

HEALING THE HERO USA

Executive Director Policy Manual

Governance, Leadership, Accountability, and Organizational Stewardship

Organization	Healing the Hero USA
Version	1.0
Effective date	Upon Board approval
Policy owner	Board of Directors

Heal, Restore, and Transform our Heroes so they can live again.

CONFIDENTIAL INTERNAL POLICY DOCUMENT

Approval and Document Control

Adoption requirement

This manual becomes effective only after approval by the Healing the Hero USA Board of Directors and execution of the approval record below. It supplements, but does not replace, the articles of incorporation, bylaws, Board resolutions, employee handbook, conflict-of-interest policy, financial controls, research protocols, insurance requirements, or applicable law. If a conflict exists, the higher legal or governing authority controls.

Approval role	Name	Signature	Date
Independent Board representative			
Board Secretary			
Executive Director acknowledgment			

Version history

Version	Date	Summary	Approved by
1.0	September 2026	Initial comprehensive Executive Director manual	Pending

Legal and governance review

This is an adoption draft based on organizational decisions and common nonprofit-management practices. Before adoption, Healing the Hero should have qualified Florida nonprofit, employment, tax-exempt-organization, privacy, research, and intellectual-property counsel confirm that it is consistent with current law, the bylaws, the TRUSA license, insurance coverage, and operations in every applicable jurisdiction.

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1. Purpose, Scope, and Governing Principles

1.1 Purpose

This manual defines the authority, responsibilities, accountability, and employment standards of the Healing the Hero USA Executive Director. It is designed to protect the mission, participants, employees, donors, intellectual property, tax-exempt status, and long-term sustainability of the organization while giving the Executive Director sufficient authority to lead daily operations.

1.2 Scope

- Applies to the Executive Director, Acting Executive Director, Board members exercising supervisory authority, and personnel acting under delegated executive authority.
- Covers nationwide nonprofit operations coordinated from Florida, including remote work, partnerships, fundraising, research relationships, participant services, and licensed program delivery.
- Does not create a contract of employment or alter at-will employment where lawful unless a Board-approved written agreement expressly provides otherwise.

1.3 Governing principles

- **Mission first.** Decisions must advance charitable purposes and participant welfare rather than private interests.
- **Board governance.** The Board governs; the Executive Director manages operations within authority delegated by the Board.
- **Dignity and access.** Services must be delivered respectfully, without unlawful discrimination, and with a secular option available.
- **Stewardship.** Funds, data, relationships, and licensed intellectual property must be protected and used only for authorized purposes.
- **Evidence and candor.** The Executive Director must report results accurately, distinguish research from routine outcomes, and promptly disclose material risk or bad news.

2. Governance, Reporting, and Reserved Board Authority

2.1 Reporting relationship

The Executive Director is accountable to the Board of Directors. Ordinarily, the Board Chair is the Executive Director's primary supervisor and conducts the annual evaluation. The Executive Director submits a formal written report quarterly and provides additional material information when needed for the Board to fulfill its fiduciary duties.

2.2 Governance status

- Ordinarily, the Executive Director is non-governing and attends Board meetings as a nonvoting executive resource unless the bylaws or a Board resolution state otherwise.
- While Dan Jarvis serves as Executive Director, he may also serve as a voting director and Board Chair, subject to the independent-oversight safeguards in this manual.
- No person may participate in deliberation, supervision, evaluation, compensation, discipline, or voting concerning that person's own employment or financial interest.

2.3 Independent oversight when Dan Jarvis holds both roles

An independent Executive Committee composed only of disinterested Board members will supervise and evaluate Dan Jarvis in his Executive Director capacity. The committee may meet without him, obtain independent advice, review records reasonably needed for oversight, and report directly to the full Board. The full Board, excluding Dan, retains final authority over his discipline, suspension, and termination.

2.4 Matters reserved to the Board

Reserved matter	Required action
Annual budget and material budget changes	Prior Board approval
Executive Director compensation or employment terms	Independent Board action; Executive Director recused
Contract, purchase, borrowing, or commitment of \$25,000 or more	Prior Board approval unless emergency authority applies
New programs, organizational partnerships, or geographic expansion	Prior Board approval when strategically or financially material
Litigation or significant regulatory matters	Prompt Board involvement and counsel coordination
TRUSA intellectual-property or licensing arrangements	Disinterested Board approval and written agreement

2.5 No circumvention

The Executive Director may not divide, stage, or characterize related transactions to avoid the \$25,000 threshold or another approval requirement. Related commitments must be aggregated based on their reasonably anticipated total value, including renewals and amendments.

