Foster Care Support Foundation Volunteer and Capital Outreach Analysis

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Foster Care Support Foundation Volunteer and Capital Outreach Analysis

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Executive Summary

Foster Care Support Foundation (FCSF) is a foundation that provides free clothing, toys, infant equipment, school supplies, and other basic care goods to children throughout Georgia. FCSF was founded by Mrs. Rachel Ewald and her husband years ago in their garage in 1996.

The Foster Care Support Foundation’s system is primarily based on volunteers. However, that is the one thing they do not have enough of. Every year they receive more donations than what the warehouse is able to handle; therefore, the donations continue to pile up over time, because they do not have enough volunteers on a daily basis. Annually, 11,000 volunteers are needed to deal with the massive influx of donations and fundraising events.

The team recommends after performing a baseline study, economic analysis, and gathering other various data, that the FCSF needs to be more active on social media. They need to sell their story and message on these platforms, update their technology systems and recruitment process, and possibly move the resale shop to the distribution center.
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Chapter 1: Project Establishment

1.1 Introduction

Foster Care Support Foundation (FCSF) is a foundation that provides free clothing, toys, infant equipment, school supplies, and other basic care goods to children throughout Georgia. FCSF was founded by Mrs. Rachel Ewald and her husband years ago in their garage in 1996, and through dedication and diligent hard-work they were able to expand their small garage shop into the facility it is today. Foster Care Support now operates from a 20,000-sq. ft. building, where the donations are collected, processed, and distributed. The donations arrive at a high frequency therefore, in order to accommodate the influx of items, shipping containers are used in the back of the facility for storage purposes. The front of the building is set up as a store where foster families can come in to shop for the free items they need. There are also certain items that can be shipped if they are located within a certain mile radius. The volunteers select the specific items for shipment to children outside the metro-Atlanta area. The rest of the building is used for receiving, organizing and storing donations for distribution preparation. The foundation also used to have a bargain resale shop where they sold the items not needed by the foundation, however, due to the high operation cost, the founder plans to expand the warehouse, so that the resale shop can be in the same building.

1.2 Overview

Foster Care Support Foundation gives free essential items to kids all over Georgia who are in foster care. Foster Care Support has a warehouse building located in Roswell, Georgia.
This is where all the donations are received from the public for collection and items are processed into specific groups. The space in the front part of the warehouse is saved to setup as a shop to let foster families take what they need for their foster child. The rest of the warehouse is used for the large stockpile of donations, either waiting to be processed or donations that are processed but not given out yet. The items are also distributed or shipped outside of metro-Atlanta based on need.

The Foster Care Support Foundation’s system is primarily based on volunteers. However, that is the one thing they do not have enough of. Every year they receive more donations than what the warehouse is able to handle; therefore, the donations continue to pile up over time, because they do not have enough volunteers on a daily basis.

1.3 Objective

The objective of this project is to give analyzed recommendations to the Foster Care Support Foundation about how they can increase the number of volunteers and raise a financial capital that can pursue future endeavors to further their cause. However, the main focus will be on how they can increase the number of volunteers, because that is the most desired need.

1.4 Justification

Volunteering is a combination of inspiring, building connections, and helping others. A strong network of volunteers in a community is necessary for people to feel good about where
they live. Communities that have people who are proud of their volunteering services build better connections and provide new volunteers in the future. On a yearly basis, the foundation gets around eleven thousand volunteers, but they need twice that amount due to the rate of donations being acquired while having enough volunteers. We believe that after analyzing what the FCSF already does to increase volunteers, we can help make recommendations that can help further the number.

1.5 Project Background

Foster Care Support Foundation gets a huge amount of donations throughout the year at their distribution center. There are many things that need to be checked off before a donated item can be put up for sale. The item must be one of the items the FCSF has said that they can accept. Also, it must be clean and not broken. Once these requirements are filled they get cleaned again and stored into their appropriate areas. The items are then put up in the shop based on the FCSF choice. They could be promoting a specific event or season, and based on that, the items will be put out appropriately. Donation items that do not get used are separated out and sent to either the resale shop to raise funds, or sent somewhere where they purchase clothes, such as Goodwill.

All of these things require volunteers. Without volunteers, things become very stagnant which is why they need to double that amount. Implementing social media into their recruitment of volunteers is a staple that we believe can help tremendously, especially in today’s technological society. Studies and analyses will be done to support that recommendation.
1.6 Project Statement

The Foster Care Support Foundation was built on the principles of doing good for those who have little. Rachel Ewald set out on this noble cause with her husband many years ago and they have not regressed since. They have continued to build upon their success. However, though things may seem well, there is always room for improvement. For this project, we want to help make proper, insightful recommendations to the FCSF so that they have the best chance to continue to help foster kids.
Chapter 2: External Sources

2.1 Literature Review

As we read into our project, we assessed what needed to be done. In simple terms, we have a campaigning situation where a certain group or building needs funding. The interesting thing about this case was that we are not necessarily campaigning to raise money, but we are also setting up a campaign in which we raise awareness of the FCSF to other people. The theory is that raising that awareness will equate to an increase in volunteers. We thought that going back and looking at previous articles and campaigns, we can see what tools and methods they have used in the past and what approach will work to efficiently fix the problem.

