

Paws for a Cause (P4C)
A Policy and Advocacy Action Plan

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Abstract

Paws for a Cause aims to promote and improve mental and physical well-being by establishing partnerships between service animals and individuals dealing with any of life's challenges. This organization proposes multiple programs in which people with mental health challenges can be paired with a service animal and an accompanying mental health profession. The appropriate psychoeducational program will be chosen upon the conduction of an assessment of the client to ensure they receive the proper care to help the client cope with their emotions and surroundings. The primary objective of Paws for a Cause is to provide a safe environment for individuals of all ages. These programs will provide those individuals with a safe place in which they can develop and learn sustainable practices to improve their daily functioning. This organization seeks both volunteers and employers who show compassion and empathy to individuals similar and different to them. Workers will be skilled in empathy, qualified and competent in various intervention strategies, and possess general compassion for their clientele.

Keywords: service animals, support, development, mental health, therapy, disabilities

Organizational Description and Goals

The purpose of Paws for a Cause, or P4C, is to promote and improve emotional and physical well-being by fostering relationships between service animals and people who are struggling under any of life's conditions. This organization envisions a program in which individuals who have mental health challenges are matched with the proper psychoeducational interventions and service animals that can help them cope with their emotions and situations. Paws for a Cause's main objective is to create a safe environment for people from all walks of life, including the elderly, children, people with physical and/or mental disabilities, and many others. P4C will hire and train personnel appropriate and safe intervention techniques to be applied with clients. These workers will exhibit empathy skills, compassion, and efficiency that will contribute to the success of this organization. Paws for a Cause strives to hire in various departments [see Appendix A] to assist with the program and hope to include personnel who may have personally faced and overcome their own mental obstacles. Having individuals across the board who can empathize and have a passion for mental health will contribute to an environment where clients feel safe and heard.

Group members chose to start this organization to help others in the community potentially change their lives through the use of service animals. All group members have a love for animals, and they believe that animals have a positive impact on those who have experienced mental health issues. Some of these members have personally experienced the positive impact animals provide. As a result, Paws for a Cause hopes to create a space where these groups will feel safe and have a place to grow, learn, and ultimately live more sustainably. Incorporating pets, specifically dogs, can almost instantly change a person's mood, and the organization hopes to provide this service to the community. Paws for a Cause incorporates its belief systems into its

mission and vision statements in an effort to make this a reality for its clients.

Vision Statement

The vision of Paws for a Cause includes the organizational goal as: “ To improve the quality of life for all of our clients via the use of animal-assisted therapies, while valuing our volunteers, clients, and our animal partners and offering the best possible services.

Mission Statement

Paws for a Cause has created a mission statement that encapsulates the vision statement into a goal orientated statement. It proceeds as follows: “Paws for a Cause is a nonprofit organization that aims to enrich the lives of the people in our community by striving to connect people with a furry companion in order to provide individualized, therapeutic visits with our specially trained staff.”

Market Analysis and Environmental Assessment

The area this group has chosen as its main location is Fayetteville, North Carolina. This is a small town in North Carolina located 45 minutes away from the South Carolina border. This town is home to Fort Bragg, a military base with a large military population. This area has a range of nonprofit organizations in the community. Unfortunately, most of these nonprofit organizations do not deal directly with the issue that the P4C program is trying to address, which is providing mental health and distress services to clients with disabilities and traumatic experiences. This program hopes to create a similar model to that of an organization known as PAWS for People. This organization is roughly 2 hours away from Fayetteville, and being able to bring their model to this area would be beneficial.

This organization provides programs where they connect individuals with trained therapy animals in order to improve their lives (PAWS for People, n.d.). This organization is similar

because they offer service animals as part of the therapeutic process and create programs specifically using these animals to combat symptoms experienced by clients. Some of their clients can receive assistance in de-stressing their systems and receiving education about specific conditions with the help of service animals (PAWS for People, n.d.). Paws for a Cause would like to start a program similar to this organization in Fayetteville and provide the uniqueness of service animals to people in the area. There are very few businesses in the area that directly address disabilities, and in the nonprofit sector, there are about three known non-profit organizations that provide services for this community (Great Nonprofits, n.d.).

This organization would be unique because not only would it be the only service in a 30-mile radius that provides services using therapy animals, but it also offers these services to a minority group. The lack of resources for people with disabilities could potentially allow this program to operate for longer. Seeing as there are few resources in the area that take this approach, Paws for a Cause stands a better chance of gathering and keeping clients. The use of animals for therapy services being uncommon in the Fayetteville area also increases the organization's chances of establishing a presence in this community. Most animal services refer to wildlife removal, adoptions, or rescues (Great Nonprofits, n.d.). This means that the use of therapy animals would be unique and potentially add to the organization's long-term. This niche would be helpful in the recruitment of clients and allows for a feature that would stand out through word of mouth.

Uniqueness of the Program

Paws for a Cause is unique since it will employ an on-site trainer to foster the development of a bond between clients receiving animal therapy and the animals. This trainer is specifically there to assist in directing the animal and the client on how to interact based in the

stressful situations brought on by the environment or by natural occurrences. The animals will be trained and prepared for therapeutic sessions by the on-site trainer. In order to assist and direct the therapist as necessary, the trainer will go to P4C's provided classes. This program is the only one of its kind in the area, which further distinguishes this organization from others.

Target Client Population

People who are dealing with stressful circumstances brought on by environmental or natural circumstances make up the program's target demographic. These range from those who are affected by disability to those who are dealing with stressors such as natural disasters or job loss, and more. Clients will typically be referred to this agency by physicians, therapists, and other local organizations that serve individuals in this demographic. Clients can also self-refer, however, there may be a brief waiting period depending on capacity.

Service Offerings and Delivery

There are three programs being offered by Paws for a Cause to help target various demographics. These programs include the destress program, pet emergency response, and pets for children with disabilities. The destress program provides the comfort of a loving therapy companion, which can help decrease stress in a variety of scenarios. Therapy companions can improve emotions, reduce anxiety, and provide a measured positive focus to the day simply by being present. The second program includes the employment of service animals to assist people who are dealing with stressful situations as a result of environmental or natural disasters. The goal is to bring the animals to areas that have been affected and offer services to individuals in this emergency situation. The Pets for Children with Disabilities program includes the use of service animals to assist children with various disabilities. Because children with Autism Spectrum Disorder usually bond well with animals, P4C's teams are taught to employ basic

behavioral methods during visits with them. The teams also make visits to hospitals and daycare or school programs that serve children with a wide range of cognitive and physical challenges.

Budget Rationale

The expense budget [see Appendix B] proposed for Paws for a Cause includes two full-time clinical social workers and one animal-assisted therapist. Salary will be allocated from several locations including grants and service fees. These two positions are the face of this program since they will be interacting directly with the clients. The social workers and the animal-assisted therapist will work together to lead the programs. They will educate and assist clients in learning techniques as well as allow clients to express their feelings and contribute to the organizational mission of improving the client's quality of life. These team members can direct clients on how to interact with the animals in order to get the best results from the program services. To do this, the organization will require ample room to not only house the service animals but also to create areas for clients to visit with the animals and their therapists. There will need to be space to house at least five service animals and room for three separate classes. The animals are able to stay in the same room but it will require space to place five sizable kennels for the animals to sleep at. Taking care of the animals is important for meeting the organization's goals. The pets must be healthy to be able to contribute to the services and carry out their duties effectively. Ensuring their health means routine checkups, exercise, proper nourishment, and enjoyment. To keep up with this, service animals will be taken to the vet for check-ups. Part of the budget will account for these routine check-ups as well as provide an extra cushion to shoulder the cost of unexpected injuries or illnesses in the animals. Food and treats will be needed to provide proper nourishment and assist in training. The service animals will need to be learn how to interact with clients and appropriate behaviors such as not jumping on

clients. This will be carried out with the use of a trainer. The pets will go through a various trainings before being introduced into the service program. This will ensure the pets are capable of being service animals. The trainer will remain onsite even during sessions to ensure the safety of both clients and animals. The trainer holds an important role in the creation of the organization and directly affects the success of this program. Treats will be provided to assist with training and reinforce positive behaviors. They will also be used as a way to allow clients to bond with the pets on different occasions.

The kennel assistant director is a necessary position needed for the care of the service animals. The director will be in charge of creating a schedule for the animals including finding times for them to train, grooming and feeding schedules, keeping up with checkups, and assuring cleanliness of the animals living space. This job position will also train kennel volunteers on the schedules needing to be kept, proper ways of cleaning the kennels, and the animal's exercise routine. This position's salary as well as the onsite trainer will come from grant funding and services fees. The treats, kennels, harnesses, and all other necessary equipment needed to care for the animals will be funded by individual donations and fundraising. Having these categories well funded will ensure P4C has functioning services. This organization is made unique through its specific use of animals and poorly caring for these animals will decrease the quality of the organization's services. If this occurs, the program will fail in practicing its mission and vision statements.

Rent and utilities are among the most obvious expenses and will be covered with government funding. This will ensure that the organization maintains a quality space with functioning services to assist the clients and provide for the animals. Light, water, electricity, and other utilities will be necessary in providing both pets and workers with a proper working

environment. This will allow for necessary bathroom breaks, connection to the internet to communicate with clients, proper nourishment, and more. A few of the clients that come to receive services will also have different situations such as heat sensitivity, incontinence, and other needs that will require utility services. Having these services in place can mitigate any potential incidents and ensure clients feel comfortable seeking services. Emergency service workers, HR, and marketing workers are all necessary personnel that will contribute to this organization. Emergency workers will assist in transporting the animals to pre-approved sites where they can assist in calming down some of the individuals in the emergency. This will cover the emergency response program and assist in targeting the emergency population. HR will be a necessary service to ensure workers are in a safe environment and approve various factors such as time off, resignations, and hiring processes. The marketing worker will allow the organization to increase contact with the public and spread awareness of any upcoming fundraisers needed to continue supporting the organization's needs.

