



Staff and Volunteer Handbook

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Greetings!

Thank you for your interest in volunteering. Riding Programs all over the world depend to a great extent on a caring and reliable volunteer staff. Without you and the gift of your time, energy and skills, we would not exist to offer our services to our community.

Please join us then as we accept the challenge to “take the reins” and preserve our mission:

We provide equine assisted activities to encourage individuals with special needs in reaching their potential for physical, behavioral, and social development in an environment of recreation and fun.

Volunteer training is an ongoing process. What you learn in our volunteer training course will start you off on the right path with the information and tools you need to be an effective and productive volunteer. Our hope is that this training will provide you with a good foundation for your association with All Riders Up, and that your time spent with us will be safe, rewarding and fun. We want you to experience positive gains, too! Many of our volunteers tell us that they feel they are getting as much as the students by being here and helping.

For some of you this will be your first time around horses, individuals with special needs, or both. Even if you have handled horses for years, there are safety measures unique to riding and policies unique to our program which we will need you to follow. You will be assigned a mentor and be required to complete a 5 phase training sequence:

- | | |
|--|---|
| Phase I | Watch ARU and PATH Intl's volunteer training videos |
| Phase II | Complete PATH, Intl's Online Course for volunteers. Submit a certificate of completion. (If you do not have access to a computer, please alert the Director immediately so other arrangements can be made.) |
| Phase III
on Training
regarding
the Volunteer | Read the All Riders Up Staff and Volunteer Handbook, Disability Etiquette Guide, Hands-Workbook, Hazards and Emergency Safety Procedures and PA State Law requirements mandatory reporting (Page 5 of this handbook). Complete all required forms posted in and Staff Forms Packet. |
| Phase IV
Check and
in the Forms | Submit Clear Pennsylvania Criminal Background, Child Abuse History FBI Fingerprint Check or ACT 153 Affidavit. Info on these also included Packet. |
| Phase V | Receive hands on training with your All Riders Up mentor |

If at any time you are asked to do something which you are unsure about or uncomfortable with, please know that we expect you to speak up and decline participation.

All Riders Up is deeply appreciative of our volunteers. Whether you clean a stall, assist during lessons, staff fund raising events or hold a horse for the farrier, your service is valued. My door is always open to you, and I am never more than a phone call away to give you the support you need.

Warm regards and my heartfelt thanks,

Marcia Laver
All Riders Up Executive Director

*PATH, Intl. – Professional Association of Therapeutic Horsemanship

**As a measure of our concern for the safety and well being of our students and staff, and in accordance with PA law if you are 18 years or age or older, we require that you submit and clear a Pennsylvania Criminal Background Check and an FBI Fingerprint Background Check. Because many of our students are under the age of 21 it is also required for their protection that a Sexual Abuse History Check be conducted on all persons who have contact with students.

When You Meet A Person with Special Needs

1. Relax and treat him/her like any other person.... This is a person first and foremost. A person with a disability is NOT a “disabled person”
2. Talk about the same things that you would with anyone who comes to ride.
3. Do not offer too much help. It will be requested if needed.
4. Be patient. The student will set his/her own pace walking, talking and thinking.
5. Do not show pity or sentimentality. Everyone wants to be treated as an equal.
6. Do not expect less from a person with special needs. You may be surprised at how wrong you are at judging his/her interests and abilities.
7. Enjoy your friendship. Individuals with a handicap often have an abundance of good humor, wisdom, acceptance, courage, and ability.
8. Do not ask embarrassing questions. If a student would like to talk about his/her disability, he/she will bring it up.
9. Do not separate the person from his/her wheelchair or crutches unless he/she asks you to take them away.
10. Do not assume that the person wants you to open a door or push his/her wheelchair – Always Ask First if they would like to have some help and then “how” you can help – don’t take over.
11. If you don’t understand someone, say so.
12. If speaking to someone in a wheelchair, try to sit down at his or her level to converse.
13. Do not make up your mind about the person with a disability before getting to know him or her.
14. Always gain permission before touching anyone!

Welcome to All Riders Up

Thank you for serving as a volunteer, this program would not be possible without your assistance. This information booklet along with the training sessions should answer many questions. However, always feel free to ask for clarification from the Instructor or the Director.

All Staff and Volunteers are expected to conduct themselves in a strictly professional manner when interacting with students and families. All Riders Up has a Zero Tolerance for any form of Sexual Harassment or unwanted physical contact. All Student contact must be made within the sight of another volunteer or staff member.

Some physical contact is unavoidable when giving riding lessons. It is mandatory that every student is asked for his/her permission prior to any physical contact by a staff member or Volunteer. This applies to students of any age or mental ability. If the student is unable to grant permission, the care giver or family member present is to be given details of the anticipated contact and their permission granted prior to the start of the lesson. If any question is raised as to inappropriate physical contact, those involved will be asked to leave the premises immediately, an incident report will be filed, and an investigation will be conducted possibly utilizing Pennsylvania State Police and charges may be filed by ARU.

Anyone unwilling to submit to the required Pennsylvania state background checks will be unable to participate in any activities at ARU.

You are a mandated reporter under Pennsylvania's Child Protective Services Law (CPSL) as an individual, paid or unpaid, who, on the basis of the individual's role as an integral part of a regularly scheduled program, activity or service, accepts responsibility for a child. As a mandated reporter, you are required to report suspected child abuse. Your first step in reporting suspected abuse at ARU will be to take your concern to our Director who will be able to assist you in making the report but who will not interfere in any way with the making of that report. You are obligated to report suspected abuse of an ARU participant whether you believe the abuse took place at ARU or elsewhere. You must report your suspicions immediately. Failure to report suspected abuse is a serious crime. The first willful failure is considered a second-degree misdemeanor. If the child is found to have been abused upon investigation, the willful failure to report is considered a first degree felony, or higher, depending on the situation. As long as your intentions are good as you make a report, and the state assumes that they are, you cannot be sued or receive any adverse action from your employer. All staff and volunteers at ARU are urged to read more about the law and your responsibilities under that law at www.pa-fsa.org/Mandated-Reporters.

PATH, Intl. (Professional Association for Therapeutic Horsemanship) has established many guidelines and standards to provide for the safety and comfort of students, volunteers, and horses. As a PATH, Intl. Premier Accredited Center we insist that these guidelines and standards will be followed.

PATH Intl's Influence on Rules and Guidelines at ARU

The following rules are absolute:

1. Safety is everyone's first priority.
2. The instructor is in absolute control of the ring, lesson, and or emergency.
3. ASTM-SEI approved helmets are required and to be secured while mounted.
4. Three safety tack checks are required each time someone mounts
5. Any injury will be reported immediately to the instructor, and an incident report will be completed within 24 hours.
6. Safe and appropriate clothing must be worn at all times (see dress code.)

All Riders Up is a premier accredited center of PATH, Intl. (Professional Association of Therapeutic Horsemanship). We follow their rules and guidelines and use their forms and procedures in all aspects of our activities.

PATH, Intl. was founded in 1969, and their focus is on safety and appropriate conduct in providing service to equestrians with disabilities.

We believe that PATH, Intl. has developed an outstanding system of keeping equine assisted activity lessons safe, challenging and satisfying for everyone involved. If you have a question about any of our rules and guidelines, please do not hesitate to ask a staff member for an explanation.

Because our horses are handled by up to 10 people every day, it is essential that everyone follows the same procedure for activities including haltering a horse or grooming, saddling and leading. Whatever methods you employ at home may or may not be the same as the ones we request that you get in the habit of using at All Riders Up – but for the well being of our horses, **we insist on consistency** so that they do not become frustrated or confused.

