.

3. Check Authorization

- a. All invoices will be forwarded immediately to the Treasurer for review and authorization to pay.
- b. The Treasurer will review all invoices for mathematical accuracy, agreement with a written invoice, conformity to budget or Board authorization and compliance with grant fund requirements.
- c. The Treasurer will ensure that all conditions and specifications on a contract or order have been satisfactorily fulfilled, including inventorying items received against packing slip counts.
- d. The Treasurer will code the invoice with the appropriate expense or chart of accounts line item number and other information as needed for accounting purposes.
- e. By approving an invoice, the Treasurer indicates that he/she has reviewed the invoice and authorizes a check
- f. The Treasurer is responsible for timely follow-up on discrepancies and payment.



g. The Treasurer will send approved invoices to the Secretary for payment.

4. **Expenses Not Invoiced**

In some cases, expenses may not be invoiced, such as rent. When such expenses are due, the Treasurer needs to ensure that the expense is in the budget and write a note authorizing payment of the expense and the amount of the expense and supply it to the Secretary.

5. **Payment by Checks**

- a. Upon approval of the invoice and note by the Treasurer, the Secretary is authorized to prepare all checks and should do so.
- b. If a check is voided, the check will have "VOID" written in large letters in ink on the face and have the signature portion of the check torn out. Voided checks will be kept on file.
- c. In the event that it is necessary to issue a duplicate check for checks in an amount over \$50, the Executive Director will order a stop payment at the bank on the original check.

6. **Duties of Check Signers**

- a. All checks will be signed by the signers designated by the Board of Directors.
- b. Prior to signing a check, a check signer will do the following:
 - i. Compare the check to the original invoice or the Treasurer's note to pay the expense.
 - ii. Compare the amount on the check to the amount on the invoice or note.
 - iii. Be sure that the Treasurer has initiated the invoice. This is to protect against the risk that you are paying based on a copy of the bill that has already been paid.
 - iv. Check the date on the invoice or the Treasurer's note against the date of signing the check. If the difference is more than 60 days, get written approval from the Treasurer before signing the check. This is to mitigate the risk that the MobilityDog is paying the same expense twice.
 - v. Check to be sure that the amount of the check is not clearly unreasonable. For example, a \$30,000 monthly payment for bookkeeping services would be unreasonable for most small nonprofits.

7. **Prohibited Practices**

- a. In **no** event will invoices be paid unless approved by the Treasurer.
- b. Blank checks will not be signed in advance. Each check signer will be made aware that signing blank checks exposes MobilityDog to theft, since the bank is entitled to charge our account for any check that has a valid signature. A signed blank check is an invitation to theft: checks be made out to "cash," "bearer," etc.

PAY ONLINE

1. If we make online payments, we will make arrangements with the bank that allow the Treasurer to have online, read-only access to the account.
2. We will also arrange with the bank to be sure that only the individuals the board has authorized as check signers will be permitted to authorize the payment of bills electronically.
3. In addition to the monthly reconciliation, the Treasurer will periodically spot-check the account to compare the bank automatic payments with the vendor statements.



Petty Cash Funds

Authors	Janie Heinrich, Robert Heinrich, Pam Allen	Version	
Approved By	Policy and Procedure Committee	Approved Date	1/5/2022
Effective Date	1/5/2022	Revision Date	
Review Date			

RISKS

Payments by cash are not as completely documented and are not as easily monitored as payments by check and thus subject the organization to greater likelihood of errors and fraud.

POLICY

The Petty Cash Fund should only be used when payment by check is impracticable.

PROCEDURES

Administration of MobilityDog's Petty Cash Fund

1. The Executive Director is responsible for the administration of the Petty Cash Fund.
2. The Fund shall be funded with checks made out to "Petty Cash" and recorded in the Petty Cash Fund account.
3. The Executive Director will require receipts for all purchases and may ask those reimbursed to sign for money.
4. The Executive Director will record all cash purchases in a journal and save the receipts.
5. When the fund gets low, the Secretary will apply to the Treasurer for authorization to reimburse the fund for the total amount expended.
6. The check written to reimburse the Petty Cash Fund will be recorded in the appropriate expense accounts for the items that were purchased with Petty Cash, so that these expenditures made through the Petty Cash fund are properly classified by type – for example, postage, parking fees, etc.
7. The Petty Cash limit shall be \$250.



Expense Reimbursement

Authors	Janie Heinrich, Pam Allen, Robert Heinrich	Version	
Approved By	Policy and Procedure Committee	Approved Date	1//6/2021
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Review Date			

RISK

MobilityDog does not have the same level of control over expenses incurred on behalf of MobilityDog by those who pay with personal funds and seek reimbursement as it does for expenses paid directly by MobilityDog. MobilityDog is not in as good a position to determine whether the good or service purchased might have been obtained at a lower price elsewhere, whether there is a personal benefit to the person seeking reimbursement, or how the expenditure fits in with the rest of MobilityDog’s budget.

POLICY

In proper circumstances, Board members, employees and volunteers are entitled to be reimbursed for expenses related to that they incurred on behalf of MobilityDog. To receive reimbursement, you must meet the following requirements:

- Your expense must have been authorized in advance by the Board or by the Executive Director or later approved by the Board.
- Your expense must have been incurred for goods or services purchased for.
- If your expense is for travel, the travel must be for work related to. We will reimburse no more than the standard mileage rate for business use of a car as established by the IRS.
- MobilityDog will reimburse meal expenses incurred in direct connection with MobilityDog business or at the per diem rate established by the IRS.

PROCEDURES

To be reimbursed for expenses:

1. **Documentation.** You must provide reasonable documentation showing the date, amount and what the expense was for. Credit card receipts and store receipts that do not describe the purchase are not reasonable documentation. Your receipt must describe the purchase.
2. **Other Reimbursement.** Your voucher must reflect reimbursement from sources other than ours.
3. **Timely Submission.** You must submit your documentation with a request for payment within 60 days from the date the expense was incurred.
4. **Overpayment.** If we overpay you, you must return any excess reimbursement within a reasonable period of time.



Purchasing

Authors	Janie Heinrich, Pam Allen, Robert Heinrich	Version	
Approved By	Policy and Procedure Committee	Approved Date	1/6/2021
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Review Date			

RISK

MobilityDog wants to ensure that all purchases on behalf of the organization are authorized by the Board or by Board policies. Unauthorized purchases deplete the MobilityDog's resources and interfere with the Board's ability to govern properly.

POLICY

All purchases made on behalf of MobilityDog must be made pursuant to the Board-approved budget or Board rules.

PROCEDURES

The Executive Director can authorize purchases of \$3,000.00 or less which conform to the Board's budget. The Board must approve purchases above that amount. The Board must authorize any purchase which does not conform to the Board's budget.



Use of MobilityDog's Property

Authors	Janie Heinrich, Pam Allen, Robert Heinrich	Version	
Approved By	Policy and Procedure Committee	Approved Date	1/6/2021
Effective Date	1/6/2021	Revision Date	
Review Date			

RISKS

MobilityDog faces a risk that individuals will use corporate property without authorization for personal purposes. Usage reduces the life of property and eventually is an expense that the corporation assumes. It also betrays the trust of our donors who expect that the corporation will use its resources only for purposes that help us achieve our mission.

POLICY

Property and equipment owned by the corporation may only be used for corporate activities or activities approved by the corporation. They may not be used for personal purposes.

PROCEDURE

If a Board member, officer, employee, or volunteer wants to use corporate property or equipment for any purpose other than a corporate purpose, that individual must obtain permission from the Board of Directors.



Creation of MobilityDog's Obligations

Authors	Janie Heinrich, Pam Allen, Robert Heinrich	Version
Approved By	Policy and Procedure Committee	Approved Date 1/6/2021
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Review Date		

RISKS

MobilityDog needs to ensure that any obligation undertaken in MobilityDog's name is authorized by MobilityDog and is for MobilityDog's and not personal purpose.

A. CREDIT AND DEBIT CARDS

RISKS

MobilityDog's credit or debit cards can be misused when people charge personal expenses on them, fail to obtain documentation showing that a purchase was for MobilityDog, or put expenses on a MobilityDog card for purchases that are embarrassing to MobilityDog.

POLICY

MobilityDog will not authorize the use of debit cards for any purposes. The Board will determine whether there is a compelling need for MobilityDog to obtain one or more credit cards. If the Board determines that credit cards are needed, the Board will authorize specific individuals to utilize a MobilityDog card. A MobilityDog cardholder may use the credit card only for official purposes directly related to the needs of the organization. The cardholder may not use a MobilityDog credit card for personal purposes, even if he or she plans to reimburse the organization.

The following purchases are **not** allowed on MobilityDog's credit card:

- Personal purchases
- Cash advances or loans
- Payroll advances
- Purchased for other organizations
- Personal entertainment
- Fuel for personal vehicles.
- Any item inconsistent with the mission and values of the organization

An individual purchase shall not exceed \$ 3000.00. Aggregate monthly purchases shall not exceed \$ 5,000.00 or as determined by the board for special projects and programs.

PROCEDURES

In order to use the card, the cardholder must follow these procedures:

1. **Cardholder Agreement.** Upon issuing a MobilityDog card to a cardholder, the cardholder must sign a statement that the cardholder has read and understands this Credit Card Policy and will reimburse MobilityDog for any personal charges on the card.



2. **Advance Approval.** The Board must give advance written approval to make a purchase whenever practical. The cardholder's purchase request should describe the purchase and cost.
3. **Original Receipts.** The cardholder must keep the original receipt that describes each purchase made on the card. The credit card receipt is not sufficient.
4. **Notification of use of the credit card.** The cardholder will email the Treasurer after each use of a MobilityDog credit card noting the date, vendor, and amount of each charge made. This will allow the Treasurer to be aware of the cash that will be required to pay the credit card bill and alert the Treasurer to potential unnecessary use of the credit card.
5. **Expense Form.** Within 5 days after the end of the billing cycle, the cardholder must prepare and sign an expense detail form and attach original receipts and a copy of the purchase request. In the case of meals, the statement must include the names of all persons at the meal and a brief description of the business purpose, in accordance with IRS regulations.
6. **Approval by Treasurer.** The cardholder must give the expense detail form to the Treasurer for approval. The Treasurer shall review each purchase to ensure that it was reasonable, necessary and the best value for the organization. The Treasurer will reconcile the expense detail form to the credit card billing statement, authorize payment and follow up on any inconsistencies.
7. **Notification of Loss/Theft.** The cardholder must notify the bank and the organization immediately in the event that the card is lost or stolen.

