THE DONOVAN & BANK FOUNDATION

EMPLOYEE HANDBOOK

www.donovanbank.org

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Welcome to the Team

At the Donovan & Bank Foundation, we do things differently. We're not just another nonprofit - we are a mission-driven organization built by and for Special Operators. Our work is about more than programs and policies; it's about ensuring that those who have dedicated their lives to service can transition into a future that is peaceful, content and balanced.

We draw directly from our Special Forces experience and service, embodying quiet professionalism and operating with precision, adaptability, and an uncompromising commitment to the mission. The same mindset that made us effective downrange drives how we work now - trust, self-reliance, and dedication to those we serve.

We operate with the same spirit as our OSS forefathers, Donovan and Bank, practicing calculated recklessness with disciplined daring. We know when to take bold action and when to exercise restraint. We trust each other to think, adapt, and execute without waiting for permission, just as we always have.

This handbook isn't about red tape or bureaucracy. It's here to help you understand how we operate, what we expect, and most importantly, how you can thrive as part of our team. You won't find rigid rules or micromanagement here - we trust you to use good judgment, take responsibility, and always act in the best interest of the mission and the people we serve.

Welcome to the team.

Sincerely,



Paul J Toolan
Executive Director
Donovan & Bank Foundation

Our Mission

We help Special Operators bring closure to their warrior story and transition to a life of peace, contentment and balance.

What We Stand For

Our values come straight from our time in Special Forces, shaping how we lead, work, and support each other:

Toughness

We don't quit. When we get knocked down, we pick ourselves up, dust ourselves off, and push forward.

Audacity

We take bold, decisive action. We aren't afraid to challenge the status quo if it means doing what's right for the mission.

Love

We possess a love that is unique in it's intensity - love of the mission, our families, our country and each other. Brotherhood, trust, and genuine care define who we are and how we work.

Abundance

We don't operate from a mindset of scarcity. We create opportunities, share knowledge, and welcome anyone who finds their way to our door.

Stewardship

We are responsible for something bigger than ourselves. Our work honors the legacy of those who came before us and ensures a future for those who come next.

Humor

We take the mission seriously, but not much else. Our dark humor it makes the work more enjoyable, keeps us sharp, and strengthens our bond. It's a language we all understand, even if it doesn't always translate outside our circle. If we are not having fun, we aren't doing something right.

Work-Life Balance

We take an unconventional approach to work. We don't measure success by hours logged or rigid structures—we measure it by impact. There are no unnecessary rules about when or how you work, just a responsibility to get the job done while maintaining a life outside of it. ***Work should fit into your life - not the other way around.***

Time Off & Flexibility

We trust you to manage your time responsibly. Need time off? Take it. Have personal obligations? Handle them. Our unlimited PTO policy isn't a gimmick - it's about treating you like an adult.

Compensation & Benefits

- Pay is equitable, with no role exceeding a 10% difference in compensation from another.
- Retired service members receive salary only (since healthcare is covered), with options for contributing to a retirement account.
- If you're not retired, we'll work with you to determine additional benefits as needed.

Non-Standard Operating Hours

There is no expectation to adhere to a rigid work schedule. Our team works in a way that aligns with their productivity, life responsibilities, and the demands of the mission. Whether you're working early mornings, late nights, or weekends, you have the freedom to structure your workday as needed.

Respecting Personal Time

While we are a close-knit team and often communicate about work at any time, there is never an expectation that you will be available outside traditional work hours. We trust that everyone will manage their time and workload, and we believe in maintaining boundaries between work and personal life.

Communication Flexibility

Given our collaborative and family-oriented culture, communication may happen outside traditional hours, but it is always understood that responses are not required outside of standard work days and hours. We respect everyone's personal time and encourage a healthy work-life balance.

How We Work

We take pride in being a no-nonsense, solutions-oriented organization. We don't waste time on unnecessary bureaucracy or meaningless meetings. We prioritize efficiency, adaptability, and decisive action.

Conduct & Ethics

We keep it simple: do the right thing. If something feels wrong, it probably is. Protecting confidential information, treating others with respect, and acting with integrity are non-negotiable. If you ever face an ethical dilemma, speak up.

Work Environment & Culture

We don't have a rigid office culture. We expect professionalism, but we also value authenticity. Show up ready to contribute, and support your teammates like you would in training or on deployment.