Budget Narrative

Category One: Salary and Wage

All salaries were estimated from the overall state pay scales [see Appendix B]

- One lead supervisor is currently estimated at \$40,000 a year.
- One HR manager is currently estimated at \$35,000 a year.
- One part time marketing specialist is estimated at \$15,000 a year.
- One training director is estimated at \$30,000 a year.
- One kennel attendant is estimated at \$25,000 a year.
- One lead emergency team member is estimated at \$35,000 a year.
- Two licensed clinical social workers are estimated at \$120,000 a year.

- One animal-assisted therapist is estimated at \$55,000 a year.

Category Two: Supplies and Materials

- All office supplies are estimated at \$2,000 a year for things such as pens, paper, flyers, etc.
- Pet food is estimated at \$2000 a year in order to feed the five dogs that P4C has on site.
- Pet toys are estimated at \$350 a year in order to meet the needs of the pets on site.
- Cleaning supplies are estimated at \$200 a year.

Category Three: Equipment

- All office equipment is estimated at \$3,800 a year for
 - 4 laptops estimated at \$875 each
 - 1 printer estimated at \$300
- Dog handling equipment is estimated at \$2,100 a year for items such as:
 - 5 kennels estimated at \$70 each
 - Treats are estimated at \$750.
 - Training equipment such as leashes, collars, etc. is estimated at \$500.
 - Grooming equipment such as tables, brushes, razors, and shampoos is estimated at \$500.

Category Four: Other Expenses

- All other expenses are estimated at \$73,500 a year for things such as:
 - Rented space is estimated at \$60,000.
 - Utilities are estimated at \$12,000.
 - Vet care is estimated at \$2,000.
 - Internet is estimated at \$2,400.

- Rental insurance is estimated at \$600.
- Animal insurance is estimated at \$480.

The dog equipment is necessary in the organization's training and caring of the animals. Without this equipment, the animals are unable to work at their best. The treats and leashes are necessary to teach the animals positive behaviors and mitigate against any negative actions. The other equipment is necessary to ensure their health just as the organization is ensuring the health of its other volunteers and employees. All of the expenses mentioned were averaged based on the location of Paws for a Cause and the average pricing of these items based on information found in the region (Sofi, 2023). Prices adjusted according to P4C's specific organizational needs.

SMART Fundraising Goals and Strategies with Rationale

Paws for a Cause has prepared a chart [see Appendix C] that details their precise smart fundraising objectives, methods, and justifications. This enables P4C to set overarching goals for three separate components. These sections include individual fundraising, corporate fundraising, and federal fundraising. Each of these areas will give P4C the resources it needs to perform its services and benefit the community.

Individual Fundraising Goal

Three distinct tactics have been devised to help Paws for a Cause reach its total individual donation target of \$10,000 by the conclusion of the fiscal year. These goals include developing a secondary fundraising page off the main website, staging a 5k marathon and finally cooperating with other brands and corporations for sponsorship arrangements. P4C anticipates that the \$10,000 objective will be met through a combination of these three major methods.

The first step is to design a branded fundraising page that will link to the official website. This page will include the official logo, mission statement, and call to action, so donors will

know where their money is going. The head of HR will be responsible for ensuring that this page is completed and ready to publish by the end of March 2023. This customized fundraising website will allow donors to specify the amount they wish to donate as well as the option to make the gift a yearly one. The page will take online payments to ensure that the entire process runs as smoothly as possible. Paws for a Cause wants to raise a minimum of \$5,000 with this method by utilizing social media to give attention and accessibility to this page.

The second fundraising method that P4C will employ is a collaboration with the city to hold a 5k marathon in the summer with the subject of increasing awareness for service animals. P4C intends to raise a minimum of \$3,500 with a big turnout for this event. This money will be raised through a combination of participation fees, purchasing P4C items from sideline stands, selling food and drinks on the sides, and regular community donations. Because this is a huge event, this stage will be completed by all P4C employees working together to assist organize and operate the event.

The last technique that P4C will employ to accomplish its goal is to reach out to nearby businesses and brands in order to begin a sponsorship agreement. The CEO and the head of HR will be in charge of beginning these ties and determining the parameters of the sponsorship. P4C will save money on these required products by negotiating partnerships with businesses that allow sponsored items to be displayed on social media and at the home office. Furthermore, by reaching out to local firms to sponsor P4C, they will broaden their audience and maybe win new customers. P4C intends to raise at least \$1,500 with this technique.

Corporate Fundraising Goal

For Paws for a Cause to accomplish its total corporate donation goal of \$20,000 by the end of the fiscal year, three different tactics have been established. These tactics include

identifying corporations that support animals, requesting donations from identified companies, and recognizing them as donors. Paws for a Cause expects that these tactics will be beneficial in meeting this fundraising target.

The Paws for a Cause team's initial task will be to locate companies that value animals. A detailed list of corporations with a history of supporting animal-related or therapeutic-based nonprofits will also be compiled. This list will also include other local businesses that could be prospective donors. This will guarantee that the companies approached are ones that will most likely say yes. The Paws for a Cause team will build donor profiles after they have been located in order to centralize information for each corporation. This allows for easy access to details about each business, making it simple and efficient to get in touch with them.

The following step is to get in touch with and request donations from the listed corporations. To request donations from businesses, letters will be written. This letter will include an overview of Paws for a Cause, a statement of need, how the agency will assist the community, support received, and a brief conclusion. There will be three letters issued to the listed corporations. Following the distribution of letters, a database of current donors will be built, and they will be approached in the future for additional donations. A donor acknowledgment wall will be erected when donations have been made, and an event will be held to unveil the wall. Depending on the amount of the donation, there will also be different levels of donor recognition. Contributions of \$1,000 or less will receive thank-you letters with photos of the organization included. A brick with their name and the amount of their donation will be engraved for donations between \$1,000 and \$5,000. This block will be displayed for public viewing on a monument wall. Also, a premium area of this wall will be built at eye level for contributors who give \$5,000 or more. The goal of this wall is to thank and recognize current

donors while also inspiring others to donate. Positive recognition postings will also be developed to publicize the highest donors' identities alongside their donations.

Federal Fundraising Goal

Paws for a Cause has developed three techniques to fulfill the goal of obtaining a cumulative federal grant of \$70,000 by the end of the fiscal year 2025.

First, a collaborative grant writing team will be created to carry out the duties of the grant writing process. To accomplish this, the Paws for Cause CEOs will be posting an advertisement on several job-seeking platforms such as Indeed, Zip Recruiter, and LinkedIn to attract future collaborative grant writing team members or organizations that may want to partner on obtaining federal grants. The CEOs of Paws for a Cause will have the final approval of the participants of the collaborative team. This team will consist of a leader, coordinator, decision maker, grant writer, editor, and subject expert. The approval will ensure that qualified and reliable professionals and/or organizations are included in the grant-writing efforts. Paws for a Cause believes that by establishing a collaborative grant writing team, goals can be met throughout the process. Assigning tasks to individual members of the group will allow them to focus on their expertise as it relates to the specific grant. The CEOs of Paws for a Cause will be responsible for establishing this team by March 30, 2023.

Another technique that Paws for a Cause will be using is identifying grants related to animal-assisted therapy, mental health, or emergency response teams. The collaborative team will come up with a list of related grants such as HRSA-23-081 (Pediatric Mental Health Care Access (PMHCA) and RFA-FD-23-019 (Development and Maintenance of Human and Animal Food Rapid Response Teams (U2F)). To measure this strategy, the team will be identifying four to five grants. For each grant, the collaborative team will be taking note of the eligibility criteria,

the closing date for the application, the award amount, and the grant contact information. Once eligible grants are identified, the team can start the grant proposal process. When dates are recognized, a timeline can be created to move forward in the process.

The last technique Paws for a Cause will focus on is making sure the criteria for each selected grant are met before submitting. This tactic will be measured by the collaborative grant writing team. The team will be reviewing the grant proposal multiple times to clarify and strengthen the intended message. The team will also seek advice from other colleagues that have experience in grant writing or expertise in the specific subject area. Paws for a Cause will be using their efforts effectively by creating a timeline to set specific deadlines. Setting a timeline will keep the collaborative grant writing team on track and meet the required documents to complete the grant proposal. Completing the required documents for the identified grant on time will allow Paws for a Cause to have a fair chance at being selected to receive the grant. If received, these large grants will be covering a majority of the expenses to support this organization. The CEOs of Paws for a Cause and the collaborative grant writing team will work together in making sure the grant writing process is aligned with the timeline. The deadlines for each grant vary, but the organization aims to complete all grant applications by April 15, 2024.

Individual Fundraising Rationale

The first strategy used in individual fundraising is crowdfunding. Stanely Weinstein addressed the fact that crowdfunding has become a very essential part of raising money for nonprofits in his book. With the use of social media and the internet, it has become much easier to reach a larger mass of people. With a larger audience reached, more money can be raised to support whatever cause the organization is soliciting. This strategy also helps fill the gaps for an organization that is still in the early stages of development (Weinstein & Barden, 2017).

Hosting an event to raise funds is a tactic that has been used for decades and is a beneficial strategy. These gatherings have taken on a new appearance in recent years. Hosting an event to generate funds for a nonprofit organization has several benefits. The first is generating more money by offering the audience a cause and activity to come. The second reason is that the event raises awareness in the local community and among individuals, allowing the organization to become known and reach out to people it may not have previously contacted (Weinstein & Barden, 2017).

The third strategy lies in collaborative sponsorships. Using collaborative sponsorships can result in several beneficial outcomes. It not only increases the exposure of the firm and its brand, but it also enhances the reputation of the company as one that is successful and refined. In addition to this, it encourages growth by building partnerships that are beneficial to all parties involved (Weinstein & Barden, 2017).

Corporate Fundraising Rationale

The first strategy to be used in corporate fundraising involves paying attention to influences on donors. Ilona Bray (2022) asserts that it is essential to understand the factors that influence donors. Fundraisers can build solid and dependable relationships with their potential donors by having this insight. Following the identification of organizations, it is crucial to develop a profile that includes information on things like educational background, employment status, family situation, hobbies, passions, etc (Bray, 2022). Donation solicitation resembles a sales pitch, and like excellent salespeople, fundraisers should start by getting to know their target audience.

