



**VOLUNTEER POLICIES AND  
PROCEDURES  
MANUAL**

December 16, 2019

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**THANK YOU** for volunteering to be part of the Alisa Ann Ruch Burn Foundation. Our volunteers are an integral part of our team. Without volunteers like you we would not be able to provide valuable burn prevention education to children throughout California, nor would we be able to provide much needed support to burn survivors and their families. In your role as a volunteer for the Alisa Ann Ruch Burn Foundation, you may be representing the Foundation at a variety of events. We ask that you carefully read this manual to ensure that you have a safe and positive experience and understand and exemplify the goals and mission of the Foundation. Additionally, we want you to be prepared to meet the expectations we have for each of our volunteers. If you have any questions about the information contained in this manual, please don't hesitate to ask your Regional Manager for clarification (you can find their contact information on our website). Our success as an organization has a direct relationship to your success as a volunteer, so please help us to ensure you have all the tools necessary to succeed by asking for clarification if needed.



## **MISSION STATEMENT**

To significantly reduce the number of burn injuries through prevention education, and to enhance the quality of life of those affected by burn injuries in California.

## **VISION STATEMENT**

A safe California free from burn injuries, and a community of empowered burn survivors.

## **VALUES**

*We value C.H.E.F.S., truly a recipe for success!*

**C**ommunity

**H**olistic

**E**mpowerment

**F**ull Journey

**S**afety

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## Programs and Services Overview

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The Alisa Ann Ruch Burn Foundation (AARBF) is a California-based nonprofit organization that works with local hospitals, fire departments, safety coalitions, and other organizations across California to develop innovative programs and services. Prevention education is key to avoiding agonizing burn injuries, while survivor services prove paramount to improving quality of life for courageous burn survivors.

### **BURN SURVIVOR SUPPORT SERVICES INCLUDE:**

- **Hospital visits** to provide initial information about and resources for burn injuries;
- **Peer support** through monthly support groups, peer mentoring, and volunteer efforts;
- **Emergency financial assistance** during hospitalization, including financial assistance, housing assistance, therapy assistance and food assistance;
- **Medical supplies**, including pressure garments to alleviate pain;
- **Image enhancement services**, including cosmetics consultations, wigs, and camouflaging make-up;
- **Woody and Louise Reed "Bridge-to-Life" scholarships** for burn survivors seeking a higher education;
- **Champ Camp**, the largest burn camp in the nation for burn survivors ages 5-16;
- **Young Adult Summit**, weekend retreat for burn survivors ages 16-21, that teaches life management skills, promote educational and career development and focus on relationship building;
- **The Getaway**, a family camp weekend for adult burn survivors and their families, where they can connect with peers who understand their situations and receive emotional support in a fun and safe environment;
- **The Retreat** for adult burn survivors 21+ is an intensive weekend, developed by burn survivors for burn survivors, and includes workshops, support groups and promotes healing, self-discovery and socialization;
- **Regional trips**, including the Central California ski and surf trips, for children ages 5 to 16, for year-round peer social interaction; and
- **Training for professional service providers**, including nurses and firefighters, about burn survivor resources and services available.

### **PREVENTION PROGRAMS INCLUDE:**

- **Firefighters in Safety Education Program**, which teaches elementary school students to protect themselves with "Stop, Drop, and Roll," "Cool-A-Burn," and "Hug A Firefighter," and "Get Low and Go;"
- **Burn Prevention Education Materials**, AARBF provides a wide array of burn prevention education materials for Pre-K – 6<sup>th</sup> grade in English and in Spanish, including: Activity Books (Fire Facts, Safe Escape, Do the Right Thing); Bookmarks, Magnets and Stickers (Stop Drop & Roll; Cool-A-Burn); and Brochures (It Only Takes a Second, "Stop, Drop and Roll," and AARBF Prevention Programs)
- **Coordination with local community agencies** (schools and fire departments) to assist with the implementation or augmentation of agency-specific prevention programs; and
- Safety precaution education by distribution of information packets online and at **community health fairs**, agency presentations.

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## Our Philosophy

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The Alisa Ann Ruch Burn Foundation (AARBF) puts significant thought and emphasis on our Survivor Services Programs and use them as effective tools to help burn survivors throughout the year. Every program allows AARBF to build a relationship with our burn survivor "clients" and their families and helps us to assess possible needs for future assistance. Our goals for the experience for each participant include:

- To provide a physically and emotionally safe place;
- To give them a chance to meet and interact with others who have been through a similar experience;
- To provide a loving and supportive atmosphere;
- To help them find and enjoy their "inner beauty;"
- To enable them to feel comfortable with their burn scars;
- To provide positive motivation and a strong foundation for self-confidence;
- To encourage them to try new and challenging activities;
- To create a program that ensures that everyone has a good time; and
- To provide the youth and young adult campers with good adult role models.

And of course...we also want to make sure **your** experience as a volunteer is all you hope it will be.

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## Definitions and Basic Qualifications of Personnel

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**Adult Burn Survivor Participant:** An individual 21 years of age or older participating in an AARBF event as a client or participant with no responsibility for the program.

**Camp Director:** The Camp Director is an individual(s) who is/are the leader of the Camp. The Camp Director is responsible for all of the programmatic and logistical details of the Camp/Event.

A Camp Director must:

- Qualify to serve in the role of Counselor (see below);
- Sign the Volunteer Handbook including agreement to abide by all AARBF Policies and the Confidentiality Agreement;
- Have proof of personal medical insurance;
- Work in conjunction with an AARBF staff member; and
- Must be Live Scanned.

**Camper:** An individual under the age of 18 who is participating in an AARBF event without the presence of a parent or guardian, also referred to as “unescorted minor.”

**Counselor:** A Counselor is an individual (21 years of age or older) participating in an AARBF event involving unescorted minors and who will have direct responsibility for the supervision and well-being of the minor.

A Counselor must:

- Have submitted an application for the event;
- Have been selected to participate in the event;
- Be on the acceptable list for LiveScan as outlined on page 16 of this policy;
- Have received training in AARBF behavior management philosophies either through participation in Champ Camp training or through one-on-one training with a member of AARBF staff or designee;
- Sign the Volunteer Handbook including agreement to abide by all AARBF Policies and the Confidentiality Agreement; and
- Have proof of personal medical insurance.

**Counselor-in-Training (CIT):** An individual between the ages of 17 and 20 who has been selected to participate in the AARBF Counselor-in-Training (CIT) Program. CITs participating in the Champ Camp CIT Program are deemed to be “campers” and are under the supervision and direction of the CIT Unit Leaders. The CITs at Champ Camp are placed with qualified counselors to assist with camp activities and to receive mentorship.

CITs on regional trips must be a minimum of 18 years of age and will be placed with qualified counselors to receive mentorship. CITs may not be counted as a counselor in the counselor to camper ratio. The number of CITs invited to participate in a regional event must be carefully balanced to ensure adequate spaces are available for campers within the targeted age group, to maintain sufficient supervision for campers and to allow for mentorship.



CITs should abide by the rules of Counselor however, they will never be placed in a position of having sole responsibility for the supervision of unescorted minors and are not to be alone with or housed with unescorted minors (except as noted for Regional Events). CITs may not drive program participants.

CITs must:

- Have submitted an application for the event;
- Been selected to participate and their role at the event clearly defined by Camp Director or Volunteer Lead;
- Sign the Confidentiality Agreement and the Volunteer Handbook including agreement to abide by all AARBF Policies; and
- FOR **REGIONAL OVERNIGHT EVENTS ONLY**: CITs must be on the acceptable list for **LiveScan** as outlined on page 13 of this policy (This requirement is due to the housing constraints indicative of regional overnight events and is not applicable to participation in Champ Camp or YAS.)

**Driver:** A Driver is an individual (25 years of age or older) who will be driving client participants to or from or during an AARBF sponsored event. A Driver must also meet the requirement of Counselor if driving unescorted minors.

A Driver must:

- Qualify to serve in the role of Counselor;
- Have a notation as "driver" on **LiveScan** list;
- Have submitted his/her DMV record and proof of at least the minimum required insurance;
- Meets all Driver Requirements as outlined on Pages 17-18;
- Be trained on and sign the Volunteer Handbook including agreement to abide by all AARBF Policies and the Confidentiality Agreement; and
- Have proof of personal medical insurance.

**Lead Volunteer:** The Lead Volunteer is an individual(s) who is/are the leader of a Regional Overnight Event or Regional Day Event. The Lead Volunteer is responsible for all of the programmatic and logistical details of the Regional Overnight or Day Event.

A Lead Volunteer must:

- Qualify to serve in the role of Counselor (see below);
- Sign the Volunteer Handbook including agreement to abide by all AARBF Policies and the Confidentiality Agreement;
- Have proof of personal medical insurance;
- Work in conjunction with an AARBF staff member; and
- Must be Live Scanned.

**Program Staff:** Program Staff are individuals who are chosen by the Camp Director or Lead Volunteer to assist with the programming of a Camp, Regional Overnight Event or Regional Day Event. Program Staff is responsible with assisting the Camp Director or Lead Volunteer with all of the programmatic and logistical details of the Camp,

Regional Overnight Event or Regional Day Event.

A Program Staff member must:

- Qualify to serve in the role of Counselor (see below);
- Sign the Volunteer Handbook including agreement to abide by all AARBF Policies and the Confidentiality Agreement;
- Have proof of personal medical insurance;
- Work in conjunction with an AARBF staff member; and
- Must be Live Scanned.

**Staff:** Staff refers to an individual (21 years of age or older) who is a member of AARBF's paid professional staff. This individual was hired by the Executive Director (or the Board of Directors in the case of the ED) and receives a salary from AARBF.

A Staff member must:

- Be on the acceptable list for **Live Scan** as outlined on page 13 of this policy;
- Have submitted his/her clean DMV record; and
- Sign an acknowledgement of, and an agreement to, abide by all AARBF Policies and the Confidentiality requirements.

**Volunteer:** A Volunteer is an individual who will be providing assistance at an AARBF event in the areas of logistics, food preparation, programmatic activities or in a variety of ways. A Volunteer should never be directly responsible for the supervision of an unescorted minor that is not their own child at any time. A Volunteer may not remain at an overnight event unless lodging for the Volunteer is removed and separate from that of any minor participant.

A Volunteer must:

- Have submitted a volunteer application; and
- Be trained on and sign the Volunteer Handbook including agreement to abide by all AARBF Policies and the Confidentiality Agreement.

**Young Adults:** Young Adults is a designation used specifically for individuals between the ages of 16 and 20 participating in the AARBF Young Adult Summit (YAS). These individuals are considered "campers" for the duration of the program and indirectly supervised by adult Counselors while participating in the program. Young Adults are not responsible for the transportation, care or supervision of any other person at the event.

Young Adults must:

- Have submitted an application for the event; and
- Been selected to participate

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## Survivor Services and Other AARBF Programs

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The Alisa Ann Ruch Burn Foundation funds and manages a number of Survivor Services Programs, as well as other types of programs throughout the year. AARBF Programs include:

**1. Camps:** Camp events are statewide programs which occur over a day or series of days where AARBF staff and volunteers provide overnight housing, safety and well-being of AARBF clients. Because of the nature of these events, for safety purposes AARBF staff and volunteers must meet some basic qualifications to be a counselor and/or driver to participate in any camp event. Overnight events involving children will require a Livescan (see page 13). **Camp events include all statewide programs** including Champ Camp, Young Adult Summit, the Retreat and the Getaway. Champ Camp will be governed by the Champ Camp Handbook in conjunction with this policy.<sup>2</sup>

Some Survivor Services “Camp” Events are specifically designed to allow for adult clients to participate in the role of “camper.” Adult Burn Survivors classified as participants or campers in the Getaway, Young Adult Summit and The Retreat do not need to meet the counselor or driver qualifications. Under no circumstances should adult individuals not specifically designated and approved as counselors be placed in a position of authority over unrelated minor participants.

**2. Regional Overnight Events:** Regional Overnight events are regional programs which occur over a day or series of days where AARBF staff and volunteers provide overnight housing, safety and well-being of AARBF clients. Because of the nature of these events, for safety purposes AARBF staff and volunteers must meet some basic qualifications to be a counselor and/or driver to participate in any camp event. Overnight events involving children will require a Livescan (see page 13). **Regional Overnight Events include regional programs** such as: Monterey Bay Aquarium, Surf Trips, Ski Trips, as well as the Outdoor Trip.

