

New Mexico Mounted Search & Rescue

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Important Links & Resources

New Mexico Search & Rescue Council website: <http://www.nmsarc.org/>

NMMSAR email address: mountedsar@hotmail.com

ICS 100 website: <https://training.fema.gov/is/courseoverview.aspx?code=IS-100.b>

ICS 200 website: <https://training.fema.gov/is/courseoverview.aspx?code=IS-200.b>

July 1, 2009

Establishment of Policies/Procedures

1. Objective/Purpose:

To define an orderly and consistent method to establish or change existing Unit policies/procedures.

2. Scope:

This policy applies when the Board feels it necessary to establish or change an existing policy/procedure. Individual Unit members may recommend to the Board that such an action is needed.

3. Policy:

A set of policies/procedures shall be established and maintained that direct the normal operation of the Unit. The polices/procedures shall be in more detail than the Unit by-laws. After the need for a new policy/procedure has been identified, the Board shall instruct the Unit Secretary to work with those Unit members who are most knowledgeable about the subject. The draft policy/procedure will be prepared and submitted to the Board for their concurrence. Concurrence will be by majority vote and then the policy or procedure will be distributed to the Unit membership.

Changes to existing policies/procedures shall follow the same process as the establishment of new ones described above.

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Revised January 28, 2019

Position Description/Responsibilities

1. Objective/Purpose:

To define the duties and responsibilities of the Unit's elected and appointed positions.

2. Scope:

This applies to all elected and appointed officers and general membership of the NMMSAR Unit.

3. Policy:

Position descriptions shall be developed for the President, Vice President, Review Board, Secretary, Treasurer, Training Coordinator, Safety Officer, and Property Officer. Elections will be held in January in the odd numbered years to fill all positions on the Review Board. Positions that become vacant between terms will be filled by Review Board appointment. Any Review Board member may hold multiple positions if necessary. There will be no limit to the amount of terms any member is willing to serve.

a. **President:** The President's responsibilities shall include the enforcement of the Unit's By-Laws, Policies and Procedures, calling of regular and special membership meetings, presiding at all membership meetings (unless otherwise stated), deciding on all questions of order which arise at any meeting, the appointment of committee members as may be necessary (except as more specifically provided herein) and providing direction to Unit officers or individual members in the performance of their duties. The President will be the point of contact for the New Mexico Search & Rescue Council, State Police SAR, Media, and any agency requesting the Unit's services.

b. **Vice President:** The Vice President's responsibilities shall include assuming any duty of the President in the absence of the President. The Vice President shall immediately fill any vacancy on the Review Board until a suitable replacement is found. The Vice President shall act as a mentor and assist any member of the Review Board when requested.

c. **Review Board:** The Review Board is made up of the President, Vice President, Secretary, Treasurer, Training Coordinator, Safety Officer, and Property Officer and is for the purpose of screening new member applicants and existing members. The applicants will be screened to insure they meet the Unit qualifications. New probationary members will be reviewed at the end of their probationary period. Following this review, the Review Board will determine if the probationary member should be promoted to regular membership, continue as a probationary member, or be terminated from the Unit. The Review Board will also review regular member's participation on meetings, searches and other Unit activities and take the necessary action on members who do not meet the participation requirements contained in the By-Laws. This action includes continuation as a regular member, changing to auxiliary status, or termination from the Unit. The Review Board will also review, for appropriateness, any member changing to auxiliary status, or terminating from the Unit. The Review Board will also review any member referred to it for disciplinary reasons and make appropriate decisions for action. The Review Board is empowered to make decisions on the behalf of the membership of a general administrative nature. Included, is the authority to authorize purchases up to \$500 without prior Unit general membership approval. The Review Board shall report back to the general membership at the next general membership meeting following such actions as part of the minutes of the Review Board meetings.

d. **Secretary:** The Secretary shall keep a record of all meeting proceedings and maintain a file of official correspondence. Records include meeting minutes, member attendance (meetings, training, searches and special events). A current copy of the meetings, searches, special events and training attendance records will be kept by the