3. Employment Classification and Standards

3.1 Position status

The Executive Director is a full-time W-2 employee. The position is intended to be salaried exempt only if it satisfies all current federal and state salary-basis, salary-level, and duties tests. Employment counsel or a qualified HR professional must confirm the classification at appointment and when duties or law materially change.

3.2 Compensation and benefits

Compensation and benefits are not fixed by this manual. They must be established in a separate Board resolution and, when used, a written employment agreement. Only disinterested directors may approve compensation after reviewing reliable comparability data and documenting the basis for the decision contemporaneously in the minutes.

3.3 Qualifications

- Demonstrated executive leadership, judgment, fundraising ability, financial literacy, and commitment to the mission.
- Ability to lead nationwide remote operations, personnel, contractors, volunteers, research relationships, and public partnerships.
- Successful completion of required background screening and confidentiality, data-security, mandated-reporting, suicide-prevention, and organizational-protocol training.
- No professional license may be claimed or implied unless current, valid, and applicable to the work performed.

3.4 Conduct and availability

- Maintain reliable availability during standard business hours and a clear escalation pathway for urgent matters.
- Use sound judgment, professional boundaries, respectful communication, and accurate representations of services and evidence.
- Avoid retaliation, harassment, discrimination, favoritism, misuse of authority, and conduct that materially harms organizational trust.
- Protect confidential information both during and after employment.

4. Executive Director Responsibilities

4.1 Direct ownership

The Executive Director directly owns the following functions and may delegate tasks without transferring ultimate accountability:

Function	Executive accountability
Strategy	Develop and execute the Board-approved strategic plan and annual operating priorities
Revenue	Lead fundraising, grants, donors, sponsorships, and diversified revenue development
Finance	Administer the budget, controls, contracts, cash planning, reporting, and reserves
People	Hire, supervise, develop, discipline, and terminate employees and contractors other than the Executive Director
Programs	Maintain program quality, participant safety, access, documentation, and accountability
Governance	Support Board meetings, provide accurate reports, and execute lawful Board decisions
External affairs	Lead partnerships, public relations, government engagement, and spokesperson duties
Risk	Coordinate insurance, legal review, compliance, incident response, and corrective action
Research	Oversee research relationships, approved data use, outcome integrity, and protocol compliance

4.2 Delegation

Delegations must identify the task, authority limit, reporting expectation, and duration. The Executive Director may revoke a delegation at any time. Matters reserved to the Board, personal conflicts, and duties requiring a licensed professional may not be delegated in a way that bypasses those controls.

4.3 Decision standard

Material decisions should be supported by the best reasonably available information, documented at a level proportionate to risk, and evaluated for mission impact, participant safety, legality, financial sustainability, reputational effect, and conflicts of interest.

5. Strategic Planning and Organizational Performance

5.1 Planning cycle

1. Assess mission demand, participant needs, capacity, risks, funding, workforce, research obligations, and external opportunities.
2. Propose annual goals, measurable targets, responsible owners, timelines, resource needs, and risk controls.
3. Align the operating plan with the proposed annual budget and cash-flow forecast.
4. Obtain Board approval for the strategic plan, budget, new programs, and material expansion.
5. Review progress at least quarterly and propose corrective actions when performance materially deviates from plan.

5.2 Annual targets

Specific targets are established separately each year through the Board-approved strategic plan and budget. Targets should cover participants served, outcomes, revenue, reserve development, financial performance, workforce, compliance, safety, partnerships, research, public awareness, and execution of Board priorities.

5.3 Growth controls

- Do not expand faster than participant-safety, documentation, supervision, cash, insurance, and quality systems can support.
- Use pilots, written success criteria, responsible owners, and decision gates for significant new initiatives.
- Present major downside risks and resource requirements to the Board; do not rely only on best-case projections.

6. Financial Stewardship and Contracting

6.1 Budget authority

The Executive Director may authorize expenditures within the Board-approved budget without additional approval, provided each commitment is below \$25,000, lawful, mission-related, supported by appropriate documentation, and consistent with financial-control policies. The \$25,000 threshold applies to the total reasonably anticipated value of a related transaction or series of transactions.

