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Government and Non-Profit Relations

April White

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

Master of Public Administration

Kennesaw State University

April 2009

Executive Summary

The aim of the paper is to report on my internship experience at Prevent Child Abuse Georgia (PCA Georgia). My learning objective is to gain practical experience in the operation of non-profit organizations. My other objective is to be involved in policy analysis, implementation, and evaluation. To work towards my learning objectives I undertook several activities. I am participating and contributing to research activities. I assist with identifying potential grants and writing grants. I assist with the development, implementation, and evaluation of various community education and public awareness activities. I also assist with agency advocacy efforts at both the legislative and administrative levels.

I am an intern with PCA Georgia. PCA Georgia is Georgia's only private, statewide, community-based nonprofit organization with the sole mission of preventing child abuse and neglect. PCA Georgia has several prevention services and programs. I am working closely with Stop It Now! Georgia, which focuses on child sexual abuse, and with Healthy Families Georgia which focuses on maltreatment.

Stop It Now! Georgia is funded by the CDC Foundation. Seventy-five percent of Healthy Families Georgia funds are state allocated. I work alongside Sally Thigpen, Associate Director of Programs, on the Stop It Now! Georgia projects. I assist Pam Brown, Director of Programs, and Marcia Wessels, Associate Director of Programs, with Healthy Families Georgia projects. The Stop It Now! Georgia projects I am working on are grant writing and collecting and coding phone calls received to the helpline for the state regional office of Stop It Now! Georgia. I am working with Pam Brown and Marcia Wessels in an effort to continue receiving state funds. I am

receiving practical experience in gathering statistics and writing literature that is persuasive to the government agencies responsible for approving funds given to non-profit organizations.

Through this project I witness government-non-profit relations.

Introduction of the Organization

Prevent Child Abuse (PCA) Georgia is headquartered in Atlanta, Georgia. It has regional staff that provides training and technical assistance for program development to more than fifty PCA Georgia-chartered councils throughout Georgia. The mission of PCA Georgia is: “To prevent child abuse and neglect in all forms.” The core values and guiding principles of PCA GA are as follows:

Core Values:

- Valuing Children- 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
- Strengthening Families- strengthening families and preventing child abuse and neglect by providing families with the information, support, and resources necessary to be successful in raising children
- Engaging Communities- engaging communities in the development and implementation of prevention strategies and programs

Guiding Principles:

- Leadership- providing leadership to advance the prevention of child abuse and neglect

- Collaboration- creating opportunities for collaboration with individuals and organizations to share the mission
- Integrity and excellence- guided in all actions by adherence to the highest standards of conduct and strive for excellence
- Diversity- embraces diversity in all aspects of the organization and communities
- Respect- committed to treating people with respect
- Intelligence and Accountability-committed to basing the programs on the best available research and conducting systematic evaluation of our programs

The organization provides prevention services and programs: Healthy Families Georgia, First Steps, Helpline, Stop It Now! Georgia, and Prevention Education and Training.

Prevention Programs and Services:

- ***Need To Talk? Program:*** Staff and local PCA Georgia chartered councils conduct presentations to community schools to provide youth with access to our confidential Helpline. The goal of the program is to support children in building self-esteem, problem solving and connecting to adult support systems.
- **First Steps:** First Steps is a primary prevention program designed to provide new parents with the emotional support and resources necessary for successful parenting. This is a voluntary program in conjunction with participating hospitals and offers new parents a dedicated volunteer to provide telephone support for a period of three months. First Steps volunteers help parents connect to community resources, develop

family support systems and properly care for their infant's emotional and developmental needs.

- ***Healthy Families Georgia:*** Healthy Families Georgia is a tertiary prevention program that assigns a family assessment worker to parents needing additional support. This home visitation program identifies areas of potential risk and educates parents about child development and required parenting skills, as well as providing assistance in finding relevant community resources.
- ***State Prevention Network:*** PCA Georgia has over 50 chartered councils, which provide direct services to local communities throughout the state. These include education and awareness about child abuse and child abuse prevention, advocacy efforts and parenting programs and services. Our staff offers training, guidance and support to these councils on an individual basis.
- ***Advocacy:*** PCA Georgia works with elected officials, participates in the fatality review process and supports state and national prevention initiative. The agency has been instrumental in the passage of state laws protecting children and continues to advocate for the funding of prevention programs throughout the state.
- ***Training:*** The annual training symposium hosted by PCA Georgia provides specialized training to professionals from all over the state. Programs specifically focus on child abuse and child abuse prevention initiatives, as well as a broad range of general professional development curricula. It also conduct DHR (Department of Human Resources) certified training for professionals, as well as individual trainings

for community wide organizations on identifying child abuse, reporting requirements and prevention strategies.

- ***Public Awareness/Education:*** To keep child abuse issues before the public, PCA Georgia hosts special events, conducts community presentations, and initiates public service campaigns. The agency also provides an array of educational materials to local communities.

Budget

For the Fiscal Year (FY) 2009 PCA Georgia had revenue of \$3,187,706. Its expenses were \$2,976,706 which left an excess of \$212,000. PCA Georgia receives revenues from several sources. Revenues are from contributions, government, training and resources, annual conferences, investments, and sources listed as other. The majority of its revenues comes from contributions and government. Contributions make up 47% of PCA Georgia's revenues. Government provides 43% of its revenues.

A simplified FY 2009 Budget can be found in Appendix A. In the simplified budget it may appear as if PCA GA will have excess funds at the end of FY 2009, but in actuality PCA GA is in debt from 2007 and the excess funds will go towards eliminating that debt.

PCA Georgia faced some budget problems in FY 2009. Because of the problems faced there were some benefit cuts and a layoff of a part-time employee. An email was sent out to employees stating the benefit changes. Benefit changes for employees are as followed:

Pension -- Employer's portion of the pension plan have been temporarily suspended.

Employees can still make contributions into the plan. The organization is not able to make any contributions along with the employees.

Parking – Parking is no longer provided at no-cost for the employees of PCA GA for the remainder of FY 2009. Employees will pay for the months of May and June. Parking is \$46.31 per month. The organization will withhold \$23.15 per pay period from each employee's paycheck in May and June.

Medical insurance -- Medical insurance withholdings are to increase \$70.00 per pay period for the months of May and June.

Mandated vacation leave – Employees are required to take six days of vacation leave in the months of April, May and June. The management team is required to take twelve days of vacation leave during these months.

Furlough weeks -- In the months of May and June, all employees have to take off two weeks total without pay.

Donated hours -- For the months of May and June, the organization is allowing vacation hours to be donated by one employee to another.

Unemployment on furlough weeks – According to PCA GA, employees are able to claim unemployment for furlough weeks listed above.

Management Structure

The Board along with the Executive Director's consultation creates and promulgates personnel policies for the organization. The Board has the authority to establish pay ranges for positions and to establish benefits policies. The Board's Executive Committee has the authority to hire and terminate the Executive Director.

The Executive Director has the responsibility to hire, supervise, evaluate, and terminate all other employees and consultants. The Executive Director works for the Board as a whole, but reports directly to the President. The Executive Director has the authority to negotiate compensation levels with all employees, subject to the ranges approved by the Board.

Program or project directors may from time to time be given responsibility by the Executive Director for identifying prospective employees or consultants and working with those who have been hired. All hiring, compensation, and termination is done by the Executive Director.

PCA Georgia's organizational chart and Personnel Policies and Procedures can be found in Appendix D and E.

Fundraising Activities

Two major events for the FY 2009 were the Gala event and Golf event. From the Gala event which honored Jeff Foxworthy, PCA Georgia received \$215,723 and is to receive an additional \$7,000. The Golf tournament brought in \$40,000 and is to bring in an additional \$27,500. The detailed budget in Appendix B illustrates all received to date, expected, and still needed funds.

Public Relations, Communications, and Marketing

Jeanette Meyer is the Director of Stakeholder and Public Relations. She is also responsible for recruitment of volunteers and interns in her area. Her assistant, the Resource Development Specialist, is Jennifer Hagen. Jeanette and Jennifer coordinate special events that bring in revenue and advertisement to PCA GA. During my internship period the two worked on a Gala event that honored Jeff Foxworthy and a Golf Tournament. At the Gala there was a silent auction and donations were taken. The Golf tournament was held for donations as well. It is Jeanette Meyer's goal to make PCA GA a household name.

Stakeholders

PCA GA stakeholders range from private businesses to government agencies. Given that PCA GA is a private, nonprofit organization, it receives funds from private and public agencies, businesses, and organizations. A few stakeholders are United Way, Governor's Office for Children and Families, Department of Human Resources, Bank of America, The Center for Disease Control (CDC) Foundation, and Georgia Department of Justice. A list of the different stakeholders who provides grants to PCA GA can be found in Appendix B.

Board Members

There are eighteen board members. Of the eighteen, one board member is a non-voting member. There are six members who are a part of the Executive Committee. The Executive Committee members are marked by an asterisk and the non-voting member is marked by two asterisks in Appendix F.

Strengths

PCA GA's mission is its strongest strength. Advocating for abused children is heavily needed in Georgia. It has different programs and services for various types of child abuse ranging from maltreatment to child sexual abuse. Many of the employees that I had a chance to speak with have a true passion for advocacy. When working in the non-profit it is important to have a passion for the organization's cause. To expand its clientele, PCA GA reached out to the Spanish communities by adding a bilingual speaking female to their staff, Sophia Lakhani. Hiring Sophia strengthened the organization's relationship with the Spanish community.

Another strength is the education, experience and knowledge of the staff. PCA Georgia has 25 staff members; 25 of which are program staff. Its lead staffs' degrees and experience contributes to the organization in different ways. PCA GA's officers and their roles are as followed:

DePriest Waddy, CEO – Prior to being selected as CEO of Prevent Child Abuse Georgia, DePriest Waddy served at Big Brothers Big Sisters of Metro Atlanta (BBBS), Inc. as Chief Operating Officer and Executive Vice President. Under his leadership he managed the programmatic, strategic and fiscal direction of the organization. Prior to BBBS, DePriest served as Chief Operating Officer and Director of Finance at Project GRAD Atlanta where he managed the operations and budgets of a \$20 million collaborative reform initiative with Atlanta Public Schools. Before Project GRAD, DePriest served on an initial assignment with BBBS as Vice President of Community Outreach and Education for 5 years. During that

time he developed an entrepreneurial arm of the organization called “The Mentoring Institute” and established several key corporate-community partnerships with corporations such as: BellSouth, IBM, Georgia-Pacific, Sprint, CIT Group and COX Communications.

After graduating with a BS Degree in Marketing from the University of Alabama and also obtaining a Masters Degree in Marketing from Kennesaw State University, he has worked in various leadership roles at The Institute for Diversity at the American Hospital Association, BellSouth, Blue Cross Blue Shield and Sears Roebuck and Company.

Pam Brown, MEd., LPC, Director of Programs – Pam is a Licensed Professional Counselor with over 25 years experience in direct service delivery, prevention program development and management, staff training and supervision, and organizational development. Her areas of expertise include home visitation, community education, program technical assistance, and quality assurance. She participates in numerous state-level planning groups that focus on family support and child abuse prevention and is a regular presenter at local, state and national training conferences. She has contributed to numerous prevention projects including “Coping with Crying” in partnership with the American Academy of Pediatrics, Georgia Chapter; Georgia’s Strengthening Families through Early Care and Education Initiative; the Centers for Disease Control and Prevention Collaborative Efforts to Prevent Child Sexual Abuse; and the CDC’s expert panel on Shaken Baby Syndrome. In her role as Director of Programs, Pam has oversight for all PCA Georgia’s programs statewide.

Liz Ferguson, MPA, Associate Director of Programs – Liz is responsible for the development and implementation of community-based prevention education, as well as PCA

Georgia's First Steps and Healthy Families programs serving the metro Atlanta area. She has over 15 years experience working with children and families, program and training development, staff training and supervision, and grant management. Liz received a Bachelor of Arts degree in Criminal Justice and a Master of Public Administration, both from Georgia State University. Liz is a member of many local collaboratives and statewide steering committees, including Georgia's Strengthening Families through Early Care and Education Initiative and is chair of the Child Protective Services Citizen Review Panel as authorized by the Child Abuse Prevention and Treatment Act (CAPTA).

Sally Thigpen, MPA, Associate Director of Programs – Sally is responsible for the development and implementation of Stop it Now! Georgia, the organization's child sexual abuse prevention program, as well as the statewide, confidential 1-800-CHILDREN Helpline. She also works as the project manager for the Collaborative Efforts to Prevent Child Sexual Abuse through a cooperative agreement with the Centers for Disease Control and Prevention. Sally received a Bachelor of Arts degree in Sociology and Anthropology from Agnes Scott College and a Master of Public Administration/Non-Profit Management from the Andrew Young School of Public Policy at Georgia State University. She is a member of the American Professional Society on the Abuse of Children (APSAC) and an associate member of the Association for the Treatment of Sexual Abusers (ATSA). She sits on the Public Policy Committee for the Georgia Association for the Treatment of Sexual Abusers (GATSA).

William Renshaw, MBA, Director of Finance and Administration – William brings almost 30 years of accounting experience to his role at PCA Georgia. The last 18 years of

his professional experience has been with four non-profit organizations for which he served in a financial management capacity. He became certified in 1981 and has a Bachelor of Arts in Accounting and a Master of Arts in Finance, both from Georgia State University. In his role at PCA Georgia, William directs all financial, human resources and technology activities for the agency.

Weaknesses

DePriest Waddy is PCA GA's new CEO. He joined PCA GA in latter part of 2008. There are some employees that doubt his experience. Some lead staff members like to 'run the whole show'. Without belief in the CEO some feel as if they should try to take the roles of the CEO. There was a comment made that the CEO is educated and smart, but does not have enough experience to be CEO of PCA GA. Budget problems limit some activities in the organization. There were conferences and trips that were missed because of not having enough money in the budget. When activities are being limited the organization is not performing at its highest potential. The organization relies heavily on private donors. During a time when the economy is not in the best shape, donations began to decrease. The grant writing technique and style are not strong. Now that private donations have decreased, a heavy dependence on grants has been created. Healthy Families and First Steps programs are faced with being cut if government funds are not approved.

