

4-1-2009

Prevent Child Abuse Georgia: A Look at Management and Marketing

Nicole R. Tullis
Kennesaw State University

Follow this and additional works at: <http://digitalcommons.kennesaw.edu/etd>



Part of the [Public Affairs, Public Policy and Public Administration Commons](#)

Recommended Citation

Tullis, Nicole R., "Prevent Child Abuse Georgia: A Look at Management and Marketing" (2009). *Dissertations, Theses and Capstone Projects*. Paper 33.

Prevent Child Abuse Georgia: A Look at Management and Marketing

Nicole R. Tullis

An Internship Paper
Submitted in Partial Fulfillment
of the Requirements for the

Master of Public Administration

Kennesaw State University

May 2009

EXECUTIVE SUMMARY

I did my internship at Prevent Child Abuse Georgia (PCA Georgia) which is Georgia's only private, statewide community nonprofit organization with the sole objective of preventing child abuse. During the internship, I worked with the resource department team which includes the director of stakeholder and public relations and the resource development specialist. The CEO has taken a substantial role in resource development due to the financial hardships of the organization.

PCA Georgia had a positive outlook on its financial position when projections were made for FY09. Unfortunately, the fiscal year saw a negative turn in economic conditions and the organization received less revenue than expected. This has put PCA Georgia's family support programs in jeopardy. Although the financial department has rallied to cut expenses, there is still added pressure on the resource development department to come up with more funds and even more pressure on management to keep up staff morale. It is essential that PCA Georgia come up with strategies to create higher visibility for its programs and take measures to improve the organization's financial situation to secure the future of its programs. PCA can achieve this by doing the following:

- Taking measures to ensure donor/grant information is organized
- Empowering Staff
- Altering the organizational structure
- Utilizing community resources
- Having more promotional and fundraising events throughout the year

TABLE OF CONTENTS

INTRODUCTION	1
PART I: AN ORGANIZATIONAL OVERVIEW	2
A PROVEN NEED FOR PREVENTATIVE PROGRAMS	2
PROGRAM DESCRIPTIONS	4
ORGANIZATIONAL STRUCTURE	5
FINANCIALS	7
STRATEGIC PLAN (2006-2009)	8
PART II: A CRITICAL LOOK AT PCA GEORGIA	9
STRATEGIC (SWOT) ANALYSIS	9
STRATEGIC RESPONSE	14
INTERNSHIP OBJECTIVES ACCOMPLISHED	20
CONCLUSION	24
APPENDIX A	25
APPENDIX B	26
APPENDIX C	28
REFERENCES	29

Prevent Child Abuse Georgia: A Look at Management and Marketing

INTRODUCTION

I began my internship at Prevent Child Abuse Georgia (PCA Georgia) on January 6, 2009 and completed my time (300 hours) with the organization on April 22, 2009. During the internship, I worked with the resource development department which includes the director of stakeholder and public relations and the resource development specialist. The CEO has taken a substantial role in resource development due to the financial hardships of the organization. The resource development department's primary functions are fundraising, promotion and building and maintaining relationships with corporate and individual donors.

My objectives for the internship were: (1) to gain a better understanding of how a nonprofit organization builds and maintains relationships with local businesses and communities, (2) to gain more experience in fundraising and promotion, (3) to learn how to manage finances effectively, and (4) to maintain positive personnel relations.

The first section of the paper includes a short discussion about the need for child abuse prevention programs followed by descriptions of the organization's programs, organizational structure, and financial situation. The second section contains a strategic (SWOT) analysis which is followed by a strategic response, and concludes with a description of how my experiences and observations at PCA Georgia helped me to reach my internship objectives.

PART I: A Organizational Overview

PCA Georgia is a private, statewide community nonprofit organization whose mission is “to prevent child abuse and neglect in all forms,” (Appendix A). Established in 1984, PCA Georgia is one of nearly 40 state affiliates of Prevent Child Abuse America. PCA Georgia works to break the cycle of abuse through its statewide programs and by working collaboratively with a network of local and state level stakeholders (chartered councils) to strengthen families. The chartered councils provide prevention programs and services for families and children in their respective communities throughout Georgia.

A PROVEN NEED FOR PREVENTATIVE PROGRAMS

The Federal Child Abuse Prevention and Treatment Act defines child abuse as (at minimum):

“Any recent act or failure to act on the part of a parent or caretaker which results in death, serious physical or emotional harm, sexual abuse or exploitation; or an act or failure to act which presents an imminent risk of serious harm.”¹

The U.S. Department of Health and Human Services reported that an estimated 905,000 children were victims of child abuse or neglect in 2006.¹ During the same year, the Georgia Department of Family and Child Services (DFCS) received over 90,000 reports of child abuse and neglect.²

¹ Child Welfare Information Gateway. <http://www.childwelfare.gov/preventing/> [accessed April 7, 2009].

² Prevent Child Abuse America. http://member.preventchildabuse.org/site/DocServer/cost_analysis.pdf?docID=144 [accessed April 1, 2009].

Child abuse has a number of effects (physical, psychological, behavioral, and societal); many of which follow victims into their adult lives. For instance, one third of child abuse survivors will later abuse their own children. Also, children who have been sexually abused are 2.5 times more likely to abuse alcohol and 3.8 times more likely to become addicted to drugs.³

Child abuse and neglect also create a cycle of adverse behaviors that have detrimental effects on society. A study conducted by Prevent Child Abuse America reported that an estimated \$103.8 billion are spent on child abuse related services in the United States each year (Appendix B). The services are classified as direct costs and indirect costs. Direct costs include: hospitalization, mental health care system, child welfare services system, and law enforcement. Indirect costs include: special education, mental health and health care, adult criminal justice system, and lost productivity to society.²

PCA Georgia has two direct service programs (Healthy Families Georgia and First Steps) that have a positive impact on childhood well-being and also result in financial benefits for the state. In their quarterly newsletter, PCA Georgia compares the two programs to the costs of services parents and caretakers will be more likely to use if they do not engage in the preventative programs:

Healthy Families Georgia (HFG). HFG's home visiting services decrease the risk of abuse and neglect by 40 percent, and keep children safe in their homes. The program reduces the need for out-of-home placement:

- \$2,600 per family for one year of HFG programs.
- \$5,840 per child for one year of basic foster family services.

