



HANDS&
VOICES™

State Chapter Organizational Manual

Hands & Voices is dedicated to supporting families with children who are Deaf or Hard of Hearing without a bias towards communication modes or methodology. We're a parent-driven, non-profit organization providing families with the resources, networks, and information they need to improve communication access and educational outcomes for their children. Our outreach activities, parent/professional collaboration, and advocacy efforts are focused on enabling Deaf and Hard-of-Hearing children to reach their highest potential.

"What works for your child is what makes the choice right."

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Supporting Families Without Bias

by Leeanne Seaver, Hands & Voices National Executive Director

In the early-1990s, the Smithsonian Institute in Washington, D.C., was preparing an exhibit called "Silent America." It was intended to raise positive awareness of the Deaf Community, highlighting cultural and linguistic (American Sign Language) aspects of the Deaf experience. Meanwhile, a number of people who were deaf or hard of hearing, but who were not living with those aspects of the Deaf experience, had a problem with the exhibit. From their perspective, it did not represent who they were—specifically, listening/oral communicators. They resented what they perceived to be the exclusionary nature of Silent America's point of view. Controversy roiled across the land. Both camps fired off angry letters towards each other, and at the Smithsonian exhibit planners. In the end, the Smithsonian scrapped the whole project.

Regardless of what side any one was on, we all lost that battle.

We Are Hands & Voices

As individuals who are in so many ways connected to each other through deafness or hearing loss — professionally, parentally, or otherwise—we'd had an opportunity to rally around the things that unite us and show the whole world, but instead we burned ourselves out in the same old heated arguments over communication methodology. Those events were the coming of age for Hands & Voices. Twelve years ago, we were just a fledgling Colorado parent support group (who would become Hands & Voices) watching the whole Silent America debacle take flame. It was incredible, as in 'not believable'. Why didn't they just ask us how to do this? Perhaps through natural selection or just by serendipity, our group was increasingly comprised of diversely communicating parents, professionals, and deaf and hard of hearing adults fully united by our cause. As we grew, we became galvanized by the need to create strength and unity in our community. Certainly, we're not the first or only who have ever wanted to accomplish that, but in many ways, joining all camps together towards a common goal continues to be the unique selling point of Hands & Voices.

On a Mission

Our mission is to improve the social and academic experience of our children, students, and mentees who are deaf or hard of hearing (d/hh). Whether we're talking, cueing, signing, or combining, we all believe passionately in what we're doing, and we've become strong advocates for our own kids and for each others. This approach has exposed us to many families using a wide variety of communication choices—all that have resulted in really successful kids. Conversely, we've seen many other kids and their families not reaching their goals via a particular mode or method. In every situation, the many variables are entirely unique to the child, the etiology, his or her family, their goals, the

available resources, and a host of other considerations. As such, it is simply inappropriate and unproductive to impose a notion of methodological superiority over each other. We've come to understand that it is not the child who "fails" with a method, but the method that can fail the child and family. This perspective keeps us child- and family-focused—an essential value for a parent-driven organization.

Not Broadcasting Our PBS

Hands & Voices developed this slogan to articulate our philosophy that "what makes the choice work for your child and family is what makes the choice right." So at Hands & Voices, we would advocate for the child with a cochlear implant as surely as we would for the child using American Sign Language. And we train diligently to prepare ourselves to support families without "broadcasting" our own personal belief system (PBS) or predisposing their outcome through our own biases.

PBS vs Bias

Among the first questions anyone asks us at Hands & Voices are "So, you're trying to tell me it isn't ok to have personal opinions on d/hh topics? Hey, I know what I know!" or "I don't think anyone is truly unbiased when it comes to communication methodology." These are very legitimate concerns, and we spend hours interactively work-shopping the answers with our new state chapter leaders, parents, early interventionists, deaf educators, audiologists, doctors, general educators, school and hospital administrators, health department staffers, and more.

What do we say? At the risk of oversimplifying this, it all comes down to intention.

Let's start with semantics. Our Personal Belief Systems (PBS) form our opinions, which must be distinguished from objective fact. Our opinions are a set of propositions held to be true based on our own experiences, assumptions, and education. Personal belief systems are unique and inherently applicable only to their author. They may not be accurately extrapolated onto anyone else. Still, we know what we know, right? It's human nature to seek validation of our choices, and to find a true peer group—a set of people who share our opinions and experiences. Many families with newly diagnosed babies want to hear from our own direct, personal experience, and we need to respond at that level as parent mentors and professionals working with families.

However, when sharing from our own PBS, it's important to question our intentions. What's motivating them? Do we have an outcome in mind for this family? What are our preconceived notions, and how are we predisposing this family to our 'truth'? Indeed, what is informing our 'truth'? Has our experience

been broad enough to have seen successful kids using a variety of modes or methods of communication, or are we coming from a one-method perspective? Are we couching our statements in a way that represents them as facts, and generalizing them for this new family? Are we sharing information in a way that's skewing the family's decision-making process? Are we relaying misconceptions, (i.e., 'he'll never talk if you sign to him" or "she'll never sign well coming from hearing parents") to this family? What is our body language and vocabulary telling them about our point of view? Do we truly know what's best for them? When we have shifted from appropriately sharing the benefit of our experience and knowledge into intentionally manipulating a family, we've crossed the line into bias.

From Theory to Practice

There's never been a time when we've presented our Hands & Voices Non-Biased Workshop that we don't become deeply engaged in an introspective question & answer dialogue with the audience. Practically speaking, most of us want to know if it's ok to say 'this' or was it right to suggest 'that'. Some professionals share well-documented examples of a family whom they believed was making terribly wrong choices for a communication-starved child, while others share success stories about kids who rose like a phoenix out of the ashes of such bad choices. We are constantly reminded that sometimes a 'wrong' choice leads to the 'right' decision, and sometimes the 'right' decision leads to the 'wrong' outcome. A common theme for all of this reflection is the confirmation of our belief at Hands & Voices that there is no one right way to do this.

As mentors, guides, interventionists, advocates, teachers, role models, audiologists, et al, we must filter all our input to a family through our sense of respect for their own unique experience. What has been true for any of us, may not be true for them. So we encourage a vocabulary that promotes this value:

- "Well, I can tell you what happened with our baby, but remember, everybody's situation is different."
- "This was true for us, but it might be different for you."
- "I think the person with the answers is lying right there in your arms...let's keep looking at what your baby is telling us."