**3. Regional Day Events:** Regional Day events are regional programs which occur during the day where AARBF staff and volunteers provide safety and well-being of AARBF clients. Because of the nature of these events, for safety purposes AARBF staff and volunteers must meet some basic qualifications to be a counselor and/or driver to participate in any camp event. Day events involving children will require a Livescan (see page 13). **Regional Day Events include regional programs** such as: Fresno Rock Climbing Event, etc.

At some Regional Day events, the responsibility for supervision of all minors remains with the parent, guardian or adult relation who escorted the minor to the event. AARBF staff and/or volunteers will be present at the event to provide coordination, lead activities, possibly provide food and other services but will not be responsible for supervision of unescorted minors. These events include programs such as Holiday Parties, Family Days at the Ballpark, etc.

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<sup>2</sup> This list is not exhaustive and all events similar in nature to those listed should be governed by the same rules and expectations.

**4. Survivor Support:** Survivor Support programs provide one-on-one support to burn survivors outside of a Camp or Regional Event Setting. Survivor programs include: Support Groups, Hospital Visits and Peer Support.

**Support Groups** are programs that facilitate peer support by bringing together more than one survivor and or family member in order to facilitate healing through sharing personal experiences and getting support in a group setting. Support Groups are led by AARBF staff members or volunteers trained to provide such services. The majority of Support Groups are for adult survivors and do not require volunteers to be further screened by AARBF. AARBF sponsored support groups conducted for unescorted minors may only be facilitated with individuals meeting the Staff or Counselor qualifications unless the group is being held in an inpatient setting where the patient is under the supervision of a medical professional. At times minors will be invited into a support group in a hospital. In the hospital setting the responsibility for supervision of all minors remains with the parent, guardian or medical professional who escorted the minor to the support group. **Survivor Support programs** include programs such as: Support Group, Peer Support, Hospital Visits

**5. Burn Prevention Education Support:** Educational Volunteers help disseminate important information about fire safety, burn prevention, and AARBF's mission and services to the community at large. Events vary greatly in style and type, from barbecues to business meetings to classroom settings.

- **Health Fairs & Tabling:** These volunteers provide information about AARBF and its mission and services, as well as essential fire safety and burn prevention information at a variety of venues and events primarily through AARBF materials, display board, and Stop, Drop & Roll demonstrations. Materials include activity books, brochures, stickers and volunteer flyer.
- **Presentations:** Presentations may be in conjunction with a health fair, tabling event or on its own, and they focus on burn prevention and fire safety. They may also include Back to School/Work presentations for survivors coming back to school or work after a burn injury.
- **Firefighters in Safety Education (FISE):** FISE volunteers are firefighters who provide 30-minute classroom presentations for children in preschool through sixth grades. These presentations focus on essential fire safety and burn prevention techniques such as "Stop, Drop & Roll," "Cool A Burn," "Stay Low and Go," and "Hug a Firefighter."

**6. Development Events:** A Development volunteer assists AARBF in its fundraising efforts, and can include a wide variety of activities, from assisting at a gala to making phone calls for auction item donations or just attending a fundraising event being held by another entity to benefit our organization. Events vary greatly in style and type, from barbecues to business meetings to formal galas.

- **Event Support:** Provides assistance with set-up, take down, and logistical support for a development event. This may include decorations, greeting guests, coat check, taking credit card numbers, auction spotters or support, clean-up assistance, security, or general guest assistance and information.
- **AARBF Event Representative:** Provides a positive image of AARBF through greeting, mingling with, and thanking event organizers and supporters, and provides a voice for AARBF.
- **Holiday Support:** Coordinates a Holiday Toy Drive for burn injured children and/or

provides assistance to regional holiday parties for burn injured children at local burn unit hospitals, including face painting, arts and crafts, toy distribution and serving meals.

- **Fundraising Event Organizer:** Many of AARBF's fundraisers are organized by volunteers. Fundraising events range from Pancake Breakfasts, Golf Tournaments, Bachelor Auctions, Burn Relays, Spaghetti Dinners, and much, much more!

7. **Administrative Support:** An Administrative volunteer assists largely with office support and administrative tasks, which may include light data entry, filing, helping with large mailings (stuffing and sealing envelopes), answering phones, and other such tasks.

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## Safety and Liability: Overview

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### **Activity Safety and Liability:**

Any activity offered to participants at an AARBF event must be evaluated to ensure the highest possible level of safety is maintained. The activity must be eligible to be covered under AARBF's general liability or camp insurance. For each event, new or existing, the lead AARBF staff member is to complete a pre-event report detailing the planned activities and stating the safety precautions to be taken to mitigate risk. New activities must be approved a minimum of two weeks prior to the event.

**Use of Safety Equipment:** For activities involving risks such as height or speed, advantage will be taken of all available standard safety equipment including, but not limited to, helmets, pads and safety harnesses. This includes activities such as skiing, snowboarding, rock climbing, skateboarding, bicycling or riding on motorized vehicles such as snowmobiles, go-carts and mini-bikes. All activities must be taught and supervised by trained personnel.

**Water Activities:** For activities involving water, all participants under the age of 18 must wear a life vest. A minimum of one person must be designated as a Shark (strong swimmer with some water safety training and first aid certification) for every 15 participants. A Shark must maintain undistracted supervision of all participants on the water for the designated shift. The only exception is for participants swimming in a swimming pool and directly supervised by a certified lifeguard with a ratio of 15 - 1 or less and additional adult swimmers in the pool.

**Special Accommodations:** The Alisa Ann Ruch Burn Foundation believes in making all events open to individuals with physical disabilities. Every effort will be made to select a facility that accommodates participants with limited physical capabilities including those utilizing wheelchairs, walkers and other mobility aides. The Camp Director will determine if the selected site is either sufficiently accessible or take steps to mitigate obstacles in order to accommodate physically disabled participants.

The Executive Director or staff member has the ultimate authority to allow or disallow any activity if he/she deems a safety risk posed to participants or believes the activity has potential to expose the organization to liability.

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## Safety and Liability: General Guidelines

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Appropriate Contact: Appropriate contact with a camper at an AARBF event is:

- Only on the hand, shoulder or upper back
- Never against a person's will (unless in the case of clear and present danger of the child)
- Never to a person's discomfort, whether expressed verbally or non-verbally
- In the company of other adults
- Never in a place on a person's body that is normally covered by a bathing suit, unless for a clear medical necessity and then only with supervision by another adult.
- A counselor will under no circumstance share a bed with a camper.
- Counselors will set limits with campers who "cling" or hang on them.

Camp Director: Rules and directives issued by the camp directors will be supported at all times.

Cell phones: Staff and Volunteers should only use cell phones for event related business or during private time. Participants should not see staff, counselors or volunteers using their cell phone unless specifically required for event coordination. Cell phones should not be used when driving.

Clothing: As we serve a wide range of backgrounds and ages, clothing which has wording, graphics or any type of design (alcohol or drug imagery or sexual reference) that might be construed as negative or offensive toward others is discouraged. Modest clothing is expected. We ask that you not wear crop tops, short dresses, skirts, shorts (nothing above 5 inches from your knee) or excessively small bathing suits.

Conduct: All camp participants and volunteers must follow these "Camp Rules and Counselor Expectations." Behavior which may be construed as detrimental to the camp will not be tolerated and could be grounds for dismissal, including, but not limited to pranks and practical jokes.

Hitting/Restraint: Counselors may, under no circumstance, strike a child or client, or employ any type of physical discipline or restraint unless there is a clear and present danger to the child or counselor.

Inappropriate language: All participants are to refrain from using inappropriate language.

Liquor and Drugs: The use of alcohol and any non-prescription drugs is strictly prohibited. Violation of this rule will result in immediate dismissal. Use of medical marijuana is prohibited.

Rule of Three: You must never be alone with a child. A counselor will never be alone with a child in a room, vehicle, cabin etc. Counselors of one sex should not enter a cabin of the opposite sex, unless in an emergency. No member of opposite sex will assist in bathroom or shower with a camper without witness of same sex as camper.

Smoking: Anyone under the age of 18 is not permitted to smoke. Anyone older than 18 may smoke in designated areas as allowed by local or venue regulations

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## Safety and Liability: Legal Considerations

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### Legal Considerations

The lead AARBF Staff member is responsible for collecting all participant, volunteer and counselor applications. In addition, the Staff member will ensure the appropriate legal documents for each event have been collected possibly including but not restricted to:

- Participant Waivers
- Hold Harmless Agreements
- Certificates of Insurance
- Additional Insured Endorsements
- Waivers of Subrogation
- Vendor and Other Independent Contractor Agreements/Documentation
- Cosponsored Event Agreements

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## Safety and Liability: LiveScan

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**LiveScan:** AARBF requires personnel responsible for the care and supervision of unescorted minors as defined above to have submitted a set of LiveScan fingerprints to the Department of Justice (DOJ) utilizing AARBF's unique ORI number. This process ensures that if, at any time, the individual is arrested for or convicted of a crime, AARBF will receive notification. AARBF maintains a central list of all individuals with a confirmed LiveScan report accessible only to selected AARBF Staff Members. Staff Members are responsible for updating the list immediately upon notification from DOJ of any "hit" on an individual's record. In order to maintain confidentiality of the individuals involved, the AARBF centralized list will utilize 4 status levels. The status levels will be:

**Acceptable/Driver:** This status indicates the LiveScan is completely clean. The individual may serve in any capacity necessary for AARBF. In order to serve as a Driver the individual must also meet the Driver Requirement outlined in the Safety Liability: Driver Requirements section.

**Acceptable:** This status indicates the LiveScan is clean other than a non-felony motor vehicle related offense. The individual may serve as a Counselor but may **NOT** drive event participants.

**Acceptable/Caution:** This status indicates the LiveScan contains a misdemeanor offense (other than those listed as Not Eligible below) and the individual's eligibility will be determined on a case by case basis by the Executive Director of AARBF and Camp Director.

**Not Eligible:** This status indicates the LiveScan contains a felony offense; any type of a sex offense; or an offense related to abuse of children, theft, fraud or assault. This individual may not participate as a Counselor in AARBF events. The Camp Director in conjunction with the Executive Director may determine the eligibility of this individual to participate in any capacity with AARBF on a case by case basis.

Staff Members responsible for a Survivor Services Event are responsible for reviewing the LiveScan status of all Counselors enough time ahead of event to find replacement or rectify discrepancies.

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## Safety and Liability: Driver Requirements

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**Driver Requirements:** In addition to the LiveScan, an individual wishing to serve as a driver for an AARBF event must meet the following requirements:

1. The driver must be 25 years of age and have a valid, unrestricted California Driver's License.
2. A copy of your **California Driver's license, a motor vehicle report\* and a certificate of insurance** for the vehicle being used must be provided. The policy must be current and must include the following minimum liability coverage: \$100,000 per person, \$300,000 per bodily injury occurrence, \$50,000 property damage (100/300/50). (NOTE: The DMV or the driver's personal insurance carrier will be able to furnish this. **This report may be obtained from DMV on-line for a fee**)
3. The driver shall comply with all motor vehicle laws and regulations of the state in which the driver travels including laws and regulations covering car registration, driver's license, speed laws and state vehicle inspections.
4. The number of persons in the vehicle must not exceed the number of operable seat belts or the Driver's license class restrictions. The driver and passengers will use available passenger restraints at all times when the vehicle is in motion. No one should ride in the bed of a pick-up truck and use of lap-belt only restraint should be avoided where possible
5. Drivers who have been convicted of a misdemeanor or felony driving under the influence will not be authorized to drive campers.
6. Drivers who have been charged with a misdemeanor or felony driving under the influence or a serious moving violation will not be authorized to drive campers pending disposition of their case.
7. Drivers with more than one moving violation within the past two years will not be authorized to drive campers.
8. Drivers must go directly from the point of departure to the point of destination. At stops for restrooms or fuel, children should be escorted at all times.
9. Vehicles for transporting campers must be in a safe and operable condition. There should be operable shoulder harness seatbelts for everyone in the vehicle. If a counselor is driving a child under the age of 8, the child must have an approved booster seat (unless over 4'9") that the parent/guardian should provide. AARBF can assist if the parents do not have a seat.
10. If an adult will be alone in the car with a child while transporting them for any AARBF-related event, they must have parent or guardian of child attending fill out the "Alone in the Car" release form and confirm that the parent/guardian and child feel comfortable with that arrangement.
11. Drivers or the accompanying adult should have a working cell phone. Drivers should avoid talking on the cell phone. If absolutely necessary to use a cell phone while driving the driver may only do so if utilizing an approved hands-free device.