“Tap the Power of the Internet for Your Fundraising Campaigns” is an article by Tom Dawkins. We found this article to be extremely beneficial. Originally just coming into this case with limited knowledge on campaigning, we thought a GoFundMe link would be an applicable solution. Through reading of this article, we learned that although that is just one tool that can be used to raise money, there are many other unique tools that some foundations do not know about. For example, if you are part of a US-registered 501(c)3 charity, then you can use sites like Causes, Razoo, and Crowdrise. These sites all support organization and personal fundraising pages. We had never heard of these sites, not to mention that in this article they listed many more crowdfunding sites that have a very successful track record. Another mentioned site was DonorsChoose; which is one of the earliest and most successful crowdfunding sites. It has distributed $86 million to more than 210,000 projects since 2000. So, presenting this possibly new information to the FCSF could provide them with maybe three more applications in which
they could raise money. The article then goes into further detail, stating that in order to succeed on these sites, you should have a clear goal and a powerful story supported with multiple forms of media that you can share with your supporter base to promote it through their social networks. It also provides beneficial tips in order to become successful on these sites, such as using videos, because they prove to be the most effective media, or providing some rewards for the donors. However, there was one key tip that seemed to make the most impact with our solution.

“Fundraising is about storytelling.” If they could echo their story to as many people they can, we’re sure that there can be an increase of whatever resource they need.

Furthering our review, we came across these articles and websites, Social Media “Marketing for Businesses” on wordstream.com, “Enhancing Promotional Strategies Within Social Marketing Programs: Use of Web 2.0 Social Media” by Rosemary Thackeray, PhD, MPH Brad L. Neiger, PhD, CHES Carl L. Hanson, PhD, CHES James F. McKenzie, PhD, MPH, CHES, and “Nothing to See Here? Social Media Marketing for Businesses That Aren't Photogenic” by Liz Coffman. These speak on the importance of the social media aspect when connecting with an audience.

Businesses and organizations find it very important to use social media in the approach of gaining followers and customers. Every business doesn’t use social media, but the ones that do use some type of source to market. Looking into our major problem in this project, finding different solutions to improve the max number of volunteers has been the goal. We found statistical data about company’s social media resources they use. These statistics can be seen in the article, "Benefits of Social Media Marketing Worldwide 2018 | Statistic" by Statista and
illustrated in Figure 2.1. This is the data from the website that supports our decision to use social media as an influencer on obtaining more volunteers. These statistics shows the answers given by marketers on how social media marketing benefited their business as of January 2018. According to the article, 49% of marketers stated that social media marketing helped grow their business partnerships. These numbers were pretty high and proved that we chose an appropriate method on bringing in more volunteers.

It is strongly suggested that businesses have some type of social media. Foster Care Support does have social media pages, which is one thing we didn't have to worry about making. After reading the online articles, we realized that promoting your brand and what the organization stands for is also something very important. Making a video to post that advertises the purpose of the company and contact information can go a long way. Since the foundation doesn't have a satisfactory volunteer base, implementing a solution to improve the numbers is huge step for the foundation. Goals for companies can be fulfilled at a faster period of time if you take the right steps in the social aspect.
Figure 2.1. This figure is a reference to "Benefits of Social Media Marketing Worldwide 2018 | Statistic" by Statista. These are their statistics that they gathered, that help support our claim that social media is a good tool to help increase the number of volunteers. Their works cited is in the “References” chapter of this report.
“The Best Days and Times to Recruit Volunteers” by Elysia Gabe provided information digging deeper into the details on how to recruit volunteers using social media. This article speaks on the best time to use social media. She uses data that she collected on when people log in to the website VolunteerMatch. According to this article, the best times to recruit volunteers is between 8 a.m. to 2 p.m. PT, on Tuesday’s, in March, April, and November. According to the article, the reasoning behind this is that people usually wake up around that time, and with the nature of people today, it is common to check your phone first thing when you wake up. There is no special reason why Tuesday seems to be the highest traffic day other than the simple fact that the week is just progressing. March, April, and November are ideal months because there are a lot of people looking to volunteer during those months because of the events that happen in that span. For example, a lot of people like to volunteer for Thanksgiving holiday, which is in November. All this information was based on data for Elysia Gabe’s data collection for her social media platform. FCSF could use this equation to benefit themselves and see if the results match.
Chapter 3: Solution Approach

3.1 Problem Solving Approach

The main focus here is increasing the number of volunteers in an efficient manner. We are coming up with a couple different marketing strategies. Reaching out to local churches (churches vicinity to FCSF can be seen in “Appendix G” of the report), Greek organizations, and businesses through fliers and emails is something we want to implement. Going after local members of the community will be efficient because the commute will not be as long and costly when it comes to gas and convenience.