A second strategy for corporate fundraising is having an initial line of communication. The line of communication between a non-profit and a possible donor is typically begun with a

letter. There are specific elements that this letter must have, including the goal, the identity of the business, the people who will benefit from its assistance, how it will do so, any further supporters, and a succinct conclusion (Bray, 2022). This will guarantee that the information in the letter will provide the recipient with a foundation and an immediate sense of what the organization is all about and what it is seeking (Bray, 2022). Fundraisers should also use this letter to decide whether they should continue on with the proposal process with that possible donor (Bray, 2022).

For strategy three, recognizing donors will be a crucial step in the giving process. Proper recognition can mean the difference between receiving future funding or none at all. Samek and Sheremeta (2017) discovered that the most successful strategy to increase charitable donations is positive recognition, which includes publishing the names of the biggest donors next to their donations (Samek & Sheremeta, 2017). This will take the shape of a recognition wall, an unveiling ceremony, and a social media post about the donation in the case of Paws for a Cause.

Federal Grant Fundraising Rationale

Dopke and Crawley (2013), inform future grant writers of the importance of using collaborative teams to approach federal grants and strategies on how to navigate the teams effectively. Grant writing can be complicated as it focuses on detailing topics such as the project's concept and the need it is addressing (Dopke & Crawley, 2013). For this reason, Paws for a Cause considers grant writing as the first strategy to address federal funding.

Establishing a collaborative team requires recruiters to choose their team members wisely as small-group decision-making may result in conflict. The use of a collaborative grant writing team can help to speed the grant writing process by connecting members who have similar interests in the purpose of the grant (Dopke & Crawley, 2013). Another supporting factor of

using a collaborative team is the political ramifications of community politics (Dopke & Crawley, 2013). Choosing a partnering organization wisely may positively influence the community's perception of Paws for a Cause thus, acquiring more clients or increasing the awareness of the organization's services.

The second strategy will be to identify appropriate funding opportunities for Paws for a Cause. This contributes to narrowing down which grants can be pursued by the organization. Once a potential grant is identified, a collaborative team member can contact the grant representative to see if it is a good fit for the organization (Wisdom et al., 2015). This saves time and the organization can proceed to review the grant proposal instructions. By identifying the appropriate grant, Paws for a Cause can start to incorporate the grant organizer's language, fonts, or values into the grant proposal (Wisdom et al., 2015).

Wisdom and colleagues, (2013) reviewed 53 articles that aligned with ten key recommendations for grant writing. One recommendation supported the use of branching out to other professionals in the field to seek advice on how to strengthen the grant proposal. This is recommended in the planning and writing stages of the grant proposal (Wisdom et al., 2015). For its third strategy, Paws for a Cause will seek support from professionals with experience. They can add value to the grant proposal by clarifying the intended purpose and making sure it aligns with the grant (Wisdom et al., 2015). Paws for a Cause will be following through with this strategy to take full advantage of the professional support in their network.

Case for Support

The agency has written a letter of support [see Appendix D] that will be sent to these three different types of potential donors in addition to each of the aforementioned strategies. This letter explains the financial and emotional case for supporting Paw for a Cause. Additionally, it

contains pertinent documentation and supporting research to show why P4C will be successful and long-lasting.

Marketing Campaign Strategy

This organization aims to build awareness about this project and gain traction among the community and investors. The company will receive a minimum of one new investor and six clients as proof that this project is gaining traction. Another goal is to acquire volunteers for this campaign so the organization is equipped to serve this community. Awareness can be measured by the community's understanding of this organization and opportunities to work with other agencies such as hospitals. Paws for a Cause will target the general public since the program services can benefit people of any group. Target audiences include people of all ages with specific programs targeting those with disabilities. The organization will primarily be using an event as a way of garnering attention. This event will give the organization an opportunity to showcase the animals, explain the role of animals in the services, and share the benefits of animals in therapy. This is an important aspect because the organization can frame its services to highlight its benefits and goals for clients. Framing allows the organization to show the importance of its services and could potentially convince people to volunteer or invest in the cause (Gen & Wright, 2018).

For people to attend, it is important that there is media coverage leading up to the event. The organization will create and approve fliers, scripts, and media posts that share the location, activities, and hosts of this event [see Appendix E]. Various media sites will be used to connect with various populations such as Instagram, Tiktok, and Facebook. This will allow the organization to even interact with the increasingly growing senior population on Facebook and get their involvement (Yu et al., 2018). These sites will regularly post about the mission and

vision of the organization along with upcoming programs [see Appendix E]. The organization will create different accounts across these platforms to meet a wider audience. These platforms can also help P4C reach harder communities such as those with disabilities (Balcazar, 2001). News outlets and radio stations would also be beneficial for this program since there are still some demographics who prefer or only have access to these outlets. Having a script and an approved flier for use in these mediums can unlock other populations that could benefit from services offered by these organizations (Balcazar, 2001). The last thing P4C will do to spread the message is hang fliers across public spaces [see Appendix E]. These spaces will be in areas where many people visit or have access to including shopping centers, libraries, offices, salons, and other spaces that will allow for posters to be put up. Using this device can be beneficial in grasping a passerby's attention for later research. It would provide the public with a vague idea of the existence of this organization and places to find more information.

Marketing Campaign Steps, Goals, and Impact on the Audience

1. To ensure that the P4C team is prepared for clients, the campaign's initial stage will be to assemble and finalize the P4C team. This would entail recruiting and hiring all therapists, staff members, and volunteers [see Appendix F]. In addition to ensuring they have all of the necessary training to be successful.

This first step is meant to ensure that Paws for a Cause is prepared to begin receiving clients and that everything is operating as smoothly as it can in order to serve the clients. This indicates that each employee and volunteer is aware of their specific responsibilities inside the organization and knows how to carry them out successfully. The impact of this step will ensure that future clients receiving services from P4C can achieve their therapeutic goals.

2. The team will next develop the media campaign for various social media channels.

Considering P4C has a broad demographic, these platforms will include TikTok, Instagram, and Facebook. These posts would include advertising for a meet and greet event where community members can meet three of the experienced animals along with other team members. Paws for a Cause will also be circulating a general flier that markets the organization to gain traction and spread awareness of services available. Flyers [see Appendix E] will be distributed across the community and on the army base to inform people about the upcoming event. The fliers will be distributed at least one month before the event, and the social media posts will be circulated during the month leading up to the event.

The aim of this step is to develop traction and raise awareness among residents of the community. This will be evident through likes, comments, and shares on social media posts. Around seven to ten videos will be posted on TikTok, seven to ten story posts and at least two grid posts will be created on Instagram, two long-form text posts and four video posts will be created on Facebook, and there will be at least one type of flier posted around the community, for a total of about 75 flyers throughout the month. The impact of this action is to promote and increase public awareness of P4C's existence, which will help build a community around P4C's services. This will also elicit an emotional response from the audience regarding the animals, showcasing what clients may anticipate from the organization.

3. Each social media post and a flier that is produced will be submitted for approval to the core P4C leaders. These posts can be created ahead of time and scheduled to be uploaded at specific times to maximize viewing.

Step three aims to ensure that P4C's goals and values are considered when presenting information. Also, it serves to guarantee that the material is suitable for all viewers. This would

entail checking that the posts do not contain any offensive language, racial slurs, or other potentially offensive content. The impact of this step is to ensure that every piece of information provided via social media and/or fliers accurately portrays the organization's vision and goals. While looking for new clients, P4C explicitly wants to portray who they are and what they stand for to match what they put out to the public.

4. The event's successful hosting would be the final phase. The event will be held in a sizable public area with lots of foot traffic. An opportunity to meet the animals, the staff, and the therapists will be provided at this meet-and-greet event. It will also function as an educational event, with detailed fliers about provided services, the P4C team, and why they exist, as well as a suggestion box for further programs the community might be interested in.

This step aims to increase public awareness of P4C, bring on five to ten new clients, and further inform the public about the benefits of therapy in general and animal therapy in particular. The effectiveness of the event could be measured by asking attendees to complete a brief survey at the conclusion of the event. This step will have the impact of encouraging the community to use P4C's services to take care of their mental health challenges.

Marketing Campaign Name, Slogan, and Their Relationship to the Mission

Paws for a Cause believes that by launching the Pets for Peace campaign, they will garner much-needed attention for the organization. Some of the benefits they want to obtain from the campaign include raising community awareness of their presence, which will help establish a community around Paws for a Cause. P4C wants the community where they are located to understand the services that they offer and the ways in which they can aid the community with problems if the need arises. The Pets for Peace campaign also strives to increase its client base.

They believe that by getting to know people in their current environments and communities, they will sense the genuine concern and interest they have for their clients' overall success. Potential clients will also be able to get a sample of what working with P4C might be like in their own lives. The purpose of this stage is to raise awareness of P4C, obtain new clients, and further educate the community on the usefulness of therapy, particularly animal therapy. With the title "Pets for Peace," the agency wishes to convey to their target audience how animals may assist clients in finding peace in their lives. P4C also wants to emphasize how having pets in a home may bring about a new degree of peace that was not previously possible. This advertising tagline is "The best therapist has fur and four legs," which helps to solidify the concept and service that they are providing.

Human Resources Plan Overview

The primary goals of this organization are to improve people's lives and foster community engagement. P4C's values are based on adherence to the NASW code of ethics since this organization is mostly run by social workers, as well as standard employee protocols. This will help P4C with employee retention, employment development, planning, and staffing. These rules cover things like anti-harassment policies, paid time off, and at-will employment, to name a few. One of P4C's core principles is equality and integrity. This value motivates the organization's volunteers and employees to deliver high-quality work across the entire organization.

Staff and Volunteer Needs

Individualized therapy sessions are provided by three different programs at Paws for a Cause. To provide a full scope of the positions required at P4C an organizational chart was created [see Appendix A]. The organizations will keep the animals used in therapy in kennels

kept at the property. Paws for a Cause will have a staff member in charge of the Human Resources division and a lead supervisor that manages the entire company. An assistant will be available whose duty is to ensure everything runs smoothly. For the kennel to operate as efficiently as possible, three full-time employees and three volunteers are required. This permits overnight staff to take a break and have a helper observe the animals and make sure nothing goes wrong. As well as giving them the most time off possible throughout any given week. For the programs provided, just two full-time therapists will be required. One is specifically educated to assist children with disabilities, while the other is trained to work with mental health challenges in young people as well as emergency pet response. Three volunteers total, one for each program, will support both therapists and stay with one therapy group until the course of treatment is complete. Additionally, there will be one staff member that handles all aspects of human resources, including hiring, training, and handling any other problems that may come up at work, such as Title IX, etc. The program will be managed by a single general supervisor, who will have the help of a hand-picked assistant to keep them organized and on top of things.

