

# GROUP 2



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# EXECUTIVE SUMMARY



## GROUP 2

The Executive Summary includes the Summary of findings, the recommendation, the Summary of problems, opportunities and directives, a brief statement of system improvement objectives and a brief explanation of report contents.

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# I. Executive Summary

## **A. Summary of Recommendations:**

*Group 2* strongly recommends that *Central City Ministries* create a centralized system to track and report all aspects of incoming and outgoing money, items, and services. This report is a summary of the information we have gathered as a team so you may fully understand what we can do to help you further your organization's goals in helping your community.

## **B. Summary of Problems, Opportunities and Directives:**

*Central City Ministries* is currently using a fragmented system of spreadsheets and procedures that are not standardized or written down.

- ✦ There is no organized system being used to inventory the goods that are being donated to your organization.
- ✦ Demands are being made of your volunteers to manually enter data onto spreadsheets, potentially causing errors.
- ✦ There is no method for documenting information on the volunteers that are working for you.
- ✦ There is no unified form in place to provide utility vouchers, or an efficient way to track who these vouchers are given too.
- ✦ No method is currently in place to track and prevent "Abuse" of your organization's services.

- ✚ There is no efficient method in place to track your organization's cash flow; what cash is coming in and to whom or what the cash is going to.

### **C. Statement of System Improvement Objectives:**

This report contains detailed information on what we gathered as a team to draw the conclusion that your organization, *Central City Ministries*, needs to create an all-inclusive system in order to streamline operations and standardize reporting. We plan on improving your system by:

- ✚ Decreasing the total time spent on the upkeep of data by 50%.
- ✚ Decreasing the total time spent creating and editing reports by 50%.
- ✚ Increasing reliability of information gathered from accumulated data.
- ✚ Standardize processes and procedures to streamline functions.

### **D. Explanation of Report Contents:**

- ✚ **Background Information:** This section contains an overview of the company as well as detailed accounts of team meetings, interviews, and techniques that were used in working on this project.
- ✚ **Overview of the Current System:** This section contains information on the current system as gathered through working with your company, interviewing your volunteers, and observing what goes on.
- ✚ **Analysis of the Current System:** This section is a cause and effect analysis of your current Performance problems, Information problems,

Economic problems, Control problems, Efficiency problems, and Service problems.

- ✦ **Detailed Recommendations:** This section contains System improvement objectives and priorities, as well as constraints. This section will also provide you with our team's detailed project plan.
- ✦ **Appendixes:** This section contains the original request from *Central City Ministries*, detailed system models, and other supporting documents.



# BACKGROUND INFORMATION



## GROUP 2

Background Information includes a list of interviews and facilitated group meetings conducted, list of other sources of information exploited and a description of analysis techniques used.

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## II. Background Information:

### A. Company Overview:

*Central City Ministries* is a nonprofit organization that provides food and other necessities to people in need, at no charge. They are ran by four managers and approximately 30 volunteers donate their time to the organization every day.

*Central City Ministries* currently uses a system of spreadsheets to manage and maintain their organization. This creates several problems for the business and volunteers. We believe that a computerized system that will greatly benefit this organization by making it more successful.

### B. History of the Project:

On January 24, 2012, *A1 Consulting* appointed a team, *Group 2*, consisting of Devin Ahrems, Sarah Clark, Quanesheia Raines, and James Myers, and provided them with a Memo from *Central City Ministries* for request of study. This Memo contained a brief description of *Central City Ministries'* current system as well as outlined the needs and goals of the organization.

### C. Meeting Times and Locations:

- ✦ January 28, 2012, *Group 2* met in the Austin Peay State University's Library to study and prepare for an initial meeting with Bruce Myers, a



director from *Central City Ministries*. The purpose of this meeting was to come up with any questions we needed to discuss about the organization's current methods of operations.

- ✦ January 31, 2012. was our meeting with Bruce Myers. This meeting was set up to get any questions we had as a group answered so we were completely clear of how *Central City Ministries* operated.
- ✦ February 2, 2012. Group 2 met in the Claxton Building at Austin Peay State University. We discussed and prepared the Executive Summary portion of our report. Two interviews were assigned as well as a process model of *Central City Ministries'* system for us to have completed before our next meeting.
- ✦ February 7, 2012. This meeting was conducted in the Claxton Building of Austin Peay State University. During this meeting, we discussed the interviews and process models we had prepared. We completed the Executive Summary and Background Information sections of our report and prepared an Overview of the current system being used by *Central City Ministries*.
- ✦ February 9, 2012. This meeting was held on the third floor of the Claxton Building. During this meeting, we made revisions as a group the sections we had already completed, as well as looked over and revised our process model. We then gathered ideas for the Overview and the Analysis of the Current System sections.
- ✦ February 11, 2012. This meeting was conducted in the Library at Austin Peay State University. We used this meeting to create a rough draft of the Overview and Analysis of the Current System sections of our report.