President of the Unit. The Secretary shall develop and maintain the Unit Roster. The Secretary will provide new members with a new member's kit consisting of, the Unit's Policies/Procedures, general information brochure, the name of the mentor assigned to them, and other materials as needed. The Secretary shall provide the Review Board with an annual analysis of Unit member's participation at regular meetings, special meetings, searches and training activities. The Secretary will perform other duties as assigned by the Review Board. The Secretary shall publish, to the members, the monthly membership meeting minutes and the latest Unit Roster.

e. **Treasurer:** The Treasurer is an elected position and shall prepare, maintain, and furnish the Review Board or other authorized person(s) or entities, books of account displaying the details of the Unit's financial transactions. The Treasurer shall maintain a record of all financial transactions, cash on hand, amount of money owed by or to the Unit, and other such information as the Treasurer deems necessary or the Review Board requires. The Treasurer shall provide a Treasurer's Report to the Unit membership at each regular monthly meeting. The Treasurer shall establish a disbursement system that requires the signature of two officers (the Treasurer and one other Review Board member). The Treasurer shall participate in and support the annual audit of the Unit financial accounts. The Treasurer will also reimburse members for special activities as authorized by the Review Board. Any disbursement in excess of \$500.00 will be voted on by the Review Board. The Treasurer will perform other duties as assigned by the Review Board.

f. **Training Coordinator:** The Training Coordinator is an elected position and shall be responsible to manage the Unit's training program, subject to the review and approval of the Review Board. At the decision of the Review Board, an assistant may be assigned to aid the Training Coordinator. The training program includes sessions during the regular monthly meetings, sessions on weekend and or weekdays mornings, afternoons or evenings once a quarter when practical. This may include identifying training needs, sources for training, both from inside the Unit and from outside agencies. Emphasis will be placed on bringing in expert trainers from sources outside the Unit to fill the training needs. Should the need arise; the Review Board will have the responsibility to assign Unit members or assistants as necessary.

g. **Safety Officer:** The Safety Officer is an elected position and shall be responsible for compliance with any insurance policies obtained by the Unit. The Safety Officer will act as a liaison with any insurance policy held by the Unit. The Safety Officer will maintain and document records for each member and their participation in events and searches. The Safety Officer will consult with the Training Coordinator and Review Board Members to identify if an individual Unit member is approved to participate in a specific event. The Safety Officer will collect records and establish criteria set forth in "Risk Management" directives, issued by insurance carriers, the Unit, or governing bodies that the Unit has a working relationship with.

h. **Property Control:** The Property Control Officer will issue Unit property, maintain the Unit property records/inventory and advise the Review Board if inventory is low. The Property Officer shall research new equipment purchasing when such needs are identified by the Review Board. When Unit members leave, the Property Control Officer will insure that they return all Unit property. If the Property Control Officer has difficulty with any past member returning Unit property, the past member will be referred to the Review Board for appropriate action.

Officers: All Officers shall be responsible to insure adequate and proper training is administered on a regular basis, to oversee the recruitment and processing of new members, including the regular members and auxiliary members, and making recommendations to the Review Board. Additionally, the Officers shall oversee all call-outs and make the decision whether to activate the call out of Unit member's searches or other functions. The officers shall continue to search for ways to improve the Unit's operation.

Members: The Officers can not successfully perform their duties without the support of the Unit membership. In this light, the Unit membership shall be responsible to support the Officers in the discharge of their duties and to serve on any committee to which they are appointed or elected. It is the duty and responsibility of the Unit membership to perform any duties to which they are assigned and they shall be held accountable to membership for the same. It shall be the duty and responsibility of all members to ensure their attendance at all scheduled meetings and training sessions to the maximum extent possible. Unit members shall also support the organization and interests that the majority vote of the membership shall establish. Each member shall be responsible for Unit property that is assigned to them. All Unit members must conduct themselves, at all times, in a manner that reflects most favorably on the New Mexico Mounted Search and Rescue Unit and all members shall support each other to promote fellowship within the organization. All members will follow chain of command for any issues pertaining to their membership or concern of other member's actions. Any member who has been determined to be making unauthorized statements, in public, which are contrary to the goals set by the Unit, or unsatisfactory behavior while representing the Unit, shall be removed from Unit membership by a majority vote of the Review Board.