6.2 Required controls

- Maintain segregation of authorization, payment processing, reconciliation, and financial review to the extent practical for organizational size.
- Require invoices, receipts, contracts, grant terms, or equivalent support before payment except for documented emergency or recurring obligations.
- Use organization-controlled accounts and payment methods; prohibit commingling and personal use of funds.
- Review budget-to-actual results, cash flow, restricted funds, receivables, liabilities, payroll, and reserves at least monthly.
- Provide the Board timely notice of material variance, liquidity risk, fraud indicators, questioned costs, or covenant concerns.

6.3 Contracting

1. Define scope, deliverables, price, term, ownership, confidentiality, data security, insurance, termination rights, and dispute provisions as applicable.
2. Obtain legal review when risk, complexity, data access, intellectual property, research, government terms, or multi-state law warrants it.
3. Verify the signatory has authority and retain the fully executed agreement in the official organizational record.
4. Monitor performance, renewal dates, spending, and closeout obligations.

6.4 Prohibited practices

- Signing blank, incomplete, misleading, backdated, or unauthorized documents.
- Using donor-restricted funds outside the documented restriction.
- Approving the Executive Director's own reimbursement without independent review.
- Splitting transactions to avoid approval limits or competitive review.

7. Fundraising, Grants, and Donor Stewardship

7.1 Fundraising leadership

The Executive Director leads fundraising strategy, donor cultivation, grants, corporate sponsorships, government opportunities, and revenue diversification. Representations must be accurate, supportable, mission-aligned, and consistent with charitable-solicitation laws in applicable jurisdictions.

7.2 Gift acceptance and restrictions

- Do not accept a gift that creates unlawful private benefit, excessive control, unsafe conditions, reputational harm, or obligations the organization cannot fulfill.
- Document donor restrictions and communicate them to finance and program owners before funds are used.
- Refer noncash gifts, unusual restrictions, naming rights, planned gifts, cryptocurrency, real property, and potentially conflicted gifts for legal, tax, or Board review as appropriate.

7.3 Grants

1. Confirm eligibility, capacity, match requirements, indirect-cost treatment, data obligations, and program feasibility before submission.
2. Use truthful narratives, budgets, outcomes, and credentials; never overstate evidence, licensure, reach, or guaranteed results.
3. Assign an accountable owner and calendar all reporting, reimbursement, record-retention, and closeout deadlines.
4. Notify the Board promptly of material noncompliance, questioned costs, or repayment exposure.

7.4 Donor confidentiality

Protect donor data and honor lawful anonymity requests. Access is limited to personnel with a legitimate organizational need. Donor information may not be sold, exploited, or used for personal benefit.

8. Personnel, Contractors, and Volunteers

8.1 Executive authority

The Executive Director has full authority to recruit, select, hire, assign, supervise, evaluate, discipline, and terminate all employees and contractors other than the Executive Director, within the approved budget and applicable policies. The Executive Director also establishes volunteer assignments and may suspend or remove volunteers when authorized by policy.

8.2 Employment practices

- Use written job descriptions, lawful screening, consistent selection criteria, and documented compensation approval.
- Classify employees and independent contractors using current legal standards rather than preference or title.
- Provide required onboarding, policies, training, access controls, performance expectations, and reporting channels.
- Address concerns promptly and consistently; document material coaching, discipline, accommodations, complaints, and investigations.
- Consult qualified counsel before high-risk termination, leave, disability, wage-hour, retaliation, harassment, or multi-state employment decisions.

8.3 Span of control and leadership team

The Executive Director should establish clear reporting lines, meeting cadence, decision rights, and performance measures. Supervisors remain accountable for timely escalation; the Executive Director remains accountable for organizational response.

8.4 No retaliation

No person may retaliate against an individual who in good faith reports suspected misconduct, safety risk, discrimination, financial irregularity, research concern, data incident, or legal noncompliance, or who participates in an authorized review.

9. Program Quality and Participant Safety

9.1 Executive oversight

The Executive Director is accountable for ensuring that participant services operate within approved nonclinical scope, written protocols, coach qualifications, case-management controls, consent requirements, mandated-reporting duties, emergency procedures, and insurance limitations.

9.2 Nonclinical boundaries

- Do not present peer coaching, TRP-PR, NLP, case management, or organizational services as diagnosis, psychotherapy, medical care, or licensed clinical treatment unless delivered by an appropriately licensed professional within that professional's scope.
- Do not guarantee outcomes or use clinical claims unsupported by approved evidence and legal review.
- Maintain referral pathways for medical, behavioral-health, substance-use, domestic-violence, housing, legal, and other needs outside organizational scope.