B. BORROWING AND LINES OF CREDIT

RISKS

The organization needs to ensure that borrowing in MobilityDog's name is authorized.

POLICY

The Board must approve application for and acceptance of any Lines of Credit.

PROCEDURE

1. Once the Line of Credit is authorized by the Board, the Treasurer can authorize borrowing within the limit of the line of credit up to \$10,000.00.
2. The Board must approve all borrowing against the line of credit greater than that amount.
3. The full Board must approve any other borrowing of funds in the name of MobilityDog, including the use of any promissory notes.
4. The Board must give very serious attention to be sure that MobilityDog will have sufficient funds available to repay any loans or lines of credit on time.



Bank Reconciliation and Online Monitoring

Authors	Janie Heinrich, Pam Allen, Robert Heinrich	Version	
Approved By	Policy and Procedure Committee	Approved Date	1/6/12021
Effective Date	1/6/2022	Revision Date	
Review Date			

RISKS

Even the most honest and attentive individual makes mistakes. Monitoring allows us to uncover errors. If our records and the bank records do not agree, it is likely that our records are wrong. Monitoring also assists us in identifying discrepancies between our accounting records and our banking records that suggest theft or fraud, checks signed by unauthorized signers, and identity theft.

POLICY

The Treasurer will monitor the MobilityDog's accounts regularly and will prepare a written reconciliation of all bank or investment accounts which proves that the balances presented on our financial reports agree with the records of the financial institution.

PROCEDURES

- 1. Records to Accounting.** The Executive Director shall provide Accounting with a copy of all records of deposits, disbursements (checks written), and other bank transactions and of our accounting records for review.
- 2. Bank Statement.** The MobilityDog will provide the unopened bank bank statements to Accounting immediately upon receipt.
- 3. Reconciliation.** Accounting will reconcile the bank statement monthly. The reconciliation should be done within 7 days of receiving the statement, as follows:
 - Examine all checks for correct signatures and number of signatures and protest to the bank any incorrect signatures.
 - Review the checks in the bank records to ensure that the name of the payee, the amount of the check and the date of the check agree with the MobilityDog's accounting records.
 - Compare the bank deposit records with our accounting records to determine whether each deposit recorded in the accounting records agrees with the bank record.
 - Check the cash entries in the receipt book against the bank record of deposits to ensure that all cash was deposited.
 - Check whether the ending balance in the general ledger cash account agrees with the bank statement, after making the adjustments on the bank reconciliation form.
 - List all outstanding checks. On checks outstanding over 90 days, take appropriate action.
 - List all deposits in accounting records not yet recorded by the bank.
 - If the reconciliation is done electronically, the Treasurer must check off on a form to be given to the Board that he or she performed the review above.



4. **On-Line Banking.** Both the Executive Director and Treasurer should have on-line, read-only access to the bank account.

- The Executive Director should use the on-line access to check his/her work. The Executive Director should review the account on-line on a weekly basis to check for identity theft that is diverting MobilityDog's funds.
- The Treasurer can reconcile the bank statements and spot-check the on-line payments as described above.
- The Advisory Chair of Finances will prepare all back statements and Profit and Loss Statements monthly.

5. **Return of Canceled Checks by the Bank.** The Board will determine whether it is necessary to direct the bank to return the canceled checks with the bank statement. If the Board determines that it will not require return of the canceled checks, it will establish procedures to ensure retention of the electronic images of the checks.



Collections for Accounts Past Due

Authors	Robert Heinrich	Version	
Approved By	Policy and Procedure Committee	Approved Date	5/10/2022
Effective Date	5/10/2022	Revision Date	
Review Date			

POLICY

MobilityDog is committed to meeting the highest standards of billing for services, according to the requirements established by the Board of Directors. All invoices submitted to any private or government organization will be accurate and reflect contractually agreed upon rates and bills for service. Verifiable documentation of these services exists in MobilityDog's record. Claims for reimbursement submitted to Puppy Raisers or Handlers will be submitted on no less than a monthly basis. Verifiable documentation of these claims exists in the MobilityDog's records. Terms for collection are due upon receipt unless prior financial arrangements are made and approved by MobilityDog's Executive Director and CFO.

PROCEDURE

1. Invoices submitted to private or government organizations will be based on confirmed grants, commitments, or fees for service (honorariums). MobilityDog uses diagnosis and procedure codes for items and services. Once confirmed, the Executive Director will cause either an electronic or paper invoice to be submitted.
2. The documentation necessary for accurate billing will be made available to the MobilityDog's billing department or the third-party billing service.
3. No financial incentives will be offered to MobilityDog's billing staff or consultants working on MobilityDog's behalf to encourage the submission of claims without regard to whether the claims meet applicable 3rd party compensation coverage criteria for reimbursement or accurately represent the services rendered.
4. The Executive Director or CFO will be responsible for ensuring that regular reviews and updates of these policies take place and any changes are communicated to the appropriate personnel.
5. The Executive Director or CFO will periodically review and verify the accuracy of the standards and criteria used by MobilityDog's billing staff. MobilityDog is committed to meeting the highest standards of billing for services, according to the requirements established by the payer source. All claims for reimbursement submitted to any private or government organization or individual will be accurate and reflect necessary services provided to the Service Dogs, Service Dogs in Training and individual Handlers. Verifiable documentation of these services exists in the Service Dogs' records.



Tracking In-Kind Donations

Authors	Robert Heinrich	Version	
Approved By	Policy and Procedure Committee	Approved Date	5/10/2022
Effective Date	5/10/2022	Revision Date	
Review Date			

POLICY

MobiDog is committed to tracking and accurately accounting for and recording in-kind donations made for the benefit of the organization according to the requirements established by the Board of Directors. All in-kind donations received will accurately reflect the financial benefit to the organization. Strict adherence to Internal Revenue Service reporting requirements for non-cash donations will be implemented and followed by the organization’s CFO and Executive Director.

PROCEDURE

Each donation of a good or service should be recorded at the fair market value upon receipt by the organization. In the case of a marketable security (e.g., publicly traded stock or bond), that value can be determined readily by capturing the day’s closing valuation. Market prices for facilities, furniture, equipment, supplies, technology, and many other goods are also easily assessed. Professional service providers and contractors can provide their standard rates based on work with other clients.

The organization may rely on a good faith estimate by the donor, if a good lacks a ready means of independent valuation (e.g., a work of art). An independent appraisal is required if the value exceeds \$5,000.

When goods are sold at auction, the fair market value will adjust to the amount paid by the winning bid. If the donation and sale occur within the same fiscal year, the organization simply records the final valuation in its books. If receipt of the gift occurs in a prior fiscal year, any change in value will be captured as a gain or loss upon sale.

Generally Accepted Accounting Principles require the fair value of donated services to be recognized in the financial statements if the services meet either of the following criteria:

- They create or enhance a nonfinancial asset.
- They require specialized skills, are provided by entities or persons possessing those skills, and would be purchased if they were not donated.

Donors will be provided with receipts documenting the type of item donated and the fair market value of the donated item. An annual receipt will be provided to the donor within 45 days of the close of the calendar year.



Tracking Volunteer Hours

Authors	Janie Heinrich, Robert Heinrich, Pam Allen	Version	
Approved By	Policy and Procedure Committee	Approved Date	1/6/2022
Effective Date	1/6/2022	Revision Date	
Review Date			

POLICY

MobilityDog tracks volunteer hours in order to convert them to in-kind donations, both for tax purposes and for fundraising purposes.

PROCEDURE

- All volunteers are required to sign a contract requiring them to report hours worked and a confidentiality agreement.
- Hours are to be reported on a monthly basis.
- The form should be submitted to the Executive Director on the MobilityDog website.
- The Executive Director will prepare a summary of volunteer hours and quantify the value of hours donated based on a rate determined by the Board of Directors.
- The summary report will be provided to Accounting to be included in the monthly and quarterly reporting.



Tracking and Reporting Cash Donations

Authors	Robert Heinrich	Version	V 2021.1
Approved By	Policy and Procedure Committee	Approved Date	5/9/2022
Effective Date	5/9/2022	Revision Date	
Review Date			

POLICY

MobilityDog recognizes the value of every dollar donated to the organization. MobilityDog's policy is to track and record all cash donations received and to comply with all reporting requirements of 501(c)(3) organizations including but not limited to recognition of donations pledged and received; compliance with corporate and government grant reporting and restrictions; and providing donors with required tax deduction receipts.

PROCEDURE

1. All grants and cash donations received by the organization will be recorded.
2. Donations in excess of \$ 250 require the name, address, date received, and amount be documented showing receipt by the organization.
3. Donations will be classified as restricted or non-restricted.
4. Donations will be deposited into the organization's bank account within 3 banking days of receipt.
5. Donors who contribute less than \$ 250 annually will receive an acknowledgement letter at the time of receipt by the organization.
6. Donors who contribute more than \$ 250 annually will receive an annual accounting of the donations within 45 days of year end.



Reimbursements (Petty Cash, Credit Cards, Mileage, Phone, Travel)

Authors	Robert Heinrich	Version
Approved By	Policy and Procedure Committee	Approved Date 5/9/2022
Effective Date	5/9/2022	Revision Date
Review Date		

POLICY

MobilityDog appreciates the commitment of the volunteers and employees of the organization. It is the organization's policy to reimburse individuals for any pre-approved out-of-pocket expenses and costs advanced on the organization's behalf. It is the Organization's policy to facilitate the reimbursement of unexpected, reasonable, and necessary expenditures made on its behalf.

PROCEDURE

The governing board acts as the compensation committee for the approval of compensation and all expense reimbursements made for program and administrative cost. The Executive Director is authorized to act on the Board's behalf in determining if an expense is reasonable and necessary. All reimbursements less than \$ 500 may be made without Board approval. Reimbursements in excess of \$ 500 require approval by the Board. Items requiring approval will be included as part of the agenda at the organization's interim board meetings. Reimbursement of expenses do not have to wait for Board actions. It is up to the discretion of the Executive Director as to when a reimbursement should be made. The Board's authority is to approve the acts of the Executive Director.



Financial Reporting

Authors	Robert Heinrich	Version	
Approved By	Policy and Procedure Committee	Approved Date	5/9/2022
Effective Date	5/9/2022	Revision Date	
Review Date			

POLICY

It is MobilityDog’s policy to monitor and report financial activities of MobilityDog to the Board of Directors on a regular basis. MobilityDog’s financial statements are internal documents and shall not be provided for external review or audit. MobilityDog’s budget is for budgetary control and comparison with prior years’ expenditures.