Other rules, like our dress code, are for your safety and comfort. We do not wish to restrict personal style or individuality – we just want to keep you free of injury, harm or frustrations. As with everything in this handbook, if you have a question about why we ask you to do something a specific way, please ask.

Remember that you are an example for students and other volunteers, and must follow the rules to keep yourself and everyone around you as safe as possible.

Dress Code – Safe and appropriate clothing must be worn at all times.

Wear comfortable shoes that protect your feet and ankles. Waterproof is preferred for walking outside, especially in the spring and winter. No sandals, open toed shoes, open backed clogs or slides.

Long pants protect your legs.

Gloves if you are doing stable work (muck boots too if you have them) or leading a horse in the winter. No mittens as you will need to use your fingers.

Hats and sunscreen are advised during the summer. However, some of our students may remove your hat or pull your hair without warning – be prepared. Helmets are available for volunteers and their use is encouraged in certain circumstances.

No jewelry other than small earring studs and a watch. Dangling jewelry can get caught in manes, tails, or be snatched by a student or distract him or her during a lesson.

No clothing with offensive or suggestive messages or slogans or that promote alcohol or drug use. Dress for the ever-changing weather– layers in winter, and sometimes in the summer!

Everyone on a horse **MUST** wear an ASTM-SEI approved helmet. **No EXCEPTIONS!**

Parking

Please park behind the barn to allow our students better access to the barn and arena.

Barn Etiquette

All staff and volunteers are expected to conduct themselves in a strictly professional manner when interacting with students and families.

All Riders Up has a zero tolerance for any form of sexual harassment or unwanted physical contact.

All student contact must be made within the sight of another volunteer or staff member. Ask for permission before touching a student.

Leave pocketbooks and personal items in your vehicle – we do not have storage space for them while you are busy with your duties.

No running, screaming or boisterous behavior.

Please leave pets at home, therapy animals are allowed with prior permission. Please do not lock pets in your car while here.

Please practice courteous behavior with staff, students, horses and each other.

The telephone is available for brief use by volunteers for pick up, etc. Please avoid lengthy personal calls. Turn your cell phone on vibrate and limit its use as a safety measure and courtesy to others and the horses.

The computer is for All Riders Up staff only unless you are providing office support. No online shopping or internet surfing for information other than equine assisted therapy, please.

If a gate is closed when you need to go through it, make sure it is closed when you have passed through. When in doubt, ask. If no one is around to ask, shut the gate.

Gates to the outside turnout areas are to be kept shut and latched at all times. NO EXCEPTIONS! Don't plan to go back and shut them later – shut them right away!!!

If you use the hose to water horses, be sure to unhook it and drain it from the spigot in winter. If you don't know how, ask for help. We only have 1 source of water – don't let the pipe freeze by leaving the hose on the spigot in winter! If temperatures will be above 40 degrees, simply wind it up neatly.

The horses need privacy in their stalls. Please do not reach in over the door or attempt to call them to you unless you are ready to take them out. Please do not pet horses on the muzzle or face area, as it encourages them to enter your space or nibble.

Treats are fed in small, black rubber buckets. Don't encourage nipping by hand feeding carrots, apples or treats.

When horses are wearing bridle, they are not allowed to graze, put their heads down to sniff the floor or rub their faces on their front legs. To allow them to do so will teach them that it is acceptable. For safety reasons, when horses are under tack they are at work and must have their heads up.

Clean up your work area

- Grooming area used is to be cleaned of hair, dirt and manure before you start the lesson.
- Pick manure up from arena after every lesson – basket and fork are located in the southwest end of the arena.
- After the last lesson, turn barn lights off and shut all outside doors.
- After last lesson of the day, please take all therapy props and equipment out of the arena and place these in the storage area.
- Make sure all equipment is returned to its proper place after each lesson unless the next lesson requests that you leave it out.
- Please do not leave food wrappers, plates, etc. out. Mice like barns – don't leave trash around as an invitation.
- If you break something, please let us know.
- If you borrow a helmet, please put it back.
- Check that electric appliances and lights in observation room have been turned off. Make sure windows and doors are closed and all food and beverage items are stored securely.

Basic Horse Safety Rules

Always approach a horse from the side or front, speaking calmly to alert him or her to your presence. Never approach a horse from the rear. Encourage the horse with your voice or by holding your hand out to get the horse to turn towards you.

- REMEMBER: Horses are creatures of REACTION (Fight or Flight); so always let the horse know where you are. Horses may kick, bite, strike and or bolt if startled.
- REMEMBER horses' eyes are on the sides of their heads and approximately 2 feet in front of their head is a "blind spot." They cannot see your hand when you pat their noses and this may cause them to jerk their heads up so keep your head in a protected position when handling a horse.

When haltering a horse, first place the lead rope over its neck, then standing with your right shoulder by their head, place the halter on. Never lead a horse by the halter alone.

Take the lead rope down, clip it to the halter, and hold excess in a figure 8 pattern in your left hand, with your right hand about 6-8" from their chin. You are ready to lead the horse now. Always lead on the horse's left side, unless you are asked to change sides by the therapy instructor during lesson.

- Use a safe lead rope and both hands when leading. The excess lead should be folded in a figure 8 pattern and held in the hand furthest from the horse.
- DO NOT EVER wrap the lead around your hand or wrist. DO not allow the lead or reins to drag on or near the ground – the horse or leader could step on it and trip or become entangled.
- Always lead the horse with your body positioned between the throat latch and shoulder. Your hand closest to the horse should be 6-8 inches away from his chin. Horses need to be able to move their heads as they walk.
- Do not pull down on the lead as this causes pressure on the horses head and can make him irritable. A short, light quick correctional "tug" is all that is needed if you want him to slow down or pay attention.
- If the horse will not move forward, try turning his head away from you, or walking him slightly to the left or right of your original path. This comes in handy with the donkey!!
- When several horses are being led together, travel single file with 2 horse lengths between you and the horse ahead of you. Keep a safe distance apart and stay alert.
- When two or more horses leave a pasture the first ones out should be walked up to a safe spot and stopped until everyone is out, the gate is closed and everyone is ready to walk on. Otherwise the last horse, watching others leave without him, might panic and try to bolt. They are herd animals and don't like being left alone.
- Make sure that all gates and doors are always closed and secured. If it is open, close it – even when the pasture is empty or your horse is the last one to leave – close the gate behind you.

When leaving a stall or walking through a gate, make sure that the gate is opened far enough. Pasture gates should be opened far enough to comfortably move the horse in or out, but not wide enough for other horses to escape.

If you are not comfortable turning out or bringing in horses when they are in a group, ask for help. Make sure the horse you are leading is all the way through the gate before turning him/her so the horse does not hit its hips on the gate.

- If the horse rears, release the hand closest to the horse's head so that you will not be jerked off the ground.
- If a horse pulls back, step with him rather than pull against him. If he continues to pull back – LET GO and CALL FOR HELP don't risk being dragged!! **Do not run after him.** Walk quietly toward him to get the lead.
- You weigh a lot less than any horse; you cannot "out pull" him.
- Always groom and tack horses in the cross ties unless otherwise directed by the instructor.
- ALWAYS walk AROUND your horse, preferably in front UNLESS your horse is tied to the wall.

When walking behind a horse, talk to him/her and either walk body to body (very close) keeping a hand on their hind quarters so that they know you are there or stay at least 15 feet away from their rump. A kick is more forceful when you are about 3 feet away – avoid being at that distance. Do not walk under a horse’s neck – always go around the front of their head. Do not crawl under a horse’s belly. Reach under from a standing position facing the front or go around.

Do not leave horses alone in the cross ties. Set out grooming equipment and tack before you get your horse.