There are many more effective 'disclaimers' and techniques to use that acknowledge that we simply aren't all going to make the same choices or have the same outcomes. But make no mistake, this is not about being non-committal. Remaining unbiased doesn't mean you can't feel passionately about the communication choice you've made, or righteous about the philosophy you've built your career around, but it does mean you're not going to take your truth and evangelize a new recruit. It means you're sensitive and capable of

distinguishing between your experience and someone else's, and that you're above manipulating them with your foregone conclusion. At the very least, even professionals who are practicing with condoned bias (ex: private practitioners or schools with a published communication philosophy) should do their clients the favor of acknowledging their limitations. "I am biased, so you need to take that into consideration here. There may be other viable options for you to explore, and I strongly encourage you to do so," demonstrates very evolved thinking indeed. It honors the unique experience that family will have, whereas biased manipulation can compromise or destroy the authenticity of the process for the family. Many parents describe those interactions as the point when they divested of all the "help" they were getting from the therapist / audiologist / teacher / mentor or system.

If we release our need or inclination to have someone else validate our own choices or PBS, we're providing them with a much more effective means of support. We're empowering that family's personal investment in their choices, and their ownership of choice is integral to the child's success.

The Benefits of UnBiased Support

Not slanting our input means we avoid having to defend our choices or 'bias' to the family later. Too often arguments of methodological superiority are based on subjectively pointing out the perceived flaws or "inferiorities" of the other methods or modes. Winning an argument on a platform of such "negative campaigning" is really missing the point. (Think about it: does negative political campaigning make you feel great about either candidate—the one slinging the mud or the one with it on his face?) This tactic dismisses and dishonors the integrity and efficacy of all the communication approaches, and it can derail a family's exploration of which mode or method will be a good match to their child's inclinations, abilities, and all the other considerations that play into this dynamic. Whatever the strengths or weaknesses of a given mode or method, they will be realized differently for each child. This is an unavoidable fact. Being unbiased means we aren't committing to an outcome we can't control.

Ultimately, we'll experience greater trust in the relationship with the family when we approach them with an open mind. Encouraging their independent thought serves the greater good: increased sensitivity and awareness of this child-driven process, deeper investment and ownership of their choices, and more effective advocacy for their child.

The Need for an Unbiased Support Organization

At Hands & Voices, we figured out how to co-exist with our different communication approaches in a non-judgmental way that makes families and professionals feel respected when attending our events, reading our newsletter, participating in a training, or contacting us via our website or toll free number (voice or TTY). If we missed the mark for somebody, we tried harder the next

time. We haven't been perfect, but over time, we have gotten better at this. Our mission led us to become a driving force in the passage of d/hh legislation in Colorado including The Deaf Child's Bill of Rights, the Educational Interpreter Standards Act, and the bill that created the Colorado Commission for the Deaf and Hard of Hearing. Do we personally agree on the many controversial d/hh issues that confront us all? Absolutely not, but we discovered that we're all on the same page when it comes to wanting the best for these kids. At Hands & Voices, our membership includes many who are also members of AG Bell, American Society for Deaf Children, Auditory-Verbal International, the National Association of the Deaf, and more. We do not supplant these other fine organizations, and in fact, routinely refer inquiries to them and promote their participation on our Advisory Boards. But there is a need for an organization like Hands & Voices that brings us all together. We're stronger united for our children than divided by communication controversy, so respectful collaboration is our mantra.

On a Mission

Would we tell other states how to do this? YES! The only thing better than one state organization that's united on behalf of our d/hh kids is a whole nation working together towards this cause, so that process is already underway.

Presently, there are Hands & Voices chapters and start-up chapter efforts in 31 states. We also have hundreds of individual members all over the country (even internationally). If you're interested in becoming a new Hands & Voices member, or in starting a chapter in your state, you'll find everything you need to know on our website, www.handsandvoices.org. Contact us there at parentadvocate@handsandvoices.org, or you can call us at 1-866-422-0422 (V/TTY).

It's going to take all of us uniting our efforts to change the world for the better for children who are deaf or hard of hearing. If we commit to this, the next time the Smithsonian calls, we'll be ready to say "yes, let's celebrate how many ways there are to live life as a person who is deaf or hard of hearing."

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Section 1

Hands & Voices

Five-Step Start Up Plan for a Hands & Voices Chapter in your State:

Step 1

Review the Hands & Voices mission statement and philosophy—can you and your group support the vision? Complete the chapter application, individual board applications, and send to H&V National for approval. **See Appendix 5**

Step 2

Recruit parent(s), consumers, and professional(s) willing to work collaboratively as a start-up team, and eventually as a chapter board comprised by a majority of parents. Identify roles for year one start-up, and relegate members to administrative, on-going staff or advisory member roles. Ensure a balanced representation of methodology and modality amongst the board membership. Prioritize training goals.

Recommended representation:

- Parent of a d/hh child as director
- State Department of Education (DOE) representative of Deaf/Hard of Hearing programs as Advisory Board VIP
- Professional representation from your state's School for the Deaf
- Parent whose child attends state school for the deaf
- Adults who are deaf and hard of hearing
- Members who can effectively advocate for all communication choices, regardless of whatever choice they've made for their own child.
- Teacher(s) of the Deaf/Hard of Hearing
- Educational audiologist
- Representative(s) from Institutions of Higher Education (universities, colleges)
- Parents of children who are deaf
- Parents of children who are hard of hearing
- Parents of children with unilateral or conductive hearing loss

- Parents of preschoolers, elementary-aged, & high school students
- Individuals who represent Deaf culture & community
- Individuals who have expertise with oral communication methodologies.
- Individuals who have expertise with manual communication methodologies.
- Professionals from Part C/infants & toddlers

Step 3

Adopt by-laws (can be based on H&V National by-laws; must be in line with state requirements) for operating as a chapter, based on your board's priorities, and apply for non-profit incorporation status in your state.

Step 4

Establish a database by linking to public schools, newborn identification programs, private schools (if applicable), state school for the deaf, and other related service organizations or resources in your state. H&V can provide you with database software.

Step 5

Develop priorities based on consensual decision making and direction from the Board of Directors, with input from an advisory board (optional), then create a five-year plan (including a budget) that outlines strategies for growth and outreach to all families in your state.