9.3 Safety escalation

The Executive Director maintains and audits the organization's imminent-danger and suicide-risk escalation system. For imminent danger, designated personnel immediately notify the Executive Director or appointed alternate through the pre-designated coded text, call 911, remain engaged until law enforcement or emergency personnel take over when safe to do so, and gather the minimum information necessary for coordination. The organization is not a 24-hour crisis service; external crisis resources must be communicated clearly.

9.4 Quality assurance

- Review complaints, incidents, coach concerns, participant feedback, outcome completion, follow-up performance, and corrective actions at defined intervals.
- Authorize the Case Manager to pause coach assignments immediately for safety, boundary, conduct, or performance concerns; the Executive Director makes the final operational decision.
- Use trends to improve training, supervision, access, documentation, and protocols without exposing unnecessary participant details.

10. Research, Outcomes, and Data Ethics

10.1 Separation of research and routine operations

Formal research activity must be conducted only under an approved protocol, with required ethics or institutional review, separate informed consent, approved measures, defined data use, and authorized investigators. Routine service evaluation must not be described as research when those safeguards do not apply.

10.2 Approved outcome framework

Use	Measures	Schedule
Formal research enrollment	PCL-5, GAD-7, and PHQ-9 as approved by protocol	Intake; 21 days after last session; 90, 180, and 365 days
All other participants	Stress Tolerance Index	Intake and 21 days after last session

10.3 Integrity requirements

- Do not alter, omit, selectively present, or pressure personnel to change data to create a preferred result.
- Identify sample size, timing, missingness, attrition, methodology, limitations, and whether results are audited, peer reviewed, or preliminary.
- Use only approved de-identified or authorized data for publication, fundraising, media, demonstrations, or partnerships.
- Escalate protocol deviations, participant complaints, privacy incidents, adverse events, and investigator conflicts promptly.

11. Partnerships and Public Communications

11.1 Partnership authority

The Executive Director may develop and administer partnerships within the approved plan and budget. New programs, strategically material partnerships, material geographic expansion, government commitments, and obligations of \$25,000 or more require prior Board approval.

11.2 Due diligence

- Confirm mission fit, authority, reputation, financial terms, data practices, insurance, credentials, conflicts, and capacity.
- Use written agreements for material collaborations, referrals, data sharing, research, sponsorships, government work, licensed protocols, and co-branded activities.
- Do not permit a partner to imply endorsement, ownership, exclusivity, clinical status, or guaranteed results beyond the written agreement.

11.3 Spokesperson responsibilities

The Executive Director serves as the principal organizational spokesperson and may designate trained representatives. Public statements must protect participant privacy, distinguish personal views from organizational positions, respect Board authority, and accurately describe services, research status, finances, partnerships, and outcomes.

11.4 Significant public statements

Litigation, regulatory matters, major incidents, fatalities, allegations of misconduct, material data incidents, organizational crises, or statements likely to create significant legal or reputational exposure require prompt coordination with the Board and qualified counsel before release when circumstances permit.

12. TRUSA Intellectual Property and Licensing

12.1 Ownership and authorized use

Healing the Hero may use approved Tactical Resiliency USA intellectual property, including approved protocols and training materials, only under a current written license. The Executive Director may not modify, sublicense, transfer, publish, reverse engineer, represent ownership of, or authorize uses beyond that license without TRUSA's prior written approval.

12.2 Operational controls

- Maintain the current executed license and an inventory of licensed materials, authorized users, restrictions, renewals, and termination obligations.
- Limit access to trained and authorized personnel and recover or disable access when authorization ends.
- Use approved names, marks, claims, versions, and training requirements.
- Report suspected misuse, copying, unauthorized modification, disclosure, or infringement promptly to TRUSA and the disinterested Board reviewers.

12.3 Related-party safeguard

Because an Executive Director or director may have an interest in TRUSA, every TRUSA transaction must follow Section 13, including written disclosure, recusal, independent review, fair-market-value documentation, approval by qualified disinterested directors, and complete minutes.