Key Positions Job Description Summaries

The Human Resource Manager [see Appendix F] will set the tone for the entire human resources department. From employee relations to payroll to compliance issues, the HR department helps ensure that an organization runs smoothly and that the Human Resources Manager is at the helm. Duties and responsibilities of a Human Resources Manager include:

- Manage the staffing process, including recruiting, interviewing, hiring, and onboarding
- Ensure job descriptions are up to date and compliant with all local, state, and federal regulations
- Develop training materials and performance management programs to help ensure

employees understand their job responsibilities

- Investigate employee issues and conflicts and brings them to resolution
- Ensure the organization's compliance with local, state, and federal regulations

The Licensed Clinical Social Worker [see Appendix F] will be responsible for providing initial evaluations, individual, group, couples, and/or family therapy at the Paws for a Cause Facility. In addition, therapists will provide behavioral health consultation services to referred clients from partnered agencies.

Duties and responsibilities of a Licensed Clinical Social worker include:

- Initial mental health evaluations resulting in realistic treatment plans
- Assessing clients using standardized assessment/screening tools, measures, etc.
- Provide brief, solution-focused therapy;
- Provide group psychoeducation/treatment related to chronic medical conditions;
- Provide information and referral services;
- Documentation of services provided in accordance with requirements

The Marketing Specialist [see Appendix F] will be focused on planning, creating, and executing marketing campaigns. This will include researching various trending and useful information that will help promote the organization's campaign. Marketing teams are focused on raising awareness of the organization's services in order to increase clientele and hopefully garner positive attention that leads to more collaborations and donations. Marketing specialists should excel in maintaining communication and have experience managing multiple ongoing projects. They should also conduct analysis to test the effectiveness of their strategies and continue researching ways to improve. Duties and responsibilities of a Marketing Specialist include:

- Coordinate organization meetings and communication for marketing purposes
- Research current trends and technology
- Plan, prepare, and deliver presentations to stakeholders on behalf of the organization
- Create, design, and maintain social media accounts on behalf of the organization

Staff and Volunteer Motivation and Retention Plans

This organization will be using a combination of volunteers and paid staff to run the various programs. Using both paid and volunteered staff requires a plan to maintain and promote productivity in the program. This can be accomplished through various methods including intrinsic and extrinsic methods. For both parties, it is important the expectations be set and are clear. Setting expectations creates a baseline understanding that all employees must be meeting certain requirements in order to receive the benefits from their external motivators. Part of setting expectations includes identifying specific tasks for each job role, what is being looked for in the reviews, and appropriate deadlines when necessary (Turner, 2017). This organization will need to carefully outline the job titles required and provide a descriptive overview of the job responsibilities in the recruitment letters. It is also important that staff and volunteers are aware of how they will be evaluated respectively and some motivators that can be earned. It is important that the staff is aware of their starting salary before beginning because the staff is highly motivated by extrinsic factors. Their being able to recognize that they can continue receiving monetary rewards such as bonuses and raises if they perform well will also motivate them in producing good work (Turner, 2017).

Intrinsic motivation will be an important part of this organization in order to promote improvement in work performance (Tucker, 2017). Part of how the workers will receive intrinsic motivation is through the feedback received from the performance reviews. These reviews will

foster a sense of accountability in the workers. If each person is personally responsible for overseeing a task and ensuring it has a positive outcome from beginning to end, this will increase a person's attachment and willingness to complete the project (Casey et al., 2012). This willingness can convert into high growth and job satisfaction which motivates people's performance. Workers being held accountable and finding that their work has paid off and has contributed to the organization brings intrinsic motivation that only satisfaction in pride in one's work can bring (Casey et al., 2012). This technique is especially useful for volunteers who help the organization because they want to rather than gain some monetary encouragement. Being able to be motivated because the person cares for the project and wants to see positive outcomes would be a beneficial characteristic for this organization. This would mean that people would follow projects all the way through and promote autonomy since they understand their duties and what the final result should look like.

Another factor that could potentially motivate volunteers and staff is giving them access to services. Being able to reward members with access could help recruit workers with a personal investment in this program and will be interested in its success (Ormel et al., 2019). This tactic would be available for both staff and volunteers and they would receive special priority to get into these classes. Another motivator to take into consideration is showing satisfaction with the work provided (Ormel et al., 2019). Alongside performance reviews and feedback, employees and volunteers should be recognized for their efforts. This can be done through an employee of the month or by recognizing an employee each week in some way. This will help workers to feel appreciated and seen which promotes interest and motivation in their work.

Staff Evaluation Plans

Evaluations are an essential component of any organization. They help to facilitate

seamless operations, keep personnel motivated and working toward the organization's main goals, and offer the opportunity to increase productivity levels. That is exactly what the P4C staff evaluation strategy does. In addition to observing workers in action to ensure everything is running smoothly, they use a combination of formal meetings to discuss observations, developmental feedback, and reinforcing organizational standards. P4C evaluators must also attend training to effectively carry out their duties and responsibilities, and team leaders schedule team meetings to evaluate existing job descriptions.

When it comes to staff evaluations, the first thing P4C does is have the evaluator, who is most often either the lead supervisor or Human Resources employee, complete rater training to guarantee they create reliable and accurate scores for staff members (Sutton et al., 2013). This is a crucial step in ensuring that staff members are evaluated based on the same principles and not on personal relationships (Sutton et al., 2013). P4C values equality and integrity, thus this training can help remove the temptation to rate employees based on their likability rather than their genuine performance. Another crucial point to keep in mind is that this rater training would be regarded as a continuous process rather than a one-time event (Feldman et al., 2013). This helps further ensure that employee evaluations are fair throughout the organization's existence.

Second, P4C will enable staff members to complete a self-evaluation, which may be a slightly different approach compared to other organizations (Mulvaney & Kianicka, 2022). The staff member and the evaluator can then discuss and compare their evaluations after this self-evaluation is complete (Mulvaney & Kianicka, 2022). This is an excellent opportunity for the staff member to assess how well they genuinely believe they are performing, to have an open discussion about areas they feel they may improve, and to express any positive or negative

aspects of their evaluation. This tactic may result in a more favorable outcome for both the employee and the evaluator (Mulvaney & Kianicka, 2022).

The third thing P4C does is encourage the supervisor to arrange a team meeting with employees who have comparable job titles. This would serve as an opportunity to review the current job description and determine whether expectations match the description or whether anything needs to be changed to more accurately reflect the work (Mulvaney & Kianicka, 2022). This might also lead to a discussion regarding altering some employees' compensation. If it was revealed from this discussion that a person was performing tasks much beyond those in their initial job description and, as a result, was honing their own talents and abilities, it might be necessary to adjust their compensation or job title. Additionally, this might act as a small incentive for employees to go above and beyond and give their best efforts to the organization.

Volunteer Evaluation Plans

Evaluations are crucial to the success of any business. They help the company run efficiently, keep workers enthusiastic about their work and committed to achieving the company's top priorities, and have the ability to increase output (Samuel et al., 2013). Many charitable groups can benefit from volunteer support. The effectiveness of volunteer involvement in direct service delivery or indirect program support is frequently contingent on the ability of nonprofit organizations to achieve their purposes, goals, and objectives. Volunteer involvement makes use of both the financial and non-financial resources of an organization (Englert & Helmig, 2017).

All volunteers who come to work for P4C must complete a quarterly review four times a year [see Appendix G]. This will help P4C learn and improve in terms of what to look for in volunteers as well as the jobs they are assigned to. Giving and receiving feedback to volunteers

will also be part of the volunteers' exit and will fill out a satisfaction assessment from this program, which could help the organization get the most out of their work and keep them motivated to continue doing so.

Strategies to Address Diversity

In order to promote Equal Employment Opportunities, this organization will address diversity in the workplace by recognizing religious identity, language diversity, and disability. Religious identity in the workplace can influence the employee's decision-making and contributions to their assigned tasks. Through "religious pluralism" an organization can accept religious expression without favoring a specific one (Héliot et al., 2019). This strategy is based on expressing dignity and respect towards any employee regardless of their religious belief. This approach allows employees to have the freedom to come to work without feeling ashamed or having to put their beliefs aside to complete their duties. The strategy of religious pluralism encourages mutual respect for religious beliefs throughout the workplace. It allows individuals to become psychologically safe in terms of feeling free to express themselves religiously (Héliot et., al 2019).

Paws for a Cause will demonstrate this religious strategy by being flexible in accommodating the workplace with respect to an employee's religious belief. Accommodations such as making an exception to dress codes and grooming standards, granting time off to employees for religious observations, and providing a multi-faith prayer room during work hours.

Language diversity is an important factor for an organization to recognize. Paws for a Cause does not discriminate or marginalize its employees, clients, or their interactions with the community. This organization understands that communication can impact their relationship with

their employees and/or clients. The staff of this organization is fairly diverse with members from American, South Asian, and Latin American backgrounds. Challenges with communication within an organization can lead to other obstacles that could have been avoided with the proper translation. Paws for a Cause will implement an environment for native and non-native speakers to “build positive relationships and encourage collaboration ” (Kim et al., 2019). This can be shown by scheduling meetings to ensure language barriers between native and non-native speakers are openly addressed to increase sensitivity or empathy within the workplace (Kim et al., 2019). Paws for a Cause will also be promoting language diversity by hiring and placing competent non-native speakers in leadership roles. This action can provide a great example for non-native employees and challenge the stereotypical assumptions into a more positive impression (Kim et al., 2019).

Paws for a Cause provides services for those with a disability. In reference to the organization’s diversity, Paws for a Cause is aware of the underrepresentation of disability employers. In order to promote inclusivity and diversity, this organization focuses on providing additional services to its employees. Employer resource groups are a strategy used to initiate connections and networking within an organization (Gould et al., 2020). A resource group specifically for employees with a disability can help spread awareness in the workplace of similar challenges or stigmas they may be facing. In conjunction with a disability resource group, other resources will be available to ensure accommodations are fulfilled with ease (Gould et al., 2020).