Section 2

Organizational Guide for Hands & Voices State Chapters

Hands & Voices Mission

Hands & Voices is dedicated to supporting families with children who are Deaf or Hard of Hearing without a bias towards communication modes or methodology. We're a parent-driven, non-profit organization providing families with the resources, networks, and information they need to improve communication access and educational outcomes for their children. Our outreach activities, parent/professional collaboration, and advocacy efforts are focused on enabling Deaf and Hard-of-Hearing children to reach their highest potential.

Hands & Voices Motto

"What works for your child is what makes the choice right."

Hands & Voices Measures of Success

Goals:

- An improved quality of life for children who are deaf and hard of hearing and their families.
- Improved educational outcomes in America for children who are deaf/hard of hearing through deaf education reform.
- Effective Advocacy efforts through parent/professional training.
- A national movement which will for once and all get beyond the question of which communication philosophy is best for all deaf and hard of hearing individuals, and will embrace the H&V value that "what works for your child is what makes the choice right."

Success for One, Success for All

We envision an organization united by our mission in which each state chapter exemplifies the Hands & Voices philosophy in its vision and culture. We all have a stake in each other's success. Hands & Voices will prosper only if each part is committed to the success of the other parts, and to the impact of our organization as a whole. We are a shared venture with vested ownership.

Goal of this H&V Organizational Manual

The goal of this document is to provide a structure for ensuring the long-term organizational health of Hands & Voices. To advance our mission, we believe that it is vital that we provide exceptional program and organizational resources at the community level. To achieve this, Hands & Voices helps establish programs that become deeply rooted in the states where chapters exist. Hands & Voices supports these state chapters and holds them accountable as representatives of the Hands & Voices name and mission. Likewise, the state chapters support and hold Hands & Voices accountable as it builds support for a national movement of families and professionals engaged in the improvement of supports and services for children who are deaf and hard of hearing, their families, and the professionals who serve them.

Unlike the legal contracts that may be signed between Hands & Voices and affiliated organizations, this document is not the “last word” but it is meant to explore and delineate some key areas of our relationship. While this document lacks the detail that a franchise agreement in the private sector may contain, this is simply because the ultimate guarantee of a healthy relationship will depend upon mutual trust and understanding. We view this document as a tool to help explore and clarify the evolving roles that Hands & Voices and state chapters play in our shared enterprise. This document also lists some future goals, as the capacity of the National Organization increases with more resources. Items marked with an * (asterisk) are in process of development.

How this Ties to our Organizational Goal

To advance our mission we have committed to building a nationwide organization bound by a common vision and values. Hands & Voices National is responsible for approving state chapters, but all of us share in the need to make this venture a success. The more successful programs we build across the country, the easier it is to obtain visibility, resources and allies. But each state chapter must remain committed to our common mission, vision and culture or we will stray from our shared goals.

Relationship Between Hands & Voices National and State Chapters

What Hands & Voices National Provides

Memorandum of Understanding

The national organization and local state chapter(s) relationship is outlined through a Memorandum of Understanding (see Appendix 6) that reflects necessary standards and functional practices that must be maintained for chapters to remain in good standing. All state chapters are subject to any and all current or future policies or procedures enacted by the Hands & Voices National Board of Directors pursuant to our Mission and organizational operation.

Strategic Leadership

- Vision and Inspiration – Nothing is more important for Hands & Voices to provide than the vision of what our organization can be, the impact we can have on families of d/hh children, educators and communities, and the inspiration to help make it happen.
- Organizational Planning – It is Hands & Voices responsibility to lead this effort for the organization as a whole and ensure that our strategic plan is always current, actionable, and relevant. State chapters are encouraged to participate in these efforts and conduct them for their own chapters.
- Issues Focus – Hands & Voices must help identify and lead planning efforts for addressing specific nationally shared issues.
- United Efforts and Common Culture – Hands & Voices will take the lead in ensuring that we build and nurture the kind of organizational culture we aspire to, garnering the respect and support of our constituencies, but all chapters have the responsibility to ensure our aspirations become daily operating norms.
- Leverage – Hands & Voices will work to position parents in leadership roles to influence programs and systems that serve them.
- Innovation – what would services and programs look like if they were developed by families? Hands & Voices takes our unique perspective as “end-users” of the systems designed to serve us, and creates our own programs, informational resources, and networks designed to further our mission and accomplish our goals.

Brand Name Strength

- Visual Media and Graphics – Hands & Voices will provide downloadable logos and other templates via our website for authorized use by approved state chapters. All state chapters must adhere to the published Hands & Voices Graphic Standards (See Appendix VII) to help build and maintain our brand identity.
- Media Support – Hands & Voices will pursue opportunities that can provide us with national exposure to our target audiences. Likewise, state chapters may form media partnerships at the local level to ensure visibility for their efforts, and their partnership with Hands & Voices
- *National News Coverage – Hands & Voices will seek national coverage for H&V and H&V programs but since most of the story “hooks” happen locally it is essential that state chapters regularly provide updates on the progress H&V families/issues are making.

- National Opinion Leader Contact – Hands & Voices will regularly contact key industry leaders to tell them of our successes, to affiliate with their efforts and organizations, and to ensure a presence with at this level.
- National Expert Recognition – Hands & Voices will seek recognition of and participation in our programs from leading national experts.
- Web Site and Tools – Hands & Voices will provide engaging, interactive web sites that not only attract new interest from families and professionals, but also support the programming efforts of affiliates.
- Advertising – Hands & Voices will pursue potential advertising and promotional opportunities to build the brand and attract new organizational resources.
- Quality Control – Hands & Voices will require authorization and qualified usage of our name, materials, and intellectual property including trademark and copyright protections. H&V will review the design and use of our brand elements (names, logos, etc.) by all parts of H&V, to ensure that we build and retain our brand strength.

Site/Group Selection

When appropriate, and before formally establishing a state chapter, Hands & Voices will research and assess the potential success of establishing a local Hands & Voices presence in a state/region. In addition to background research about the educational community and fundraising climate in particular areas, Hands & Voices may conduct telephone consultations and interviews with state chapter applicants and their partners. Site visits may be part of this process in select cases.

Training and Support

- First Year Training – Hands & Voices will conduct orientations for state chapters during their first year (or as early as is feasible) to prepare them for programmatic success. Hands & Voices will also provide resource materials for both the program and organizational aspects of the job. Fees associated with training from H&V National are applicable, but discounted for local chapter sponsored training activities.
- Ongoing Training & Development – Hands & Voices will host and facilitate at least one annual staff retreat or leadership conference to focus on common challenges, planning issues, building affinity and sharing expertise. State chapters will attend these retreats at Hands & Voices expense (pending fund availability).
- Communication – Hands & Voices will host and facilitate and bear the cost of conference calls for state chapters. These calls will focus on planning,

problem solving and information sharing, and in certain situations may be substituted by on-going email dialogue.