If a tied horse pulls back on the cross-ties, they should break off and free the horse. Become familiar with “quick release” cross ties. Go to the horse and make sure he is not injured, then walk him back up and have someone either hold him while you retie the cross tie to the eye hook, or hold him while they retie it. If you, another volunteer, student or the horse is injured, alert the instructor immediately.

Never leave a halter or tack on a horse unattended in a stall.

When releasing a horse into a stall, stop outside the stall then have him “walk on” into the stall. Provide enough lead to turn him around so that he is facing you while your back is to the door. Talk to him quietly as you are taking the halter off. If you are unsure or if the horse is being troublesome, place the lead rope over the horse's neck to give you something to hold onto while you remove the halter. After releasing the horse, step back, close the stall door then turn and walk calmly away.

When releasing a horse into a pasture, halters are left on, but the entry procedure is the same as when a stall is entered. The horse is to turn toward you as you remove the lead.

- Do not encourage the horse to take off as soon as the lead line has been removed.
- Never yell and try to make the horse run from you. In turning, he may kick out or knock you down.
- Make sure that you have room to move away quickly if necessary.

Do not drag the lead rope (or reins) on the ground at any time. When hanging them up, make sure they are not hanging on the ground. Please do not lay tack on the ground. Use racks and hooks provided in the aisle. Do not allow girths or cinches, etc., to drag on the ground.

Do not cross tie a horse with a bridle and reins.

- ALWAYS tie your horse with a halter and a lead – NEVER the reins – at wither height to a strong pole or O ring using a quick release knot in the lead when you are not using cross ties.

When grooming, do not kneel on the ground – bend over instead so that you can leave the area quickly if the horse becomes agitated.

- When grooming and tacking, work from the horse's side with your back to the horse's head.
- THINK SAFETY!! The student will be likely to do as you do.

Clean up manure if your horse soils the aisle.

Last person out at night does a safety check:

- Are all gates securely shut?
- Do the horses have ample water (full buckets or at least ½ full tank in the pen).
- Are the horses behaving normally? Eating, not rolling excessively or stretching, exhibiting symptoms of colic or injury? Did they finish their food? Are they coughing or appear to be choking? Breathing heavily?
- All outside doors or gates to the barn aisle shut
- All lights out

Notify the Instructor or Director immediately if you notice anything out of the ordinary on a horse (swelling, cuts, blood), facility (broken door or gate, leaks, or other damage) or tack (broken or worn straps, frayed girth/ cinch, missing pieces).

Rules for the Barn, Property and Arena

THESE RULES APPLY TO EVERYONE ADMITTED TO ALL RIDERS UP, SWAN LAKE ARABIANS AND THE PROPERTY OF ARTHUR AND MARCIA LAVER.

Copies of the General Rules for Property and Barn will be provided to every visitor prior to when he/she arrives and signs in. **Please retain this page for your reference.**

- The driveways are to be traveled at speeds of no more than 5 MPH. The safety of children, those with special needs and our animals, is our greatest concern.
- The private areas of the property are off limits. These include but are not limited to:
 1. The house
 2. The spring house
 3. The streams central and north of the barn and arena
 4. The pond along the north border of the property
 5. The pool area and pool house
 6. Private vehicles (cars, trucks, horse trailer, ATV, tractor and lawn mower)
- The family dogs are friendly but should be in the house when students are here,. Please let us know if they are out, They should not be encouraged to come down to the barn or arena,
- No visiting pets are permitted on the premises, nor are any animals allowed to be left in parked vehicles. Service dogs are exempt for should be “in hand.”
- All participants and visitors are required to register and execute the liability waiver immediately upon arrival.
- NO SMOKING in the barn, arena or the immediate vicinity
- No one will be admitted to the barn and/or arena unless they have signed in and property executed the ARU liability waiver.
- No one may ride without an ASTM-SEI approved helmet which has been securely fastened.
- Turn cell phone on silent or vibrate.
- No personal stereos or music
- No weapons, alcohol or illegal drugs
- No foul language
- No physical or emotional mistreatment or abuse of a student, staff member, volunteer, visitor or horse
- If those who accompany the student leave the area during the lesson, the instructor must be informed!

- Parents and guests must stay in the observation area while the lesson is being conducted. **NO ONE SHOULD BE IN THE BARN EXCEPT STAFF, TRAINED VOLUNTEERS AND STUDENTS.** Please recognize that this rule is in place out of concern for your safety and that of our participants. We cannot give our students our complete attention if we have to be responsible for others, particularly sibling children in the barn and arena areas. A walk-through of the barn can be scheduled if desired.
- Only staff and trained approved volunteers may handle horses except when students are working with them under the direct supervision of their instructor or a volunteer approved by the center.
- No one is to ride, lead, groom, exercise or otherwise interact with the horses unless they have been directed to do so by an instructor or center staff member.
- Horses are not to be led by anyone without halter and lead line.
- Only staff and approved volunteers may transfer horses to and from pastures.
- All lights and fans are to be turned off when not in use.
- All equipment is to be inspected for damage and returned after use.
- Bits are to be rinsed off before being returned to the tack room.
- **NO ONE** is to be mounted within the barn or overhang areas.
- No more than 3 horses are to cross-tied or groomed within the barn at one time.
- Stall doors and tack room doors are to be kept closed.
- No equipment (saddles, clippers, brushes etc.) is to be left in the aisles.
- Horses are not to be given treats by anyone unless directed to do so by the instructor. Frequent hand feeding encourages horses to enter the personal space of the people around them and possibly bite. When treats are offered, they are to be given in small black rubber buckets designed for that purpose.
- Please take all personal items and trash with you when you leave.

The Lesson Team

Daily Lesson Coordinator- Takes direction from the instructors and barn manager – makes sure horse and tack are ready for the lesson – supervises and directs barn staff and lesson assistants/volunteers to ensure that:

1. Horses scheduled to be used that day are in their stalls 15 minutes prior to lesson time.
2. The lesson assistants can find the correct tack for the horses being used.

Instructor – Determines which horse and tack are to be used for each student and keeps coordinator and assistants informed. Supervises the team – ultimately responsible for the content of the lesson; keeps lesson plans and sets goals (short and long term.) Arrives well ahead (15 -30 minutes) to assist student with tacking or tacks up horse with volunteer assistance. Checks soundness of lesson horse prior to lesson. Checks tack condition prior to and again during lesson application. Records the progress made.

Lesson Assistants

1. Side-Walkers – responsible for the well being of the student during the lesson and in a mounted emergency situation; takes direction from the instructor to assist student.
2. Horse handler/leader – responsible for the horse only – controls the horses' movement and removes the horse in a mounted emergency situation; takes direction from the instructor to handle horse.
3. Spotters – responsible for the well being of the student in a more independent riding situation you remain nearby to aid the student if needed; takes direction from the instructor

Lesson Assistant Duties/Standard Procedures

Lesson Responsibilities for Spotters-spotters are used as an extra measure of safety for riders who are new to independent control of their horse. Spotters will be directed by the instructor as to how they are to position and conduct themselves relative to the student rider. You may need to run along side the horse or merely stand close by at specific places where help may be required.

1. Duties prior to lesson time
 - a. Please clock in to record your hours. Keeping track of volunteer hours helps All Riders Up apply for grants and other funding.
 - b. If you are unable to make your shift, please call the center as soon as possible to let the staff know and plan accordingly.
 - c. Assistants arrive 15-20 minutes before your student is due to arrive for their lesson check the student board to see who they are riding and with what tack. Set out grooming equipment and tack if the student does not groom or saddle as part of their lesson. If the student is unable to participate in tacking, please set out tack as well before you bring the horse to the cross ties. Take the horse from their stall to the grooming area, cross tie your horse and groom thoroughly, including picking out feet. Make sure the horse is clean and has no burrs or dirt on their coat. If the student grooms as part of their lesson, you must still groom the horse to make sure they are in good condition – shoes on tightly, no cuts or health concerns – before the student arrives. If there is a problem alert the instructor as soon as possible in case a change of plans needs to be made. If the student is able to perform part or all of the grooming and tacking, please replace the items you have used and put the horse back in its stall before the student arrives.

