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**Healing
Paws for
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PO Box 4373, Fort Walton Beach, FL 32549

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HEALING PAWS FOR WARRIORS, INC.

BYLAWS

A Florida Not-For-Profit Corporation

ARTICLE I – NAME

Section 1. CORPORATION NAME: The name of the corporation is **HEALING PAWS FOR WARRIORS, INC. (HP4Ws)**. The principal office of the Corporation shall be established and maintained at 100 East College Blvd, Building 520, Niceville, Florida 32578, in Okaloosa County, in the State of Florida. The Corporation may also have offices at such places within or without the State of Florida as the Board may from time to time establish. The official mailing address for the Corporation is Post Office Box 4373, Fort Walton Beach, Florida 32549.

ARTICLE II – PURPOSES

Section 1. CORPORATION PURPOSE: **HEALING PAWS FOR WARRIORS, INC.** [the “Corporation”] is a local veteran founded/veteran led 501(c)(3) that provides rescue to trained service dogs to veterans faced with Post Traumatic Stress Disorder (PTSD), Traumatic Brain Injury (TBI) and/or Military Sexual Trauma (MST) at “no cost” to the veteran with continued support, reducing the statistic of veteran suicide, increasing self and family health and wellness. It is a resilient program that represents veterans helping veterans from personal experience and trained service dogs. The corporation was organized exclusively for charitable purposes within the meaning of section 501(c)(3) of the Internal Revenue Code of 1986, including, for such purposes, the making of distributions to organizations that qualify as exempt organizations under Section 501(c)(3) of the Internal Revenue Code, or corresponding section of any future Federal tax code. More particularly, to conduct programs and activities, sponsor promotions, raise funds, request, and receive grants, gifts, contributions, dues and bequests of money, real and personal property; or acquire, receive, hold, invest and administer, in its own name, securities, funds, object of value, or other property, real or personal; and make expenditures and distributions to or for the benefit of Healing Paws for Warriors, Inc.

ARTICLE III – LEADERSHIP POSITIONS

Section 1. DESCRIPTION: The Board of Directors is a working Board. The policy-making responsibilities of the organization shall be vested in a Board of Directors. Subject to the provisions of the laws of this state and any limitations in the articles of incorporation and these Bylaws relating to action required or permitted to be taken or approved by the members, if any, of this corporation, the activities and affairs of this corporation shall be conducted, and all corporate powers shall be exercised by or under the direction of the Board of Directors. Board members are expected to attend meetings, events and activities.

Section 2. COMPOSITION: The Board of Directors shall consist of not less than four (4) and no more than thirteen (13) directors. Each Board Director shall be at least twenty-one (21) years

of age. Officers of the Board will be the Chairman, Vice-Chairman, Secretary, and Treasurer. All non-officer Board members will be known as Board Members.

Section 3. GENERAL DUTIES OF BOARD MEMBERS: Performs any and all duties imposed on them collectively or individually by law, by the articles of incorporation, or by these Bylaws. Appoint and remove, employ and discharge, and, except as otherwise provided in these Bylaws, prescribe the duties and fix the compensation, if any, of all officers, agents, and employees of the corporation. Supervises all officers, agents, and employees of the corporation to ensure their duties are performed properly. Meets at prescribed times as determined by the Board Chairman. Register their addresses with the Secretary of the corporation, and notices of meetings electronically mailed to them at such addresses shall be valid notices thereof.

Section 4. DUTIES OF OFFICERS (SPECIFIC):

CHAIRMAN: The Board Chairman's primary role is to help the Board in ensuring a sound future for the organization. The Chairman shall preside at all meetings of members and of the Board of Directors. He or she shall perform all duties incident to his or her office and such other duties as may be required by law, by the articles of incorporation, or by these bylaws, or which may be prescribed from time to time by the Board of Directors, leading the Board and Executive Committee to carry out its governance functions. Partners with the Executive Director to help ensure the Board's directives, policies, priorities, and resolutions are carried out. Ensures the Board has approved policies to help ensure sound and compliant governance and management of the organization. Assesses the performance of the Board and its committees. Ensures ongoing recruitment, development, and contributions of Board members. The Chairman serves as Chairman of the Executive Committee and appoints self or another member of the Executive Committee to serve as Chairman of the Nominating Committee. Sets priorities and creates agendas for meetings of the Board and Executive Committee. Coordinates an annual performance review of the Executive Director. Serves as an ex-officio member of all committees. Promotes Board cohesiveness for the betterment of the organization. Serves as an ambassador of the organization and advocates its mission to internal and external community resources.

VICE-CHAIRMAN: At the request of the Chairman, or in the event of their absence or disability, the Vice-Chairman shall perform the duties and possess and exercise the powers of chairman. Assists the Board Chairman in the execution of his or her duties. Chairs the Governance Committee. Serves as an ex-officio member of all committees to the extent authorized by law. The Vice-Chairman shall have such other powers as the Board of Directors may determine and shall perform such other duties as may be assigned to him/her by the Board of Directors.

SECRETARY: The Secretary shall record and keep the minutes of the meetings of the Board of Directors and the minutes of the meetings of the members. He or she prepares and sends meeting materials far enough in advance of the meeting for each director to review such materials, correct any errors, and prepare questions and comments. Additionally, the Secretary shall keep a membership roll containing the names, arranged alphabetically, of all persons who are members of the Corporation, and record attendees in the minutes. The Secretary of the corporation is an

active conduit for communication between the Board, management, and members (if any), by giving proper notice of any meetings and timely distribution of materials such as agendas and meeting minutes. The Secretary should aim to be helpful to the Board as they discharge their fiduciary duties. The Secretary should be well-equipped to record accurate minutes and be aware and sensitive to any special or confidential information discussed at a meeting.

TREASURER: The Treasurer assists in developing a budget with the Executive Director which supports the organization's goals and drives decision-making. Monitors the budget and continually compares actual expenses against budgeted expenses. Prepares a financial report for the Board's review at every Board meeting. Keeps the Board apprised of key financial events, trends, and concerns, and his or her assessments of the organization's fiscal health. Must be knowledgeable about who has access to the organization's funds and any outstanding bills or debts owed. Maintains a calendar of important dates and filing deadlines, including the deadlines for Form 990 and filing tax returns. Chairs the Finance Committee and makes recommendations to other committee members. Ensures the organization's ongoing solvency and oversees the development of the organization's financial policies.