- Mentoring – When requested, Hands & Voices will facilitate a process for each new state chapter to be mentored by an experienced program director from another state chapter.
- *Local Site Visits – Hands & Voices will make site visits to state chapters to provide technical assistance, review performance, & visit H&V projects in process (pending fund availability).
- Technical Assistance – Hands & Voices will respond promptly to requests for assistance by state chapters. Hands & Voices will provide appropriate and qualified assistance to state chapters in the areas of program, administration, systems-involvement, development, educational advocacy, fundraising and public relations, (the level of technical assistance is impacted by funding resources).
- Knowledge Base – Hands & Voices will collect and disseminate relevant information about topics of interest to all state chapters, and will facilitate inter-state communication and networking.
- Training Materials – selected Hands & Voices powerpoint presentations and related materials are available to state chapters for use at their own state, local and chapter events.

Provide Materials and Products That State Chapters Can Use

- Program Development – innovative programs like Guide By Your Side will be developed, implemented, and replicable by state chapters. Training and technical assistance will be available.
- New Products – Hands & Voices will continue to develop new products for use by state chapters, receiving local input on what products would be useful and on the content and design of products as they are being developed.
- National Campaign – Hands & Voices will lead a national campaign and develop supporting materials for this when such a campaign is economically feasible and serves a clear organizational need.
- Affinity Merchandise – Approved graphics will be available for download to state chapters so they can produce promotional items locally at their own expense such as t-shirts, mugs, bags, or other promotional materials if they are executed according to H&V Graphic Standards (Appendix 7).

Informational & Organization Promotion Materials

- *Information packets and brochures – Hands & Voices may provide folders and background information on H&V at out of pocket cost.

- News Clippings – Upon request, Hands & Voices will distribute articles that are sent from state chapters or from national sources.
- Articles for "The Communicator," the official Hands & Voices newsletter, will be developed with a national audience-scope, and be available for state chapter publications. State chapters must submit articles/updates from their chapters on stated deadlines for inclusion in "The Communicator."
- *Posters, Banners and Trade Show Display – State chapters are encouraged to produce their own display items consistent with H&V Graphic Standard requirements.
- Letterhead – Hands & Voices National 1 (866) 422-0422 V/TTY www.handsandvoices.org should be included on state letterhead. States will be responsible for their own state chapter letterhead, business cards, and supplies consistent with Graphic Standards (Appendix 7).

Excellence Recognition

- Recognition Opportunities – Hands & Voices will share award opportunities with state chapters and provide language to be used for these applications. (Families First Award, donor recognition program etc.)
- *Web Site – On the H&V website, state chapters will have the opportunity to recognize state chapter boards/staff that lead H&V projects.

Quality Standards

- *Performance Standards – Hands & Voices can assist state chapters in creating annual work plans and will convene a support team to assist state chapters in achieving their goals. In situations where state chapters are consistently not meeting major goals, the assessment team will develop benchmarks for improvement that must be completed before the start of the following year.
- *Program Evaluation – Hands & Voices can model efforts to provide an independent professional evaluation of H&V programs and may jointly participate in locally initiated program evaluations.

Business Systems

- Budgeting – Hands & Voices can provide a format for developing an annual local H&V budget.
- Each state chapter will be responsible for its own funding, newspaper distribution, legal business set up, 501(c)(3) status, and bookkeeping.

Fundraising

- *Prospects – Hands & Voices can provide each state chapter with regular prospect updates from our research sources.

- Proposal Language – Hands & Voices can provide template language for state-based grants and will distribute copies of successful Hands & Voices grants. Hands & Voices will also create template language for initiatives that affect multiple states. (i.e. deaf child bill of rights, hearing aid legislation mandates etc)
- Proposal Language – Hands & Voices may help review community-based grants, provide editing services, and assist with concept development for proposals (based on time availability).
- Joint Proposals – Hands & Voices will identify and take the lead on developing joint proposals.
- Marketing and Information Materials - Hands & Voices can provide affiliates with background and support materials often requested with proposals (e.g. history of organization, program description, support letters, etc.).
- *Donor Calls – As resources allow, Hands & Voices may participate in meeting with potentially significant donors at the request of state chapters.
- Hands & Voices National will not knowingly compete with state chapters for funding; state chapters will not solicit national funding sources without express permission of H&V National.

Communications

- Web Site – Hands & Voices will provide a dedicated section of its website to link to state chapters, with expertise/design provided by Webmaster. State chapters are responsible for maintaining their own websites, and a link to H&V National is required.
- Communications – Hands & Voices can provide basic Hands & Voices messages, one-pages on programs and other “cut and paste” language for state chapters to use. All state chapters will receive guidance and “talking points” about introducing Hands & Voices to the public, how to use H&V logos, how to get media attention and how to use H&V website effectively. Hands & Voices also provides a basic brochure template (downloadable from our website) that can be customized with a local message and contact information.
- Securing local media coverage – Hands & Voices can assist in editing press releases and other promotional materials, provide updated custom media lists (if available) and give general media advice when needed. If staff resources permit, Hands & Voices can often help with media calls and other media outreach for events.
- Securing national media coverage – All media outreach for Hands & Voices to national outlets must be directed and coordinated through Hands & Voices National. If such an outlet contacts a state chapter, the state

chapter should notify Hands & Voices immediately. * Because inspiring success stories are Hands & Voices best route to national coverage, Hands & Voices will continue to write and place magazine articles on behalf of state chapters and distribute press releases around major events and activities.

What Hands & Voices State Chapters Provide

Local Organization Structure

- Complete Five-Step Start Up Plan for an H&V Chapter in your state (see Appendix V) including Application filing with National
- Start-up chapters will identify a parent leader(s) and start-up team who will coordinate the application process and function in a leadership capacity through the first year of operation; a chapter board president and/or director (who will be a parent) may not be elected until after the chapter's provision approval has been fulfilled, unless otherwise required in the 501 c (3) designation.
- The president and board will voluntarily manage all operational duties until such time as a chapter director (a parent) can be appointed or elected (per by-laws). This position should be compensated, whereas board members cannot legally be compensated.
- State Chapters will designate a "board liaison" to share board ideas and concerns with Hands & Voices National; this liaison may be your parent leader.
- State chapters will structure themselves as defined by their own Boards in individual states, as long as these structures are consistent with the spirit of our national by-laws, policies and procedures established within this Org Manual. Technical assistance by Hands & Voices can be provided in this area.