³Childhelp. <http://www.childhelp.org/resources/learning-center/statistics> [accessed April 7, 2009].

First Steps. The program’s family support services result in 98 percent of babies being connected to primary medical providers, reducing the likelihood of hospital emergency room visits:

- \$60 doctor office visit
- \$159 visit to hospital emergency room

PROGRAM DESCRIPTIONS

Healthy Families Georgia (HFG)

HFG is a part of the Healthy Families America initiative started by Prevent Child Abuse America. Established in 1993, HFG provides parents of newborns identified as at-risk for poor parenting outcomes with support through home visitations, education, and referrals to other needed services in the community. The program’s aim is to ensure that participants become responsible and loving parents. The program provides intensive support for up to five years.

First Steps

First Steps reaches out to all expectant parents and parents of newborns by offering emotional support, parenting education, and referrals to community services. Parents receive services for a minimum of three months. Services provided by First Steps include an initial face-to-face visit by a trained service provider, an “Our New Baby” developmental calendar which marks developmental milestones for infants, and continued telephone contact. Participants are also given access to a 24-hour helpline for answers to parenting questions and are able to receive home visitations if needed.

Helpline (1-800-CHILDREN)

PCA Georgia has a toll-free, statewide helpline that provides information, referrals, and support to all callers. The helpline offers callers a safe and confidential place to address any questions or concerns they have about child abuse and neglect. Helpline staff and trained volunteers are available from 8 a.m. to 8 p.m. Monday through Friday. The helpline provides ongoing support to parents and caregivers who need parenting tips, are having difficulties caring for a new baby, or have questions about child development.

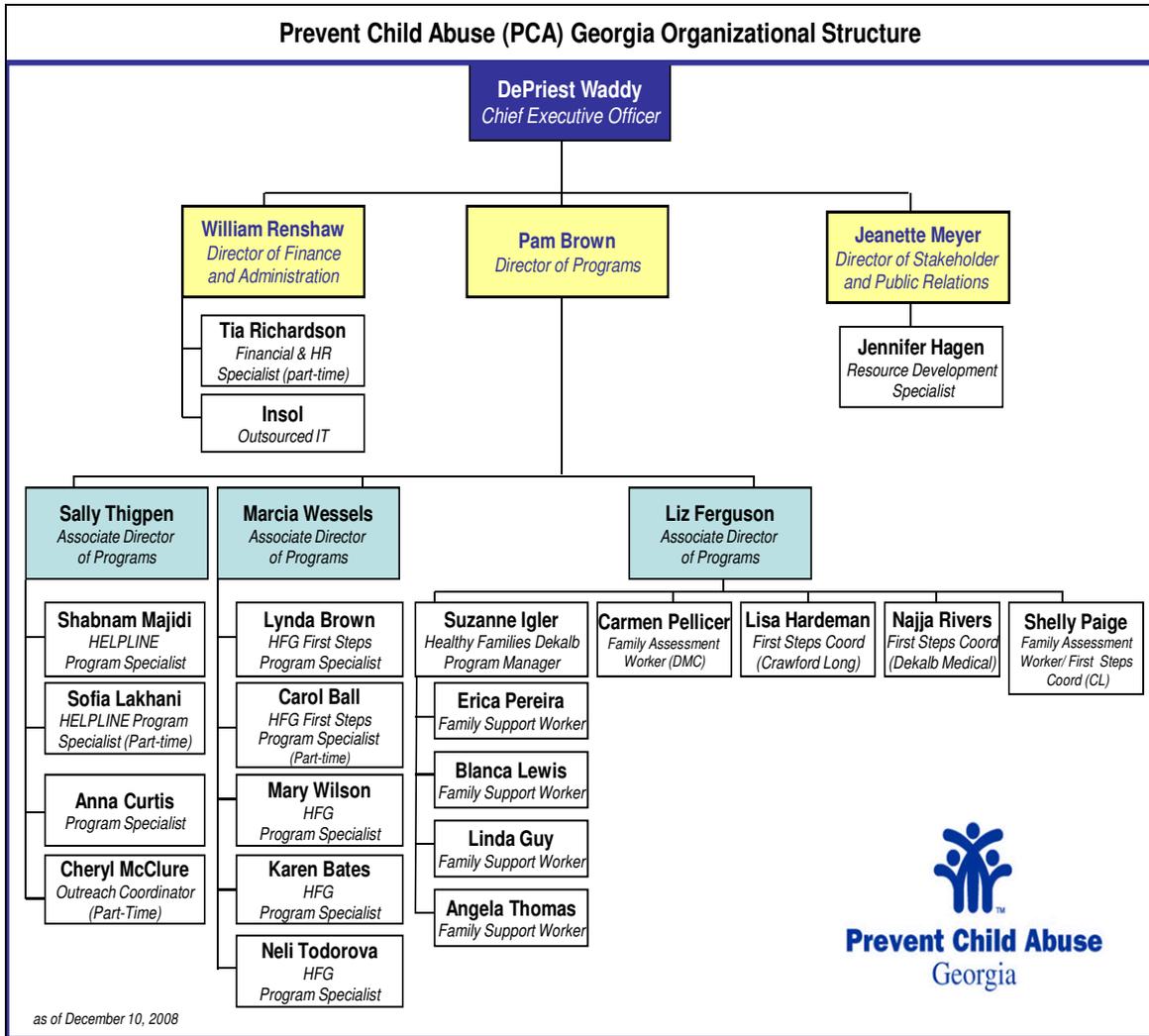
Stop It Now! Georgia

Funded by a grant from the Centers of Disease Control (CDC), Stop It Now! Georgia is a public health campaign to prevent child sexual abuse. The goal is to help communities recognize the warning signs of abuse and prevent sexual abuse before a child is harmed. The program promotes knowledge of the conditions that allow sexual abuse to occur through public education and public awareness. Stop It Now! Georgia's representatives are available to do informal presentations and workshops for community organizations. The program also offers training and technical assistance to youth programs regarding child sexual abuse prevention protocols.