EXECUTIVE DIRECTOR: The Executive Director will be responsible for the management and day-to-day operations of the organization's defined mission, to include; staff management, budget oversight/development/reporting, program applicant review, vehicle management, volunteer management, annual tax submission, maintaining non-profit status, compliance with all appropriate federal/state laws and regulations, organizational policy enforcement, active community outreach, appropriate event participation, general resource management, provides regular organizational health reports, oversees fundraising development, service dog candidate procurement, and the overall training program. Ensures both positive and clear communication both within and outside of the organization. The Executive Director is the designated primary spokesperson for the organization's community outreach efforts. The Executive Director collaborates with the Board Chairman, Executive Council, and the Board of Directors on setting organizational goals and policy management. The Executive Director is a permanent member of the Board of Directors and will only have voting rights in the event of a deadlocked (tie) Board vote. The Executive Director will serve as an ex-officio member of all committees.

Section 5. TERMS: Board Members will serve two-year terms not to exceed three (3) consecutive terms. No Board member shall be eligible for renomination after serving three (3) consecutive terms until after a one-year break in service, with the exception of the Chairman of the Board who is eligible to serve an additional one (1) year term as Past Chairman for the purpose of providing continuity to the Board. At each annual meeting in September, the Board Members of the Corporation shall elect officers to hold office for an initial term of one (1) year with the flexibility to serve additional terms. The Chairman of the Board will serve a third (3rd) year as Immediate Past Chairman. This position will not be counted in the Board position number, and it will be a voting position.

Section 6. SELECTION AND ELECTION OF DIRECTORS: The Executive Committee shall make up the Nomination Committee. Volunteers can submit names to the nominating committee at the May meeting for consideration for the Board. It will be the duty of the Nomination Committee to interview each candidate regarding their agreement to serve. Candidates will be contacted and interest/eligibility verified by the July meeting. At the August meeting the Board will vote on incoming members. The September meeting will be a joint meeting of retiring and new board members. If all Board positions are not filled, the positions may be filled out of cycle.

Section 7. SEATING OF NEW DIRECTORS: All newly appointed Board Members shall be voting members at the first Board meeting of the new fiscal year. Retiring directors will roll off the Board at the end of the same fiscal year.

Section 8. RESIGNATION: Any leadership position may resign at any time by giving written notice of such resignation to the Board of Directors.

Section 9. VACANCY DUE TO EXCESSIVE ABSENCES: A member of the Board of Directors who has unexcused absences from three regular Board meetings, in one calendar year, may be automatically removed from the Board. Any Director who is actively and effectively performing their assignment and function with the organization may be excused for good cause by the Board of Directors for any number of justifiable absences. Any member of the Board of Directors may be expelled from their position for cause by a resolution passed by 2/3 vote of a quorum of the Board of Directors at any meeting called for this purpose. Upon resignation, or removal, of a Board member, the nominating committee will present potential nominees at the next Board meeting for Board approval. Any director installed as a result of a vacancy shall serve out the remainder of the term. If a known absence during a regularly scheduled Board meeting shall occur, the Board Member shall notify the Board, via electronic transmission, of the period of absence. Additionally, the absent Board Member shall leave a signed proxy with another Board Member designating voting rights on their behalf. The proxy will give voting authority for them to their designated Board Member for all actions requiring a Board vote.

Section 10. REMOVAL: Any individual in a leadership position may be removed from office by the affirmative vote of a majority of all the Directors at any regular or special meeting called for that purpose. Any officer proposed to be removed shall be entitled to at least ten (10) days' notice in writing, and of the meeting of the Board of Directors, at which such removal is to be voted upon and shall be entitled to appear before and be heard by the Board of Directors at such meeting.

Section 11. COMPENSATION: Officers shall serve without compensation for services to the corporation; provided, however, the Board of Directors shall have power in its discretion to contract for and to pay reasonable compensation to officers/Board members rendering unusual or exceptional services to or for the corporation in effecting one or more of its purposes.

Section 12. NONLIABILITY OF DIRECTORS: The Board of Directors shall not be personally liable for the debts, liabilities, or other obligations of the corporation.

Section 13. INSURANCE FOR CORPORATE AGENTS: Except as may be otherwise provided under provisions of law, the Board of Directors may adopt a resolution authorizing the purchase and maintenance of insurance on behalf of any agent of the corporation (including a director, officer, employee, or other agent of the corporation) against liabilities asserted against or incurred by the agent in such capacity or arising out of the agent's status as such, whether or not the corporation would have the power to indemnify the agent against such liability under the articles of incorporation, these Bylaws, or provisions of law.

ARTICLE IV – MEETINGS

Section 1. BOARD MEETINGS: Board of Directors' meetings will be held monthly to complete the work of the corporation. Additional Board meetings may be called by the Chairman. Board Members can call additional meetings with written application of three (3) members of the Board. Notice of this meeting (and its purpose) shall be given to each Director at least seven (7) calendar days prior to the meeting.

Section 2. COMMITTEE MEETINGS: May be called at any time by the Chairman of the Board or the committee's chair.

Section 3. VOLUNTEER MEETINGS: Volunteer meetings will be held monthly in an effort to maintain camaraderie among volunteers.

Section 4. SPECIAL MEETINGS: Special meetings of the Board of Directors may be called by the Chairman of the Board, Vice-Chairman, Executive Director, the Secretary, by any two directors, or, if different, by the persons specifically authorized under the laws of this state to call special meetings of the Board. Such meetings shall be held at the principal office of the corporation or, if different, at the place designated by the person or persons calling the special meeting.

Section 5. NOTICE OF MEETINGS: Notice of all meetings will be given at least seven (7) calendar days in advance. The type of meeting (in-person/via electronic media, etc.) shall also be provided in this notice. An advance agenda and minutes should be prepared for all meetings. A detailed outline of order of business shall be part of this organization's policy and procedures manual.

Section 6. QUORUM: At a Board meeting, a majority of Board Members shall constitute a quorum. For a committee meeting, a majority present shall constitute a quorum. Every act or decision accomplished or made by a majority of the Directors present at a meeting duly held at which a quorum is present is the act of the Board of Directors.

Section 7. GENERAL CONDUCT OF MEETINGS: Meetings of the Board of Directors shall be presided over by the Chairman of the Board. In his or her absence, the Vice-Chairman shall preside. The Secretary of the corporation shall act as Secretary of all meetings of the Board, provided that, in his or her absence, the presiding officer shall appoint another person to act as Secretary of the meeting.

Section 8. ACTION WITHOUT MEETING: Action may be taken by the Board of Directors without a meeting if all the members of the Board consent in writing to such action. Such written consent shall be filed with the minutes of the proceedings of the Board of Directors.