12. Drivers must have a fully-stocked first aid kit in their vehicle in case of emergency.

13. Drivers must have Camper Emergency Contact Information (provided by AARBF staff) for all participants that they are transporting in their vehicle. Counselors will carry the Emergency Release Forms of any participant riding in their car with them.

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## Shaping Behavior

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In general the AARBF philosophy is to shape behavior through positive reinforcement. Counselors are encouraged to model and reward good behavior whenever possible. Campers should clearly understand the rules of camp. Often it is helpful to have the campers assist in the creation of rules and help determine appropriate consequences for breaking a rule. Be cautious about the severity of the consequences as the campers will sometimes suggest overly harsh punishments. AARBF staff and the Camp/Event Director should be notified of potential behavior issues or concerns as early in the process as possible so that proper support can be given and, should the issue require escalation, sufficient information is available for the AARBF staff or Camp/Event Director to take appropriate action.

### General Guidelines

- Never lose your temper, create a scene, or "yell" at a camper.
- **Never strike or restrain a child or use cruel or unjust punishment.**
- Unless required for safety, do not address behavior in front of others. Discreetly take the person away from the group for discussion.
- Use positive reinforcement, active listening including body language and "I" messages with all behavior recommendations.
- When formulating instructions, focus on what you would like the campers to do, rather than what they should not be doing. Example: "Please walk on the sidewalk" vs. "Don't run on the grass."
- Whenever possible set behavior expectations before the activity begins.
- Use re-direction to correct undesirable behaviors. Example: Call a camper who is poking at a neighbor over to look at something you are doing.
- Do not make empty threats or threats you will not be able to follow through on. Keep consequences real. Example: Don't threaten to send a camper home if he doesn't cooperate. Being uncooperative may result in a time out of a favorite activity, but being sent home isn't a likely consequence for a small infraction. Being sent home is a step that would involve egregious behavior and a decision by the Camp Director.
- Enforce the rules from the beginning. If you let "little things" go, you will realize too late that getting things back into control is harder to achieve.
- Consequences for poor behavior should be immediate, appropriate, and non-physical. Time outs, restrictions on activities, or referrals to the unit leader are appropriate actions. Running laps, holding books, or other actions which require "physical" expenditure are not allowed.
- Use the management structure to escalate problems as appropriate to escalate continuing problems.
- If you have a camper who needs constant correction, ask other counselors or Program Staff for advice. Often someone else knows the camper and/or may be able to offer a different approach.

- Types of "major crimes": drugs, cigarettes, weapons, sex, violence, alcohol and/or rumors of use should be reported immediately and the Camp Director will determine appropriate action based on what is best for the camp and campers at large.

### Food For Thought

- Campers are more likely to respond positively when their counselors are: WARM, GENUINE & UNDERSTANDING.
- IALAC = I Am Lovable And Capable
- Formula for "I" Messages: "I feel \_\_\_ when \_\_\_ because \_\_\_ I want \_\_\_.... "
- Active listening requires: REFLECTION & CLARIFICATION. "What I hear you saying is ..."  
Listening is  
the heart of counseling.

### Things to Watch out For

- Showing partiality, playing favorites or trying to be popular. Being "bossy" or "not being strict enough."
- Expecting and taking privileges.
- Being late to meals, activities & evening programs.
- Disloyalty to administration and or co-counselors. Failing to adjust to personal emotional problems. Making promises to campers and not keeping them.
- Lacking enthusiasm, and always looking tired. Walking around without a smile.
- Looking for what you can get instead of what you can give.
- Not leading by example. You can't expect your campers to follow the rules if you don't.
- Hanging out with other counselors, running errands or being away from your campers excessively.
- Assuming a child's injury prevents them from participating. Allowing them to opt out of activities too easily because they are "tired" or "bored".

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## Emergency Procedures

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Prior to all camp events, an individual will be designated as the lead medical authority or Safety Officer on the trip. Each Regional Office maintains a fully stocked first aid kit meeting the national standards (See Attachment C). A minimum of one kit will be available at any group gathering and will be carried by the AARBF Staff Member, Camp Director or designated Safety Officer during any time off-site. For all events that include time "off-site" a minimum of one person per group will carry a cell phone. Each group will have a list of the cell phone numbers of other group leaders and the AARBF staff person on the trip.

An Event Emergency Response Plan (See Attachment D) will be completed and maintained by the AARBF Staff Member or his/her designee for each event location indicating the closest medical care and other pertinent information. A copy of this form will be provided to the Executive Director, the Camp Director and Safety Officer.

The facility or camp's Emergency Response Guide will be reviewed by the Camp Director and Safety Officer upon arrival to the camp. If possible, the Director should request that a representative of the facility brief all attendees on actions to be taken in the event of an emergency. Information should include evacuation routes, meeting areas, facility contact information, and other hazards unique to the facility. If the facility does not have an Emergency

Response Plan or representative, the Camp Director or Safety Officer will identify evacuation routes, meeting areas, and hazards. The Camp Director or Safety Officer will be responsible to brief participants at the beginning of the event and when new activities require updates (such as moving from a camping location to a beach for a surf lesson).

When leaving the camp facility or travelling to or from, all counselors and drivers will be provided with:

- the emergency forms for the campers in their care
- the numbers of all other adults on the trip
- the number of the AARBF Executive Director or designated Emergency Contact (should be someone not participating in the event)
- AARBF Insurance information
- A stocked standard first aid kit containing items required by OSHA Standard 1910.226 (See Attachment C)
- Medication of the minors in their care including instructions for administration and use in the event of an emergency (refer to camper's emergency forms)

All forms should be maintained in a camp "office" for significant events such as Champ Camp, Getaway and Young Adult Summit.

#### Accident/ Injury:

- Contact procedures: AARBF staff will be responsible for making the proper notifications and coordinating the care of the client in conjunction with the trip designated medical personnel and the Camp/Event Director. In the absence of an AARBF staff member, the Camp/Event Director or designee will make the appropriate contact.
  - Emergency Personnel/Medical
  - AARBF Management
  - Parent/Guardian/ *Next of Kin*
- If a participant is hospitalized, the AARBF Staff Member/Designee will stay at the hospital with the participant until a parent/guardian/next of kin arrives or they are discharged.
- In the event of a death, notification to family will be made by proper local legal authority.
- Names of deceased or injured should never be released to the media or other non-law enforcement or medical agency.
- Medical Care- The Safety Officer or qualified designee will render medical Care until emergency service personnel arrive. the Foundation maintains insurance that covers medical care for participants in programs. The staff can work with the medical agency to authorize treatment in conjunction with proper guardian.
- Incident Reporting: The AARBF Staff Member will be responsible for completing a report when an injury accident occurs. The Incident Reporting Form (Attachment E) will provide guidance on information that should be included in the report. The report will be submitted to the Executive Director as soon as possible.
- Insurance: The Executive Director or AARBF Staff Member or will make contact with the Foundation's insurance and be the liaison for any information needed by the insurance agency.
- Follow-Up: A Staff Member or representative of the Foundation will follow up with the injured party's family to check on their wellbeing.

#### Evacuation:

Prior to the beginning of camp, the Camp Director will designate an evacuation Warden. The role of the Warden is to ensure the accountability of all participants in the event of an emergency. No

specific skills or training are required for someone to act in the role of Warden. The Warden will receive upon arrival, and retain throughout the entire event, a roster of all participants. At the initial camp safety briefing, the Camp Director will introduce the warden and provide details to attendees of the evacuation meeting place.

If an evacuation is ordered, participants should report to the Warden at the evacuation meeting place. The Warden will document the status of each participant on the roster and update the Camp Director after the evacuation is complete. The Warden will be responsible for the meeting area and keeping the participants grouped together.

The Camp Director will maintain contact with the facility staff to provide updates as to the status of all the Foundation's participants and to be notified of further instructions.

No one is to reenter the facility without the permission of the facility staff. However, the decision to reenter after given permission is at the discretion of the Camp Director.

The Safety Officer will perform a sweep of the area or building to verify that all participants have evacuated. The Safety Officer will then report to the Warden in the meeting area. If conditions permit, the Safety Officer will be the last person out of the area or building.

#### **Mandated Reporting:**

The Alisa Ann Ruch Burn Foundation considers all of its volunteers Mandated Reporters.

Mandated Reporters must report any of the below acts involving anyone under the age of 18:

- Physical Abuse
- Sexual Abuse
- Emotional Abuse
- Neglect

The Mandated Reporter must only have reasonable suspicion that a child has been mistreated; no evidence or proof is required prior to making a report. The case will be further investigated by law enforcement and/or child welfare services.

All volunteers must complete a Child Abuse Mandated Reporter Training – General Training online at <http://mandatedreporter.ca.com/training/generaltraining.htm>. This training may take you up to 4 hours to complete. You will receive a Certificate for your records upon completion of the training. A copy of the Certificate of completion must be submitted to an AARBF Regional Manager or Executive Director.

#### **Ethics**

The Alisa Ann Ruch Burn Foundation's Ethics Policy reflects the high standard of business and helps define our commitment to support a culture of openness, trust and integrity in all we do.

The Ethics Policy helps clarify our standard of conduct. It makes clear that the Alisa Ann Ruch Burn Foundation expects employees and volunteers to understand the ethical considerations associated with their actions. Our Ethics Policy affirms our long-standing commitment to not merely obey the law, but also to conduct our business with integrity and without deception.

## Code of Ethics

Alisa Ann Ruch Burn Foundation's employees and volunteers must:

- Proactively promote ethical behavior as a responsible partner among peers in the work environment.
- Deal fairly with Alisa Ann Ruch Burn Foundation's burn survivors, community partners, vendors, volunteers, and employees.
- Provide constituents with information that is accurate, completely objective, relevant, timely, and understandable.
- Comply with applicable government laws, rules and regulations.
- Maintain the confidentiality of information entrusted to them by the Alisa Ann Ruch Burn Foundation's or its clients except when authorized or otherwise legally obligated to disclose.
- Accept responsibility for preventing, detecting, and reporting all manner of fraud.
- Be honest and ethical in their conduct, including ethical handling of actual or apparent conflicts of interest between personal and professional relationships.
- Protect and ensure the proper use of company assets.
- Prohibit improper or fraudulent influence over the External Auditor.

## Reporting Ethics Violations

If you have questions or concerns about compliance with the subject described in this policy, or are unsure about what is the "right thing" to do, we **strongly encourage** you to talk to the Executive Director or the Board President. The reporting employees shall refrain from further investigation of the incident, confrontation with the alleged violator, or further discussion of the incident with anyone unless requested by the supervisor, Executive Director, or Board President.

Anonymous suspected ethics violation reports may also be submitted using the third party company Fraud Hotline by calling 1-855-FRAUD-HL or by submitting an online form at [www.fraudhl.com](http://www.fraudhl.com) using the company code AARBF. Suspected ethics violation reports will be forwarded to the Executive Director and the Board President for review.

## Code of Conduct

The Alisa Ann Ruch Burn Foundation, its employees and volunteers must, at all times, comply with all applicable laws and regulations. The Alisa Ann Ruch Burn Foundation will not condone the activities of employees or volunteers who achieve results through violation of the law or unethical business dealings. This includes any payments for illegal acts, indirect contributions, rebates, and bribery. All business conduct should be well above the minimum standards required by law.

The Alisa Ann Ruch Burn Foundation commits to encouraging a safe, supportive and productive work environment. This can only happen when everyone cooperates and agrees to suitable standards of conduct. The following conduct is prohibited and will not be tolerated by AARBF. This list of prohibited conduct is illustrative only; other types of conduct that threaten security, personal safety, employee welfare and AARBF operations also are prohibited.

