

The Eagles' Wings Foundation, Inc.
dba Pathfinders Task Force



Disaster Preparedness & Response
Volunteer Handbook



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A 501(c)(3) not-for-profit organization dedicated to disaster relief

Letter from the President

Dear Volunteer,

On behalf of The Eagles Wings Foundation, Inc. (hereinafter "Eagles Wings"), I would first like to take the time in welcoming and thanking you for becoming a team member. This handbook was created to give you important information that will enhance your volunteer experience. Please take the time to read through it and refer back to it as questions arise.

Feel free to contact me for additional information or to pass along suggestions or comments. Once again, welcome to Eagles Wings. We wish you a rewarding experience as a volunteer.

Sincerely,

Scott P. Lewis

Scott P. Lewis, President
The Eagles Wings Foundation, Inc.

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Introduction

About this Handbook

Thank you for becoming a part of our organization devoted to volunteerism. This handbook was prepared to give you some essential information about Eagles Wings' policies and expectations of our volunteers. The handbook has been organized by topic to help you find information you need easily. You are also encouraged to talk with your supervisor if you have any questions about the content of this handbook.

Thank you for giving your time and talents to help others. We hope that you find volunteering through Eagles Wings a positive and rewarding experience!

Mission

The mission of Eagles Wings is to provide short-term, post-disaster relief and organizational leadership / coordination of volunteer and professional personnel and services in the United States and beyond.

Vision

Our vision is to encourage a multi-faith based responsive and caring community defined by volunteerism.

History

Eagles Wings was founded in 1999 after the devastating category V Hurricane Floyd destroyed parts of the Bahamas. Large teams of FEMA credentialed technical specialists and a revolutionary software aimed at providing mass-care, EWF can be deployed to any disaster zone within 8 hours. EWF has provided a major role in assisting relief efforts in many large scale incidents, including deployments to Hurricanes Floyd, Katrina, Gustav and Ike, 5 deployments to Haiti following the 2010 earthquake, a 189 day deployment to 4 Parishes in Louisiana following the BP oil spill, the 2011 Japanese earthquake and tsunami, and a deployment to 3 states following the string of tornadoes and flooding that devastated the south in the spring of 2011.

Eagles Wings' President Scott Lewis has been a Governor's Points of Light recipient and is a Type 1, Type 2 or Type 3 Incident Commander who has been involved in Emergency Management since 1999 when he founded Eagles Wings. He is the inventor of the proprietary software that the Pathfinders Task Force uses.

Prior Task Force Experience

The first use of this Task Force was in 1999 in the Bahamas with an extremely complex, joint Civil/Military operation covering a 110-mile island chain with 20,000+ residents following Cat 5 Hurricane Floyd. The Bahamian Prime Minister appointed the Task Force Leader to be the

Incident Commander for the entire international operation for the Command's first 14 days. The Command involved both air/lt and seaborne relief supplies on a massive scale.

A number of smaller-scale hurricanes since provided more variations and tests for the team. Hurricane Katrina perfected the model. In Gulfport, ESW 1, 6, 8, 11, 13 and 15 assigned the resources, including the formation of a Civil/Military, Unified Command with 900+ members of National Guard assets and 400+ mostly unaffiliated volunteers, along with a host of public employees, who focused on the homebound victims, with an emphasis on senior citizens and persons with disabilities (including thousands of vaccinations administered via ESW 8 co-located units). PTF also provided staffing and support for up to 20 government distribution centers. Finally, the PTF stalled large debris clearing teams to aid in first-base, public facility clean up.

Since its experience in Hurricane Katrina, the Task Force has the opportunity to spend 189 days in 4 southeastern Parants in the Louisiana gulf coast aiding in the clean up response to the BP oil spill. Then in 2011, immediately following the massive earthquake and subsequent tsunami in Japan, the task force deployed to do damage and risk assessments on behalf of the Humanitarian Alliance. Task force members were on the ground in Japan 3 days after the disaster and in less than a week were able to establish a successful supply chain for providing relief supplies and distributing them to those in need.

Facts about Eagles Wings

Our role is centered on our ability to promote volunteerism, connect people with the opportunity to serve, build capacity of volunteers, and participate in strategic initiatives that mobilize volunteers from all sectors.

