IT Strategic Assessment Report

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# Executive Summary

Matthew’s Place is a neighborhood-oriented, financially attractive, beautiful senior assisted living community that is in Albemarle, North Carolina. For context, Albemarle is roughly a 45-minute drive to the east of Charlotte, North Carolina. Matthew’s Place is a one of the many different properties of their parent organization called EveryAge, formerly known as United Church Homes and Services or UCHS. EveryAge is one of the industry’s leaders in senior living communities that are recognized as not-for-profit companies. EveryAge has eleven unique properties located in various states in America, they are a Christian based company that has been in existence since 1961 wishes to enrich the lives of their elderly clientele in the right way at the right time. The focus of this assessment will be exclusively on the micro level of one of their unique properties that was listed above, Matthew’s Place, the state of its Information Technology (IT) infrastructure, capabilities, issues, as well as recommendations for improving their overall business performance.

Matthew’s Place is designed as a convenient area for elderly individuals. Mathew’s Place is a Housing and Urban Development (HUD) 202 housing complex, meaning that HUD 202 assists their elderly clientele with affordable housing with various supportive services that assist them in living independently but with helpful supportive activities such as cooking and cleaning services. The goal of Mathew’s Place is to simply expand their ability to provide service to their clients, provide them safety in all different manners, and expand their business practice in the literal sense such as purchasing more property and building for more residents, and give excellent end-of-life care.

There are numerous issues with the IT infrastructure as well as various other business practices. There are various systems in place that keep Mathew’s Place functioning but the way in which these systems have been implemented restrict Mathew’s Place from achieving greater success. The systems are confusing in nature, from an IT standpoint they are patched together in an inefficient manner that severely limits the ability of the organization to maximize their efficiency. Some of the systems are connected to the internet, some are closed loop, some are still purely written in paper format, some systems rely on other systems that are unreliable, there are security measures that should also be immediately implemented both physical as well as digital. All of this will be explained below in much greater detail along with recommendations to improve the IT infrastructure as well as other various aspects of the business processes.

# History and Purpose

## History of the Mathew’s Place

## Mathew’s Place, as stated above, is one of the various properties maintained by their overall parent organization known as EveryAge. EveryAge has a rich history, they were incorporated in 1961 with a traditional view of providing seniors excellent choices in lifestyle options where they could have their physical, psychological, and emotional needs met by a caring staff for decent and affordable prices. EveryAge is dedicated to supporting every age at all stages of life. Mathew’s Place, the subsidiary property of EveryAge, shares the same principles as their parent company in terms of overall mission, care, and intentions. Mathew’s Place was founded and constructed in 2004 and featured the most up-to-date improvements in community living at the time of construction.

The current on-site manager property manager for Mathew’s Place is Lynn Bolen, who has had extensive experience with property management and human resources in her prior work history. Lynn worked for several different firms involved in various business practices regarding human resources, personnel management, property management, and logistic support. Lynn currently operates as the On-Site Property Manager for Matthew’s Place and is the highest authority on the property. The Property Manager has access to all systems and is primarily responsible for the interaction between all on-site parties, is primarily responsible for all expenses, and is the primary contact for virtually all personnel within and outside of the organization. Lynn operates as a one-stop shop for every aspect of the property and has access to nearly every system and reports to the state directory for North Carolina within their parent organization, EveryAge.

Matthew’s Place must operate within the bounds set by the federal government, specifically HUD, so there are numerous requirements that must be met to keep their status as a HUD affiliated organization. HUD housing authorities require the Director each On-Site Property Manager have a “Confidential” security clearance with the federal government to utilize their systems report their requirements. For context, there are three levels of security clearance within the federal government: Confidential, Secret, and Top Secret. Each level of classification represents an increased degree of sensitive information that can do damage to the United States.