- Working or volunteering under the influence of alcohol or any drug, or bringing alcoholic beverages or drugs on to company property;
- Falsifying volunteer records, volunteer information, or other AARBF records;
- Theft and deliberate or careless damage or destruction of any AARBF property, or the property of any employee or customer;
- Removing or borrowing AARBF property without prior authorization;

- Unauthorized use of AARBF equipment, time, materials, or facilities;
- Provoking a fight or fighting during working hours or on AARBF property;
- Participating in horseplay or practical jokes on AARBF time or on AARBF premises;
- Carrying firearms or any other dangerous weapons on AARBF premises at any time;
- Engaging in criminal conduct whether or not related to job performance;
- Causing, creating, or participating in a disruption of any kind during working hours on AARBF property;
- Insubordination, including but not limited to failure or refusal to obey the orders or instructions of the Board President, Executive Director or member of management, or the use of abusive or threatening language toward a volunteer or member of management;
- Using abusive language at any time on AARBF premises;
- Violating any safety, health, security or AARBF policy, rule, or procedure;
- Committing a fraudulent act or a breach of trust under any circumstances;
- Committing of or involvement in any act of unlawful harassment of another individual;
- Accepting entertainment, gifts or personal favors that could, in any way, influence, or appear to influence, business decisions in favor of any person or business with whom or with which AARBF has, or is likely to have, business with and/or gifts in excess of \$50.00. Board Members and volunteers will provide the Board President and the Executive Director with a summary list of the gifts received which exceed \$50.00 per gift;
- Receiving payment or compensation of any kind (including kickbacks and commissions), except as authorized under AARBF's business policies; and
- Engaging in consensual intimate, amorous, or sexual relationships between staff and/or volunteer in which one involved party exercises authority over, supervises, or evaluates the other party involved. In general, AARBF discourages consensual intimate, amorous, or sexual relationships between managers, staff, and volunteers; as such relationships could influence or create the impression of influencing decisions in the performance of one's duties on behalf of AARBF.

Either you or AARBF remain free to terminate the v o l u n t e e r relationship at any time, with or without reason or advance notice.

### Off Duty Conduct

While AARBF does not seek to interfere with the off-duty and personal conduct of its employees and volunteers, certain types of off-duty conduct may interfere with AARBF's legitimate business interests. **For this reason, employees and volunteers are expected to conduct their personal affairs in a manner that does not adversely affect AARBF's or their own integrity, reputation or credibility.** Employees and volunteers should avoid acquiring any business interest or participating in any other activity outside of AARBF that would, or would appear to, create a conflict of interest that may interfere with the independent exercise of judgment in AARBF's best interest. Illegal or immoral off-duty conduct by an employee that adversely affects AARBF's legitimate business interests or the employee's or volunteer's ability to perform his or her job will not be tolerated.

### **Reporting Code of Conduct Violations**

If you have questions or concerns about compliance with the subject described in this policy, or are unsure about what is the "right thing" to do, we **strongly encourage** you to talk to the Executive Director, or the Board President. The reporting volunteer shall refrain from further investigation of the incident, confrontation with the alleged violator, or further discussion of the incident with

anyone unless requested by the Executive Director or Board President.

Anonymous suspected Code of Conduct violation reports may also be submitted using the third party company Fraud Hotline by calling 1-855-FRAUD-HL or by submitting an online form at [www.fraudhl.com](http://www.fraudhl.com) using the company code AARBF. Suspected Code of Conduct reports will be forwarded to the Executive Director and the Board President for review.

### Dress Code

**Employees and volunteers are expected to wear clothing appropriate for the nature of AARBF's business and the type of work performed. Clothing should be neat, clean and tasteful and must include appropriate footwear.** Inappropriate clothing such as cut-offs, tank tops, half tops, T-shirts with offensive or off-color logos or slogans, transparent fabrics, etc. will not be tolerated. Employees and volunteers must also avoid clothing that may create a safety hazard such as open-toed sandals, etc. Consult the Board President or Executive Director if more specific guidelines are necessary.

### Diversity, Equity, and Inclusion

The Alisa Ann Ruch Burn Foundation (AARBF) is a California nonprofit that is committed to sharing their values of diversity, equity, and inclusion as part of their growing initiatives in the prevention of burn injuries through education and support of burn survivors and their families in California. AARBF is dedicated to the integration of diverse, equitable, and inclusive topics within its policies, plans, and procedures while aligning with the mission. The organization recognizes the benefits of recruiting and retaining a diverse group of staff, board members, and volunteers and strives to create an equitable workplace culture where individuals share different ideas and collaborate in strong decision-making practices. AARBF's leadership addresses both the needs of the organization and our diverse populations/communities/individuals served within the strategic goals of the organization.

The organization believes that in generating greater awareness of diversity, equity, and inclusion to its everyday operations whenever possible. Our actions and outcomes related to these values are the responsibilities of everyone within the AARBF community; its leadership, board members, staff, volunteers, and stakeholders.

### Steps to Developing Diversity, Equity, and Inclusion (DEI) Plan

The Alisa Ann Ruch Burn Foundation will encourage and educate its leadership, staff, Board of Directors, volunteers, and program participants to learn more about DEI topics and continually improve training and understanding to assure every person can find themselves welcomed here. When deficiencies and opportunities are uncovered, training, education, and recruiting actions are initiated to more roundly represent all.

### Recruiting and Hiring

The Alisa Ann Ruch Burn Foundation (AARBF) is committed to attracting, securing and retaining a diverse and inclusive pool of the most highly qualified individuals available for all AARBF positions. Consistent with all applicable local, state, and federal laws, all recruitment and hiring activity must operate in accordance with the Equal Opportunity, Affirmative Action and Non-Discrimination and Discrimination, Harassment, and Sexual Harassment policies.

AARBF staff and recruiters participating in any recruitment and hiring processes, must comply with this policy. Adherence to this policy and all referenced guidelines provides a consistent approach to

the recruiting, selection and eventual hiring of qualified applicants. Failure to adhere to this policy is grounds for disciplinary action, up to and including termination.

### **Job posting and advertising**

AARBF will post all volunteer position openings on the AARBF website, Burn Bulletin and AARBF social media accounts.

AARBF may choose to buy recruiting advertisements in other external media (e.g., external job sites, journals, etc.).

### **Candidate selection process**

Any AARBF staff authorized to participate in any aspect of staff candidate selection (including review of applications, review of resumes, interviewing, or hiring decisions) must apply consistent standards of comparison throughout the entire selection process to ensure selection of the best qualified candidate. Consistent standards of comparison must be used when evaluating applications and resumes, when conducting and assessing interviews, and when making any decisions regarding individual candidates.

### **Accommodations during the candidate selection process**

At the request of a candidate with a disability, accommodations may be required during recruitment and hiring processes, including but not limited to:

- completing or accessing application materials;
- accessing the interview process, including physical location; or
- completing any required pre-employment assessments.

Any questions or concerns regarding the provision of an accommodation during recruitment and hiring processes should be directed to the Executive Director or Board President.

### **Interviews**

A formal interview is required of final candidates. This interview can be conducted with just the candidate's potential Supervisor, the Supervisor and Executive Director and the Supervisor and a Selection Panel.

### **Reference checks**

AARBF requires reference checks on all final staff candidates during the candidate selection process.

### **Required Documentation**

Volunteer position offers are contingent upon verification of job applicable information submitted on the final candidate's volunteer application and a live scan certification (if working with minors).

### **Background screening**

Background screening, which is required for all AARBF volunteers responsible for the care and supervision of unescorted minors, may not be conducted until after a conditional offer has been extended to a final candidate, the candidate accepts the offer, and the candidate consents to the background screening.



## **Live Scan**

AARBF requires volunteers responsible for the care and supervision of unescorted minors to have submitted a set of LiveScan fingerprints to the Department of Justice (DOJ) utilizing AARBF's unique ORI number. This process ensures that if, at any time, an individual is arrested for or convicted of a crime, AARBF will receive notification.

## **Non-discrimination and Anti-Harassment Policy**

AARBF makes employment decisions on the basis of merit. We want to have the best available persons in every job. Company policy prohibits unlawful discrimination based on race, color, creed, gender, religion, marital status, registered domestic partner status, age, national origin or ancestry, physical or mental disability, medical condition including genetic characteristics, sexual orientation, or any other consideration made unlawful by federal, state, or local laws. It also prohibits unlawful discrimination based on the perception that anyone has any of those characteristics, or is associated with a person who has or is perceived as having any of those characteristics. **All such discrimination is unlawful.**

AARBF is committed to compliance with all applicable laws providing a workplace free of discrimination and harassment.

### **AARBF adheres to laws regarding qualified individuals with a disability.**

If you believe you have been subjected to any form of unlawful discrimination, submit a written complaint to your supervisor or the individual with day-to-day personnel responsibilities. If your complaint is about those who you report to, file it with the Executive Director. If the complaint is about the Executive Director, file the complaint with the Executive Board President. Your complaint should be specific and should include the names of the individuals involved and the names of any witnesses. AARBF will immediately undertake an effective, thorough, and objective investigation and attempt to resolve the situation.

If AARBF determines that unlawful discrimination has occurred, effective remedial action will be taken commensurate with the severity of the offense. Appropriate action also will be taken to deter any future discrimination. AARBF will not retaliate against you for filing a complaint and will not knowingly permit retaliation by management employees or your coworkers.

## **Unlawful Harassment**

AARBF is committed to providing a work environment free of unlawful harassment. All employees are responsible for their actions and comments. Company policy prohibits sexual harassment and harassment based on pregnancy, childbirth or related medical conditions, race, religious creed, color, gender, national origin or ancestry, physical or mental disability, medical condition, marital status, registered domestic partner status, age, sexual orientation or any other basis protected by federal, state or local law or ordinance or regulation. **All such harassment is unlawful.** AARBF's anti-harassment policy applies to all persons involved in the operation of AARBF and prohibits unlawful harassment by any employee of AARBF, including supervisors and managers, as well as vendors, customers, and any other persons. It also prohibits unlawful harassment based on the perception that anyone has any of those characteristics, or is associated with a person who has or is perceived as having any of those characteristics.

Prohibited unlawful harassment includes, but is not limited to, the following behavior:

- Verbal conduct such as epithets, derogatory jokes or comments, slurs or unwanted

- sexual advances, invitations or comments;
- Visual displays such as derogatory and/or sexually-oriented posters, photography, cartoons, drawings or gestures;
- Physical conduct including assault, unwanted touching, intentionally blocking normal movement or interfering with work because of sex, race or any other protected basis;
- Threats and demands to submit to sexual requests as a condition of continued employment, or to avoid some other loss and offers of employment benefits in return for sexual favors; and
- Retaliation for reporting or threatening to report harassment.

If you believe that you have been unlawfully harassed, submit a written complaint to your own or any other Company supervisor, personnel administrator (or equivalent) or the president of the Board of AARBF as soon as possible after the incident. You will be asked to provide details of the incident or incidents, names of individuals involved and names of any witnesses. Supervisors will refer all harassment complaints to the personnel administrator, investigative officer or the president of AARBF. AARBF will immediately undertake an effective, thorough and objective investigation of the harassment allegations.

If AARBF determines that unlawful harassment has occurred, effective remedial action will be taken in accordance with the circumstances involved. Any employee determined by AARBF to be responsible for unlawful harassment will be subject to appropriate disciplinary action, up to, and including termination. A Company representative will advise all parties concerned of the results of the investigation. AARBF will not retaliate against you for filing a complaint and will not tolerate or permit retaliation by management, employees or co-workers.

**AARBF encourages all employees to report any incidents of harassment forbidden by this policy immediately so that complaints can be quickly and fairly resolved.** You also should be aware that the Federal Equal Employment Opportunity Commission and the California Department of Fair Employment and Housing investigate and prosecute complaints of prohibited harassment in employment. If you think you have been harassed or that you have been retaliated against for resisting or complaining, you may file a complaint with the appropriate agency. The nearest office is listed in the telephone book.

### Risk Management

The practice of risk management is important in protecting AARBF and enabling the organization to achieve its mission. Since risk is the effect of uncertainty on objectives, AARBF carefully evaluates and manages its risks to protect the organization and its stakeholders.

AARBF sees risk foremost as something to be avoided, mitigated, and shifted.

- AARBF avoids risks by participating in healthy and proper institutional and individual behavior.
- AARBF mitigates risks by decreasing the likelihood of infractions that cannot be avoided.
- AARBF shifts risks by purchasing insurance and sharing the risk with partners and the other parties through contracts and joint ventures.