Applicable Policy and Description

The policy which applies best to the organizational goals is the Mental Health, Developmental Disabilities, and Substance Abuse Act of 1985, (2018) which focuses on

performance measures for mental health, developmental disabilities, and substance abuse services throughout North Carolina. The intent of this policy is to provide a guide on how organizations that fall under this category should be operated and how the services should be used. This is done by completing and submitting a State Plan.

The state plan involves the organization/department describing the intent of their services in regard to the strategies for implementation, service standards, and how they will be protecting the client's rights. Other factors of the State Plan include the vision and mission statement of the system, specified target population including eligibility criteria, description of core services, and plan for coordination. Every organization/department that wishes to be operated in North Carolina must follow these guidelines to ensure that there are ethical and sustainable practices being conducted.

The State Plan is a process that must be completed every three years. Along with this State Plan, the organization/department must identify goals they wish to obtain within the three-year timeline and highlight the progress towards those goals with measurable data. The Joint Legislative Oversight Committee on Mental Health, Developmental Disabilities, and Substance Abuse Services oversees that the State Plan is successfully fulfilled and meets the requirements. If an organization/department wishes to make changes or are not consistent with the State Plan then the committee will intervene accordingly.

The goal of this policy is to ensure all Mental Health, Developmental Disabilities, and Substance Abuse organizations are operated and regulated by the North Carolina state government. This is to ensure that all organizations/departments are meeting the state's standards. With this policy, the North Carolina state government intends to address how funding is prioritized and distributed among counties.

Applicability to Organization

This policy influences this organization to follow North Carolina guidelines by being transparent about the services offered at this agency. The state plan requires this agency to describe the intent of the services provided in regard to implementation, service, standards, and protection of client rights. This asks the organization to be clear with clients starting with the vision and mission statement of the agency. Paws for a Cause will explain their intent for services using the mission statement and vision of the agency. These statements will be provided to all clients so they understand what the organization is about. It will also provide a framework for the agency to operate under and support agency goals. It has also been found that by having these statements in place, it helps integrate workers and get people working in the same direction to fulfill agency goals (Taiwo et al., 2016).

The agency will also ensure that an accurate description of core services is on hand and include the specific population who are targeted by each service. Following the description, the agency will provide qualifications so clients can recognize which services they are eligible for. This allows the agency to be clear about which individuals can benefit from services, how they will receive assistance, and the next steps toward getting an appointment with the agency. Following the client's arrival at the agency, clients will receive paperwork with several policies surrounding the agency and its operations. These policies will include a no-show policy, agreement to services, individual client rights, grievance procedures, and HIPPA and service consent forms. This paperwork will ensure clients understand the procedures in this agency and what will be done on both ends. Getting written agreements from clients will allow the agency to follow North Carolina guidelines for practicing in an ethical and sustainable manner (Mental Health). These forms will explain to clients what their rights are at this agency and how their

rights will be protected. The agency also will follow a grievance policy so individuals understand they can hold the agency accountable and their rights are taken seriously at this agency.

This process must be completed every three years which will require Paws for a Cause to do a thorough check upon that deadline and ensure the agency is following the guidelines. To ensure this final check goes smoothly, the agency will continuously update its policies to keep up with new improvements in the agency. Paws for a Cause will also review its services annually to ensure that it continues to encapsulate its program's goals and make changes as needed. This way, as the agency continues to evolve with the number of clients and adaptations to the program, Paws for a Cause will have no issue passing the guidelines and will ensure the goals identified are met in the three-year timeline. According to this policy, alongside the state plan, the organization will need to identify goals to obtain within three years. These goals will be derived from the mission and vision statements seeing as these are the foundational guide for this agency and they can assist in tactical goal development (Taiwo et. al., 2016). Doing these annual checks will allow the agency to highlight the progress and present this progress using measurable data. These goals will surround various subjects including a targeted projection of client numbers, growth benchmarks, training expectations, and more.

Applied Organization Policy

Under North Carolina's Administrative Code, people with disabilities who use animal assistants are entitled to have those animals with them on any premises they lease, rent, purchase, or sublet. By being transparent about the assistance offered, P4C will be in compliance with the laws of North Carolina, as encouraged by this particular policy. In order to comply with the state plan, this organization must detail the goals of its services in the areas of client protection, service delivery, and service standards. This necessitates an open line of communication between

the company and its customers, starting with the agency's stated goals and objectives. Paws for a Cause will communicate their service goals by referencing the agency's stated purpose and vision. All P4C dogs will go through extensive temperament and medical evaluations, as well as hand selection for this program by expert staff in both the national veterinary and training departments. Only a small number of dogs that qualify for the program will be available to those that were not the dog's volunteer puppy raiser.

The P4C Dog Certification Program is an American Kennel Club (AKC) recognized program. Teams that are certified through this program are eligible to receive AKC Therapy Dog titles. To be eligible for certification as a therapy dog handler, applicants must:

- Live within the designated pilot program areas
- Have an eligible P4C dog whose temperament is appropriate for therapy dog work and is:
 - Released dogs over 1 year of age
 - Retired breeders
 - Retired Service or Facility dogs
 - Active male breeders, at least 6 months post-placement, with additional approval from the breeding and veterinary departments.
- Complete coursework and examinations in preparation for certification.
- Meet with a P4C evaluator for in-person evaluations including the P4C Good Citizen tests and a simulated visit.
- Participate in ongoing P4C training and annual recertification through the therapy dog program.
- Demonstrate the ability to safely and effectively control, manage, and care for the dog.
- Have adequate vision to observe, intervene, and manage a dog's behavior.

- Volunteer with their setting of choice or incorporate the therapy dog into their eligible professional work for a minimum of 24 hours per year.

P4C seeks eligible volunteers to administer the training and evaluation for therapy dog teams in the field.

To be eligible to volunteer as a therapy dog evaluator, applicants must:

- Have a documented minimum of 100 hours of experience as a therapy or facility dog handler.
- Obtain and maintain active status as an AKC Canine Good Citizen (CGC)® Approved Evaluator.
- Be familiar with therapy or facility dog settings.
- Be willing to complete training specific to P4C, including attending an in-person training course.

Grievance Policy

Paws for a Cause recognizes that there are times when the need arises for employees to express concerns or complaints in a formal manner. The following procedures will ensure that employees receive a fair and unbiased review of workplace concerns.

Procedures

Step 1: Informal discussion with supervisor

Employee concerns should first be discussed with the employee's immediate supervisor. Many concerns can be resolved informally when an employee and supervisor take time to review the concern and discuss options to address the issue.

Step 2: Written complaint to supervisor

If the employee is not satisfied with the results of the informal discussion in Step 1, the

employee may submit a written complaint within five days to his or her immediate supervisor to include:

- The nature of the grievance.
- Detailed information including evidence of the issue, witnesses, related policies, etc.
- The remedy or outcome desired.

The immediate supervisor will have five working days to respond to the employee in writing. If the employee complaint is regarding illegal harassment, discrimination, or retaliation, the employee should submit the written complaint directly to Human Resources.

Step 3: Written complaint to CEOs

If the employee is not satisfied with the response from the immediate supervisor, the employee may submit a written complaint to any of the CEOs for review. A copy should also be sent to Human Resources. The request for review should include:

- An explanation of the grievance and details of all previous efforts to resolve the issue.
- A copy of the written complaint submitted to the immediate supervisor.
- A copy of the immediate supervisor's written response to the employee's complaint.
- Detailed information of the employee's dissatisfaction with the supervisor's response.

The CEO will consult with the employee's immediate supervisor, Human Resources, and any other relevant parties to evaluate the grievance and provide a written response to the employee within five days. The outcome of the review by the CEO will be final unless new evidence or other circumstances warrant additional review of the complaint.

Record keeping

Human resources will maintain records of the grievance process confidentially and securely.

Conflict of Interest Policy

Purpose

The purpose of this policy is to ensure that all employees and agents of Paws for a Cause perform the duties of their position with the highest level of integrity and professionalism while prioritizing the interests of P4C. In the normal course of business, employees, and agents of P4C may have the opportunity to advance their own personal or financial interests above the interests of P4C. Any party who acts outside of P4C's best interest or uses their knowledge or position within P4C to procure personal or financial benefits outside of their standard terms of employment are in violation of this policy. Failure to comply with this policy may result in disciplinary action up to and including termination.

Scope

This conflict of interest policy applies to all employees of P4C, either employed part-time or full-time, and it applies to all agents involved in the business of P4C, e.g., owner, director, contractor, stakeholders, or another third party. All of these parties are expected to follow the provisions of this policy where it applies to them.

Examples

A conflict of interest may take many different forms that include but are not limited to:

- Persons and firms supplying goods and services to P4C
- Persons and firms from whom P4C leases property and equipment
- Persons and firms with whom P4C is dealing or planning to deal in connection with the gift, purchase or sale of real estate, securities, or other property
- Competing or affinity organizations
- Donors and others supporting P4C

- Recipients of grants from P4C
- Agencies, organizations, and associations that affect the operations of P4C
- Family members, friends, and other employees

Generally, employees are advised to avoid situations where personal as well as financial interests and external activities could come into opposition with the company's fundamental interests.

Duty to disclose

All employees and agents of P4C are required to disclose any known, potential, or suspected conflicts of interest to their superior(s) as soon as said employees and agents become aware of them. Failure to disclose potential or actual conflicts could lead to a range of disciplinary actions up to and including termination of employment.

Reviewing potential conflicts

When a possible conflict of interest becomes known or is suspected, the employee's supervisor will collect all of the relevant information and may question any involved parties. If the company determines that a conflict of interest exists or is likely to arise, steps will be taken to resolve the situation. If it is determined that no conflict exists, the inquiry may be documented, but no further action will be taken.

Dealing with conflicts of interest

When a possible conflict of interest becomes known or is suspected, the employee's supervisor will collect all of the relevant information and may question any involved parties. If the company determines that a conflict of interest exists or is likely to arise, steps will be taken to resolve the situation. If it is determined that no conflict exists, the inquiry may be documented, but no further action will be taken. If the conflict in question involves a member or members of

the team responsible for investigating or dealing with conflicts of interest, that member or those members will be excused from the process.