We bring people and community needs together through a range of services based upon the impacted community's needs, demographic area, population size, and other factors.

Policies & Procedures

Policies

Eagles Wings recognizes that volunteers are essential to the productivity, efficiency, and cost-effectiveness of government and encourage and welcome individuals and groups who have the skill, talent, ability, and time to volunteer.

Definition: Volunteer* is a person who, of his/her free will, provides goods or services to any unit of government without receiving monetary or material compensation.

Classes of Volunteers:

1. Regular-service volunteer* means a person engaged in specific voluntary service activities on an ongoing or continual basis.
2. Episodic volunteer* means a person who offers to provide a one-time or occasional voluntary service.

3. "Material donor" means a person who may be unable to give the time required for volunteer service, but chooses to express his/her contribution by providing funds or materials.

Eagles Wings will be responsible for the direction of this volunteer program and its compliance with all laws pertaining to volunteers including the recruitment of volunteers and the evaluation of the volunteer program. Specific Authority: Florida Statute 125.9501-06

Whistleblower Policy

If any volunteer reasonably believes that some policy, practice, or activity of The Eagles' Wings Foundation (hereinafter the Organization) is in violation of law, a written complaint may be filed by that volunteer with the President of the Organization.

It is the intent of the Organization to adhere to all laws and regulations that apply to the organization, and the underlying purpose of this Policy is to support the organization's goal of legal compliance. The support of all volunteers is necessary to achieving compliance with various laws and regulations. A volunteer is protected from retaliation only if the volunteer brings the alleged unlawful activity, policy, or practice to the attention of the President and provides a reasonable opportunity for the allegations to be investigated and corrected.

The Organization will not retaliate against a volunteer who, in good faith, has made a protest or raised a complaint against some practice of the organization, or of another individual or entity with whom the organization had a business relationship, on the basis of a reasonable belief that the practice is in violation of law or a clear mandate of public policy.

The Organization will not retaliate against a volunteer who discloses or threatens to disclose to a supervisor or a public body any activity, policy, or practice of the organization that the volunteer reasonably believes is in violation of a law, or a rule, or regulation mandated pursuant to law or is in violation of a clear mandate or public policy concerning health, safety, welfare, or protection of the environment.

My signature on the last page of this handbook indicates my receipt and understanding of this policy. I also verify that I have been provided with an opportunity to ask questions about the policy.

Procedures

Requirements

Volunteers will work within the rules set by the responsible supervisor. Volunteers who do not adhere to the rules and procedures of the department or who fail to satisfactorily perform their volunteer assignment are subject to dismissal. However, no volunteer will be dismissed until the volunteer has an opportunity to discuss the reasons for possible dismissal with supervisory staff. Prior to dismissal of a volunteer, staff should seek the consultation and assistance of the Volunteer Chief.

1. Volunteers may perform any task adhering to prior assessment of risk and liability issues assigned by their supervisors.

2. Volunteers will maintain strict confidentiality of any information to which they may have access within their volunteer job.
3. Volunteers are prohibited from using information or materials not generally available to the public and obtained by reason of their volunteer positions for the personal benefit of themselves or others.
4. A background screening will be required when the volunteer will participate in the same physical labor that requires a screening for regular employees.
5. Children under 18 years of age who wish to volunteer must be pre-approved by a designated supervisor and must have adult supervision.
6. Volunteers will sign in and out in the Volunteer Log. A Volunteer Log will be maintained, and will contain volunteer names, dates, hours of service, and tasks assigned. Volunteers will use only the space, equipment, and materials authorized during their assignment.
7. Volunteers will receive a name badge ASAP.
8. Volunteers who are public officers/employees will not be permitted to voluntarily perform services which are the same as or are similar to their duties for which they are paid to perform by the same public agency.
9. Volunteers may be required to submit to drug screening prior to performing services.
10. Although Eagles Wings is a multi-faith based organization, volunteers are specifically not allowed to promote any personal or group religious views while working under the Eagles Wings banner. Volunteers commit to remaining sensitive to survivors' needs and rights in seeking out their own personal faith needs.
11. Volunteers understand that, if used in a deployment, Pathfinders Task Force operates under a paramilitary structure, and they agree to follow and support the chain of command in place at the time of the response. Volunteers acknowledge that if deployed in an actual disaster that they will be encountering and working within hazardous environments and have volunteered of their own free will to do the same fully understanding the inherent risks therein.