13. Conflicts of Interest and Related-Party Transactions

13.1 Duty to disclose

The Executive Director must disclose actual, potential, or perceived conflicts promptly and at least annually. Disclosure includes personal, family, ownership, employment, Board, compensation, gift, referral, vendor, donor, research, and intellectual-property interests that could reasonably affect objectivity.

13.2 Required safeguards

1. Provide a written description of the interest and all material facts before discussion or action.
2. Leave the meeting during deliberation and voting except to provide requested factual information before recusal.
3. Use only qualified disinterested directors for evaluation and approval.
4. Document reasonable alternatives, comparability or fair-market-value evidence, organizational benefit, risks, and why the transaction is fair to Healing the Hero.
5. Record the disclosure, recusal, persons present, information reviewed, decision, and vote in contemporaneous minutes.
6. Monitor performance and renewals with the same independence used for initial approval.

13.3 Gifts and personal benefit

- Do not solicit or accept gifts, favors, travel, discounts, referral fees, or benefits that could influence or appear to influence organizational judgment.
- Never use charitable assets, opportunities, confidential information, donor relationships, participant relationships, staff labor, or organizational reputation for unauthorized personal gain.
- Report offered bribes, kickbacks, or improper benefits immediately to the independent Board supervisor and counsel when appropriate.

14. Risk, Compliance, Insurance, and Investigations

14.1 Compliance program

The Executive Director maintains a risk-based compliance system covering corporate governance, tax-exempt requirements, charitable solicitation, employment, participant safety, minors, mandated reporting, privacy, cybersecurity, research, grants, intellectual property, insurance, contracts, and records.

14.2 Legal coordination

- Engage qualified counsel when an issue presents material legal, regulatory, employment, intellectual-property, research, privacy, or litigation risk.
- Preserve attorney-client privilege by limiting distribution and following counsel's instructions.
- Do not conceal, destroy, alter, or backdate records, and issue a litigation hold when advised or reasonably required.

14.3 Insurance

At least annually, review coverage, limits, exclusions, insured persons, geographic scope, remote operations, research, professional services, cyber risk, employment practices, directors and officers, volunteers, vehicles, events, and contractual requirements. Report material gaps or denied claims to the Board.

14.4 Complaints and investigations

1. Receive reports through accessible channels and protect confidentiality to the extent possible.
2. Triage immediate safety, evidence-preservation, reporting, leave, access, and insurance-notice needs.
3. Assign a qualified, impartial investigator; use independent review when senior leadership or a conflict is involved.
4. Document findings based on the applicable standard and implement proportionate corrective action.
5. Report material matters to the Board and prohibit retaliation.

14.5 Mandatory escalation to the Board

- Credible fraud, theft, diversion, bribery, significant grant noncompliance, or financial-statement concern.
- Fatality, serious injury, suicide attempt connected to services, abuse allegation, or significant participant-safety failure.
- Government inquiry, subpoena, threatened or filed litigation, loss of material license or insurance, or regulatory action.
- Material cybersecurity or privacy incident, significant research deviation, or credible misconduct by the Executive Director or a director.

15. Information Security and Records

15.1 Official systems

Official organizational records must be maintained in organization-controlled systems, including the restricted Google Workspace and other Board-approved platforms. Personal email, personal cloud storage, unapproved applications, and personal devices may not be the sole location of organizational records.

15.2 Access controls

- Apply least-privilege access, unique accounts, multi-factor authentication, prompt offboarding, and periodic access review.
- Restrict participant, donor, employee, research, financial, legal, and Board information to personnel with a legitimate need.
- Do not share credentials or send sensitive information through insecure or unapproved channels.
- Report suspected loss, unauthorized access, phishing, malware, disclosure, or account compromise immediately.

15.3 Records management

The Executive Director ensures that financial, governance, employment, participant, donor, research, contract, tax, insurance, intellectual-property, and incident records are retained and destroyed under a legally reviewed retention schedule. Destruction stops when litigation, audit, investigation, subpoena, claim, grant, or legal-hold requirements apply.

15.4 Executive communications

Material decisions, approvals, commitments, delegations, incidents, and Board directions must be captured in the official record. Coded emergency text may be used for rapid escalation, but the substantive action and outcome must be documented in the authorized system as soon as practicable.

16. Board Reporting and Performance Evaluation

16.1 Quarterly written report

The Executive Director provides a formal written report to the Board quarterly. The report must be candid, concise, decision-oriented, and sufficient for fiduciary oversight. Appendix A provides the required structure.