- ✚ February 14, 2012. This meeting was held in the Claxton Building. We used this meeting to revise the previous sections of our report, develop a rough draft of the Detailed Recommendations section of our report and to gather and prepare any documents we need to add to our appendix section of our report.
- ✚ February 15, 2012. Held in the Library at Austin Peay State University, this meeting was used to make any final revisions we needed to make to our completed report, as well as put our report together and start making plans for our power point presentation.

#### **D. Description of Analytical Techniques Used**

Analysis of *Central City Ministries'* current system was studied using the PIECES framework created by James Weatherby. PIECES is a problem-solving checklist used to analyze a system's performance, information, economics, control or security, efficiency of people and processes, and service to customers, suppliers, and partners.

# OVERVIEW OF THE CURRENT SYSTEM



GROUP 2

Overview of the Current System includes Strategic  
implications and Models of the current System.

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### III. Overview of the Current System:

#### Accounting:

- ⌚ No organized record keeping of transactions
- ⌚ A considerable amount of time is being spent balancing their cash-flow.
- ⌚ Reports must be manually made anytime an agency requests it.

#### Donations:

- ⌚ No efficient method of tracking what is being donated.
- ⌚ There is no tracking of non-monetary donations.
- ⌚ There is no way of keeping track of large contributions.
- ⌚ No set process of determining who needs the donations vs. who can go without.

#### Vouchers:

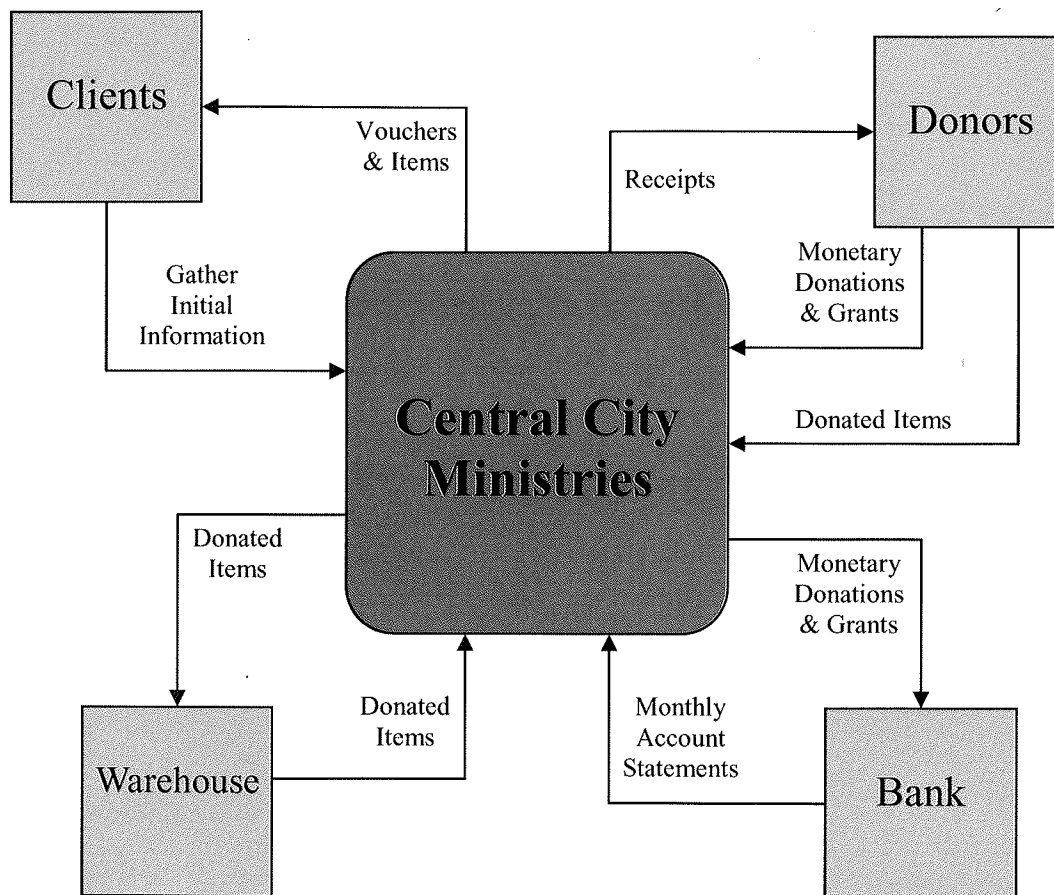
- ⌚ Vouchers are currently being hand-written, which leaves room for error, abuse, and fraud on your system.
- ⌚ It is hard for utility companies to process these Vouchers because they are not standardized.