Participation: All Unit Members and Officers understand that membership in New Mexico Mounted Search & Rescue is voluntary. If at any time a member feels they are being asked to do anything that puts them at undue risk they may immediately decline to participate in said activity. Unit Members and Officers understand that participating in Equine Activities can be hazardous and assume the risk associated with Equine behavior. Unit members and Officers shall hold New Mexico Mounted Search & Rescue harmless from any injuries or liability associated with any activities the Unit participates in.

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Identification Cards and Badges

1. Objective/Purpose

To define the issuance, re-issuance, and wearing of identification cards and badges.

2. Scope:

The policy applies to all NMMSAR Unit members and addresses the issuance and proper use of State-SAR issued identification cards and Unit-issued badges.

3. Policy:

Identification Cards

After a member applicant has been certified by the State, he/she can apply for an identification card, which is issued by the New Mexico Department of Public Safety, New Mexico State Police. The identification card can be requested at the DPS website: (<https://www.sp.nm.gov/index.php/search-and-rescue-2>).

Badges

After a new member has completed the one-year probationary period and has successfully met the requirements for regular membership as outlined in the Unit By-Laws and Policy, they will be issued a badge, as badge availability permits. There is a limited number of badges, so a new regular member may have to wait for a badge until one becomes available. The badge should always be worn as part of the uniform. It is recommended that the badge not be worn during a search.

As badge availability permits, auxiliary members who participate in special activities may be issued a badge on an event-by-event basis. These specially issued badges will be turned in as soon as practical at the end of the event.

No member shall use the badge for any personal gain. Members understand that wearing the badge does not give the individual Law Enforcement authority.

Return of Identification Cards and Badges

Identification cards should be returned to DPS. When a member leaves the Unit, they must surrender their badge, along with other Unit equipment.

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1. Objective/ Purpose:

To establish a consistent policy for the holding of Unit meetings.

2. Scope:

This policy applies to all NMMSAR meetings.

3. Policy:

Unit meetings are divided into three types, regular monthly, training and special.

The regular monthly meetings are to be held at times and locations decided on by the Board and announced to the Unit members in a timely manner. The meeting is composed of a Board meeting, followed by a general meeting of all members. If arranged, a training or informational segment will be part of the general meeting.

A goal has been established to hold a regular training meeting at least one weekend morning or afternoon per quarter. The date, time, location and subject of these meetings will be announced as far ahead as possible, at the monthly meetings, through the telephone call-out roster, WhatsApp, or some other appropriate means. Special meetings may be called by the Review Board as required.

All Unit members will make every effort to attend at least 75% of the meetings during the calendar year. Members whose attendance falls below the 75% goal will be referred to the Review Board.

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Training

1. Objective/Purpose:

The Unit training program's objective is to provide initial and on-going training to new and existing members so that they can effectively participate in search/rescue and other Unit activities.

2. Scope:

This policy applies to all NMMSAR members and covers both initial and on-going training.

3. Policy:

The training program shall be under the management of the President and Unit Training Coordinator. The Training Coordinator shall present the proposed training program to the Review Board for approval before any training is implemented.

Training shall normally be provided through three types of sessions. The first type is included with the regular monthly Unit meetings. The second type is held one weekend morning, afternoon or evening during the month and the last is special sessions. Normally, the monthly meeting sessions will be of limited duration, approximately one hour and will be a classroom setting only. The weekend sessions will be about four hours in length and may include both a classroom portion and a field exercise. The special sessions are intended for longer periods, a day or more, and may be internal Unit or external, such, as State SAR sponsored. The Unit training program shall be developed to satisfy any State SAR certification and re-certification requirements.

Typical training subjects are:

- CPR
- Map & Compass
- Search Techniques
- Radio Communication
- Horse Care
- Wilderness Survival
- Crime Scene Preservation
- De-spooking
- Wilderness First Aid
- Man Tracking
- Equipment Selection & Use
- Traffic Control
- Blood Pathogens
- Helicopter Landing Support
- Evidence Handling

All new members shall attend a New Member Orientation Session.