Use the currycomb to raise loose dirt to the surface, and the dandy brush to flick it off and smooth the coat.

Use a towel to wipe eyes, ears and muzzle, and a comb to untangle mane, forelock and tail and to remove burrs or stickers. Return the horse to the stall to wait for the student after grooming.

Lesson Responsibilities for Leaders/Horse Handlers

Leaders are to stay with the horse at all times and are responsible for controlling the horse's movement and speed, following the direction of the instructor. They are responsible for the safety of the horse and assisting the student in controlling the horse and when necessary, reinforcing the participant's directions.

- Hold lead rope about 8" from the snap with your right hand and allow the horse to move their head naturally.
- Do not allow the horse to nuzzle you or 'invade your space/bubble.'
- Do not stroke or fondle the horse's head while they are at work.
- Hold the remainder of the lead rope in a figure 8 in your left hand.
- The lead rope should hang between the reins attached to the halter, not over the reins.
- Walk by the horse's throat latch, not in front of him or her or back by the shoulder. If you are having trouble keeping the horse moving, ask for a riding crop to prompt the horse. If they are moving too fast, use half halts (a slight "tug") on the lead line with every other stride.
- Wait until the rider initiates action and follow through, offering support at the direction of the instructor. A good handler will become aware of how much or how little assistance to offer the student during the lesson.
- Look up and plan where you are going. Looking up helps you to plan ahead and make smooth turns and corners. Make turns and circles large and sweeping, as sharp turns can unseat an unstable rider.
- Do not allow the horse to put his head down, graze, sniff the ground or rub his nose on his leg. Keep your horse attentive and on the job.
- If working with another horse in the arena, stay back 2 horse lengths from their hind legs. Pass well to the inside, not between the horse in front and the wall or fence.
- Short tugs, sharp snaps and rattling the lead rope work better than a prolonged pull on a horse that is charging ahead or inattentive. The horse will win a tug of war every time.
- Do not make conversation with the student so as not to be a distraction. If the student attempts to engage you in conversation, be polite, but direct their attention back to the instructor.
- The leader's sole responsibility is the horse and its behavior. Leaders should not attempt to correct rider position or make adjustments.
- If there is a problem with the student and there is no sidewalker, please alert the Instructor in a calm manner.
- Make sure the sidewalker on the off side has plenty of room to walk between the horse and the kick-wall.
- If you have suggestions for improving a lesson, please feel comfortable about bringing them to the Instructor's attention – after the lesson. Having too many people discuss activities during the lesson is confusing to the student.

- If the horse is nibbling, hold your right hand up in a 'STOP' motion. If you are having an excessive amount of trouble with a mouthy horse, alert the Instructor.
- Never hit or swat at the horse when a student is mounted or handling the horse.
BE PROACTIVE – don't get into a situation that puts you at risk of being bitten or shoved by the horse.
- Remember – in an emergency you are to control the horse and stay with the horse – not the rider.

Lesson Responsibilities for Side-Walkers

The side-walker should stay with the student from the time they are mounted until they are off the horse and out of the arena. Your assignment is to assist the instructor and help the student carry out their instructions.

Position yourself by the student's leg and keep pace with the horse so that you can look up and observe the student regularly. Alert the instructor if there is any change in the rider's behavior, health or seat. Alert the team if the student appears to be slipping, falling or seizing.

The side-walker is responsible for helping the student maintain balance and follow directions of the instructor. A variety of holds may be used:

- One hand on the ankle for a fairly stable student who needs help holding their legs still on the horse
- Over the thigh hold for a student who shifts weight. This hold should only be practiced with two side-walkers so as not to throw the rider's balance off
- One hand on the small of the student's back – to support forward and back balance
- One hand on the student's hip to support side to side balance

It is important to always ask the student if it is OK to touch him or her. This gives the student respect and an opportunity to decline your help. Always follow the instructors' directions over the student – however, make the instructor aware if there is a problem with the student's balance, consciousness, wishes, etc. Give only as much support as the rider requires. Use as light a touch as possible, but be firm with your hand so as not to tickle.

The student may not always follow the direction of the instructor, and you may be asked to reinforce directions by helping him or her hold arms up or out, reaching for ears and tail, etc. Give the student time to process the instructors' directions before stepping in to help. It is important to let the student attempt to perform the activities as independently as possible.

Limit conversation with the student, attempt to redirect him or her to listen to the instructor if he/she gets off track or engage you in conversation. If you are waiting for another rider in the arena to complete a task or activity, please do not 'chat' with the student you are working with. Redirect the student's attention to the other rider working in the arena, or to the instructor if they are speaking. The time for visiting is AFTER the lesson.

Don't lean against the horse or expect him to support your weight as well as the student.

If your arm gets tired, alert the instructor and ask to switch sides. Change sides ONE AT A TIME. Do not leave your student without assistance.

After the lesson, the student will dismount to the ramp or to the ground depending upon their abilities. Follow the directions of the instructor to safely dismount the student. Some students may lead their own horses out – the leader would switch to the horses off side to assist the student to make sure they are safe and keeping the horse controlled.

The side-walker may be asked to help with the door or gate, or walk on the student's left side

After the student and horse return to the grooming area in the cross ties, wait for instruction from the instructor as to how much assistance is needed from that point on. Return to the arena to make sure manure is picked up before the next lesson. If it is the last lesson of the day, you may be asked to help remove tools/equipment from the arena. In an emergency you will be expected to assist with emergency dismount, evacuations and staying with the student.

Lesson Support Staff

Many lessons cannot be held without volunteers, and your input and presence is very important not only to the Instructor but also to the student. It is essential to develop a team atmosphere with a clear cut leader, the Instructor. If you have questions or concerns, suggestions or issues with the way the lesson is conducted, your opinions and ideas are valued. Please save comments or questions for after the lesson unless it is a matter of safety requiring immediate attention. Being part of a team at All Riders Up is a special feeling. Please respect your Instructors' authority, as they will respect your contribution to the student's safety and well being. The Director is always available to hear suggestions, complaints or ideas as well. Our staff is always available to assist with lessons or clean up. Call on them when necessary.

Mounting Procedures

Only those who have been listed as approved for participation may assist with mounting. Specific additional training is required for participation when the Sure Hands Lift is used for mounting. Only those who have passed such training and are listed as approved to do so may assist with lift facilitated mounting. Current lists are kept on the mounting ramp,

Safety first! Never mount the student without the instructor, or before the safety check.

All riders mount from the ramp for safety and comfort of the horse. Always use the arena ramp for mounting. Do not mount under trees, building overhangs, on concrete or from a fence.

At the ramp for mounting, the leader will stand to the front and one quarter to the side of the horse's head to keep him or her still. Make sure your horse is standing with all four legs squarely under him for the student to mount.

The horse should be stopped close enough to the ramp that the student cannot get his/her leg or foot in between the horse and the edge of the ramp, no more than 2-3 inches. The leader is not responsible for helping the student mount or dismount – just the behavior of the horse. Keep the horse relaxed by not overly restricting his head.

If he attempts to back up, encourage the horse to walk forward, circle, and reposition.

If the horse pulls back or swings his hips away from the ramp, and the student is not ready to mount yet, make a circle and come back and reposition him. If the rider is mounting and the horse attempts to move, keep the horse calm and still. The side-walker on the off side should help by gently pressing on the horse's hip to keep him aligned with the ramp.