PROCEDURE

Financial Reporting

- Submit financial statements to the Treasurer on a monthly basis.
- Submit the financial statement to the Board of Directors on a quarterly basis.

Budgets

- Prepare a straight-line budget based on prior years performance.
- The board of directors prepare an annual estimate of projected in-kind and cash donations.
- Prepare a projected cost budget using historical percentages of cost to revenue to manage and measure compliance with expectations versus performance.
- Present the quarterly comparison of budget and actual performance with significant budget variations noted and explained to the Board of Directors.

Required Reporting

- The Executive Director ensures that the required annual reports are filed to the Internal Revenue Service, Franchise Tax Board, Secretary of State, and the Attorney General of the State of California on a timely basis. The Executive Director ensures that all annual 1099-NEC reporting forms are prepared and filed with the Internal Revenue Service and the eligible vendors.

Graphs Reporting for Future Handlers

- The Treasurer creates and revises the expense reports pertaining to the Service Dogs in Training and Service Dogs on a quarterly basis. The reports include all investments up to transfer and an estimate of yearly expenses for the Handlers.
- The Treasurer provides the Revised Expense reports to the Board of Directors.



Yearly Budget

Authors	Janie Heinrich	Version	
Approved By	Policy and Procedure Committee	Approved Date	5/10/2022
Effective Date	5/10/2022	Revision Date	
Review Date			

POLICY

MobiDog uses its budget as a planning tool that reflects its programs, mission, and strategic plan. Budgeting provides a systematic way of reviewing estimates with actual results, coordinating future activities, and setting realistic targets. It is an effective management tool, and it provides a timeframe required to control finances. MobiDog is committed to responsible fiscal oversight and ongoing financial controls.

PROCEDURE

MobiDog uses the following 10-step budgeting checklist as a guide to the budgeting process. This process should begin at least three months before the end of the fiscal year to ensure that the budget is approved by the Board of Directors before the start of the new year.

1. Determine timeline

- Set target date for Board approval.
- Allow time for each step and for review and discussion.
- Approve before beginning of fiscal year.

2. Agree on goals

- Prioritize program delivery goals.
- Set organizational financial goals.
- Clarify annual goals from strategic plan.

3. Understand current financial status

- Review current year income and expense compared to budget.
- Forecast to the end of the year.
- Analyze and understand any variances.

4. Agree on budget approach

- Assign roles and responsibilities.
- Agree on authority to make decisions.
- Agree on how much uncertainty can be included (how many unknowns).



5. Develop draft expense budget

- Determine costs (expenses) to reach program goals.
- Determine costs to reach organizational and strategic goals.

6. Develop draft income budget

- Project income based on current fundraising and revenue activities.
- Project new income based on new activities.

7. Review draft budget

- Verify that the draft meets program and organizational goals.
- Review and discuss all assumptions.
- Make adjustments, based on goals and capacity, to match income and expenses.
- Review final draft for all goals and objectives.

8. Approve budget

- Present to any committees as needed.
- Present to the Board for approval.

9. Document budget decisions

- Create a consolidated budget spreadsheet and file.
- Write down all assumptions.

10. Implement budget

- Assign management responsibilities.
- Incorporate into accounting system.



Financial Statements

Authors	Pam Allen, Robert Heinrich	Version	
Approved By	Policy and Procedure Committee	Approved Date	5/10/2022
Effective Date	5/10/2022	Revision Date	
Review Date			

POLICY

MobilityDog's policy is to be transparent with all financial activities. As such, MobilityDog's Accountant produces monthly financial statements.

PROCEDURE

Current financial statements are presented to the Board of Directors at their meetings and are also published monthly on the MobilityDog website.



Financial and Accounting

Authors	Robert Heinrich	Version	
Approved By	Policy and Procedure Committee	Approved Date	5/10/2022
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Review Date			

POLICY

MobiDog is committed to fiscal accounting, record keeping and financial reporting in accordance with Generally Accepted Accounting Principles as promulgated in the United States of America. Accurate and timely accounting and financial reporting is part of an overall internal control system designed to avoid errors, safeguard assets, and provide reasonable assurance in the financial records and reports of the organization.

PROCEDURE

The accounting procedures used by the organization shall conform to Generally Accepted Accounting Principles (GAAP) to ensure accuracy of information and compliance with external standards.

Basis of Accounting

The organization uses the accrual basis of accounting. The accrual basis is the method of accounting whereby revenue and expenses are identified with specific periods of time, such as a month or year, and are recorded as incurred. This method of recording revenue and expenses is without regard to date of receipt or payment of cash. Throughout the fiscal year, expenses are accrued into the month in which they are incurred. Revenue is always recorded in the month in which it was earned or pledged.

The books are closed no later than the third week after the close of the month. Invoices received after closing the books will be counted as a current-month expense. Interim financial statements will be prepared and presented to the Board of Directors no later than 30 days after the close of the month.

At the close of the fiscal year, this rule is not enforced. All expenses that should be accrued into the prior fiscal year, are so accrued, in order to ensure that year-end financial statements reflect all expenses incurred during the fiscal year.

Year-end books are closed no later than 90 days after the end of the fiscal year. Annual financial statements will be prepared and submitted to the Board of Directors no later than 90 days after the close of the fiscal year.

Bank Reconciliations

All bank statements will be opened and reviewed in a timely manner. Bank reconciliation and approval will occur within 30 days of the close of the month. Once reviewed, bank statements are submitted to the accountant for reconciliation. The Executive Director will review and approve reconciliation reports by signing and dating the report in the upper right-hand corner.



Conflict of Interest

All employees and members of the Board of Directors are expected to use good judgment, to adhere to high ethical standards, and to act in such a manner as to avoid any actual or potential conflict of interest. A conflict of interest occurs when the personal, professional, or business interests of an employee or Board member conflict with the interests of the organization. Both the fact and the appearance of a conflict of interest should be avoided. Upon or before hire, election, or appointment each employee and Board member must provide a full written disclosure of all direct or indirect financial interests that could potentially result in a conflict of interest. Examples include employer, business, and other nonprofit affiliations, and those of family members or a significant other. This written disclosure will be kept on file and will be updated annually and as needed.

Employees and Board members must disclose any interests in a proposed transaction or decision that may create a conflict of interest. After disclosure, the employee or Board member will not be permitted to participate in the transaction or decision.

Should there be any dispute as to whether a conflict of interest exists, the Executive Director shall determine whether a conflict of interest exists for an employee and shall determine the appropriate response. The Board of Directors shall determine whether a conflict of interest exists for the Executive Director or a member of the Board and shall determine the appropriate response.

Segregation of Duties

The organization's financial duties are distributed among multiple people to help ensure protection from fraud and error. The distribution of duties aims for maximum protection of the organization's assets while also considering efficiency of operations. Check signers should not be involved in expense approval or basic accounting procedures. Someone outside of the accounting function should open and log all checks received.

Physical Security

The organization maintains physical security of its assets to ensure that only people who are authorized have physical or indirect access to money, securities, real estate and other valuable property.



Tax, State, and Federal

Authors	Janie Heinrich/Robert Heinrich	Version
Approved By	Policy and Procedure Committee	Approved Date 5/10/2022
Effective Date	5/10/2022	Revision Date
Review Date		

POLICY

MobilityDog's policy is to maintain meaningful and well-considered policies and procedures, a critical component of a strong financial management system.

PROCEDURE

MobilityDog's Tax Returns will be prepared and consistent with MobilityDog's Financial Statements.

MobilityDog Guidelines

- Protect the assets of the organization.
- Ensure the maintenance of accurate records of the organization's financial activities.
- Provide a framework for the organization's financial decision making.
- Establish operating standards and behavioral expectations.
- Serve as a training resource for staff.
- Ensure compliance with federal, state, and local legal and reporting requirements.

Tax Compliance Exempt Organization

- Treasurer and Advisory Financial Chair completes the annual Federal Form 990 and California Form 199.
- May 15 Tax Filing forms are due.
- FISCAL POLICIES AND PROCEDURES Approved by the Board of Directors.
- Treasurer and Executive Director serve as the staff liaison to the tax preparer.
- The Advisory Financial Chair makes the 990 Available to the Board of Directors.
- The Board of Directors reviews and approves the tax returns prior to filing.
- Executive Director uploads 990 to GuideStar and Website making it available to the public.



Fundraising

Authors	Pam Allen, Janie Heinrich	Version	
Approved By	Policy and Procedure Committee	Approved Date	5/10/2022
Effective Date	5/10/2022	Revision Date	
Review Date			

POLICY

MobilityDog works very hard to prepare Service Dogs for its disabled Handlers. It costs the organization just under \$30,000.00 to raise a service dog from puppy to adult. Best Practices are in place honoring all the funds and times of our donors, volunteers, and awards. We expect our community to participate actively in our fundraising as well as their own for the following reasons: 1) such fundraising allows MobilityDog community members to express their commitment to MobilityDog and its mission and 2) this fundraising allows our community members to spread the word about MobilityDog, a powerful method of advertising.

PROCEDURE

1. MobilityDog expects all of its community members– Board Members, Puppy Raisers, Handlers, Trainers, and Volunteers– to fundraise a minimum of \$1500 annually. MobilityDog provides fundraising opportunities for this purpose.
2. MobilityDog holds a major fundraiser every year on the fourth (4th) weekend in September: the Poodle Palooza, when possible, a live gathering of MobilityDog community members and their Service Dogs in Training and Service Dogs. This fundraiser also includes an online Silent Auction.
3. MobilityDog also holds seasonal fundraisers throughout the year.
4. MobilityDog has an active professional grant writer on the Board; they regularly file appropriate grant applications.
5. MobilityDog encourages major giving. (See section 4.3.3 of this manual.)
6. MobilityDog’s Board Chair of Business Development finds and encourages in kind donations of marketable dog and disabled related products for MobilityDog to sell to raise funds and awareness. MobilityDog places its logo on these items.



Fundraising Plan Lists of Sources

Authors	Brittany Jarabek	Version	
Approved By	Policy and Procedure Committee	Approved Date	2/14/2022
Effective Date	2/14/2020	Revision Date	
Review Date			

POLICY

MobiDog’s Executive Director is responsible for all of the organization’s fundraising activities. The Board of Directors is responsible for providing oversight and approval of the fundraising activities. The Board of Directors is responsible for securing dependable revenue streams and raising private support.