ORGANIZATIONAL STRUCTURE

PCA Georgia is led by a 17 member board of directors and the Chief Executive Officer (CEO). The board's Chairman, Mark Stancil, has served on the board for three years. He is

responsible for managing the organization’s investment portfolios for high net worth clients and foundations. The CEO, DePriest Waddy, joined the organization in April 2008. Waddy has more than 20 years fundraising and marketing experience with nonprofits in the Atlanta area. He is supported by three senior directors, three associate directors, and 20 additional staff members.



FINANCIALS

PCA Georgia's fiscal year runs from July 1 to June 30. When FY09 began, the organization had a new CEO and a new organizational structure. For the first time in three years, PCA Georgia predicted ending the year in the black. The organization's FY09 budget projected total revenues of \$3,187,706.00 and total expenses of \$2,975,706.00. This would have resulted in an excess of revenue in the amount of \$212,000.00.

FY09 saw a negative turn in economic conditions, which led to a decline in government contributions. The United Way of Metro Atlanta, which was PCA Georgia's third largest revenue source in FY08, decreased its contribution to the organization. Georgia-Pacific Foundation, another one of PCA Georgia's top contributors in FY08, informed the organization that they would not be able to provide any funding. The organization also had several individual donors that were unable to contribute this year.

PCA Georgia's March financial statement shows that the loss of funding resulted in the organization being \$371,000 short of their year-to-date revenue target. In response, the organization reduced expenses for the duration of the fiscal year, which resulted in PCA Georgia being only \$21,000 off the year to date bottom line. The organization now projects ending FY09 with excess revenues of \$10,000 (Appendix C).

STRATEGIC PLAN (2006-2009)

PCA Georgia's strategic plan focuses on three goals. The first goal is to build and maintain financial governance and stability. The organization plans to achieve the goal by eliminating debt by FY10 and developing budgets for each activity, project, or program it engages in. PCA Georgia would also like to raise \$10 million from nongovernmental sources by FY13. The organization plans to accomplish this by launching an annual campaign (or statewide baby shower) and implementing "everyman fundraising" strategies. Also, fundraising staff will focus on building external relationships with grant making foundations, corporate donors and individuals.

The second goal is to develop and implement public relations and marketing strategies that raise awareness of PCA Georgia and the issue of child abuse and neglect. The organization's first strategy is to create a strong tagline that reflects the mission. Another strategy is to utilize technology to create a viral buzz about child abuse prevention and PCA Georgia. The organization also aims to position itself as the "expert" in child abuse issues by developing relationships with media outlets.

The third goal of the organization is to maintain and leverage its core programs. PCA Georgia plans to accomplish this by expanding programs through the utilization of the chartered councils. PCA Georgia will collect and analyze data and outcomes for all core programs and use the analysis to refine program activities as indicated. The organization also plans to participate in advocacy activities at the national, state, and local levels.

PART II: A Critical Look at PCA Georgia

STRATEGIC (SWOT) ANALYSIS

Internal Challenges

Statistics show that child maltreatment is a serious problem in Georgia and prevention efforts could potentially help thousands of the state's children. It is the responsibility of communities to ensure the safety of their children, and PCA Georgia's Healthy Families Georgia and First Steps programs are helping communities throughout the state do just that. Healthy Families Georgia served 1,700 local families in 2007. Program participants have lower rates of repeat teen pregnancy, increased likelihood of good parenting, and babies are at a lower risk for developmental delays. First Steps served 18,500 families in 2007-2008. Nearly 100 percent of participants report that they found the program useful and would recommend it to a friend.

PCA Georgia's program staff are dedicated to the mission of the organization and work hard to make sure the organization's programs are successful. Unfortunately, funding for Healthy Families and First Steps ends in September and the jobs of the program staff are in jeopardy. Family support staff work primarily outside of the office and are often not in attendance at monthly staff meetings. Thus, many members of the family support staff feel that they are "out of the loop" when it comes to the new developments in the organization and the status of the programs they work for.

Inadequate communication at PCA Georgia extends across department lines and affects all of the organization's staff members. The most recent and most significant example of the lack

of communication at PCA Georgia concerned the organizations deteriorating financial position. Staff were not notified until the last week of March that some of their benefits would be cut for the rest of the fiscal year (June 30, 2009) and that in the next three months they would have to take a total of three weeks unpaid vacation. The late notice did not give the staff much time to prepare for the changes in their income. This action made many staff members feel as though the organization was more concerned with ending the fiscal year in the black than the well-being of its employees.

PCA Georgia has several wealthy patrons that consistently donate money, volunteer, and participate in fundraising events. The patrons are well connected throughout the state and have the ability to attract new donors and volunteers to the organization. PCA Georgia's patrons are important to the organization's success, but it is possible that the organization has become too dependent on its patrons. The resource development department focuses most of its attention on fundraisers that are expensive and only appeal to wealthy individuals. As mentioned previously, several of the organizations individual donors were unable to make contributions this fiscal year, which means that the events will likely make less money than projected.

By narrowly tailoring its fundraising initiatives to individuals that can donate large sums of money, the organization has alienated most of Georgia's population. PCA Georgia's 2006-2009 strategic plan states that the organization should increase its focus on volunteer development and diversify its revenue base. The CEO of PCA Georgia has also stressed the importance of "building new relationships," and management has continually expressed the need to reach out to Georgia communities. Yet the organization has not made much effort in doing so.