A side-walker is to stand on the off side of the horse to help the student position their leg with the instruction of the instructor. A second side-walker for the near side would wait at the end of the ramp. The instructor is responsible for mounting the student and adjusting stirrups, checking girth, performing a last safety check before the lesson begins.

Once the student is safely mounted and balanced on the horse, the instructor will ask the student to tell the horse to 'walk on.' Once the student complies, lead the horse straight out and then halt for the side-walkers and instructor to get in position, then the lesson will begin. The instructor or designated volunteer is responsible for making sure that the gates are shut whenever there is a rider mounted in the arena. If more than one horse/student is participating in the lesson, volunteers may be asked to walk around the ring with their student or wait at different points until all riders are mounted and have entered the ring.

Dismounting Procedures

To the ramp: leader positions horse as when mounting. Do not allow the horse to rush into the ramp. If the horse is over-anxious to get to the ramp, request help from the instructor. The side-walker on the near side will walk up the ramp alongside the student until they reach the top and then the instructor will come up to assist the student in dis-mounting. It is up to the student and instructor as to whether the student may lead the horse out. Riders rarely use the ramp to dismount.

To the ground: the horse leader will help the student guide the horse to the center of the ring per the instructors' direction and stand to the front of the horse to keep the lesson horse still. The off side side-walker will help guide the student's leg over the back or crest of the horse per the therapy instructors' direction. The near side side-walker will assist the instructor in landing the student safely to the ground.

Stable/Barn Assistant Duties

Standard Procedures

Stable/Barn Assistants report to the Barn Manager, assist with chores as outlined below and give aid when requested by an instructor during lessons. The barn manager will determine the scope of each assistant's responsibilities based on the assistant's qualifications and training.

Stable Duties

Morning stable duties include feeding, watering and turning out. Horses should be fed by 8:00 AM each morning. If horses are to go out, set hay out in the fields while they are eating their grain. In the summer, when horses are turned out, set hay in stalls, fill water and clean stalls so stalls are ready for the evening. Morning and evening feeding and turnout duties typically last 1 – 1 ½ hours.

During the winter, after horses are fed grain in their stalls and turned out to eat hay in the fields, stalls and water buckets can then be cleaned. In the summer, stalls should be cleaned in the morning after turnout. A schedule is posted for stable volunteers to follow and updated as needed by the director. The horses should be fed and stalls cleaned on lesson days by 10:00 AM. If turnout is precluded by inclement weather horses are to be fed grain in the morning and then stalls are cleaned. Stalls can be cleaned with horses in them if the barn assistant is trained and comfortable in doing so. If not – they can be put on cross ties or into an empty stall while their stall is cleaned. Hay is given after stalls are clean.

PM stable duties include feeding, and occasionally stall cleaning. Depending upon the season and weather/temperatures, instructions will be found on the stable schedule.

Always check the feed room chart to be aware of feed changes or medications each time that you feed. Don't rely on your memory to give the horses their feed and meds. Always empty, clean and fill water buckets at feed time to keep grain, hay and shavings from accumulating in the bottom of the buckets. When horses are out, check the outside water source to make sure it is filled with fresh clean water. A brush for cleaning buckets is located near all hydrants.

Horses are fed in the evening at 5:00 PM and stable duties in the evenings last approximately 1 hour. Never leave without making sure every horse has at least 1 full bucket of clean water available.

Persons feeding or performing barn maintenance duties will find directions on the staff board in the feed room. Always check the board first before feeding for changes. Turn out, stall assignments etc. can change occasionally and this is where you will find that information.

Last Check of the Evening:

1. Aisles are clear of debris
2. Stall doors are latched
3. Feed room door is latched
4. Tack room doors are closed
5. Gates to fields are latched
6. In winter – hoses drained, hayloft, arena and all barn doors are shut. Empty field buckets.
7. **Lights out**

Riding Privileges

Will volunteering at ARU entitle me to complimentary riding lessons or the opportunity to ride and/or exercise the horses?

Most volunteers come to us with some previous equine experience but we do accept many volunteer applicants who have no equine experience and no experience working with individuals who have special needs.

In the interest of safety for all: Volunteers at All Riders Up are assessed and categorized into one of four levels based upon the horsemanship and riding skills they possess or attain while with us. We have a mentoring checklist which an experienced volunteer will complete on all new volunteers as they receive our complimentary orientation training. Volunteers can move up to a higher level of competence with additional practice or training acquired at ARU or elsewhere.

Every volunteer who wants to be involved is expected to become familiar with our policies, procedures, facilities and horses by starting in the provision of barn chores, tack cleaning and feeding. After becoming familiar with these aspects of our operation, if you want to be involved with lessons, you will be given specific hands-on practice in horse handling and lesson assistance. This training is complimentary but does not include a thorough education in horsemanship or riding instruction. Additional educational opportunities are available at your option. The fees for our horsemanship workshops and/or able-bodied riding lessons are discounted for actively involved volunteers. The details of these opportunities will be provided upon request.

Very few volunteers are approved for assisting us in the training and exercising of the horses. "Exercising horses" is not simply giving them exercise by riding them. It is important that the exercise regimen supports what the horses are learning during their training sessions. Every time a horse is handled or ridden, the experience will either enhance or be detrimental to their training, based on the skill level of the rider or handler. The safety of our volunteer and our students is dependent upon handling and training (including exercising) that is as consistent as possible. Otherwise, the horse will be confused as to what is expected of him. Consistency is very important especially because, as a consequence of the nature of their job, our horses are handled and ridden by many different people. In addition, therapeutic horses, in particular, are asked to be unusually trusting and patient with students who have special needs and made express loud noises, make animated/uncoordinated actions or spastic movement and changes in balance. The need for equine accommodation to these events is something with which most horses are unfamiliar. Their training is specific to help them understand that some of the things they will see, hear or feel are not a threat to them. That is why, unless you are unusually talented and experienced in equine training, you are unlikely to be given the opportunity to ride other than in a supervised able-bodied lesson (fee required) under the direction of a professional trainer/educator.

First Aid and Emergencies

General Emergency Information

Dial 911 in a FIRE emergency – Call an instructor in a medical emergency – If no one is readily available call 911. Alert the dispatcher that property is to be accessed from Swan Lake Drive!

The riding center address is: **265 Mattson Road, Garnet Valley, PA 19060-1410 The Barn Phone 610-459-0879. All vehicles, including emergency vehicles, must enter the property via Swan Lake Drive. ARU's is the third drive on the right. Please see diagrams of facilities and locations of emergency equipment and equipment found on the next three pages.**