Required domain	Minimum content
Mission and programs	Demand, participants served, access, quality, outcomes, follow-up, complaints, and safety
Finance	Budget to actual, cash, restrictions, reserves, receivables, liabilities, forecast, and material variance
Revenue	Fundraising pipeline, grants, sponsors, donor concentration, renewals, and restrictions
People	Staffing, vacancies, turnover, performance, training, capacity, and material employee relations
Risk and compliance	Incidents, claims, legal matters, data security, insurance, research, and corrective action
Strategy	Goal status, barriers, partnerships, growth, Board decisions needed, and next-quarter priorities

16.2 Annual evaluation

The Board Chair normally leads the annual evaluation. While Dan Jarvis is both Executive Director and Board Chair, the independent Executive Committee leads the evaluation without him. The evaluation covers all domains below; annual targets are set separately in the strategic plan and budget.

- Participants served and program outcomes; fundraising, revenue growth, and reserve development.
- Budget performance and financial controls; staff leadership, retention, and accountability.
- Compliance, safety, risk management, documentation, and research integrity.
- Partnerships, public awareness, organizational growth, Board communication, and strategic-plan execution.

16.3 Evaluation evidence

Evaluation should use approved goals, financial statements, dashboards, audit or review results, incident and complaint trends, staff and partner input where appropriate, donor and grant performance, Board observations, and the Executive Director's self-assessment. The final evaluation and any improvement plan are maintained as confidential personnel records.

17. Emergency Authority and Continuity

17.1 Emergency authority

During a genuine safety, legal, cybersecurity, financial, or operational emergency, the Executive Director may take necessary and proportionate action outside the approved budget or ordinary approval sequence when delay would materially increase harm. This authority may not be used for convenience, avoidable poor planning, personal benefit, or circumvention of Board authority.

17.2 Notice and ratification

1. Notify the Board within 24 hours, or sooner when required by law, insurance, grant terms, or the circumstances.
2. State the known facts, immediate risk, action taken, financial exposure, affected parties, external notifications, and next decision point.
3. Preserve records and obtain legal, insurance, law-enforcement, emergency-service, cybersecurity, or other expert support as appropriate.
4. Present the action for formal Board ratification at the earliest practical meeting and implement any corrective direction.

17.3 Succession

If the Executive Director is unavailable, incapacitated, separated, or the position is vacant, the Board designates an Acting Executive Director in writing. The designee's authority, duration, compensation if any, reporting relationship, access, signing limits, and transition duties must be documented. Appendix F provides the succession checklist.

17.4 Continuity materials

- Current contacts for Board members, staff, counsel, accountant, insurer, bank, payroll, key funders, research partners, and emergency resources.
- Calendar of filings, payroll, grants, contracts, renewals, Board meetings, insurance, research milestones, and donor obligations.
- Secure access-transfer process for critical systems without sharing personal credentials.
- Status of cash, pending commitments, critical incidents, participants requiring continuity, and time-sensitive decisions.

18. Discipline, Termination, and Transition

18.1 Authority

The full Board, excluding the Executive Director, has authority to discipline, suspend, or terminate the Executive Director. The Board may place the Executive Director on administrative leave, restrict access, appoint interim leadership, preserve records, and obtain independent legal or investigative support when reasonably necessary.

18.2 Grounds for corrective action

- Failure to meet documented performance expectations or execute lawful Board direction.
- Material policy violation, dishonesty, insubordination, retaliation, harassment, discrimination, misuse of authority, or breach of confidentiality.
- Financial misconduct, conflict nondisclosure, private benefit, unauthorized commitment, data misuse, research misconduct, or intellectual-property violation.
- Conduct creating unacceptable safety, legal, insurance, regulatory, financial, or reputational risk.

18.3 Process

The Board will use a fair, documented process appropriate to the circumstances and applicable law. Progressive discipline may be used but is not required. Nothing in this manual limits immediate action when needed to protect people, evidence, assets, data, operations, or legal rights.

18.4 Separation and handoff

- Return all property, records, devices, keys, credentials, funds, cards, licensed materials, and confidential information.
- Transfer active commitments, deadlines, contacts, risks, grants, contracts, personnel matters, incidents, and Board assignments.
- Disable access promptly while preserving organization-owned records and complying with legal holds.
- Continue confidentiality, intellectual-property, non-disparagement if lawfully agreed, and cooperation duties that survive separation.