Opportunities

PCA GA's main office is at 1720 Peachtree Street in Atlanta, GA. It is located in the center of Atlanta. Its location is an opportunity for promotion, advertisement, and building relationships

with all socioeconomic classes. Staff credentials are an opportunity for government grants. Government agencies are more likely to fund organizations with staff that exemplify the knowledge and experience needed to work towards the mission and goals of the organization. PCA GA does not have competition in the market place. It is the only non-profit in Georgia with the mission to prevent child abuse in all forms. PCA GA has stable relationships with foundations that are repeated donors.

Threats

The budget of PCA GA is its biggest threat at this time. PCA GA is in debt from FY 2007. The reduction in government funding is a threat to the programs and services of PCA GA. The organization is not organized with its data, lists, and records. PCA GA lacks record management knowledge. Record management is important for maintaining contacts and sustaining relationships with supporters. PCA GA staff has average grant writing skills. New information is not written for RFPs; instead saved data is used to answer RFPs. This is a threat because different government agencies and foundations look for different styles and specific literature. If specific requirements are not met in the RFPs then the probability of an organization being funded is low. PCA GA no longer has a lobbyist to advocate for government funding. During legislative sessions it is more effective to have an expert advocate for government funds rather than a staff member without the sufficient level of experience.

Recommendations

PCA GA's staff should support and believe in the CEO. The CEO needs support from his staff to get things approved and to work successfully on the mission and goals of the

organization. PCA GA should embrace new ideas. The new CEO has come to the organization with new and fresh ideas, but the staff would rather continue functioning in the traditional ways of the organization, whether or not it is producing positive results.

Promotions and advertisement should be larger. Television commercials will help with promotion and advertisement. Distribution of materials should be greater. Investments should be asked of all socioeconomic classes. PCAGA tends to only request funds from the higher class. Events are more catered to the higher class as well. Invites were sent out to majority of the large donors and potential large donors.

The individuals writing grant proposals within the organization should take classes each year to improve their writing skills and to keep up with changes and new ideas. With better grant writing skills more grants could be approved. Respect and belief in the CEO should increase. Meetings held weekly with the CEO to discuss his ideas and vision for the organization could help with building a level of confidence between the staff and CEO.

Learning Objectives

My learning objective is to gain practical experience in the operation of non-profit organizations. My other objective is to be involved in policy analysis, implementation, and evaluation. Along with the two listed objectives I have the objectives listed by the KSU MPA program. When I began the internship I was ready to improve my written and oral communication skills. I want to use analytical methods to create research designs and engage in scholarship. I accepted my internship to have the opportunity to write reports and evaluate public policies and concepts. Explaining policymaking, implementation, administrative

procedures, theories of government organization, structure, management, and leadership in democracy were also learning objectives.

Activities

To work toward my learning objectives I undertook several activities. I am participating and contributing to research activities. I assist with identifying potential grants and writing grants. I assist with development, implementation, and evaluation of various community education and public awareness activities. I also assist with agency advocacy efforts at both the legislative and administrative levels.

I collected child sexual abuse calls taken in by the Helpline. I then coded the calls by levels: green, yellow, and red. Green level included calls that requested information and concerning healthy sexual development. Yellow level included calls concerning incidents that are not reportable but shows concerns of child sexual abuse. Calls are coded red level when child sexual abuse has taken place. The calls were needed to be 'caught up'. I collected and coded calls from November 2007 to present. I identified potential grants and assisted with writing assignments. During my internship I wrote a business proposal, letter proposal, and government proposal. The business proposal was to YWCA Atlanta for a collaborative project. The letter proposal was to Kennestone Hospital for a proposed initiative program. I assisted with a nomination letter written to the Foundation for Improvement of Justice, Inc. I gathered information on the organization, child sexual abuse rates, and the need for its programs and services.

Email blasts were sent out to legislatures in an effort to advocate for government funding and support. I created Microsoft Excel worksheets from lists the organization had that were not organized or updated. I created lists for contacts, research findings and statistics that can be used in future years and easy to maintain. I assisted with developing and implementing community education and public awareness activities for families and those interested in healthy development of children. I was able to evaluate activities previously implemented in past years.

I used statistics and persuasive literature in advocating for prevention of child abuse during the 2009 Legislative Session. Advocacy efforts were at the state level. The goal was to secure state funds to sustain the current level of service. We looked at all appropriate and possible sources of funding. We were not attempting to change the decision that the Governor's Office for Children and Families (GOCF) had made in regard to its funding of Healthy Families Georgia and First Steps. There were grant proposals being prepared to be sent to Georgia Office of Children and Families (GOCF). In the proposal it was important to show commitment to the programs that were in place and for which there are measurable outcomes. We kept in touch with GOCF while continuing to have conversations with other stakeholders in child welfare and family support. The priority was to raise awareness about the Healthy Families Georgia Initiative, the impact of the programs, and the importance of HF home visiting and First Steps as part of a comprehensive and effective approach to strengthening families in Georgia. It was very important to show that the HFG network is a valuable resource for Georgia and for others who are working to improve outcomes for children in our state.

The Georgia Association of Recovery Residences (GARR), the Georgia Addiction Counselors Association (GACA) and the Georgia Council on Substance Abuse (GCSA) co-hosted the first **Addiction Recovery Awareness Day** at the Capitol on January 15th.

Sponsors from around the State contributed money and time to make this event a success.

Activities included the passing of a Resolution in both the House and Senate chambers honoring addiction professionals, "face-time" with local legislators, and the day culminated with a Rally on the steps of the Capitol which drew hundreds of supporters and allies. We were advocating for positive legislative action from our Senators and Representatives this year.

The *2009 Legislature* closed its regular session Friday, April 3rd, with a flourish of activity that impacted the child advocacy field in profound ways. The following are bills and resolutions that exemplify such:

Passed- HB 228 - Reorganization of Health and Human Services

This Bill created three new agencies:

- The Department of Health -includes the Department of Community Health, the Division of Public Health (formerly in DHR), the Office of Regulatory Services (formerly in DHR)
- The Department of Human Services - includes the Department of Family & Children's Services, Aging & Adult Services, and Child Support Enforcement

- The Department of Behavioral Health and Developmental Disabilities (DBHDD) - includes the Office of Addictive Diseases, the Office of Mental Health, and the Office of Developmental Disabilities. Additionally, Substance Abuse Prevention Services will be administratively transferred from Public Health to DBHDD, and Suicide Prevention Services will be transferred to the Office of Mental Health. The Behavioral Health Coordinating Council was also created and will be an attached agency to DBHDD, and be comprised of consumers, family members and commissioners from various state agencies.

Passed- HB 119 - The FY2010 Budget

The *FY2010 Budget* is nothing short of devastating to the field of addiction prevention, treatment and recovery in Georgia. The bill that passed out of conference committee **did not** restore funding the House had recommended in its version of the budget, resulting in complete elimination of specialized methamphetamine treatment in targeted communities (\$1 million), and a major reduction to outpatient and residential treatment services for women and their children (\$4.38 million). Thus, approximately 24% of the total state dollars allocated for the public addiction treatment delivery system were cut. This includes an astounding 38% reduction in services for children and adolescents, and the elimination of all State dollars (\$1.5 million) allocated for medication-assisted treatment for addiction to opiates. Additionally, these drastic cuts in State dollars will negatively impact the amount of Federal dollars Georgia receives in the future.

Also to be felt for years to come is the reduction in State dollars dedicated toward substance abuse prevention. These were cut by \$1.1 million, leaving approximately \$122,000 total state dollars committed for the prevention of substance abuse in Georgia.

Did Not Pass- HR 771 - This Resolution was introduced by Representative Jay Neal (District 1) and was entitled, the *House Study Committee on Addiction Prevention, Treatment and Recovery*. This Resolution may still be considered next session.

There is a fear that because of the new departments created, funds will not be available for the upcoming fiscal year in the same numbers as it was this current fiscal year. The creation of three separate departments could possibly decrease the funds non-profit organizations such as PCA GA receives.

In-Depth Analysis

My in depth analysis is of government-nonprofit relation. PCA Georgia is a non-profit organization. I analyze nonprofit-government relations, especially funding. PCA GA programs receive government funding. It is important for a nonprofit to sustain a relationship with government agencies that fund its programs. A negative image could be created of the nonprofit organization and government if employees of the organization do not fulfill the obligations of delivering services and assisting the public. If these obligations are neglected the organization can lose government funding. Government financing of nonprofit organizations is a topic that dates years back.

Steven Rathgeb Smith discusses in the book, *Nonprofits and Government*, discusses government financing of nonprofits. From the 1960s to 1980s government financing supported different types of nonprofits. Beginning in the 1960s there was extensive federal spending on many new social and health programs and organizations, community action agencies, community mental health centers, neighborhood health centers, and child protection agencies. In the 1970s, government funding created a national network of mostly nonprofit drug and alcohol treatment programs. Also during these years other innovative community agencies received federal funding such as battered women's shelters, rape crisis programs, and emergency shelters for runaway youth. It was in the 1980s when the government's principal response to AIDS, homelessness, and hunger was through contracts with nonprofit service agencies.

In the 1980s government funding of nonprofit agencies increased but at the same time there was an emphasis on policy devolution from the federal government to state and local government. President Reagan won passage in 1981 of the Omnibus Budget Reconciliation Act (OBRA), which reduced the growth rate of federal spending and responsibility on many federal social and health programs and devolved responsibility for the administration of these programs to the states. The overall rise in government funding of nonprofit organizations spurred substantial growth in the number of nonprofit organizations nationwide, according to Smith. A major contributing factor to the expansion in the number of nonprofit organizations was the extensive diversification of government financing support of nonprofits.

In the last 25 years there has been an uncertainty of government funding. One reason is that state governments are facing serious budget challenges. A variety of new financing

vehicles has been introduced, including tax credits, government loans, and new and creative uses of tax deductions. The uncertainty of government funding is likely to lead to additional diversification of tools the government uses to support nonprofit activity. Steven Smith supports this idea by stating financing tools, such as tax credits and deductions and fees for services, tend to generate much less political opposition and controversy than direct grants and contracts.

Government financing has an impact on nonprofit organizations. Government funding affects the operations of nonprofit organizations in different ways, depending on the type of service, the extent of professionalization, the origins and mission of the organizations, and the character of the government-nonprofit relationship. Nonprofits emerge out of a desire of a like-minded community of people to address a problem or social need. Government tends to approach services and clients from the norm of equity. Because of nonprofit agencies emphasis on responsiveness they may clash with government over policy matters of services, clients, and staff. An example of a clash between a nonprofit organization and government given in *Nonprofits and Government* was a program for troubled youth may prefer to serve any adolescent in the community, but the government officials may believe the funds should only serve the neediest clients. Because government funding means accountability, other impacts government financing has on nonprofit organizations are agencies adopt new administrative procedures, add professionals, institute new financial management practices, and modify physical structures.

Government financing focus a lot on the attention of nonprofit staff, volunteers, government administrators, and policymakers on performance measures of the efficiency

and effectiveness of organizational services. Building community and social capital or encouraging citizen participation in local affairs are overlooked. Boris and Steuerle suggest nonprofit organizations would be well served by keeping less tangible goals in mind in their governance and strategic planning to help build broader community support and encourage higher levels of accountability, helping build long-term political and funding support from government as well as individuals and corporations.

Because private donors are not giving during these economic times, PCA GA is depending on government financing heavily. Two programs, Healthy Families Georgia and First Steps will be cut if funds are not approved for FY 2010. Advocacy was extremely important during the 2009 Legislative Session. Knowing that the programs could be cut, many staff members worked under a lot of stress during the period of my internship experience.

I did not see a mission shift within PCA GA during the period of advocating for governmental support. The mission of PCA GA could possibly begin to shift if programs are cut because of budget hardship. If programs are cut, then the organization can no longer fulfill its full mission. When advocating for governmental funds professionalism of the staff was pushed extremely. The education and work background of the lead staff was shared with all potential investors to show that PCA GA is a nonprofit organization with professionals working together for one cause: “To prevent child abuse and neglect in all forms.”

Government is PCA GA's second largest revenue source. PCA GA depends on government heavily. A government funding reduction would cause deletion of several of PCA GA's programs and services. After comparing past fiscal year grant activity to the current fiscal year activity, I concluded more grant proposals went out in FY 2009 than the last three fiscal years. The CEO, DePriest Waddy, is responsible for the increase in grant proposal. He has written more grant proposals than any other staff member in the FY 2009.

Stop It Now! GA is fully funded by the CDC foundation to conduct research and educate the community and other professionals. The Healthy Families Georgia Network program which includes First Step and Healthy Families Georgia requested that 75% of its program cost come from state-allocated funding for FY 2010.

Now that the economy is a challenge, PCA GA is moving more towards government financing. As Smith stated in chapter six of *Nonprofits and Government*, PCA GA will need to adopt new administrative procedures, institute new financial management practices, and modify physical structures. PCA GA has depended on private donors and foundations for many years, now its time for it to become more attractive to government. PCA GA relationship with government is growing and needs improvement.

Nonprofit organizations interact with government in different ways. Nonprofits have serve as privately supported supplementary service providers of public goods, as complementary partners with government in public service provision, and as advocates and adversaries in the process of public policy formulation and implementation. Nonprofits are categorized as supplementary, complementary, or adversarial to government. As

supplementary, nonprofits are seen as fulfilling demand for public goods left unsatisfied by government. Private financing of public goods can be expected to have an inverse relationship with government expenditure. As government takes more responsibility for provision, less needs to be raised through voluntary collective means.

As complementary, nonprofits are seen as partners to government, helping to deliver public goods, and are largely financed by government. Nonprofit and government expenditures have a direct relationship with one another. As government expenditures increase, they help finance increasing levels of activity by nonprofits.

As adversarial, nonprofits prod government to make changes in public policy and to maintain accountability to the public. Government attempts to influence the behavior of nonprofits by regulating their services and responding to advocacy initiatives. There is no specific relationship between the levels of nonprofit and governmental activity.

In the complementary mode, government and nonprofits' activities are connected and coordinate with one another. The programs and services provided under PCA GA are connected and coordinate with different government agencies. Examples are Governor's Office of Families and Children and Department of Human Resources, both promote healthy families and parent-child relationships. The listed government agencies fund PCA GA's programs designed to educate parents about child development and required parenting skills, promote healthy parent-child relationships, and build healthy families. In Appendix B one can see a list of declined grants for the reason that PCA GA's programs and services did not connect or coordinate with those of the requesting foundation or agency. During the grant

writing process I witness the emphasis made on showing the agencies how the mission of the organization coordinated and connected with its purpose. I also learned that as the funds of the agencies increase the funds available to the organization increase and when the funds of the agencies decrease so does the funds made available to the organization. PCA GA is complementary to government agencies with activities coordinating and connected to its activities.