PCA Georgia has begun using technology to broaden the organization's reach. The organization has created an online community called "The Village at Prevent Child Abuse

Georgia.” The primary function of the village is to create ambassadors for child abuse prevention efforts. The site allows members to create a personalized page, donate money, and send out invitations to friends to join the cause. A facebook page was also created to link people to The Village. Management hoped to get the ball rolling on the campaign through staff and constituent participation, but neither The Village nor PCA Georgia’s facebook page has attracted many users. So far, no other strategy has been developed to promote the website.

The organization has also started to use technology to cut costs. Invitations for the Fun Fête Gala took about three weeks and the support of many staff members and volunteers to complete. Details about the gala auction to invitees were sent via email. Some invitees expressed that they preferred receiving information electronically. In response, the resource development department decided that the bulk of the information for the celebrity golf classic would be emailed to invitees. I spent three days creating email distribution lists for the golf tournament as opposed to spending three weeks addressing envelopes by hand. Sending information saves the organization both time and money.

Operational inefficiency and disorganization are also problems at PCA Georgia. The family support staff have heavy caseloads which are scattered all over the Atlanta area. Staff are not designated to specific areas in which the majority of their clients are located and often have to back track to make home visits. I have heard staff members express that being assigned particular areas would make it much easier for them to perform their jobs.

The resource development department is responsible for staying in contact with all of the organization’s constituents. Admittedly, the department does not have a systematic way of storing information and has not been keeping good records of donor and volunteer information.

Resource development had several lists of patrons, donors, sponsors, volunteers, etc. I have compiled the lists and updated the contact information of the organization's constituents. The new, exhaustive list should make it easier for resource development to send out mailings and keep in contact with constituents.

External Challenges

In the struggling economy, it is difficult for organizations to flourish, PCA Georgia is no exception. As mentioned previously, PCA Georgia has several wealthy patrons that consistently contribute time and money to the organization. Many of these patrons were in the real estate business and were victims of the weakening economy. Those individuals are no longer capable of contributing to the organization. The economy has also made it less likely for businesses to contribute funds to organizations they do not have pre-established relationships with. The government and grant-making foundations have decreased funding as well. These circumstances will continue indefinitely, and is creating a number of budgetary concerns as FY10 approaches, which makes it increasingly important for PCA Georgia to reach out to the community at large.

PCA Georgia is located in an area rich in community resources, but the organization fails to use many of them. Several colleges and universities are located in Atlanta and the surrounding areas, and students from these institutions can be a great asset to PCA Georgia. Many student organizations focus specifically on philanthropic activities. Also, sororities and fraternities often take part in charity work. Building relationships with academic student organizations may also prove beneficial because the focus of these groups is to provide students with an opportunity to be interested in volunteer and internship opportunities. PCA Georgia has reached out to a few local universities.

During the spring 2009 semester, the organization had interns from Kennesaw State University and Georgia State University.

Atlanta is home to many community organizations that may have an interest in working with PCA Georgia. Parent and teacher organizations have a vested interest in preventing child abuse and may prove to be great allies in the effort to keep Georgia's children safe and healthy. The YMCA, Boys and Girls Club, and other youth-programming organizations may also be valuable resources. Recently, I compiled a statewide list of child advocacy and youth programming organizations that have upcoming conferences and workshops. The director of public and stakeholder relations plans to send information about PCA Georgia's helpline to those organizations to be distributed during those events.

PCA Georgia has utilized media outlets to advertise for special events. The organization has developed a relationship with the Atlanta Journal-Constitution (AJC). The newspaper gave the organization a discounted advertisement for the Fun Fête Gala and printed an article about the event. PCA Georgia also got some airtime on 11Alive News before the gala by participating in "Mugs in the Morning," a segment in which the 11Alive morning news crew drinks coffee from the featured organization's mugs and discusses the organization's upcoming event.

PCA Georgia's strategic plan states that the organization should focus additional attention on developing relationships with local media outlets. The proposed strategy for doing so is to organize a meeting with the editorial boards of various media channels and educate reporters about child abuse and neglect. The organization would also like to meet with media outlets quarterly and send monthly press releases to media representatives to keep them informed about the issue.

On April 15, 2009, Georgia Public Broadcasting (GPB) aired a documentary called "The

Road Beyond Abuse” in connection with Child Abuse Prevention Month. The program featured the stories of adults whose lives were impacted by child abuse and neglect. PCA Georgia’s helpline number was shown during the presentation. The organization also set up a call center during the broadcast. PCA Georgia expects exposure from the broadcast to result in a higher volume of calls to the helpline.

STRATEGIC RESPONSE

It is essential that PCA Georgia come up with strategies to create higher visibility for its programs and take measures to improve the organization’s financial situation to secure the future of its programs. PCA can achieve this by doing the following:

- 1. Take measures to ensure donor/grant information stay organized.* As mentioned previously, I have updated the organization’s constituent database. I think it is imperative that the database be kept updated. It only takes a couple of minutes to add new constituents to the list so staff should having no problem adding constituent information as it becomes available. This will eliminate problems such as losing contact information. Seeing as the organization has begun to send out information electronically, it has become increasingly important to record the email addresses of constituents.

PCA Georgia’s strategic plan states that a grant writing calendar/timeline should be created each year, which I believe is a good idea. It would be beneficial for the organization to have the calendar completed for the beginning of each fiscal year. Several staff members and the CEO write grants. Having a schedule and assigning particular staff members to

write each grant will help to ensure that application deadlines are not missed and keep the grant writing process organized.

The process will also compel the organization to research new funding opportunities, which is imperative during this time of economic uncertainty. One of PCA Georgia's constituents forwarded the resource development department a list of foundations that the organization may be eligible to receive funding from. I have used the list as a reference point in researching funding opportunities for the organization. I have created a document listing organizations that are accepting grant applications for FY10. The document should give PCA Georgia a good starting point for creating a grant writing calendar.

2. **Staff Empowerment.** The nonprofit governance course (PAD7180) stressed the importance of management to remember they need their staff more than the staff needs them. If there are no programs, there is no mission. As Brinkerhoff (2000) states in *Mission Based Management*, "the mission is the reason." If a nonprofit organization does not perform its mission, it will lose both its funding and tax exemption status. In other words, the organization will cease to exist.