19. Administration and Review

19.1 Ownership and interpretation

The Board owns this manual. The independent Board supervisor resolves questions involving the Executive Director. The Executive Director may issue procedures consistent with this manual but may not amend Board-reserved authority or personal oversight safeguards.

19.2 Review schedule

The Board reviews this manual at least annually and sooner after a material legal change, leadership transition, significant incident, audit finding, insurance change, new program, geographic expansion, research development, or revised TRUSA license.

19.3 Exceptions

Exceptions require prior written approval by the Board or authorized independent committee and must identify the scope, reason, risk controls, duration, and review date. No exception may authorize unlawful conduct, undisclosed private benefit, retaliation, record destruction, or activity outside an intellectual-property license.

19.4 References

- Healing the Hero USA articles of incorporation, bylaws, Board resolutions, employee handbook, financial controls, conflict-of-interest policy, records-retention schedule, research protocols, and Case Management Policy Manual.
- Internal Revenue Service guidance for tax-exempt governance and reasonable compensation: <https://www.irs.gov/charities-non-profits>
- U.S. Department of Labor Wage and Hour Division exemption guidance: <https://www.dol.gov/agencies/whd/fact-sheets/17b-overtime-executive>
- Florida Statutes Chapter 617, including conflict-of-interest standards in section 617.0832: <https://www.leg.state.fl.us/statutes/>
- Current written license and related agreements governing TRUSA intellectual property.

Appendix A Quarterly Executive Director Report Template

Complete before each quarterly Board review and attach supporting dashboards or financial statements.

Reporting quarter: _____

Prepared by: _____

Date submitted: _____

Executive summary

Required item	Executive Director report
Top accomplishments	
Most significant risks	
Decisions requested from the Board	

Mission and programs

Required item	Executive Director report
Participants served and access	
Outcome and follow-up status	
Safety, complaints, incidents, and corrective action	

Financial position

Required item	Executive Director report
Budget-to-actual summary	
Cash and reserves	
Material variances, liabilities, restrictions, and forecast	

Revenue development

Required item	Executive Director report
Fundraising and grants	
Sponsor and donor pipeline	

Required item	Executive Director report
Concentration, renewal, or restriction risks	

Appendix A Continued

People and capacity

Required item	Executive Director report
Staffing and vacancies	
Performance, training, and culture	
Contractor and volunteer capacity	

Strategy and next quarter

Required item	Executive Director report
Goal status	
Partnerships and research	
Priorities, owners, and deadlines	

Appendix B Annual Executive Director Performance Evaluation

Evaluation period: _____

Executive Director: _____

Lead independent evaluator: _____

Board approval date: _____

Performance domain	Weight or priority	Rating 1 to 5	Evidence and comments
Participants served and program outcomes			
Fundraising, revenue growth, and reserves			
Budget performance and financial controls			
Staff leadership, retention, and accountability			
Compliance, safety, risk, and documentation			
Partnerships, public awareness, and growth			
Research advancement and evidence integrity			
Board communication and strategic execution			

Rating guide: 1 = materially below expectations; 2 = needs improvement; 3 = meets expectations; 4 = exceeds expectations; 5 = exceptional, sustained performance supported by evidence.

Appendix B Continued

Overall assessment and next-year direction

Item	Board assessment
Major strengths	
Required improvement	
Next-year priorities and measures	
Support or resources authorized	
Compensation action, if separately approved	

Executive Director acknowledgment: _____

Independent evaluator signature: _____

Date: _____

Appendix C Conflict and Related Party Transaction Checklist

Control	Complete	Evidence or notes
Written disclosure identifies all material facts and interests		
Conflict reviewed against bylaws, policy, law, and tax-exempt requirements		
Interested person left deliberation and voting		
Qualified disinterested directors controlled review		
Reasonable alternatives were considered		
Comparability or fair-market-value evidence was obtained		
Transaction is fair, beneficial, and in HTH's best interest		
Terms are documented in a complete written agreement		
Minutes document disclosure, recusal, evidence, decision, and vote		
Monitoring owner and renewal review date are assigned		