Helpful Courses

While interning with PCA Georgia, I took a Grant Writing course and Policy Analysis course. Each class helped me in understanding my assignments as an intern. I was able to incorporate lessons learned from my classes into my duties at PCA Georgia and what I took from my internship bettered my understanding in the classroom. Courses taken throughout the MPA program also helped with my understanding of policies and procedures applied to PCA Georgia and its programs I worked directly with.

Appendix A.

Prevent Child Abuse Georgia

FY 2009 Budget

Revenue:

Contributions	1,485,000	
Government	1,380,806	
Training and Resources	140,000	
Annual Conference	174,000	
Investments	60	
Other	7,840	
Total Revenue		3,187,706

Expense:

Labor Costs	1,686,000	
Overhead	231,123	
Executive Support	12,600	
Board Support	480	
Program Support	3,800	
General Training	15,100	
First Steps Crawford Long	15,330	
Helpline	20,400	
Healthy Families Georgia TA	241,268	
Healthy Families Metro	61,300	
First Steps National	-	
First Steps Dekalb	9,450	
Council Support	18,300	
Resource Development	39,850	
Statewide Resource		
Development	28,320	
Communications	18,700	
Special Events	134,604	
Volunteers	4,950	
Finance and Administration	13,346	
Annual Conference	181,925	
Insurance	33,000	
Equipment and Furniture	46,500	
Information Technology	40,000	
Advocacy	-	
Stop It Now! Georgia	12,100	
Direct Services Support	8,260	

Resource Materials & Training	99,000	
Total Expense	<u>2,975,706</u>	
Excess of Revenue over Expense		<u>212,000</u>

Appendix B.

**Prevent Child Abuse Georgia
Grant Activity Report -- Summary
As of April 21, 2009**

	<u>Foundations</u>	<u>Corporations</u>	<u>Totals</u>
Amounts received so far	299,547	-	299,547

Sent out but not yet returned:

<i>Virtually guaranteed probability of success</i>	-	-	-
<i>High probability of success</i>	-	-	-
<i>Medium probability of success</i>	65,000	-	65,000
<i>Low probability of success</i>	475,050	-	475,050
Total sent out but not yet returned	540,050	-	540,050

Weighted average calculation of those sent out but not yet returned:

<i>Virtually guaranteed probability (use 100%)</i>	-	-	-
<i>High probability (use 70%)</i>	-	-	-
<i>Medium probability (use 40%)</i>	26,000	-	26,000
<i>Low probability (use 10%)</i>	47,505	-	47,505
Weighted average totals -- sent out, not yet returned	73,505	-	73,505

EXPECTED CONTRIBUTION			
TOTALS TO DATE	373,052	-	373,052

(Foundation budget target is \$600,000)

Number of prospects found but not yet sent out (both foundations and corporations)	67
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Declined:

Number of declines	46
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Dollar amount of declines	775,3388
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Appendix B (cont'd)

Prevent Child Abuse Georgia

Grant Activity Report--Received from Foundations & Restricted Corporate Grants

As of April 21, 2009

Foundation/Corporation Name	Amount	AMOUNT ACTUALLY RECEIVED			Date	Program
	Requested	Foundations	Corporations	Totals	Received	Supported
Georgia Baptist Healthcare Fdtn	6,966	6,966		6,966	08/14/08	Faith Summit, etc.
Robert and Polly Dunn Foundation	5,000	5,000		5,000	08/14/08	gen opns
Lee Foundation	3,000	3,000		3,000	09/23/08	First Steps
Frances Wood Wilson Foundation	10,000	2,000		2,000	11/06/08	gen opns
Arthur M Blank Family Foundation	120,000	120,000		120,000	various	various
Assurant Foundation	3,000	3,000		3,000	11/10/08	HL & FS Atlanta
Hedge Funds Care	39,067	25,000		25,000	11/16/08	training
Georgia Power Foundation	25,000	6,000		6,000	12/11/08	HF/FS
Verizon Foundation	25,000	10,000		10,000	12/11/08	HFGTA
UPS Foundation	10,000	10,000		10,000	12/15/08	Bilingual HL Support
Kiwanis Club of Atlanta	5,000	4,000		4,000	12/15/08	gen opns
Richard C Mitchell & Susan Kupferberg	-	500		500	12/30/08	gen opns
Ralph L Smith Foundation	-	2,500		2,500	12/30/08	gen opns
Wilson Family	-	10,000			12/30/08	gen opns

Foundation				10,000		
Kroger Co. Foundation	5,000	3,000		3,000	12/30/08	Village safety
Imlay Foundation	20,000	20,000		20,000	12/30/08	gen opns
Community Fdtn Gr Atl/Woodruff- Funderburke	5,000	5,000		5,000	12/30/08	1000 FS Calendars
Creel-Harrison Foundation	7,500	7,500		7,500	01/05/09	First Steps
Mayer Family Foundation	-	2,850		2,850	01/05/09	gen opns
Ida Ryan Charitable Trust	10,000	10,000		10,000	01/12/09	server
Mary Allen Lindsey Branan Foundation	10,000	5,000		5,000	01/12/09	HFD,HL,FS
E. Z. Agape Foundation	10,000	2,500		2,500	12/02/08	HF/FS ECLH
Georgia Baptist Healthcare Fdtn	35,731	35,731		35,731	09/18/08	webinars,etc
				-		
				-		
				-		
				-		
				-		
TOTALS	355,264	299,547	-	299,547		

Appendix B (cont'd)

**Prevent Child Abuse Georgia
Grant Activity Report -- Sent out but not yet Returned**

Prob.

As of April 21, 2009

Foundation/Corporation Name	Amount Requested	Date Submitted	Program Supported	of Success
National Association of Catering Executives (fundraiser)	???	07/30/08	general opns	low
Gannett Foundation	7,500	08/15/08	FS calendars	med

Lipscomb Family Foundation	7,500	08/28/08	First Steps	low
James Starr Moore Foundation	7,500	08/27/08	First Steps	low

Leo Niessen Charitable Trust	10,000	07/29/08	Internet safety	low
Weber Family Foundation	7,500	09/03/08	First Steps	low
Frances & Beverly Dubose Fdtn	7,500	09/03/08	First Steps	low
Evelyn & Frank Gordy Foundation	7,500	09/03/08	First Steps	med

Patterson Barclay Memorial Fdtn	7,500	08/31/08	First Steps	low
Bryans Foundation	3,500	09/03/08	First Steps	low

Junior League of Atlanta	3,750	09/12/08	First Steps CL	low
ADC Foundation	20,000	09/16/08	webinars, server	low
Florence H. Maxwell Fdtn	5,000	09/17/08	general opns	med

Holder Construction Foundation	5,000	09/18/08	HL,FS	low
Georgia Baptist Healthcare Fdtn	???	09/18/08	webinars	high

Mary Ryan & Henry G Kuhrt Fdtn	5,000	09/25/08	general opns	low
MGN Foundation	10,000	09/25/08	HF Metro	low

Synovus Foundation	15,000	09/30/08	Healthy Fam.	low
The Snodgrass Foundation	5,000	10/02/08	general opns	low
Ethel M. Looram Foundation	5,000	10/10/08	HF	low
Chipper Jones Family Foundation	5,000	10/10/08	HF	low

Inglis Family Foundation	5,000	10/10/08	HF	low
John P & Dorothy S Illges Foundation	5,000	10/10/08	HF	low

Leonard & Jerry Greenbaum Family Foundation	5,000	10/17/08	general opns	low
Wilson P & Anne W Franklin Fdtn	5,000	10/17/08	general opns	low

Mary Warren Foundation	5,000	10/22/08	HFG/FS	low
Scott B & Annie P Appleby Trust	???	10/23/08	general opns	low

Blanche Lipscomb Foundation	5,000	11/04/08	HF/FS	low
Mattie H Marshall Foundation	10,000	11/04/08	HF/FS	low
Argo Foundation	5,000	11/05/08	HF/FS	low
Mary Brown Fund of Atlanta	5,000	11/05/08	HF/FS	low

Briscoe Family Foundation	5,000	11/05/08	HF/FS	low
Walter G Canipe Foundation	5,000	11/05/08	HF/FS	low
Dave & Bunny Center Family Fdtn	2,500	11/05/08	HF/FS	low
E. J. Grassman Trust, Inc.	???	12/23/08	HF/FS ECLH	low
John and Mary Franklin Foundation	20,000	12/23/08	HF/FS ECLH	low

Lenora and Alfred Glancy Fdtn	10,000	12/23/08	HF/FS ECLH	low
Guillaume Family Foundation	10,000	12/23/08	HF/FS ECLH	low
Tom & Linda Hannon Foundation	5,000	12/30/08	FS/Helpline	low
Albert Steiner Charitable Fund	5,000	12/30/08	FS/Helpline	low

Ruth R Hoyt/Anne H Jolley Fdtn	5,000	12/30/08	FS/Helpline	low
Hiller Family Foundation	2,500	12/30/08	FS/Helpline	low
Fred L Hartley Family Foundation	5,000	12/30/08	FS/Helpline	low
Tenet Healthcare Foundation	5,000	12/29/08	unknown	low
SunTrust/Atlanta Foundation	25,000	01/23/09	HF/FS	med
Luther and Susie Harrison Fdtn	25,000	02/03/09	HF/FS ECLH	low

United Way of Metro Atlanta	???	01/30/09	HF Dek/Helpline	high
Waffle House Foundation	5,000	02/10/09	village	low
Price Gilbert Charitable Trust	5,000	01/31/09	general opns	low
Edna Wardlow Charitable Trust	10,000	02/12/09	village	low
Gertrude & W C Wardlow Foundation	10,000	02/12/09	HF/FS/HL	low
Atlanta Foundation/Wachovia	20,000	02/25/09	HF/FS ECLH	med
Community Foundation for NW GA	5,000	03/10/09	Village/Helpline	low
John Wieland Homes/Second Mile	3,000	03/13/09	FS/ECLH	low
CJ Foundation for SIDS	29,800	03/16/09	safe sleep practice	low
R. Howard Dobbs Jr. Foundation	70,000	04/08/09	HF/FS ECLH	low
Bennett Thrasher Foundation	5,000	04/08/09	unknown	low
TJX Foundation	7,500	04/08/09	unknown	low

Kaiser Foundation	35,000	04/08/09	unknown	low
Martha & Wilton Looney Foundation	10,000	12/05/08	HF/FS ECLH	low

TOTALS 540,050

<u>Recap:</u>	Corporations	Totals
Virtually guaranteed prob. of success	-	-
High probability of success	-	-
Medium probability of success	-	65,000
Low probability of success	-	475,050
To be received in next fiscal year		-
Totals	<u>-</u>	<u>540,050</u>

Appendix B (cont'd)

**Prevent Child Abuse Georgia
Grant Activity Report -- Declines**

As of April 21, 2009

Foundation/Corporation Name	Date Submitted	Amount Declined	Comments
Mattel	07/15/08	unknown	our organization too large-- they fund only 1MM and under
A. L. Williams Jr. Family Foundation	09/16/08	50,000	
Frances Hollis Brain Foundation	N/A	N/A	Diane Bryant did not approve us sending a proposal
Knox Foundation	10/01/08	unknown	We don't fit in their geographic area
Lattner Family Foundation	08/28/08	7,500	
Daughtry Foundation	11/04/08	unknown	gave to a chartered council (a better fit)
The Knight Foundation	10/24/08	50,000	focus seems to be on journalism
Rich Foundation	08/28/08	7,500	none
Sapelo Foundation	08/15/08	36,355	
Livingston Foundation	09/11/08	10,000	
Milton M Ratner Foundation	08/29/08	20,000	
Archbold Charitable Trust	11/04/08	15,000	

Bright Wings Foundation	09/11/08	5,000	
RGK Foundation	12/04/08	75,000	
James M Cox Foundation	08/01/08	10,000	
Bessie Johnson & George Blanton Allen Memorial Foundation	10/17/08	5,000	
Sartain Lanier Foundation	09/15/08	10,000	
Stewart Huston Trust	?	?	
Bradley Turner Foundation	09/30/08	15,000	
Jesse Parker Williams Foundation	11/06/08	41,483	
David, Helen & Marian Woodward Fund	10/21/08	10,000	
Richard C Munroe Foundation	08/15/08	15,000	Said their primary focus was on at-risk youth
The Spunk Fund	12/23/08	?	
Kresge Foundation	?	?	
Hallmark Cards, Inc. Corporate Giving	12/30/08	5,000	
Cathedral Antiques Show	???	???	
Nordson Corporate Foundation	09/30/08	10,000	
Hancock Family Foundation	01/07/09	5,000	
Hearst Foundation	09/25/08	75,000	
Thomas M & Irene B Kirbo Charitable Trust & Foundation	09/30/08	10,000	Putting a hold on all grants because of the economy

John & Elena Amos Foundation	10/23/08	5,000	No awards have been given out the last four years
Pamela S & Milton F Watkins Family Foundation	10/28/08	5,000	
Hack Foundation	12/29/08	5,000	They do not accept unsolicited proposals.
Georgia-Pacific Foundation	02/06/09	25,000	
May P & Francis L Abreu Charitable Trust	09/25/08	5,000	
Loudermilk Family Christian Foundation	10/21/08	5,000	

			per Anne Berg at 404-262-2266 they have not received anything from PCA Georgia since 2005. Might want to check contact info
The Rich Foundation	08/27/08	7,500	
Colonial Foundation	11/05/08	5,000	Declined per Annette Youmans at 912-236-1331 on 3/10
Bell Family Foundation for Hope	11/04/08	5,000	Declined per Linda at 770-952-7039
Nelson Family Foundation	10/17/08	5,000	
BJ's Charitable Foundation	12/24/08	5,000	
Community Foundation for NE Ga	02/27/09	10,000	
Community Foundation for Greater Atl.	03/16/09	75,000	

Bank of America Foundation	09/17/08	25,000	
Million Matters	03/18/09	100,000	
Charles A Frueauff Foundation	12/23/08	?	

