



Volunteer Handbook



Warriors and Quiet Waters Foundation
1087 Stoneridge Drive, Suite 1
Bozeman, MT 59718
(406) 585-9793
WarriorsAndQuietWaters.org





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Introduction

Welcome and thank you for your interest in volunteering with Warrior and Quiet Waters Foundation (WQW). This handbook is loaded with information to help you learn about WQW's history, programs and policies. It will serve as your guide as you begin your volunteer service. *We ask that you please take the time to read this handbook in its entirety.*

Our Vision

We envision an America in which a new generation of combat veterans successfully reintegrates into society.

Our Mission

Through the experience of fly fishing in Montana, WQW is a catalyst for positive change in the lives of post-9/11 combat veterans.

Volunteers Make a Difference

Every year WQW volunteers open their hearts and donate their time (over 6,500 hours annually!) in service to our nation's post-9/11 combat veterans. Our volunteer program aims to empower individuals to make a difference in a meaningful way and there are many ways you can help.

When asked, "why volunteer?" most profess their desire *to give back to a cause they believe in and to help somebody else*. It is our hope that you will join us in the spirit of partnership and that your volunteer work is successful and fulfilling. WQW relies on volunteers *like you* to fulfill its mission.



About Warriors and Quiet Waters Foundation

History

Warriors and Quiet Waters Foundation (WQW) was founded in 2007 by a small group of dedicated volunteers. During this time they brought the foundation's first two groups of traumatically injured combat veterans to Bozeman. Along with a welcomed break from surgeries, rehab therapy, doctors, and hospital routines, the 14 Soldiers, Marines, and Sailors from the Naval Medical Center in San Diego were given: top-of-line fishing gear, float trips on blue ribbon waters, fly fishing instruction from world-class professional

guides, delicious home-cooked meals by loving, volunteer “moms” and comfortable accommodations in beautiful surroundings.

The less tangible yet more meaningful benefits they reported receiving were feelings of security, serenity, resilience, hope and camaraderie – woven together to form positive, lifetime memories. The volunteer group knew they had a model that worked incredibly well, and began planning for 2008 and beyond. Although not a religious organization, WQW’s name was inspired by Psalm 23, “He leads me beside quiet waters. He restores my soul.”



WQW remained a volunteer run organization until 2013. At that time WQW hired its first paid staff members to oversee therapeutic programs, fundraising and community relations, ensuring sustainable and strategic long-term operations.

The Need

In 2012, the Department of Defense (DOD) estimated more than 50,000 Americans from Operation Enduring Freedom and Operation Iraqi Freedom had been injured in combat. Among the wounded are some 16,000 severely injured casualties who would have died on the battlefield just a generation ago. Medical and technological advances are now saving close to 90 percent of all those who fall in battle.

The wounded statistics reflect only physical wounds. The unseen wounds of war, including post-traumatic stress (PTS) and traumatic brain injury (TBI), are not included and are harder to track. Since 2002, the DOD has recorded more than 43,000 patients diagnosed with TBI, but many more may have gone undiagnosed. The Department of Veterans Affairs is taking in thousands of new cases of PTS each month. Because most of the wounded are young, they will need decades of help. WQW believes we are part of the reintegration solution for our nation’s warfighters by providing a respite from the stresses of war.

The Impact

Success has historically been measured by freely offered alumni testimonials such as, “*The experience of being out on the river has been humbling and peaceful and we know that what we’ll take home from this experience will feed our family mentally and emotionally,*” or “*Warriors and Quiet Waters has given me a great gift – rest for my mind and soul.*”



Additionally, WQW's decisions are rooted in the following short and long-term program objectives:

Short-Term Outcomes of Program

Warrior participants often demonstrate:

- Improved mood
- Enhanced sense of camaraderie
- Greater trust in others
- Deeper desire for positive change in their future
- Improved management of physical limitations



Long-Term Objectives of Program

Warrior participants often report:

- Better mental health
- Improved employability
- Healthier relationships
- Greater sense of purpose

Quiet Waters Ranch

Located near the base of the Bridger Mountain Range, Quiet Waters Ranch (QWR) offers a serene respite for warriors and spouses/caregivers seeking a place to recharge. After undergoing numerous ADA-accessible renovations, Barnard Lodge (the main home at QWR, pictured below) ensures every participant an experience devoid of physical barriers. The vast majority of Fishing Experiences are based at QWR.



How is a Fishing Experience Funded?

- WQW is a qualified and registered 501(c)(3) nonprofit in the state of Montana.
- The majority of donations to WQW are from individuals, businesses, family foundations and grants. WQW does not accept federal funding.



- The direct program cost to WQW for each warrior experience is approximately \$6,500.
- Donations are tax deductible. Certain types of gifts may also qualify for a Montana Tax Endowment Credit.