MobiDog will raise funds through:

1. Fee for service
2. Board Member Fundraising
3. Donor Relations
4. Gift Acceptance (including Grants)
5. Sponsorships and endorsements.

PROCEDURE

There are three classifications of contributions:

1. Unrestricted: The donor is providing a donation with “no strings attached.” The donor is leaving the use of their funds to the discretion of the Board of Directors and management.
2. Temporarily Restricted. Temporarily restricted gifts mean that the donor has placed a restriction on the gift, but that restriction will either be fulfilled by act or passage of time.
3. Permanently Restricted. Permanently restricted donations are more commonly known as endowments. The principal of the funds will never be spent, and only the income generated from the investment of the funds can be used.

Refer to Policy and Procedures and Procedure Fundraising Lists of Sources for each fundraising source.



Fundraising Plan Lists of Sources: Fee for Service

Authors	Brittany Jarabek	Version	
Approved By	Policy and Procedure Committee	Approved Date	2/14/2022
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Review Date			

POLICY

Fee-for-service is a fee paid in return for services delivered. MobilityDog fee-for-service encompasses services undertaken to advance the organization’s mission. The goal for all Fee-for-Service work is to provide the organization with operating support and fiscal resources while undertaking important mission work.

Fee-for-service includes, but is not limited to, 1) Programming contracts, 2) Training, 3) Puppy adoption of non-eligible service dogs, 4) Employee training, and 5) Program materials.

A fee-for-service structure means fees are paid to our organization in return for services our organization delivered, making money on the same kinds of services the organization already provides through contracts to people outside our organization.

PROCEDURE

MobilityDog adheres to this set of basic business practices for all Fee-For-Service contracts and opportunities:

- Show clients that MobilityDog has delivered the services paid for.
- Track all the work under contracts that can be billed for and of accounts receivable.
- Provide a receipt for payment and keep careful track of what's been paid.

MobilityDog markets and informs third parties to make them aware of the services offered by MobilityDog via

- Direct mail.
- Personal contact.
- Intermediaries. Third parties establish contacts with potential customers.
- E-mail.
- Website.
- Telephone.

Price Setting

MobilityDog researches all comparable markets to determine the price of all fee-for-service contracts. Should the Board of Directors decide to have a sliding scale, the scale will be determined by the Board of Directors and shall be just and fair.



Fundraising Plan Lists of Sources: Board Member Fundraising

Authors	Brittany Jarabek	Version	
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POLICY

Board members have a crucial role to play in raising funds for MobilityDog. Board Members are volunteers with contacts in the community who are dedicated to the mission of the organization and the people served by the organization. MobilityDog recognizes that board members contribute in many valuable ways — not only funds, but information, professional guidance, and in-kind resources. Therefore, each board member is asked to complete the Pledge Form (see Board Member Pledge Form under References), which will facilitate the organization’s fiscal planning and eliminate repetitive requests.

PROCEDURE

Board Member Duties Pertaining to Fundraising

- Board members identify and evaluate prospects, cultivate and solicit gifts, actively support fundraising programs by their presence, and offer personal acknowledgments to donors and volunteers.
- Board members provide leadership and actively advocate for the organization’s priorities and the necessity of its fundraising efforts.
- Board members engage in personal gift support to their level of ability, with an expected minimum annual monetary gift of \$1,500, and are asked to make MobilityDog a priority in their personal giving.
- Board Members are expected to solicit the financial, in-kind, and political support of others and obtain at least \$2,000 in contributions made to MobilityDog each fiscal year, including annual end-of-year fundraising letter to personal and professional contacts; yearly fundraising activities in their communities; making contacts for support of MobilityDog programs; seeking assistance from other board members if needed; and encouraging local members [or supporters] to consider planned giving in addition to his or her personal contribution.

Board Duties Pertaining to Fundraising

- The board is responsible for attracting and supervising all the resources of the organization to carry out its programs and services.
- The board must develop a strategic plan to deliver benefits to the community it serves and to attract public support.
- The board must deliberate on and develop fundraising plans that address staff, systems, space, and budget.
- The board is part of an essential team, with the obligation to lead, support, and work together with staff and volunteers in the design, supervision, and conduct of fundraising activities.
- The board must select and evaluate the Executive Director, rating performance as a key team member in the fundraising team.



- The board must take responsibility for guidance and direction on ethical and professional practices — including use of the budget allocated for fundraising activities.
- The board must ensure that budget appropriations for fundraising are evaluated as an investment strategy designed for reliable long-term results from faithful donors, committed volunteers, and reliable net revenue that meets organizational priorities.
- The board must review the results and evaluate the performance of fundraising activities at all levels to their satisfaction, in accordance with established goals and objectives.



Fundraising Plan Lists of Sources: Donor Relations

Authors	Brittany Jarabek	Version	
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POLICY

MobilityDog adheres to the Donor Bill of Rights from the global Association of Fundraising. The Donor Bill of Rights was created by the Giving Institute: Leading Consultants to Non-Profits [formerly known as the American Association of Fundraising Counsel (AAFRC)], Association for Healthcare Philanthropy (AHP), the Association of Fundraising Professionals (AFP), and the Council for Advancement and Support of Education (CASE). It has been endorsed by numerous other nonprofit associations, and many charities incorporate it into their operating policies and procedures. In raising funds from the public, MobilityDog respects the rights of donors:

- To be informed of MobilityDog's mission, the way MobilityDog will use the resources, and the capacity to use donations effectively for their intended purpose.
- To be informed of the identity of those serving on MobilityDog's governing board and to expect the board to exercise prudent judgment in its stewardship responsibilities.
- To have access to MobilityDog's most recent, public financial reports (tax filings and audits).
- To be assured their gifts will be used for purposes for which they are given.
- To receive appropriate acknowledgment and recognition.
- To be assured that information about their donation is handled with respect and with confidentiality to the extent provided by law.
- To be approached in a professional manner.
- To be informed of whether those seeking donations are volunteers, employees of MobilityDog, or hired solicitors.
- To have the opportunity for their names to be deleted from mailing lists that MobilityDog may intend to share.
- To be encouraged to ask questions when donating and to receive prompt, truthful, and forthright answers.

(Source: The Donor Bill of Rights <http://www.afpnet.org/ethics/enforcementdetail.cfm?itemnumber=3359>)

PROCEDURE

1. **Donor Intent:** Consider donors' wishes, to the extent possible, as long as the donors' intended use of funds is in keeping with the purpose of MobilityDog and with the policies and priorities of the organization as expressed in the corporate plan. MobilityDog will not accept a gift for which it is incapable of honoring donor intent.



2. **Acknowledgment:** Acknowledge all gifts, regardless of value, form, or stipulations, with a written substantiation, including a gift receipt. All acknowledgements will be mailed before the donation is “banked.”
3. **Formal Recognition:** Convey appreciation by providing opportunities for public acknowledgment. MobilityDog will respect a donor’s wish to remain anonymous.
4. **Confidentiality:** Maintain confidentiality concerning all correspondence regarding contributions, gift records, prospect cards, and other data on donors, and ensure that this donor information is used on a need-to-know-basis only for the support of fund development for MobilityDog.



Fundraising Plan Lists of Sources: Gift Acceptance

Authors	Brittany Jarabek	Version	
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POLICY

The purpose of this gift acceptance policy is to give guidance and counsel to those individuals within MobilityDog concerned with the planning, promotion, solicitation, receipt, acceptance, management, reporting, use, and disposition of private sector gifts.

These policies must be viewed as flexible and realistic in order to accommodate unpredictable situations as well as donor expectations, as long as such situations and expectations are consistent with MobilityDog’s mission and policies. Flexibility must be maintained since some gift situations will be complex, and proper decisions can be made only after careful consideration of all related factors. These policies may, therefore, require that the merits of a particular gift be considered by the appropriate staff and/or committee of the Board along with legal counsel and directors if necessary.

There is a potential that the acceptance of certain grants could compromise the ability of the organization to accomplish its goals or could jeopardize its tax-exempt status. Hence, the following gift acceptance policy applies:

A. Board Acceptance of Gifts

- a. The Board shall exercise its public trust, as mandated by statute, in making final decisions for the acceptance of all gifts and grants and for any exception to its policies and guidelines. Gifts and gift instruments may be received by the Executive Director but can be accepted officially only by the Board as managers of the public trust.
- b. MobilityDog shall accept only those gifts the transference and implementation of which shall be deemed consistent with the public laws and/or regulations of the United States of America and the State of California.

B. Philanthropic Intent

The Board shall determine that gifts to MobilityDog are evidence of philanthropic intent and that the donor’s philanthropy is in accord with the stated mission and goals of MobilityDog. The purpose is to prevent MobilityDog from being an object of philanthropic intent for either designed or innocent avoidance of taxes, prejudiced purposes, or evaluation of gifts without generous, advanced, objective, experienced evaluation.

C. Ethics

The Board shall assure itself that all philanthropic promotions and solicitation are ethical by adopting policies that prohibit MobilityDog personnel from benefiting personally by way of commissions or other devices related to gifts received.



D. Review Legal Arrangements

Legal counsel retained by MobilityDog shall, as required, review legal documents, contracts, and all donor agreements. MobilityDog shall seek the advice of legal counsel in all matters pertaining to its planned giving program. All agreements shall follow the formats of the specimen agreements to be approved by legal counsel unless counsel has agreed in writing to a change for a specific agreement.

MobilityDog shall encourage donors to seek their own counsel in matters relating to their bequests, life income gifts, tax planning, and estate planning. All legally binding documents involving gifts over \$ 1.00 shall be prepared and/or reviewed by counsel retained by the donor, to avoid any conflict of interest or undue influence. Alternatively, a donor may be asked to sign a document prepared by MobilityDog, releasing MobilityDog from any liability and waiving any conflict.

E. Professional Fees

While MobilityDog is happy to offer assistance to attorneys and other professional advisors by providing specific language to be used in charitable giving instruments, it cannot pay any attorney's or advisor's fees associated with this work.

F. Unacceptable Gifts

MobilityDog reserves the right to refuse any gift that is not consistent with its mission. In addition to and without limiting the generality of, the following gifts will not be accepted by MobilityDog:

- a. Gifts that violate any federal, state, or local statute or ordinance.
- b. Gifts that contain unreasonable conditions (e.g., a lien or other encumbrance) or gifts of partial interest and property.
- c. Gifts that are financially unsound.
- d. Gifts that could expose the MobilityDog to liability.