The group thinks that implementing a consistent social media following will help increase the number of volunteers. That judgment is backed by the research done in the “Literature Review” chapter of this report. The number of followers will be tracked and monitored up with the number of followers gained is one way to see production that social media has influenced. A baseline study will be done for the implementation of social media for the FCSF.

Another process we want to analyze and solve is the volunteer recruitment process. As of right now, the way someone becomes a volunteer is through emailing back and forth with the volunteer coordinator. Through research the group suggests a better process can be implemented that saves time. That will be proven through an Arena software simulation and collected data from the team.

An economic analysis is another useful approach that can used to help get a better understanding of the finances that go on in the FCSF.
3.2 Requirements

The requirements of the project are to research methods that can provide the proper information on how we can increase the number of volunteers and on how we can perform a successful way to raise capital funds to present to Foster Care Support Foundation. Another requirement of the project is to analyze the research and data provided to us and propose solutions, such as more activity on social media, or an economic analysis on how much money you will be paying 30 year’s time if you do not expand the building.

3.3 Gantt Chart

The Gantt Chart is used to help keep the group on task. It gives a weekly list of tasks that we need to complete in order to maximize our results. This can be seen in Figure 3.1.
Figure 3.1. In this figure, we can see the Gantt Chart for this project.
3.4 Flow Chart

Flow charts are an important tool that we use in analyzing processes. It was the primary tool we used when comparing the system currently in place to help recruit volunteers, to the system that we would recommend for implementation. That can be seen in Figure 3.2.

Figure 3.2. This is the flow chart for the current recruitment process compared to the process that we believe to be much easier. This will be explained in a later chapter.
Flow charts also helped us understand the many different processes that FCSF had to go through. With 3 main processes, you can see why they need the number of volunteers that they do. Figure 3.3 shows the process of receiving a donation. Donations arrive and if it is waste it is disposed and if it is not it is taken. In the Processing process, it is once again checked to see if it should be disposed and if not then it gets routed to inventory. You can see that in Figure 3.4. In the Distributing process, it must be recognized whether an item is a resale item for the shop or a main item that is to be sold.

**Figure 3.3.** This figure shows the Receiving simulation ran in Arena software.
Figure 3.4. This figure shows the Processing simulation ran in Arena software.
**Figure 3.5.** This figure shows the Distribution simulation ran in Arena software.
3.5 Project Management

One of our group member’s being a part of a Greek letter organization brings a light to the volunteer problem. We are looking to bring this foundation to the eyes of different organizations on campus. Advertising the company to the Marietta campus will be another good idea, based on the distance to the location. Putting together detailed fliers to handout in the student center or atrium building will be another recommendation to expand the number we are looking for. A sample flier will be located in “Appendix F” of the report. The flier will contain their social media details as well.

Social media is also an improvement were looking to manage upon. They currently have an Instagram, YouTube, Twitter, and Facebook page. Getting people to follow and believe in their message is the key to recruitment, as researched in the “Literature Review” chapter of the report. Promoting both of them to the campuses of Kennesaw State will help increase followers and volunteers.

Keeping up with our results is key when it comes to our different concepts we have set-up to make this whole thing better. Setting goals weekly and making sure we are fulfilling them is important. The group needs to track the number of followers, the social media pages are receiving weekly. Also, contacting the store for verification about volunteering numbers going up once/twice a month.

The minimum success criteria is basically the minimum accomplishments that we hope to achieve when this project is completed. The success criteria will be based on the recommendations we make towards the problems that the project has required us to fix. The
problems that they proposed were that they did not have enough volunteers to maintain consistency to manage the daily incoming donations and processing needed for daily distributions, and the lack of funds to hire enough staff to lead large numbers of volunteers required to consistently maintain the distribution program. We also believe we will be able to relay information properly to where more people are aware of the volunteering opportunities that the Foster Care Support Foundation provide. If the resale shop is relocated to the distribution/free store building, then they could get rid of the resale shop building and save funds that way. The newly saved funds could go to other required finances.

Managing the project will fall upon the responsibility of the project manager. The project manager must make sure that the minimum success criteria is reached with the team and that also the group stays on pace for proper completion.