### **Abuse:**

- ✦ No method for tracking who gets what as far as donations, which leads to possible abuse of the system
- ✦ No clear policy for what defines a family unit is in place, which in turn is making it difficult to track what each household is receiving.
- ✦ No security. Anyone can edit and manipulate the data coming into and leaving the organization.

### **Volunteers:**

- ✦ There is no method of keeping track of information on the volunteers that are working with your organization.
- ✦ The volunteers have too much access to the organization's records and cash drawers.



# ANALYSIS OF THE CURRENT SYSTEM



## GROUP 2

Analysis of the Current System includes a cause and effect analysis of Performance, Information, Economic, Customer Efficiency and Service Problems, Opportunities and Directives.

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## **IV. Analysis of the Current System:**

### **A. Performance Problems, Opportunities, and cause-effect analysis.**

#### **Problems:**

- ✚ Data isn't being entered consistently causing several errors in reporting.

#### **Cause-Effect:**

- ✚ The current input system is handwritten which causes inconsistencies due to error and sloppiness.
- ✚ Each Volunteer has been taught differently and has a different technique for entering data onto the spreadsheets making the data unorganized.
- ✚ Sometimes data is omitted when busy.

#### **Opportunities:**

- ✚ We recommend a better system for keeping up and recording data. A system in which certain data must be entered in a certain way.

### **B. Information Problems, Opportunities and cause-effect analysis:**

#### **Problems:**

- ✚ There is no set way to avoid data redundancies and inconsistencies.

### **Cause-Effect:**

- ✚ There are multiple places to input data and multiple places to get reports causing data inconsistencies and increasing the possibility of bad reporting.
- ✚ Data isn't in a set format making it harder to organize and get to the information that you need.

### **Opportunities:**

- ✚ We want to limit and organize data input by putting in rules for entering data and drop-down menus for making the options easier to understand.

## **C. Economics Problems, Opportunities and cause-effect analysis:**

### **Problems:**

- ✚ There is no consistent way of monitoring what cash is coming in and out of the organization.

### **Cause-Effect:**

- ✚ There is no effective method to distinguish between grants and donations.
- ✚ With the grants the organization receives, there is no way to tell what is going towards business needs, and what is going towards the people of the community in need,

- ✚ Too many volunteers are handling the cash drawers and there is too much cash on hand than is needed to be distributed.

### **Opportunities:**

- ✚ We are going to create separate and easier to follow forms for each different type of donation. We are also going to implement an easier and more effective method of keeping up with the accounting of the organization, making it obvious what cashing is coming in, and to whom and what it is going towards.

### **D. Control Problems, Opportunities and cause-effect analysis:**

#### **Problems:**

- ✚ There is too little security within your current system of running and organizing your organization.

#### **Cause-Effect:**

- ✚ Anyone can edit and manipulate the data coming into, and leaving your organization.
- ✚ There is no background information gathered on the volunteers that are working for you and handling your cash and donations.
- ✚ There is no system in place for keeping track of transactions, causing abuse of your system.

**Opportunities:**

- ✚ We want to cut down on opportunities for abuse of your system by creating vouchers that must contain name and account numbers specific to what was intended to be paid for. We also want to set up usernames and passwords for each volunteer and manager interacting with your system, as well as different levels of access to the system for each individual.

**E. Efficiency Problems, Opportunities and cause-effect analysis:****Problems:**

- ✚ The effort and materials required to complete a task is excessive.

**Cause-Effect:**

- ✚ There are no standardized forms for vouchers, receipts, grants, and reports making these tasks time consuming and inconsistent.
- ✚ Data is being redundantly inputted and processed causing the wrong reports to be produced.