The Alisa Ann Ruch Burn Foundation regularly:

- Identifies threats and opportunities
- Prioritizes risk (considering likelihood, speed of onset, and magnitude)
- Responds to the priorities (such as avoiding unacceptable risks, reducing negative impacts of risks that cannot be avoided, shifting risks to other entities)

- Assesses and Improves by evaluating results of decisions and considering how risks can be managed even better in the future.

Additional risk management techniques that AARBF employs in order to shift risks include:

- **Internal Controls:** Internal controls systems are designed to detect and correct all sorts of human error -- errors of commission and omission. In addition to traditional segregation of duties among multiple employees, internal controls comprise the organization's plans to:
  - Safeguard its assets;
  - Check the accuracy and reliability of its accounting data;
  - Promote operational efficiency; and
  - Encourage adherence to prescribed managerial policies.
- **Adequate Screening and Reference Checks.** Staff and volunteers are adequately screened during the selection process. The screening process includes background checks for all AARBF staff, and for volunteers responsible for the care and supervision of unescorted minors
- **Personnel and Administrative Policy Manuals.** The AARBF Personnel Policy Manual provides a summary of benefits, work rules, and policies. It cover areas such as: workplace practices, workplace expectations, leave benefits, career development, compensation and accounting procedures, building procedures, and codes of ethics. These manuals serve as a guideline for employees to meet organizational expectations.
- **Insurance Policies.** AARBF shifts risk through insurance policies. Insurance does not prevent any occurrences, but rather provides a funding mechanism to pay for any insured losses. Two of the most important insurance policies that AARBF uses to protect itself against financial loss are (1) Commercial General Liability Insurance and (2) Directors and Officers Insurance (D & O).

### Internal Compliance and Review Monitoring

To ensure that the Alisa Ann Ruch Burn Foundation's (AARBF) Compliance Program is effective and its activities comply with all legal and regulatory requirements, AARBF will monitor all activities of programs and providers that are subject to regulatory requirements, and findings are routinely reported to the Board of Directors.

The Compliance Program will perform internal reviews to investigate indications of noncompliance revealed by monitoring activities, the anonymous reporting mechanism, and other means. Routine reviews will also be performed based on findings from all monitoring processes.

"Compliance Committee" – a group of individuals who agree to serve on the committee to advise and assist AARBF in the development and monitoring of the compliance program, including but not limited to the Executive Director, Board Members, Council of Advisor Members and relevant AARBF staff.

### **PROCEDURE**

1. Reviews will be conducted to measure the organization's compliance with laws governing:
  - i. Accounting
  - ii. Fundraising
  - iii. Employee Qualifications
  - iv. Vendor Qualifications
  - v. 501(C)3 Status Requirements
  - vi. Corporation Requirements
  - vii. Evidence of correction shall be documented within intervals as prescribed by all regulatory authorities.

2. Additional reviews will be conducted to investigate specific concerns identified within AARBF and those that may be identified by an outside agency, whether Federal or State.
3. Internal program audits shall be conducted on a regular basis to determine compliance with county, state, and federal requirements and shall include a minimum review of the following:
  - a. On a quarterly basis:
    - i. Staff time sheets
    - ii. Staff Vacation and Sick Time
  - b. On an annual basis:
    - i. Staff member credentials, service records, and supervision records.
    - ii. Financials Audit
    - iii. The results of AARBF Program Evaluations
4. Documentation of monitoring activities shall be retained by the Executive Director.
5. Results of audits, consumer satisfaction surveys and other forms and methods of evaluation will be shared with the Compliance Committee.
  - a. Committee recommendations for plans of correction and quality improvements shall be solicited.
  - b. Management shall present program modifications based on corrective actions to the committees.
6. Each detected case of non-compliance will be documented and investigated to determine the nature of the problem.
7. The Executive Director will be responsible to follow up on corrective actions and involve all necessary personnel.

### **Fraud**

The Alisa Ann Ruch Burn Foundation is committed to protecting its assets against the risk of loss or misuse by members of the public, contractors, vendors, agents, or its own employees and volunteers. Accordingly, it is the policy of AARBF to identify and promptly investigate any possibility of fraudulent activity against AARBF and take appropriate action, including the pursuit of legal remedies available under the law.

The AARBF fraud policy has been established to ensure employees and volunteers are aware of the types of acts considered to be fraudulent and the steps to be taken when fraud or other related dishonest activities are suspected. This policy also delineates management's responsibility for instituting and maintaining a system of internal controls to prevent and detect fraud, misappropriations and other irregularities, and to be alert for any indications of misconduct.

In the event that an individual with a role or responsibility in reporting or conducting an investigation is implicated in the alleged fraudulent activity, the role or responsibility shall delegate to the next highest level of management not implicated.

### **Definition of Fraud**

Fraud and other similar irregularities include but are not limited to:

1. Any claim for reimbursement or expenses that are not job-related or authorized by AARBF

- policy;
2. Forgery or unauthorized alteration of documents (checks, contracts, petty cash reports, check requests, etc.);
  3. Misappropriation of AARBF assets (funds, securities, supplies, furniture, equipment, etc.);
  4. Improprieties in the handling or reporting of money transactions;
  5. Authorizing or receiving payment for goods not received or services not performed;
  6. Computer-related activity involving unauthorized alteration, destruction, forgery, or manipulation of data or misappropriation of AARBF data, client, employee or volunteer information, etc.;
  7. Misrepresentation of information on documents;
  8. Any apparent violation of Federal, State, or local law related to dishonest activities or fraud;
  9. Seeking or accepting anything of material value of \$50.00 or more for personal use from those doing business with the AARBF including clients, vendors, consultants, contractors, funders, etc. without written notice to the Board President and Executive Director.

### **General Procedures and Guidelines**

It is AARBF's intent to fully investigate any suspected acts of fraud, misappropriation or similar irregularity. An objective and impartial investigation will be conducted regardless of the position, title, length of service or relationship with AARBF of any party who might be or become involved in, or who is or may become the subject of such an investigation.

The Executive Director, or if the Executive Director is implicated within the investigation, the Board President has the primary responsibility for the investigation of all activity as defined in this policy related to workplace investigations.

### **Reporting Fraudulent Activities**

A suspected fraudulent incident or practice observed by, or made known to, an employee or volunteer must be reported to the Board President or Executive Director for reporting to the proper management official. When the employee or volunteer believes the Executive Director or Board President may be involved in the inappropriate activity, the employee or volunteer shall make the report directly to the Executive Committee. The reporting employee or volunteer shall refrain from further investigation of the incident, confrontation with the alleged violator, or further discussion of the incident with anyone unless requested by the Executive Director or Board President.

There will be no exceptions to this Fraud Policy unless provided and approved by the Executive Director or Board President. This policy is not intended to supersede or conflict with state or federal law on the same subject. To the extent any conflict exists, the state or federal law, as may be applicable, shall prevail.

Anonymous suspected fraud reports may also be submitted using the third party company Fraud Hotline by calling 1-855-FRAUD-HL or by submitting an online form at [www.fraudhl.com](http://www.fraudhl.com) using the company code AARBF. Suspected fraud reports will be forwarded to the Executive Director and the Board President for review.

### **Whistleblower Protection**

The Alisa Ann Ruch Burn Foundation requires directors, officers and employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. As employees and volunteers, and representatives, of the Alisa Ann Ruch Burn Foundation, we must

practice honesty and integrity in fulfilling our responsibilities and comply with all applicable laws and regulations.

### **Reporting Responsibility**

This Whistleblower Policy is intended to encourage and enable employees, volunteers and others to raise serious concerns internally so that the Alisa Ann Ruch Burn Foundation can address and correct inappropriate conduct and actions. It is the responsibility of all board members, officers, employees and volunteers to report concerns about violations of Alisa the Ann Ruch Burn Foundation's code of ethics or suspected violations of law or regulations that govern Alisa Ann Ruch Burn Foundation's operations.

### **No Retaliation**

It is contrary to the values of the Alisa Ann Ruch Burn Foundation for anyone to retaliate against any board member, officer, employee or volunteer who in good faith reports an ethics violation, or a suspected violation of law, such as a complaint of discrimination, or suspected fraud, or suspected violation of any regulation governing the operations of the Alisa Ann Ruch Burn Foundation. An employee or volunteer who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination.

### **Reporting Procedure**

The Alisa Ann Ruch Burn Foundation has an open door policy and suggests that employees and volunteers share their questions, concerns, suggestions or complaints with the Executive Director or Board President. When the employee or volunteers believes the supervisor may be involved in the inappropriate activity, the employee shall make the report directly to the the Executive Director or Board President. If the Executive Director or Board President is a party involved in the complaint, the employee or volunteer may contact the Executive Committee. The reporting employee or volunteer shall refrain from further investigation of the incident, confrontation with the alleged violator, or further discussion of the incident with anyone unless requested by the Executive Director or Board President.

The Executive Director and/or Board President is/are responsible for ensuring that all complaints about unethical or illegal conduct are investigated and resolved. The Executive Director and/or Board President will advise the Board of Directors of all complaints and their resolution and will report at least annually to the Finance Committee on compliance activity relating to accounting or alleged financial improprieties.

Anonymous suspected fraud reports may also be submitted using the third party company Fraud Hotline by calling 1-855-FRAUD-HL or by submitting an online form at [www.fraudhl.com](http://www.fraudhl.com) using the company code AARBF. Suspected fraud reports will be forwarded to the Executive Director and the Board President for review.

### **Accounting and Auditing Matters**

The Alisa Ann Ruch Burn Foundation's Executive Director shall immediately notify the Audit Committee/Finance Committee of any concerns or complaint regarding corporate accounting practices, internal controls or auditing and work with the committee until the matter is resolved.

### **Grievance**

Situations may occur where an employee or volunteer believes that the fair and consistent application of a policy affecting him or her has not been followed. In most cases, AARBF

expects that the employee or volunteer will be able to satisfactorily address such concerns with the Regional Manager or AARBF staff member in charge of a particular program or service. However, when a recent or continuing problem has not been resolved, AARBF wishes to provide employees and volunteers an alternative vehicle for doing so. No employee or volunteer shall be subjected to discrimination or adverse treatment for participating in a grievance procedure.

### **Definition**

A "basic grievance" is defined as a claim that a staff member or representative of AARBF has violated a published policy in the manner in which an employee or volunteer was treated. Basic grievances do not involve claims of:

- Possible discrimination on the basis of race, color, sex (including sexual harassment or sexual orientation), religion, creed, age, handicap, national origin, or status as a veteran. Employees or volunteers wishing to pursue claims of such discrimination must contact the Executive Director or President of the Board of Directors.

### **Procedure**

The AARBF's grievance policy consists of three steps: (1) Step I- Informal, (2) Step II- Formal, and (3) Step III- Appeal. Each step has its own procedures, as set forth below.

**Step I:** Grievance must be filed within 14 days of the event(s) that led to the grievance.

**Step II:** The grievance must be filed at Step II within 14 days of the Executive Director's or Board President's verbal or written response at Step I.

**Step III:** The grievance must be filed at Step III within 14 days of the written decision of the Executive Committee, at Step II.

#### *Step I - Informal Step*

In many cases, disputes over the application or interpretation of policy can be resolved through communications with a Regional Manager or AARBF staff member in charge of a particular program or service. As such, the first step in the grievance process is a discussion between the employee or volunteer and the Regional Manager or AARBF staff member in charge of a particular program or service. The employee or volunteer can initiate this step in one of two ways:

- a. Talk with the Regional Manager or AARBF staff member in charge of a particular program or service. The employee or volunteer should promptly bring the matter to the attention of the Regional Manager or AARBF staff member in charge of a particular program or service, explaining the nature of the problem and the resolution sought. The Regional Manager or AARBF staff member in charge of a particular program or service should respond within three (3) business days, if possible. If the Regional Manager or AARBF staff member in charge of a particular program or service provides an oral response to the employee or volunteer, the Regional Manager or AARBF staff member in charge of a particular program or service should prepare a written record of the response.
- b. Talk with the Executive Director. If an employee or volunteer cannot decide whether or not to initiate a grievance or is reluctant to discuss the matter with the Regional Manager or AARBF staff member in charge of a particular program or service, he/she may seek the advice of the Executive Director, or if the grievance is with the Executive Director, the Board President. The Executive Director or Board President should provide a written response to the employee or volunteer at the completion of this process.