Disciplinary Action

All conflicts of interest will be reviewed on a case-by-case basis to determine the appropriate course of action. A review may result in no actions being taken, or it may result in disciplinary action. P4C has full discretion to deem what disciplinary action is both fitting and necessary, including potential suspension and/or termination of employment.

Whistleblower Protection Policy

- I. The organization will not retaliate against a whistleblower. This includes but is not limited to, protection from retaliation in the form of an adverse employment action such as termination, compensation decreases, or poor work assignments, and threats of physical harm. Any whistleblower who believes they are being retaliated against must contact the Human Resources Director immediately. The right of a whistleblower for protection against retaliation does not include immunity for any personal wrongdoing that is alleged and investigated.
- II. Whistleblower protections are provided in two important areas: confidentiality and retaliation. Insofar as possible, the confidentiality of the whistleblower will be maintained. However, identity may have to be disclosed to conduct a thorough investigation, to comply with the law, and to provide accused individuals their legal rights of defense.
- III. Individuals protected include
 - a. The employee, or a person acting on behalf of the employee, who reports to a public body or is about to report to a public body a matter of public concern; or

- b. The employee who participates in a court action, an investigation, a hearing, or an inquiry held by a public body on a matter of public concern.
- IV. The organization may not discharge, threaten, or otherwise discriminate against an employee regarding the employee's compensation, terms, conditions, location, or privileges of employment.
- V. The organization may not disqualify an employee or other person who brings a matter of public concern, or participates in a proceeding connected with a matter of public concern, before a public body or court, because of the report or participation, from eligibility to bid on contracts with the organization; receive land under a district ordinance; or receive another right, privilege, or benefit.
- VI. The provisions of this policy do not
 - a. Require the organization to compensate an employee for participation in a court action or in an investigation, hearing, or inquiry by a public body;
 - b. Prohibit the organization from compensating an employee for participation in a court action or in an investigation, hearing, or inquiry by a public body;
 - c. Authorize the disclosure of information that is legally required to be kept confidential; or
 - d. Diminish or impair the rights of an employee under a collective bargaining agreement.
- VII. Limitation to protections
 - a. A person is not entitled to the protections under this policy unless he or she reasonably believes that the information reported is, or is about to become, a matter of public concern; and reports the information in good faith.

- b. A person is entitled to the protections under this policy only if the matter of public concern is not the result of conduct by the individual seeking protection unless it is the result of conduct by the person that was required by his or her employer.
- c. Before an employee initiates a report to a public body on a matter of public concern under this policy, the employee shall submit a written report concerning the matter to the organization's chief executive officer. However, the employee is not required to submit a written report if he or she believes with reasonable certainty that the activity, policy, or practice is already known to the chief executive officer; or that an emergency is involved.

VIII. Relief and penalties

- a. A person who alleges a violation of this policy may bring a civil action and the court may grant appropriate relief.
- b. A person who violates or attempts to violate this policy is also liable for a civil fine of not more than ten thousand dollars (\$10,000.00).

Procedures

- I. If an employee has knowledge of or a concern of illegal or dishonest/fraudulent activity, the employee is to contact his/her immediate supervisor or the Human Resources Director. All reports or concerns of illegal and dishonest activities will be promptly submitted by the receiving supervisor to the Human Resources Director, who is responsible for investigating and coordinating any necessary corrective action. Any concerns involving the Human Resource Director should be reported to any of the CEOs
- II. The whistleblower is not responsible for investigating the alleged illegal or dishonest

activity, or for determining fault or corrective measures; appropriate management officials are charged with these responsibilities.

- III. Examples of illegal or dishonest activities include violations of federal, state, or local laws; billing for services not performed or for goods not delivered; and other fraudulent financial reporting. The employee must exercise sound judgment to avoid baseless allegations. An employee who intentionally files a false report of wrongdoing will be subject to disciplinary action.

Supplemental information: Definitions

1. “Whistleblower” is defined by this policy as an employee who reports, to one or more of the parties specified in this policy, an activity that he/she considers to be illegal, dishonest, unethical, or otherwise improper.
2. “Employee,” or “public employee,” means a person who performs a service for wages or other remuneration under a contract of hire, written or oral, express or implied, for the district.
3. “Matter of public concern” means
 - a. Violation of a state, federal, or municipal law, regulation, or ordinance;
 - b. A danger to public health or safety; and/or
 - c. Gross mismanagement, substantial waste of funds, or a clear abuse of authority.
4. “Public body” includes an officer or agency of
 - a. The federal government;
 - b. The state;
 - c. A political subdivision of the state including a municipality or a school district;and,

- d. A public university in the state.

Organizational Strategic Plan Summary

Paws for a Cause is dedicated to giving individuals in need in this community animal-assisted therapy. This agency has created a strategic plan that concentrates on the following important areas in order to ensure its long-term success and survival. These areas include program development, funding and sustainability, community outreach, volunteer recruitment and training, and organizational growth. Through its program development, Paws for a Cause intends to broaden the range of animal therapy services offered through their programs, including equine therapy, therapy cat training, and activities with animals for seniors and veterans. In order to secure P4C's long-term sustainability, the organization intends to diversify their financing sources by submitting more grant applications, holding fundraising events, and cultivating connections with private and corporate donors. Community outreach will be targeted through marketing initiatives, neighborhood gatherings, and collaborations with other regional organizations. Paws for a Cause hopes to raise public awareness of the organization and the services offered. P4C will place an emphasis on finding volunteers with a range of experiences and skill sets. The organization intends to enlist and train additional volunteers to help with their therapy programs. To improve the efficiency of operations as the organization grows, Paws for a Cause intends to invest in their organizational infrastructure by adding more people, developing further policies and procedures, and putting new technological solutions into place. By concentrating on these key areas, P4C believes that the organization will not only endure but also flourish throughout time, enabling them to keep offering beneficial animal-assisted therapy services to individuals in need in this community.

Community Engagement Strategy

Community engagement is a key factor in the development of Paws for a Cause. This organization finds that it would be best to work with various types of coalitions such as those focused on animal welfare, mental health, healthcare, education, or veterans services. These organizations are likely to share similar values and goals which can amplify the organization's impact and assist in creating change within the organization and in the community. The marketing campaign is one of the ways in which this organization will get involved in the community. This campaign will give the organization access to members of the community and allow them to connect with Paws for a Cause. This will give members of the organization a chance to listen to the community's voices and take recommendations for future plans of involvement. The community will also be able to get involved in this organization by signing up as volunteers and being able to contribute to feedback of Paws for a Cause. This program is open to hearing the members of the community and will make this known by the creation of a suggestions line. This will be open to clients and the public so they can explain what they hope to see in the program. Members are free to share what has been going well with this program and suggestions of ways to reach the community. This also includes sharing current crises which they feel community members could benefit from the emergency pet response program. Community members will also be involved by including ambassadors in the advisory boards who are able to provide expertise on the community and measures to be taken to increase diversity. The organization will operate in this larger environment by collaborating with local organizations and community leaders to identify the needs of the community. This will assist in being able to fill the gaps and give the organization an opportunity to partner with other nonprofits, hospitals, and agencies that would benefit from the services offered. Paws for a Cause understands that being visible to the community is also a great way for members to become aware of the organization.

This will be accomplished by attending local events and speaking engagements to make P4C known. The hope is to participate in outreach events which align with the vision of Paws for a Cause and show to the community what the organization is about.

Conclusion

Paws for a Cause has the potential to become a strong asset for the community of Fayetteville, North Carolina. This organization's services have been specifically designed to satisfy the requirements of the major stakeholders. The organization of Paws for a Cause will be ethically led by their human resource department and regulated by North Carolina state law. P4C seeks to use animal therapy to address community needs and foster a sense of connectedness within the community. The planning that went into this organization was based on local community specifications as well as literature and market analysis. This is a means of making sure that the community's unique needs and values are incorporated into the organization.

The CEO's of Paws for a Cause believe that this organization can make a difference in the lives of the target population along with building community amongst the city of Fayetteville. The positive impact of animals on loneliness, isolation, mental health, stress, and a wide range of other issues is evident throughout this proposal. Many different factors, including allergies, expense, and a host of others, prevent people from having animals at home. Paws for a Cause also provides an outlet for this group, allowing them to connect with an animal without the additional obligations that come with owning an animal.