ARTICLE V- GOVERNANCE COMMITTEES

Section 1. DESCRIPTION: The Board of Directors may, by a majority vote of its members, designate a committee consisting of at least two Board Members, one (1) being a current sitting officer on the executive Board, and may delegate to such committee the powers and authority of the Board in the management of the business and affairs of the corporation, to the extent permitted, and, except as may otherwise be provided, by provisions of law. Examples of such committees are the Governance, Executive/Nominating, and the Finance committees.

Section 2. REVOCATION/MODIFICATION: By a majority vote of its members, the Board of Directors may at any time revoke or modify any or all of the committee authority so delegated, increase or decrease, but not below two (2) the number of the members of the Board on the committee, and fill vacancies on the committee from remaining members of the Board. The designated committee shall keep regular minutes of its proceedings, cause them to be filed with the corporate records, and report the same to the Board from time to time as the Board may require.

ARTICLE VI- MANAGEMENT COMMITTEES

Section 1. DESCRIPTION: The corporation shall have such other committees as designated by the resolution of the Board of Directors. The Executive Director is the primary overseer of the management committees. These committees may consist of persons who are not also members of the Board and shall act in an advisory capacity to the Board. Examples of such committees are the Operations, Development, Volunteer, and Functional committees. The designated committee shall keep regular minutes of its proceedings, cause them to be filed with the corporate records, and report the same to the Board from time to time as the Board may require.

ARTICLE VII – AGENTS/REPRESENTATIVES

Section 1. APPOINTMENTS: The Board of Directors along with the Executive Director may appoint such agents and representatives of the corporation with such powers and to perform such acts or duties on behalf of the corporation as the Board of Directors may see fit, so far as may be consistent with these Bylaws, to the extent authorized or permitted by law.

ARTICLE VIII - EXECUTION OF INSTRUMENTS, DEPOSITS, AND FUNDS

Section 1. EXECUTION OF INSTRUMENTS: The Board of Directors, except as otherwise provided in these Bylaws, may by resolution authorize any officer or agent of the corporation to enter into any contract or execute and deliver any instrument in the name of and on behalf of the corporation, and such authority may be general or confined to specific instances. Unless so authorized, no officer, agent, or employee shall have any power or authority to bind the

corporation by any contract or engagement or to pledge its credit or to render it liable monetarily for any purpose or in any amount.

Section 2. CHECKS AND NOTES: Except as otherwise specifically determined by the resolution of the Board of Directors, or as otherwise required by law, checks, drafts, promissory notes, orders for the payment of money, and other evidence of indebtedness of the corporation shall be signed by the Treasurer or by the Executive Director of the corporation.

Section 3. DEPOSITS: All funds of the corporation shall be deposited from time to time to the credit of the corporation in such banks, trust companies, or other depositories as the Board of Directors may select.

Section 4. GIFTS: The Board of Directors may accept on behalf of the corporation any contribution, gift, bequest, or devise for the nonprofit purposes of this corporation.

ARTICLE VIII – CONTRACT

Section 1. CONTRACT AUTHORIZATION: The Board of Directors, except as in these Bylaws otherwise provided, may authorize any officer or agent to enter into any contract or execute and deliver any instrument in the name of and on behalf of the corporation, and such authority may be general or confined to a specific instance; and unless so authorized by the Board of Directors, no officer, agent, or employee shall have any power or authority to bind the corporation by any contract or engagement, or to pledge its credit, or render it liable pecuniary for any purpose or to any amount.

ARTICLE X – CORPORATE RECORDS/REPORTS

Section 1. MAINTENANCE OF CORPORATE RECORDS: The corporation shall keep at its principal office:

- a. Minutes of all meetings of directors, committees of the Board, and, if this corporation has members, of all meetings of members, indicating the time and place of holding such meetings, whether regular or special, how called, the notice given, and the names of those present and the proceedings thereof.
- b. Adequate and correct books and records of accounts, including accounts of its properties and business transactions and accounts of its assets, liabilities, receipts, disbursements, gains, and losses.
- c. A copy of the corporation's articles of incorporation and Bylaws as amended to date, which shall be open to inspection by the members, if any, of the corporation at all reasonable times during office hours.

Section 2. PERIODIC REPORT: The Board shall cause any annual or periodic report required under law to be prepared and delivered to an office of this state or to the members, if any, of this corporation, to be so prepared and delivered within the time limits set by law.

ARTICLE XI – FISCAL YEAR

Section 1. FISCAL YEAR DESIGNATION: The fiscal year of the corporation shall commence on the 1st day of January of each year and end on the 31st day of December. The corporation's tax returns shall be filed based on each fiscal year, unless otherwise recommended by the corporation's accountants and approved by the Board of Directors.

ARTICLE XII – PROHIBITION AGAINST SHARING IN CORPORATE EARNINGS

Section 1. CLARIFICATION: No member, director, officer, employee of, or member of a committee, or person connected with the corporation, or any other private individual, shall receive at any time any of the net earnings or profit from the operations of the corporation, provided that this shall not prevent the payment to any such person of such reasonable compensation for services rendered to or for the corporation in effecting any of its purposes as shall be fixed by the Board of Directors; and no such person or persons shall be entitled to share in the distribution of any of the corporate assets upon the dissolution of the corporation. All members of the corporation shall be deemed to have expressly consented and agreed that upon such dissolution or winding up of the affairs of the corporation, whether voluntary or involuntary, the assets of the corporation, after all debts have been satisfied, then remaining in the hands of the Board of Directors shall be distributed, transferred, conveyed, delivered, and paid over, in such amounts as the Board of Directors may determine or as may be determined by a court of competent jurisdiction upon application of the Board of Directors, exclusively to religious, charitable, scientific, public safety testing, literary, or educational organizations which would then qualify under the provisions of Section 501(c)(3) of the Internal Revenue Code of 1986 and its Regulation, as they now exist or as they may hereafter be amended, and which organizations carry on activities the same as or similar to those of the corporation.

ARTICLE XIII- EXEMPT ACTIVITIES

Section 1. EXEMPTION POLICY: Notwithstanding any other provision of these Bylaws, no member, director, officer, employee, or representative of the corporation shall take any action or carry on any activity by or on behalf of the corporation not permitted to be taken or carried on by an organization exempt under Section 501(c)(3) of the Internal Revenue Code of 1986 and its Regulations as they now exist or as they may hereafter be amended, or by an organization, contributions to which are deductible under Section 170(c)(2) of such Code and Regulations as they now exist or as they may hereafter be amended.

ARTICLE XIII - AMENDMENTS

Section 1. BYLAWS: The Board of Directors shall have power to make, alter, or rescind the Bylaws of the corporation by affirmative vote of a majority of the Board at a regular or special meeting of the Board of Directors; provided, however, that notice of the proposed action shall be sent to each member at least seven days prior to the vote, either via U.S. Mail or via email. Any director may propose amendments. Proposed amendments shall be submitted in writing.