If the informal procedure fails to resolve the grievance, and the employee or volunteer wishes

to continue the matter, the employee or volunteer must begin the steps of the formal procedure no later than 14 calendar days after the receipt of the response to the grievance.

### *Step II – Formal Step*

- a. If the matter is not resolved at Step I, the employee or volunteer may proceed to Step II by submitting a written statement to the Board President, or if the grievance is with the Board President, the Executive Committee. This statement should outline the relevant facts that form the basis of the employee's or volunteers' grievance, indicating the policy that has allegedly been violated, and stating the resolution sought. The statement should also identify the parties who were involved at Step I.
- b. Upon receipt of the employee's or volunteer's written statement, the Board President or Executive Committee, will:
  - Advise the identified parties and determine if the Step I procedure was complied with. (If the Step I procedure was not followed, the Board President will refer the employee or volunteer back to Step I unless it is determined that such referral is not likely to resolve the matter.)
  - Schedule a meeting with the employee or volunteer and the Board President. The meeting should be held promptly (if possible within 14 calendar days of receipt of the employee's or volunteer's written statement).
  - Act as mediator of the meeting, hear both sides of the dispute, render a written decision following the hearing, and provide the parties with copies of the decision.

If the employee or volunteer wishes, a fellow employee or volunteer may accompany him/her to the Step II meeting to provide support. However, this effort at resolution is not to be regarded as an adversarial proceeding and is not subject to the legal procedures of a court of law. Note taking is allowed, but tape recording of the meeting is prohibited.

### *Step III-Appeal*

If the employee or volunteer is unsatisfied with the response from Regional Manager or AARBF staff member in charge of a particular program or service or the Executive Director at Step II, the employee or volunteer can proceed to Step III by submitting a written request to the Board President. The Board President shall hear the grievance and provide a written recommendation to the Executive Director.

The function of the Board President shall be to determine, based upon the facts, whether or not AARBF followed its policy in the manner in which an employee was treated.

The Board President will conduct its hearings under the following guidelines:

- a. Prior to the hearing, the parties to the dispute shall determine with the assistance of the Executive Director:
  - i. Stipulated facts and documents that shall be prepared and transmitted to the Executive Committee. (If the parties are unable to stipulate to facts, documents, or issues, both parties can present a list to be transmitted to the Board President.)
  - ii. The unresolved issue(s) to be brought before the Board President.
- b. The Board President shall conduct the hearing in any manner he/she deems reasonable and equitable. To ensure a equitable hearing, the parties will present all relevant facts directly to the Board President and will present witnesses who have direct



- knowledge of the facts and can offer information about the grievance.
- c. The hearings will be conducted privately. The appeal hearing is not an adversarial proceeding and is not subject to the procedures of a court of law. The presence of legal counsel at the hearing is not permitted. The Board President may request that a tape recording of the proceeding be made. Such recordings may not be used outside the Executive Committee.
  - d. The Board President shall draft a recommendation based on the stipulated facts and the evidence brought forth at the hearing.
  - e. The written recommendation of the appeal Board President will be reported to the Executive Director within 15 business days after the conclusion of the hearing.
  - f. The Board President's recommendation will be consistent with AARBF's policies and will be advisory to the Executive Director, whose decision will be final and not subject to review under any other grievance procedure. Copies of the decision will be provided to the employee or volunteer and the supervisor.

The Alisa Ann Ruch Burn Foundation shall not be responsible for any expenses associated with the hearing that the employee incurs.

### **Anonymous Grievances**

Anonymous questions, concerns, suggestions or complaints may also be submitted using the third party company Fraud Hotline by calling 1-855-FRAUD-HL or by submitting an online form at [www.fraudhl.com](http://www.fraudhl.com) using the company code AARBF. Anonymous questions, concerns, suggestions or complaints will be forwarded to the Executive Director and the Board President for review.

The Executive Director and/or the Board President is/are responsible for ensuring that all complaints about unethical or illegal conduct are investigated and resolved. The Executive Director will advise the Board of Directors of all complaints and their resolution.

### **Early Remedy or Solution**

At each step in the grievance process, the Executive Director, President of the Board of Directors or supervisor may fashion a remedy that is consistent with his/her authority and in accordance with AARBF's policies. If such a remedy or solution is reached during the process, a written, signed statement will be distributed to all parties detailing the solution.

### **Time Limits**

If an employee or volunteer waits an unreasonable length of time before submitting his or her grievance or proceeding to the next step, the fact-finding process could be inhibited and appropriate action difficult to assess.

### **Open Door Policy**

Suggestions for improving AARBF are always welcome. At some time, you may have a complaint, suggestion, or question about your job, your working conditions, or the treatment you are receiving. Your good-faith complaints, questions, and suggestions also are of concern to AARBF and employees and volunteers are encouraged to talk with the Executive Director and Board President.

### **Conflict of Interest**

The Alisa Ann Ruch Burn Foundation (AARBF) does not allow conflicts of interest of members of the Board of Directors, Council of Advisors, Committee Members, volunteers, or staff to accrue to the

personal, financial, business, political or employment *benefit* of an individual, or to the direct or indirect *detriment* of the Foundation's current or future activities, finances, public relations, services or other interests. All AARBF business must be conducted in accordance with applicable laws. However, even where not unlawful, certain situations involving self-dealing or conflicts of interest, or the appearance of conflicts of interest, are to be avoided.

Conflicts of interests for members, volunteers, and staff will be evaluated based upon the California Corporations Code §310 and will be considered duties of the individual as well as policies and procedures of the organization.

### **Self-Dealing**

A self-dealing situation or conflict may arise if the AARBF is a party to any arrangement in which one or more of the members of the Board of Directors, Council of Advisors, Committee Members, volunteers, or staff of AARBF, or any entity or person related to any of such persons ("related party"), has a material financial interest. Any such transaction is prohibited, unless specifically approved in advance by the Executive Committee of the Board. Specifically, no members of the Board of Directors, Council of Advisors, volunteers, or staff of the AARBF shall, unless properly authorized by the Executive Committee after full disclosure in relevant facts, enter into or maintain a business or other arrangement which would, or would create the impression that it would, conflict with such person's ability to act in the best interest of the AARBF in the performance of any duty to the AARBF, such as an interest in, a position, with, or the receipt of compensation in any form from any enterprise with which the AARBF does business. In addition, the AARBF shall not knowingly enter into any such arrangement with any such person or a related party unless so authorized.

### **Specific Prohibitions**

Specifically, no members of the Executive Board, Committee Members, volunteers or staff shall, in connection with any business or activity of the AARBF, without approval as outlined above:

- a. Seek or accept anything of value [other than (i) duly authorized, agreed-upon compensation or expense reimbursement from the AARBF, (ii) unsolicited gifts of a value greater than \$50.00, or (iii) value in the form of ordinary social activities or events at which the members of the Executive Board, Committee Members, volunteers or staff of the AARBF is a guest for himself or herself, for any relative (including an in-law) or for any entity in which any such person has a material financial interest, in each case unless approved in advance by the Executive Board President, if a member of the Executive Board or a Committee Member, or the Executive Director, if an employee or other representative;
- b. Utilize any accounting, tax or record-keeping practice to disguise the source or use of funds, or misclassify expenditures or receipts (e.g., by establishing duplicate or fictitious accounts, designating required payments as donations, failing to record cash funds, assisting or aiding the preparation of a false tax return by another person or misusing reserves or interfund transfers);
- c. Make or reimburse anyone for contributions of any type to political parties or candidates for public office out of the AARBF's assets.

### **Responsibility to Report**

Each person has a duty to report any conflict of interest in which such person is or may be involved to the Board President, if a member of the Board of Directors, Council of Advisors, or a Committee Member, or to the Executive Director, if an employee or other representative, who will determine how the conflict will be resolved. On an annual basis, the Executive Director will provide the Executive

Committee with a summary list of the gifts received by each AARBF employee which exceed \$50.00.

Any member of the Board of Directors, Council of Advisors, Committee Member, volunteer, or staff member who discovers any breach of this policy must immediately advise the Board President of all pertinent details.

### **Policy Questions and/or Exceptions**

Any questions regarding conflicts of interest should be directed to the Executive Director, or, if they involve the Executive Director, should be directed to the President. Exceptions to the policy regarding conflicts of interest must be approved by the Executive Committee.

### **Nepotism**

The Alisa Ann Ruch Burn Foundation shall not allow patronage bestowed, or favoritism shown on the basis of family relationship as in business and politics; nor shall they allow the potential for influencing the position or vote of another because of a significant personal, financial, employment, political or business relationship. Any contracts with vendors that have a personal relationship with AARBF must undergo a bidding process where a minimum of three (3) other proposals are reviewed.

### **Confidentiality**

In your work with the Alisa Ann Ruch Burn Foundation, you may have access to confidential data pertaining to persons and/or other entities who receive services from the Alisa Ann Ruch Burn Foundation. Information regarding individual personal information of personnel, volunteers, burn survivors, and other parties associated with AARBF (health records, donation amounts, personal addresses, social security numbers, etc.), financial aid, budgets, and other financial data, represent confidential information of the Alisa Ann Ruch Burn Foundation. AARBF has a legal obligation to protect all confidential data, especially data concerning its burn survivors, personnel, volunteers and donors. If you are involved with the Alisa Ann Ruch Burn Foundation, AARBF must ensure that you, too, will protect the confidentiality of all data.

AARBF employees and volunteers:

- a. Will not divulge to any unauthorized person data obtained while performing work with the Alisa Ann Ruch Burn Foundation.
- b. Shall not disclose to others any confidential information without appropriate authorization from the Executive Director and/or Board President and agree to forward all requests of release of information received by me to the Executive Director and/or Board President.
- c. Agree to report any and all violations of the above by any other person and/or by myself to the Executive Director and/or Board President.
- d. Acknowledge that violation of this agreement and acknowledgement may subject me to dismissal from duties and service at AARBF; civil and/or criminal action and that the Alisa Ann Ruch Burn Foundation may seek all legal redress.

Please be respectful of the privacy of the campers who attend AARBF events. While you are welcome to take pictures for your own personal enjoyment, we ask that you do not post any pictures containing a camper/client on any public or private internet site or publication. AARBF gains permission from participants and/or parents & guardians to use images in AARBF related materials for the promotion of our services. This permission for use of images does not extend to any individual counselor or volunteer. Should you need photos to promote an AARBF related event, please request permission from the Executive Director.

- No Photo Campers - It is against the law to publish, and in some instances take a photo of a minor without parental or guardian consent. Parents/Guardians must provide consent for photos to be taken at an event of their child. You will be notified if you have a “no photo camper” participating in an event. If you have a “no photo camper”, you may take pictures of your camper for your personal memories but this camper may not be photographed by any media or outsider who may be at the event. Please be aware of the “no photo campers” and ensure that they are not inadvertently photographed. In general, remember we want any event to be comfortable for our survivors and photos may make some survivors uncomfortable.
- Social Media - The AARBF social media policy states that **YOU MAY NOT PUT ANY PHOTOS** of any camper online or in a public arena. This includes any social networking/photo websites such as Facebook, Instagram, Twitter, etc.
- Confidentiality - You might be given important, yet **confidential information** about your campers including for example physical or mental health information, family situation, home address, type of injury or medications. Please make sure it stays confidential. Each camper has an application and historical information available for proper use at camp. As part of the camp process we will attempt to provide any information we think you need to make the child’s experience a safe and rewarding one. If you would like to discuss any of this information with someone, please only do so with an AARBF staff member.
- After Camp/Event Contact: **Any communications outside of an event with a camper must go through an AARBF office.** Please send your correspondence and we will forward it on to the appropriate camper. In addition, as outlined in the AARBF Social Media Policy, due to the recent media scrutiny exposing certain security issues surrounding social media websites, AARBF **prohibits you from having any contact via the internet or any communication methods with our campers** (including counselors in training). For your own safety and that of the campers, you must not contact campers beyond camp except through the office or at Burn Foundation sponsored events. Below is a copy of the volunteer contract we will ask you to sign to participate in a Survivor Services “Camp” Event.

### **External Relations**

Stakeholders of AARBF are burn survivors, volunteers, donors and all other community partners, and they are to be treated courteously and given proper attention at all times. Never regard a stakeholder’s question or concern as an interruption or an annoyance. You must respond to inquiries from customers, whether in person or by telephone, promptly and professionally.