## Purpose of the Mathew’s Place

The Purpose of Matthew’s Place is simple; provide the best care possible to their clientele, their clientele being the elderly residents that they provide hosing, activities, and various other day-to-day activities. Their goal is to keep residents within the community, any vacancies within their property means represents a negative to their balance sheet. This means that the best way they can grow their community is to maintain healthy relations with their clients and immediate family members while providing facilities to maintain a healthy lifestyle.

Any vacancies that occur due to residents moving to other locations or reaching end-of-life must be quickly filled to maintain a healthy balance sheet. They must also continue to meet the requirements of HUD hosing directives to maintain the federal assistance that is vital to their continued existence. Any excess in finances is immediately reinvested in the property and other systems to help with maintaining residents and meeting HUD housing guidelines.

# Management and Business Processes.

## Acquire residents to reside within the property

The main and most crucial business process for Matthew’s Place would be the acquisition and retention of residents to reside within the property. This accounts for most of their income as the residents pay primarily through their insurance policies into which they have paid. Residents must pass a background check to show they have little to no criminal record. They then must pass a rental history check to show they have had to delinquency or evictions, any of these aspects that appear on their rental check record raise serious cause for concern as this kind of resident would impact the faith of Matthew’s Place in the resident to pay in a timely manner or be a fair-minded and peaceful resident.

Residents must apply directly with the On-Site Manager, Lynn Bolen, to enter the program. Rates vary for different residents according to their medical needs, how much direct attention they require from the assisted living staff, and how many additional on-site services they wish to have while they are present at the property. The Manager mut coordinate with HUD authorities through specific systems as this allows HUD to provide financial assistance to residents that cannot initially meet the financial requirements to reside within the property.

## Store and maintain resident information within databases

The creation, changing, and maintenance of records and data for the residents, as well as a multitude of other information regarding the property, is an essential business practice for Matthew’s Place. It is the responsibility of Matthew’s Place to ensure that records are secured in their database and properly maintained. This is essential as the resident’s financial, medical, and personal information is all contained within the database that Matthew’s Place maintains. Any breaches of security could be potentially catastrophic and has the potential to massively impact the lives of the residents in a negative way.

The storage and maintenance of these records is additionally essential as Matthew’s Place cannot perform its business function without this information. Financial records must be kept for rental payments from residents, daily activity logs, any physical security incidents, and medical incidents that occur. This kind of care is one of the primary selling points of Matthew’s Place, to provide the needed care and activities associated with elderly individuals that live in the property. These records are also crucial for integration with the HUD authorities as HUD requires proper documentation to meet the subsidy requirements they provide.

## Coordinate with HUD authorities for finances and information

This is one of the most crucial business processes for Matthew’s Place. HUD 202 requires certain amenities, security requirements, financial disclosures, and routine inspections to maintain proper status with them. If Matthew’s Place does not maintain routine contact, reporting requirements, and pass the inspections then HUD will refrain from aiding and meeting the financial needs of Matthew’s Place. This is one of the main income streams for Matthew’s Place as many of the residents cannot fully provide the funds required for residency within the property.

The manager of Matthew’s Place must maintain contact with HUD through a secured system that requires a “Confidential” security clearance. This is a clearance that not every individual can obtain as it requires a clean criminal record and a full investigation of an individual’s background. Without a manager that can obtain a security clearance, Matthew’s Place would have no way to properly interact with HUD.

## Provide general health services to elderly residents

This is a required process for Matthew’s Place and is one of their main selling points to potential residents and customers. The clientele of Matthew’s Place are seniors that require routine and constant medical care and attention. Given this, there are numerous nurses, medical assistants, pharmacists and pharmacy technicians, and other medical staff that reside within the facility as well as those that routinely visit the property. Matthew’s Place has partnered with specific medical personnel for financial incentives for both Matthew’s Place and the medical professionals.

Without this process, Matthew’s Place would be left without one of their main selling points to attract tenants. Potential clients and tenants could easily find residence at a normal apartment complex if Matthew’s Place did not provide additional medical services. This also ensures the longevity of their clients as proper medial attention creates a longer lifespan. Provide daily living activities for elderly residents. This business process is another major selling point for Matthew’s Place. It is not enough to simply provide housing for elderly clients at the property. Quality of life is an exceptionally important aspect of living and the friends and family members of the clients wish to ensure quality of life at the property. This is another aspect of the living arrangements that is above a normal apartment complex.