### 3.6 Responsibilities

The responsibilities for the group are to conduct thorough research on how to campaign for the recruitment of more volunteers. In order to do that the group must go through past material and find beneficial information. It is also to perform the correct and proper analyses that help strengthen the recommendations that we will be giving to the FCSF. All tasks must be completed in order to have efficient results. The group is responsible for an economic analysis, a baseline study on social media, and analyze a better method on how a volunteer can be recruited. The recommendation must make sense. The project manager’s main responsibilities are that the group stays on tasks and that all weekly goals and targets that the team require are achieved.
3.7 Schedule

Up until January 23rd, 2019, the group will be working on the initial design review. Then from there the group will be working on the preliminary design review until February 20th, 2019. Then after that, up until March 20th, 2019, we will be working on the in-progress review. The critical design review will be worked on afterwards, until April 10th, 2019. Finally, on May 1st, 2019, the group will present the full project in the final design review portion of the project.

In January, we will be collecting and researching information. In February and March, we will be conducting the analyses and interpreting the numbers. In April, we will define our solutions and justify them with the research and analyses conducted.

3.8 Budget

When it comes to yearly expenses, Foster Care Support with sponsors and donors alone had a budget of $825,000 for the 2018 fiscal year. At the end of 2018 $823,000 were spent.

As far as the budget for the group is concerned towards this project, there are no significant expenses. Most of the resources that will be used towards this project are free, and most of the recommendations that will be made will also be relatively free for FCSF.

3.9 Resources Used

The resources that were used to successfully accomplish the tasks that were given by FCSF began with an economic analysis on the property loan. This was used to determine the overall analysis of the loans. We used the following resources in order to accomplish the increase in
volunteers: fliers, Microsoft Excel, information from our personal connection into Greek life, YouTube, and other research material in order to better understand campaigning. Also, a Gantt chart was used to categorize the tasks needed to be done and the progress that we have made so far.

Furthermore, we created a survey that is user friendly and can be accessed easily and submitted to FCSF. We also used the Pareto Analysis to view the budget and all expenses being deducted from the budget. Along with the survey, we created a survey time study that showed the results of 10 cycles (20 people total) of volunteers based on how fast they were scheduled whether it was through using the survey versus not through the survey.

Tinyurl.com was another resource to reduce the number of characters on the URL, making a faster, more simple way for people to copy and paste the link, and potentially share with friends, also increasing our outreach. It can also be easily posted on all social media websites.

A baseline study was created on all social media accounts including: YouTube, Facebook, Twitter, and Instagram. Google Maps was used to discover the abundant amount of churches within a 6-mile radius of the facility. This was another great hotspot to connect with people that are interested in volunteering and are known to work to help out their nearby organizations in their community.

Most of these tools and resources that will be used by the team to help FCSF are very cost effective for the group and FCSF.
3.10 Resources Available

Their online resources includes a couple of social media accounts and an online shipping arrangement for their beneficiaries. They have a Facebook account that is active as well as an Instagram account that is open but does not stay active. The group can use the online resources for the baseline study.

For this project, there are many resources available to our disposal. The Industrial Engineering Department at Kennesaw State University is full of intelligent staff willing to help. We have software such as Arena and Microsoft Office available to us as well. This will help with making simulation and charts for our analyses. It will also help us create fliers or any other type of marketing tool to help increase the number of volunteers. The FCSF will also help provide us with whatever information we need to help benefit their needs. Google is also a readily available resource for us to use.

3.11 Problems Faced

During this process, we have run into the issue of being able to get in contact with the foundation manager or volunteer coordinator. We emailed and called her multiple times. Their computer systems were down for a chunk of time which made getting in touch extremely hard because they could not answer emails.
Chapter 4: Baseline Study

One of the key things Dr. Adeel Khalid from Kennesaw State University recommended to us was to do a baseline study. Basically, a baseline study is to provide an information base against which to monitor and assess an activity's progress and effectiveness during implementation and after the activity is completed. For our case, it would be how can we measure our success of increasing funds and volunteers.

In order to perform this baseline study, we needed to do some background research. And to do so we had to put our minds in a place of someone that may want to volunteer. If we were volunteers we would something close and not far because it is just easily accessible that way and we save time, which is a precious resource in today’s busy world. So, with that assumption in mind we thought that going local was the best thing. Fulton County is the biggest county in Georgia and a pretty well populated one.

Next step, we need to know what we’re volunteering for and why should we volunteer for your organization over the countless others. We needed to know where we need to target, what we need to target, who to target, and most importantly how to target.

To answer these questions, we did a little demographics research. Foster Care Support Foundation is located in Fulton County, Georgia. According to Georgia Population website, the average age of people living there (male and female together) is 35.2 years of age [information came from reference 9 from “Reference” chapter]. This average age falls within the millennial age bracket [information came from reference 9 from “References” chapter]. Now we know who we need to target. The next question we analyzed is how we can reach out to these people.
According to the Quick Marketing website, 88% of millennials have one or multiple social media accounts [information came from reference 7 from “References” chapter]. That is how we target them. Because it is free and easily accessible.