Totals

775,338

Appendix B (cont'd)

Prevent Child Abuse Georgia

Grant Activity Report -- Upcoming (not yet sent out) Grants				Previou
<i>As of April 21, 2009</i>				s
Foundation/Corporation	Proposal	Grant	Board/Staff	Gift
Name	Deadline	Writer	Relationship	Amount
Tull Foundation	12/01/08			
Courts Foundation	02/15/09			
Ruth & Talmage Dobbs, Jr. Charitable Foundation	03/01/09			
Katherine John Murphy Foundation	03/01/09			
Edna Wardlaw Charitable Trust	02/15/09			
Gertrude & W C Wardlaw Fdtn	02/15/09			
Atlanta Foundation/Wachovia	03/01/09	Waddy		10,000
Community Foundation for Northeast Georgia	03/01/09			600
Target Corporation	03/01/09			2,000
Audrey & Jack Morgan Foundation	04/01/09			2,500
Cora T Lewis Charitable Trust	04/01/09			

Scientific Atlanta Foundation	04/01/09	Thigpen		N/A
Georgia Health Foundation	05/01/09			
Betty & Davis Fitzgerald Foundation	05/01/09	Waddy		N/A
Foundation for Improvement of Justice	06/01/09	Thigpen/Trinitee/Waddy		N/A
The Jewell Memorial Foundation	07/15/09			
Emily Winship Scott Foundation	08/15/09			
Camp - Younts Foundation	08/31/09			

Livingston Foundation	09/01/09			
Barham-Calhoun Memorial Fund	09/01/09			
IBM	10/01/09			
John H. & Wilhelmina D. Harland Foundation	12/01/09			15,000

Dekalb Medical Center Foundation	none			3,000
Doris Duke Charitable Foundation	none	Trinitee, Wessels, Waddy		N/A
Florence H. Maxwell Foundation	none			3,000
Healthcare Georgia Foundation	none			
Holder Construction Foundation	none			2,000
Kaiser Foundation Health Plan of GA	none			10,000

Major League Baseball Players Trust	none	Trinitee		N/A
Mary Alice & Bennett Brown Foundation	none		See Hilary Abbott for ties to Lo Country BBQ	5,000
McKesson Foundation	none			
Michael & Susan Dell Foundation	none	Trinitee		N/A
Philip & Irene Toll Gage Foundation	none			2,000
Realan Foundation	none			2,500
Thomas H. Lanier Foundation	none	Waddy/Ferguson		N/A
Foundation for the Improvement of Justice	throughout the year	Thigpen		N/A
AFLAC Foundation	unknown	Waddy		
American Bankers Insurance Group	unknown			3,000
Bank of America managed funds	unknown	Thigpen		N/A
Beinhaur Family Foundation	unknown	Trinitee		N/A
Build A Bear Workshop Foundation	unknown			N/A

CBRB Cares Foundation	unknown			5,000
ChoicePoint Foundation	unknown			7,500
Comcast	unknown	Brown		N/A
Cousins Properties Inc. Foundation	unknown			5,000
Flohr Family Foundation	unknown			600
Georgia Baptist Healthcare Foundation	unknown	McClure, Ferguson, Thigpen		69,662
Goizueta Foundation	unknown	Trinitee		N/A
J. B. Fuqua Foundation	unknown			
Joni Winston Fund	unknown			5,000
Knight Foundation	unknown	Trinitee		N/A
Leonard & Jerry Grenbaum Family Foundation	unknown			500
M. L. Simpson Foundation	unknown	Ferguson		
Marcus Foundation	unknown	Brown/Waddy		
Margaret Finkel Foundation	unknown			1,500

MeadWestvaco Corporation	unknown			500
North Georgia Community Foundation	unknown			500
Pediatric Foundation of Georgia	unknown			
Primerica Financial Services	unknown			10,000
Richards Foundation	unknown			500
The Rockdale Foundation, Inc.	unknown			
Safeco Foundation	unknown	Meyer		N/A
Schoenbaum Family Foundation	unknown	Trinitee		N/A
UPS Foundation	unknown	Meyer		30,000
William Howard Flowers Jr. Foundation	unknown	Waddy		
Variety Club of Georgia	unknown			1,000

TOTALS

197,862

Appendix C.



Prevent Child Abuse Georgia

Strategic Plan

2006 – 2009

Approved 8/23/2006 Revised 9/26/2007

Our Mission

To prevent child abuse and neglect in all forms.

Our 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.
- **Engaging communities:** We are committed to engaging communities in the development and implementation of prevention strategies and programs.

Our 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.

Our Goals

1. Build and Maintain Financial and Governance Stability
2. Develop and Implement Public Relations and Marketing Strategy That Raises Awareness of Prevent Child Abuse Georgia, the issue of Child Abuse, and the Promise of Prevention.
3. Maintain and Leverage Our Four Mission Delivery Programs

Our Plan to Achieve the Goals

Goal #1: Build and Maintain Financial and Governance Stability

<i>Strategy</i>	<i>Action</i>	<i>Timeframe</i>	<i>Accountability</i>
Eliminate debt of \$161,000	Provide staff and board with progress reports regarding debt elimination and projections (at least quarterly) to track that progress.	Eliminate debt by the start of fiscal year 2010 provide progress reports beginning in mid-year 2006.	CEO, Finance Committee, Director of Finance & Administration
Develop project budgets for each activity, project, or program, distributing to accountable staff (and committees where appropriate) for management of the activities.	Provide staff and board with accurate, understandable information about finances, ongoing needs in the organization, and plans to address the situation – weekly, if necessary, throughout 2007/2008.	Project & program budgets in place for fiscal year 2008 with staff performance metrics tied to budget management.	CEO, Director of Finance & Administration, Finance Committee, all staff budget managers
Increase salaries of staff (commensurate with market rate for non profits of this size) and strengthen the benefits package for staff	Bring salaries up to an acceptable % of the market rate. Concurrently, implement a performance based merit pay increase system for subsequent years. Produce a salary survey comparing salaries to comparable positions at other not-for-profit organizations.	Increase salaries by July 1, 2007; offer additional benefits by July 1, 2008. Complete salary survey by October 31, 2007	CEO, Director of Finance & Administration, Ad Hoc Compensation Committee
<u>Implement incentive bonus plan</u>	Set aggressive bonus targets and create performance	New targets effective July 1,	CEO, Chair Resource Dvpt.,

(commensurate with <u>budget growth targets</u>) for senior <u>resource development taff.</u>	dashboards based on productivity in creating new revenue. Focus on prospecting and cold-calling and monitoring results.	2008; bonus payouts at FY end based on performance in key ares.	Dir. Res. Dvpt., Dir. New Business Dvpt.
Maintain a reserve fund of at least \$500,000	Set aside at least \$75,000 annually to increase reserves beginning in 2008	Achieve overall goal by 2012	CEO, Director of Finance & Administration, Finance Committee
<i>Strategy</i>	<i>Action</i>	<i>Timeframe</i>	<i>Accountability</i>
Diversify the revenue base across sources of revenue	Goals for sources of revenue: corporate 20%, foundations 25%, individual donors 25%, government 30%	By July, 2010	Board of Directors, CEO, Director of Resource Development
Restructure the partnership with the Chartered Councils in a mutually beneficial manner in order to gather additional resources to accomplish the organization's mission.	Revise agreement with councils to reflect \$100 annual dues, plus a 60-40 split on new money raised (60% to home office, 40% to local council.) or mutually agreed upon split in revenue.	Revise agreement; roll out to Councils in January 2008, effective annually thereafter.	Councils Committee Chair, CEO, Director of programs
Raise \$7 million in non-governmental dollars.	Raise \$900,000 in 2008; \$1.00 million in 2009; \$1.3 million in 2010; \$1.8 million in 2011; \$2 million in 2012.	By July 1, 2012	Board of Directors, CEO, Director of Resource Development
	Launch an annual campaign (or statewide baby shower) with a tagline consistent with agency's prevention mission to make an emotional connection with the prospects & friends of the	Launch campaign with a gala event honoring the co-chairs in January 2008.	Fund Raising Committee, CEO, Director of Resource Development, Marketing & Communications

	<p>organization; statewide in nature, with councils involved; maintain a corporate and individual focus. Recruit 2 co-chairs for the campaign.</p> <p>Implement new everyman fundraising strategy focusing on corporate engagement model and customized baby showers through Kintera.</p>	<p>Prevent to focus group in July 08 with early pilot with key companies. Full scale by October 2008</p>	<p>Committee</p> <p>CEO, Director of Programs, Dir. Resource Development</p>
	<p>Fund raising staff (and CEO) focus their attention on the building of external relationships with grant making foundations, corporate donors, and individual donors. Director of Resource Development to manage portfolio of 100 individual/corporate prospects; CEO to manage portfolio of 50 individual/corporate prospects; Board members to each manage 2 individual/corporate prospects annually.</p> <p>Senior fundraising executives will demonstrate</p>	<p>Create portfolio management system by November 1, 2006</p> <p>Tracking Dashboards July 1, 2008</p> <p>\$\$ Yield by individual – monthly report, July 1, 2008</p>	<p>Fund Raising Committee, CEO, Director of Resource Development, Director New Business Development</p>

	performance avg. 4 new contacts daily. 80/month		
Strategy	Action	Timeframe	Accountability
	Ensure that the development department has 2 full time staff with (perhaps) outside fund raising counsel to support the campaign (if needed.)	Have 2 staff in place by end of December 2006.	CEO, Director of Resource Development Completed
	Develop a donor recognition program @ \$1000 per donor with commensurate benefits and supports to those donors, through relationship building.	Develop work plan for a donor recognition program recruitment by September 2008	Director of Resource Development, Fund Raising Committee
	Ensure that a stewardship system is in place in which board members are making thank you phone calls to all donors of \$100+ (from any source) on a rotating schedule (with a script so that board members know what to say.) Written thank you letters, over CEO signature, go out within one week of receiving the donation.	Develop plan and have system in place by September 15, 2006.	Director of Resource Development, Fund Raising Committee Completed and on-going
	Hold an “honoree” gala event annually (in January) with 1-2 honorees drawn from the corporate and/or child abuse field. Organize event committee by	See above and see attached event manual.	Director of Resource Development, Fund Raising Committee, Gala Committee

	September 1, 2007 – committee works from April through February each year.		
	Continue seeking grants from private foundations (as well as grants and contracts from governmental sources.) Fund raising & programmatic staff to collaborate on these grant writing projects to ensure that the organization’s programs are accurately represented and that appropriate evaluation methodologies are in place.	Year-round activity. Create timeline calendar of prospects’ deadlines in order to respond in a methodical manner.	Director of Resource Development, Director of Programs, Director of Finance
<i>Strategy</i>	<i>Action</i>	<i>Timeframe</i>	<i>Accountability</i>
	Hold a golf tournament annually in summer, with a celebrity/sports figure chair and a strong committee, which works from October through July each year.	Hold event in summer of each year; committee meetings/work plan from December through July of each year.	Director of Resource Development, Golf Tournament Committee
	Provide ongoing training to board, home office staff, Council boards and staff members relative to the campaign and overall fund raising, during the annual conference and through regional gatherings, site visits, and one-on-one consultation.	Training offered during conference, board meetings, and site visits throughout the year – at least one visit to each Council annually (or regionally with groups of Councils.)	Director of Resource Development, possible outside fund raising support, Director of Council Development

<p>Develop a Consistent Database of 5,000 Individual Donors:</p> <p>Grow existing donor database by 100% (current = 2500)</p>	<p>Identification and cultivation of statewide prospects for the overall organization, with a “split” of the money raised as follows: 40% for Council, 60% for PCA Georgia – this split would apply to new dollars raised going forward.</p> <p>Develop a reserve fund for CC to incubate new services from state office. Utilize mini-grants to provide seed funding for state-wide penetration.</p>	<p>By July 1, 2009</p>	<p>CEO, Councils Chair, Board Chair, Dir. Programs</p>
<p>Restructure and streamline the board’s operations.</p>	<p>Re-organize the board as follows: Executive Committee consisting of Chair, Vice Chair, Secretary, Treasurer, and Chair-Elect (or Past Chair.) Standing committees of finance, executive, board development will be populated by board members.</p> <p>The following committees will be organized annually (as needed) and will include non-board members, which</p>	<p>By August 1, 2006, and in ensuing years by June 1.</p>	<p>CEO, Board Chair, Board Development Committee Chair</p>

	<p>will require a recruitment effort to gather non-board volunteers for the committee work:)</p> <ul style="list-style-type: none"> • Programs & Research • Marketing & Communications • Councils • Fund Raising 		
Strategy	Action	Timeframe	Accountability
	<p>Create board policies & procedures to guide the work of the organization, including whistleblower, conflict of interest (with disclosure annually,) gift acceptance, financial management & oversight, and personnel policies with salary ranges approved annually by the board.</p> <p>Create baseline thresholds for give/get fundraising dollars between \$10-\$25k per board member annually.</p>	<p>By September 1, 2006</p> <p>Track board member contributions beginning July 1, 2008</p>	<p>Board Development Committee Chair, CEO, Director of Finance & Administration, Director Resource Development</p>
	<p>Board should meet quarterly, with committee meetings every month. Develop a year-round schedule for all board & committee meetings. Every board member on at least one committee. A staff liaison</p>	<p>By August 23, 2006</p>	<p>Board Chair and CEO, Board Development Committee Chair</p>

	needs to be assigned to each committee and be accountable for working with the committee chair to organize the work of the committee, recruit additional non-board volunteers for the committee, and to manage the activities of the committee volunteers.		
<i>Strategy</i>	<i>Action</i>	<i>Timeframe</i>	<i>Accountability</i>
	Combine the advisory board and the new Champions for Children program into one <i>volunteer leadership group</i> called the “Advisory Council.”	By September 1, 2006	Board Development Committee Chair, CEO
Implement a performance expectation for all staff that involves the recruitment, management and utilization of volunteers – both with committees of the board & the organization, and with specific programs and projects.	Insert language in all staff’s performance expectations for the year, and evaluate staff at year-end accordingly.	By January 1, 2007	CEO
Strengthen the Councils and their internal capacity to raise funds and deliver prevention	Develop a process by which regular communication with the Councils is institutionalized, including regular visits from home	By January 1, 2007	CEO, Councils Committee, Director of Programs

programs that are consistent with PCA Georgia's mission and priorities.	office staff to provide programmatic technical assistance, priority setting, and organizational development support.		
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Goal #2: Develop and Implement a Public Relations and Marketing Strategy That Raises Awareness of Prevent Child Abuse Georgia and the issue of Child Abuse