All correspondence and documents, whether to stakeholders or others, must be neatly prepared and error-free. Attention to accuracy and detail in all paperwork demonstrates your commitment to those with whom we do business.

### **Communications and Social Media**

The Alisa Ann Ruch Burn Foundation’s Communications and Social Media Policy ensures consistent projection of the most positive, professional, and accurate organizational image to the public as well as facilitates effective, professional, and respectful communications between and among the board, organizational management, and the staff.

### **Public Relations and Policy Communications / Relations**

The Executive Director should be informed of all media inquiries and given the opportunity to respond

or delegate to the appropriate staff member. In the absence of the Executive Director, the Assistant Director and Board President are authorized spokes-people. At all times, responses will adhere to AARBF's mission, strategic goals, and public policy principles. When an inquiry falls outside of our expertise, we will make a referral to an appropriate expert.

### **Internal Communications**

All internal communications - written and oral - will be professional and respectful in nature and free from any inflammatory or profane language. The staff email and intranet are to be used for professional communications only. Wherever possible, internal emails should be minimized in favor of communicating via the intranet.

The Executive Director must authorize professional communications with board members unless they involve communications per our personnel and whistleblower policies. The Executive Director may directly delegate to staff members any regular communications with board members around committee work, etc. Email communications between staff and board members should be CC'd to the Executive Director.

### **Trademarks, Logos, and Seals**

AARBF shall maintain a style guide that governs all logos. The Alisa Ann Ruch Burn Foundation logo and name shall be trademarked.

### **External Communications**

All communications on AARBF letterhead or email masthead template should be approved by AARBF supervisors. All external communications should be proofread by someone other than the original author. Our communications will be compliant with all relevant equal opportunity and other legal requirements.

### **Brand Management**

When individuals or organizations are given permission to utilize AARBF brand, logos, and/or name, care should be taken to ensure that proper permissions are described in writing, such as in licensing or marketing agreements or other documentation as appropriate. Permission to utilize AARBF brand, logos, and/or name should be given with the approval of the Executive Director and/or his/her designee.

### **Communications Plan**

The Executive Director is responsible for developing a communications plan to articulate and implement this policy for the organization.

### **Social Media General Provisions**

Blogging or other forms of social media or technology include, but are not limited to, video or wiki postings, sites such as Facebook and Twitter, chat rooms, personal blogs or other similar forms of online journals, diaries, or personal newsletters not affiliated with AARBF. Unless specifically instructed, employees are not authorized and therefore restricted from speaking on behalf of AARBF. Employees may not publicly discuss clients, products, employees, or any work-related matters, whether confidential or not, outside AARBF authorized communications. Employees are expected to protect the privacy of AARBF and its employees and clients and are prohibited from disclosing personal employee and nonemployee information and any other proprietary and nonpublic information to which employees have access. Such information includes, but is not limited to, client information, donor information, trade secrets, financial information, and strategic business plans.

## **Employer Monitoring of Social Media**

Employees and volunteers are cautioned that they should have no expectation of privacy while using the internet. Your postings can be reviewed by anyone, including AARBF. AARBF reserves the right to monitor comments or discussions about the organization, its employees, clients, and the industry, including products and competitors, posted on the internet by anyone, including employees and non-employees. AARBF may use blog-search tools and software to monitor forums such as blogs and other types of personal journals, diaries, personal and business discussion forums, and social networking sites.

Employees and volunteers are cautioned that they should have no expectation of privacy while using company equipment or facilities for any purpose, including authorized blogging.

AARBF reserves the right to use content management tools to monitor, review, or block content on company blogs that violate company blogging rules and guidelines.

## **Reporting Violations**

AARBF requests and strongly urges employees to report any violations or possible or perceived violations to supervisors, managers, or the Executive Director. Violations include discussions of AARBF and its employees and clients, any discussion of proprietary information, and any unlawful activity related to blogging or social networking.

## **Discipline for Violations**

AARBF investigates and responds to all reports of violations of the Social Media Policy and other related policies. Violation of AARBF's Social Media Policy will result in disciplinary action up to and including immediate termination. Discipline or termination will be determined based on the nature and factors of any blog or social networking post. AARBF reserves the right to take legal action where necessary against employees who engage in prohibited or unlawful conduct.

## **Acknowledgment**

Employees and volunteers are required to sign a written acknowledgement that they have received, read, understood, and agreed to comply with AARBF's Social Media Policy and any other related policy.

## **Authorized Social Media**

The goal of authorized social media is to become a part of the industry conversation and promote web-based sharing of ideas and exchange of information. Authorized social media is used to convey information about organization programs and services, promote and raise awareness of AARBF's brand, search for potential new markets, communicate with employees and clients to brainstorm, issue or respond to breaking news or publicity, and discuss corporate, business-unit, and department-specific activities and events.

When utilizing social media or using other forms of web-based forums, AARBF must ensure that use of these communications maintain AARBF's brand identity, integrity, and reputation while minimizing actual or potential legal risks, whether used inside or outside the workplace.

## **Rules and Guidelines**

The following rules and guidelines apply to social media when authorized by AARBF and done on company time. The rules and guidelines apply to all AARBF-related blogs and social media posts,

including agency subsidiaries or affiliates.

Only authorized employees can prepare and modify content for AARBF's website, and/or the social media posts located on sites such as Facebook, Instagram or Twitter. Content must be relevant, add value, and meet at least one of the specified goals or purposes developed by AARBF. If uncertain about any information, material, or conversation, discuss the content with the Executive Director.

Any copyrighted information where written reprint information has not been obtained in advance cannot be posted on AARBF's sites.

AARBF staff and volunteers are responsible for ensuring all social media posts comply with AARBF's written policies. The Executive Director is authorized to remove any content that does not meet the rules and guidelines of this policy or that may be illegal or offensive. Removal of such content will be done without permission of the author/poster or advance warning.

AARBF expects all guest writers, volunteers or paid contractors to abide by all rules and guidelines of this policy. AARBF reserves the right to remove, without advance notice or permission, all guest writers', volunteers' or paid contractors' content considered inaccurate or offensive. AARBF also reserves the right to take legal action against guest writers, volunteers or paid contractors who engage in prohibited or unlawful conduct.

### **Personal Social Media Accounts**

AARBF respects the right of employees and volunteers to write blogs and use social networking sites and does not want to discourage employees from self-publishing and self-expression. Employees and volunteers are expected to follow the guidelines and policies set forth to provide a clear line between you as the individual and you as the employee.

AARBF respects the right of employees and volunteers to use blogs and social networking sites as a medium of self-expression and public conversation and does not discriminate against employees who use these media for personal interests and affiliations or other lawful purposes.

Bloggers and commenters are personally responsible for their commentary on blogs and social networking sites. Bloggers and commenters can be held personally liable for commentary that is considered defamatory, obscene, proprietary, or libelous by any offended party, not just AARBF.

Employees and volunteers cannot use employer-owned equipment, including computers, company-licensed software, or other electronic equipment, nor facilities or agency time, to conduct personal blogging or social networking activities.

Employees and volunteers cannot use blogs or social networking sites to harass, threaten, discriminate, or disparage against employees or anyone associated with or doing business with AARBF.

If you choose to identify yourself as an AARBF employee or volunteer, please understand that some readers may view you as a spokesperson for AARBF. Because of this possibility, we ask that you state that your views expressed in your blog or social networking area are your own and not those of the company, nor of any person or organization affiliated or doing business with AARBF.

If contacted by the media or press about their post that relates to AARBF, employees and volunteers

are required to speak with the Executive Director or their designee before responding.

If you have any questions relating to this policy, your personal blog or social networking, contact the Executive Director.

**AARBF Logos**—AARBF staff, clients and volunteers are prohibited from using the AARBF or Champ Camp logo on personal pages or sites without written permission.

**Video, photography, & other images**—AARBF staff, clients and volunteers are prohibited from posting or distributing any images/videos of child clients (under the age of 18). AARBF asks for written permission from each child's guardians to use the children's images in written and online materials. The permission granted by the parents and guardians is specific to the use of photos and videos by the Alisa Ann Ruch Burn Foundation in an official capacity. That permission is not granted to individual counselors or volunteers for any personal use or use for third party events without the express written consent of the Foundation. Posting of pictures or videos of children under the age of 18 without the express permission of the parent or guardian is a violation of the law and legal action could be taken by the parents or guardians against those who violate this policy.

**AARBF on personal Social Media**—AARBF staff and volunteers are not to maintain an on-line association with any camper under the age of 18. AARBF paid staff will maintain an AARBF Facebook page which will be available for staff, volunteers and clients of all ages to associate with and communicate through. Information regarding upcoming events may be disseminated through this page.

**Protecting AARBF's reputation/image**—All AARBF staff, volunteers and clients are to adhere to AARBF policies as related to appropriate conduct in all postings in profiles, blogs and other mediums of Internet communications associated with the Foundation and its activities. All will refrain from any egregious or unlawful activity including, but not limited to, engaging in the use of obscenities/vulgar language; harassment and intimidation; posting derogatory comments regarding an individual's race, gender, religion, sexual orientation, disability; and posting sexually explicit, suggestive, humiliating or demeaning comments.

The following condensed policy language will be contained within all AARBF program materials and event applications for staff, volunteers and campers:

*We discourage participants of AARBF events from sharing photos of any staff, volunteer, client or other person associated with AARBF via electronic devices such as phones and computers, during or after the events, without express consent, to protect the privacy of the individuals involved in our programs. This is for your protection as well as individual privacy. No one, other than authorized AARBF photographers, has permission to post any pictures from AARBF events and it would be an individual's liability should s/he post a picture without permission. AARBF reserves the right to monitor all posts and photos related to AARBF staff, volunteers, clients, events, etc. Posts and photos that are discriminatory or harassing any staff, volunteer, client or other person associated with AARBF; or include any confidential or private information concerning a staff, volunteer, client or other person associated with AARBF is considered a breach of acceptable conduct and may be subject to a request for immediate removal.*

Exceptions to this policy can be made through written permission granted by the Executive Director



for the promotion of AARBF programs and services. Anyone determined to be in violation of this policy will be asked to remedy the situation immediately and may be subject to removal from association with AARBF and/or legal action as deemed appropriate by the Executive Director and the Board of Directors.

### **Crisis and Disaster**

The Alisa Ann Ruch Burn Foundation recognizes that while crisis/disaster/ contingency planning can address some likely events, there are other emergency situations that cannot be predicted. Therefore, the Alisa Ann Ruch Burn Foundation has designated a response team to provide the structure, policies, and principles for action in the event of an emergency.

### **Responsibilities of the Alisa Ann Ruch Burn Foundation's Response Team**

The Alisa Ann Ruch Burn Foundation's Response Team is comprised of designated members of AARBF's Senior Management staff and at least one member of the Board of Directors.

The following staff positions serve on the Response team:

- Executive Director
- Assistant Director
- Development Director or Manager
- Board President
- Communication Committee Chair
- Board Member(s) and/or Council of Advisor Member(s)

The team is responsible for the development, periodic review, and implementation of this plan. In the event of an emergency, the Alisa Ann Ruch Burn Foundation's Response Team will meet (by digitally or in person) to assess the situation and develop a specific plan of action in response to an emergency.