**Opportunities:**

- ✚ We plan on making standardized forms for vouchers, grants, and receipts. This will eliminate data inconsistencies and redundancies and will produce accurate reports for your organization.

## **F. Service Problems, Opportunities and cause-effect analysis:**

### **Problems:**

- ✦ The current system is not easy to use or learn and is inflexible and time-consuming.

### **Cause-Effect:**

- ✦ The current system is inflexible to new or exceptional situations which will ultimately produce inaccurate results in reporting.
- ✦ Each transaction takes a great deal of time to enter correctly and not all of your volunteers are following each step during busy times of operation.

### **Opportunities:**

- ✦ We plan on making easy to follow screens and unified forms so that each transaction must be done a certain way and data validation will be a requirement.

# DETAILED RECOMMENDATIONS



## GROUP 2

Detailed Recommendations includes System improvement objectives and priorities, as well as constraints, and the Project Plan.

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## V. Detailed Recommendations:

### A. Project Plan:

#### ➤ OPTION 1:

Continue using the current system which is to manually enter and maintain your organization's information using a system of spreadsheets.

#### IMPLEMENTATION:

|               |     |
|---------------|-----|
| STUDY/DESIGN: | \$0 |
| HARDWARE:     | \$0 |
| SOFTWARE:     | \$0 |
| TRAINING:     | \$0 |

#### ANNUAL COSTS:

|                    |          |
|--------------------|----------|
| MAINTENANCE:       | \$0      |
| LOSS OF ITEMS:     | \$15,000 |
| LOST TRANSACTIONS: | \$10,000 |
| ANNUAL FEES:       | \$0      |

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|        |          |
|--------|----------|
| TOTAL: | \$25,000 |
|--------|----------|



**➤ OPTION 2:**

Quickbase Intuit, a purchased system with online support for a monthly fee. This system will need extensive customization in order to meet your organization's business needs.

**IMPLEMENTATION:**

|               |         |
|---------------|---------|
| STUDY/DESIGN: | \$0     |
| HARDWARE:     | \$5,090 |
| SOFTWARE:     | \$0     |
| TRAINING:     | \$0     |

**ANNUAL COSTS:**

|                       |         |
|-----------------------|---------|
| MAINTENANCE:          | \$0     |
| LOSS OF ITEMS:        | \$0     |
| LOSS OF TRANSACTIONS: | \$0     |
| ANNUAL FEES:          | \$7,200 |

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|        |          |
|--------|----------|
| TOTAL: | \$12,290 |
|--------|----------|

**OPTION 3:**

A system designed and built specifically with your organization's volunteers, management and business needs in mind.

**IMPLEMENTATION:**

|               |         |
|---------------|---------|
| STUDY/DESIGN: | \$5,000 |
| HARDWARE:     | \$0     |
| SOFTWARE:     | \$100   |
| TRAINING:     | \$2,000 |

**ANNUAL COSTS:**

|                       |     |
|-----------------------|-----|
| MAINTENANCE:          | \$0 |
| LOSS OF ITEMS:        | \$0 |
| LOSS OF TRANSACTIONS: | \$0 |
| ANNUAL FEES:          | \$0 |

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|        |         |
|--------|---------|
| TOTAL: | \$7,100 |
|--------|---------|

## **B. System Improvement Objectives and Priorities:**

The new system will perform the following:

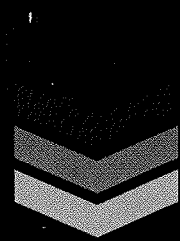
- ✦ Organize your organization's data in a more efficient way.
- ✦ Provide data validation to prevent user errors.
- ✦ Easy to follow Menus and drop-down lists for smooth navigation through the system.
- ✦ Standardized Vouchers and Forms to eliminate abuse of your system.
- ✦ Provide usernames and passwords at different levels of the system, for different levels of access to the system.
- ✦ Your organization's cash flow will be documented in a more effective way, making reporting more accurate.

## **C. Constraints:**

The new system must adhere to the following limitations:

- ✦ The system must be completed before April 30, 2012
- ✦ The system must be user-friendly.
- ✦ The system must have standardized forms and vouchers.
- ✦ The system must have more than one level of access to help with security.
- ✦ Data must be validated to ensure that transactions are accurate.
- ✦ The software must be compatible with Windows.

# APPENDIXES



## GROUP 2

The Appendixes includes any detailed System models, as well as other documents as appropriate.