Local Initiatives

- Response to local conditions – state chapters are encouraged to experiment with new methods for program delivery and ways to meet the H&V mission, in consultation with Hands & Voices national staff.
- State systems impact and improvement opportunities will be actively sought.
- Updated information on states and chapter happenings will be provided as features or news submissions to The Communicator on deadline for each quarterly publication.

Local Funding

- Raise Funds – State chapters will raise 100% of their state Hands & Voices program budget, minus agreed upon in-kind contributions from Hands & Voices (such as discounted program materials, travel for staff retreats, etc). State chapters will provide Hands & Voices with any information or other support needed by Hands & Voices to pursue available joint funding for Hands & Voices programs.
- Disclose prospects for Hands & Voices funding – In the interest of avoiding duplication, affiliates will dedicate their fundraising efforts to their locale/state and share their upcoming prospect list for Hands & Voices National as appropriate; H&V National will focus its fundraising on national sources, so state & national are not competing against one another for funding sources. Hands & Voices National will not independently pursue any funders that have an exclusive geographic interest in the service area of a state chapter, or vice versa.
- State chapters will ensure diversity of funding in order to maintain broad representation and integrity of Hands & Voices philosophy (i.e. government funding, private funders, membership dues, corporate grants etc).

Program Information and Development

- Timely Information – State chapters will provide timely information on budgets, quarterly reports, project stories, news articles, fundraising initiatives, evaluation materials, site information, membership on boards (particularly changing membership in boards), etc.
- Program Development – State chapter will assess state needs, and share these needs with Hands & Voices, as well as possible strategies/tools that could help meet these needs.
- Program/Materials Reviewers – As requested, state chapters will provide input on Hands & Voices national programs and materials that are in the process of development.
- Knowledge base – Hands & Voices will collect and disseminate relevant information of interest to state chapters, and facilitate inter-state networking.

Recognition and Visibility for Hands & Voices

- Public Relations – State chapters will help build awareness of Hands & Voices and assist in building a national image through presentations at conferences, articles, reports and other outreach to key audiences.
- Web Content – State chapters will provide Hands & Voices National with updated content for their part of the site at least twice a year and

encourage their constituency to submit updates/information to them, which may be included at the state chapter's discretion.

Accounting Information

- Budget – If requested, state chapters will provide Hands & Voices with an annual operating budget, including expenditures/revenues as needed for IRS documentation.
- Annual Statement – If requested, state chapters will provide Hands & Voices with annual financial statement.

Annual State Chapter Dues/Fee

The annual contribution from state chapters to H&V National will be \$100.00 minimally. This fee will fund distribution of 50 copies of each issue of "The Communicator" to be drop-shipped to a single state chapter location for its own re-distribution. This fee is used to defray Hands & Voices costs for establishing and supporting a state chapter. See details on MOU in Appendix 6.

Disciplinary Policy

Hands & Voices is committed to unbiased support to families with children who are deaf or hard of hearing, and to the professionals who serve them. We set a high priority on relationships and trust within our leadership, our national organization and our state chapters. We have been very effective at amicable intra-organizational relations through direct, personal communication, proactive strategies, mutual respect, and the shared goal of realizing our unique mission; these are our insurance policies against the "methodology wars."

Hands & Voices is united by these values, and in the interests of holding ourselves accountable to them, will impose the following policy in situations that compromise our organizational philosophy, identity, and integrity.

Step 1) Working it out internally with a good faith effort from all

- a) First and foremost, informal and supportive intra-chapter communication is encouraged to bring issues and concerns to the table for meaningful dialogue and problem solving. Issues raised should be clarified for understanding, opened up for wider input from the group, and consensually agreed upon in resolution.
- b) Document your efforts to work things out.
- c) H&V National provides Conflict Resolution training at our leadership conference, and offers resources that can be helpful.
- d) State chapter level disciplinary policies are allowable, if appropriate, but are subject to approval of H&V National, and may be overridden by this Disciplinary Policy, which requires compliance from state chapters as

acknowledged in the Chapter Authorization Charter/Memorandum of Agreement.

Step 2) Bringing it to H&V National for formal review

- a) Formal complaints, including complaints about bias, within a state chapter or its leadership must be documented (including documentation of attempts to resolve the situation as directed in Step 1 of this Policy), and may be investigated by Hands & Voices National as follows:
 - These concerns or complaints must be made in writing and signed by the author, and submitted electronically to parentadvocate@handsandvoices.org
 - The individual concerned or the chapter in question will be encouraged to resolve the situation independently of H&V National involvement whenever possible.
- b) If deemed appropriate, H&V National may monitor the situation, and/or provide input based on how other chapters have worked through similar issues.
- c) Recommendations from H&V National may be offered, when appropriate, and input towards conflict resolution provided whenever applicable.

Step 3) Entering Probationary Status

- a) On-going dissention and/or dispute within state chapter boards may result in the revocation of the chapter's good standing to a probational disciplinary status for a period of time allocated by Hands & Voices National to the chapter for problem resolution.
- b) Transition to probationary status may include limitations on chapter or board member(s) function
- c) Specific probationary provisions will be provided from H&V National to the chapter in writing, including the period of time allocated for resolution; These provisions require documented compliance by the chapter to H&V National.

Step 4) Revoking chapter charter & authorization

- a) Recurring complaints of bias within H&V chapters and/or chapter leadership may result in the removal by H&V National of the party(s) in question from the board, and/or the revocation of the chapter authorization and charter.
- b) No chapter charter will be revoked without the opportunity to resolve its crises via a probationary status period described in Step 3.

- c) Any individual removed may no longer represent him/herself as affiliated or representative of Hands & Voices, unless otherwise indicated in writing by an authorized national H&V leader.
- d) Hands & Voices National will report revoked chapters to the IRS, state and national agencies, and other entities as appropriate.

Step 5) Rebuilding

- a) Any individual dismissed from an H&V state chapter or National Board is ineligible to rejoin said board, unless otherwise indicated in writing by authorized national organization leader(s).
- b) Any chapter dissolved through unsuccessful probationary resolution (see Step 3) may convene a new group (which may include original chapter leaders who are not subject to the limitations of Step 5:a) and begin the application process again to become an authorized Hands & Voices chapter, subject to the full application process and the required approval by Hands & Voices National.