Unit members are required to attend a minimum of 75% of the training offered each year. Members can be excused from training if they request to be excused prior to the specific training session and have a valid reason. Requests to be excused shall be made to the Training Coordinator or the Unit President. Approved absences shall not count against the 75%. Unit members not meeting the 75% requirement shall be referred to the Review Board.

Attendance at the annual New Mexico "Emergency Services Council Annual Preparedness Event" (ESCAPE) Training Conference, and/or any State SAR-sponsored training is not mandatory but will be counted to meet the individual member 75% training attendance requirement. However, all Unit members are encouraged to attend.

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Uniform

1. Objective/Purpose

To identify the types of uniform to be worn by Unit members and when to wear them.

2. Scope

This policy applies to all NMMSAR Unit members.

3. Policy:

There are basically two types of Unit uniforms; formal and informal. The formal uniform will be worn to specific formal Unit functions. These functions will be identified on a case by case basis i.e. funeral, political function. The informal uniform is for most casual activities. Neither uniform is to be worn at non-Unit activities. The informal uniform may be worn during a Unit special event with prior authorization from the Review Board

Formal Uniform

- Shirt - Sheriff's Style light tan long sleeve with Unit badge, shoulder patches and brass name tag (1 1/4 by 3/8 inches with 1/4 inch letters filled with black enamel, first initial and last name). The badge is worn directly above the left breast pocket. The nametag is worn centered, 1/4 inch above the top of the right breast pocket. Shoulder patches are worn 1" below the seam at the top of the shirtsleeve on each shoulder. The shirt is to be worn with a black clip-on tie.
- Pants – Black or brown Western style jeans or slacks.
- Boots - Black or dark brown western type boots.
- Hat - Western type.
- Belt - Black leather.
- Jacket - (optional) black fabric type, no leather. The jacket may have shoulder patches located in the same manner as the shirt.

Informal Uniform

Unit polo shirt, dark brown or black jeans with white straw hat, Unit baseball cap or helmet.

Search Uniform

Anything that is suited for the climate, conditions, purpose, and is consistent with the New Mexico SAR Guidelines. Reminder - unsuitable attire could result in being denied participation in a search by the Incident Commander. It is suggested that the Unit baseball cap be worn. If available, an orange visibility vest should be worn.

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Search Operations and Specialized Event Activities

1. Objective/Purpose:

To define the policy for Unit member participation in search operations and Unit specialized event activities. This policy only applies to official operations/activities. Members who participate in activities not approved by the Unit shall do so as a private citizen without any liability coverage normally provided during approved operations and shall not use Unit equipment or identify themselves as Unit members.

2. Scope:

The policy applies to all NMMSAR Unit members.

3. Policy:

Because of Unit and member personal liability considerations it is important that all members understand the official Unit policy on member participation in search operations and Unit specialized event activities.

- a. Unit members will only respond to searches for which a formal call-out was initiated by the New Mexico State Police, official searches will have a mission number assigned.
- b. Unit members will not participate in other activities, such as community events, etc, as a representative of the Unit, unless approved by the NMMSAR Review Board. Request for this type of Unit participation is to be made to the President of NMMSAR.
- c. Unit equipment issued by NMMSAR shall be used only by active members during authorized search operations and/or activities. Unit uniforms shall only be worn during authorized activities.
- d. Only active Unit members shall participate in authorized search operations and activities. Non-members, such as friends, family members, walk-ons, etc. shall not participate unless prior approval is received from the On-Site Unit Team Leader.
- e. Only those Unit members who have actively participated in the Unit's training program, and are adequately equipped, shall participate in search operations and activities. The determination if a member is qualified to participate shall be made on a case-by case basis by the Review Board or On-Site Unit Team Leader for each search operation or activity.
- f. Only the rider, and not the horse, vehicle or trailer will have State SAR provided insurance coverage once the member has signed in at Incident Base (IB). Limited liability coverage may be in effect at specialized events, depending on the nature of the event. Any insurance available to the Unit may become secondary to the individual Unit member's personal liability coverage.