There were four main social media followings that we wanted to keep track of: YouTube, Facebook, Instagram, and Twitter. These four platforms are the top five most used social media platforms [information came from reference 5 from “References” chapter]. Also, these are the only social media platforms that the Foster Care Support Foundation used. In terms of volunteers, we have taken note of the following on all social media platforms for the FCSF. Whenever we do something on social media, we look at the following after. If there is an increase, we safely assume that the increase is due to activity of what we have done on the platform.

To elaborate further on this study, we recorded the number of social media following from each platform in early January of 2019, when this project started. That was our origin point. So, every increase of following from that point in January up to April of 2019 was recorded as an increase from the activity that we did.

We also valued information such as start date for each platform because that could give us an accurate reading on how long each platform was active, and how many posts did they do on each platform. All this information was entered into a table on Microsoft Excel and then analyzed. All the information and data that was put into the worksheet can be seen in Table 4.1.

That data was then further analyzed by making charts and graphs to help further illustrate how after implementation there was growth. Figure 4.1 shows the percentage of following at the
end of April 2019. It shows the main platforms that they have a following on which means that they need to post more on those platforms because they will have a greater chance of recruitment. In figure 4.2 you can see where the greatest increase of following happened over a span of 4 months. The posts that were shared for each platform were the same, yet some platforms had a greater rise than the other. This furthers the strength of Figure 4.1’s assumption that they need to target certain platforms more than others.

Inactivity was also something that was realized through the data collecting. In Figure 4.3 you can see their activity percentage from the time they were active compared to the time we were active. The discrepancies in activity percentage can be seen in the results. In order to see if inactivity was a role in the FCSF social media influence, the team had to dig through the social media feed of each platform and count how many posts were release on a yearly basis. That data was then recorded. It can be seen in Table 4.2. To help further illustrate that, there is a graph which can be seen in Figure 4.4 that shows the activity of each platform each year. Analyzing the data suggests that 2014 was the most active year. It makes sense because for 3 out of the 4 platforms, 2014 was the origin year of when those accounts were created. Since however, there has been a decline. Unfortunately, we do not have access to increase of subscribers per month before our acceptance of the project. However, we make the assumption that in 2014 they had the highest number of increase in following. We equate that to being much more active on social media.
Table 4.1. This table shows all the research data that was put into excel to see the number of followers on social media from January 2019 - April 2019.

<table>
<thead>
<tr>
<th>Platform</th>
<th>Date Established</th>
<th>Months in Action to the end of 2018</th>
<th>Following as of January 2019</th>
<th>Average Increase of Followers/Month</th>
<th>Posts the Group did for each Platform/Month</th>
</tr>
</thead>
<tbody>
<tr>
<td>YouTube</td>
<td>August 20th, 2014</td>
<td>40</td>
<td>56</td>
<td>1.40</td>
<td>2</td>
</tr>
<tr>
<td>Facebook</td>
<td>2014</td>
<td>48</td>
<td>6247</td>
<td>130.15</td>
<td>2</td>
</tr>
<tr>
<td>Instagram</td>
<td>2014</td>
<td>48</td>
<td>487</td>
<td>10.15</td>
<td>2</td>
</tr>
<tr>
<td>Twitter</td>
<td>2009</td>
<td>108</td>
<td>2444</td>
<td>22.63</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>244</td>
<td>9234</td>
<td>164.32</td>
<td>8</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Last Post Date</th>
<th>Increase in Following</th>
<th>Increase/Month</th>
<th>Total Following as of April 2019</th>
<th>Percentage Increase Per Month, up to Jan. 2019</th>
<th>Percentage Increase Per Month, from Jan. 2019-Apr. 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 9th, 2019</td>
<td>7</td>
<td>2</td>
<td>63</td>
<td>2.50%</td>
<td>28.57%</td>
</tr>
<tr>
<td>May of 2018</td>
<td>36</td>
<td>9</td>
<td>6283</td>
<td>2.08%</td>
<td>25.00%</td>
</tr>
<tr>
<td>January of 2015</td>
<td>15</td>
<td>4</td>
<td>502</td>
<td>2.08%</td>
<td>26.67%</td>
</tr>
<tr>
<td>2019</td>
<td>78</td>
<td>20</td>
<td>2522</td>
<td>0.93%</td>
<td>25.64%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>136</td>
<td>34</td>
<td>9370</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Figure 4.1. This figure shows end result of the following as of April 2019. As you can see Twitter and Facebook is where majority of their social media following is. So according to this analysis, they should target those two platforms more because these are the most successful for them.
**Figure 4.2.** This figure shows the increase in following for each platform from January 2019 - April 2019.
Figure 4.3. This figure shows the differences in percentage of our activity versus their activity. After a while it got stagnant for them because they barely posted. We did about 2 posts for each platform.
Table 4.2. This table shows the recorded data of the activity of posts on each social media platform.