Section 2. ARTICLES OF INCORPORATION: The Articles of Incorporation may be amended in the manner provided by law.

ADOPTED this **23rd** day of **July, 2025**.

“Original Signed”

Signature

Terry W. Cowan
Board Chairman
Healing Paws for Warriors, Inc.



PO Box 4373, Fort Walton Beach, FL 32549

Policy Letter #1

20 January 2025

Subject: Conflict of Interest Policy w/Disclosure Attachment

SECTION 1. PURPOSE: HEALING PAWS FOR WARRIORS, INC. is a nonprofit, tax-exempt organization. Maintenance of its tax-exempt status is important both for its continued financial stability and for public support. Therefore, the IRS as well as state regulatory and tax officials view the operations of HEALING PAWS FOR WARRIORS, INC. as a public trust, which is subject to scrutiny by and accountable to such governmental authorities as well as to members of the public.

Consequently, there exists between HEALING PAWS FOR WARRIORS, INC. and its board, officers, and management employees and the public a fiduciary duty, which carries with it a broad and unbending duty of loyalty and fidelity. The board, officers, and management employees have the responsibility of administering the affairs of HEALING PAWS FOR WARRIORS, INC. honestly and prudently, and of exercising their best care, skill, and judgment for the sole benefit of HEALING PAWS FOR WARRIORS, INC. Those persons shall exercise the utmost good faith in all transactions involved in their duties, and they shall not use their positions with HEALING PAWS FOR WARRIORS, INC. or knowledge gained therefrom for their personal benefit. The interests of the organization must be the first priority in all decisions and actions.

SECTION 2. PERSONS CONCERNED: This statement is directed not only to directors and officers, but to all employees who can influence the actions of HEALING PAWS FOR WARRIORS, INC. For example, this would include all who make purchasing decisions, all persons who might be described as "management personnel," and anyone who has proprietary information concerning HEALING PAWS FOR WARRIORS, INC.

SECTION 3. AREAS IN WHICH CONFLICT MAY ARISE: Conflicts of interest may arise in the relations of directors, officers, and management employees with any of the following third parties:

1. Persons and firms supplying goods and services to HEALING PAWS FOR WARRIORS, INC.
2. Persons and firms from whom HEALING PAWS FOR WARRIORS, INC. leases property and equipment.
3. Persons and firms with whom HEALING PAWS FOR WARRIORS, INC. is dealing or planning to deal in connection with the gift, purchase or sale of real estate, securities, or other property.
4. Competing or affinity organizations.
5. Donors and others supporting HEALING PAWS FOR WARRIORS, INC.
6. Agencies, organizations, and associations which affect the operations of HEALING PAWS FOR WARRIORS, INC.
7. Family members, friends, and other employees.

SECTION 4. NATURE OF CONFLICTING INTEREST: A conflicting interest may be defined as an interest, direct or indirect, with any persons or firms mentioned in Section 3. Such an interest might arise through:

1. Owning stock or holding debt or other proprietary interests in any third party dealing with HEALING PAWS FOR WARRIORS, INC.
 2. Holding office, serving on the board, participating in management, or being otherwise employed (or formerly employed) with any third party dealing with HEALING PAWS FOR WARRIORS, INC.
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PO Box 4373, Fort Walton Beach, FL 32549

3. Receiving remuneration for services with respect to individual transactions involving HEALING PAWS FOR WARRIORS, INC.
4. Using HEALING PAWS FOR WARRIORS, INC.'s time, personnel, equipment, supplies, or goodwill for other than HEALING PAWS FOR WARRIORS, INC. approved activities, programs, and purposes.
5. Receiving personal gifts or loans from third parties dealing or competing with HEALING PAWS FOR WARRIORS, INC. Receipt of any gift is disapproved except gifts of a value less than \$50, which could not be refused without discourtesy. No personal gift of money should ever be accepted.

SECTION 5. INTERPRETATION OF THIS STATEMENT OF POLICY: The areas of conflicting interest listed in Section 3, and the relations in those areas which may give rise to conflict, as listed in Section 4, are not exhaustive. Conflicts might arise in other areas or through other relations. It is assumed that the directors, officers, and management employees will recognize such areas and relations by analogy.

The fact that one of the interests described in Section 4 exists does not necessarily mean that a conflict exists, or that the conflict, if it exists, is material enough to be of practical importance, or if material, that upon full disclosure of all relevant facts and circumstances it is necessarily averse to the interests of HEALING PAWS FOR WARRIORS, INC.

However, it is the policy of the board that the existence of any of the interests described in Section 4 shall be disclosed before any transaction is consummated. It shall be the continuing responsibility of the board, officers, and management employees to scrutinize their transactions and outside business interests and relationships for potential conflicts and to immediately make such disclosures.

SECTION 6. DISCLOSURE POLICY AND PROCEDURE: Transactions with parties with whom a conflicting interest exists may be undertaken only if all of the following are observed:

1. The conflicting interest is fully disclosed.
2. The person with the conflict of interest is excluded from the discussion and approval of such a transaction.
3. A competitive bid or comparable valuation exists; and
4. The board or a duly constituted committee thereof has determined that the transaction is in the best interest of the organization.

Disclosure in the organization should be made to the chief executive officer (or if she or he is the one with the conflict, then to the board chair), who shall bring the matter to the attention of the board or a duly constituted committee thereof. Disclosure involving directors should be made to the board chair, (or if she or he is the one with the conflict, then to the board vice-chair) who shall bring these matters to the board or a duly constituted committee thereof. The board or a duly constituted committee thereof shall determine whether a conflict exists and in the case of an existing conflict, whether the contemplated transaction may be authorized as just, fair, and reasonable to HEALING PAWS FOR WARRIORS, INC.

The decision of the board or a duly constituted committee thereof on these matters will rest in their sole discretion, and their concern must be the welfare of HEALING PAWS FOR WARRIORS, INC., and the advancement of its purpose.



PO Box 4373, Fort Walton Beach, FL 32549

This policy and required attachments remain in effect until superseded or no longer required.

Signed.

Dennis M. Krebs
HP4Ws, Inc. Executive Director



PO Box 4373, Fort Walton Beach, FL 32549

CONFLICT OF INTEREST DISCLOSURE STATEMENT

Preliminary note: In order to be more comprehensive, this statement of disclosure/questionnaire also requires you to provide information with respect to certain parties that are related to you. These persons are termed “affiliated persons” and include the following:

- a. your spouse, domestic partner, child, mother, father, brother or sister;
- b. any corporation or organization of which you are a board member, an officer, a partner, participate in the management of, or are employed by, or are, directly or indirectly, a debt holder or the beneficial owner of any class of equity securities; and
- c. any trust or other estate in which you have a substantial beneficial interest or as to which you serve as a trustee or in a similar capacity.