Though this is a difficult time financially for the organization, PCA Georgia's management must try to build enthusiasm and empower staff. Management should listen to staff suggestions about how to strengthen the organization. Program staff have direct contact with PCA Georgia's clients and may have some ideas that management has not thought of. Management must make sure that they communicate effectively with staff.

The organization holds monthly staff meetings but family support staff and part-time staff are often not in attendance. Someone should be assigned to take meeting minutes and make sure that all PCA Georgia staff receives them. This will ensure that all staff members are abreast of what has been discussed and gives them a reference point if they have any questions. Also, management should take measures to ensure that the staff is comfortable asking questions and expressing concerns. Having a policy of open communication will allow staff members and management “stay on the same page.”

As mentioned previously, family support staff have to do a substantial amount of travelling to visit their clients. The organization should assign family support workers specific areas in which all (or at least most) of their clients reside. It would be more convenient for the staff and relieve the stress of being on a time constraint. This would also benefit the organization, by decreasing the amount out of money that is paid in mileage.

3. ***Altering the organizational structure.*** Working with the resource development department, I noticed that there are periods of high work volume and periods when there is little work. Of course, the periods with the heaviest workloads occur when fundraising events are approaching. Although board members form event committees, the bulk of the preparation for the events falls on the shoulders of the resource development specialist. The groundwork that goes into planning a large event is virtually impossible for one person to do. I believe PCA Georgia should consider hiring a part-time temporary employee to assist with the events.

PCA Georgia has two fundraising events each year, the Fun Fête Gala which takes place at the end of February and the Celebrity Golf Classic which is at the end of June.

PCA Georgia has a three month period (March-May) between events and a seven month period (July-January) after both events have concluded in which no fundraisers occur.

During these periods, it is not necessary for the resource development specialist to be on staff full-time. The position was originally an hourly, part-time position; I think that making the position hourly again may be a good idea. This way the PCA Georgia is not pay 40 hours a week in wages for work that can be done in 25 hours. This would also leave funds available for part-time assistance during high workload periods. The only way to justify having a full-time resource development specialist is to have more fundraisers throughout the year.

4. ***Utilize community resources.*** The contemporary public issues course (PAD 7150) addressed the importance of “social capital.” In *Bowling Alone: The Collapse and Revival of American Community*, Robert D. Putnam states that “social capital refers to connections among individuals—social networks and the norms of reciprocity and trustworthiness that arise from them,” (Putnam 2000:19). Involving community organizations and the public in fundraising activities will build social capital which will in turn create a number of benefits for PCA Georgia. Developing positive relations with the community will result in more advocates for child abuse prevention. It will create more volunteers for events, inspire more people to go to town meetings and speak out to elected officials about the importance of child abuse prevention programs, and attract more charitable donations to support the organization.

Student organizations would be helpful in getting PCA Georgia’s online Village off the ground. Most college students are active on the facebook site and getting them on board

with the Village initiative would give the organization some much needed publicity.

Students typically have many friends on their personal pages and most student organizations create group pages. Group pages attract hundreds of students from the university. This could result in a large number of individuals viewing the PCA Georgia facebook page and becoming involved with The Village.

5. ***Utilize the time between events.*** Brinkerhoff (2000) stated that an organization must be full of *social entrepreneurs*. He defines *social entrepreneurs* as “organizations that are willing to take risks to perform their mission,” (Brinkerhoff 2000: 29). PCA Georgia must come up with new, innovative ideas to raise funds and awareness. As mentioned previously, there is plenty of downtime between fundraising events and this provides the resource development department ample opportunity to brainstorm and hold some smaller scale events that engage communities.

Small events would be inexpensive and take little time to arrange. In many cases, community and student groups would be more than happy to help coordinate small events if given the necessary guidance and resources. They may also be interested in co-sponsoring an event. It is common for such groups to hold small fundraisers such as bake sales, clothing drives, spaghetti dinners, etc. These events may not raise huge dollars but will give PCA Georgia some exposure and allow the organization to establish new relationships.

Throughout the year, PCA Georgia sends out solicitations to its constituents and post lists of program needs on the organization website. PCA Georgia should consider a different approach to attracting contributions. For instance, the organization posted a “Christmas wish list” for the Healthy Families program. Instead of just sending mailings

asking for a donation, it may be a good idea for the organization to have a holiday party at which guests give an item from the wish list as a gift for participants of the Healthy Families program. This is a fun way to for the organization to get what they need and involve the public. Also, events such as these often receive media attention during the holiday season. PCA Georgia may want to invite local news channels to cover the event. They may also consider doing “mugs in the morning” to promote it, as was done for the Fun Fête Gala.

The strategic plan mentions a “state-wide baby shower”; this is another event that could be done on a smaller scale. The organization may want to get their chartered councils to co-sponsor the event and have several small scale baby showers throughout the state instead of having one large shower. Having several showers will make it easier for people to attend and most likely will attract more participants. Having baby showers throughout the state taking place at the same time may also prove to be newsworthy and create some much needed exposure for PCA Georgia.

Holding a promotional event during April, the child abuse prevention month, would also be a good idea. PCA Georgia can get some ideas for a successful promotional campaign or event by benchmarking other organizations. For example, the Susan G. Komen Foundation launches a campaign every year during breast cancer awareness month and many other organizations have developed successful campaigns to create awareness for the issues they support. Researching some of those organizations’ promotional activities would be beneficial for PCA Georgia.

INTERNSHIP OBJECTIVES ACCOMPLISHED

During my internship at PCA Georgia, I wanted to reach the following objectives: (1) gain a better understanding of how a nonprofit organization builds and maintains relationships with local businesses and communities, (2) gain more experience in fundraising and promotion, (3) learn how to manage finances effectively, and (4) maintain positive personnel relations. All four objectives were reached through my experiences and observations at the organization.