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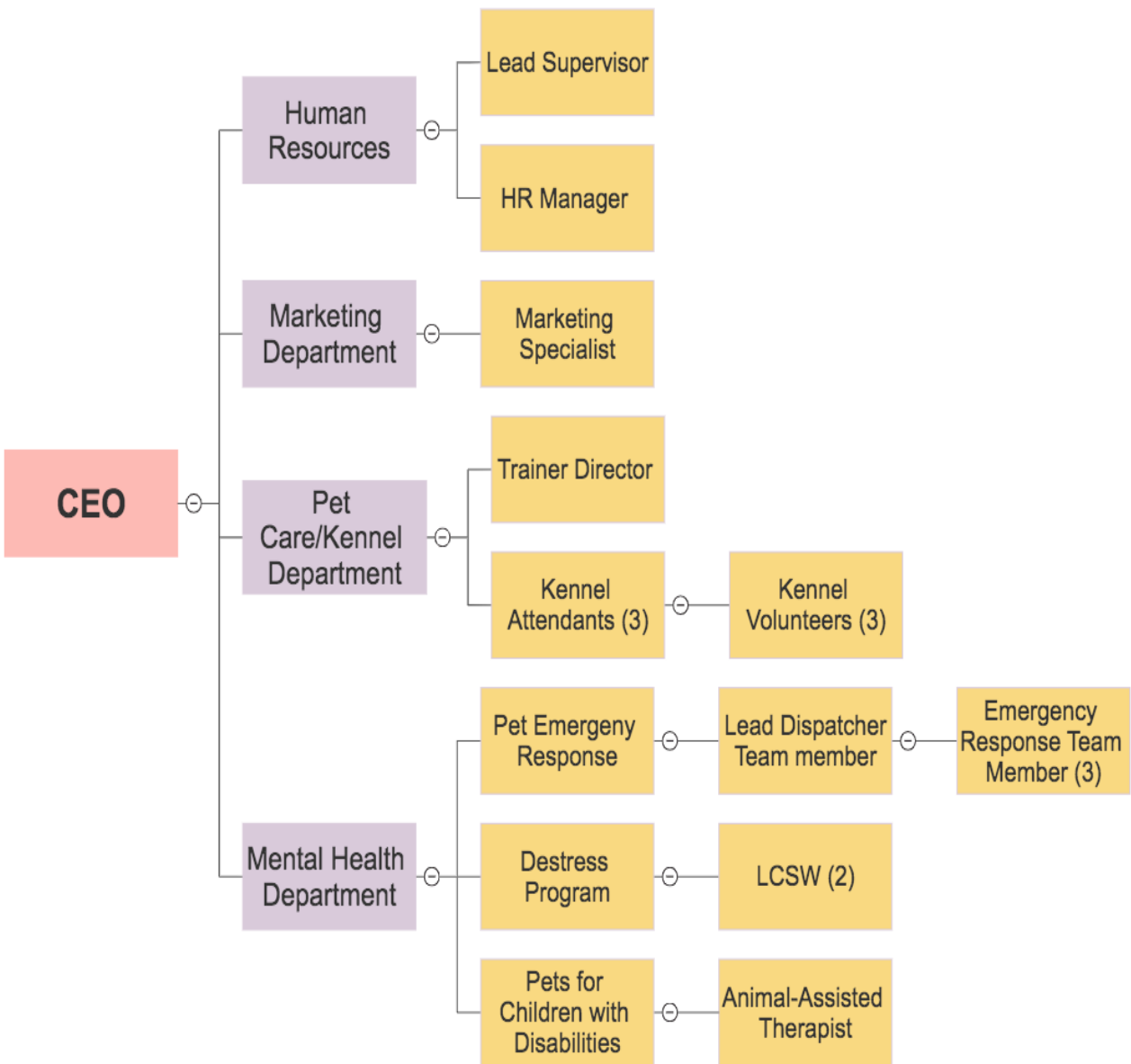
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Appendix A

Organizational Chart



Appendix B

Comprehensive Income Budget Plan

INCOME BUDGET PLAN	
1. SOURCE OF FUNDS	AMOUNT (\$)
Local Fundraising	\$10,000
State- Business fundraising	\$30,000
Federal (Grants)	\$70,000
	Total: \$100,000
2. SERVICES	
Emergency Response Services	\$113,009
Group Therapy (Animal-Assisted)	\$173,087
Pets for Children w/Disabilities	\$108,750
	Total: \$394,846
3. OTHER	
Admin/Applicant Fees	\$2,000
Small donations/contributions	\$4,000
	Total: \$6,000
TOTAL INCOME:	\$500,846

Appendix B

Comprehensive Expense Plan

COMPREHENSIVE EXPENSE PLAN			
1. SALARY & WAGES:	COMMENTS	POSITIONS REQUIRED	TOTAL SALARY
Lead Supervisor		1	40,000
HR Manager		1	35,000
Marketing Specialist		0.5	15,000
Training Director		1	30,000
Kennel Attendants		1	25,000
Lead Emergency Team Member		1	35,000
Emergency Response Team Member		1	25,000
Licensed Clinical Social Worker		2	120,000
Animal-Assisted Therapist		1	55,000
	1. TOTAL SALARY & WAGES:		\$380,000
2. SUPPLIES & MATERIALS		Amount	
Office Supplies		\$2,000	
Pet Food		\$2,000	
Pet Toys		\$350	
Cleaning Supplies		\$200	
	2. TOTAL SUPPLIES AND MATERIALS:		\$4,700
3. EQUIPMENT		Amount	
4 Laptops (\$875 each)		\$3,500	
1 Printer		\$300	
5 Kennels (\$75 each)		\$350	
Treats		\$750	
Training equipment (Leashes, collars, incentives)		\$500	
Grooming Equipment (Table, brush, razor, shampoo)		\$500	
	3. TOTAL EQUIPMENT:		\$5,900
4. OTHER EXPENSES		Amount	
Utilities		12,000	
Internet		2,400	
Rental Insurance		600	
Animal Insurance		480	
Space		60,000	
Vet care		\$2,000	
	4. TOTAL OTHER EXPENSES:		77,480
TOTAL OF ALL EXPENSES BEFORE TAXES			468,080
Taxes (7%)		\$32,766	
TOTAL OF ALL EXPENSES			500,846

Appendix C

SMART Goals

Goal 1: Obtain a minimum of \$10,000 in donations by the end of the fiscal year of 2025?

<p><u>Specific Strategies/Tactics</u> This is something you will do to accomplish the goal. Answers the question—What will you do?</p>	<p><u>Process Measure</u> How will you account for doing the activities needed to accomplish the strategy? What is the result of “what you do”/strategy?</p>	<p><u>Attainability- Outcome Measure</u> Is your strategy reasonably attainable? What is it that will show you accomplished your strategy? How will you measure it? How will you know you accomplished the tactics?</p>	<p><u>Relevance</u> What are the expected results after implementing this strategy? Why is this important in the overall fundraising plan?</p>	<p><u>Time frame and Responsibility</u> Who is responsible for seeing that the strategy gets done and by when?</p>
<p>Create a branded fundraising page that will be used for crowdfunding that will include the mission, logo, and call to action to allow donors to give online</p>	<p>Share the page on our official website as well as social media pages to ensure that audience attention is obtained.</p>	<p>Donors will be able to easily access this page and donate as much or as little as chosen.</p>	<p>The page will raise a minimum of \$5,000. This strategy will be the main way to money for this goal.</p>	<p>The head of HR will be mainly responsible for creating and launching this page as soon as possible so that the maximum amount of money can be donated by the end of 2025. This will need to be completed by the end of March 2023.</p>
<p>Partner with the city to host a 5k marathon in the local city that raises awareness for service animals</p>	<p>Send invites out for this event via email/ads/social media to attend the 5k and have a large participate turnout</p>	<p>Large turnout for the event that buys tickets to participate and donates to the organization by buying merch, food vendors, and basic donations</p>	<p>Event will raise a minimum of \$3,500</p>	<p>This step will be a collaboration between the CEOs of Paws for a Cause, volunteers, and staff. Since the organization is so small it will be all hands on deck. This will need to be completed by the end of June, 2023.</p>
<p>Collaborate with other brands for sponsorships</p>	<p>Reach out to different brands and businesses to start a collaboration of sponsorships</p>	<p>Brands sponsor P4C to help raise brand awareness, and P4C gets sponsored items</p>	<p>Collective collaborations with brands and businesses</p>	<p>The head of HR and CEO for P4C will collaborate to create these relationships by</p>

		to showcase on social media and in office	to raise a minimum of \$1,500	the end of March 2023.
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Goal 2: Obtain \$20,000 in corporate donations by the end of the fiscal year 2025

<u>Specific Strategies/Tactics</u> This is something you will do to accomplish the goal. Answer the question—What will you do?	<u>Process Measure</u> How will you account for doing the activities needed to accomplish the strategy? What is the result of “what you do”/strategy?	<u>Attainability- Outcome Measure</u> Is your strategy reasonably attainable? What is it that will show you accomplished your strategy? How will you measure it? How will you know you accomplished the tactics?	<u>Relevance</u> What are the expected results after implementing this strategy? Why is this important in the overall fundraising plan?	<u>Time frame and Responsibility</u> Who is responsible for seeing that the strategy gets done and by when?
Identify animal-friendly corporations, such as: Lord Jameson Organic Dog Treats Company	Compile a comprehensive list of corporations that have a history of giving to animal-based or therapeutic-based nonprofits (e.g. Lord Jameson Organic Dog Treats Company, Rescue Chocolate, Freyas Chariott LLC, etc.) as well as any other relevant corporations in the area.	The identified list will include at least six corporations, together with their contact details, giving records, and other pertinent data.	Create a donor profile that will obtain records for each corporation (Bray, 2022).	A hired volunteer will be responsible for this. This will need to be completed by March 30, 2023.
Approach and invite animal-friendly corporations to make donations	Create and prepare a letter to approach the corporations for donations. This letter should include the purpose, who P4C is, a statement of need, how P4C will help the community, any support P4C has already gained, and a brief wrap-up to	Send at least three letters to the identified corporations	Create a database of current donors who could be contacted in the future.	The CEOs of Paws for a Cause will be responsible for establishing this team by April 15, 2023.

	summarize the letter (Bray, 2022).			
Create a donor recognition wall and event to unveil the wall.	<p>Create a letter of thank you with included pictures of the organization for \$1,000 or below.</p> <p>Create a brick of recognition for donors \$1,000-\$5,000</p> <p>Create a premium section of bricks for each donor \$5,000 and above.</p>	<p>Purchase bricks and research who will engrave the bricks with donor names.</p> <p>Create a template for thank you letters and have it approved by the board.</p>	The expectation for this wall will be to encourage others to donate while also thanking and recognizing current donors. Positive recognition posts will also be created to publicize the names of the highest donors next to their donations (Samek & Sheremeta, 2017).	This step will be a collaboration between the CEOs of Paws for a Cause, volunteers, and staff. Since the organization is so small it will be all hands on deck. This will need to be completed by June 23, 2025.

Goal 3: Obtain a cumulative federal grant of \$70,000 by the end of the fiscal year 2025?