What Makes Warriors and Quiet Waters Foundation Unique

- **WQW is an independent foundation based in Bozeman, Montana. WQW does not have chapters or affiliates.**
 - WQW provides round-trip airfare, local travel, lodging and meals at no cost to the warrior
 - WQW partners each participant with a licensed, professional fly fishing guide
 - WQW provides each participant with fly fishing equipment, to keep, and professional instruction. By returning home equipped with gear and a solid foundation of knowledge, participants are able to continue the sport independently and with confidence if they choose.
 - For couples and single parents, WQW subsidizes the cost of childcare by a trusted friend or family member so that participating individual(s) feel comfortable spending six days away from home, focused on self-care...and fly fishing
 - Volunteers are instrumental to facilitating a program that provides love, camaraderie, support and a family-like atmosphere
- **Through no fault of their own, people regularly confuse WQW with other therapeutic recreation groups across the country. As a WQW volunteer, you are an ambassador for WQW's therapeutic programs. People will ask you questions about WQW's programs and operations – please help us distinguish ourselves as a “gold star” organization by sharing with others your experience, the information in this handbook, and by referring them to our website, WarriorsAndQuietWaters.org.**

The Program

Participant Recruitment and Selection

Through outreach and select strategic partnerships, Warriors and Quiet Waters Foundation (WQW) attempts to identify individuals who can benefit most from our programs. Military service documents (i.e. DD 214s, disability ratings etc.), applications, and inquiries are thoroughly evaluated by our Director of Warrior Services, Saul Martinez, who is a former Army Infantryman and Purple Heart recipient.

WQW's current program criteria requires applicants to:

- Be a combat veteran of Operation Iraqi Freedom (OIF), Operation Enduring Freedom (OEF), or Operation New Dawn (OND)
- Be combat-wounded (including PTS and TBI) and/or identify how WQW's program can benefit you (This may include but is not limited to Purple Heart recipients, confirmed combat-related disability ratings, and/or confirmed service records/decorations of combat experience)
- Provide DD214 Member-4 copy at time of application or inquiry (If applicant is active duty, we will request other service documentation or contact current command as necessary)
- Be committed to creating positive change in one's life
- Be approved for program by Director of Warrior Services



→ **Selection for a WQW event is NOT GUARANTEED even if all suggested program criteria is met.** Selection remains at WQW's discretion. **Please do not assume or promise anyone the opportunity to return.** If a participant asks about returning or participating in more WQW programs, *please refer them to the Director of Warrior Services.*

Additional Information:

- WQW has an active **ZERO ALCOHOL** policy on all Fishing Experiences
- WQW encourages legitimate **SERVICE DOGS** to accompany their owner on a Fishing Experience

WQW's recruiting methods are constantly evolving as we gain distance from recent wars and as service members transition into the civilian population.

Therapeutic Programs

Each of the following programs is six days long, Monday-Saturday.

The Solo Fishing Experience

A solo Fishing Experience (FX) brings six first-time warrior participants together for a week of camaraderie. Participation in a therapeutic FX may be the first time a warrior has



asked for, or accepted, help. It may be his or her first time stepping onto the path of emotional or spiritual healing.

The Alumni Fishing Experience

An Alumni Fishing Experience (FX) brings together five first-time participants with five previous participants.

By pairing returning warriors with first-time participants, alumni are able to uniquely assist their fellows in developing a sense of belonging,

brotherhood, trust and a positive outlook. At the same time, the alumni are furthering their own journey of recovery by gaining a greater sense of purpose post-military life.



The Couples Fishing Experience

Couples events recognize the unique challenges of post-combat relationships. A Couples Fishing Experience (FX) brings six couples together to share their common experiences through six, uninterrupted days of fly fishing and relaxation. On a Couples FX warriors and their spouses reconnect while discovering an expanded network of support among others with shared experiences.

Volunteer Information

Volunteer Opportunities

From the care of Quiet Waters Ranch to helping in the office, with special events, and community outreach, volunteers are part of every facet of WQW.

WQW offers opportunities for:

- Groups
 - There are a variety of times during the year that WQW offers single days of service at Quiet Waters Ranch. These are excellent opportunities for groups and can be physically demanding.
 - There is no minimum age for group volunteer events. However, minors must have a designated adult accompany their service.
- Individuals
 - Fishing Experience: Minimum age is 21
 - Office: Minimum age is 18

Opportunities include but are not limited to:

- Direct Program Support: volunteer companions, cooks, drivers, fly tying instructors



- Fundraising: events, donor stewardship, grant writing and management
- Trades: electric, interior and exterior painting, land and ranch management
- Web development, graphic design

How to Become a Volunteer

The General Process

1. Submit an on-line volunteer application

- Application directions are found at: www.WarriorsAndQuietWaters.Org/Volunteer/
- All applications are thoroughly reviewed by Emily Sather, Community Engagement Manager
 - If you are a member of a group interested in a single day of service, complete this application on behalf of your group.

2. Attend a scheduled interview at the Quiet Waters office

- Accommodations will be made for out of town volunteers.
- Groups are not required to interview, but the contact person does work closely with the Volunteer Manager in preparation for the group volunteer service day.