G. Conflict of Interest

The MobilityDog Board will assure itself that MobilityDog personnel are circumspect in all dealings with donors in order to avoid even the appearance of any act of self-dealing. The Board will consider a transaction in which the employee has a "material financial interest" with a donor an act of self-dealing. In reviewing self-dealing transactions, the Board shall consider financial interest "material" to an employee if it is sufficient to create an appearance of a conflict. In each case, this will be a question of fact.

The Board will examine all acts of self-dealing including, but not limited to prohibition against personal benefit. Those individuals who normally engage in the solicitation of gifts on behalf of MobilityDog shall not personally benefit by way of commission, contract fees, salary, or other benefits from any donor in the performance of their duties on behalf of MobilityDog. (The definition of individuals includes each of the categories of employees of MobilityDog. Individuals are further defined to include associations, partnerships, corporations, or other enterprises in which a member of the staff holds a principal ownership interest.)

H. Conformity to Federal and State Laws

The Board will assure itself that fundraising activities comply with local, state, and federal laws.



I. Gift Valuations

MobilityDog shall follow accepted guidelines for the valuation of gifts such as stock, real estate, personal property, and life insurance that require specific methods of valuation for the protection of both the donor and MobilityDog.

Gifts of art, furniture, books, stamps, coins, and other collections must have values assessed by properly accredited independent appraisers retained by potential donors for appropriate gift tax credit. MobilityDog shall acknowledge receipt of such properties but must not verify values.

J. Required Reporting of Gifts to the Internal Revenue Service

Should MobilityDog sell, exchange, or otherwise dispose of any gift (other than checks, cash, or publicly traded stocks or bonds), within two years after the date of the gift, MobilityDog will furnish the Internal Revenue Service and the donor with a completed Form 8282.

Acceptance

MobilityDog reserves the right to decline any financial commitment, gift, or bequest, as well as the right to determine how a gift will be credited and/or recognized.

Restricted and Unrestricted Gifts

Unrestricted gifts shall be encouraged unless 1) the donor indicates that he or she is only willing to make a restricted gift or 2) the option of a restricted gift will otherwise significantly increase the chances of obtaining a gift from the donor.

In drafting instruments for the gift of restricted funds to MobilityDog, or to any of its affiliated organizations, donors and their advisors shall be encouraged to use language that would permit application of the gift to a more general purpose if, in the opinion of the Board, the designated purpose is no longer feasible.

All receipts from unrestricted bequests, annuities, charitable remainder trusts, or charitable lead trusts shall become a part of the general endowment, unless the executive committee determines a particular unrestricted gift of the type enumerated in this paragraph should be deposited in a different account.

Administrative Expenses

MobilityDog will not pay commissions or finder's fees as consideration for directing a gift to MobilityDog or to any of MobilityDog's affiliates.

Donors are responsible for obtaining their own appraisals for tax purposes of real property or tangible or intangible personal property being given to MobilityDog and for any fees or other expenses related to such appraisals.

MobilityDog retains the right to obtain its own qualified appraisals of real property or tangible or intangible personal property being offered as a gift at its own expense.



MobilityDog will acknowledge receipt of gifts of tangible personal or real property in accordance with the federal tax law and will sign any IRS form or other documents necessary for the donor to obtain a tax deduction for such gifts, so long as such acknowledgment does not entail valuing the gift.

Prospective donors shall be responsible for their own legal, accounting, appraisal, transportation, and other fees related to MobilityDog.

Professional Advice

Prospective donors shall be strongly encouraged in all cases to consult with their own independent legal and/or tax advisors about proposed gifts, including tax and estate planning implications of the gifts. No representative of MobilityDog shall provide legal or tax advice to any donor or prospective donor.

Upon request, representatives of MobilityDog may provide to the donor sample bequest language for restricted and unrestricted gifts to ensure that a bequest is properly designated. MobilityDog may also provide, upon request, IRS- approved prototype trust agreements for review and consideration by the donor and his or her advisors. The sample nature of such language or agreements shall be clearly stated on all documents given to donors, and donors shall be advised that consultation with their own legal advisors is essential prior to use of such standard language or specimen agreements.

Confidentiality

All information about donors and prospective donors, including but not limited to their names, the names of their beneficiaries, the nature and amounts of their gifts, and the sizes of their estates will be kept confidential by MobilityDog and its representatives, unless the donor grants permission to release such information. All requests by donors for anonymity will be honored, except to the extent that MobilityDog is required by law to disclose the identity of donors.

Authority

The Board Chair or his or her designee is authorized to enter into planned gift agreements on behalf of MobilityDog and to execute any and all documents necessary or appropriate to consummate such agreements.

Any exceptions to these gift acceptance policies may be made only in exceptional circumstances, on an individual basis, and shall require the approval of the Board.

These gift acceptance policies may be amended by the Board upon recommendation from the development committee of the Board.

PROCEDURE

1. The Executive Director, in conjunction with the appropriate staff, designs and manages all fundraising activities and gift acceptance policies and their day-to-day implementation, subject to approval by the Board of Directors.
2. The Board, through the finance committee and the Executive Director, creates, reviews, and approves the gift acceptance policy on an annual basis or as circumstances warrant. This responsibility cannot be delegated or waived.
3. MobilityDog actively solicits grants to further the mission of the organization.



Stewardship

MobilityDog will be responsible for good stewardship toward its donors by following these guidelines:

1. All gifts will be acknowledged within the required, or otherwise reasonable, period of time.
2. All gift acknowledgment letters/receipts will be prepared by the Executive Director or his or her designee.
3. Gifts to MobilityDog shall be reported in a manner consistent with the standards recommended by the Association of Fundraising Professionals (AFP) or the National Council on Planned Giving (NCPG).
4. Files, records, and mailing lists regarding all donors and donor prospects are maintained and controlled by MobilityDog. Maximum use will be made of information and contacts that members of the Board, various volunteer groups, or the staff have with potential donors. Written reports of interviews and solicitations will be maintained in the donor prospect file and/or computer.
5. This information is confidential and is strictly for the use of MobilityDog Board and staff. Use of this information shall be restricted to organization purposes only. Donor has the right to review his or her donor fund file(s).
6. MobilityDog will provide the donors of endowed scholarships with appropriate information about the recipients of scholarship assistance.
7. Should the gift be restricted, MobilityDog will provide the donor with a narrative and financial report detailing the activities made possible by their support. This report will be submitted to the donor within 14 days of the completion of the underwritten activities.
8. Gifts to MobilityDog and accompanying correspondence will be considered confidential information, with the exception of the publication of donor recognition societies. All donor requests for confidentiality will be honored.
9. Names of donors will not be provided by MobilityDog to other organizations, nor will any lists be sold or given to other organizations.



Fundraising Plan Lists of Sources: Sponsorships and Endorsements

Authors	Brittany Jarabek	Version	
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POLICY- GENERAL

The aim of this policy is to create an authorized environment for entering into sponsorship agreements with third parties where such sponsorships are mutually beneficial to both parties in a manner that is consistent with all applicable policies set by MobilityDog. The purpose of the policy and procedures as outlined is to

1. Uphold MobilityDog’s stewardship role to safeguard MobilityDog’s assets and interests;
2. Provide employees with guidelines and procedures based on best practices; and
3. Protect MobilityDog from risk.

The policy provides an enabling environment for MobilityDog to enter into sponsorship agreements within set guidelines and procedures for the purpose of optimizing non–tax revenue sources. Under the conditions of this policy, MobilityDog staff may solicit such sponsorship agreements.

MobilityDog shall not relinquish to the sponsor any aspect of MobilityDog’s right to manage and control MobilityDog’s assets or facilities. Sponsorships will not result in any loss of MobilityDog jurisdiction or authority.

This policy is not applicable to philanthropic contributions, grants, or unsolicited donations in which no benefits are granted to the sponsor and where no business relationship exists.

This policy applies to all MobilityDog business units, departments, and divisions. This policy does not apply to

1. Independent foundations or registered charitable organizations from which MobilityDog may receive benefit.
2. Philanthropic contributions or unsolicited donations to MobilityDog.
3. Funding obtained from other orders of government through formal grant programs.
4. MobilityDog sponsorship support of external projects where MobilityDog provides funds to an outside organization.
5. Third parties who lease MobilityDog property or hold permits with MobilityDog for activities or events.

CORPORATE PARTNERSHIP/PRODUCT ENDORSEMENT

Policy

MobilityDog will enter into corporate partnerships and/or endorse a product of a firm or individual only after careful consideration and research to ensure that doing so would be in the best interest of the organization.

Procedure

1. When a request for a corporate partnership or product endorsement is received, or prior to the solicitation by MobilityDog of such a relationship, the executive committee or another committee so designated by the board chair will research the firm or individual to ensure the partnership or endorsement will be consistent



with the current programs, position statements, and strategic plan of MobilityDog. Criteria to be evaluated during this research process may include, without limitation, corporate or individual history, compliance with applicable laws, and marketing practices.

2. After review of the proposed partner using the criteria set forth above, the resource development committee shall make a recommendation to the board concerning the proposed corporate partnership or product endorsement. The decision to approve the partnership or product endorsement must be made by a majority of those present and voting at a regularly scheduled board meeting. However, in the event that a decision is required between board meetings, the executive committee is authorized to act on behalf of the full board.

SPECIAL EVENT/PRODUCT FUNDRAISING

Policy

MobilityDog welcomes, encourages, and appreciates sponsored fundraising events/projects that benefit our programs and services. Any fundraiser considered must meet all applicable local, state, and federal laws and regulations. The following guidelines shall be adhered to when considering such events:

- Special fundraising events/projects shall be evaluated by the director of resource development using the following criteria: profitability, demands on staff time, strength of support from the organizing group/volunteers, public relations exposure, costs/budget, and potential conflicts of interest.
- The chief executive must approve the use or inference of MobilityDog's name, services, or logo.
- All promotional materials for special fundraising events/projects must be preapproved by the director of resource development. Promotional materials include media releases, fliers, invitations, posters, point-of-purchase stands, tickets, etc.
- The solicitation of corporate, foundation, individual, or association sponsors for a fundraising event/project must be preapproved by the director of resource development and the chief executive. This will avoid duplications and existing agency exclusives.
- MobilityDog reserves the right to disassociate itself from any event or project not in compliance with its policies, procedures, or guidelines.
- Any special fundraising event/project considered must meet all applicable local, state, and federal laws and regulations.
- Special fundraising events/projects not originated by the resource development committee must be brought to the attention of and reviewed by said committee.