Objective 1: Gain a better understanding of how a nonprofit organization builds and maintains relationships with local businesses and communities

At PCA Georgia, I saw firsthand the importance of having community support. Recruiting board members that hold positions of distinction and are connected to community leaders is imperative. PCA Georgia's board of directors attracts a large share of the organization's patrons. The CEO and director of stakeholder and public relations maintain relationships with patrons by keeping them posted on any new developments at the organization and simply building relationships with them. It is important for board members and staff to learn about the organization's constituents and establish common ground with them; remember their names, what they do for a living, and any other information they share about their families, hobbies, etc. Establishing such relationships make people more inclined to help.

Maintaining a positive attitude and showing enthusiasm for the organization's programs is also essential when speaking to both constituents and potential constituents. In order to get them excited about the organization staff and management must exhibit an enthusiastic attitude. Taking measures to ensure that constituents feel appreciated is important as well. The CEO may do this by

making personal phone calls to thank businesses and individuals for donating their time and/or money to the organization. Of course, making phone calls to everyone is not possible but the resource development department should make sure that all contributors receive a thank you letter signed by the CEO. Acts of gratitude such as this makes constituents feel appreciated and in turn they are more likely to contribute again.

It is just as important for management to build new relationships as it is for them to maintain pre-established relationships. The current financial position of PCA Georgia shows that becoming too dependent on a small group of businesses and individuals can be detrimental to a nonprofit organization. It is important for an organization to make use of all the resources at its disposal. It is also important to remember that without the support of the communities it serves the organization cannot exist.

The goal of a nonprofit organization is to carry out its mission. The organization must get the community involved in that process. Individuals and businesses are more likely to respond to initiatives in which they can play an active role. People like to feel as though their participation will have a direct impact on the individuals the organization serves.

Objective 2: Gain more experience in fundraising and promotion

I was not at PCA Georgia for the initial planning stages of the Fun Fête Gala which was held on February 20 and the Celebrity Golf Classic is not until June 29. Therefore, during my time at the organization I did not get to work on an event from start to finish. That was one thing missing from my internship experience. Nonetheless, it was beneficial for me to work on the events as much as I did. I have previous experience planning small scale events for nonprofit organizations and advocacy groups, but had never worked on any large scale events.

I gained a better understanding of the amount of time and money that go into planning large events and how critical it is that the events go well. Thousands of dollars are at stake and relationships with both potential and existing constituents are also at stake. If an event is unsuccessful, sponsors may not want to be involved in the organization's next event and disappointed guests may choose not to attend any of the organization's future events.

PCA Georgia is not well known in the area and the organization would benefit a great deal from holding small scale events. Small events are great marketing and promotional tools for nonprofit organizations. I have coordinated and volunteered for several small-scale fundraisers and promotional events and from my experience, innovative events that benefit a good cause attracts a considerable amount of community support. In many cases, the events also receive media attention. The more exposure the organization receives the more attractive the organization looks to local businesses. This could result in sponsorships for events in the future. Community members that attend the event may tell friends about the organization. They may also decide to donate their time and money to the organization.

Objective 3: Learn how to manage finances effectively

In PAD 7180, we discussed how important it is for an organization to be "financially empowered." Nonprofit organizations must remain flexible and be open to exploring new streams of income. Taking advantage of funding opportunities is of great importance, but nonprofit organizations must avoid chasing opportunities that compromise the integrity of their mission. Taking such action may damage relationships the organization has already built and it could possibly put the organization's tax-exempt status at risk.

During these tough economic times, many organizations are having difficulties managing

their finances. Like many other organizations, PCA Georgia had to make adjustments to its budget this year. The organization was successful in developing a strategy for cutting expenses but I think the action was taken too late. PCA Georgia did not begin cutting expenses until April 1. The economy was in trouble months before that. The organization should have anticipated not receiving as much funding as projected in the budget and started taking measures to decrease expenses earlier in the fiscal year. The decision to wait until April to take action has resulted in some tensions within the organization, which I will discuss under my final objective.

Objective 4: Learn to maintain positive personnel relations

Acquiring and maintaining a talented and dedicated staff is essential for a nonprofit organization, or any business for that matter. PCA Georgia has staff that possesses those qualities but recently there has been some tension in the organization. Management is pleasant and praises staff for their hard work but some staff members feel that there is not much action behind those sentiments. As mentioned above, PCA Georgia recently made plans to cut its expenses. The cuts are going to have a major impact on staff incomes. Of course, staff members were unhappy because of the financial strain it will cause but the staff are also unhappy because changes were to be implemented immediately. This gave the staff no time to prepare for the changes in their income.

CEOs and managers often have to make decisions that the staff do not like; it is an unpleasant but unavoidable part of their jobs. However, management must remember the importance of keeping their staff happy and motivated. The only way to do that is through open and honest communication. When situations exist that will inevitably have a negative effect on the staff it is important for management to let them know so they are able to prepare. This also shows the staff that the management is looking out for their well-being. Although management and staff

members have varying responsibilities, they all ultimately have the same goal which is to realize the organization's mission.

CONCLUSION

Statistics show that there is a great need for programs that prevent child abuse and neglect. PCA Georgia's programs have helped new parents throughout the state to develop nurturing and safe environments for their children. Unfortunately, PCA Georgia is not highly visible in the community and many families that may need support from its programs do not know that assistance is available to them. The organization has to work diligently to better position itself in Georgia communities.

PCA Georgia has had ongoing financial problems and operational inefficiency has also been a problem at the organization. Those conditions make it nearly impossible for an organization to flourish. PCA Georgia has to develop a systematic way to administer its programs and manage its fundraising and community outreach activities. Having sound program processes in place will help to stabilize PCA Georgia's financial situation which will eventually allow the organization to expand its programs and increase its visibility through statewide marketing and promotional efforts.

During my time at PCA Georgia, I observed effective program processes as well as ineffective program processes. There is no perfect approach to managing a nonprofit organization. Organizations must do their best to stay aware of community needs and have the capacity to adapt to changing conditions. Maintaining high quality programming will ensure that a nonprofit organization remain a community resource.