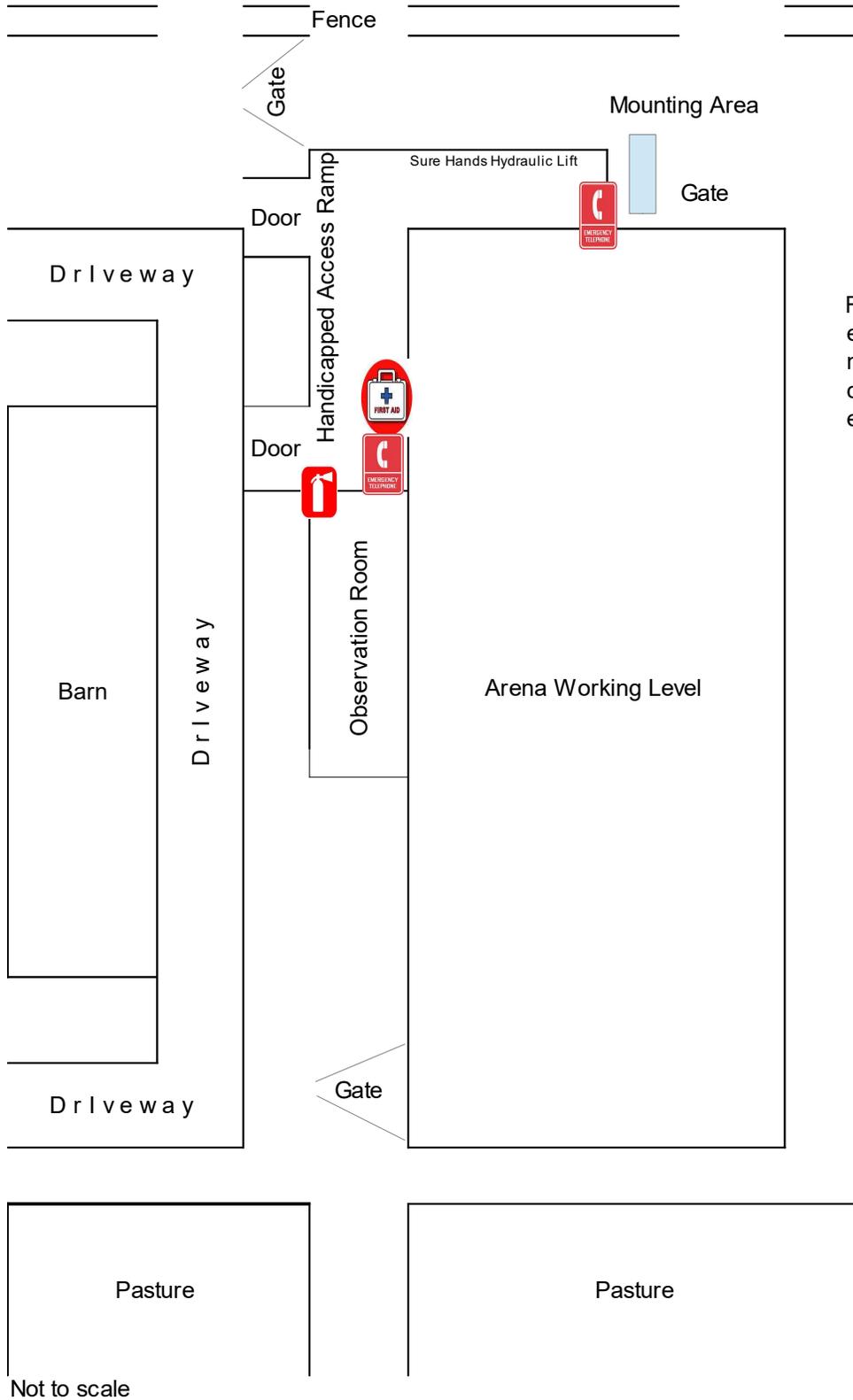
Equipment	Location
Human First Aid Kit #1	Black cabinet in upper level of arena
Human First Aid Kit #2	Black cabinet on brick column in back barn
Equine First Aid Kit #1	Black cabinet in upper level of arena
Equine First Aid Kit # 21	Black cabinet on brick column in back barn
Fire Extinguishers (All locations have signs posted just above the extinguishers)	Main Barn – On wall across from the sink Arena – On the wall to the right of the observation room door Hayloft Area - Inside to the left of the pedestrian door Back Barn – On the wall to the left as you pass through the barn gate
Additional Medical Supplies	White cabinet in locked stall next to feed room in front barn (Key is in gray phone cabinet in main tack room)
Land line phones for dialing 9-1-1 with instructions	See (3) following diagrams for locations

Incident Reports

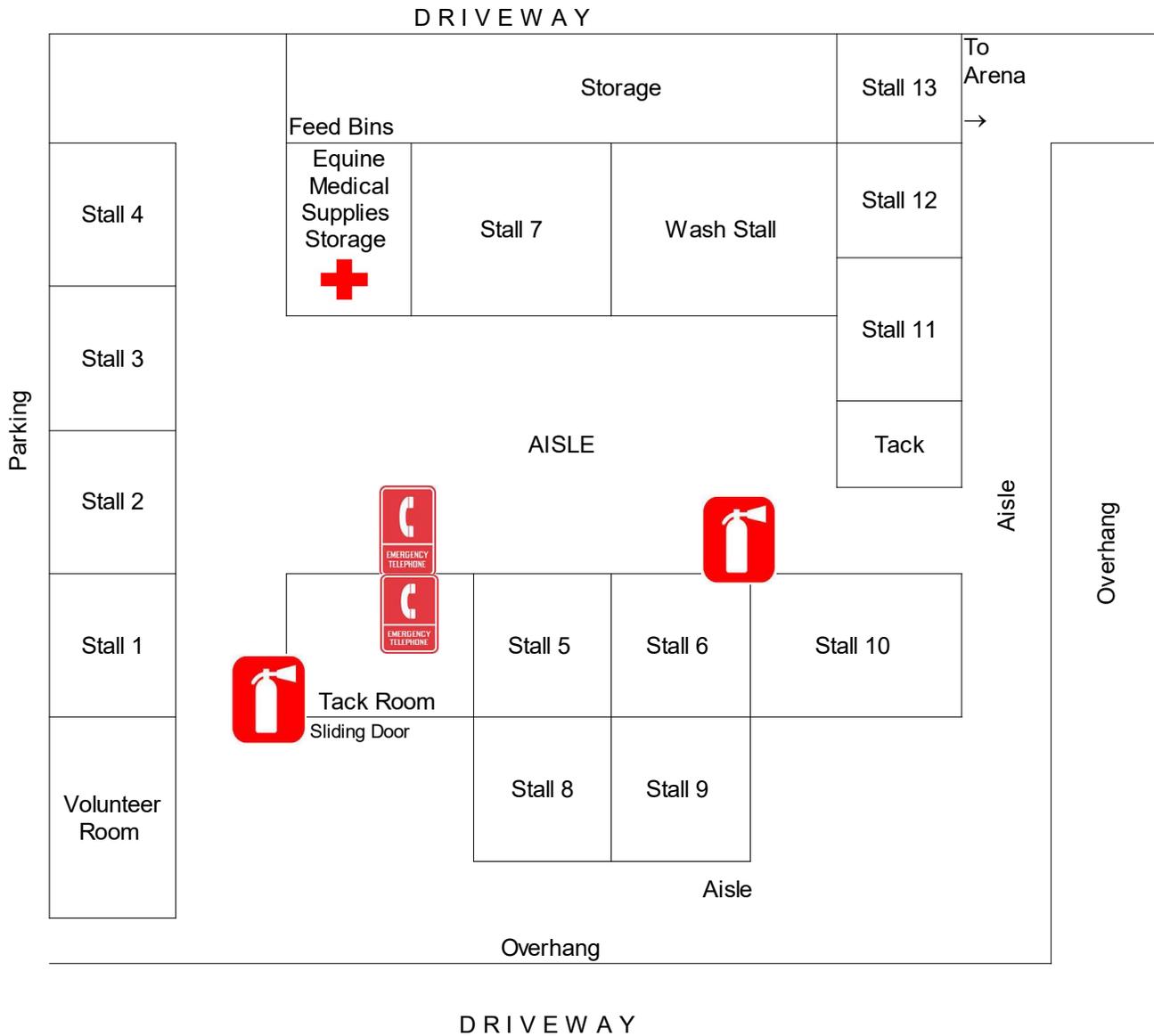
The ARU program director and PATH, Intl. certified instructor(s) are the ARU staff that will determine the severity

of any accident, and what course of action needs to be taken for an injured party. In the event of an accident, whether injury results or not, an incident report shall be filled out within 24 hours of the accident. Everyone present who observed the incident should complete an incident report. Blank incident reports are kept in the ARU office. Incident reports will be kept on file for a minimum of three years following any such occurrence.