Privacy & Confidentiality

We work with sensitive information - about operators, donors, and our mission. Keep it secure. If in doubt, err on the side of discretion. Violating confidentiality isn't just against policy - it's against who we are.

Conflict of Interest

We operate with transparency. If you have outside interests that could interfere with your role, disclose them. No surprises, no conflicts - just open communication.

Wearing Many Hats

At Donovan & Bank, there's no room for rigid job descriptions. We are a small team, and everyone contributes across multiple roles as needed. Whether it's supporting an event, jumping in on logistics, or assisting with outreach, we all share the load. No task is too small, and no one is above pitching in to get things done.

Getting Things Done

We operate with a bias for action. Bureaucracy slows things down, so we focus on making decentralized decisions quickly and effectively. If something needs doing, take the initiative - trust your judgment, use common sense, and move the mission forward.

Engagement

We build strong relationships with our community, supporters, and the public. As representatives of the Foundation, we uphold integrity, discretion, and respect in all communications—whether through social media, events, or fundraising.

Social Media

We do not rely heavily on social media as a primary means of communication or outreach. Unlike many organizations, we believe the value and impact of social media are often overstated and don't align with our approach to building genuine relationships.

Force Multiplying

While we don't focus on social media, we recognize its value when leveraged by others. The most powerful way to amplify our message is through the organic word of mouth and online activity of our supporters and beneficiaries. Their personal experiences and endorsements have a far greater impact than anything we could post ourselves. We encourage everyone to feel free to share their involvement with the Foundation and help spread the word, knowing that their genuine support will carry the message far and wide.

Building Meaningful Connections

We prioritize personal interactions, direct outreach, and relationship-building that extend beyond the digital realm. Our philosophy reflects our commitment to authenticity and fostering meaningful connections that drive impactful initiatives for Special Operators.

Donor Engagement

We raise funds with transparency, respect, and the highest ethical standards. Every team member plays a role in fundraising by ensuring donors understand how their contributions support our mission. We handle donor information with care and confidentiality, honoring the trust placed in us. Stewardship is ongoing—we keep donors engaged, show gratitude, and build long-term relationships to strengthen our community and mission.

Representing the Foundation

Employees are always encouraged to speak about and represent the Foundation. Whether in conversations, at events, or on media platforms like podcasts, we trust you to use your judgment and discretion. There's no approval process - if an opportunity aligns with our mission and values, share our story with confidence.

Operations & Logistics

Our operations are designed to be flexible, efficient, and free from unnecessary bureaucracy. As a small, fully remote team, we rely on trust, adaptability, and shared responsibility to keep things running smoothly.

Travel & Expenses

Travel is essential to our work, but we keep it practical and mission-focused. Use good judgment when booking travel - balancing efficiency, cost, and necessity. While we avoid excessive approval processes, accountability and financial responsibility remain key.

Remote Work

We are a fully remote organization, giving everyone the flexibility to work from where they are most effective. With this freedom comes responsibility—staying engaged, communicating proactively, and ensuring the mission stays on track. As long as the work gets done and the team stays connected, how and where you work is up to you.

Internal Communications

We operate on a "no news is good news" philosophy. Unlike most organizations that rely on constant meetings, emails, and check-ins, we believe in trusting our people to accomplish the mission without unnecessary oversight. Expect minimal internal communications - no daily updates, no redundant reporting, no hand-holding. Execute with the autonomy and confidence that defines us.

Budgeting & Financial Stewardship

We don't waste time on formal budget forecasting - it's a fool's errand. Our experience tells us that common sense, not spreadsheets, is the best way to manage finances. Employees are trusted to oversee budgets for their respective areas, using good judgment to balance cost and quality. Treat Foundation money as if it were your own - be frugal and resourceful, but never at the expense of delivering a high-quality experience or service. Keep an eye on what we need, how we spend, and ensure every dollar serves the mission.

Final Thoughts

The Donovan & Bank Foundation exists because of a legacy - one built by the quiet professionals who carried out the most difficult missions with precision, honor, and humility.

We are those same professionals, and we carry that legacy forward in a different way, ensuring that our teammates have the support, guidance, and community they need when they transition out of uniform.

You were chosen to be part of this team because we believe in you. This handbook isn't about restrictions - it's about making sure you have the clarity and freedom to do what you do best.

If you have questions, ask.
If you see a problem, fix it.

And above all, remember why we're here: to serve those who have served. Welcome to the Donovan & Bank Foundation.