1. NAME OF EMPLOYEE OR BOARD MEMBER: (Please print)

2. CAPACITY: HEALING PAWS FOR WARRIORS, INC. board of directors

_____ Executive committee

_____ Officer

_____ Committee member

_____ Staff (position): _____

3. Have you or any of your affiliated persons provided services or property to HEALING PAWS FOR WARRIORS, INC. in the past year?

_____ YES _____ NO

If yes, please describe the nature of the services or property and if an affiliated person is involved, the identity of the affiliated person, and your relationship with that person:

4. Have you or any of your affiliated persons’ purchased services or property from HEALING PAWS FOR WARRIORS, INC. in the past year?

_____ YES _____ NO



PO Box 4373, Fort Walton Beach, FL 32549

If yes, please describe the purchased services or property and if an affiliated person is involved, the identity of the affiliated person, and your relationship with that person:

5. Please indicate whether you or any of your affiliated persons had any direct or indirect interest in any business transaction(s) in the past year to which HEALING PAWS FOR WARRIORS, INC. was or is a party?

____ YES ____ NO

If yes, describe the transaction(s) and if an affiliated person is involved, the identity of the affiliated person, and your relationship with that person:

6. Were you or any of your affiliated persons indebted to pay money to HEALING PAWS FOR WARRIORS, INC. at any time in the past year (other than travel advances or the like)?

____ YES ____ NO

If yes, please describe the indebtedness and if an affiliated person is involved, the identity of the affiliated person, and your relationship with that person:

7. In the past year, did you or any of your affiliated persons receive, or become entitled to receive, directly or indirectly, any personal benefits from HEALING PAWS FOR WARRIORS, INC. or as a result of your relationship with HEALING PAWS FOR WARRIORS, INC., that in the aggregate could be valued in excess of \$1,000, that were not or will not be compensated directly related to your duties to HEALING PAWS FOR WARRIORS, INC.?

____ YES ____ NO

If yes, please describe the benefit(s) and if an affiliated person is involved, the identity of the affiliated person, and your relationship with that person:



PO Box 4373, Fort Walton Beach, FL 32549

8. Are you or any of your affiliated persons a party to or have an interest in any pending legal proceedings involving HEALING PAWS FOR WARRIORS, INC.?

____ YES ____ NO

If yes, please describe the proceeding(s) and if an affiliated person is involved, the identity of the affiliated person, and your relationship with that person:

9. Are you aware of any other events, transactions, arrangements or other situations that have occurred or may occur in the future that you believe should be examined by HEALING PAWS FOR WARRIORS, INC.'s board or a duly constituted committee thereof in accordance with the terms and intent of HEALING PAWS FOR WARRIORS, INC.'s conflict of interest policy?

____ YES ____ NO

If yes, please describe the situation(s) and if an affiliated person is involved, the identity of the affiliated person and your relationship with that person:

I HERBY CONFIRM that I have read and understand HEALING PAWS FOR WARRIORS, INC.'s conflict of interest policy and that my responses to the above questions are complete and correct to the best of my information and belief. I agree that if I become aware of any information that might indicate that this disclosure is inaccurate or that I have not complied with this policy, I will notify the board president or executive officer immediately.

(Print Name/Sign Name)

Date



PO Box 4373, Fort Walton Beach, FL 32549

Policy Letter #2

20 January 2025

Subject: Gift Policy w/Attached Acknowledgement Form

Purpose: As part of Healing Paws for Warriors, Inc. (HP4Ws, Inc.) Conflict of Interest Policy, directors, officers, staff, and employees decline to accept certain gifts, consideration or remuneration from individuals, or companies that seek to do business with HP4Ws, Inc., or are a competitor of it. This policy and disclosure form is intended to implement that prohibition on gifts.

Section 1. “Responsible Person” is any person serving as an officer, staff, employee, or a member of the board of directors for HP4Ws, Inc.

Section 2. “Family Member” is a spouse, domestic partner, parent, child, or spouse of a child, or a brother, sister, or spouse of a brother or sister, of a Responsible Person.

Section 3. “Contract or Transaction” is any agreement or relationship involving the sale or purchase of goods, services or rights of any kind, receipt of a loan or grant, or the establishment of any other pecuniary relationship. The making of a gift to HP4Ws, Inc. is not a “contract” or “transaction.”

Section 4. Prohibited gifts, gratuities, and entertainment. Except as approved by the Chairman of the Board or his designee or for gifts of a value less than \$50 which could not be refused without discourtesy, no Responsible Person or Family Member shall accept gifts, entertainment or other favors from any person or entity which:

1. Does or seeks to do business with HP4Ws, Inc. or,
2. Does or seeks to compete with HP4Ws, Inc. or,
3. Has received, is receiving, or is seeking to receive a Contract or Transaction with HP4Ws, Inc.

This policy remains in effect until superseded or no longer required.

Signed.

Dennis M. Krebs
HP4Ws, Inc. Executive Director



PO Box 4373, Fort Walton Beach, FL 32549

GIFT STATEMENT

I certify that I have read the above policy concerning gifts, and I agree that I will not accept gifts, entertainment, or other favors from any individual or entity, which would be prohibited by the above policy.

(Print Name/Sign Name)

Date

Form# PL-2
Form current as of 20 January 2025
Previous versions obsolete



PO Box 4373, Fort Walton Beach, FL 32549

Policy Letter #3

20 January 2025

Subject: Whistleblower w/Attached Complainant Form

Purpose: HP4Ws, Inc. requires directors, officers, employees, and staff to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. As representatives of HP4Ws, Inc., we must practice honesty and integrity in fulfilling our responsibilities and comply with all applicable laws and regulations.

1) Reporting Responsibility: This Whistleblower Policy is intended to encourage and enable employees and others to raise serious concerns internally so that HP4Ws, Inc. can address and correct inappropriate conduct and actions. It is the responsibility of all board members, officers, employees, and staff to report concerns about violations of HP4Ws, Inc.'s code of conduct or suspected violations of laws or regulations that govern HP4Ws, Inc. operations.

2) No Retaliation: It is contrary to the values of HP4Ws, Inc. 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 HP4Ws. An employee who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination of employment.