<i>Strategy</i>	<i>Action</i>	<i>Timeframe</i>	<i>Accountability</i>
Create a strong tagline that reflects the problem we are trying to solve	Work with home office staff and the Councils to ensure that the name, logo, and tagline and incorporated into all statewide and local materials.	????	Communications & Marketing Committee, CEO, Director of Programs
Package our programs so that they are "fundable" and understandable	Create fact sheet for each "core" program.	By March 1, 2007	Communications & Marketing Committee, CEO, Director of Programs
Develop 2-3 key messages for the organization and stick to them exclusively in all materials. Develop one-page fact sheets for each program/project and	Ensure that all board members, non-board volunteers, and staff members can "tell the same story" about the organization. Every outgoing message should contain an organizational "call to action"	?????	Communications & Marketing Committee, CEO

distribute through the organization's contacts, in meetings, etc.	so that people know what they can do to help.		
Re-activate the speaker's bureau, recruiting a volunteer leader to spearhead and manage the project.	Recruit 6 volunteers to be speakers at civic organization meetings and groups (based on an agreed-upon presentation) throughout the metro area, and then replicate among Councils one year after operational in metro Atlanta area.	By July 1, 2009	Communications & Marketing Committee, CEO
Utilize new age technology to create a viral buzz about abuse prevention and PCA.	Utilize podcasting/streaming video and leverage community leaders to provide testimony to state-wide audience; leverage corporate community to create fundraising opportunities.	July 15, 2008	CEO, Communications and Training coord. Director of Programs
Take a systems approach to positioning the organization as the "expert" in child abuse issues.	Meet with editorial boards from various media channels and educate reporters about the issues. Develop media kits and position papers in order to effectively communicate this.	By May 1, 2007	Communications & Marketing Committee, CEO, Director of Programs, Communications and Training Coordinator
	Create a media advisory council with practitioners from all areas of media that will meet quarterly and advise the organization about public affairs and outreach.	By March 1, 2007	Communications & Marketing Committee, CEO
Strategy	Action	Timeframe	Accountability

	Send a press release out at least monthly on a topic of interest to local/statewide constituencies and media representations in order to position the organization as the “go to” expert (see podcasting above).	Begin August 2006	Communications & Marketing Committee, CEO, Director of Programs Communications and Training Coordinator
Re-vamp the web site to make it easier to use for the lay public, health professionals and media.	Recruit a pro bono “web site audit” practitioner to analyze the web site and make recommendations (for example) about password-protected sections for certain types of target audiences.	By July 1, 2008	Communications & Marketing Committee, CEO Communications and Training Coordinator

Goal #3: Maintain and Leverage Our Four Mission Delivery Programs

<i>Strategy</i>	<i>Action</i>	<i>Timeframe</i>	<i>Accountability</i>

	ownership.		
<i>Strategy</i>	<i>Action</i>	<i>Timeframe</i>	<i>Accountability</i>
	Develop multi cultural programming among various extended populations, based on the four “core” program areas of the organization, and replicate these through the Councils and other programmatic partners.	By July 1, 2009	Director of Programs, CEO, Programs Committee

	Build agency staff capacity and develop a marketing plan for First Steps program expansion outside of Georgia.		Program & Research Committee, Marketing & Communications Committee, Director of Programs
	Increase the number of families served by First Steps in Georgia by 50% by 2010	By July 1, 2010	Director of Programs, CEO, Programs Committee
			Tried this, didn't work out
Define a "baseline" for what Councils are expected to deliver – a "minimum standard."	Councils each deliver helpline promotion & referral; local & state-level advocacy; delivery of public awareness systems at the community level; and	1-Jul-08	Councils Committee, CEO, Director of Programs, Programs Committee

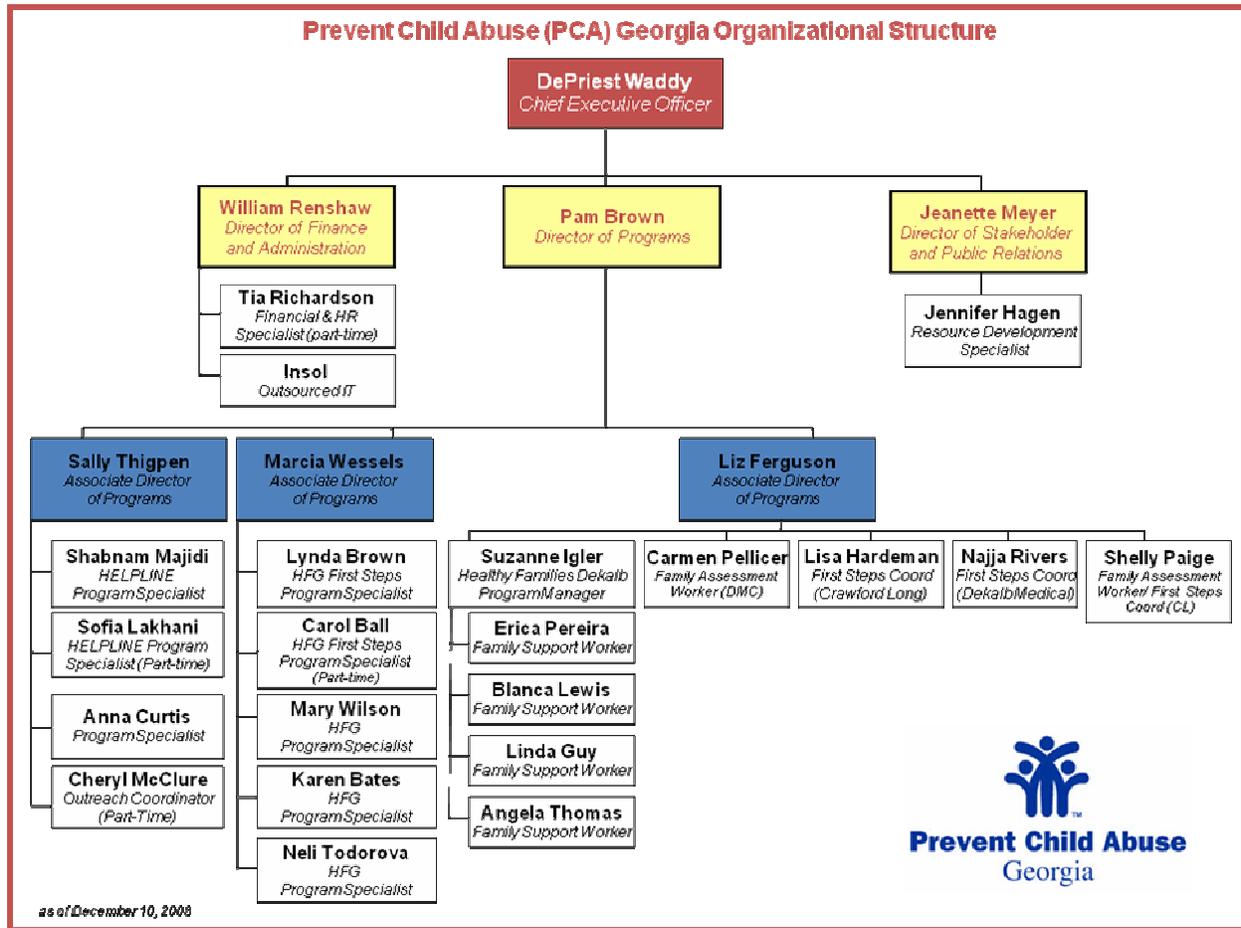
	<p>each Council uses the name “Prevent Child Abuse _____ (local name here).” With the tagline “A partner of Prevent Child Abuse Georgia.</p>		
<p>Participate in advocacy activities at the national, state and local levels.</p>	<p>Maintain an “action alert” distribution list from all corners of the state, including designated reps from Councils, and those who have self-identified as people who want to be involved in these efforts.</p>	<p>Designate reps by November 1, 2006; maintenance of database is ongoing</p>	<p>Programs Committee, Director of Programs, Councils Committee, CEO</p>

<i>Strategy</i>	<i>Action</i>	<i>Timeframe</i>	<i>Accountability</i>
	Develop connectivity with Voices for Georgia's Children by having a board member or senior staff person serving on the VGC board of directors and/or key committee(s) of the organization.	By October 1, 2006	CEO, Board Chair, Director of Programs

	<p>Initiate regular (at least quarterly) contact with the database around advocacy issues at the state and county level. Ensure that each newsletter of the organization has a piece about advocacy and a “call to action” about what people can do to help.</p>	<p>By January 1, 2007</p>	<p>Programs Committee, Director of Programs, Councils Committee, CEO, Director of Council Development</p>
	<p>Collect and analyze data and outcomes</p>	<p>Ongoing</p>	<p>Director of Programs, CEO, Programs & Research Committee</p>

<i>Strategy</i>	for all core program areas. Use analysis to refine program activities as indicated.	<i>Timeframe</i>	Director of Finance <i>Accountability</i>
	Advocate with state level agency and policy leaders for continued support of Healthy Families Georgia.	Ongoing	Director of Programs, Program and Research Committee, Marketing &

Appendix D.



Appendix E.

PERSONNEL POLICIES AND PROCEDURES

FOR

EXEMPT AND NON-EXEMPT STAFF

Prevent Child Abuse Georgia, INC.

NOVEMBER 1995

REVIEWED AND REVISED OCTOBER 2001

Notice to Employees

The policies in this PCA Georgia Personnel Policies and Procedures Manual are to be considered as guidelines and are provided for your benefit and information. This Manual does not constitute a contract for employment, and at all times your employment with PCA Georgia is at will. This means that neither you nor PCA Georgia has entered into a contract regarding the duration of your employment. You are free to terminate your employment with PCA Georgia at any time, with or without reason. Likewise, PCA Georgia has the right to terminate your employment, or otherwise discipline, transfer, or demote you at any time, with or without reason, at the discretion of PCA Georgia.

No employee of PCA Georgia can enter into an employment contract for a specified period of time, or make any agreement contrary to this policy without written approval from the Executive Director

- PCA Georgia, at its option, may change, delete, suspend or discontinue any part or parts of the policies in this Manual at any time without prior notice as business, employment legislation, and economic conditions dictate.
- Any such action shall apply to existing as well as to future employees.
- Employees may not accrue eligibility for monetary benefits that they have not become eligible for through actual time spent at work.

- Employees shall not accrue eligibility for any benefits, rights, or privileges beyond the last day worked.
- No one other than the Board of Directors of PCA Georgia may alter or modify any of the policies in this Manual. Any alteration or modification of the policies in this Manual must be in writing.
- No statement or promise by a supervisor or manager, past or present, may be interpreted as a change in policy nor will it constitute an agreement with an employee.

Should any provision in this Manual be found to be unenforceable and invalid, such finding does not invalidate the entire Manual, but only that particular provision.

This Manual replaces (supersedes) any and all other or previous PCA Georgia Manuals, or other PCA Georgia policies whether written or oral.

PREVENT CHILD ABUSE GEORGIA

Personnel Policies and Practices for Exempt and Non-Exempt Staff

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1. INTRODUCTION

1.1 Welcome to *The Prevent Child Abuse Georgia*

All of us at *Prevent Child Abuse Georgia (PCA Georgia)* believe that the organization's goals and those of our employees are closely related. Indeed, the success of *PCA Georgia*, to a great extent is dependent on the success of the employees in meeting their own goals. We trust that your association with *PCA Georgia* will be a mutually rewarding one.

This personnel manual has been prepared to answer some of the questions you might have regarding *PCA Georgia* and its policies. Please read it carefully and retain it for future reference. From time to time, you may receive updates of individual sections or of the entire document, should the board (at its sole discretion) decide that some or all policies need changing. If you have any questions about any of the policies, please feel free to discuss them with the Executive Director.

This is not a contract guaranteeing employment for any specific amount of time. While we hope that your association with *PCA Georgia* will be a long and happy one, either you or *PCA Georgia* may terminate the relationship at any time, for any reason, with or without cause or notice. This is commonly known as "at will" employment. Nothing contained in these personnel policies nor any oral statement by any employee will alter the "at will" status.

It should be remembered that *PCA Georgia* is a small organization. Therefore, flexibility, initiative, and the willingness to be a "team player" are some of the characteristics important to all positions at Prevent Child Abuse Georgia.

The PCA Georgia Personnel Policies and Procedures manual is reviewed annually. The Board of Directors reserves the right to change the provisions herein as is deemed appropriate on an on-going basis.

1.2 Overview of the Nonprofit Organization

Established in 1984 as a 501(c)(3) nonprofit corporation, ***PCA Georgia*'s mission is to prevent child abuse and neglect in all forms.** PCA Georgia is the Georgia chapter of Prevent Child Abuse America.

As a non-profit organization, *PCA Georgia* is totally dependent on contributions to support our service goals and our budget varies according to our ability to raise money.

While most of Prevent Child Abuse Georgia funds come from private funding, additional monies are sometimes made available from state and local governmental agencies, other non-profit or for-profit enterprises, and individual donors. Any of these might have operating guidelines as to how these monies must be used, which conditions must be met by *PCA Georgia*.

PCA Georgia is governed by a Board of Directors composed of individuals with professional, academic, or general interest in our mission. These directors are elected to specified terms by members of the *PCA Georgia* Board. The Board hires the Executive Director and delegates day-to-day operations of the agency to the Executive Director.

2. KEY DEFINITIONS

2.1 The Board of Directors

- 2.1.1 Elected members are those individuals who are nominated by the Board Development Committee and elected by the Board of Directors. Each person is limited to three consecutive two-year terms but may be re-elected after an absence of one full year. All are volunteers who receive no compensation for their service as Board members. They may, however, receive meals or reimbursement for expenses incurred while engaged in authorized *PCA Georgia* business.
- 2.1.2 Guidelines for *PCA Georgia* board members' conduct appear in the bylaws and such other policy documents as the Board may from time to time adopt.
- 2.1.3 The organization may be identified as Prevent Child Abuse Georgia, or its name may be abbreviated as PCA Georgia.

2.2 Full-Time and Non-Full-Time Employees

- 2.2.1 Full-time employees are those individuals hired to work a scheduled (forty) 40 hour workweek on a regular basis. These employees may be "exempt" or "non-exempt" as defined below. They are entitled to participation in PCA Georgia's benefits, as set by the Board or as mandated by law.
- 2.2.2 Part-time employees are those hired to work fewer than (forty) 40 hours a week on a regular basis. These employees may be "exempt" or "non-exempt" as defined below. They are entitled to full or prorated participation in *PCA Georgia*'s benefits, as defined in subsequent sections.