Section 3

Activities/Structure Guidelines

"What Works for Your Child is What Makes the Choice Right"

Hands & Voices Issues of Concern and Involvement

- Parent Advocacy and Support
- Universal Newborn Hearing Systems – Screening, Identification, Intervention
- Deaf Education Reform – Educational Excellence
- The National Agenda and NASDSE Guidelines
- "Medical Home" Initiatives
- Communication Access
- Hearing Aid/CI Coverage by Insurance Companies
- Relevant Legislation
- Parent/Professional Collaboration
- Parent/Consumer Partnerships with Deaf/HH Adults
- Deaf Child Bill of Rights
- Natural Environments and Children who are Deaf/HH
- Unbiased Information Dissemination
- Parenting
- Educational Advocacy
- Deaf Child Empowerment & Self-Advocacy
- New Technologies & Assistive Communication Devices
- Interpreting Standards

Suggested Hands & Voices Outreach Activities

- Sponsor Hands & Voices Basis Training series

- Provide Individual Advocacy and Support to families
- Implement Hands & Voices Guide By Your Side programs
- Attend IFSP and IEP meetings
- Develop networks via phone calls, home visits, letters, email
- Develop your state's "Resource Guide for Families who have Children who are Deaf and Hard of Hearing" – revise annually
- Promote on-line chat on H&V Bulletin Board
- Nominate a "Master Teacher" at deafed.net
- Write a grant to fund chapter activities
- Give a "Families First" Award from your chapter
- Develop and Maintain Database: families, professionals
- Support Legislative Efforts (as allowed under IRS guidelines)
- Collaborate with existing organizations/activities
- Parent Scholarships – create fund to help parents pay for workshops etc.
- Publication of quarterly newsletter, publishing articles in other newsletter, magazines etc.
- Collaborate with other parent organizations local & national
- Regional parent-to-parent groups; social & networking activities
- Social activities for kids/siblings
- Promote Deaf/HH role models & connections
- Picnics for Newly Identified Families – twice a year
- Families First Award
- Evaluate and assess activities: Track parent input
- Regional workshop for Parents: Educational, Advocacy, Role Models
- Parent Advocacy/leadership: training parent leaders
- Sponsor existing activities and training opportunities
- Present at a variety of existing conferences and workshops, to professionals and parents
- Represent H&V on state & national committees: Educational, Health, State and local Government, other non-profits etc.

- Develop a website – create upcoming events section; chat rooms ask the experts Q&A.
- Host specialized events: Mom’s Night Inn, Spanish-speaking families, Dad’s Workshop etc.
- Sponsor a Parent Strand at your Statewide Parent or Deaf Education Conference
- Provide in-service Training/preservice to professionals – Statewide regional trainings, present at university level classes for SLP’s, Audiology, deaf ed, interpreter programs
- Participate in birth-three forums: Newsletter for this population; get together;
- Sponsor Deaf Awareness Month Activity
- Start a Clearinghouse/Library
- Become a member of your state's Commission for the Deaf & Hard of Hearing, State Special Education Advisory Committees, Accountability Committees

Suggestions for Structure

Staff:

- Director (see scope of work, Appendix 1)
- Administrative
- In-kind support from agencies
- Parent Regional Coordinators for geographical regions (See scope of work, Appendix 2)
- Advocacy Specialist
- Regional Coordinators for specific projects/constituencies:
 - Universal Newborn Hearing Systems
 - Educational Advocacy
 - Unilateral Hearing Loss
 - Spanish Speaking Families
- Media Specialist: Newsletter, website etc
- Director of Development: Grant writing, Fundraising

Volunteers

- Board of Directors (see Appendix 3)
- Advisory Board
- Membership
- Annual dues
- Benefits
- IRS Structure

Organizational Activities

- Training Opportunities for Staff and Board
- Position Statements
- Public Awareness
- Deaf Education Reform
- Bookkeeping
- Fundraising
- Grant Writing
- Database Development
- Infrastructure development
- Donor Appreciation Program
- Contributor Letters
- Non-Profit Status
- Evaluation of Staff/Board/Activities
- Annual Report
- Collaboration with Hands & Voices National (see Organizational Guide for state chapters, Section 2)



Appendix 1

State Hands & Voices Executive Director Scope of Work

Responsibilities

Planning:

- Formulate draft of Annual objectives
- Prepare annual report
- Monitor achievement of Goals and objectives
- Grant writing
- Participate in the envisioning, developing, maintaining direction of the organization
- Ensure vision and mission of organization is articulated and carried out.

Programming:

- Oversee development and implementation of services and programs
- Advocate for, educate, support and empower families who have children who are deaf and hard of hearing
- Oversee newsletter development
- Workshop/conference development
- Maintain program records
- Management of Funds
- See that expenditures are within budget during the year
- Prepare preliminary budget
- Negotiate MOU's with supporting agencies

Personnel:

- Interview, hire, and maintain staff
- Evaluate staff
- Overseeing volunteers

- Oversee staff meetings
- Provide training opportunities for staff
- Conflict management

Community Relations:

- Public speaking to parents, professionals, pres-service training.
- Represent organization on several committees/agencies
- Create coalitions with other consumer agencies
- Legislative advocacy

To the Board:

- Liaison of staff to board
- Prepare bi-monthly update reports
- Prepare financial statements
- Plan agenda for board meetings
- Follow-up to insure implementation of board and committee decisions
- Promote attendance/participation at board meetings

NOTE: THIS POSITION IS OFTEN FILLED BY THE COLLECTIVE BOARD UNTIL SUCH TIME AS A DIRECTOR CAN BE HIRED.



Appendix 2

H&V Regional Parent Coordinator / Parent Consultant / Parent Guide-By-Your-Side

Scope of Work: Example

The following is a general list of activities/responsibilities for the Regional Parent Coordinator (can also be an H&V Guide-By-Your-Side) position.

Direct Parent-to-Parent Activities

1. Provide direct emotional support, information and referrals to families in order to empower them to make decisions in the best interest of their child, based on their families' values, goals, and desires.