Appendix A

Prevent Child Abuse Georgia

Mission: **To prevent child abuse and neglect in all forms.**

Core Values:

Valuing children: We are committed to raising the value society places on children and to preventing abuse and neglect, so that all children can grow to their full potential. Every child deserves to be cherished and nurtured in a safe environment. Harming a child in any way is unacceptable.

Strengthening families: We are committed to strengthening families and preventing child abuse and neglect by providing families with the information, support, and resources necessary to be successful in raising children.

Engage Communities: We are committed to engaging communities in the development and implementation of prevention strategies and programs.

Guiding Principles:

Leadership: We will provide leadership to advance the prevention of child abuse and neglect.

Collaboration: We will create opportunities for collaboration with individuals and organizations to share our mission.

Integrity and Excellence: We will be guided in all of our actions by adherence to the highest standards of conduct, and we will strive for excellence.

Diversity: We embrace diversity in all aspects of our organization and communities.

Respect: We are committed to treating people with respect.

Intelligence and Accountability: We are committed to basing our programs on the best available research and to conducting systematic evaluation of our programs.

Appendix B

Total Annual Cost of Child Abuse and Neglect in the United States DIRECT COSTS

Direct Costs	Estimated Annual Cost (in 2007 dollars)
Hospitalization <i>Rationale: 565,000 maltreated children suffered serious injuries in 1993¹. Assume that 50% of seriously injured victims require hospitalization². The average cost of treating one hospitalized victim of abuse and neglect was \$19,266 in 1999³. Calculation: $565,000 \times 0.50 \times \\$19,266 = \\$5,442,645,000$</i>	\$6,625,959,263
Mental Health Care System <i>Rationale: 25% to 50% of child maltreatment victims need some form of mental health treatment⁴. For a conservative estimate, 25% is used. Mental health care cost per victim by type of maltreatment is: physical abuse (\$2,700); sexual abuse (\$5,800); emotional abuse (\$2,700) and educational neglect (\$910)⁴. Cross referenced against NIS-3 statistics on number of each incident occurring in 1993¹. Calculations: Physical Abuse – $381,700 \times 0.25 \times \\$2,700 = \\$257,647,500$; Sexual Abuse – $217,700 \times 0.25 \times \\$5,800 = \\$315,665,000$; Emotional Abuse – $204,500 \times 0.25 \times \\$2,700 = \\$138,037,500$; and Educational Neglect – $397,300 \times 0.25 \times \\$910 = \\$90,385,750$; Total = \$801,735,750.</i>	\$1,080,706,049
Child Welfare Services System <i>Rationale: The Urban Institute conducted a study estimating the child welfare expenditures associated with child abuse and neglect by state and local public child welfare agencies to be \$23.3 billion in 2004⁵.</i>	\$25,361,329,051
Law Enforcement <i>Rationale: The National Institute of Justice estimated the following costs of police services for each of the following interventions: physical abuse (\$20); sexual abuse (\$56); emotional abuse (\$20) and educational neglect (\$2)⁴. Cross referenced against NIS-3 statistics on number of each incident occurring in 1993¹. Calculations: Physical Abuse – $381,700 \times \\$20 = \\$7,634,000$; Sexual Abuse – $217,700 \times \\$56 = \\$12,191,200$; Emotional Abuse – $204,500 \times \\$20 = \\$4,090,000$; and Educational Neglect – $397,300 \times \\$2 = \\$794,600$; Total = \$24,709,800</i>	\$33,307,770
Total Direct Costs	\$33,101,302,133

¹ Sedlak, A.J., & Broadhurst, D.D. (1996). *The third national incidence study of child abuse and neglect (NIS-3)*.

U.S. Department of Health and Human Services. Washington, DC.

² Daro, D. (1988). *Confronting child abuse: Research for effective program design*. New York: Free Press.

³ Rovi, S., Chen, P.H., & Johnson, M.S. (2004). The economic burden of hospitalizations associated with child abuse and neglect.

American Journal of Public Health, 94, 586-590. Retrieved September 7, 2007 from <http://www.ajph.org/cgi/reprint/94/4/586?ck=nck>

⁴ Miller, T.R., Cohen, M.A., & Wiersema, B. (1996) *Victim costs and consequences: A new look*. The National Institute of

Justice. Retrieved August 27, 2007 from <http://www.ncjrs.gov/pdffiles/victcost.pdf>

⁵ Scarcella, C.A., Bess, R., Zielewski, E.H., & Geen, R. (2006). *The cost of protecting vulnerable children V: Understanding*

state variation in child welfare financing. The Urban Institute. Retrieved August 27, 2007 from