Procedure

1. If the resource development committee deems a fundraiser to be in keeping with the mission and goals of MobilityDog, a recommendation will be made to the board concerning the proposed event/project. The decision to approve must be made by a majority of those present and voting at a regularly scheduled board meeting. However, in the event that a decision is required between board meetings, the executive committee is authorized to act on behalf of the full board.

RESTRICTIONS

1. In general, the following industries and products are not eligible for sponsorships with MobilityDog: police-regulated businesses; faith-based and political organizations; companies whose business is substantially derived from the sale of alcohol, tobacco, firearms, or adult use. Sponsorships by sponsors that fall into one of the above-stated categories shall be subject to review and approval by the board.
2. MobilityDog shall reject advertising that does not comply with the standards set forth in this policy. All full advertising graphic designs must be submitted in sufficient detail to determine content and final general appearance to the [relevant



3. administrator] or his or her designee for review and approval before application. The approval process for advertising design shall not exceed 14 business days from time of submittal.
4. The following standards for advertising are adopted and will not be displayed if the advertising
 - a. Is false, misleading, or deceptive
 - b. Relates to an illegal activity
 - c. Is explicit sexual material, obscene material, or material harmful to minors
 - d. Advertises tobacco products
 - e. Includes language that is obscene, vulgar, profane, or scatological
 - f. Relates to instruments, devices, items, products, or paraphernalia that are designed for use in connection with specific sexual activities
 - g. Depicts violence and/or antisocial behavior

SPONSORSHIP CATEGORIES

Type A: Individual Sponsorship. Sponsorship of an individual MobilityDog event, program, or asset. Events, programs, or assets shall be limited to those coordinated or managed by a single departmental entity.

Type B: Multiple Sponsorship. Sponsorship of a series of MobilityDog events, programs, or assets OR sponsorship of an individual event, program, or asset coordinated or managed by multiple departmental entities.

Type C: Naming Rights Sponsorship. Any sponsorship that falls into the definition for naming rights.

Type D: Purchasing Sponsorship. Any sponsorship that includes purchasing of commodities, materials, equipment, or services.

DEFINITIONS

1. "Sponsorship" shall mean a mutually beneficial business arrangement between MobilityDog and a third party, wherein the third party provides cash and/or in-kind services to MobilityDog in return for access to the commercial and/or marketing potential associated with MobilityDog. Sponsorships may include sponsorship of one or more of MobilityDog's services, projects, events, facilities, or activities.
2. "Sponsorship agreement" shall mean a mutually beneficial, contractual agreement that reflects the business arrangement for the exchange of commercial and/or marketing benefits between MobilityDog and a third party for a specified period of time.
3. "Sponsor" shall mean a third party that enters into a sponsorship agreement with MobilityDog.
4. "In-kind sponsorship" shall mean a sponsorship received in the form of goods and/or services rather than cash.
5. "Request for sponsorship (RFS)" shall mean an open and competitive process whereby third parties may express their interest in participating in sponsorship opportunities with MobilityDog. Requests for sponsorship should include a summary of the sponsorship opportunity, benefits for participation, and a description of the open and competitive procedure for expressing interest in participating in sponsorship opportunities.



6. "Naming rights" shall mean a type of sponsorship in which a third party purchases the exclusive right to name a whole asset or venue. The naming of a component of an asset or venue (e.g., a bench in a park, specific room in a building) is not considered to be naming rights for the purposes of this policy and would be categorized as per Sponsorship Categories Below (Type A, B, or D). Sponsorship naming rights are considered in the commercial context only, where the naming right is sold or exchanged for significant cash or other revenue support. This arrangement must be documented in an agreement signed by the interested parties and shall have a specified end date to the contractual obligations.
7. "Naming rights agreement" shall mean a written contract evidencing the right to name or rename MobilityDog- owned facilities or land that contains terms acceptable to MobilityDog. In most cases, indemnification and termination clauses would be required as part of the agreement. All such agreements are to be reviewed by MobilityDog's attorney prior to finalization to ensure that MobilityDog's legal interests are protected. Dates indicating the term of the agreement should be included.
8. "Philanthropic contribution" shall mean a contribution to MobilityDog from a third party for which there is no reciprocal commercial and/or marketing benefit expected or required from MobilityDog. Such contributions are separate and distinct from sponsorship and shall be governed by a separate MobilityDog policy.

PROCEDURE

Corporate Sponsorship

1. MobilityDog departments or organizations must receive approval from the office of development before gifts are solicited.
2. Because corporate sponsorships are charitable contributions by IRS definition and must be appropriately receipted under the law, departments and organizations must report all gifts received to the office of development in order to ensure accurate accounting and acknowledgment of all contributions to MobilityDog.
3. To be considered a contribution, a corporate sponsorship payment must include all of the following characteristics:
 - A payment received from a business or commercial enterprise
 - A printed or other acknowledgment of the business or commercial enterprise from MobilityDog (e.g., included on a sports scoreboard, banner, or other display)
 - The acknowledgment may not contain
 - MobilityDog's endorsement of the business entity or its products or services.
 - Any qualitative or quantitative language about the business entity's products or services (e.g., statements or information about the quality or prices of products or services).
 - Any information other than business name, logo, address, telephone, and/or Internet address.
 - The payment received may not be from a vendor as part of an exclusive provider arrangement between MobilityDog and that vendor.
 - If the above characteristics are not all met, then the payment is considered advertising revenue according to tax laws and regulations (see tax implications below).



Advertising

1. To ensure MobilityDog's compliance with applicable tax laws and regulations, the responsible department head is required under this policy to notify the Treasurer about advertising activity if any of the following conditions exist:
 - A publication is issued more frequently than once per year, and it contains advertising.
 - A substantial part of any MobilityDog employee's job is devoted to selling advertising.
 - MobilityDog enters into an exclusive provider contract with a vendor and the vendor will make one or more payments to MobilityDog.
 - Revenues received are to be classified as advertising revenues if the transaction has any of the following characteristics:
 - An endorsement by MobilityDog of the business or commercial enterprise or its products or services
 - Qualitative or quantitative language about the business or commercial enterprise's products or services
 - An exclusive provider arrangement exists between MobilityDog and a vendor and the vendor makes a payment to MobilityDog.
 - Advertising revenues earned by MobilityDog are currently subject to [state and city] tax and should be classified as miscellaneous service revenue, so the applicable tax can be calculated and paid.
 - Net income from advertising revenue (e.g., advertising revenue less related expenses) is currently subject to federal UBIT* if any of the following conditions exists:
 - The publication is issued more frequently than once per year.
 - A substantial portion of any employee's job is devoted to selling advertising.
 - The revenues generated are from a payment(s) where an exclusive provider arrangement exists between the vendor and MobilityDog.

TAX IMPLICATIONS OF ADVERTISING AND CORPORATE SPONSORSHIP REVENUE

For revenue classification and tax purposes, a distinction is made between corporate sponsorship and advertising revenues. Corporate sponsorship revenue is considered contribution revenue not subject to tax, whereas advertising revenue is subject to both California and Pasadena tax and may be subject to federal UBIT* depending on the facts and circumstances.

DEFINITIONS/DESCRIPTIONS/ABBREVIATIONS

- A. "Advertising" means offering space in a print publication to another party for the purpose of promoting or marketing any trade or business, or any service, facility, or product. Advertising includes messages containing qualitative or comparative language, price information, or other indications of savings or value, an endorsement, or an inducement to purchase, sell, or use any company, service, facility, or product.
- B. "Corporate sponsorship" means accepting a contribution from a business or commercial enterprise in exchange for a printed or other acknowledgment that is limited to only the business name, logo, address, telephone, and/or Internet address.
- C. "UBIT" is Federal Unrelated Business Income Tax.



Fundraising Plan List of Donors Fundraising Reports

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POLICY

Donor reporting is a primary component of donor stewardship. Reporting communicates a program, project, or gift's impact on MobilityDog to the donor(s) who have or will philanthropically invest. Reports can be used at several strategic points in the donor cycle, including after receipt of a gift, cultivation of a future gift or as a donor touch point. All donors will receive communication, acknowledgement and receipt of donation from MobilityDog.

The purpose of donor reports is to demonstrate to MobilityDog's donors that MobilityDog has used their gifts in alignment with expressed donor intent. The scope and content included in a donor report can vary greatly depending on the resources available.

PROCEDURE

Staff time is required to conduct outreach, collect information, draft content, design the reports and produce the final report.

- 1.) Include in Fundraising Report expression(s) of appreciation for donor support and provide information about how the gift was used by MobilityDog.
- 2.) Demonstrate to the donor(s) the impact that their gift has made on MobilityDog.
 - If a gift has supported a particular beneficiary, (e.g. student, faculty or staff member, doctor), have that beneficiary write a narrative about how the gift has had a transformative effect on their work and or life, and encourage them to include photos.
 - If the gift has less of a direct impact on an individual beneficiary, present to the donor a financial summary and/or infographics to tell the story of how that gift has made a difference at MobilityDog.
Use clear, accurate financial data that reflects the institutional messaging.
 - Include a cover letter from the Board Chair and/or Executive Director. The following are other common formats or components of reports that can be used by MobilityDog to acknowledge a donation: ● newsletters ● webpages ● financial fund reports ● granting agency forms ● photographic records ● audio and visual recordings ● communications from recipients ● programmatic data ● study results ● newspaper or journal articles ● press releases ● annual reports ● student/faculty/staff/grateful patient quotes ● quotes from leadership or key MobilityDog partners ● impact statistics ● timeline of gifts ● list of substantial volunteerism/leadership roles ● pie chart of lifetime giving ● gift milestones ● list of lifetime scholarship recipients.



Giving Opportunities

Authors	Janie Heinrich	Version	
Approved By	Policy and Procedure Committee	Approved Date	5/10/2022
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Review Date			

POLICY

MobilityDog is a nonprofit organization that relies most heavily on charitable donations to be able to carry out its mission. As such, we have made it our policy to facilitate multiple paths to those donations.

PROCEDURE

MobilityDog makes available to donors a range of donation avenues:

- One-Time Donation
- Recurring Gifts
- Stock Donations
- Planned Gifts
- In-Kind Donations

One-Time Donation

The most common donation type, one-time donations, occurs when someone gives a specific monetary amount to an organization once, even if that person gives MobilityDog the same amount several times throughout the year. One-time donations have no planned recurring schedule or written expectation of when and how the donation will be made.

Recurring Gifts

These are donations given on a consistent, recurring schedule. Recurring gifts give the nonprofit an expectation of consistent, predictable cash flow, enabling them to make forecasts for funding and scheduled payments throughout the year. Recurring donations might help the person donating by spreading their contribution out over time.