## Provide security and quality of life for residents

This is a main selling point of Matthew’s Place as the secondary reason for clients being admitted to the property themselves oy by their family members is that they will be safe and provided for. This includes having an adequate security apparatus in place that will protect the residents and allow safe living. The other purpose is to provide quality of life in the form of various activities to stimulate interactions and simply inspire happy lifestyles. Without these two aspects, then there would be little difference from a normal apartment complex.

# Current IT Environment

## Hardware

At this time, Matthew’s Place operates its entire on-site system with two laptops (the IT department declined to state the exact specifications of the laptops but stated they were purchased within the last three years). One laptop was given to the On-Site Property Manager, Lynn Bolen, and the other given to the Activities Manager. Both laptops have docking hardware that allows the laptop to be converted into a semi-desktop when inserted into the docking station, it then allows the use of a full keyboard and a full monitor for greater ease-of-use. This still represents a security concern as there are no apparent backup laptops in case of failure as well as well as the loss of data that could potentially occur. There are two wireless routers, one located in the main building, and one located in the maintenance building along with two modems each one located alongside the wireless routers.

There is one copier located in the On-Site Manager’s office along with one Canon Printer, and a Canon Scanner. These were purchased within the past five years and are due for replacement soon due to the extreme amount of use. There is an additional Canon laser Printer located within the office of the Service Coordinator’s office for the purpose of creating their own fliers and posters in-house. There are ten cameras located on the outside of the property buildings (declined to state the specific type of security cameras installed) that monitor the outside of the property. These cameras lack audio capabilities and are monitored by an outside security company. There is also an intercom system installed throughout the property’s buildings. There are seven different keypads and an undisclosed number of speakers within the different buildings.

## Software

At this time, Matthew’s Place uses many different proprietary programs that various software packages related to HUD and other outsourcing companies for payroll and other crucial aspects. Some of the more esoteric software packages include Citrix, Boston Post Property Management Software, ADP Payroll, Gracie Hill training programs, Enterprise Income Verification (EIV) software, Online Infoservice background check software, and Staple’s Advantage. A breakdown of these programs is given below along with additional generic installed software:

* Citrix – Desktop as a service platform. This gives the IT department control of all software. The desktop runs as a virtual machine on the laptops and IT has full control.
* Boston Post – Property management software that allows for the tracking of various aspects of property management: vendors, amenities, accounts payable, general accounting, etc.
* ADP Payroll: Payroll software that allows for the accurate accounting practices of payroll information. Widely used in businesses for keeping wages accurate.
* Gracie Hill: Online real estate training software. Specifically designed for real estate and property management needs.
* Enterprise Income Verification (EIV): Within the Real Estate Assessment Center (REAC) through HUD to ensure Federal resources are properly distributed to eligible individuals and families.
* Online InfoService: Background checking software. A nominal fee allows for a quick search of major background history.
* Microsoft Word
* Microsoft Excel
* Microsoft PowerPoint
* Microsoft Access
* Microsoft Edge Browser
* Microsoft Teams
* Microsoft OneDrive
* CCleaner
* BitDefender Antivirus
* Google Chrome
* Google Drive
* Google Docs
* Google Sheets
* Google Slides
* Google Forms
* Adobe Acrobat
* Adobe Reader
* Mozilla Firefox
* PDF Conversion Tool
* 7-Zip File Manager
* Canon Quick Menu

The desktop functionality of the Citrix software allows for the IT department to determine what is one the system and what is not. There is no capability for the personnel using the laptops at Matthew’s Place to make any changes or install any programs without the authorization from the IT department due to the use of the Citrix desktop as a service software.