http://www.urban.org/UploadedPDF/311314_vulnerable_children.pdf

Total Annual Cost of Child Abuse and Neglect in the United States

INDIRECT COSTS

Indirect Costs	Estimated Annual Cost (in 2007 dollars)
Special Education <i>Rationale: 1,553,800 children experienced some form of maltreatment in 1993¹. 22% of maltreated children have learning disorders requiring special education⁶. The additional expenditure attributable to special education services for students with disabilities was \$5,918 per pupil in 2000⁷. Calculation: 1,553,800 x 0.22 x \$5,918 = \$2,022,985,448</i>	\$2,410,306,242
Juvenile Delinquency <i>Rationale: 1,553,800 children experienced some form of maltreatment in 1993¹. 27% of children who are abused or neglected become delinquents, compared to 17% of children in the general population⁸, for a difference of 10%. The annual cost of caring for a juvenile offender in a residential facility was \$30,450 in 1989⁹. Calculation: 1,553,800 x 0.10 x \$30,450 = \$4,731,321,000</i>	\$7,174,814,134
Mental Health and Health Care <i>Rationale: 1,553,800 children experienced some form of maltreatment in 1993¹. 30% of maltreated children suffer chronic health problems⁶. Increased mental health and health care costs for women with a history of childhood abuse and neglect, compared to women without childhood maltreatment histories, were estimated to be \$8,175,816 for a population of 163,844 women, of whom 42.8% experienced childhood abuse and neglect¹⁰. This is equivalent to \$117 [$\\$8,175,816 / (163,844 \times 0.428)$] additional health care costs associated with child maltreatment per woman per year. Assume that the additional health care costs attributable to childhood maltreatment are similar for men who experienced maltreatment as a child. Calculation: 1,553,800 x 0.30 x \$117 = \$54,346,699</i>	\$67,863,457
Adult Criminal Justice System <i>Rationale: The direct expenditure for operating the nation's criminal justice system¹¹ (including police protection, judicial and legal services, and corrections) was \$204,136,015,000 in 2005¹¹. According to the National Institute of Justice, 13% of all violence can be linked to earlier child maltreatment⁴. Calculations: \$204,136,015,000 x 0.13 = \$26,537,681,950</i>	\$27,979,811,982
Lost Productivity to Society <i>Rationale: The median annual earning for a full-time worker was \$33,634 in 2006¹². Assume that only children who suffer serious injuries due to maltreatment (565,000¹) experience losses in potential lifetime earnings and that such impairments are limited to 5% of the child's total potential earnings⁵. The average length of participation in the labor force is 39.1 years for men and 29.3 years for women¹³; the overall average 34 years is used. Calculation: \$33,634 x 565,000 x 0.05 x 34 = \$32,305,457,000</i>	\$33,019,919,544
Total Indirect Costs	\$70,652,715,359
TOTAL COST	\$ 103,754,017,492

⁶ Hammerle, N. (1992). *Private choices, social costs, and public policy: An economic analysis of public health issues*. Westport, CT: Greenwood, Praeger.

⁷ Chambers, J.G., Parrish, T.B., & Harr, J.J. (2004). *What are we spending on special education services in the United States, 1999-2000?* Palo Alto, CA: American Institutes for Research. Retrieved August 28, 2007 from <http://www.csef-air.org/publications/seep/national/AdvRpt1.PDF>

⁸ Widom, C.S., & Maxfield, M.G. (2001). *An update on the "cycle of violence"*. U.S. Department of Justice, the National Institute of Justice. Retrieved August 27, 2007 from <http://www.ncjrs.gov/pdffiles1/nij/184894.pdf>

⁹ U.S. Bureau of the Census (1993). *Statistical abstract of the United States, 1993* (113th edition.) Washington, DC: Government Printing Office. Retrieved September 6, 2007 from <http://www2.census.gov/prod2/statcomp/documents/1993-03.pdf>

¹⁰ Walker, E.A., Unutzer, J., Rutter, C., Gelfand, A., Saunders, K., VonKorff, M., Koss, M., & Katon, W. (1999). Costs of health care use by women HMO members with a history of childhood abuse and neglect. *Archives of General Psychiatry*, 56, 609-613. Retrieved August 22, 2007 from <http://archpsyc.ama-assn.org/cgi/reprint/56/7/609?ck=nck>

¹¹ U.S. Department of Justice (2007). *Key facts at a glance: Direct expenditures by criminal justice function, 1982-2005*. Bureau of Justice Statistics. Retrieved September 5, 2007 from <http://www.ojp.usdoj.gov/bjs/glance/tables/exptyptab.htm>

¹² U.S. Department of Labor (2007). *National compensation survey: Occupational wages in the United States, June 2006*. U.S. Bureau of Labor Statistics. Retrieved September 4, 2007 from <http://www.bls.gov/ncs/ocs/sp/ncbl0910.pdf>

¹³ Smith, S.J. (1985). Revised worklife tables reflect 1979-80 experience. *Monthly Labor Review*, August 1985, 23-30. Retrieved September 4, 2007 from <http://www.bls.gov/opub/mlr/1985/08/art3full.pdf>

Appendix C

PREVENT CHILD ABUSE GEORGIA

Statement of Activities--- 2008-2009 Budget Variances (through 3/31/09)

	Year-to- date Actual	Year-to- date Budget	Variances	Total Year Budget
<u>Revenues:</u>				
Contributions	706,765	1,108,200	(401,415)	1,485,000
Government Fees and Grants	1,046,809	1,060,851	(14,042)	1,380,806
Training and Resources	118,084	106,250	11,834	140,000
Annual Conferences	207,455	174,000	33,455	174,000
Investments	109	45	64	60
Other	4,838	5,850	(1,012)	7,840
Total Revenues	<u>2,084,080</u>	<u>2,455,196</u>	<u>(371,116)</u>	<u>3,187,706</u>
<u>Expenses:</u>				
Labor Costs	1,103,737	1,234,739	131,002	1,686,000
Administrative	288,533	321,142	32,589	377,049
Program	501,046	613,920	112,874	709,883
Resource Development	84,337	158,363	74,026	202,774
Total Expenses	<u>1,977,673</u>	<u>2,328,164</u>	<u>350,491</u>	<u>2,975,706</u>
Excess (deficit) of Revenues over Expenses	<u>106,407</u>	<u>127,032</u>	<u>(20,625)</u>	<u>212,000</u>

REFERENCES

Brinkerhoff, Peter C. *Mission-Based Management*. Canada: John Wiley & Sons, Inc., 2000.

Child Welfare Information Gateway. "Child Abuse and Neglect," <http://www.childwelfare.gov/preventing/> [accessed April 7, 2009].

Childhelp. "National Child Abuse Statistics," <http://www.childhelp.org/resources/learning-center/statistics> [accessed April 7, 2009].

Prevent Child Abuse America. "Total Estimated Cost of Child Abuse Neglect In The United States," http://member.preventchildabuse.org/site/DocServer/cost_analysis.pdf?docID=144 [accessed April 1, 2009].

Prevent Child Abuse Georgia. "Statistics: Child Abuse and Neglect, Calendar Year 2006," <http://www.preventchildabusega.org/html/statistics.html> [accessed April 1, 2009].

Putnam, Robert D. *Bowling Alone: The Collapse and Revival of American Community*. New York: Simon and Schuster Inc., 2000.