- Personal phone calls to new families who have joined Hands & Voices
- Meet with families at their request
- Create opportunities in region for Newly Identified Families to gather, receive information, and connect with one another
- Maintain "local" database of families
- Collaborate with state level Hands & Voices to organize regional workshops
- Organize monthly/periodic meetings for parents

2. Acquire and disseminate resources and information and offer this to families:

- State Resource Guide for Families of Children who are Deaf/Hard of Hearing.
- Develop a list of sign language classes, and other local resources available in geographical area; Community and religious institutions that provide access for the deaf.

Program Activities

- Attend Hands & Voices Board/Consultant meetings 6X a year.
- Represent issues/constituents from Geographical area.
- Participate on 2 subcommittees a year.
- Contribute articles and information to Hands & Voices quarterly newsletter.
- Contribute articles and information to Hands & Voices website.

- Participate in Parent Leadership Training Opportunities
- Oversee development of regional workshops in area assigned.
- Collect information and resources in the region.
- Share expertise as a parent of a deaf or hard of hearing child with professionals in your area through one-on-one contact, presentations, and attendance at committee meetings.
- Advocate for parent decision-making and meaningful participation in the issues regarding hearing loss in the community, in education, and health.

There are many state efforts concerning Newborn Hearing Systems, Early Hearing Detection & Intervention (EHDI), and d/hh issues for children. The consultant for this project will collaborate with other agencies and organizations to make sure there are comprehensive systems to meet the needs of families. A list of agencies this Parent Consultant may collaborate with include:

- State Department of Education
- Local Education Agencies
- Department of Public Health & Environment
- State School for the Deaf and Blind
- Community Part C Agencies
- Parent Advisor for the home intervention program
- State and Community Child Find Agencies
- The Deaf and Hard of Hearing Communities
- State Association of the Deaf or Commission for the Deaf/Hard of Hearing
- Alexander Graham Bell Chapters
- American Society of Deaf Children
- Other d/hh public or private special interest organizations

Public Awareness

To raise awareness around issues which could include:

- Legislative information
- Deaf Education Improvement and Reform
- The Deaf Child's Bill of Rights
- Universal Newborn Hearing Systems

- Medical Insurance issues
- Transition from early intervention to Part B of I.D.E.A.
- Continuing Education for parents after transition out of early intervention to Part B services
- Communication Choices
- Technology Advancement in the area of hearing loss (i.e. cochlear implants, hearing aids, assistive technology)



Appendix 3

Board Development

Resources for Board Development:

www.nonprofit.about.com

www.boardsource.org

www.ginsler.com

Every Board has Two Primary Roles: Support and Governance

In its role as supporter, the board's main goal is the success of the organization, but the board also has a legal function. This governance role and the activities involved do not lend itself easily to a team model. In this role the main goal is the protection of public interest through questioning and monitoring. These two roles- support and governance can sometimes conflict. One way of resolving this conflict could be to refer to the duties of a board member as guidelines for decision-making.



Appendix 4

H & V Suggested Board Member Application

Hands & Voices Board Application

Hands & Voices is looking for families/professionals/consumers from all over the state to serve on our board. There may be funds available to help with transportation and childcare during our board meetings, described below. Your application will be considered and voted upon by acting Board members. You will be notified in writing of your acceptance to a two-year term. We are asking for a commitment from those wishing to serve as Board members to minimally include:

1. You understand and adhere to our mission statement:

"Hands and Voices is dedicated to supporting families with children who are Deaf or Hard of Hearing without a bias towards communication modes or methodology. We're a parent-driven, non-profit organization providing families with the resources, networks, and information they need to improve communication access and educational outcomes for their children. Our outreach activities, parent/professional collaboration, and advocacy efforts are focused on enabling Deaf and Hard-of-Hearing children to reach their highest potential."

You can support communication choices made by individuals and families that are different from your own personal belief system, and you will not allow bias to interfere with your function and participation on this Board.

2. You will regularly attend scheduled Hands & Voices Board meetings, which may be held at different locations in the state. If you are unable to attend, you will contact the Board President. A participation of at least 75% of general Board meetings per year is required (four out of six meetings)
3. You will participate on subcommittees, at least one per year as needed. Subcommittees could include advocacy, Resource Guide committee, public awareness/advertising, finance, grant writing/search, others, as needed.

Hands & Voices depends on the continuing support of parents and professionals, and we value greatly your input to this organization. Please fill out the enclosed questionnaire and return it to Hands & Voices.



**HANDS&
VOICES**

Individual Board Member Application

Name & Title	
Street Address	
City	
Zip	
Phone	
Email	
TTY	
Fax	
Professionals: Title- Organization -	

Please initial after each applicable statement:

- I have read the commitment requirements, and I understand and accept them as a part of the H&V chapter Board. ____
- I am a parent of a deaf/hh child. ____
- I am a professional. ____
- I am Deaf or Hard of Hearing. ____

Please Answer the Following Questions:

Why are you interested in serving on the H&V Board?

Can you support a family's or individual's communication choice that is different from your own personal belief system about modality/methodology? Will communication bias be a challenge for you? Please explain:

Tell us about your personal philosophy of communication choices:

Do you have experience with communication choices that are different from your personal belief system?

Parents, tell us about your child/children or students, and what your family's approach to communication has been:

Are you willing to meet in person and conduct chapter business over the internet?

Other information you would like to share:

Please return this form with the chapter application electronically to:

parentadvocate@handsandvoices.org

If you have any questions, please contact us at 1-217-357-3647 or (303) 492-6283 or email: parentadvocate@handsandvoices.org



Appendix 5

Hands & Voices State Chapter Application

STATE/REGION: (Note: A chapter start-up may be recognized as provisional for a period of time until the approved chapter board has elected a director (who is an involved parent of a child who is deaf or hard of hearing) from within the group.)

Start up leader(s)/point of contact(s):

Address: _____

City/State/Zip: _____

emails: _____

Phone & Fax: _____

Point of contact filling out this form: Circle & add information as applicable:

- I am a parent of a deaf/hh child:
- I am a professional:
- I am Deaf or Hard of Hearing:

Please answer the following questions (either download & respond on this document, or return an attached hard-copy with complete responses):

1. As the start – up point of contact for this chapter, talk about your personal philosophy of communication choices.

2. Please list the group of people that have formed to start this chapter. Include whether they are a parent of a deaf/hh child and/or professional, and/or an adult who is deaf or hard of hearing. Are Early Intervention/Part C and Schools/Part B represented? Please include copies of any board member applications you currently have completed. Note how communication method diversity and parent/professional collaboration is represented and assured.