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### **Project Schedule:**

|            |   |
|------------|---|
| 01-24-2012 | Received our Project Request                            |
| 01-31-2012 | Met with a Representative of Central<br>City Ministries |
| 02-16-2012 | Study Phase Report Submission                           |
| 02-23-2012 | Study Phase Presentation                                |
| 03-20-2012 | Design Phase Report Submission                          |
| 03-27-2012 | Design Phase Presentation                               |
| 03-29-2012 | First Progress Report                                   |
| 04-03-2012 | Second Progress Report                                  |
| 04-10-2012 | Third Progress Report                                   |
| 04-17-2012 | Fourth Progress Report                                  |
| 04-19-2012 | Fifth Progress Report                                   |
| 04-30-2012 | Final Project Presentation                              |

**\*\*Team Project Meetings are held every Tuesday, Thursday and Saturday until April 30<sup>th</sup>, 2012.**

# Memo

**To:** Bruce Myers, A1 Consulting, Inc.

**From:** Matt Harper, Director  
Central City Ministries

**Subject:** Computer Support

**Date:** January 24, 2012

Our organization solicits your assistance to establish a computerized record-keeping system for our agency. Please consider this project and make a proposal. We will discuss the costs and determine the feasibility of the project after we receive your proposal. A few of our needs are summarized below. Please schedule a meeting for you and your staff to discuss this project with me as soon as possible.

1. We maintain a food bank and provide food and other needed items to those who need it at no charge. These items are donated. We need an improved system for keeping track of donations to our food bank.
2. We provide vouchers to pay for utilities at the various utility companies in our area. We would like to be able to generate these vouchers from a computer and to keep detailed information about who obtains the vouchers and when.
3. We maintain cash on hand that is sometimes given to people in need. We need to be able to account for and balance our cash drawer on a daily basis and also maintain detailed records of the cash distribution.
4. We need to be able to view a listing of all benefits received by an individual or by a family on one screen listing as well as on a printout. We must do this to avoid abuse of our system.
5. The accounting for our agency is divided into the areas of operations and client benefits. Any cash or food item disbursed must fit into one of these categories unless it is being paid by one of the grants that we administer. Accounting for each grant should have a separate code. Operational costs may be billed to a grant.

We will specify other needs when we meet with you.

**Interviewee:** Willie Little III

**Organization:** Clarksville Community Church

**Interviewer:** Devin Ahrens

**Date:** 2/5/2012

Questions:

**What system/systems are you currently using to run your organization?**

We don't currently use a system. We stockpile items and allow clients to come pick up what they need on the days that we give items out.

**How many people are involved in the organization?**

10-15

**What items do you accept as donations?**

Anything is accepted, but perishables are hard to deal with unless we are within a couple days of a donation day.

**Where do people go to donate items?**

Any church member accepts items and brings them to the pastor.

**Where does the money come from to keep the organization going?**

Donations, tithes, and offerings

**Do you get any grants, or are there any sponsors or businesses that help you?**

No

**Do you give away money/vouchers so that clients can have a little help paying utilities?**

No, but that's a good idea.

**How do you manage the possibility of Abuse of the process?**

We determine abuse based on how much people are trying to leave with.

**How do you handle donators that would like a receipt for their donation?**

Receipts are given upon request.

**What would you say is the biggest struggle that you have with your organization?**

The biggest issue we've encountered is finding volunteers to staff the giveaway days. It is also difficult to figure out who donated how much during the year to give tax information out before tax time.



#### QUESTIONS:

- What processes/systems are you currently using to run your business?
- How many simultaneous users do you expect to have?
- DONATIONS. What other items besides cash and food do you accept as donations? Are there items that you do NOT accept?
- Where do people go to donate items? Are there more than one "drop-off sites"?
- CASH. Since you are a non-profit organization, where does your money come from? Is it all donations? If so, who? Do you have sponsors or major businesses that help you? How much money do you expect on a monthly basis? How much do you keep in the cash drawer daily?
- VOUCHERS. Is it one form for all, or separate forms for different utility companies? Do the utility companies provide cash for these vouchers, or do you use your own cash to provide these?
- CASH AND VOUCHERS. Who gets it, and how do you qualify for these? How often can you receive cash and vouchers?
- ABUSE. What is your idea of Abuse? What limitations do you have on individuals, and families? What is your definition of a "family"?
- GRANTS. What are the grants all about?
- Does there need to be an itemized receipt given to the person/company that gave the grant?