3. Review and agree to the information outlined in the WQW handbook, policy manual and corresponding job description(s)

- Sign and submit a Volunteer Acknowledgement and Volunteer Waiver
- This includes the zero alcohol policy on therapeutic programs

4. Attend an annual volunteer orientation.

- Volunteer orientations will be held throughout the year. They are an opportunity for new and returning volunteers to meet one another and stay engaged and informed about the latest happenings with WQW
- Accommodations will be made for out of town volunteers
- Orientations are not required for single days of service or group volunteer events

5. Volunteer!

- Unless otherwise directed, volunteer service will be scheduled with Emily Sather
- Please ask questions! All questions are important and we want you to feel comfortable in your volunteer role. It is our goal to help you have the best experience possible





Questions

If you have any questions about the volunteer program, process, or whether or not you or a group qualifies for volunteer service, please contact Emily Sather directly. She is happy to talk to you about your interest and ways you can support the Quiet Waters mission.

Staff Support – Who’s Who?



Lauren Caselli
Communications and Events
Coordinator



Saul Martinez
Director of Warrior Services



Faye Nelson
Executive Director



Emily Sather
Community Engagement and
Volunteer Manager



Lawrence Stuemke
Director of Operations



Gayle Whittenberg
Development Director

Organizational Hours and Contact Information

Office Address: 1087 Stoneridge Drive, Suite 1
Bozeman, MT 59718

Office Phone: (406) 585-9793

Office Hours: There is generally someone in the office Monday-Friday, 8AM-5PM

Emily Sather, Community Engagement and Volunteer Manager
Email: emily@warriorsandquietwaters.org



Warriors and Quiet Waters General Policies

Age of Volunteers

Warriors and Quiet Waters Foundation staff supervisors evaluate the abilities and competency of all volunteers and assign appropriate, safe activities as availability and conditions permit. There are limited opportunities for volunteers under age 21. Volunteers under 18 must present a waiver of liability form signed by a parent or legal guardian and must be accompanied by an adult when volunteering with WQW. There is no maximum age for WQW volunteers.

Safety

You and WQW share responsibility for establishing and maintaining a safe work environment. Fly fishing has inherent risks, from unpredictable Montana elements, to moving water, drift boats and remote fishing locations. WQW will attempt to ensure a safe work environment to comply with federal, state, and local safety regulations. In turn, volunteers are expected to obey safety rules and to exercise caution in all of your work activities. You are asked to report any unsafe conditions to your supervisor immediately. Any accident, which results in injury, regardless of how insignificant, must be reported promptly to your supervisor.

- ✓ **Do** carry a working cell phone at all times - not for tweeting or selfies, but for emergency purposes.

Alcohol

- ✓ **No alcohol.** Period. This includes in all cooking and desserts.

Dogs

- ✓ **Only** legitimate **service dogs** allowed.

Name Tags

- ✓ **Do wear your nametag at all times** during the Fishing Experience. The experience of coming to Montana and meeting numerous new people can be overwhelming for some. Wearing your nametag helps warriors (and your fellow volunteers!) to remember who's who.



Interacting with Participants

- ✓ **Do Not Coddle**. WQW's therapeutic programs are rooted in empowering participants, promoting independence and confidence. Remember, these are grown men and women combat veterans and should be treated as such.
 - If you notice a warrior struggling, *ask if they want help or how you can best assist them prior to assisting*.
 - **Do not** be repetitive in offering assistance.
 - **Do** respect a warrior's wishes unless s/he is potentially going to harm themselves or others.
- ✓ **Do not discuss politics** on a Fishing Experience. *Period*. If necessary, redirect the conversation especially if views expressed oppose your own.
- ✓ **Do not probe or press warriors or caregivers about details of wounds or experiences**. If a participant remains aloof or does not want to talk, they may just need personal space and time to adjust to surroundings.
- ✓ **Do let the warriors guide the conversation**. Warriors may or may not want to discuss their military background and combat experiences.
 - **Be a good listener**. Pay attention. If a participant wants to talk, be ready to listen.

Unseen Injuries

- ✓ **Do** trust that each participant needs this experience. All warriors have been thoroughly vetted by WQW's Director of Warrior Services.

Punctuality

- ✓ **Do** adhere to the Sequence of Events (SOE) as provided by Lawrence Stuemke, Director of Operations, or your Team Leader.
 - **Be** where you need to be, **on time**.
 - If deviations are necessary, coordinate directly with Team Leader ASAP.



Volunteer Acknowledgement

I am in receipt of the Warriors and Quiet Waters Foundation (WQW) Volunteer Handbook and General Policies. I understand I should consult with the WQW Community Engagement Manager should I have any questions about the policies or procedures contained therein.

I understand that from time to time there may be revisions to the Volunteer Handbook and Policy Manual. Such revisions will be communicated to volunteers.

I have entered into my volunteer relationship with WQW voluntarily and acknowledge there is no specified length of volunteering. Accordingly, either WQW or I can terminate the relationship at will, with or without cause, at any time.

Furthermore, I acknowledge that this manual is neither a contract of employment or volunteering, nor a legal document. Although some or all of the policies and procedures have been explained to me verbally, I understand that it is my responsibility to fully read and comply with the policies contained in this handbook and any revisions made to it.

Volunteer's Signature

Date Signed

Volunteer's Name (print)