2.2.3 Temporary “employees” are those individuals who are contracted by *PCA Georgia* for a particular assignment. Individuals hired from a temporary agency are therefore not entitled to participate in any of *PCA Georgia* ’s benefit programs.

2.3 Exempt and Non-Exempt Employees

2.3.1 Exempt employees are those whose work is defined by law as executive, administrative, or professional. In accordance with the Fair Labor Standards Act, such individuals are not required to be paid overtime for working beyond 40 hours in a given week.

2.3.2 Non-exempt employees are those who are covered by the Fair Labor Standards Act. They must be paid overtime at the rate of 1.5 times their regular rate for all work lasting beyond (forty) 40 hours in a given week. The overtime must be authorized in advance by the Executive Director or the appropriate supervisor. Compensatory leave is not an acceptable substitute for overtime pay.

2.4 Consultants and Volunteers

2.4.1 Consultants are those individuals or groups hired on a contractual or fee-for-service basis. They are entitled to participate in none of *PCA Georgia* benefit programs. Their performance is reviewed in accordance with the provisions of their contract.

2.4.2 Volunteers are those individuals recruited to participate in *PCA Georgia* programs because of their interest or acknowledged expertise in some aspect of the charge. They neither receive financial compensation nor participate in any of the *PCA Georgia* benefit programs; they may, however, be eligible for reimbursement for authorized expenses incurred as part of their *PCA Georgia* involvement.

3. GENERAL MANAGEMENT POLICIES

3.1 Authority Over Personnel Matters

3.1.1 The Board, in consultation with the Executive Director and such others as deemed appropriate shall create and promulgate personnel policies for the organization (Note: Personnel policies are established by a vote of the Board of Directors, which may then delegate the policies’ implementation). The Board has the authority to establish pay ranges for positions and to establish benefits policies. Authority to hire and terminate the Executive Director rests with the Board’s Executive Committee.

- 3.1.2 The Executive Director has the responsibility to hire, supervise, evaluate, and terminate all other employees and consultants. The Executive Director works for the Board as a whole, but reports directly to the President. The Executive Director has the authority to negotiate compensation levels with all employees, subject to the ranges approved by the Board.
- 3.1.3 Program or project directors may from time to time be given responsibility by the Executive Director for identifying prospective employees or consultants and working with those who have been hired. All hiring, compensation, and termination decisions rest with the Executive Director.

3.2 Personnel Files

- 3.2.1 Prevent Child Abuse Georgia retains a personnel file for each employee. This file will contain documentation regarding such aspects of the individual's employment as job descriptions, performance appraisals, beneficiary designation forms, letters of commendation, and disciplinary notices.

The Fair Labor Standards Act requires that the Agency also retain all non-exempt and contracted employee time sheets, work schedules, and wage rate tables for at least two years, and all payroll records and employment contracts for at least three years. For all non-exempt employees, the Agency must also retain records showing name, social security number, address, birth date, sex, occupation, and wage rate.

- 3.2.2 Personnel files will be kept under a restricted condition and only management with job related reasons would have access to those files. An employee may review the contents of his or her file in the presence of their supervisor. If an employee needs to review their file or obtain a copy of a document contained therein, an appointment should be made at a mutually convenient time with the employee's supervisor.
- 3.2.3 With respect to employment related reports, whether positive or negative, the employee will be asked to acknowledge receipt of such report. Acknowledgment of receipt does not imply consent to the contents of such a report, only that the employee acknowledges having received such a report. Any employee who receives an adverse report is free to respond, in writing, with respect to such report, which response will be made a part of the file.
- 3.2.4 To keep your personnel file up-to-date, you should notify the Executive Director or other appropriate staff member of any changes in your name, telephone number, home address, marital status, dependents, beneficiary designations, education attainments, and any other relevant factors.

3.3 Equal Employment Opportunity

- 3.3.1 Prevent Child Abuse Georgia provides equal employment opportunity to all applicants and employees without regard to race, color, religion, sex, national origin, age, disability, or veteran's status, in accordance with applicable federal and state laws. This policy extends to all terms and conditions of employment, including hiring, placement, promotion, termination, leaves of absence, compensation, and training.

3.4 Harassment

PCA Georgia believes that all individuals should be treated with dignity and respect.

PCA Georgia intends to provide an environment that is pleasant, healthful, comfortable, and free from intimidation, hostility, or other offenses which might interfere with work performance. Harassment of any sort - verbal, physical, or visual - will not be tolerated, whether it is sexual or racial or because of national origin, age, religion, disability, or any other unlawful reason.

3.4.1 What Is Harassment?

Harassment can take many forms. It may be, but is not limited to, slurs, offensive remarks, signs, jokes, pranks, intimidation, physical contact, or violence. Any form of harassment related to an individual's race, color, sex, religion, national origin, citizenship status, age, disability, or any other prohibited characteristic is a violation of this policy and will be treated as a disciplinary matter. Sexual harassment may include unwelcome sexual advances, requests for sexual favors, or other written, oral, or physical contact of a sexual nature when such conduct creates an intimidating environment, prevents an individual from effectively performing the duties of his or her position, or when such conduct is made a condition of employment or compensation, either implicitly or explicitly. Harassment of our employees in connection with their work by non-employees may also be a violation of this policy.

Sexual harassment does not encompass behavior or occasional compliments of a socially acceptable nature. It does encompass behavior of a sexual nature that is not welcome, that is personally offensive, that fails to respect the rights of others, that lowers morale, or that interferes with work effectiveness. It may consist of demands for sexual favors, sexual innuendoes, sexually suggestive comments, jokes of a sexual nature, sexual propositions, sexually suggestive objects or pictures, suggestive or obscene gestures, and unwanted sexual contact (including touching, pinching, coerced sexual acts, and assault).

3.4.2 Responsibility

As our employee, you are responsible for keeping our work environment free of harassment. Any employee who becomes aware of an incident of harassment, whether by witnessing the incident or being told of it, must report it to any supervisor or manager with whom you feel comfortable speaking. When PCA Georgia becomes aware that

harassment might exist, it is obligated by law to take prompt and appropriate action, whether or not the victim wants to do so. A report or complaint of harassment does not have to be in writing, although written form is preferable.

3.4.3 Reporting

If you feel that you have experienced harassment, report the incident immediately to any supervisor or manager with whom you feel comfortable speaking. You do not need to confront the harasser before doing so. An appropriate investigation will be commenced at once, and, if appropriate, disciplinary action will be taken. All reports will be promptly investigated with due regard for the privacy of everyone involved. Any employee found to have harassed a fellow employee or subordinate will be subject to disciplinary action, up to and including discharge. PCA Georgia will also take any additional action necessary to correct appropriately the situation. PCA Georgia will not retaliate, and specifically prohibits retaliation, against any employee who makes a good faith report of alleged harassment, even if the employee was in error.

3.5 Drug-Free Workplace

- 3.5.1 *PCA Georgia* adheres to the requirements of the Drug-Free Workplace Act of 1988. Use of controlled substances is inappropriate behavior that subjects coworkers, visitors, and others to unacceptable safety risks and undermines the *PCA Georgia*'s operating effectiveness.
- 3.5.2 Reporting to work, or working under the influence of a controlled substance (except with a physician's prescription) is prohibited. This prohibition extends to the *PCA Georgia* premises and to all other sites where an employee is engaged in *PCA Georgia* business.
- 3.5.3 *PCA Georgia* prohibits the criminal use, manufacture, distribution, dispensation, possession, or sale of a controlled substance on any *PCA Georgia* affiliated work site. Such conduct is also prohibited outside scheduled working hours to the extent that it impairs the employee's ability to perform on the job or threatens the reputation of *PCA Georgia*.
- 3.5.4 Any employee convicted of a violation related to a controlled substance (or pleading no contest to such a charge) must notify the Executive Director in writing within five working days of the conviction or plea.
- 3.5.5 Employees wanting information on locally available sources of substance abuse counseling should contact the Executive Director, who will make every reasonable effort to keep the request confidential.

- 3.5.6 Individuals who violate any aspect of this policy will be subject to disciplinary action, up to and including termination. *PCA Georgia* may also require that an employee successfully complete a substance abuse or rehabilitation program as a condition of employment.
- 3.5.7 *PCA Georgia*, in support of its drug free workplace philosophy, has the right to conduct random and specific drug testing.

3.6 Health and Safety

- 3.6.1 *PCA Georgia* tries to provide a safe and healthful environment for employees, visitors, and others while they are on *PCA Georgia* premises or attending *PCA Georgia* sponsored programs.
- 3.6.2 The Executive Director is responsible for establishing procedures and programs that minimize the risk of personal injury to everyone using the organization's facilities or equipment or attending *PCA Georgia* sponsored functions.
- 3.6.3 All employees are required to follow the safety procedures that have been established. They are expected to report any potentially unsafe or hazardous conditions, or any injuries, to the Executive Director immediately.
- 3.6.4 Employees may be injured in the course of work and therefore have to be absent from work. If so, they are subject to the provisions of the State's worker's compensation program and are paid accordingly.
- 3.6.5 All employees share responsibility for personal safety and for the security of *PCA Georgia* property. Any untoward behavior by any visitor or suspicious person in the vicinity of *PCA Georgia* premises or the location of any *PCA Georgia* sponsored program should be reported to the Executive Director immediately.
- 3.6.6 Weapons are forbidden in the workplace.

3.7 Employment of Relatives

- 3.7.1 *PCA Georgia* permits the employment of an employee's relative subject to the following conditions:
- 3.7.2 No employee may work under the immediate supervision of an immediate relative.
- 3.7.3 Two or more employees who are immediate relatives (see Section 9.5.1 for definition) may not work in the same program area.

4. EMPLOYMENT POLICIES

4.1 Job Creation and Description

- 4.1.1 PCA Georgia shall develop and maintain a written description of the responsibilities, qualifications, and salary range for each of its positions. Responsibility for developing these shall rest with the Executive Director. For the Executive Director's position, it shall rest with the PCA Georgia Executive Committee.
- 4.1.2 The applicable position description shall be discussed with each individual upon hiring and during each annual performance review, as both a guide for performance and a means of identifying any needed changes.
- 4.1.3 Each position description shall be formally reviewed at least once every three years to determine any needs for revision. If you feel that yours might need revision at any other time, you should talk with the Executive Director about possible changes.
- 4.1.4 A copy of each individual's position description shall be kept in his or her personnel file.
- 4.1.5 When the Executive Director decides that a position needs to be created, that one needs to be changed in a significant manner, or that one needs to be abolished, the Executive Director will create or revise the affected position descriptions.

4.2 Recruitment and Selection

- 4.2.1 *PCA Georgia*'s recruitment and selection activities are conducted to ensure the employment of the best-qualified candidates. Therefore, they will be implemented in a manner consistent with providing equal employment opportunity, as discussed in Section 3.3.
- 4.2.2 When a position is created or when one becomes vacant, *PCA Georgia* employees will be notified before or at the same time as external recruitment begins. Qualified internal candidates will be encouraged to apply for openings, because *PCA Georgia* believes in staff development.
- 4.2.3 Within the organization, the Executive Director must approve all employment decisions (including recommendations for hiring, promotion, demotion, and other changes) before any commitments are made or any notification is given to an applicant or a current employee. This approval extends to issues of compensation and working hours.
- 4.2.4 *PCA Georgia* will check references before making any hiring decisions.
- 4.2.5 For each new employee, *PCA Georgia* will provide an orientation to the organization, the work, and the coworkers.

4.2.6 The initial six months of employment with *PCA Georgia* for all staff are considered a training period.

4.3 Performance Reviews

4.3.1 The primary objective of *PCA Georgia* 's performance appraisal system is to foster growth and improve performance on the part of each employee. The performance appraisal is also an integral part of *PCA Georgia* 's compensation administration because its secondary objective is to furnish a sound, consistent basis for compensation administration. The performance appraisal system is not intended to take the place of a frequent communication between supervisor and employee on methods whereby performance can be improved as well as positive reinforcement for excellent performance.

4.3.2 The performance appraisal system is designed to serve the following purposes:

- a. To clearly identify the individual's contribution needed to accomplish overall objectives.
- b. To assist all employees in reaching the greatest possible level of job satisfaction and contribution.
- c. To periodically review the achievements of each individual against established performance criteria.
- d. To encourage communication between supervisors and employees.
- e. To reach agreement between supervisors and employees on how progress compares with expectations.
- f. To formalize the means by which performance deficiencies can be overcome.
- g. To establish a basic personnel inventory record as a guide for future personnel planning actions.

4.3.3 Performance appraisals for all *PCA Georgia* employees will be done at least annually and will be based solely on job related standards. All staff will be typically evaluated at the end of the fourth month of their six months period, and again at the end of the sixth month, if deemed necessary. Regular appraisals will then be done annually. Performance appraisals may be made at more frequent intervals if and when warranted by the employee's work performance, so that the employee will be aware of his/her progress if particular performance traits require improvement.

Annual evaluations do not imply a term of employment.

5. SCHEDULING POLICIES

5.1 Work Hours

- 5.1.1 The regular work week for non-exempt full-time employees is (forty) 40 hours.
- 5.1.2 Regular work hours for non-exempt full-time employees are from 8:30 A.M. to 5:00 P.M., with thirty (30) minutes allowed for lunch. The specific meal time will be scheduled to ensure appropriate coverage of the office. Should such scheduling present difficulties, the Executive Director will designate times for meal breaks. Non-exempt employees may not eat at their work stations and may not work through lunch without prior written permission from a supervisor.
- 5.1.3 Work schedules for part-time employees will be arranged by the Executive Director.
- 5.1.4 Daily and weekly schedules may be changed from time to time by the Executive Director to meet the changing needs of the organization. Any such changes will be announced as far in advance as possible.
- 5.1.5 A (fifteen) 15 minute paid break is provided each morning and afternoon for non-exempt employees. The supervisor and employee jointly schedule break times. This time limit should be adhered to in order that others may not be inconvenienced.

5.2 Overtime

- 5.2.1 Non-exempt employees (see Section 2.3) are eligible for overtime pay for authorized work beyond (forty) 40 hours in a given regular work week. This pay is to be calculated at the rate of 1.5 times each individual's normal hourly rate. It also is calculated weekly, meaning that working an "average" of 40 hours a week over several weeks does not obviate the need for overtime pay if, in any one of those weeks, the non-exempt employee works more than (forty) 40 authorized hours.
- 5.2.2 Non-Exempt Personnel: Every non-exempt employee will keep a weekly time card indicating total daily and weekly hours worked to provide *PCA Georgia* with accurate records of any overtime earned.