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Membership Types

1. Objective/Purpose:

To establish the NMMSAR types of memberships.

2. Scope:

Applies to all NMMSAR members and prospective members.

3. Policy/Procedure:

There are three types of NMMSAR membership, Regular, Auxiliary, and Associate.

Regular Member

The Unit By-Laws establish the basic membership requirements for regular members and new members, which includes the meeting and training attendance and Unit activity participation. All Regular members shall have a sound trained horse, proper gear and a means of transportation (suitable vehicle and horse trailer) as determined by the Review Board. The Review Board may waive the horse and transportation requirements if a prospective Regular member has other skills valuable to the Unit. In addition, all Regular members shall pass the State of New Mexico Field Certification for SAR Volunteers and maintain current CPR certification.

Auxiliary Member

Auxiliary membership was created for new members during their initial one year period, and for people who want to remain active in the Unit but are temporarily unable to meet regular membership requirements.

Auxiliary members shall abide by all Unit By-Laws, policies, and procedures. The following additional rules shall apply to Auxiliary membership.

- a. Auxiliary members shall not have voting rights or hold Unit office.
- b. Auxiliary members may not be issued a badge or radio on a permanent basis.
- c. Auxiliary members will respond to special activities and searches only if accompanied by a Regular member.
- d. Auxiliary members shall pass the New Mexico Field Certification for SAR Volunteers and maintain current CPR certification.

After new members have successfully completed their one year probation period, they will be automatically moved to Regular membership following Review Board approval. (** Upon receiving Regular member status the Unit member will become eligible for all Unit-sponsored co-pay programs and reimbursements for chaps, GPS purchase, ESCAPE registration, and any other approved Unit sponsored programs in effect at the time. **)

Associate Member

Associate membership was created for members and other persons who wish to volunteer their time and efforts but cannot meet the Regular or Auxiliary Member requirements. An Associate Member may have been a Regular Member in the past, or has a needed/useful skill that may benefit the Unit. A person may be listed as an Associate Member at the discretion of the Review Board to honor a significant contribution to the Unit. Associate Members may not participate in searches or public events on horseback and have no protection of liability from the Unit.

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Unit Member Conduct

1. Objective/Purpose

To define Unit member's expected conduct and disciplinary process.

2. Scope:

Applies to all NMMSAR Unit members.

3. Policy:

All Unit members shall conduct themselves in a manner that brings credit upon NMMSAR, themselves and the other members of the Unit. Inappropriate conduct can be cause for removal from the Unit.

Any Unit member contact with the news media or other publications pertaining to the Unit shall have prior approval by the Review Board.

Inappropriate conduct shall include, but not be limited to:

- a. Not following the Unit's policies and procedures.
- b. Members using the Unit equipment for unapproved activities and using Unit membership for personal gain.
- c. Members using their official identification or badges for personal or financial gain, for obtaining privileges not otherwise available to them except in the performance of duty or avoiding consequences of illegal acts.
- d. Members authorizing the use of their names, photographs, or official titles in advertisement of any commodity or commercial enterprise without the approval of the Review Board.
- e. Responding to a search does not give a Member the right to violate any traffic laws.
- f. Membership in NMMSAR, even when assisting Law Enforcement Departments, does not grant the Member any Law Enforcement authority, additional rights or privileges regarding firearms. All Federal, State, and Local laws and regulations still apply to all members.

Any Unit member may refer other member(s) to the Review Board by written letter expressing specific concerns for inappropriate conduct. The Review Board shall review the member's conduct and if appropriate, shall recommend disciplinary action. The member under review may request an in-person meeting with the Review Board to discuss their conduct and the potential disciplinary action.

Unit members serve as volunteers and therefore any disciplinary action approved and implemented by the Review Board is final.

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The Mentor Program

1. Objective/Purpose:

To insure new members are made to feel welcome and are effectively integrated into the Unit.