Donate Stock

A donor can donate long-term appreciated securities such as stock, bonds, and mutual funds. Donating stock—rather than selling or liquidating the security— not only removes a step in the process, but also avoids long-term capital gains taxes on the overall sum. This increases your donation amount up to 37%. To transfer stock, either the donor or their broker fills out a transfer authorization form.



Planned Gifts

A planned gift ensures the charities a donor supports are included in their estate arrangements. Some can even help lower a donor's taxable income before death.

- Bequest:
 - A specific bequest of money or property naming the nonprofit as a beneficiary
 - Residual bequest of the remainder of the estate after specific bequests
 - Contingent bequest in which the gift to the nonprofit occurs if the original beneficiaries die before the donor
- Planned Gift:
 - Charitable Remainder Trust
 - Charitable Gift Annuity
 - Charitable Lead Trust
 - Life Tenancy Agreement -What is a Charitable Gift Annuity?
- Life Insurance:
 - The nonprofit can be named as the beneficiary of a new life insurance policy, which is revocable by the donor.
 - The nonprofit can be named as the owner and beneficiary of a new life insurance policy, which is irrevocable.
 - An existing life insurance policy can be changed to include the nonprofit as a beneficiary or to transfer ownership of the policy to the nonprofit.
- Qualified Retirement Plan:
 - The nonprofit can be named as the beneficiary of a tax-deferred retirement plan, including IRA, 401(k), 403(b), Keogh, etc.

In-Kind Donations

Donations don't need to be monetary to make an impact. In-kind donations are a gift of goods, services, time, or expertise. In-kind donations help alleviate some of the stress the nonprofit undergoes and allows them to use their financial resources in better ways. For example, donating time and expertise allows the nonprofit to put more money toward their mission instead of having to hire additional staff or contractors, helps existing staff work more efficiently by taking on some of the load, and brings experience to the organization that might otherwise need to be outsourced. Gifts of goods, keeps the nonprofit from spending funds on the things they need.



Section 5: PARTNERSHIP/COMMUNITY/ PUBLIC RELATIONS



Media Guidelines

Authors	Brittany Jarabek, Pam Allen	Version	
Approved By	Policy and Procedure Committee	Approved Date	4/14/2021
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POLICY

To ensure the quality and consistency of information disseminated to the public, the following policy shall be enforced by MobilityDog:

- Only the Executive Director or designee is authorized to speak with the media. The Executive Director and the designee shall collaborate on message development and coordinate who will handle which press inquiries.
- All press releases or other promotional materials are to be approved by the Executive Director or designee prior to dissemination in accordance with established public speaking procedures.
- The Board may agree to approve a resolution on any public issue for which it feels a “voice from MobilityDog” could improve the public dialogue, and the Executive Director or board members are encouraged to propose such resolutions for the Board’s consideration. The Executive Director is authorized to add MobilityDog’s name to others’ statements, letters, proclamations, etc. which clearly fit within the guidelines below:
 - Support principles of the mission, vision, and strategic planning of MobilityDog.
 - Support policies to promote the service dog industry, mobility impaired and disabled individuals associated with MobilityDog.
 - Support efforts to show respect for the mobility impaired community and service dogs.
- Using discretion, the Executive Director may speak out or lend his or her name to positions being taken by other leaders, so long as it is made clear he/she/they are not representing an official position of MobilityDog and informs the board whenever such positions become publicly controversial.
- Officers and directors should be cognizant of the fact that they must avoid conflicts of interest and should always ensure that their actions and public statements do not put personal interests above the best interests of their organization.

Failure to comply with the MobilityDog media policy shall be grounds for disciplinary action.

PROCEDURE

1. Refer all calls or visits to the Executive Director/Board Chair; if he/she/they are not available, refer to the Secretary; or if the inquiry is specific to grants, refer to the Treasurer.
2. If senior staff is not available, take the following steps:
 - Find out the reporter’s name, phone number, and deadline.
 - Find out the nature of the story (*“Name A is our Executive Director and spokesperson for MobilityDog. May I ask what kind of a story you are working on so that we can gather the*



information and he/she/they will have all the facts in front of him/her/them when he/she/they calls you back?”), OR, if you are sure that Name A will be available to hear a voicemail message, offer to let the reporter leave a detailed voicemail message.

- Let the reporter know that Name A or another staff member will return the call by a stated time and date.
 - Contact Name A immediately if the deadline is imminent.
3. Do *not* offer information to the media — even if you know the answer. It is helpful for MobilityDog that all news contacts be handled by senior staff and documented. Assure the reporter that someone will respond in time to meet the deadline. If the reporter needs an immediate response, or if the Executive Director will not be available in time to meet the reporter’s deadline, refer the call to the Secretary. On the subject of grants, refer the call to the Grant Writer.
 4. If you cannot reach the Executive Director, Secretary or Treasurer (at work, home, or on cell phone) to respond in time for the deadline, call the reporter back, explain the situation, and apologize, but still decline to answer the question yourself. In no case should you let the deadline come and go without any response. Then, leave a detailed message for all three officers so that he/she/they can follow up with the reporter.



Scripts for Reference During Media Contact

Authors	Brittany Jarabek, Janie Heinrich, Pam Allen	Version	
Approved By	Policy and Procedure Committee	Approved Date	1/6/2022
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Review Date			

POLICY

MobilityDog feels strongly that it is important to have a clear and consistent message about its mission and goals and the means with which it accomplishes those.

PROCEDURE

1. All media inquiries shall be referred to the Executive Director or designee.
2. When responding to a media inquiry or interview, adhere to the scripts approved by the Board.
3. Find these scripts in the References section of this Policy and Procedure Manual.
4. Be polite, helpful, prompt, and professional when dealing with public relations questions.
5. Designee shall document any public relations interview and report it to the Executive Director.



Listing of Major Stakeholders and Contacts

Authors	Brittany Jarabek, Pam Allen	Version	
Approved By	Policy and Procedure Committee	Approved Date	1/6/2022
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POLICY

MobilityDog shall keep a current list of all Major Stakeholders and Contacts, both internal and external, in CSV format or in a database system used by the organization. Major stakeholders are those who have a direct and material interest in the concern of the ongoing activities of MobilityDog.

MobilityDog is accountable for serving its stakeholders through adhering to the organization's mission, vision, and by- laws.

DEFINITIONS

Stakeholders: Parties invested in the mission and work promoted by MobilityDog.

Internal Stakeholders: Major donors and members of the Board of Directors.

External stakeholders: Employees, politicians, other organizations, industry leaders, and those invested in the organization's mission and implementation of the mission.

PROCEDURE

1. Identify key stakeholders by asking the following questions:
 - a. Does the stakeholder have a fundamental impact on MobilityDog's performance? (Required answer: yes)
 - b. Can MobilityDog clearly identify what they want from the stakeholder? (Required answer: yes)
 - c. Is the relationship dynamic? Do you want it to grow? (Required answer: yes)
 - d. Can you exist without or easily replace the stakeholder? (Required answer: no)
 - e. Has the stakeholder already been identified through another relationship? (Required answer: no)
2. Also identify stakeholders based upon their interest in the mission and work of MobilityDog, their donation history, and research on the stakeholder.
3. Record information into the database system or CVS file.
4. Maintain relationships with stakeholders and contacts via ongoing communication: email, annual direct mailings, and telephone conversations.



Public Event Planning for Fundraising and Awareness

Authors	Brittany Jarabek	Version	
Approved By	Policy and Committee	Procedure Approved Date	4/14/2021
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Review Date			

POLICY

MobilityDog shall plan and host public events to raise funds and awareness for MobilityDog's vision, mission, and work. 100% of the proceeds from all events shall be used for general operating support or program-specific work as per the wording of the specific event.

PROCEDURE

1. The Board sets realistic, measurable, and specific goals.
2. The Board creates an event planning committee. The committee shall
 - a. Spearhead event planning and solicitations for the event.
 - b. Determine amount of money MobilityDog intends to raise for a fundraising event.
 - c. Make a budget including all costs and ticket prices.
 - d. Choose an appropriate type of event for the intended audience.
 - e. Choose and confirm platforms to collect contact information and donations.
 - f. Promote events using social media, website, word of mouth, newsletters, local community resources, volunteers and employees, email, and direct mail.
 - g. Create partnerships with vendors, venues, similar organizations, and sponsors.
 - h. Prepare detailed sponsorship packages and leveled rewards for donors.
 - i. Promote strategic events to reach our target audience.
 - j. Recognize and acknowledge all donors and participants during and after the event.
 - k. Be mindful of costs when planning events, while focusing on relationships, creating an experience, involving guests and showcasing the mission and work of MobilityDog.



Guidelines for Guest Bloggers

Authors	Pam Allen	Version	
Approved By	Policy and Committee	Procedure Approved Date	5/10/2022
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Review Date			

POLICY

MobilityDog publishes a blog every Wednesday on its website (MobilityDog.org). The organization welcomes guest blogs that follow MobilityDog's guidelines as written below.

PROCEDURE

We ask bloggers to submit a sample of their work and a list of organizations they write blogs for. They are responsible for posting on our SquareSpace site and for setting the SEO to bring in as many people as possible to MobilityDog's website, since we are looking to increase our reach.

We ask that bloggers seeking to post on our website, mobilitydog.org, follow these guidelines:

1. The content should pertain to service dogs-
 - a. Raising them,
 - b. Training them,
 - c. Caring for them.
 - d. Their Handlers- mobility disabilities,
 - e. Living with a service dog
2. A true story or experience regarding a Service Dog
 - a. Handler's story
 - b. Trainer's story
 - c. Care-taker's story
 - d. Room-mate story
 - e. Raising Healthy Dogs
 - f. Food and water
 - g. Exercise
 - h. Veterinary care
 - i. Beds
 - j. Toys
 - k. Bathing
 - l. Treats



3. Educating
 - a. What does it mean to be a Service Dog Team?
 - b. What is the American with Disabilities Act?
 - c. Why use a Service Dog?
4. Happy Dogs make the best Service Dogs
 - a. What does that mean?
 - b. Write about the Canine Spirit
 - c. Why do we use dogs for service?
5. Fundraising for MobilityDog
 - a. Sharing our Mission
 - b. Targeting Sponsors and Angel Donors



Partnerships and Sponsorships

Authors	Janie Heinrich	Version
Approved By	Policy and Procedure Committee	Approved Date 5/9/2022
Effective Date	5/9/2022	Revision Date
Review Date		

POLICY

MobilityDog believes that working with other organizations and businesses is helpful to the work we do. Furthermore, we hold the following beliefs:

Partnerships

A successful private-nonprofit partnership model should contain the following pillars:

- Mutually beneficial: The partnership should benefit both MobilityDog and the business. These benefits should outweigh any costs to either entity.
- Alignment of values: The business should represent the values of MobilityDog, and, conversely, MobilityDog should reflect the company's model or industry. In addition, the business should operate in a way that is respectful to the perspectives and values held by MobilityDog and its community members.
- Open communication: MobilityDog feels that it is important to communicate and agree upon expectations of the partnership, communicating what we are hoping to get out of the partnership and what the company is hoping to gain from the partnership with MobilityDog. Transparency is key to a fair partnership.