<table>
<thead>
<tr>
<th>Platform</th>
<th>Year</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>YouTube</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
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Figure 4.4. This figure shows the activity for each platform by the year. 2014 seems to be the peak for many of the platforms.
Chapter 5: Economic Analysis

An economic analysis is a tool we used to help get a better understanding of the funds at Foster Care Support Foundation.

Using the compound interest tables located on the “Appendix D” in the report, we were able to provide the economic analysis.

Mortgage 2001:

In 2001, Rachel the director of FCSF, mortgaged the 20,000-square foot facility for $988,000 for 30 years at a 4% interest rate. Using the compound interest table, we determined the future value of the loan as $3.2 million.

Initial Property: $988,000 on 30-year loan at 4% interest.

Find future value using principle $P*(F|P,i%,n)$

$988,000 \times (3.24340) = 3,204,479$

Annual Mortgage Payments beginning 2001:

After finding the future value of the initial loan we calculated the annual mortgage payment and determined it is $57,136.

Yearly Mortgage payment $988,000 for 30 years at 4% interest

Find annual using principle $P*(A|P,i%,n)$

$988,000 \times (.05783) = 57,136$
Refinancing 2016:

In 2016, FCSF refinanced the remaining $400,000 on a new 5-year loan at a 3.2% interest rate. Using the principle value of $400,000 and the compound interest table to determine the future value, at $468,228.

\[ \text{In 2016 the property remortgaged the remaining} \]
\[ \text{\$400,000 at 3.2\% interest for 5 years.} \]
\[ \text{Find future value using principle } P*(F|P,i\%,n) \]
\[ \$400,000*(1.17057) = \$468,228 \]

Annual Mortgage for 2016 Refinancing:

Using the same process as before we evaluated the annual mortgage payments for FCSF for the life of loan each year (2016-2019) which we determined is $87,840.

\[ \text{Yearly mortgage cost at } \$400,000 \text{ at 3.2\% interest for 5 years.} \]
\[ \text{Find annual using principle } P*(A|P,i\%,n) \]
\[ \$400,000*(2.1960) = \$87,840 \]

New Venture Capital 2019:

As previously discussed FCSF is adding an additional 10,000 sq. ft. resale shop alongside the current 20,000 sq. ft property. The addition is estimated through a contractor to be between $900,000 to 1 million dollars. Rachel estimates the loan will be for 30 years at a 4\% interest rate. She also estimates the resale shop will generate approximately $7,000 dollars of revenue each
month. Below we have calculated the yearly revenue from the resale shop and the future value of
the loan.

Estimated revenue from new resale shop, $7000 per month. ($7000*12=$84,000 per
year)

Find future value using principle $P*(F|P,i\%,n)$

$1,000,000*(3.2430) = \$3,243,000$

FCSF Investment Amount 2019:

To properly determine the final value of the investment we had to add the 2016 mortgage value
with the full value of the expansion cost minus the estimated monthly revenue for 30 years.
Below we have shown the process used to determine the value. This helped us determine the
final investment cost is $1.1 million dollars.

\[
\begin{align*}
\text{Mortgage (2016)} & + \text{Expansion} & - \text{Monthly Rev. (30 years)} \\
F = P*(F|P,3.2\%,5) & + P*(F|P,4\%,30) & - 84,000(30 years) \\
= $400,000(1.17057) & + 1,000,000(3.2430) & - 2,520,000 \\
= $468,000 & + 3,243,000 & - 2,252,000 \\
= \$1,119,228
\end{align*}
\]

When first approached with this problem we knew an economic analysis was going to be
one of the most important tools in our arsenal. The resale shop had the issue of having a high
operation cost, not to mention low visibility. It also had a yearly revenue of around $145,000.

However, after deducting the costs of operation FCSF only profited $40,000. On our first visit to the FCSF, we saw that perhaps moving the resale shop to the distribution center may be a cost saving idea versus the system that they had in place already. The idea was to create a resale shop with donation center included, much like Goodwill. Having the resale shop in a different location prevented volunteers in the distribution facility from purchasing items that caught their eye.

Nevertheless, having the distribution center combined with the resale shop would generate more revenue and even get the volunteers to begin purchasing items along with the resale customers.

In order to provide some financial guidance, we needed to perform an economic analysis supporting our claims.

This year’s budget in 2019 is approximately $850,000 based on the information provided by the Director of the FCSF, Rachel Ewald. Their projected expenses for the year are $825,000.

In order to help with the analysis, we also needed the information on how much it would be to add extra space to the distribution center. Luckily for us, the director of FCSF had most of the cost estimates along with the organization mortgage information.