## Staff IT Skills/Training

The Director of Information Technology is currently Brantley Larew, the director must approve all IT contracts, changes, and software purchases. The IT department is not located on site at Matthew’s Place but is instead located at the main parent company’s, EveryAge, primary location in Newton, North Carolina. The general skills for IT service desk officials are required such as being proficient in general security, performing device and network security, networking, software troubleshooting, hardware troubleshooting, and general operation procedures. IT professionals are highly incentivized to have the CompTIA A+ certification to improve their abilities. Training is available with limited funding to assist with more certifications.

Database management is performed both off-site at the main Newton, North Carolina parent company location, by the third-party Boston Post company through the Boston Post management software, and by the On-Site Manager Lynn Bolen. The database managers have received degrees from their various universities and have provided in-house training for others to make minor changes to databases such as the On-site Manger for Matthew’s Place.

## IT Budgeting and Spending

Matthew’s Place declined to provide specific information about the budgeting and spending on the IT department. It can be assumed, through other interviews of personnel and the On-Site Manager, Lynn Bolen, that there is an extremely low budget for IT. The software packages that have been provided have license agreements that require a substantial amount of fees to be utilized that are paid for by the parent organization EveryAge. Matthew’s Place specifically has no IT department or any IT personnel at all. The budgeting goes exclusively, directed from higher authorities to the use of licensed programs and software. There have been attempts to mitigate the need for IT by having the desktop as a service software installed and using exclusively virtual machines at the Matthew’s Place location.

# Envisioned IT Capabilities

## Leadership’s Vision

The leadership of Matthew’s Place has a vision to increase the effectiveness of their overall systems. The current goal of Matthew’s Place regarding the envisioned IT capabilities is to efficiently store and retrieve data, provide security to the residents and clients, and be effective both on-site and off-site in case of additional work being required while off duty. This is made exceptionally difficult currently as the systems can only be accessed while on-site due to the restricted nature of the software installed. There is no way to currently access the systems with the virtual machine software while off site as it requires connectivity to the Wi-Fi access point or ethernet adapters at the on-site location of Matthew’s Place.

The vision is to also gain funding to have a permanent IT department, or at least an IT position that is stationed at the on-site location at Matthew’s Place. Currently, as stated previously, there is no IT department or IT personnel located at Mathew’s Place. The leadership at Matthew’s Place must contact the home office of the parent company and attempt to have the IT department walk them through the process of correcting whatever problem has occurred. This is exceptionally inefficient and has led to near catastrophic failures in the past where systems have been shut down for several days in which no financial programs could be accessed for payroll along with numerous other problems. The only recourse in this event is for an IT professional to be physically sent which requires a significant amount of time. The main goal to circumvent this is to acquire the funding to have a competent IT professional present at all times to handle all systems at Matthew’s Place.

Having the IT professional with a security clearance present at the on-stie location would also allow for direct communication between IT professionals at the home office. This would eliminate the need for overt control over all systems utilizing the Citrix desktop software and have the IT professional on-site clear all installation of software and verify its integrity. Another vision is to combine the various programs into a far more efficient program and possible having in-house software created to meet the specific needs of Matthew’s Place. Currently, there are many programs that are inefficient and require multiple access requirements, this causes a loss of valuable time and resources that could be better spent elsewhere. Having their own in-house software created could assist with budgeting costs and be highly tailored to the specific needs they have.

Matthew’s Place has to meet all requirements dictated by HUD and creating software to maintain records of all these requirements would be essential. Currently, this is performed through physical paper copies and submitted through scanning and sending through email. This is highly inefficient as it requires significant amounts of time. The creation and adoption of a new and more efficient documentation system would allow for greater adherence to HUD housing requirements, thereby allowing for more funds to be acquired. Increasing their ability to be efficient with HUD and acquire more funding would allow for them to increase the size of their property and create more space for residents.

The IT department that would eventually be on-site at Matthew’s Place would also like to strategically enter the software market wit the creation of their own proprietary software that combines HUD connections, property management, medical requirements for residents, and payment information. The creation of this software, as previously described, would allow them to sell their software or sell licenses for use in the future. This would allow for additional funds to increase the size of their properties and better meet their goals of providing excellent service to their elderly clients.