3. Why are you interested in starting a chapter of Hands & Voices in your state? What is the clear need for Hands & Voices in your area?

4. Please describe how you/your group will ensure that the values and mission of Hands & Voices will be carried out.

5. Please describe your understanding of the Hands & Voices slogan, "What works for your child is what makes the choice right." Express your chapter's commitment to unbiased support.

6. How will your Hands & Voices chapter function administratively, i.e., how will it be linked to existing systems, (ex: schools, health department, other...)? Please list current and anticipated funding mechanisms for sustainability of your state chapter.

Please return this application electronically to: parentadvocate@handsandvoices.org. Or send three hard copies including individual board member applications to:

*New Chapter Application Committee
Hands & Voices National
PO Box 445
Carthage IL 62321*

If you have any questions, please contact Hands & Voices National at (217) 357-3647 or email: parentadvocate@handsandvoices.org



Appendix 6

Memorandum of Understanding for Chapter Authorization and Charter

Hands & Voices National and State Chapters

This agreement between Hands & Voices National and (state) Hands & Voices outlines the relationship, conditions, and mutual benefits to which we agree:

- The chapter application has been submitted and approved by Hands & Voices National, imbuing the applicant with the rights and responsibilities (described herein) to operate as an officially recognized chapter with rights to use the name, "(state) Hands & Voices."
- (state) Hands & Voices has (or is in process of getting) non-profit 501 (c) (3) status.
- State chapters will offer/sponsor "Hands & Voices Basic Training" to its board, staff, and all vested stakeholders.
- State chapters have committed to fundraising and sustainable financial growth planning and program implementation.
- State chapters must build their own network and local membership database. Members of your state chapter should pay their membership dues (suggested at \$25/family and \$40/professional) directly to (state) Hands & Voices. (State) Hands & Voices will pay \$100 annually to Hands & Voices National in exchange for 50 newsletters per issue, which will be sent to your designated single-site, for your redistribution to your (state) database.
- State chapters will provide their database electronically to Hands & Voices National on an annual basis with their annual \$100 fee. In this way, we can build a national database and the subsequent strength of our organization nationwide. We will not duplicate newsletter mailings to your state members, but will use this national database to share information on timely matters including notice of upcoming conferences, presentations, pressing legislation, etc....
- To protect the privacy of our membership, Hands & Voices databases (national or local) cannot be sold or shared free of charge except under these conditions:

- 1). The information to be shared is highly qualified, related to this audience, and approved for distribution by the local chapter president or designee.
 - 2). Outside agencies or organizations will provide their mailable, duplicated documents to the local Hands & Voices chapter staff who will do the mailing for an agreed price. In this way, the database remains secure within the organization, but information that may be of interest to our members can be shared with them.
- If a state's database increases its need for 50 newsletters per issue, additional increments of 50 can be purchased for an additional \$100. In other words, if you need 100 copies per quarterly issue, then your annual fee would be \$200. 150 issues = \$300, etc...(50 copy incremental increases only)
 - The state chapter will submit an update, plus a feature, or news for potential publication in the H&V Communicator quarterly, per stated deadlines.
 - State chapters in good standing will comply with the requirements of this MOU and the Hands & Voices Organization Manual. This agreement can be revoked by Hands & Voices National if a chapter is wittingly out of compliance or functioning in a manner that is inconsistent with the mission and philosophy of Hands & Voices.
 - All state chapters are subject to any and all current or future policies or procedures enacted by the Hands & Voices National Board of Directors pursuant to our Mission and organizational operation.

 - Authorized on this date: _____
 -
 -

Hands & Voices National

(state) Hands & Voices



Appendix 7

Hands & Voices Graphic Standards

Use of Name

- National: Hands & Voices National
- State Chapters: "Your State" Hands & Voices or "Your State" Families for Hands & Voices
- Symbol: The name appears with "&" not with the word "and" in text
- Any additional H&V authorized logos, i.e., the Guide By Your Side logo, are subject to published graphic standards associated with those programs.

Slogan

"What Works for Your Child is What Makes the Choice Right."

Logo

Logo color:

Logo graphic & logo text are Black & White

Broadcast & Print Specifications:

- Size: Keeping width & height proportional, the logo's height must be at least 20% of the screen's height.
- Setback: The logo must be set back from other graphics by at least 1/4 the logo's width.
- Keyability: Choose just one of the following...
 - 1). The logo must appear as is: black text & insignia within a white rectangle.
 - 2). The logo's text and insignia must be black without any drop shadow. The logo may be keyed over a bright background provided the text remains legible.
 - 3). The logo's text and insignia must be black without any drop shadow. The logo may be keyed over a bright, solid background provided the text remains legible.

Other Logo Requirements:

The logo's text (font: Trajan) and insignia may not be used separately nor be reconfigured except as indicated on H&V Graphic Standards website model (see below). The logo's text may not be retyped in a different typestyle.

The official logo is downloadable to approved users from the Hand & Voices Graphic Standards website model at:

www.handsandvoices.org/hv_private/index.htm

This is a password restricted area and you will receive the username and password when approved as a chapter. If you forget your password e-mail webmaster@handsandvoices.org.

Hands & Voices Official Colors:

When using colors for brochures, websites, promotional items, etc..., please use these recommended, official background colors:

- Print is Blue/PMS 2766 & Orange/ PMS 1575
- Broadcast Equivalents are RGB 41/40/77 RGB 215/139/77

Copy & Placement:

State names can appear below the logo text, or as a line of copy.

Example: Configuration on letterhead/business cards "Colorado Families for Hands & Voices" appears in addition to the logo, but setback as required in Graphic Standards; http://www.handsandvoices.org/hv_private/index.htm for models of recommended business card and letterhead layout

Recommended Letterhead/Business Card Fonts:

Trajan, Gadget, Helvetica, Arial

Promotional:

Artwork for a four-color logo'd pennant is available for purchase from an approved supplier. Download pennant purchase info from the internet: http://www.handsandvoices.org/hv_private/index.htm

Business Cards:

Include:

- contact name/title
- official logo
- local land & email address
- state & national websites www.handsandvoices.org
- Local phone and Nat'l Toll Free 1-866-422-0422 V/TTY
- Slogan optional

See http://www.handsandvoices.org/hv_private/index.htm for models of recommended business card & letterhead layout. There is also a link on the main nav bar at handsandvoices.org on the Chapters dropdown menu. The link is called Chapter sign-in.