(Dopke & Crawley, 2013) (Wisdom et al., 2015)

<u>Specific Strategies/Tactics</u> This is something you will do to accomplish the goal. Answers the question—What will you do?	<u>Process Measure</u> How will you account for doing the activities needed to accomplish the strategy? What is the result of “what you do”/strategy?	<u>Attainability-Outcome Measure</u> Is your strategy reasonably attainable? What is it that will show you accomplished your strategy? How will you measure it? How will you know you accomplished the tactics?	<u>Relevance</u> What are the expected results after implementing this strategy? Why is this important in the overall fundraising plan?	<u>Time frame and Responsibility</u> Who is responsible for seeing that the strategy gets done and by when?
A collaborative grant writing team will be created to carry out the duties of the grant writing process.	The Paws for a Cause CEOs will be posting an advertisement on several job-seeking platforms such as Indeed, Zip Recruiter, and LinkedIn to attract future collaborative grant writing teams members or	The CEOs of Paws for a Cause will have the final approval of the participants of the collaborative team. This team will consist of a leader, coordinator, decision maker, grant writer, editor, and subject	Establishing a collaborative grant writing team will ensure goals are met throughout the process. Assigning tasks to individual members of the group will allow them to focus on their	The CEOs of Paws for a Cause will be responsible for establishing this team by Mar 30, 2023 .

	organizations that may want to partner. .	expert. The approval will ensure that qualified and reliable professionals/ organizations are included in the grant-writing efforts. (Dopke & Crawley, 2013)	expertise as it relates to the specific grant.	
Identify grants related to animal-assisted therapy, mental health, or emergency response teams	The collaborative team will come up with a list of related grants such as HRSA-23-081 (Pediatric Mental Health Care Access (PMHCA) and RFA-FD-23-019 (Development and Maintenance of Human and Animal Food Rapid Response Teams (U2F)).	4-5 grants will be identified including their eligibility criteria, the closing date for the application, award amount, and grant contact information.	Solidifying grants that Paws for a Cause can be eligible for will allow the team to start the grant proposal process. When dates are identified a timeline can be created to move forward in the process. (Wisdom et al., 2015)	The leader of the collaborative team will oversee this strategy. Once the leader has identified the progress of the team, they will update the CEOs of Paws for a Cause.
Make sure the criteria for each selected grant are met before submitting.	The collaborative grant writing team will review the grant proposal multiple times to clarify and seek advice from other colleagues if needed. (Wisdom et al., 2015)	Paws for a Cause will use their efforts effectively by creating a timeline to set specific deadlines to keep the collaborative grant writing team on track and meet the required documents to complete the grant proposal.	Completing the required documents for the identified grant on time will allow Paws for a Cause a fair chance of being selected to receive the grant. If received, these large grants will cover a majority of the expenses to support this organization.	The CEOs of Paws for a Cause and the collaborative grant writing team will work together to make sure the grant writing process is aligned with the timeline. The deadlines for each grant vary, but the organization aims to complete all grant applications by April 15, 2024

Appendix D

Case Support Letter

Paws for a Cause
222 Main Street
Fayetteville, NC 28304

March 12, 2023

Dear Donor

It is a great pleasure to spread awareness about Paws for a Cause, a new organization planting its roots in Fayetteville, North Carolina. Paws for a Cause would like your help to reach its mission of enriching the lives of the Fayetteville community. Paws for a Cause offers programs for children with disabilities, people under stress, and an emergency pet response where individuals are provided with a service animal to meet their current needs. This program would benefit the Fayetteville area greatly considering a handful of locals fit the criteria for services. As of 2021, 11.8% of Fayetteville's population was living with a disability which roughly translates to around 20 thousand people¹ (USA.gov) Veterans make up about 12.5% and those in poverty make up 19.1% of Fayetteville's population² (USA.gov). These are all groups who are more likely to suffer from stress or exacerbated mental health and can be assisted with a trained service animal. Animals have been used for treatment since the 1700's and some were even prescribed as a way improve a client's quality of life³ (Morrison, 2007). Later research confirmed the positive effects of animal contact included producing buffers against stress and anxious responses. The animals reduced high blood pressure, lowered risk of disease, and broke down social gaps⁴ (Koukourikos et al., 2019). These show positive outcomes for people under stress and those struggling with isolation. Our founders recognized the benefits animals can have on our target populations which created the idea of Paws for a Cause.

Paws for a Cause is meeting this demand through service animal trainers, mental health specialists, six service animals, and the equipment necessary to provide for them. This organization is seeking your assistance in raising funds needed to maintain these needs. Your donation would go towards funding our animal services and ensuring the service animals well cared for. Donations would cover animal trainings and basic needs such as food, holding areas, and veterinary fees. The service animals are the backbone of Paws for a Cause and meeting their needs will help both the animals and their clients thrive. This organization understands that not everyone who could benefit from animal services have the luxury of receiving these services. Donating will help fill this gap in the Fayetteville community and assist Paws for a Cause on their journey of improving Fayetteville's quality of life.

Sincerely,

Angie Edwards

¹ USA.gov. (n.d.). U.S. Census Bureau quickfacts: Fayetteville City, North Carolina. United States Census Bureau. Retrieved March 2023, from <https://www.census.gov/quickfacts/fayettevillecitynorthcarolina>

² USA.gov. (n.d.). U.S. Census Bureau quickfacts: Fayetteville City, North Carolina. United States Census Bureau. Retrieved March 2023, from <https://www.census.gov/quickfacts/fayettevillecitynorthcarolina>

³ Morrison, M. L. (2007). Health benefits of animal-assisted interventions. *Complementary Health Practice Review*, 12(1), 51–62. <https://doi.org/10.1177/1533210107302397>

⁴Koukourikos, K., Georgopoulou, A., Kourkouta, L., & Areti, T. (2019). Benefits of Animal Assisted Therapy in Mental Health. *International Journal of Caring Sciences*, 12(3), 1898–1905. https://doi.org/https://www.researchgate.net/publication/336810495_Benefits_of_Animal_Assisted_Therapy_in_Mental_Health

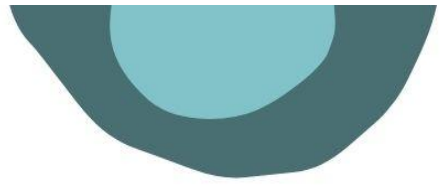
Appendix E

Marketing Campaign Slogan



Appendix E

Meet and Greet Flyer



Paws for a Cause

ANIMAL-ASSISTED THERAPY



Panda



Timon



Suzie

COME MEET OUR SPECIAL HELPERS

Meet & Greet

Wednesday March 22, 2023
12pm-4pm

Cross Creek Mall : 419 Cross Creek Mall,
Fayetteville , NC 28303



Appendix E

Marketing Flyer

Paws For Peace

**"THE BEST THERAPIST HAS FUR
AND FOUR LEGS**



Interested in becoming a client? Contact us today!

Phone: 626.555.5555

Email: pawsforacause@gmail.com

Website: www.pawsforacause.com

Appendix E

Social Media Flyer



 **PAWS FOR PEACE**

Did you know animals can drastically improve your mood and fight depression?

.....

Paws for a Cause: 
Animal Assisted Therapy

- **Destress Program**
- **Pet Emergency Response**
- **Pets for Children with Disabilities**

 @P4C

Phone: +626.555.5555
Email: pawsforacause@gmail.com

Appendix F

Full Job Descriptions

Human Resource Manager Position Opening

Duties and responsibilities of a Human Resources Manager include:

- Manage the staffing process, including recruiting, interviewing, hiring and onboarding
- Ensure job descriptions are up to date and compliant with all local, state and federal regulations
- Develop training materials and performance management programs to help ensure employees understand their job responsibilities
- Investigate employee issues and conflicts and brings them to resolution
- Ensure the organization's compliance with local, state and federal regulations

Licensed Clinical Social Worker Position Opening

Duties and responsibilities of a Licensed Clinical Social worker include:

- Initial mental health evaluations resulting in realistic treatment plans
- Assessing clients using standardized assessment/screening tools, measures, etc.
- Provide brief, solution focused therapy;
- Provide group psychoeducation/treatment related to chronic medical conditions;
- Provide information and referral services;
- Documentation of services provided in accordance with requirements

The Marketing Specialist Position Opening

Duties and responsibilities of a Marketing Specialist include:

- Coordinate organization meetings and communication for marketing purposes
- Research current trends and technology
- Plan, prepare, and deliver presentations to stakeholders on behalf of the organization
- Create, design, and maintain social media accounts on behalf of the organization
- Plan and execute marketing campaigns
- Raise awareness of the organization and generate positive attention
- Excel in communication managing ongoing projects

Appendix G

Volunteer Feedback Survey

Volunteer Feedback Template

1. How much of an impact do you feel your volunteer work had? 🗳️

- A great deal of impact A little impact
 A lot of impact No impact at all
 A moderate amount of impact

2. How convenient were the volunteer training sessions at our organization? 🗳️

- Extremely convenient Not so convenient
 Very convenient Not at all convenient
 Somewhat convenient

3. How useful were the volunteer training sessions at our organization? 🗳️

- Extremely useful Not so useful
 Very useful Not at all useful
 Somewhat useful

4. How easy was it to get along with the other volunteers at this organization? 🗳️

- Extremely easy Not so easy
 Very easy Not at all easy
 Somewhat easy

5. How friendly are the staff at our organization? 🗳️

- Extremely friendly Not so friendly
 Very friendly Not at all friendly
 Somewhat friendly

6. How appreciated did your volunteer supervisor make you feel? 🗳️

- Extremely appreciated Not so appreciated
 Very appreciated Not at all appreciated
 Somewhat appreciated

7. Overall, were you satisfied or dissatisfied with your volunteer experience with our organization? 🗳️

- Very satisfied Dissatisfied
 Satisfied Very dissatisfied
 Neither satisfied nor dissatisfied

8. How likely are you to continue volunteering at our organization in the future? 🗳️

- Extremely likely Not so likely
 Very likely Not at all likely
 Somewhat likely

9. In a typical month, about how many hours do you volunteer? 🗳️

10. How likely is it that you would recommend this organization to a friend or colleague? 🗳️

Not at all likely Extremely likely

0	1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	---	----

NEW QUESTION

or Copy and paste questions

Done

Appendix G

Volunteer Quarterly Evaluation

Volunteer Quarterly Evaluation

We want to see how you are doing! Please fill out this form to the best of your ability.

000mjr@gmail.com [Switch account](#)

Not shared

* Indicates required question

Are your expectations being met? *

Your answer _____

Is the role as described to you or do you feel you need more training?

Yes

No

I'm not sure

Would you like more responsibilities, hours, or tasks?

Yes

No

Maybe

On a scale of 1 to 5, what is your overall satisfaction with the organization and your role in particular? *

1 2 3 4 5

Extremely satisfied Extremely dissatisfied

Do you have any other issues, concerns, or suggestions?

Your answer _____

Are you interested in continuing?

Yes

No

Prefer not to say

[Submit](#) [Clear form](#)

Never submit passwords through Google Forms.