Transaction: _____

Interested person: _____

Independent review lead: _____

Approval date: _____

Appendix D Spending and Contract Approval Matrix

Action	Executive Director authority	Board or independent approval
Budgeted expenditure below \$25,000	May approve if lawful, documented, mission-related, and within budget	Not ordinarily required
Related transaction series totaling \$25,000 or more	May recommend; may not split transactions	Prior Board approval
Unbudgeted nonemergency commitment	May recommend and identify funding source	Approval based on materiality and budget policy
Emergency action outside budget	May act when delay materially increases harm	Notice within 24 hours and later ratification
Executive Director compensation or reimbursement	No self-approval	Independent review and approval
TRUSA or other related-party transaction	May provide facts; must disclose and recuse	Disinterested review, fair-market evidence, approval, and minutes
Borrowing, litigation, material expansion, or new program	May develop recommendation	Prior Board approval

Appendix E Emergency Action Report

Date and time identified: _____

Date and time Board notified: _____

Person reporting: _____

Emergency category: _____

Required field	Report
Known facts and source	
Immediate threat or potential harm	
Actions taken and authority used	
Spending or commitments incurred	
People, programs, systems, or data affected	
911, law enforcement, insurer, counsel, regulator, or partner notified	
Records preserved and access controlled	
Remaining risk and next decision point	
Corrective action and responsible owner	
Board ratification decision and date	

Appendix F Acting Executive Director Succession Checklist

Continuity action	Owner	Complete	Notes
Board resolution names Acting Executive Director and effective period	Board		
Authority, spending limit, reporting line, and compensation documented	Board		
Banking, payroll, contract, and signing authority updated	Board or designee		
Secure access transferred without sharing personal credentials	System administrator		
Staff, contractors, Board, counsel, insurer, and key partners notified	Board designee		
Participant-safety and urgent case escalation coverage confirmed	Acting ED		
Cash, grants, contracts, filings, incidents, and deadlines reviewed	Acting ED		
TRUSA license obligations and authorized access confirmed	Acting ED		
Transition log and first 30-day priorities completed	Acting ED		
Return or permanent appointment plan approved	Board		

Appendix G Annual Compliance Calendar

Frequency	Required review or action	Owner	Completion evidence
Monthly	Budget-to-actual, cash flow, restrictions, payroll, liabilities, and reconciliation review	Executive Director and finance	
Quarterly	Formal Executive Director report and strategic-dashboard review	Executive Director and Board	
Quarterly	Program safety, complaints, incidents, quality, follow-up, and corrective-action review	Executive Director	
Annually	Budget, strategic plan, Executive Director goals, compensation, and evaluation	Independent Board members	
Annually	Conflict disclosures and related-party transaction review	Board Secretary	
Annually	Insurance, licenses, charitable registrations, contracts, and counsel review	Executive Director	
Annually	Access, cybersecurity, data retention, incident response, and vendor security review	Executive Director	
Annually	TRUSA license, authorized users, materials, claims, and renewal obligations	Executive Director and disinterested Board	
By due date	Federal, state, grant, payroll, tax, corporate, and charitable-solicitation filings	Assigned owner	
After trigger	Legal change, incident, expansion, research change, or leadership transition policy review	Board and Executive Director	

Appendix H Strategic Performance Dashboard

Domain	Measure	Annual target	Current result	Status	Corrective action and owner
Mission	Participants served and eligible-group access				
Outcomes	Required measures and follow-up completion				
Safety	Material incidents, complaints, and corrective closure				
Revenue	Revenue, diversification, grants, and donor retention				
Reserves	Months of operating reserve				
Finance	Budget variance, cash forecast, and restricted-fund compliance				
People	Capacity, retention, vacancies, training, and performance				
Growth	Approved partnerships, geographic reach, and scalable delivery				
Research	Approved milestones, data integrity, and dissemination				
Governance	Board reporting, decisions completed, and policy compliance				

Status guide: Green = on plan; Amber = at risk with corrective action; Red = materially off plan or requires Board decision. Each metric must have a defined source, owner, reporting period, and calculation method.

Executive Director Acknowledgment

I acknowledge that I received and reviewed the Healing the Hero USA Executive Director Policy Manual. I understand the authority, responsibilities, controls, conflicts safeguards, reporting requirements, and conduct standards that apply to the position. I understand that this manual does not authorize activity contrary to law, the governing documents, a Board resolution, an approved research protocol, an insurance requirement, or a written intellectual-property license. I agree to disclose conflicts, protect organizational assets and information, cooperate with independent oversight, and seek guidance when authority or compliance is uncertain.

Executive Director name: _____

Signature: _____

Date: _____

Independent Board representative: _____

Signature: _____

Date: _____