Risk Management Guidelines For Employing Volunteers

Volunteers must be trained for the jobs they will perform, including safety aspects.

When personal protection equipment is required for the position. The volunteer must provide his/her own safety gear for operating any power equipment, as well as sign off on prior training or be trained in the use of the equipment prior to engaging in any such work.

Volunteers must not be knowingly exposed to any unnecessary danger or hazards in the workplace and must not perform any functions requiring a license or certification unless they have a current license or certification to do so.

Volunteers will not be permitted to drive public vehicles without prior approval of the appropriate government agency.

Workplace harassment will not be tolerated in the workplace or outside the workplace. Workplace harassment is defined as unsoicited, offensive or retaliatory behavior based on race, sex, color, national origin, religion, age, disability, ancestry, marital status, pregnancy, sexual orientation or a volunteer's exercise of constitutional or statutory rights.

It is the policy of Eagles Wings to provide a work environment that is reasonable safe, secure, and free from threats, intimidation, abusive behavior and physical violence. Acts of physical violence, direct or indirect verbal threats, stalking, aggressive or intimidating behavior, or provocation, which could lead to violence, will not be tolerated.

If a volunteer proposes to operate his/her own motor vehicle or any other donated equipment in the assistance of the relief project, Eagles Wings is not responsible in any way for any theft, breakdowns, malfunctions, etc. The Volunteer donating such equipment must certify to his supervisor that the donated equipment is in a safe and well-maintained condition.

Immunization and Health Recommendations for Disaster Responders

Required Immunizations:

1. Tetanus. In accordance with the current CDC guidelines, responders should receive a tetanus booster if they have not been vaccinated for tetanus during the past 10 years. Td (tetanus/diphtheria) or Tdap (tetanus/diphtheria/pertussis) can be used. Getting the Tdap formula for one tetanus booster during adulthood is recommended to maintain protection against pertussis. While documentation of vaccination is preferred, it should not be a prerequisite to work.
2. Hepatitis B. Hepatitis B vaccine series for persons who will be performing direct patient care or otherwise expected to have contact with bodily fluids.
3. For information and recommendations for Relief Workers from the CDC, please visit <http://www.cdc.gov/travel/page/relief-workers.htm>.

Recruitment, Selection, and Management

Recruitment and Equal Opportunity

Volunteers are recruited on a pre-active basis, with the intent of broadening and expanding volunteer involvement to assist in mobilizing communities to help people respond to disasters and other life-threatening emergencies. Volunteers are recruited without regard to gender, disability, age, race or other condition. Volunteers are recruited based upon their skills, abilities, and suitability to perform volunteer responsibilities.

Our volunteer intake process is as follows, the prospective volunteer:

1. Completes a volunteer application.
2. Participates in a orientation and interview.

3. Indicates preferences in volunteer position
4. Reviews and then agrees to abide by Eagles Wings' policies and procedures, and
5. Receives necessary training for the assigned volunteer position

Note: Exceptions to these procedures may be made under some limited circumstances such as in a large-scale disaster.

Placement

In placing a volunteer in a position, attention shall be paid to the interests and capabilities of the volunteer and to the requirements of the volunteer position. No placement shall be made unless the requirements of both the volunteer and the supervising staff can be met.

Recruitment of Minors (parent/guardian release form)

Volunteers who have not reached the age 18 must complete, sign, and date the Youth Volunteer Application and a parent or legal guardian must sign the Parental Consent Form. The volunteer services assigned to a minor should be performed in a non-hazardous environment and should comply with the appropriate requirements of child labor laws.

Volunteer Records, References, and Privacy

Eagles Wings maintains personal records of each volunteer, which are confidential. Volunteers are required to notify the Volunteer Coordinator of any changes in contact information (i.e., emergency contact notification, information, home address, telephone number(s), email address) and to report any additional educational and skill training acquired for becoming a volunteer and a need to aid in volunteer placement.

Training for Volunteers

Volunteers have equal access to training for equivalent positions. Volunteer development is a collaborative effort between Eagles Wings, supervisors, and volunteers to align individual goals with the overall direction of our organization. Development efforts are focused on building the capabilities of all volunteers. Developmental activities may include both hands-on projects and formal training.