Implementing the data given to us by FCSF director and using the compound interest tables, we were able to calculate the total final values of the $988,000 property mortgage set in 2001. The final value of the 2001 mortgage was set to be a total of $3,204,478 after 30 years on a 4% interest. The yearly mortgage payments set for the original loan were $57,136. As one could see, the final value was around three times the original value of the property.
In 2016, FCSF decided to remortgage the remaining $400,000 at a 3.2% interest rate for 5 years. The final value of the remortgaged property is set to be $468,228. For each of the five years, FCSF would be paying an annual mortgage payment of $87,840. FCSF having this information helps them understand the total amount of interest they are paying. In this case $68,228 is the total amount of compound interest they will be paying for the life of the loan.

FCSF Total Investment Amount 2019:

\[
\text{Total Investment} = \$1,170,328.72
\]
Chapter 6: Other Analysis

6.1 Pareto Analysis

To further the strength of our recommendations we performed other analyses. We conducted a Pareto Analysis in Figure 6.1, which is a statistical technique in decision-making used for the selection of a limited number of tasks that produce significant overall effect using the Pareto Principle. The Pareto Principle is the idea that by doing 20\% of the work you can generate 80\% of the benefit of doing the entire job. Figure 6.1 shows the expenses of the FCSF and where majority of the funds go.

Figure 6.1. This figure shows Foster Care Support Foundation Pareto Budget Analysis 2018. We determined how much of the budget goes to different attributes of expenses such as salaries, mortgage, utilities, etc.
Table 6.1. This table below shows the budget expenses and the percentages that correspond to the total budget.

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<th>Cost Center</th>
<th>Annual Cost</th>
<th>Percent of Total</th>
<th>Cumulative Percent</th>
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</thead>
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<td>63.18%</td>
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<td>Mortgage</td>
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<td>Utilities</td>
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<td>89.67%</td>
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<td>Transportation</td>
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<td>4.62%</td>
<td>94.29%</td>
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<td>Insurance</td>
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<td>Total</td>
<td>$823,000.00</td>
<td>100.00%</td>
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6.2 Volunteer Survey

Analyzing the volunteer recruitment process, the team thought that there was a better, faster way in which the recruitment process could be completed, than the e-mail method that they already have implemented. After researching multiple volunteer software, we decided to go in a different direction, Google surveys. This survey is not only free of charge but also has more space in terms of the amount of volunteers’ information you can document. Furthermore, the survey auto populates on a Google spreadsheet to make everything more streamlined and organized. The survey can be seen in Figure 6.2. The user also has the option to receive notifications each time a survey is submitted. In addition, the user can also view statistical results.
of responses such as average age, gender and response time of volunteers. This can be seen in Figure 6.3. We hope to implement the survey on our next visit to FCSF.

**Figure 6.2.** This figure shows the Google survey that will be cost-effective.
Figure 6.3. This figure where the survey result statistics will auto-populate.

Another thing we wanted to make more convenient towards the volunteer recruitment process is the URL. A shorter URL will be much easier to type in. Also, because it is not a long URL, it can easily fit on fliers and other various marketing tools. The survey URL will be located in “Appendix I” in the report. The URL has been dramatically shortened using tinyurl.com. The URL is now user friendly and can easily be accessed. Our plan is to recommend posting this as a link on the FCSF website and social media for easier access.
6.3 Survey Time Study

In order to test our survey, we took a time study on the amount of days it took to schedule volunteers with the survey versus not using the survey. We would have a volunteer go through both processes and recorded the results upon completion of the recruitment process. We concluded by adding the survey the number of days it takes to schedule volunteers has decreased by 1.22 days. It seems that the survey has proven to significantly reduce the time it takes to schedule volunteers. This can be seen in Figure 6.4.
**Figure 6.4.** This figure shows how long the recruitment process takes with the survey and without the survey.

<table>
<thead>
<tr>
<th>Observed Volunteer Cycles</th>
<th>Average Times</th>
<th>STDEV</th>
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<tr>
<td>With Survey (Days)</td>
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<td>2</td>
</tr>
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<td>Only Email (Days)</td>
<td>3   3.5  3.5  3.5  3   3.5  3   2.5  3   3.2</td>
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</tbody>
</table>

*Time Study Sample Analysis (Days)*
Chapter 7: Results

7.1 Solution Results and Discussions

The results of the baseline study show that as long as there is activity they can increase their following, as backed up by our analysis of us posting about them. Just doing 2 posts each month for each platform led to about a 28% percent increase on YouTube compared to their 2.5%. Although our sample size is much smaller compared to theirs, yet our activity rate is much higher.

Some tips we would recommend in increasing their following is to stay more active. Also, according to Engaging Volunteers online article, educating your audience and posting a compelling story is what really connects with the audience [information came from reference 10 from “References” chapter]. Having a stable, steady 2-way communication is also will get someone to volunteer at your organization over the other. It must be appealing to the eye, mind, and heart.