Non-exempt employees will not work beyond (forty) 40 hours per week without their supervisor's authorization.
- 5.2.3 No payment for overtime work shall be made unless the work was authorized in

advance by the appropriate supervisor or the Executive Director.

- 5.2.4 All employees are required to keep accurate records of the time they work, on the forms provided.

5.3 Attendance at Meetings and Conferences

- 5.3.1 The nature of *PCA Georgia* business will, from time to time, require that staff members attend meetings and conferences outside the office. When such sessions occur during normal working hours, no special provisions are made, except that individuals are reimbursed for expenses as outlined in Section 7. When such sessions extend to time beyond normal working hours, you will be compensated in accordance with the law and *PCA Georgia* policy at the time.

- 5.3.2 Attendance at professional growth activities shall require the advance approval of the Executive Director when the activities are during the employee's scheduled working hours or when financial compensation is desired.

Employees are requested to exercise reasonable economy in incurring travel expenses and other expenses associated with such activities.

Employees making out-of-town trips may obtain a travel advance equal to the sum of: a) transportation cost; b) lodging cost; c) "per diem" allowance of \$25 for each full day out of the City; and d) any registration fee.

An Expense Reimbursement Request form must be completed within five (5) working days following return from the trip and approved by the Executive Director before any reimbursement is made.

6. COMPENSATION POLICIES

6.1 Overview

- 6.1.1 To attract and retain high-quality employees, *PCA Georgia* endeavors to pay salaries competitive with those offered by similar nonprofit organizations. This process involves setting a compensation range for each position. Each salary range is reviewed at least once every three years for possible adjustment.

- 6.1.2 Your total compensation at *PCA Georgia* reflects not only your salary or wages but also the various benefits that *PCA Georgia* offers (such as health insurance, paid vacation, paid parking). It is possible that increases in the costs of benefits might from time to time limit the amount of money available for changes in direct compensation.

To clarify such situations, *PCA Georgia* will inform you each year of the change in your total compensation.

- 6.1.3 *PCA Georgia* conforms to the compensation provisions of the Equal Pay Act of 1963.
- 6.1.4 Your compensation will be reviewed periodically. Every effort will be made to review it at least annually. Factors to be considered include your performance, the *PCA Georgia* budget for the coming year, your responsibilities, and the recommendation of the Executive Director.
- 6.2 Payroll Policies**
- 6.2.1 *PCA Georgia* employees will be paid on a bi-weekly basis, totaling twenty-six (26) pay periods annually. All required and voluntary deductions will be withheld automatically from your paycheck.
- 6.2.2 Should the scheduled payday fall on a weekend or a *PCA Georgia* observed holiday, checks will usually be issued on the day before the weekend or holiday.
- 6.2.3 You should review your paycheck for accuracy when you receive it. If you find an error, please report it to the Executive Director or the Finance Director immediately.
- 6.2.4 If your paycheck is lost or stolen, notify the Finance Director immediately so that a stop-payment order can be issued. If the check is cashed before such a stop-payment order can be issued, you alone will be responsible for the loss.
- 6.2.5 *PCA Georgia* does not normally provide payroll advances.

7. EXPENSE REIMBURSEMENT

7.1 Travel Expenses

- 7.1.1 If you are required to use your automobile on *PCA Georgia* business, you will be reimbursed at a mileage rate determined by Internal Revenue rates and standards plus expenses for tolls and parking with appropriate receipts. Reimbursement will not be provided for travel between your home and the office.
- 7.1.2 Airfares will be reimbursed at coach rates. Costs for alternative transportation on ground will be reimbursed at rates not more than the coach fare. If you make travel arrangements for non-*PCA Georgia* reasons, such as traveling by an indirect route or stopping over, you will be responsible for any extra charges.
- 7.1.3 If your air travel involves the accumulation of frequent flyer miles, you may credit them to your account.

- 7.1.4 If *PCA Georgia* business requires that you stay overnight away from home, the organization will reimburse you for the cost of reasonably priced accommodations.
- 7.1.5 When traveling in direct connection with *PCA Georgia* business, you will be reimbursed according to the *PCA Georgia* schedule.
- 7.1.6 To secure reimbursement for any travel expense, you must complete a travel expense form and attach the relevant receipts within five business days of completing the travel.

7.2 Other Expenses

- 7.2.1 A professional membership fee may be paid by *PCA Georgia* when membership is a condition of the employee's position or invaluable to conducting *PCA Georgia* business. Membership approval shall be at the discretion of the Executive Director.
- 7.2.2 *PCA Georgia* will reimburse you for any fees involved with conferences you are required to attend.
- 7.2.3 You will be reimbursed for expenses incurred for telephone calls, supplies, postage, copying, and other items authorized by the Executive Director.
- 7.2.4 The reimbursement procedure here is the same as that for travel expenses.

8. EMPLOYEE BENEFITS OTHER THAN LEAVE

8.1 Overview

- 8.1.1 *PCA Georgia* provides a number of benefit programs designed to help you and your eligible dependents meet the expenses that may arise in connection with such matters as illness, disability, kin care, death and retirement. This section of the manual highlights features of those programs required by law and those which *PCA Georgia* has chosen to sponsor. Program details can be found in the summary plan description available from the Finance Director.
- 8.1.2 *PCA Georgia* reserves the right, at its discretion, to change or terminate any of the non-mandatory programs or to require employee contributions toward any benefits. This right may be exercised regardless of financial necessity.

8.2 Mandatory Benefits

- 8.2.1 All *PCA Georgia* employees are covered by Social Security and by Unemployment Insurance, in accordance with federal law.

- 8.2.2 To help meet financial needs if you suffer a work-related injury or illness, *PCA Georgia* provides workers' compensation insurance. To make certain that your injury or illness is covered, you need to report it immediately to the Executive Director.

8.3 Flexible Benefit Options

- 8.3.1 Full-time and part-time employees are eligible to participate in the flexible benefit plan. The flexible benefits plan conforms to the requirements of the Employee Retirement Income Security Act (ERISA).
- 8.3.2 *PCA Georgia*'s flexible benefit plan allows you the option of paying your portion of the health care premium; the dental care premium, un-reimbursed medical expenses and your childcare expenses with pretax dollars. This benefit means that the eligible amounts are deducted from your compensation before taxes are deducted and your tax bill may be lower as a result. (See the plan document for specific guidelines related to this benefit)
- 8.3.3 New employees are eligible to participate in the flexible plan as of their date of employment. Thereafter, an employee may join only during the open enrollment period in January. You may leave the flexible program only during January as well.
- 8.3.4 The dependent care assistance plan (DECAP) allows you to deduct up to \$5,000 a year in dependent care expenses on a pretax basis.

8.4 Health Insurance

- 8.4.1 *PCA Georgia* offers employees major medical insurance. *PCA Georgia* pays 90% of the premium cost of individual coverage for a full time employee, and 90% of the premium cost of individual coverage for a part-time employee who works a regular schedule of at least 20 hours a week. Other employees are not covered.
- 8.4.2 Health insurance premiums to cover your dependents are your individual responsibility, but *PCA Georgia* will handle the transfer of premiums to the carrier.
- 8.4.3 All employees are eligible for coverage upon joining the payroll. If you choose not to participate, you must wait until the next open enrollment period to add coverage.
- 8.4.4 If you leave *PCA Georgia* or if your work schedule is changed so that you are no longer eligible for health insurance coverage, you and your eligible dependents may be able to continue to participate for up to (eighteen) 18 months at your expense. Continuing coverage will end, if you fail to make required payments, *PCA Georgia* drops its plan,

or if you join another health plan. Details on this option are available from the Finance Director.

8.4.5 *PCA Georgia* requires that all full-time employees participate in the health insurance plan or annually provide evidence of participation in another plan.

8.5 Dental Insurance

8.5.1 The *PCA Georgia* health insurance includes dental coverage, for which *PCA Georgia* pays 90% of the premium cost for individual coverage for full time employees and part-time employees who work a regular schedule of at least 20 hours a week. Other employees are not covered.

8.5.2 The same eligibility, enrollment, and termination policies apply to Dental coverage as to Health insurance.

8.6 Long-Term Disability Insurance

8.6.1 *PCA Georgia* provides every full time employee with insurance to cover long-term disability. This coverage, for which *PCA Georgia* pays the entire premium, is effective on the day each employee joins the payroll.

8.6.2 Coverage under this plan terminates when you leave the Organization, unless you are receiving disability benefits at the time of termination, in which case the benefits continue as long as your qualifying disability continues.

8.7 Life Insurance

8.7.1 *PCA Georgia* employees participating in the agency health insurance plan also receive \$10,000 life insurance.

8.7.2 Life insurance benefits terminate when you leave the health insurance plan.

8.8 Retirement Plan

8.8.1 *PCA Georgia* currently contributes 3% of employee base salary to the pension plan annually. The plan requires one year of service for eligibility and three years of vesting. The Board of Directors may, at their discretion, increase the amount of the contribution up to an additional 3%. Employees may not contribute additional dollars to the pension plan.

8.8.2 A separate tax deferred annuity is also available for employees if they chose to participate. Employees are eligible to participate in the tax deferred annuity at the time of hire.

8.9 Educational Assistance – To be determined

9. PAID AND UNPAID LEAVE

9.1 Holidays

9.1.1 The *PCA Georgia* office is open Monday through Friday, except for the following eleven holidays: New Year’s Day, Martin Luther King, Jr. Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, the day after Thanksgiving, the day before Christmas, Christmas Day, the day after Christmas, and a floating holiday.

9.1.2 Holidays falling on Saturday are normally observed on the preceding Friday and holidays falling on Sunday are normally observed on the following Monday. The Executive Director will post a schedule of the specific dates at the beginning of each January.

9.1.3 Full-time employees will be compensated for each holiday, provided that they have worked the regularly scheduled workdays immediately preceding and following the holiday. Approved vacation or sick leave is regarded as a day worked for the purposes of holiday pay.

9.1.4 Part-time employees who are normally scheduled to work on a day that is a holiday will be compensated at their regular rate for the hours on that holiday during which they would normally have worked. Part-time employees will not receive holiday pay if they were not normally scheduled to work on a holiday.

9.1.5 Temporary employees are not eligible for holiday pay.

9.2 Vacation

9.2.1 *PCA Georgia* believes that vacation time provides important opportunities for rest, recreation, and personal activities. Therefore, *PCA Georgia* grants annual paid vacations to all full time and part-time employees, varying amounts according to work schedule and length of service.

9.2.2 Each full-time employee will earn monthly vacation hours based on the following schedule: (These vacation days are designed to accommodate all personal days off.)

Number of Years Employed

Monthly Hours/Days Accrued

0-1 Year

6.67 Hours = .8 day (10 days/year)

1-2 Years	10 Hours = 1-1/4 day (15 days/year)
3-5 Years	12 Hours = 1-1/2 days (18 days/year)
6 Years and Over	14 Hours=1-3/4 days (21 days/year)

9.2.3 Part-time employees will earn vacation time based on the average number of hours they work.

9.2.4 Vacation leave must be approved by the employee's supervisor and the Executive Director based on the needs of *PCA Georgia*. Leave time can be taken all at once or a day at a time. Vacation leave may not be taken in increments of less than ½ day.

9.2.5 Employees may carry forward to the following year up to the full amount of their previous year's leave allowance, but may not exceed a two year vacation leave allowance.

9.2.6.1 If a *PCA Georgia* observed holiday falls during Vacation Leave, employees are eligible to receive another business day which may be, but not necessarily taken adjacent to this period.

9.2.7 Employees who voluntarily resign or who are granted a leave of absence are eligible for payment of any Vacation Leave that has not been taken up to the allowable accumulated maximum.

9.3 Personal Leave

9.3.1 Under certain circumstances, the Executive Director may grant an employee other leaves without pay, such as personal or educational leaves, upon written request.

9.3.2 Personal leaves, if granted, will not exceed six (6) months duration, and prior service in regard to seniority and benefits is protected.

9.3.3 Every attempt will be made to hold the employee's position open until her/his return to duty; however, *PCA Georgia* does not guarantee the employee's position at the end of a personal leave.

9.4 Sick Leave

9.4.1 *PCA Georgia* provides sick leave to encourage employees to take care of their health and to help alleviate the financial hardships that might accrue in its absence. Sick leave is not synonymous with vacation.

- 9.4.2 Full-time employees accrue to twelve (12) days of paid sick leave per calendar year after thirty (30) days of full employment. Part-time employees accrue sick leave on a prorated basis, based on number of hours worked for each month of employment.
- 9.4.3 Accrued sick leave must be taken in ½ day increments. No other fraction will be approved.
- 9.4.4 For any illness exceeding three (3) days, or where an attendance problem is present, an employee may be asked to submit documented evidence of medical care.
- 9.4.5 Accumulated sick leave is not paid to an employee upon separation of employment.
- 9.4.6 If you are unable to work because of illness, you must notify your supervisor or the Executive Director by 9:00 A.M. on each day of your inability to work, unless you have been granted an official medical leave. Failure to notify *PCA Georgia* will result in the day being treated as unpaid leave.

9.5 Bereavement Leave

- 9.5.1 *PCA Georgia* will provide leave for work time missed due to the death of an immediate relative. For full-time employees, the maximum is four (4) working days with pay per bereavement. For part-time employees, leave will be pro-rated based on work hours. Members of the immediate family are considered to be spouse/partner, parents, brother, sister, children, guardians and grandparents of an employee or spouse or grandchildren of an employee or spouse.
- 9.5.2 Special cases involving the death of a close relative other than the above or when an employee is asked to participate in services of a close friend will be considered on an individual basis. Approval of these special cases must be secured from the Executive Director.

9.6 Family / Medical Leave

PCA Georgia will not discriminate against employees as a result of the approved use of family care or medical leave or a proper request for such leave. Requests for family care and medical leave will be considered without regard to race, color, citizenship status, national origin, gender, age, religion, disability, or veteran status.