Individual Sponsors

- A nonprofit sponsor creates an ongoing relationship with MobilityDog, expecting a benefit in return. For example, a business might become the official dog food supplier for MobilityDog's Service Dogs and Service Dogs in Training. MobilityDog gets a sponsorship fee or percentage of sales as a donation, and the sponsor gets increased sales and exposure. A sponsor might donate money to raise a dog and to fulfill individual or corporate social responsibility goals and improve its image in the community. Businesses and individuals can sponsor multiple events or a single event.

Corporate sponsorship

- Corporate sponsorship for MobilityDog involves asking partners to "sponsor" a particular event or program.
- The corporate sponsor will donate in exchange for promotion in event materials, on MobilityDog's website or through other marketing efforts. MobilityDog may use the company's name in the event title or display corporate logos on promotional materials. The intention is to draw positive associations between the corporation and MobilityDog's event or program. MobilityDog starts by developing a clear sense of what corporate sponsors look for in a charity partnership or nonprofit relationship.



Donor Management System

Authors	Janie Heinrich	Version	
Approved By	Policy and Committee	Procedure Approved Date	5/10/2022
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Review Date			

POLICY

MobilityDog's donor management policy is designed to strengthen every aspect of donations by fostering greater connectivity, increasing giving insights, and streamlining our organizational operations.

- Fundraise strategically and track progress toward MobilityDog's goals.
- Retain more donors through increased insight and communication.
- Promote efficiency within MobilityDog.
- Encourage donations by engaging our donors regularly – with a system that makes it simple.

PROCEDURE

MobilityDog uses Auxilia, a donor management

system. This allows donors the following benefits:

- Manage their own accounts, which allows them to make updates to their information, while connecting with multiple nonprofit organizations they support. User-friendly and flexible, this platform allows donors to see the real impact of their donations – and form new relationships with like-minded nonprofit patrons.
- See where and how far their donations go.
- The donors can choose the area of our programs and work that they care about on a deeper level.
- Get to know fellow MobilityDog's patrons in the community.
- Stay informed about MobilityDog's events and activities.

This system keeps track of thank you letters:

- Automatically generates a list.
- MobilityDog then handwrites thank you notes to all donors.
- Sends a February 5th Tax letter to all donors for all the cash and in-kind donations for the preceding year.



Section 6: PERSONNEL POLICIES



Staff Organization, Data, and Records

Authors	Pam Allen	Version	
Approved By	Policy and Committee	Procedure Approved Date	5/10/2022
Effective Date	5/10/2022	Revision Date	
Review Date			

POLICY

It is MobiLityDog's policy to have a system of staff organization and to keep accurate data and records. As of May 2022, we have no paid staff, but we have set up some parts of our system.



Job Description

Authors	Mei Tang	Version	
Approved By	Policy and Procedure Committee	Approved Date	1/6/2022
Effective Date	1/6/2022	Revision Date	
Review Date			

POLICY

MobilityDog shall have a job description for each position within MobilityDog that is consistent with MobilityDog's organizational chart with respect to function and reporting responsibilities.

PROCEDURE

1. The job description includes:
 - a. Job duties;
 - b. Reporting responsibilities;
 - c. Minimum job qualifications, experience, education, and training;
 - d. Requirements for the job;
 - e. Physical and environmental requirements with or without reasonable accommodation.
 - f. The job description shall be reviewed with personnel as part of the orientation process and whenever the job description changes.
2. There is documentation of receipt of the job description at orientation and whenever the job description changes (e.g., signed job description, orientation checklist, or electronic verification).



Personnel Policies

Authors	Pam Allen	Version	
Approved By	Policy and Committee	Procedure Approved Date	5/10/2022
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Review Date			

POLICY

MobiLityDog has established the following personnel policies, even though as of May 2022, we have no paid staff.



Staff Address List

Authors	Mei Tang	Version	
Approved By	Policy and Committee	Procedure Approved Date	1/6/2022
Effective Date	1/6/2022	Revision Date	
Review Date			

POLICY

MobiDog shall maintain a staff address list for all staff members. The list is stored in MobiDog's share drive. Only authorized staff members can access the list.

PROCEDURE

1. The staff address list shall contain the following staff member's information:
 - a. Name
 - b. Home Address
 - c. Email Address
 - d. Cell phone number
2. Staff members shall notify the Secretary of the Board of any changes within 30 days of such change.
3. The staff address list shall be updated within 7 days of receiving change notice.



Benefits and Compensation

Authors	Mei Tang	Version
Approved By	Policy and Procedure Committee	Approved Date 1/6/2022
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Review Date		

POLICY

The Executive Director (ED) will review and determine employee wages based upon the following:

1. Average pay in the area for a specific job title
2. Experience / training / credentials / education
3. Performance evaluation

The ED shall present the benefit and compensation plan to the Board of Directors for approval on an annual basis.

PROCEDURE

Annual Raises: The ED will review each employee’s performance evaluation annually to determine any annual raises that might be awarded. MobiDog shall set the percentage range for annual raises based on the Board’s review and approval. Annual raises will be dependent upon MobiDog’s financial health and the employee’s performance review.

Payday: Employees are paid biweekly. MobiDog will decline any request for pay advances.

Overtime: Most employees are entitled to overtime pay under the Fair Labor Standards Act. They are called non-exempt employees. MobiDog will pay them one-and-a-half times their regular rate of pay when they work more than 40 hours in a week. Hourly employees who work more than 40 hours during a week are eligible for overtime. Overtime is paid at one- and one-half times the regular hourly salary. Overtime must be held to a minimum and requires the approval of the immediate supervisor.

Worker’s Compensation: All on-the-job injuries must be reported immediately to your supervisor. Failure to report an injury could result in loss of Workers’ Compensation benefits. MobiDog requires timely reporting of any injury or potential injury or harm to employees, visitors, or property. This reporting will be documented on an Incident Report Form.

Other Benefits: During orientation, MobiDog will inform the employee of other benefits that may be available to full- time employees after the 90-day probation period.



Code of Conduct for Personnel

Authors	Pam Allen	Version	
Approved By	Policy and Committee	Procedure Approved Date	5/10/2022
Effective Date	5/10/2022	Revision Date	
Review Date			

POLICY

MobilityDog Personnel shall be held to the same Code of Conduct standards as all MobilityDog community members.

PROCEDURE

Personnel will be asked to sign the Code of Ethics and Conduct Agreement annually. (Copy of this Agreement is in the Supplements Section of this Manual.)



Whistleblower

Authors	Mei Tang	Version	
Approved By	Policy and Procedure Committee	Approved Date	4/14/2021
Effective Date	4/15/2021	Revision Date	
Review Date			

POLICY

The Organization will protect the privacy and confidentiality of individuals who report a suspected ethical issue. The Organization has a Non-Intimidation and Non-Retaliation policy where any intimidation and retaliation are prohibited. Retaliation or intimidation in any form against an individual who in good faith reports possible unethical or illegal conduct is strictly prohibited and is itself a serious violation of the Code of Conduct. Acts of retaliation or intimidation should be immediately reported to the Executive Director and, if substantiated, will be disciplined appropriately.

PROCEDURE

Whistleblower Rights and Protections

The Organization prohibits retaliation and discrimination and will take no adverse action against persons for making such reports in good faith ("whistleblowers"), even if the report turns out not to be correct.



Personnel Record Retention & Destruction

Authors	Mei Tang, Pam Allen	Version	V 2021.1
Approved By	Policy and Procedure Committee	Approved Date	4/14/2021
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POLICY

It is MobilityDog's policy to keep current personnel records for all personnel including employees, volunteers, Handlers, and contractors. The personnel records shall be retained for at least seven years.

PROCEDURE

1. Keep personnel records in a locked file cabinet.
2. Give access to personnel records only to personnel authorized by the Executive Director (ED).
3. Make files available for inspection by federal, state regulatory and accreditation agencies.
4. The ED reviews the files, at least annually, for accuracy.
5. Allow employees to review their file in the presence of the ED.
6. Include in the employee personnel record the following, at minimum:
 - Employment application (completed before hire).
 - Federal Tax Form-W4 (completed before hire).
 - Criminal background and national sex offender registry check (all employees).
 - Criminal background check results (all employees).
 - Signed job description.
 - Copy of Driver's license (all employees driving on the Organization business).
 - Employment confidentiality agreement.
 - Employee orientation.
 - Copies of credentials/certificates/licenses/diplomas (if applicable).
 - Annual performance evaluations.
 - Counseling and/or discipline documentation (if applicable).
 - Termination of employment information (if applicable).
7. Retain personnel records for a minimum of five years after an employee resigns or is terminated.
8. Retain personnel records for a minimum of 30 years if an employee had a work-related illness or injury.
9. Files may be shredded if the above requirements from 7 and 8 are met.



Diversity Plan

Authors	Pam Allen	Version	
Approved By	Policy and Committee	Procedure Approved Date	5/10/2022
Effective Date	5/10/2022	Revision Date	
Review Date			

POLICY

MobilityDog believes that innovation starts with inclusion and, to create an innovative and strong future, we need people with diverse backgrounds, perspectives, and abilities. Consequently, we are committed to creating a workplace where all kinds of people can do their best work. When everyone's voice is heard and valued, we are inspired to go beyond what has been done before.



Dress Code

Authors	Mei Tang	Version	
Approved By	Policy and Procedure Committee	Approved Date	1/6/2022
Effective Date	1/6/2022	Revision Date	
Review Date			

POLICY

MobilityDog has established an image of professionalism and wants its volunteers and employees to maintain that image.

PROCEDURE

Employees and volunteers must dress in businesslike attire and use good judgment in selecting clothing appropriate to their position.

Employees' and volunteers' attire must be tasteful, clean, safe, and not provocative.