2. Scope:

Applies to all NMMSAR members.

3. Procedures:

Mentors shall be experienced members who have a minimum of one year's membership. Unit members who want to volunteer to be a mentor shall notify a Review Board member. The Review Board shall select each mentor and assign new members to each mentor. New members and/or the mentors shall be asked if they have a preference in assignment. Normally, there will be no more than two members assigned to each mentor at any given time.

Typical duties of a mentor are:

- a. Welcome new members.
- b. Review the Unit's policies and procedures with the new member.
- c. See that the new member receives the State SAR Certification study material.
- d. When possible, escort new members on searches, training, and other Unit activities.
- e. Include the new member in their call out group.
- f. Make themselves available for any questions the new member may have.
- g. Report progress and status of new members to the Review Board each month.

4. Program Maintenance:

Feedback will be sought from mentors and new members on ways to improve the mentor program.

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Mounted Evaluation and the SAR Mount

1. Objective/Purpose:

The Unit Mounted Evaluation program’s objective is to provide initial and on-going mounted evaluations to new and existing members and their mounts, so that they can effectively participate in search and rescue missions and other Unit activities.

2. Scope:

This policy applies to all NMMSAR members and covers both initial and on-going evaluation.

3 Policy:

NMMSAR uses the Mounted Proficiency Test/Standards developed by the Los Angeles County Sheriff’s Department as a guide. NMMSAR will use these guidelines to determine the ability of the mount and rider team to perform the needed skills for Mounted Search and Rescue deployment, as well as specialized event participation. At times a higher level of ability may be required of the mount and rider team to participate in certain specialized events. The Review Board will outline and approve these necessary skills on a case by case basis.

Note: NMMSAR does not endorse or condone any one type of training method or equine philosophy. How an individual rider and mount are able to achieve the required level of skill is the responsibility of the individual rider. (NOTE: NMMSAR is not a training program and does not bear any responsibility to “train” any mount.) Any advice and/or direction pertaining to horsemanship, given by any member of the Unit, is subject to the individual’s interpretation, and should be taken as such. Outside training and continuing education for both the mount and rider is strongly encouraged.

- a.) NMMSAR will utilize the LA County Proficiency Test as an evaluation guide. The annual evaluation must be completed by each mount and rider team to become qualified to participate with NMMSAR. (Refer to the LA County Mounted Unit documents for more details on the requirements.) A probationary period will be provided to allow incoming members to have time to train their mount to meet requirements.
- b.) The Search and Rescue mount may be an equine (including mules) of any breed, age, or type, capable of carrying its rider and necessary gear that can safely pass the NMMSAR proficiency test. Stallions will need to exhibit exceptional behavior and be approved unanimously by the Review Board in order to participate in Unit searches or events.
- c.) Any mount or rider team deemed to be unsafe or disruptive, as determined by the Review Board, will not be allowed to participate with the Unit.
- d.) Most importantly, the NMMSAR mount must be calm and manageable, under diverse situations, to allow the Unit member to carry out their search and/or patrol duties.
- e.) English or Western style riding is acceptable during search missions, providing one's necessary gear and equipment can be safely secured to the mount and/or rider. During specialized events the preferred style is Western to produce a more uniformed Unit appearance; however exceptions may be granted by the Review Board.
- f.) NMMSAR members will maintain their mount's health and welfare by using the current, best known equine care practices.

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Public Event Protocol

1. Objective/Purpose:

During public events the NMMSAR Unit's assignments can vary greatly. The history of the Unit dictates that many public events are attended each year. During public events many things will be asked of members who choose to participate, be it horseback or as support to the horse team. These things are not required to be a member of the Unit or to go on a search; these requirements are merely for public events. Many of these events are fundraising type events for the Unit. It is imperative for the future of the Unit that these events are successful and have a safe outcome for all involved. Many public events are a great way to build Unit camaraderie, team building and a great experience for all. Over the next chapters you will learn more about what is required to become certified to attend public events, what is expected while attending public events and how to conduct your behavior while attending as a Unit member. Remember the Unit is representing much more than merely the Unit. The Unit is an ambassador for the horse world in general, the Search and Rescue community, and overall good will ambassadors.