3) Reporting Procedure: HP4Ws, Inc. has an open-door policy and suggests that employees share their questions, concerns, suggestions, or complaints with their supervisor. If you are not comfortable speaking with your supervisor or you are not satisfied with your supervisor's response, you are encouraged to speak with the Executive Director, or a board member. Supervisors and managers are required to report complaints or concerns about suspected ethical and legal violations in writing to the HP4Ws, Inc. Executive Director, who has the responsibility to investigate all reported complaints. Employees with concerns or complaints may also submit their concerns in writing directly to their supervisor, the Executive Director, or the Board Chairman.

4) Compliance Officer

The HP4Ws, Inc. Executive Director is 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 and will report at least annually to the Treasurer/Deputy Director on compliance activity relating to accounting or alleged financial improprieties.

5) Accounting and Auditing Matters: The HP4Ws, Inc. Deputy 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.

6) Acting in Good Faith: Anyone filing a written complaint concerning a violation or suspected violation must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense.



PO Box 4373, Fort Walton Beach, FL 32549

7) Confidentiality: Violations or suspected violations may be submitted on a confidential basis by the complainant. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

8) Handling of Reported Violations

The HP4Ws, Inc. Executive Director will notify the person who submitted a complaint and acknowledge receipt of the reported violation or suspected violation. All reports will be promptly investigated, and appropriate corrective action will be taken if warranted by the investigation.

Compliance Officer: * {Note: The Compliance Officer may be a board member, the Executive Director, or a third party designated by the organization to receive, investigate, and respond to complaints).

Our designated Compliance Officer is:

Dennis M. Krebs
HP4Ws, Inc. Executive Director
E-mail contact: exec.director@healingpawsforwarriors.org

This policy remains in effect until superseded or no longer required.

Signed.

Terry W. Cowan
HP4Ws, Inc. Board Chairman



PO Box 4373, Fort Walton Beach, FL 32549

HP4Ws, Inc. Whistleblower Reporting Form

Please provide the following details for any suspected Misconduct and submit them directly to the Whistleblowing Committee (WBC). Please note that you may be called upon to assist in the investigation, if required.	
Whistleblower's Contact Information	
Name:	
Contact Number:	Email Address:
Suspect's Information	
Name:	
Functional Title:	
Division & Department (where applicable):	
Contact Number:	Email Address:
Witness(es) Information (if any)	
Name (1):	
Division & Department (where applicable):	
Contact Number:	Email Address:
Name (2):	
Division & Department:	
Contact Number:	Email Address:

Complaint: <i>Briefly describe the Misconduct and how you know about it. Specify what, who, when, where, and how. If there is more than one allegation, number each allegation and use as many pages as necessary.</i>
1) What was the Misconduct which had occurred?
2) Who had committed the Misconduct?
3) When did it happen and when did you notice it?
4) Where did it happen?



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5) Is there any evidence that you could provide?

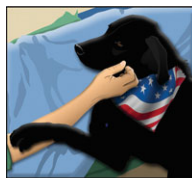
6) Are there any other parties involved other than the suspect stated above?

7) Do you have any other details or information which would assist us in the investigation?

8) Any other comments

Date:

Signature:



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PO Box 4373, Fort Walton Beach, FL 32549

For Whistleblowing Committee Use	Complaint No.
Received By:	Received On:
Acknowledgement Sent On:	
Investigation Required (Yes/No)? (If no, please state the reason)	
Investigation To Be Accomplished By:	
Investigation Results:	
Action Taken/Conclusion:	
Signed Off By:	

Form# PL-3
Form current as of 20 June 2022
Previous versions obsolete



Policy Letter #4

20 January 2025

Subject: Document Retention and Destruction

Purpose: This policy letter clarifies the document retention and destruction policy which provide for the systematic review, retention, and destruction of records received or created by Healing Paws for Warriors, Inc. (HP4Ws, Inc.) in connection with the transaction of business. These policies cover all records, regardless of physical form, and contain guidelines for how long certain records should be kept and how records should be destroyed. These policies are designed to ensure compliance with federal and state laws and regulations, to eliminate accidental or innocent destruction of records, and facilitate HP4Ws, Inc. operations by promoting efficiency and freeing up valuable storage space. Included in the federal laws necessitating compliance with these policies is the Sarbanes-Oxley Act ("The American Competitiveness and Corporate Accountability Act of 2002"), which makes it a crime to alter, cover-up, falsify, or destroy any document with the intent of impeding or obstructing any official proceeding.

1) Records Covered

These policies apply to all records in any form, including electronic documents. A record is any material that contains information about HP4Ws, Inc.'s plans, results, policies, or performance. Anything that can be represented with words or numbers is a business record for purposes of these policies.

Electronic documents must be retained as if they were paper documents. Therefore, any electronic files, including information received online, that fall into one of the document types on the schedule must be maintained for the appropriate amount of time. [For example, if a user has sufficient reason to keep an email message, the message should be printed in hard copy and kept in the appropriate file or moved to an "archive" computer file folder.] [Backup and recovery methods will be tested on a regular basis.]

2) Record Retention

HP4Ws, Inc. follows the document retention procedures outlined below. Documents that are not listed but are substantially similar to those listed in the schedule will be retained for the appropriate length of time.

a) Permanent Retention: *Permanent records*—Permanent records are records required by law to be permanently retained and which are ineligible for destruction at any time for any reason. These records are necessary for the continuity of business and the protection of the rights and interests of the organization and of individuals. These include records such as organizational documents (Articles of Incorporation and Bylaws), Board minutes and policies, federal and state tax exempt status, or independent audits.

No record, whether or not referenced, may be destroyed if in any way the records refer to, concern, arise out of or in any other way are involved in pending or threatened litigation.

While the listings below contain commonly recognized categories of records, the list should not be considered as having identified all records that HP4Ws, Inc. may need to consider for permanent and non-permanent status. In particular, and as noted above, any documents that are, or may be involved in pending or threatened litigation, must be retained.



PO Box 4373, Fort Walton Beach, FL 32549

Corporate Records – Permanent

Annual Reports to Secretary of State/Attorney General/Articles of Incorporation/Board Meeting and Board Committee Minutes/Board Policies/Resolutions/By-laws/Construction Documents/Fixed Asset Records/IRS Application for Tax-Exempt Status (Form 1023)/IRS Determination Letter/State Sales Tax Exemption Letter

Accounting and Corporate Tax Records - Permanent

Annual Audits and Financial Statements/ Depreciation Schedules/General Ledgers/IRS 990 Tax Returns

Bank records - Permanent

Check Registers

Payroll and Employment Tax Records – Permanent

Payroll Registers/State Unemployment Tax Records

Employee Records – Permanent

Employment and Termination Agreements B./Nonpermanent retention Retirement and Pension Plan Documents

Legal, Insurance and Safety Records - Permanent

Appraisals/Copyright Registrations/Environmental Studies/Insurance Policies/Real Estate Documents/Stock and Bond Records/Trademark Registrations

b) Non-Permanent Retention: Non-permanent records—Certain records are not required by law to be permanently retained and may be destroyed after the passage of certain years or upon the passing of events as defined by these policies.