The economic analysis showed that by moving the resale shop to the distribution building by expanding it would save the FCSF funds. Incorporating the information given to us on the new venture capital, we are able to determine the final value of the additional 10,000 sq. ft. The new venture capital was quoted to cost anywhere between $900,000 and $1 million. Details of the loan have not yet been discussed, however, Rachel estimates it will be a 30-year mortgage on a 4% interest rate. FCSF believes merging the resale shop to the facility will generate a minimum of $12,000 of revenue per month. So, the total yearly revenue of the resale shop will add up to be $144,000. However, the cost of operation will be significantly smaller due to the decrease in
insurance, transportation, utilities and payroll. It was determined that the final value of the mortgage for the new venture capital is $3,243,000. Being able to provide FCSF with this information can help provide evidence or information for FCSF to make future decisions.

Rachel founded the facility in 2001 and has built a proud non-profit organization that has helped thousands of families. In the time, she has dedicated to FCSF she has purchased a 20,000-sq. ft. facility to handle donations and distributions. Now she is planning to make the organization more efficient by bringing in the resale shop. FCSF has spent a lot of money to help kids under the foster care system. In order to help understand her total investment, implementing the earlier stated final payments and revenue it was determined her total investment is $1,170,287.2. [initial loan (2001-2016)+ remortgaged (2016)+ expansion (2019) - project monthly revenue (30 years)]. This information given can be filed and saved for future use if needed.

Initially, we thought the recruitment process for volunteers was a bit slow. That was supported by the results of the data. The survey took an average of 2 days, whereas the old e-mail method that they were using took on average 3.2 days. That saves a whole day’s time.
Chapter 8: Conclusions

8.1 Final Conclusion

The team’s final thoughts on this project are that, the Foster Care Support Foundation needs to be more active on social media. They need to sell their story and message on these platforms. In today’s technological world, information gets released and processed faster than any newspaper ever could. So, it is important that they use these tools to try and further benefit their cause.

After performing the economic analysis on the finances of the Foster Care Support Foundation, the team concluded that the FCSF made a smart decision in terminating the high-operation cost resale shop and moving it to the distribution center. Expanding the distribution building by 10,000 sq. ft. is the right plan of action. Re-locating the resale shops saves FCSF funds in the long run according to the economic analysis.

The Foster Care Support Foundation needs to update their technology systems. The Google survey is a free survey in which they have access to. It is easily accessible and cost effective. Based on the data, it is also a much quicker process than the process of emailing.

Our final recommendations for the Foster Care Support Foundation is to become much more active on social media. We believe social media will be a key to their success for the future. It will spark new growth in a higher direction than they were already heading. Implementing the cost effective google surveys will increase the speed and convenience for volunteers. It will make the process much easier for them to sign up and just perform the task at
hand. It will also be much easier for FCSF because they can receive that information instantly and process it quickly.
References


2. Thackeray, Rosemary, Brad L. Neiger, Carl L. Hanson, and James F. McKenzie.  


Appendix A: Acknowledgments

We would like to give a big thanks for everyone in the Industrial Engineering Department at Kennesaw State University because they were always available and willing to help.

We would especially like to thank Dr. Adeel Khalid and Dr. Robert Keyser because without their help and direction we would not have been able to complete this project.

We would also like to thank Mrs. Rachel Ewald, the founder of the Foster Care Support Foundation. We want to thank her for giving this project to Kennesaw State University. She is truly an inspiration with what she is trying to achieve. It is a very noble cause, and one that the team hopes that she continues to progress in.
Appendix B: Contact Information

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Appendix C: Reflections

The team enjoyed doing this project a lot. We were faced with many different problems, whether it was personal and academically. But just like in any situation, you must keep pushing forward. Initially, when we first took this project we didn’t know what to expect, but through all the trials and tribulations, we managed to complete this project. Our years at Kennesaw State University in the Industrial Engineering Department had well-equipped us to perform whatever task was necessary.
Appendix D: Interest Tables
Interest rate for 4%:

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<th>Time Value of Money Factors</th>
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<th>Gradient Series</th>
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Appendix E: Arena Simulation

Link

https://www.youtube.com/watch?v=cK10hw6MfE8
Appendix F: Example Flier

Volunteers Needed!

For more information:

Contact Volunteer Coordinator: Amber Rowe
Phone: 770-375-0865
Email: amber@fostercares.org

Fill out Volunteer Form:
http://tinyurl.com/FosterCareRoswellGa
Address: 115 Mansell Place Roswell, GA 30076
www.fostercares.org

Foster Care Support Foundation
@fostercaresupport
@fostercaresorg
Foster Care Support Foundation
Appendix G: Church Locations
Appendix H: FCSF Growth

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Appendix I: Survey URL

http://tinyurl.com/FosterCareRoswellGa