## Top 10 Technology Issues

There are many different technology issues that Matthew’s Place faces that range from IT systems that should be in place to door entry systems that will be detailed below:

1. **Lack of front-end website**

One of the fundamental issues that Matthew’s Place faces is a near-complete lack of a front-end website. The only website presence that Matthew’s Place has is a small one paragraph explanation that the property exists with a small amount of contact information. If Matthew’s Place wishes to expand its service to more elderly clients, then they need to have an effective on-line presence to funnel potential clients to their property. The lack of a front-end website severely restricts the ability of Matthew’s Place to extend its reach to the greater community at large. The lack of a website creates a vulnerability within their business plan that restricts their ability to fill rooms with clients once there is an opening in the community.

1. **Security system (Crimewatch) is linked through phone lines**

One of the pressing issues regarding security technology within Matthew’s Place is that the security company that monitors the overall security system, Crimewatch, is performed entirely through the phone lines with limited connectivity and is unreliable. According to Lynn Bolen, the On-Site Manager, when the phone lines are down then there is no monitoring of the property buildings at all. Additionally, when that happens then the fire and police departments are not notified and there is only an alarm sounded on the property. This represents a significant vulnerability to the overall safety and security of the elderly population and the employees as the phone lines appear to fail consistently according to personnel on the property.

1. **Door systems are archaic and routinely fail**

Another pressing security technology concern is the archaic and failing door security system installed at Matthew’s Place. The doors, according to personnel at the property, are monitored through the outside security company, Crimewatch, as well. The automatic doors must be programmed personally by the On-Site Manager and the key-fobs must be programmed as well. The issue is that the key-fobs routinely fail as well as the doors themselves simply locking without being able to unlock. Crimewatch must be called as well as the IT department of EveryAge to attempt to unlock the doors. The main issue of this is that the residents and the employees can be completely locked out of an area if the doors fail. This can cause serious issues as entire sections of the property or specific rooms can be inaccessible due to the door lock failures.

1. **Camera system is archaic and needs replacement**

An additional pressing matter regarding the security technology of the property is the archaic camera system that is in place. The camera system is monitored by the previously mentioned outside company, Crimewatch, and there is a great need of updated software and hardware. The current system in place a limited number of cameras that have no ability to record audio. This is a pressing matter since the cameras routinely fail and also have limited ability for playback. According to the personnel at Matthew’s Place, there are significant issues when attempting to play back any feed for the police or security personnel as it routinely fails to load, becomes corrupted, and has no audio capabilities.

1. **Lack of Wi-Fi internet for most of the facility**

There is a severe lack of Wi-Fi capability on the entirety of the property. According to the On-Site Manger, there is only limited range of Wi-Fi in the main building where the employees are located and there is virtually no Wi-Fi capability in the other five buildings of the overall facility. This presents a significant problem for the residents and clients since they have virtually no access to internet other than specific areas to directly attach their personal devices to an ethernet cable. This is especially difficult for the employees as they cannot take their laptops with them and document any of the required aspects directly into the online systems, instead they must take paper notes and transcribe them back at their home offices.

1. **IT personnel are not on-site, they are located at parent company office**

As stated previously, the IT department personnel are not located on-site at Matthew’s place. This is an especially difficult problem as the personnel located at Matthew’s Place have little knowledge of how to troubleshoot systems or fix basic problems such as printer failures. The IT personnel routinely must have phone calls with the on-site staff at Matthew’s Place and attempt to troubleshoot network or technology issues from a distance. Pictures are taken and sent to the IT staff so they can attempt to diagnose the issue.

This is an extremely pressing issue as there are routine failures of multiple different technology issues on-site. If the issue cannot be resolved, then the central office must physically send an IT professional to the on-site location at Matthew’s Place. This requires extensive travel and is incredibly inconvenient, any travel time equates to loss of productivity at the home office.