Disaster Services Training

Some of Eagles Wings' training is available on-line via ICS courses offered through NIMS. Training is also provided on-site for walk-in volunteers at the scene of any given disaster, though such training is abbreviated due to the circumstances. FEMA also provides many programs, courses, and materials to support emergency preparedness and response for emergency personnel, as well as the general public.

Information & Courses for Emergency Personnel*

- Emergency Management Institute
- NIMS Training
- Noble Training Center
- Master Exercise Practitioner Program
- FMI Independent Study Courses
- Incident Command System / Unified

- FFNF
- Community Emergency Response Teams
- Master Trainer Program
- National Fire Academy
- Fire Management Assistance Grant Program Resources
- Command System
- FEMA Higher Education Project (Higher ED)
- Professional Development Series (PDS)
- Integrated Emergency Management Course (IEMC)
- Advanced Professional Series (APS)

Note: More FEMA information, available courses, and training can be found at <http://training.fema.gov>

Role of Volunteer Supervisors

Each volunteer has a clearly identified supervisor who is responsible for direct management of that volunteer. Every volunteer must fall under a designated management position as defined within the Incident Management Organizational Chart in effect for that given operational period. If there ever is a question about whom a volunteer is reporting to, that person should immediately seek clarification in this regard for a variety of safety reasons. During non-emergent situations, the format of the OS Organizational Chart will still define the reporting structure for each and every volunteer within Eagles Wings. Each supervisor is responsible for the day-to-day management and guidance of the work of the volunteer and shall be available to the volunteer for consultation and assistance. The supervisor has a primary responsibility for developing suitable assignments for the volunteer, for involving the volunteer in the communication flow of Eagles Wings and for providing feedback to the volunteer regarding their work.

Attendance

Eagles Wings expects all volunteers to assume diligent responsibility for their attendance and promptness. Volunteers who are unable to come to work or who will be late should notify their supervisors as soon as possible prior to their scheduled start time. Frequent absenteeism or lateness that is unexcused or excessive may result in disciplinary action, up to and including termination.

Work Schedules

Eagles Wings establishes the time and duration of working hours as required for the efficient management of personnel resources and any applicable laws. Daily and weekly work schedules may be changed from time to time at the discretion of Eagles Wings as needed. The schedule of work hours and meal periods for volunteers is determined by the supervisor and changes in work schedule are announced as far in advance as practicable.

Performance Feedback

Volunteers and their supervisors are encouraged to have informal, open and honest discussion on an ongoing basis about work performance and goals of the volunteer. A more formal performance review may be conducted at any time at the discretion of the volunteer's supervisor. Performance reviews are intended to reflect the volunteer's effectiveness on the

job, and are a continuing record of work performance. They allow the supervisor to measure the volunteer's work against the requirements of their positions, review results of negotiated business goals, and assess general performance behaviors.

Tracking Volunteer Hours

Eagles Wings tracks volunteer hours for two reasons. First and foremost is the safety of the individual volunteer. Secondly is the fact that Volunteer hours are valued currently at over \$18.00 per hour as a credit for the impacted community when it comes time to evaluating FEMA reimbursement schedules to that community.

Dress Code

Appropriately dressed volunteers add to the overall credibility of Eagles Wings and display a sense of confidence to the American Public.

Office Volunteers: Eagles Wings expects volunteers working in the office to dress in a manner that is normally acceptable in business establishments. The wearing of suggestive attire or unkempt clothing is not permitted.

Field Volunteer: Those who provide the majority of their volunteer service outside of the office are expected to keep themselves as clean as possible given the circumstances so as to present an image favorable to themselves, their colleagues, and Eagles Wings.

Eagles Wings Communication System

All communication systems at Eagles Wings are property of Eagles Wings and are to be used for business purposes only. Because these communication systems are provided for business purposes, volunteers should have no expectation of privacy regarding their personal use of any communication systems, and their communications and systems use may be audited by authorized management at any time without notice. Our organizations communication systems include, but are not limited to, e-mail, telephone, internet, fax, voicemail, bulletin boards, and interoffice mail. Volunteers are to use proper discretion in the amount and length of non-business use of Eagles Wings communication systems.