Notwithstanding the listing of documents below, no record, whether or not referenced may be destroyed if in any way the records refer to, concern, arise out of or in any other way are involved in pending or threatened litigation.

Corporate Records

Contracts (after expiration) 7 years

Correspondence (general) 3 years

Accounting and Corporate Tax Records

Business Expense Records 7 years

IRS 1099s 7 years

Journal Entries 7 years

Invoices 7 years

Sales Records (box office, concessions, gift shop) 5 years

Petty Cash Vouchers 3 years

Cash Receipts 3 years

Credit Card Receipts 3 years



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Bank Records

Bank Deposit Slips 7 years
Bank Statements and Reconciliation 7 years
Electronic Fund Transfer Documents 7 years

Payroll and Employment Tax Records

Earnings Records 7 years
Garnishment Records 7 years
Payroll Tax returns 7 years
W-2 Statements 7 years

Employee Records

Records Relating to Promotion, Demotion or Discharge 7 years after termination
Accident Reports and Worker's Compensation Records 5 years after termination of claim
Salary Schedules 5 years
Employment Applications 3 years
I-9 Forms 3 years after termination
Time Cards 2 years

Legal, Insurance and Safety Records

Donor Records and Acknowledgement Letters 7 years
Grant Applications and Contracts 5 years after completion
Leases 6 years after expiration
OSHA Documents 5 years
General Contracts 4 years after termination

3) Emergency Planning

HP4Ws, Inc. records will be stored in a safe, secure, and accessible manner. All documents and financial files that are essential to keeping HP4Ws, Inc. operating in an emergency will be duplicated or backed up at least every week and maintained off-site. All other documents and financial files will be duplicated or backed up periodically as identified by the Deputy Director or other person as designated by the Executive Director and maintained off-site.

4) Document Destruction

HP4Ws, Inc. Deputy Director or other representative as designated by the Executive Director is responsible for the ongoing process of identifying its records which have met the required retention period and overseeing their destruction. Destruction of financial and personnel-related documents will be accomplished by shredding. Document destruction will be suspended immediately, upon any indication of an official investigation or when a lawsuit is filed or appears imminent. Destruction will be reinstated upon conclusion of the investigation or claim, whichever is the latest.

5) Compliance

Failure on the part of employees to follow this policy can result in possible civil and criminal sanctions against HP4Ws, Inc. and its employees and possible disciplinary action against responsible individuals. The Deputy Director or individual designated by the Executive Director will periodically review these procedures with legal counsel or the organization's certified public accountant to ensure that they are in compliance with new or revised regulations.



PO Box 4373, Fort Walton Beach, FL 32549

6) Questions concerning these policies, and the applicability of certain records to the retention or destruction policies, must be addressed to the Deputy Director or other individual as designated by the Executive Director.

This policy remains in effect until superseded or no longer required.

Signed.

Dennis M. Krebs
HP4Ws, Inc. Executive Director



Policy Letter #7

20 July 2024

Subject: Code of Conduct w/Attached Acknowledgement Form

Purpose: This policy letter defines the Healing Paws for Warriors, Inc. (HP4Ws, Inc.) Code of Conduct. As an ambassador for HP4Ws, Inc., you have a responsibility to the organization, staff, and peers to adhere to certain rules of behavior and conduct. Appropriate conduct and performance are necessary to achieve goals and are required to help everyone work together efficiently, effectively, and harmoniously. This code of conduct also states consequences for those who fail to follow our established standards. Violations of the Code of Conduct may result in disciplinary action in accordance with HP4Ws, Inc. governing documents. Discipline may include termination.

1) Confidentiality

Staff will have access to information that if revealed to outsiders, could be damaging or sensitive to other members or staff, harmful to the best interests of the organization, or even create legal liability. Information provided to the staff may concern personnel, financial, contractual, membership, or legal matters. It will often be confidential and is intended for use in decision-making and governance. Information shall be held in the strictest of confidence and shall not be divulged to any outside party, including other members, without the authorization of the board chair or executive director.

2) Unacceptable Behaviors. Note that the following list of unacceptable activity types of conduct that **can result in disciplinary action, up to and including termination.**

- Negligence or any careless action which endangers the life or safety of another person or animal.
 - Being intoxicated or under the influence of a controlled substance (legal or illegal) or alcohol while performing staff services or representing HP4Ws, Inc.
 - Use, possession, or sale of a controlled substance (legal or illegal) in any quantity while on organization premises, during organization event(s), or while representing the organization.
 - Engaging in criminal conduct or acts of violence or making threats of violence toward anyone on company premises or when representing HP4Ws, Inc.; fighting, or provoking a fight, or negligent or malicious damage of property.
 - Insubordination.
 - Conduct of not being a team player / sabotage – talk ill will of others.
 - Theft or unauthorized possession of organization property, including documents, equipment, and animals. This includes property of staff, peers or clients.
 - Dishonesty, falsification, or misrepresentation on your staff application or other records pertaining to your staff service or organizational role.
 - Spreading malicious gossip and/or rumors, engaging in behaviors that creates discord and lack of harmony, immoral conduct or indecency on organization property, organization event. This includes obscene or abusive language toward supervisors, staff, peers, clients, or the public.
-



PO Box 4373, Fort Walton Beach, FL 32549

3) Harassment

HP4Ws, Inc. is committed to maintaining a positive environment that is free of discrimination. In keeping with this commitment, we will not tolerate unlawful harassment of staff, peers, clients, or the public. Harassment consists of unwelcome conduct, whether verbal, physical, or visual, that is based on a person's race, color, national origin, religion, age, sex, gender, disability, or veteran status.

This policy includes sexual harassment. Unwelcome sexual advances, requests for sexual favors or other physical, verbal, or visual conduct based on sex constitutes harassment when:

(a) Submission to the conduct is required as a term or condition of service or role or promise of employment.

(b) The conduct unreasonably interferes with an individual's ability to perform or complete a task or assignment, and creates an intimidating, hostile, or offensive environment. Sexual harassment may include sexual propositions, innuendo, suggestive comments, sexually oriented jokes or teasing, or unwelcome physical contact such as patting, pinching, or brushing against another.