1. **Lack of maintenance tracking system**

Maintenance has a complete lack of any technological system to track their repairs and other tasks. Currently, maintenance keeps physical written records of all their expenses and repairs that are placed into a plastic envelope on the door of the On-Site Manager’s office. This is an incredibly inefficient system and has numerous issues that cause routine problems at the property. Maintenance has no way to effectively track their expenses, they purchase items from the hardware store, keep the receipts, make a note of the purchase, and place it in an envelope. This is the same process for any repairs made, the repair is conducted, the time is noted, and placed in in envelope. These envelopes are sometimes not opened for months at a time so there is no way to validate repairs, expenses, or keep accurate costs of what the exact upkeep amount is for the property. This is a profound issue as it represents a large hole in the budgeting process.

1. **Lack of electronic payment system for clients**

There is a complete lack of electronic payment system for the clients. All payments must be made with cashier’s checks or other authorized checks, cash is not accepted. This is an incredibly inefficient system as many of the elderly clients routinely forget to perform this process, this is due to their advanced age, lack of internet capability (as discussed earlier due to limited Wi-Fi), and inability to set up automatic payments since there is no digital payment method. This results in routine threats to clients for eviction or late fees due to this process. It also results in Matthew’s Place not able to meet their own required payments. Finances require a smooth and efficient process from clients to Matthew’s place to vendors and others. Any delay in payments has sever effects later in the payment chain that could all be mitigated with an online payment system.

1. **Intercom system is archaic and prone to failure**

The intercom system that is currently installed is prone to failure. The outside intercom system, according to the On-Site Manger, is dial-up which is incredibly unreliable and inefficient. The intercom system, which is essential for announcements and safety, fails on almost a daily basis and has no link to any kind of security apparatus. The intercom system is a closed-loop system with no access other than the physical buttons and speakers located within the physical facility. This presents significant security concerns as there is no outside monitoring or ability to access the system outside of the closed-loop system.

1. **No internal database or records**

All databasing is performed off-site through various other outsourced companies. This represents a significant vulnerability. Because all of the data that Matthew’s Place collects on their clients is held with third-party companies there are issues with attempting to transfer the data in the event Matthew’s Place wishes to change vendors. Currently, there is no on-site backup of the data. Matthew’s Place completely relies on other entities maintaining their data and keeping it safe from any hazards. This has the benefit of support from those companies but the negative effect of being completely dependent on them and having no on-site backup.

# Closing the Gap

## Create a front-end website for greater exposure

Matthew’s Place, as stated previously, has no front-end website. The creation of a website with all of the contact information, property specifications, and benefits of the services so potential clients can easily access the information and make necessary decisions. Nearly all organizations and companies have an online presence, and it has become an absolute necessity to be successful and effectively compete with other players in the same industry. The website will give all potential clients an understanding of what Matthew’s place is, what they do, what services they provide, and a reasonable estimate of their pricing.

## Have an IT professional present at the on-site location of Matthew’s Place

This is one of the most prominent issues that needs immediate remedy. The lack of an IT professional at the on-site location of Matthew’s Place has the potential to completely halt all business process given the issue is large enough and blocks certain software and/or hardware. If there is any failure at all at the on-site location, then there is no physical presence to resolve any issue that arises. There are only two laptops located on site at Matthew’s Place, if either of the laptops fails for any reason then there is a significant risk to total failure of the entire business process. This issue can actually be even more refined as if there is any issue with the software installed through the Citrix virtual desktop, or even through Citrix itself, then there are useless laptop computers that cannot function on their own.

An IT professional that is located on-site would be able to resolve any issue, as there appear to be many, that arises in a timely manner. The IT professional can even begin to work and create on-site backup databases and software that could prove to be useful in case of catastrophic failure of any systems. The IT professional could also effectively relay information to higher authorities far more efficiently and accurately than the current personnel that are on-site. The level of understanding of the specific issues related to technology could mean the difference between the issue being rectified and the issue becoming a crisis for the on-site location that would require far greater investment to fix.