2. Scope:

This policy applies to all NMMSAR members and covers both initial and on-going evaluation.

3. Policy:

All members attending public events must be certified by NMMSAR minimum riding qualifications. This means that you and your horse, or horses, must attend and meet the riding qualifications each year, before being considered for public events. Some public events may require the horse and rider team to meet additional standards and sensory acceptance beyond the NMMSAR Annual Mounted Evaluations (reference NMMSAR Policy #11). If horse and rider team have passed these qualifications they will be allowed to attend public events.

The following guidelines shall be followed at every event.

- NEVER approach a person who is on foot while mounted. Allow them to approach you only if it can be done safely. If moving through a crowded area, INSIST that people clear a path. AVOID crowded pathways/areas whenever possible.
- ALWAYS be aware of every inch of your horse, and INSIST that people approach from the front by positioning your horse in a way that encourages this.
- ALWAYS select a clear, unoccupied area to mount and dismount, as this is a time when a rider is in least control.
- ALWAYS consider if all horses in group are tolerating the situation. LEAVE immediately if there is ever a question of safety. Look for signs of agitation and correct the situation immediately.
- REMEMBER public events are not the time to train. It is the time to reinforce good training that has been done at home.
- Above all be PROFESSIONAL, and POSITIVE.

- If a horse and rider team is deemed unsafe during a public event, the Team Leader has the authority to have horse and rider leave the event. Future involvement in public events will be then determined by the Review Board.

4. Expectation of Unit Members:

ATTIRE

Every Unit member attending public events shall be expected to be in uniform (polo-shirt or full uniform, will be announced prior to event). Member shall make every attempt to be presentable, uniform in good shape.

ATTITUDE

Each attending member shall have a positive attitude towards the event and other members, but most of all the public. During all public events safety is the Unit's number one priority, safety of the public and others in the unit. Attitude is everything in having a successful public event. Remember that while on horseback your job is merely to be a good will ambassador, and/or to observe and report.

SITUATIONAL AWARENESS

During public events, especially high profile events (i.e. Balloon Fiesta) awareness of the situation is critical; do not become distracted by idle conversation or other non-essential distractions. When horses are "parked" it is easy to let your awareness of other member horses misbehaving or becoming unsettled. But an alert member will be aware of the situation and can quickly correct it. Stopping in congested areas to talk with the public, sell pins or deal with horse poop issues brings additional risk to our Unit especially if there are other nearby potential threats to our horses. Public safety, horse safety and rider safety should be our primary goals for a successful event. As in any team situation all participants need to recognize that there will be weaker riders and horses and we are only as good as those individuals and animals. Therefore, it is critical that we are mindful of all riders and animals, especially in stressful situations.

BEHAVIOR

Remember that you are now representing the Unit to the public, which could be anywhere from a few people to a hundred thousand people. The use of profanity is prohibited.

TEAM LEADERS

Every search mission has a Team Leader. During public events Team Leaders also will be assigned and given duties that will consist of, but not limited to:

- General direction of riders
- When to send riders back to trailer
- Radio contact or assigning radio communications to a member
- Shall be final authority if problem arise
- Shall have situational awareness at all times

5. Public Event Protocol

PRE-RIDE BRIEFING

Each and every time a group of members is to ride out for a public event a pre-ride briefing shall be held. The purpose is so that each rider shall know duties beforehand. A Team Leader shall be designated and has the final authority while on the ride. Disputes can be settled back at camp and NOT while on horseback.

RIDE DE-BRIEFING

Every time the public event ride is over, there will be a short ride de-briefing about what went well and what went wrong. This will be the time to discuss problems, offer suggestions, and mitigate risks to our Unit.

TEAM LEADER QUALIFICATIONS

Team Leaders shall be selected by experience, horse and rider knowledge, and overall public event experience. A qualified Team Leader shall exhibit calmness, leadership, and situational awareness. Number of events attended does not automatically make a Team Leader. It takes the right individual to perform as a leader during stressful public events.

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