In general, a leave of absence is an official authorization to be absent from work **without pay** for a specified period of time. Eligible employees may be entitled to job-protected family or medical leaves of absence if they are unable to come to work due to pressing family or medical concerns as described within this Family / Medical Leave

Policy, which shall be administered in accordance with applicable state and federal laws as follows:

- 9.6.1 Employees are eligible if they have been actively employed for twelve (12) months, and worked at least 1250 hours during those twelve (12) months. This twelve- (12) month period "rolls back" from the date of leave to the prior twelve (12) month period.
- 9.6.2 Employees may request one (1) or more family care or medical leaves, however, the total amount of leave taken cannot exceed twelve (12) work weeks in any twelve- (12) month period. You may request an intermittent leave or reduced schedule leave to care for a seriously ill family member or if you have a serious health condition that warrants such a request.
- 9.6.3 A family leave shall be granted upon the birth or adoption of a child of the employee, or upon the serious health condition of the employee's child, spouse, or parent.
- 9.6.4 A medical leave shall be granted upon the employee's own serious health condition.
- 9.6.5 We will require certain medical information in relation to any family and medical circumstances; we may require you to be examined by a company-designated physician, at PCA Georgia's expense.
- 9.6.6 Employees shall be required to give thirty (30) days advance notice in the event of a foreseeable medical treatment. To assist us in arranging work assignments during your absence, we ask that you give us prior notice, to the extent possible, of an expected birth or adoption, as well as an indication, to the extent known, of your expected return date. To facilitate your return to work, we also ask that you provide us with two (2) weeks advance notification of your intended return date. Failure to do so may delay your return date.
- 9.6.7 For purposes of this policy, a child is defined as a natural, adopted, or foster child, a stepchild or a legal ward. If the child is over eighteen (18), he/she must be unable to care for himself/herself due to a serious illness.
- 9.6.8 A parent is defined as the employee's or his/her spouse's natural, adoptive, or foster parent, stepparent, or legal guardian.
- 9.6.9 A serious health condition is defined as a disabling physical or mental illness, injury, impairment, or condition involving 1) inpatient care in a hospital, nursing home, or hospice; or 2) outpatient care requiring continuing treatment or supervision from a health care professional.
- 9.6.10 Leave of absence rights available to you under other sections of our policy shall be counted towards the total time off available under this section. That is, you must use any available sick leave (for your own illness) or vacation concurrently with family and medical leave.
- 9.6.11 Leave that relates to the birth or adoption of a child must be completed within twelve (12) months of the birth or adoption.
- 9.6.12 Upon completion of a leave granted under this section, you shall be reinstated to your original position, or an equivalent one.
- 9.6.13 While on a leave of absence provided for under this policy, we will continue your group health insurance benefits under the same terms as provided to other employees, for up to a maximum of twelve (12) weeks leave during any one (1) year period. If your leave extends beyond twelve (12) weeks, you shall be offered the

opportunity to purchase continuing coverage under state and federal COBRA continuation rules.

- 9.6.14 Other accumulated fringe benefits such as retirement, service credits, sick pay, vacation pay, and the like, shall be preserved at the level accrued as of commencement of the leave, but shall not accrue further during any such leave period.

9.7 Jury and Witness Duty Leave

- 9.7.1 All employees are allowed leave for answering a summons to appear as a witness in court.
- 9.7.2 All full-time and part-time employees summoned to jury duty are allowed paid leave for each day of jury service during which they would have otherwise worked at their regular jobs.
- 9.7.3 To qualify for jury or witness leave, you must give the Executive Director or the Finance Director a copy of your summons and of your jury discharge notices.

9.8 Military Leave

- 9.8.1 Military leave permits employees to fulfill their military obligations as members of the U.S. Armed Forces, the National Guard, or the State Militia in accordance with State and Federal laws.
- 9.8.2 A leave of absence will be granted to employees who are called to active training for a period of ten (10) working days or more. The employee will be paid the difference, if any, between his/her basic compensation and her/his military pay. Other military leave policies will conform to applicable State and Federal laws.

9.9 Emergency Closing

- 9.9.1 When the Executive Director (to the extent possible, in consultation with the Board President) determines that *PCA Georgia* must close, he or she will notify employees in accordance with established procedures. Full-time employees will be paid as if the agency remained open; part-time employee will be paid only if they had been scheduled to work during the closed hours. Temporary employees do not receive compensation.
- 9.9.2 When *PCA Georgia* remains open, employees who are late to work because of inclement weather or other natural disasters must notify the Executive Director of their difficulties at the start of the workday. At the Executive Director's discretion, they will be permitted to extend their work hours to compensate or they will be required to discharge the time from available vacation or compensatory leave.
- 9.9.3 When *PCA Georgia* remains open, employees who are absent from work because of inclement weather or other natural disasters must notify the Executive Director at the

start of the workday. The missed time will be charged to available vacation or compensatory leave.

10. EMPLOYEE CONDUCT

10.1 Overview

10.1.1 Working for *PCA Georgia* involves demonstrating respect for the opinions and rights of others. As a member of the *PCA Georgia* team, you are expected to accept certain responsibilities and adhere to acceptable principles of conduct. Because your conduct reflects on the organization and its charge, you are encouraged to observe the highest standards of behavior at all times.

10.1.2 Some of the types of behavior, which *PCA Georgia* considers inappropriate, are as follows:

- a. Violating *PCA Georgia* policies against discrimination and unlawful harassment.
- b. Soliciting or accepting gratuities or consulting contracts from clients, applicants, or grantees.
- c. Excessive absenteeism or tardiness.
- d. Excessive, unnecessary, or unauthorized use of *PCA Georgia* facilities, supplies, or equipment (including the telephone and facsimile machine).
- e. Falsifying employment or other records.
- f. Using abusive, obscene, or threatening language or gestures.
- g. Theft.
- h. Disregarding safety regulations.
- i. Insubordination.
- j. Reporting to work intoxicated or under the influence of non-prescribed drugs, or otherwise violating the Drug-Free Workplace Act.
- k. Any act of violence in the work place.

10.1.3 Performance, conduct, or demeanor that becomes unsatisfactory will be subject to disciplinary action up to and including dismissal.

10.2 Smoking

10.2.1 To provide a safe and comfortable working environment, smoking is not allowed in the *PCA Georgia* facility or at *PCA Georgia* sponsored activities.

10.2.2 Employees who smoke in areas designated as no-smoking areas will be subject to disciplinary action.

10.3. Use of *PCA Georgia* Owned Equipment and Supplies

- 10.3.1 Employees are expected to use *PCA Georgia* equipment carefully and its supplies prudently.
- 10.3.2 In cases of obvious misuse, an employee may be expected to pay all or part of the replacement cost.
- 10.3.3 *PCA Georgia* 's telephones are provided for the organization's business. While employees might occasionally have a legitimate need to use a telephone for personal matters, such calls are to be kept to a minimum, both in number and duration. Employees are expected to reimburse the organization for any personal long-distance calls they make on office telephones.
- 10.3.4 Employees are expected to reimburse the organization for any personal use of the facsimile machine, UPS, Federal Express, or other shipping or postage.
- 10.3.5 Employees are reminded that computers and e-mail are the property of *PCA Georgia* and may be monitored at any time. Unauthorized and improper use by any employee may subject that employee to disciplinary action up to and including dismissal.

10.4 Political Activities

- 10.4.1 In all facilities, employees, volunteers, and Board members are prohibited from distributing literature about, or soliciting funds for, any candidate for public office.
- 10.4.2 In any outside work on behalf of a political candidate or party, you may not publicly represent yourself as providing any express or implied endorsement by *PCA Georgia* .
- 10.4.3 If you choose to run for public office, your political activities may not be conducted in whole or in part from *PCA Georgia* facilities or with *PCA Georgia* materials.

10.5 Anti-Workplace Violence

Physical violence in the workplace in any form will not be tolerated and will result in discipline up to and including immediate termination of employment. If necessary, appropriate law enforcement authorities will be contacted.

Verbal violence (yelling, abuse directed at an individual, or threats of physical violence or equipment sabotage) will also not be tolerated and will result in discipline up to and including termination of employment.

Employees are instructed to report any act or threatened act of violence to their direct supervisor and the Executive Director.

10.6 Second Job: *PCA Georgia* employees may hold a second job, but only under the following conditions:

- a. An employee may not work for a competitor of *PCA Georgia*.

- b. The second job may not conflict with the employee's hours of employment at PCA Georgia.
- c. The employee may not use PCA Georgia equipment or supplies in connection with the second job.
- d. The second job must not impact on the employee's performance at PCA Georgia, because of exhaustion or any other factors;
- e. The employee must have the advance approval of their supervisor and the Executive Director.

10.7 Ownership of Work Product: Further, all work product, property, data documentation, information or materials conceived, discovered, developed or created by staff while employed by PCA Georgia ("work product") shall be owned exclusively by PCA Georgia, and all Work Product shall be deemed to be "a work made for hire" and owned exclusively by PCA Georgia.

10.8 Conflict of Interest: Employee agrees to timely bring to the attention of PCA Georgia any potential personal/professional affiliations or activities that would conflict with the agency's mission to prevent child abuse.

10.8.1 To avoid any action that could be interpreted as using their positions at *PCA Georgia* unfairly, all employees shall refrain from serving on the board of directors of any organization or institution known to be or likely to become an applicant for *PCA Georgia* funds.

10.8.2 Employees shall not accept any fees or other remuneration from any organization or institution in conjunction with a project or program for which *PCA Georgia* funds are being sought or have been granted.

10.8.3 If an employee's spouse or other immediate relative (see Section 9.5.1 for definition of immediate relative) has any financial or managerial connection to a project or organization for which *PCA Georgia* funds are being sought or have been granted, that relationship must be disclosed before any proposal concerning that project or organization is reviewed. The employee then may not participate in or remain in the room during any discussion of the project or organization in question.

10.8.4 The purpose behind a full and complete disclosure is to allow the Executive Director and Board to determine whether or not a conflict can be waived.

10.8.5 All employees should strive to avoid conflicts of interest as well as the appearance of any such conflicts.

10.9 Confidentiality:

During the term of employment, staff will receive and have access to confidential information and proprietary information regarding PCA Georgia (“the information”), whether or not the Information is labeled as being confidential and wholly-owned by PCA Georgia, and the employee shall not, for any reason or in any fashion, directly or indirectly, use or reproduce any such Information to any person or entity for any purpose other than in accordance with their employment provided to PCA Georgia.

10.10 Employee Conduct

From time to time, a PCA Georgia staff member may be contacted directly to provide training or other compensated contract services for other organizations or programs. Before accepting such an offer, the employee must have written approval of their supervisor or the Executive Director. In all cases, the staff member will perform the work as a representative of PCA Georgia and under the direction of their supervisor, and all compensation and/or fees, along with commensurate intellectual property rights for providing such services will go to PCA Georgia. Work product may be developed, delivered and presented during normal PCA Georgia work hours.

11. TERMINATION OF EMPLOYMENT

11.1 Retirement

11.1.1 If you plan to retire, you are expected to give *PCA Georgia* at least three months’ notice. Doing so will not only permit the organization to

make the necessary staffing adjustments but also enable the staff to process the paperwork necessary for a timely payment of retirement benefits.

11.1.2 *PCA Georgia* reserves the right to extend an early retirement offer from time to time.

11.2 Termination for Reasons Other Than Retirement

11.2.1 Employment relationships with *PCA Georgia* are on an at-will basis. As mentioned in the manual’s introductory section, “either you or *PCA Georgia* may terminate the relationship at any time, for any reason, with or without cause.”

11.2.2 If you decide to leave *PCA Georgia*, you are urged to provide notice at least (thirty) 30 days before the termination date so that staffing patterns can be adjusted and your final pay can be calculated.

11.2.3 Each departing employee is normally scheduled for an exit interview. This session is intended to review eligibility for continuation of benefits and complete any required

forms, to collect *PCA Georgia* property in the individual's possession, and (as appropriate) to discuss the job-related experiences.

12. COMPLAINT RESOLUTION

- 12.1 For working relationships within *PCA Georgia* to remain effective, efforts should be made to resolve misunderstandings and conflicts before serious problems develop.
- 12.2 If a situation does not seem to be resolving itself, you are encouraged to discuss it with the other individual(s) involved. If that discussion does not resolve the situation, you are encouraged to discuss the matter with your immediate supervisor, and, if necessary, with the Executive Director. Normally, you will receive a response concerning the situation within five (5) working days.
- 12.3 If you are unsatisfied with the Executive Director's decision, you may submit your concern in writing to a Board-established appeals committee. This committee will first talk to the Executive Director. This group will normally advise you of its decision within (fifteen) 15 working days; this decision shall be final.
- 12.4.1.1 *PCA Georgia* does not tolerate any retaliation against any employees for following this complaint resolution process. However, the process should also not be construed as limiting or delaying *PCA Georgia*'s right to take disciplinary action (up to and including termination) against any employee if *PCA Georgia* feels that such action is appropriate.

Receipt and Acknowledgment of
PREVENT CHILD ABUSE GEORGIA
Personnel Policies and Procedures Manual

Please read the following statements, sign below and return to your supervisor.

Understanding and Acknowledging Receipt of Prevent Child Abuse Georgia (PCA Georgia) Personnel Policies and Procedures Manual: I have received and read a copy of the PCA Georgia Personnel Policies and Procedures Manual. I understand that the policies and benefits described in it are subject to change at the sole discretion of PCA Georgia at any time.

At-Will Employment: I further understand that my employment is at will, and neither PCA Georgia nor myself has entered into a contract regarding the duration of my employment. I am free to terminate my employment with PCA Georgia at any time, with or without reason. Likewise, PCA Georgia has the right to terminate my employment, or otherwise discipline, transfer, or demote me at any time, with or without reason, at the discretion of PCA Georgia. No employee of PCA Georgia can enter into an employment contract for a specified period of time, or make any agreement contrary to this policy without the written approval from the Executive Director.

Employee's Printed Name

Position

Employee's Signature

Date

Appendix F. Board Members of PCA GA

1. Hilary Abbott* (*Secretary*)

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Phone: 770-753-8144

2. Michael Axelrod

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FAX: 770-868-1509

3. Michele Boushka,* (*Vice Chair*)

Civic Volunteer

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4. Lelia Brougher

Civic Volunteer

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Civic Volunteer

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9. John Mongelli

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10. William G. Malloy* (*Treasurer*)

Civic Volunteer

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11. Jack Padgett, Jr.

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13. Howard Pennington* (*Chair Elect*)

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14. Rick Schmidt, CPA

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15. Mark A. Stancil, CFA* (*Chair*)

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17. Rachael Lee Zichella* (*Chair, Board Development*)

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