## Update all security platforms

This is an exceptionally important aspect of the recommendations. The complete security apparatus as detailed above (the security cameras, the door lock systems, intercom system, and the overall governing security company) is in dire need of updating and possibly a complete overhaul in order to be effective at securing the facility and providing adequate security to the clients and on-site personnel. One of the primary purposes and selling points of Matthew’s Place business model is to provide adequate security to their residents, the residents are paying a substantial fee already and expect a level of security that is above the average apartment complex.

Increasing and/or overhauling the security system would better serve the community and also provide the ability to raise the rental prices due to the robust security measures in place after the updates. The ability to justify increases in rent and have solid evidence to do so is paramount in increasing business reach. This would also allow for additional funding from HUD if they could show these improvements during the next inspection. This would result in more funds being made available and increasing the ability of Matthew’s place to expand their physical property.

## Consolidate software and create proprietary software

Matthew’s Place utilizes an extensive amount of software that appears to be used in a piecemeal way. No single program that is currently financed is being utilized fully. The programs are used for half their actual capacity or for a single aspect of the program. There are also several large gaps in their software. It would behoove Matthew’s Place to attempt the creation of their own in-house software platform to oversee their specific needs. If this cannot be done, then at least there should be an attempt to find a better more usable software package that would better fit their needs. Matthew’s Place has specific needs with their clients being elderly, their relationship with insurance agencies and HUD housing authorities, and other government agencies that they interact with. Creating a system that accurately tracks their clients’ information, the required data for HUD housing, state and federal regulation and reporting requirements, and maintenance logistics would be a great benefit to their continued success and potential growth in the future.

## Introduce electronic payment system

This is likely the easiest recommendation to immediately implement. The current system of only accepting cashier’s checks from clients is archaic and rife with issues. This routinely causes sever delays in payments from the elderly clients that sometimes have little capabilities to acquire these checks outside of the property at the appropriate institutions. These delinquent payments also cause serious issues for Matthew’s Place as they result in an inability to pay their vendors in a timely manner, their own utilities, and other required payments that Matthew’s Place owes. This can adversely affect their own finances and credit. The implementation of an electronic payment system is incredibly easy currently. Matthew’s Place could easily create a requirement within the leasing agreements that all rental payments be through an automatic process, and this would completely eliminate the issues with late payments and angry tenants.

# Conclusions

In summary, Matthew’s Place has several issues that are significant roadblocks for their continued success. These range from simple door locks to a chaotic schema of software. Matthew’s Place should begin their journey by creating a front-end website to gain greater ability to reach more individuals from the online realm. Matthew’s Place should attempt to station an IT professional at the on-site location as this is an absolute necessity to solve a multitude of issues that greatly reduce their effectiveness. Matthew’s Place should update all of their security platforms to justify an increase in rental prices and to provide the proper security for their clients. And Matthew’s Place should consolidate their software, create their own to suit their needs, and use an online payment method for clients. Completing all of these recommendations, or at least making efforts to complete them, would greatly increase Matthew’s Place’s ability to be successful and grow their business in the future.

# Appendices

## Basis of Analysis

The basis of this analysis on Matthew’s Place originates from the various models that were presented in class and the various materials given. There were three models or analysis techniques that were considered along with a basic vulnerability assessment for gaps in sufficient business processes for this analysis that are detailed below.

1. **Porter’s Five Forces analysis**

* **Competitive Rivalry: High**

Competitive rivalry within the area of Matthew’s Place and for their specific industry is high. The competition all wishes to grow their businesses at an accelerated rate but the fact that there are massive amounts of state and federal regulations, along with great difficulties navigating the agencies such as HUD, makes the rivalry high due to the sheer number of other organizations. Increasing this particular business requires the purchase of physical assets such as land and the addition and creation of buildings. There is a great deal future profit to be made by other companies and a large amount of an aging population to capture, but the barrier to increase in size makes it extremely difficult.