Arena - Emergency First Aid, 9-1-1 Phones and Fire Extinguisher Locations

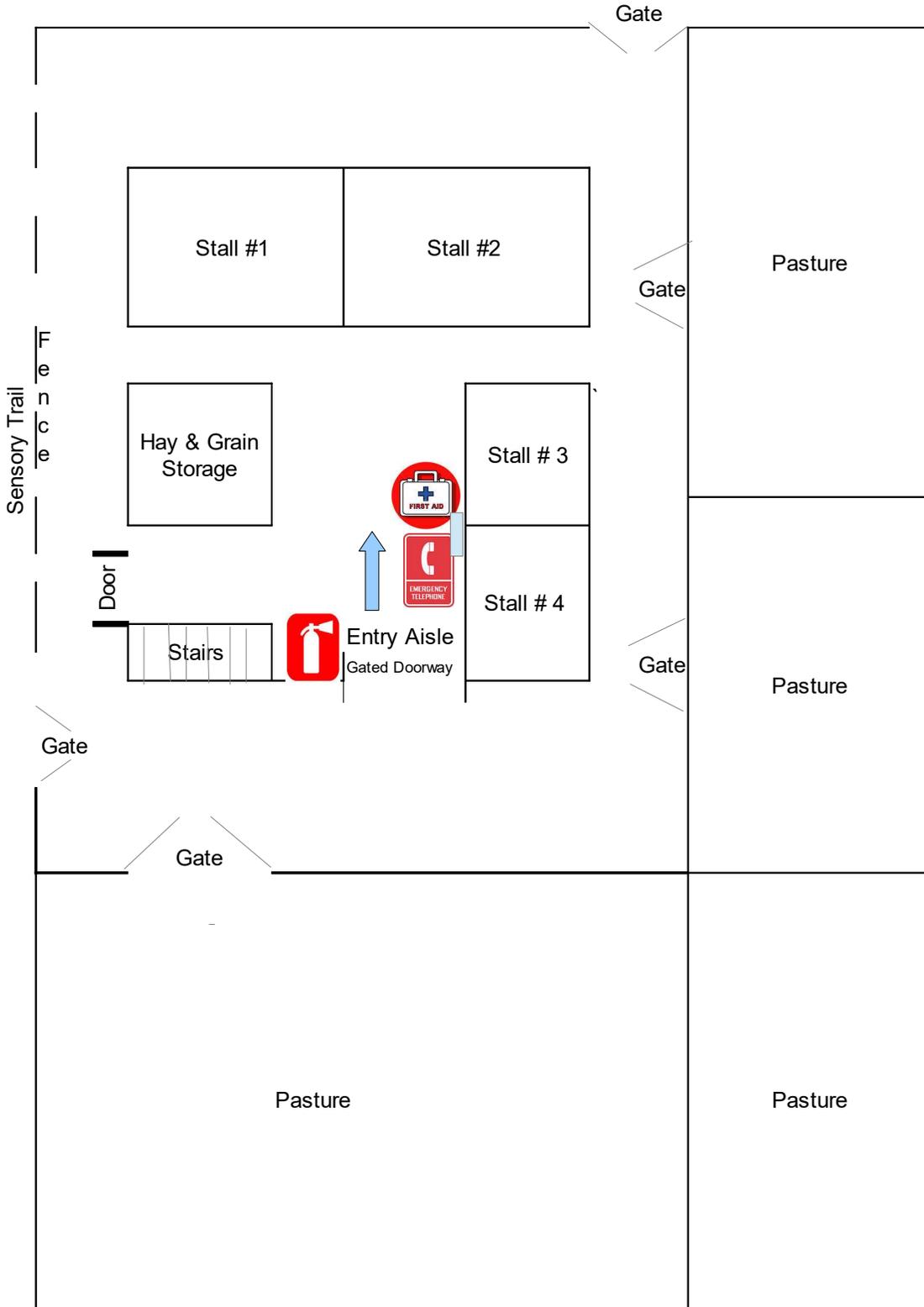


Main Barn – 9-1-1 Emergency Phones and First Extinguisher Locations



Not to scale

Back Barn – Emergency First Aid, 9-1-1 Phone and Fire Extinguisher Locations



Not to scale

Evacuation Procedures

In the case of fire or circumstance requiring evacuation the following procedure is to be followed:

- Report the emergency to the local fire and rescue unit via 911.
- If time permits, take the time cards to the house so that a headcount can be made.
- Evacuation is to be directed by instructors, full time staff and/or the Director.
- Anyone with mounted students must halt the lesson, dismount their riders and proceed to the back of the house – if time permits untack your horse and release it into the field in front of the barn with halter on.
- **NO STUDENT IS TO BE LEFT ALONE** no matter what the emergency.
- All students and visitors are to be escorted to the back of the house where a head count can be taken – only once your student/visitors have been accounted for and are under the care of another staff member, may you assist emergency personnel as directed by them. Do not allow those in wheelchairs to hamper emergency responder vehicle access to the driveway and buildings. Assist wheelchair users to the back of the house with all others evacuees.

If you are in the barn

- Leave the building with your student as directed above
- **DO NOT TRY TO SAVE THE HORSES** unless directed to do so by the emergency responders – your life and those of your student and visitors **MUST COME FIRST!!**

*****Mandatory evacuation drills will be held twice yearly in combination with a staff meeting. Attendance is required*****

Emergency Procedures

Stable

- Never leave a student alone in the barn during an emergency. Have students wait in the office or in the parking area, depending upon where the emergency occurs (keep students at furthest possible point from the situation for their safety) with another volunteer or staff member or caregiver that comes with the student. If an evacuation must occur, everyone is to gather behind the house as quickly as possible.
- If a horse gets loose, alert other staff, take a halter, lead rope and bucket of grain and attempt to head the horse back towards the barn and away from the highway. If the horse enters the highway, attempt to coax him back with a bucket of grain. If there are enough people to flag down traffic FROM A SAFE DISTANCE without entering the highway, do so. Do not risk your life to get the horse back. Never allow students or their caregivers to help catch a loose horse (unless the caregiver has completed the volunteer training and has signed a liability release.) Have students wait in the barn or in the office in a safe location where they will not be injured by a running horse.
- Keep in mind that horses are herd animals and would prefer not to leave their companions. Try to allow the horse to circle back to the barn by going out and around him or her, blocking his exit to the driveway and beyond.
- If a horse falls in the aisle or is cast in a stall do not attempt to get him up alone. Alert other volunteers or staff. Do not try to let the horse get up alone in the aisle, simply move any obstacles out of the way. If the horse is cast in the stall do not try to grab his legs. Let the instructor or Director direct the rescue efforts, do not go in the stall alone. If you are alone when this happens, call the director or other emergency contacts on the telephone list immediately.
- If a horse becomes agitated and bites or kicks a student, staff member or volunteer, help that person to a chair or safe location away from the horse and alert the instructor and or director. Allow authorized personnel to perform any first aid necessary. Call 9-1-1 for medical assistance if you are alone.
- You may be asked to call for emergency assistance. The directions to All Riders Up are posted by the phone for you to give to 911 operators. Follow any directions given to you by the therapy instructor, director and 911 operators. Remain on the line with the 9-1-1 operator. DO NOT HANG UP THE PHONE!
- Fire: Get out of the building, take all students and guests with you, and use any available cell phone or the barn phone or go to the house on the property to call 911. Do not attempt to save belongings. Do not attempt to save horses. Meet for a head count behind the house. Your life and the student's life are the priority.
- Building emergencies – broken equipment, such as gates or doors breaking, fences down, etc.: Alert a staff member to the problem, make sure you and the student are safe, then assist the staff member if asked.
- Every 6 months we have mandatory emergency preparedness drills at All Riders Up.