### **Response Team Objectives/Roles**

In the event of an emergency, crisis or other disaster, the Alisa Ann Ruch Burn Foundation's Response Team's tasks are:

1. Information Gathering and Assessment
  - Gather information quickly
  - Gather all relevant and accurate details
  - Assess the need for immediate intervention and mobilize resources
2. Immediate Actions
  - Secure the safety of people and property
  - Evaluate damage and possible consequences
  - Set up alternative plans, if needed, to continue regular business operations
  - Minimize the impact and loss
  - Return to normal operations as soon as possible
3. Communication
  - Respond promptly to multiple audiences (staff, volunteers, board, families, clients, vendors, funders, partners, media, general public)
  - Organize a telephone network to inform people of necessary information
  - Calm fears, stop rumors, reduce uncertainty
  - Plan for a public statement/press release
  - Ensure the privacy and dignity of all people
  - Protect the Alisa Ann Ruch Burn Foundation's credibility and reputation
4. Assessment

- Conduct post-crisis evaluation
- Revise plan as needed

**Examples of events that could disrupt business:**

- Natural Disasters – hurricane, earthquake, flood, fire
- Civil Disruptions – terrorism, riot, police action, bomb threat
- Criminal Activity – burglary, workplace violence
- Technology Emergency – computer virus, corruption of critical data
- Health Emergency – infectious disease, epidemic, contamination
- Travel Emergency – airplane/train accident, shutdown of major transportation services
- Loss of Essential Members – serious illness or death
- Loss of Access to Workplaces – office building or community emergency
- Loss of Intellectual Capital – loss of information and intuitive processes
- Loss of Financial Capital – fraud, unanticipated contract loss, banking system shutdown, loss of major funder or donor

**Emergency Crisis Communications**

The Alisa Ann Ruch Burn Foundation (AARBF) is committed to open and honest communication regarding the release of information. AARBF will protect the privacy of personal information of its clients, employees, volunteers, and board members. AARBF will not comment on individual situations, but will present a statement of organizational position as needed.

If an occasion arises that requires media contact:

- Executive Director, with advice from AARBF’s Response Team, determines if a press release is needed and what points are to be covered in the press release.
- Executive Director drafts the press release.
- The Response Team reviews the release.
- Executive Director and Response Team decide the audiences for the release – clients, staff, board members, partners, funders, and media.
- AARBF distributes the press release through relevant social media
- All media inquiries are referred to AARBF’s Executive Director. If AARBF’s Executive Director is not able to be reached, all media should be referred to AARBF’s Board President.
- Executive Director prepares all staff for media calls – how to respond to and refers callers.

**News Media Contacts**

Employees may be approached for interviews or comments by the news media. Only contact people designated by the Executive Director may comment to news reporters on AARBF policy or events relevant to AARBF. If the press ask for interviews or comments refer them to Executive Director.

**Professional Development**

The Alisa Ann Ruch Burn Foundation (AARBF) supports both career-related and job-related professional development activities. It is expected that volunteers and AARBF staff mutually agree to discuss professional development issues and opportunities. AARBF staff may support a volunteer’s request to participate in a professional development activity by approving flexible or alternate work schedules, full or part payment of fees and expenses, and temporary or part-time reassignment provided that:

- The volunteer is in a regular volunteer, and
- The volunteer’s performance is satisfactory.

### **AARBF Approved or Required Professional Development**

When a volunteer is required to attend a development program, some of the fees and related costs, i.e., materials, travel and per diem, etc. may be paid by AARBF. It is an expectation that volunteers cover any cost of travel or fees associated with volunteer training, when possible.

### **Professional Development Plan**

A volunteer who wishes to request professional development cost reimbursement shall develop a written plan for approval by the Executive Director that addresses the following:

- A description of the activity or activities to be undertaken by the volunteer during the leave period.
- The requested period of time for the activity.
- The relation of the activity to the volunteer's current volunteer responsibilities.
- How the activity may assist the employee's transition into volunteer-related positions at AARBF.
- The quality of the particular training activity as compared to similar activities, and/or an assessment of the reliability of the institution, organization, or other sponsor providing the training.
- The relation of the activity to AARBF's mission and goals.
- The impact, if any, on volunteer workload and the workload of colleagues within the volunteer program.

The copy of the approved professional development leave plan is placed in the volunteer's file.

### **Professional Development Expense Reimbursement**

Professional development is an allowable expense that can be paid from AARBF funds as long as it meets the provisions of this policy. Seminars, workshops, and conferences are the most common activities that incur costs.

To qualify for reimbursement from AARBF funds, professional development courses must meet the following criteria:

- Be approved by the Executive Director.
- Have a primary business purpose that clearly benefits and supports the fulfillment of AARBF's mission and objectives.
- Include supporting documentation that describes how and why the training will benefit AARBF.
- Be comprised of coursework that is consistent with the duties of the volunteer's position description.

### **Professional Development Trainings and Activities**

Professional Development Trainings and Activities that volunteers may be asked to attend include (but are not limited to):

- Volunteer Trainings
- Volunteer Planning Meetings
- AARBF All-Staff or Board Meetings
- AARBF In-Person Staff Meetings
- AARBF In-Person Board Meetings
- Phoenix Society's World Burn Congress
- American Camping Association Meetings and Conferences
- International Association of Burn Camps Meetings and Conferences
- Safe Kids Meetings and Conferences
- American Burn Association Conference

## **Recognition**

The Alisa Ann Ruch Burn Foundation (AARBF) values the hard work and dedication of its volunteers. It is important for volunteers to feel valued, recognized, and appreciated. The Volunteer Recognition Policy and Procedures provides a framework for individuals to be recognized for their outstanding work and contributions. While informal recognition is encouraged on an ongoing basis, AARBF formally recognizes volunteers for their years of service, leadership, innovation, and professional excellence.

## **Holiday Greetings**

In recognition of the year-end holidays, AARBF sends holiday greeting cards to volunteers who have volunteered with AARBF within the past 5 years.

## **Recognition of Years of Service**

AARBF recognizes volunteers after one year of service with AARBF and in the anniversary year of each 5th year of service (5, 10, 15, 20, etc.). This recognition is made during the annual Volunteer Appreciation Week celebration during April. Recognition of years of service will be done through the distribution of "Challenge Coins."

## **Informal Acknowledgements of Achievement**

In addition to ongoing positive feedback to volunteers by AARBF staff, it is important that AARBF staff celebrate the achievements of volunteers. Throughout the year, AARBF staff are encouraged to send notices, submit social media posts or Burn Bulletin articles, or hold informal, special staff/department gatherings to recognize volunteers for their outstanding work. AARBF staff is encouraged to invite the Executive Director, Board of Directors, Council of Advisors, key volunteers or other appropriate parties to share in the recognition, when appropriate.

## **Employee Publicity/Promotion**

When a volunteer has received special recognition for their professional or volunteer work, the Executive Director should be notified for consideration of publicizing the achievement to internal and external audiences using the following:

- Email notification to all AARBF staff
- Email notification to AARBF staff, Board of Directors, Council of Advisors
- Burn Bulletin eNewsletter
- AARBF Social Media accounts
- AARBF website
- Local, Regional, and National Media

## **Volunteer Appreciation Week**

AARBF recognizes Volunteer Appreciation Week (3<sup>rd</sup> week in April) with a direct mail campaign, social media campaign and a Volunteer Appreciation event.

Our Volunteer Appreciation Week social media campaign profiles each of the Volunteer Appreciation Award recipients on our social media accounts.

Our Volunteer Appreciation Week events are held in all three AARBF regions (Southern, Central and Northern California). Volunteer awards are presented at the event, and food and drinks are provided for attendees.

Each Regional Manager submits nominees for the Volunteer Awards. Award recipients are selected by

the Executive Director.

Volunteer Awards include:

**Fundraising Award:** This is awarded to someone who has gone above and beyond to bring in large donations to the foundation. Someone who can be counted on for an event or donation year after year.

**Burn Survivor Services Award:** This is awarded to someone who consistently takes the lead in survivor service events and/or support groups. Someone you can always count on.

**Administration Award:** This is awarded to someone who has logged many hours helping with what many might think of as mundane tasks, but these volunteers are so vital! This would also be someone you can count on and that doesn't require constant supervision to get a project done.

**Burn Prevention Award:** This is awarded to someone who is leader in the Firefighters in Safety Education program and/or someone who consistently attends Burn Prevention events or organizes them. Perhaps someone who has made large contributions to our Burn Prevention material.

**People's Choice Award:** This award will be chosen "by the people." Nominees for this award are accepted from the general public and current volunteers.

**Champy-On Award:** This is awarded to someone who is a staple and leader for Champ Camp. This is someone who has been a leader for Champ Camp for over 10 years, an innovator who has made changes to camp for the best.

**Ruch Family Circle Award:** This is the highest honor. This is awarded to someone who has volunteered in multiple facets and for many years (10+). Someone who often makes you think to yourself, "How would we ever do all this without \_\_\_\_?!"

#### **Awards and Recognition**

AARBF has an annual budget for Awards and Recognition of volunteers throughout the year! This can be thank-you gifts for event volunteers, plaques for top fundraisers, thank-you cards for Relay participants, etc. Staff members wanting to recognize volunteers, should consult with his/her supervisor on available funds and budget limitations.

#### **Succession Planning**

It shall be the policy of the Board of Directors of AARBF to implement the guidelines set forth in this policy in a systematic and coordinated manner that will ensure a broad spectrum of qualified candidates are available to be reviewed and interviewed by the Board with the goal of selecting or recommending the most qualified individual.

RESPONSIBILITY: It shall be the responsibility of the Board President and Executive Director to present to the Board this policy, which has been established to assist the Board in fulfilling one of its most important functions, which is the recommendation of or selection of qualified Board members.

PROVISIONS: The Board has resolved that the provisions below shall serve as a guide in the recommendation or selection of future Board members.

- A. Director Qualifications: In addition to the Bylaws, Board candidates shall overall meet the requirements listed below.
  - a. Qualifications
    - i. Possesses an understanding of basic financial matters and fiduciary responsibilities of a board member;
    - ii. Be recognized as a leader in their industry and community because of their strong record of accomplishment;
    - iii. Be experienced in serving on a board or reporting directly to a board;

- iv. Be committed to learning about AARBF and its diverse membership and willing to devote significant time, talent and treasures in order to be a meaningful contributor on behalf of all members;
- v. Be willing and capable of articulating points of view that may challenge the thinking of the board and management;
- vi. Place a high value on personal and corporate integrity and ethical behavior;
- vii. Be willing and able to participate in the AARBF's Board Orientation training;

PROCEDURES: The following procedures have been established to assist the Board in addressing succession planning for any Board vacancies.

A. Planned Succession

- a. In accordance with Term limits, the Executive Committee shall annually review the Board Succession Schedule for any potential Board vacancy.
- b. Following notification by a Board Member regarding a date of termination, the Board shall:
  - i. Review recommendations for Board candidates and inform potential candidates of vacancy in upcoming Board election process.

B. Unplanned Vacancy

- a. In the event of an unexpected loss of a Board Member for any reason, the Board President and all Board Members shall be notified immediately by the Executive Director of the vacancy on the Board of Directors.
- b. As soon as practical after an unplanned Board vacancy, the Board shall, in conjunction with the Executive Director, work to address the issue as follows:
  - i. Establish a search for a person to fill the Board vacancy
  - ii. Develop a profile of Board needs
  - iii. Set a date for receipt of applications for Director candidates
  - iv. Screen the Board applicants and choose interviewees
  - v. Interview candidates
  - vi. Select and appoint a new Board Member
  - vii. Inform Board Members

**Removal and Resignation**

Removal: Any Board Member or Executive Board Officer may be removed, with or without cause, by a vote of at least two-thirds (2/3) of the Board of Directors.

Resignation: Any Board Member or Executive Board Officer may resign at any time by giving written notice to the Board President. Any such resignation shall take effect on the date of the receipt of such notice or at any later time specified therein. Acceptance of the resignation by the Board of Directors shall not be necessary to make it effective.

If the President is the member that is resigning, then the President must give a letter of resignation to the Vice President.

**Right to Revise**

This Board Policies and Procedures Manual contains the Board policies and practices of AARBF in effect at the time of publication. All previously issued handbooks and any inconsistent policy statements or memoranda are superseded. The Executive Director or Board President will be happy to answer any questions you may have.

The AARBF Board of Directors reserves the right to revise, modify, delete, or add to any and all policies, procedures, or rules stated in this handbook or in any other document. However, any such changes must be in writing and must be signed by the President of the Board of Directors of AARBF.

Any written changes to this handbook will be distributed to all Board Members so that members will be aware of the new policies or procedures. No oral statements or representations can in any way alter the provisions of this handbook.

This handbook sets forth the entire agreement between you and AARBF as to the duration of your Board term and the circumstances under which your involvement may be terminated. Nothing in this handbook or in any other document, creates or is intended to create a promise or representation of continued involvement for any Board member.



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**ACKNOWLEDGEMENT**

I, \_\_\_\_\_, declare that I have read and understood these Volunteer Policies of the Alisa Ann Ruch Burn Foundation. I agree to adhere to the policies set forth in this document.

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Signature

Date

*Please remove and return this sheet, signed and dated, to AARBF.*