* **Threat of New Entrants: Low**

The threat of new entrants to the market is extremely low. There is a considerable barrier to entry in order to enter the market. There must be property purchased, physical buildings constructed, state and federal regulations must be met, medical needs and equipment met, HUD housing integration, personnel training, and many other aspects. This requires a great deal of initial capital to create this form of organization.

* **Threat of Substitutes: Low**

The threat of substitutes is very low in this case. There are no real substitutes for assisted living as it requires highly trained staff and must met certain requirements to even exist. The only real substitute for clients is to live with family members that can properly care for them. This equates to Matthew’s Place and other organizations being able to set their prices as they see fit. State and federal regulations are what prevent them from raising rates too high.

* **Bargaining Power of Suppliers: Moderate to high**

The bargaining power of suppliers is moderate in some cases and high in others. Matthew’s Place is a physical facility that requires extensive repairs, upkeep, and medical equipment located in house. The medical equipment can be exceptionally expensive along with other technology needs on the property and suppliers can set prices as they are required on the property with little substitutes. Regulations and insurance designate their prices and choices as well. The other physical requirements are moderate for supplier power as they can set reasonable prices. There is also the parent company of Matthew’s Place that can designate which prices and vendors are chosen.

* **Bargaining Power of Customers: Low**

The customers have virtually no ability to bargain for lower prices in this case. The elderly clients absolutely require these facilities and the medical attention that comes with it. This makes it exceptionally difficult for the clients to have any room for negotiation. Industry standards apply for prices as well so there is no ability to go to another company and find lower rates. Matthew’s Place and other companies similar to them understand this power dynamic and utilize it to justify their higher prices.

1. **Generic Strategy**

The generic strategy of Matthew’s Place is Focused differentiation. They offer a very specific service that appeals to a smaller set of the overall population, but a percentage that is increasing every year. The older American population for people aged 65 and above is set to roughly 16% of the overall population of the United States. These are people who have paid into insurance plans for the majority of their life and have family that needs to care for them in their older years. The service that Matthew’s Place offers a unique service by providing medical care, attentive employees, security monitoring, and daily activities to entertain and maintain a quality standard of living for the elderly clients. This sets them apart from most other living arrangements but they have no interest in being the most cost-effective. If they claimed to be the most cost effective then it would likely be seen by family members as a poor idea to have their loved ones living on the property.

1. **Internet-Enabled Business Model**

There is a nearly complete lack of being an Internet Enabled Business Model for Matthew’s Place. Normally there would be little to include for this model with this industry but Mathew’s Place could benefit greatly by moving a great deal of their security platforms, software, business practices, payment methods, and advertisement to an online form. The lack of internet abilities within the organization are a pressing concern and bear weight in being mentioned here.

## Technology Inventory

* 2 Laptops (brand and specifications unspecified)
* 2 Laptop docking stations (brand unspecified)
* 2 Hi-resolution computer monitors (brand unspecified)
* 2 desktop keyboards (brand unspecified)
* 2 Wired mouse (brand unspecified)
* 1 Canon printer
* 1 Canon laser printer
* 1 Canon scanner
* 1 Canon copier
* 2 Wireless routers (brand unspecified)
* 2 Modems (brand unspecified)
* 10 Security cameras
* 7 Door keypads
* Undisclosed amount of speakers

## Top 10 Technology Issues

1. Lack of front-end website
2. Security system (Crimewatch) is linked through phone lines
3. Door systems are archaic and routinely fail
4. Camera system is archaic and needs replacement
5. Lack of Wi-Fi internet for most of the facility
6. IT personnel are not on-site, they are located at parent company office
7. Lack of maintenance tracking system
8. Lack of electronic payment system for clients
9. Intercom system is archaic and prone to failure
10. No internal database or records

## Strategic Planning/Visioning Documents

No Strategic Planning/Visioning Documents available

## IT Budget/Spending Documents

No IT Budget/Spending Documents available

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