Emergency Procedures

Mounted

In ALL cases, the instructor is in charge and the ONLY one to be giving direction until 9-1-1/emergency responders arrive.

- In any emergency with more than one horse in the arena, all horses are to halt immediately, then come to the center or corner of arena as indicated by Instructor and wait for further directions.
- DO NOT run or yell – remain calm and listen for direction from the instructor.
- If student has a seizure or loses consciousness: Side-walkers alert the instructor, follow emergency dismount procedures to remove the rider from the horse. Follow direction from instructor. Leader stops horse for dismount and then takes horse to the center of the arena.
- Rider falls from the horse: Leader stops the horse, make sure the student is clear of the horse, takes horse to the center of the arena and waits for instructions from the instructor. If the student is caught on the tack or stirrup, make sure the horse stands calmly while the instructor and side-walker(s) free the student. Instructor will assess the student and direct others.
- Horse attempts to run away with the rider: Attempt to safely stop the horse and remove the rider from the horse. If the horse has left the handler with the rider, attempt to calmly pen the horse in a corner of the arena, catch him and remove the rider if instructed to do so by the instructor.
- Horse pulls backwards with rider: Leader follows the horse and speaks to it calmly to attempt to stop the horse. Do not hang back on the horse or attempt to out-pull him. Side-walker(s) remove the student from the horse with an emergency dismount if instructed to do so by the instructor.
- Horse bites leader: Alert the instructor and then follow directions.
- Horse kicks side-walker: Alert the instructor and follow directions.
- Student has outburst, agitated episode or other unusual or excited behavior: Leader stops horse, stands at its head to calm it, if needed. Side-walkers may be asked to help remove the student from the horse.
- Student bites or otherwise injures side-walker: Alert instructor and follow directions.
- Student slips to the side, losing balance: Alert instructor and other volunteers, leader stops or slows horse as directed by instructor, attempt to help student regain balance with help of other side-walker and instructor.
- Remember to complete an incident report with 24 hours.

How Do I Sign Up For Volunteer Times?

ARU volunteers indicate the hours they intend to work on the Google Volunteer Calendar. You need give your email address to the volunteer coordinator right away. Once you are on the contact list, you will receive a weekly email letting you know what lessons are scheduled, the required number of lesson assistants, and when those lessons will be conducted. The Google calendar will also show which instructor is teaching and which horse or pony will most likely be used. Since the horse or pony is subject to change, on the day of the lesson, please check the white board in the front barn which will also list the current participants, times and horses or ponies.

It is critical that you let us know via the Google calendar any time you are available and willing to come help. There are always general barn cleaning, tack cleaning, equine grooming/exercise chores and property maintenance chores. We will appreciate your help whenever you can give us a hand. Please let us know, though, as soon as possible, that you will be available to support a lesson. We don't want to bug everyone by email over and over that we still need another volunteer for a lesson if the actual fact is that not everyone has put his/her name on the calendar but intends to come.

All volunteers are expected to be on time (15-30 minutes prior to lesson) when scheduled. If a volunteer is unable to be at the scheduled lesson, please contact the volunteer coordinator or instructor so arrangements can be made for another volunteer to take that lesson. If you are unable to join us for the lesson times you have signed up for, please call as early as possible. It is important that you make a commitment to come for at least 6 lessons. The students find it stressful to continually adapt to a new set of volunteers. The more continuity we have in the make up of the team the more productive each lesson will be. WE COUNT on your being part of the team! Volunteers who are unable to complete their responsibilities or disrupt the lessons may be asked to leave the facility.

Accessing the Google Volunteer Calendar

1. Go to: www.google.com
2. Click on SIGN IN button (or, sign in with different account)
3. Enter email information: aruvol2@gmail.com and click NEXT (or, select Karen Ersek's account)
4. Enter the password: Volunteer1@ and click SIGN IN (be sure to capitalize the "V" in volunteer)
5. Click on the button for Google apps (small grid in upper right hand section of screen by email address)
6. Select Calendar
7. Click CREATE (red button in upper left) to begin an entry
8. Type over "Untitled Event" with your unique information (e.g. Susan, PM feeding help)
9. Use the drop down boxes just below the event description to indicate the date, beginning and ending times of your volunteer shift.
10. When you are satisfied with your entry, click SAVE (red button, upper left of screen)

Grievance Procedure

Make no mistake about it, your involvement is a vital and highly valued part of the success of our therapeutic riding program. Your contentment as a volunteer must and will be supported. Your thoughts, feelings or recommendations about how we can improve your experience and/or improve the program are always welcome!

Interpersonal conflicts are expected to be addressed in person, in a professional and respectful manner. In such circumstances, please speak directly with the person with whom you have an issue. Email communications, text messages and social media postings are not acceptable.

If you cannot resolve your differences on a person level, we expect you to immediately request a meeting with the director. The director will mediate disputes in an attempt to resolve the conflict or misunderstanding. You will be asked to submit a written account for discussion and to attend a meeting alone with the director, and, subsequently, with all parties involved.

It is our sincere desire that you give us the opportunity to address any dissatisfaction you experience while at ARU. Even if you are not directly impacted, we hope that you will feel free to bring your concerns to the attention of the barn manager, volunteer coordinator, program development director, director of operation and/or our executive director. Any issue which you believe to be a problem, particularly those involving the safety of anyone, warrants your bringing the matter to our attention. We need to function as a team. It is only through honest, face to face communication that we can succeed in this goal.

The Board of Directors meetings are also an avenue open to you if you believe your concerns have not been adequately addressed at other levels. Please submit a written request to the Board identifying the subject matter you would like to bring to their attention so that it can be addressed at their next meeting.

Records of any formal meetings will be kept and made a portion of your file. Absolutely no ill effects will result from your bringing problems to our attention in the specified manner. If, instead, you choose to keep your dissatisfaction to yourself, or simply withdraw from volunteer involvement without comment, you have eliminated the possibility for positive change, harmed the people you work with, and indirectly hurt the students we all want to serve.

Reasons for Volunteer/Staff Dismissal

Volunteers are subject to rules and regulations to help produce a safe experience for everyone involved with activities at All Riders Up. While it is not pleasant to think about, there are 'zero tolerance' instances that call for dismissal:

- All Riders Up has a Zero Tolerance for any form of sexual harassment, unwanted sexual advances or physical contact without prior permission.
- Creating an unsafe situation through careless behavior, disregard for rules, or ignoring the needs of the student.
- Arriving at All Riders Up for volunteer duties under the influence of alcohol, illegal drugs, or abuse of medication.
- Bringing a weapon – firearm or knife, hunting tools, etc. to All Riders Up. If you carry a sidearm for your profession (sheriff, police officer, etc.) please leave the weapon out of sight and locked in your vehicle.
- Breaking confidentiality. If you are found to have distributed confidential information about students, incidents occurring at All Riders Up, financial information regarding students or All Riders Up activities, or any information that you have been instructed by All Riders Up staff as being confidential, you will be asked to retire from the program.
- Physical or emotional mistreatment or abuse of a student, horse, staff member, volunteer or visitor to All Riders Up.
- Acting as an agent or representative of All Riders Up to request money or fund-raise without prior consent of the Director or Board of Directors.

In extreme cases where a student is put in an unsafe situation or is harmed due to the behavior of a volunteer, legal action may be taken. Less serious infractions of rules, such as failure to hand in signed releases, tardiness, failure to attend mandatory volunteer classes or seminars/meetings, dressing inappropriately, use of foul language, etc. will be dealt with first with a verbal warning, then written, and then possibly dismissal. Volunteers who are late or disruptive during lessons may be reassigned to other activities.