4) Bullying

HP4Ws, Inc. defines bullying as "repeated inappropriate behavior, either direct or indirect, whether verbal, physical or otherwise, conducted by one or more persons against another or others." Such behavior violates HP4Ws, Inc.'s Rights and Responsibilities, which clearly state that all HP4Ws, Inc.'s staff will be treated with dignity and respect.

5) Acknowledgement of Policy

All HP4Ws, Inc.'s staff members will sign the attached Code of Conduct Acknowledgement Form stating their awareness, understanding, and compliance with the HP4Ws, Inc. Code of Conduct.

Questions concerning this policy may be directed to the HP4Ws, Inc. Executive Director.

This policy remains in effect until superseded or no longer required.

Signed.

Dennis M. Krebs
HP4Ws, Inc. Executive Director



PO Box 4373, Fort Walton Beach, FL 32549

HP4Ws, Inc. Code of Conduct Acknowledgement Form

By signing the Code of Conduct, I understand the expectation of me as a HP4Ws, Inc. staff member to conduct myself in a professional, courteous, and moral manner while representing HP4Ws, Inc., on HP4Ws, Inc. property or in any other role as assigned by the organization as a staff member. I further understand that failure to comply with the Code of Conduct can result in disciplinary action up to and including termination of staff status.

ACKNOWLEDGEMENT OF RECEIPT

I acknowledge that I have received and read a copy of the Code of Conduct and that I am responsible for compliance.

(Print Name/Sign Name)

Date

Witness:

(Print Name/Sign Name)

Date

Form# PL-7
Form Current as of 20 July 2024
Previous versions obsolete



PO Box 4373, Fort Walton Beach, FL 32549

Policy Letter #14

10 July 2024

Subject: HIPAA (Health Insurance Portability and Accountability Act) Compliance and Acknowledgement

Purpose: This policy clarifies the meaning of Protected Health Information and Healing Paws for Warriors, Inc. (HP4Ws, Inc.) commitment to ensuring individuals' health information is properly protected while allowing the flow of health information needed to provide and promote high quality health care and to protect the public's health and well-being.

1) The Privacy Rule protects all "*individually identifiable health information*" held or transmitted by a covered entity or its business associate, in any form or media, whether electronic, paper, or oral. The Privacy Rule calls this information "protected health information (PHI)."

"Individually identifiable health information" is information, including demographic data, that relates to the individual's past, present or future physical or mental health or condition, the provision of health care to the individual, or the past, present, or future payment for the provision of health care to the individual, and that identifies the individual or for which there is a reasonable basis to believe it can be used to identify the individual. Individually identifiable health information includes many common identifiers (e.g., name, address, birth date, Social Security Number).

2) HP4Ws, Inc. employees/volunteers/board of directors may not use or disclose protected health information, except either: (a) as the Privacy Rule permits or requires; or (b) as the individual who is the subject of the information (or the individual's personal representative) authorizes permission in writing.

3) HP4Ws, Inc. educates our employees/volunteers/board of directors and keeps them up-to-date about federal and state law as it applies to personal health information.

4) HP4Ws, Inc. will comply with all federal and state laws governing personal health information.

5) HP4Ws, Inc. employees/volunteers will contact the Executive Director or any member of the Board of Directors with questions or concerns regarding HIPAA/PHI.

This policy remains in effect until superseded.

Signed.

Dennis M. Krebs
HP4Ws, Inc. Executive Director



**Healing
Paws for
Warriors, Inc.**

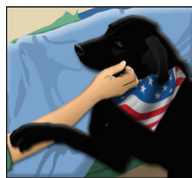
PO Box 4373, Fort Walton Beach, FL 32549

By my signature on this form, I acknowledge receipt of this document and understand the HP4Ws, Inc. HIPPA compliance policy.

I agree to abide by these standards.

Signature Date: _____

HP4Ws, Inc. Representative Witness Date: _____



**Healing
Paws for
Warriors, Inc.**

PO BOX 4373, Fort Walton Beach, FL 32549

Policy Letter #15

10 July 2024

Subject: Media Release Policy and Acknowledgement

Purpose: This policy letter provides guidelines and authorization to utilize media.

- 1) Healing Paws for Warriors, Inc. (HP4Ws, Inc.) periodically uses electronic, traditional and social media (e.g. photographs, video, audio, footage, testimonials, social media Facebook, Twitter) for publicity and educational purposes.
- 2) Written authorization will be obtained prior to Healing Paws for Warriors, Inc. and its designee for use of such reproductions.

This policy remains in effect until superseded or no longer required.

Signed.

Dennis M. Krebs
HP4Ws, Inc. Executive Director

By my signature on this form, I acknowledge receipt of this document and give permission to Healing Paws for Warriors, Inc. and its designee to use authorized reproductions for educational and publicity purposes in perpetuity without further consideration.

I understand that I must notify Healing Paws for Warriors, Inc. if any changes to my situation occur which will impact this media release permission.

I have read, understand and agree to the Media Release Policy.

Authorized Signature Date: _____

HP4Ws, Inc. Representative Witness Date: _____



PO Box 4373, Fort Walton Beach, FL 32549

Healing Paws for Warriors, Inc. Survey

Purpose: This survey is intended to provide feedback to the Healing Paws for Warriors, Inc. Board of Directors so that we may better serve you and the organization. This survey is for all staff to include: volunteers, mentors, vet teams, coordinators, program leads, and trainers.

What to know about this survey:

- This survey is being distributed and collected by a volunteer.
- Names are **not required** on the survey.
- This survey will help us build the agenda for our first face-to-face organizational meeting.
- We hope that you will place recommendations on the survey if you have them.
- If possible, please provide examples of incidents that may not have gone as what you expected.
- This survey, with your input, will undoubtedly help make the organization stronger.

- 1) How long have you been with the HP4Ws, Inc. organization?
 - 2) In general, what do you spend most of your time doing for the organization?
 - 3) Do you feel utilized enough?
 - 4) Do you feel appreciated and part of the team?
 - 5) What is the best part of being a part of the HP4Ws, Inc. organization?
 - 6) What don't you like about the HP4Ws, Inc. organization?
 - 7) Do you feel you receive adequate information about scheduled events? (Please provide examples, if possible)
-

8) Do you feel you receive adequate information about what is going on in the organization?

9) If you don't feel informed enough, what process would you recommend on making communication better?

10) If you were King/Queen for a day, what change(s) would you make?

11) **OPTIONAL** – Your name/Contact info: _____

12) I appreciate your participation on completing this survey. Please reach out to me at 850-855-3357 or feel free to E-mail at exec.director@healingpawsforwarriors.org if you have any questions.

Dennis M. Krebs
HP4Ws, Inc. Executive Director

Form# SU-1
Form current as of 17 June 2025
Previous versions obsolete