Volunteers must be mindful that their association with Eagles Wings will be visible to any recipient of an electronic communication, and assure that their communications are consistent with the Eagles Wings mission and accepted community standards. Prohibited use communication systems include, but are not limited to:

1. Hacking, accessing or distributing material which:
 - a. harasses or disparages others, or contains ethnic or racial stereotypes, epithets or slurs.
 - b. contains pornography, profanity, violent or sexually explicit images, messages, or cartoons.
 - c. solicits for commercial ventures or outside organizations.
 - d. advocates positions not officially endorsed by the Eagles Wings.

- e. Violates any applicable law
2. Personal mass e-mail distribution ("spamming"), unauthorized computer access ("hacking"), obtaining pirated software, or violating copyright protections
3. Distributing sensitive, proprietary, confidential, or private information of the organization without appropriate authorization
4. Obtaining unauthorized access to another volunteer's communication systems, or sending unauthorized communications under another colleague's name.

Eagles Wings communication systems may not be used in situations that violate Federal, State, or Local Law. Inappropriate use of any communication systems may result in disciplinary action, up to and including separation.

Progressive Discipline

Eagles Wings has adopted rules and standards to ensure productive, harmonious operations, and fair treatment of all volunteers and in making certain that discipline is prompt, fair, and uniform.

Our organization endorses a philosophy of progressive discipline in which it attempts to provide volunteers with notice of deficiencies and an opportunity to improve whenever practical or reasonable. Volunteers' performance and conduct is evaluated on an ongoing basis, with feedback provided when necessary. Informal discussions may be used to ensure that volunteers know and follow rules and standards. These discussions should focus on clarifying expectations, providing appropriate training and development and coaching volunteers.

In some cases, formal disciplinary action may be deemed appropriate. Progressive discipline steps may include, but are not limited to, verbal warnings, written warnings, suspension, and separation from service. Eagles Wings retains the right to administer discipline in any manner it deems suitable and any of the steps listed above may be skipped. Separation from service may occur at any time without any progressive discipline steps having been taken.

Drugs and Alcohol

Eagles Wings maintains a workplace that is free from the effects of drug and alcohol abuse. Abuse of drugs or alcohol that imperils the health or well-being of its volunteers or the people it serves, threatens its operation, or compromises the safety of its products and services will not be tolerated. While on Eagles Wings property or while performing official business off premises, volunteers are prohibited from unlawful possession, use, manufacture, distribution, sale, or dispensation of illegal drugs or alcohol. Such conduct is also prohibited during nonworking time to the extent that it violates laws, negatively affects our organizations activities, or adversely affects the reputation of Eagles Wings.

Reasons For Dismissal

Every now and then it is necessary to dismiss a volunteer. Reasons that a volunteer may be dismissed include:

Attendance problems: frequent absences from work, chronic late arrival, or early departure.

1. Poor attitude: cynical responses, "passing the buck" when something bad happens, inability to accept suggestions or criticism, negative attitude toward the public, employees and volunteers, too much socializing with other workers or visitors.
2. Difficulty with job duties: has to be supervised too much of the time, does not follow instructions, fails to recognize errors or problems.
3. Fails to follow program policy or department rules.
4. Preselytizing while working under the Eagles Wings banner.

It is necessary to approach volunteer work with a sense of commitment, open-mindedness, resourcefulness and initiative. By doing so, volunteering will be a rewarding experience.

Emergency Contact Information For Eagles Wings Staff

Scott P. Lewis

Office (561) 689-6263

Cell (561) 389-3667

Carol Lewis

Office (561) 689-3122

Cell (561) 313-0226

Certification by Volunteer

By my signature below, I hereby verify that I have read through the entire policy and procedures manual of The Eagles' Wings Foundation, Inc. and hereby agree to abide by all of the policies listed therein. Further, I have had the opportunity to ask questions in regards to these policies and, if English is not my native language, or if I have any difficulty reading any policy, have had the policies explained and/or translated to me in adequate detail so that I am comfortable in verifying that I can abide by all of the policies listed.

Signature Date

Print name:

Witness signature: Date

If Volunteer is under the age of 18, a parent or legal guardian must sign below:

Signature Date

Relationship to applicant: _____