12/9/2010

Revision History

|  |  |  |  |
| --- | --- | --- | --- |
| **Date** | **Version** | **Description** | **Author** |
| 9/12/10 | 1.0 | This is the first draft of the strategic assessment. | Reade Saunders |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

Table of Contents

1. Executive Summary 4

2. History and Purpose 5

2.1 History of the Louisville Urban League 5

2.2 Purpose of the Louisville Urban League 7

3. Management and Business Processes 8

3.1 Center for Workforce Development 8

3.2 Housing Services & Neighborhood Revitalization 9

3.3 Youth Development & Education 10

3.4 Security Measures 11

3.5 Disaster Recovery 13

4. Current IT Environment 15

4.1 Hardware 15

4.2 Software 16

4.3 Staff IT Skills/Training 16

4.4 IT Budgeting and Spending 17

5. Envisioned IT Capabilities 17

5.1 Leadership’s Vision 17

5.2 Top 10 Technology Issues 18

6. Closing the Gap 22

6.1 Improved Backup Policy 22

6.2 Upgrading as Opposed to Buying New 22

6.3 Used Equipment vs. New Equipment 23

6.4 Non-Profit ERP's 23

6.5 Middleware 24

7. Conclusion 24

8. Appendices 27

8.1 Basis of Analysis 27

8.2 Technology Inventory 31

1. **Executive Summary**

This strategic assessment performed for the Louisville Urban League will cover a variety of aspects regarding the organization, with a particular focus on information technology (IT). The document will first give a brief history of the organization, in order to give any readers of this document that are unfamiliar with the organization a general understanding of the purpose of the organization what it hopes to accomplish. Following that is a discussion of the important business processes that allow the organization to accomplish its goals. Specifically, the services for the Center for Workforce Development, Housing Services and Neighborhood Revitalization, and Youth Development and Education are discussed and how the organization utilizes current technology in order to provide those services. As well, important security measures and disaster recovery measures that are implemented by the organization are discussed, including the impacts that they have on the organization.

The current IT environment of the organization is examined as well, detailing the hardware and software capabilities, and brief details regarding the IT staff and the budgeting for IT. The envisioned IT capabilities, including the vision of the organization’s leadership as well as some key technology issues are also discussed, helping to highlight where the organization is working towards going in terms of technology. Following that is a discussion of possible alternatives that the organization may want to consider in order to optimize its operations. Finally, a conclusion summing up the findings and recommendations is in place, wrapping up the strategic assessment and opening the door for potential improvements for the organization. There are also attached appendices detailing the basis of analysis, as well as the technology inventory for the organization. Discussing the mentioned aspects, this strategic assessment is written in the hope that the Louisville Urban League may find some solution that allows them to improve their organization and services.

**2. History and Purpose**

**2.1 History of the Louisville Urban League**

Although we now know it as the Louisville Urban League, the organization and its predecessors have been around since the early 1920’s, initially being known as the Urban League of Louisville for Social Service Among Negroes, and later as the Louisville Branch of the National Urban League, before finally becoming the Louisville Urban League. The organization first began through the efforts of a group of African-Americans who recognized problems with the African-American community and wished to make a difference. Through their hard work, and the support of others of African-American and Caucasian ethnicities, they were able to become a powerful driving force for hope and change within the minority community.

Throughout the years, as the Louisville Urban League worked to become the organization that we know today, the efforts of certain individuals in particular have stood out, and it is because of their hard work and visions for the future that Louisville Urban League has grown as successful as it has. Starting from the very beginning with Elmer Carter, who was the Executive Secretary from 1921 – 1924, the foundation for becoming a member of the local Urban League chapter was established. Following him came J. M. Ragland, who worked to bring the attention of social and economic issues in the African-American community to the attention of Caucasian organizations that were not aware of the situation. J.A. Thomas continued to improve race relations within the community and worked to promote the Louisville Urban League as an important and positive force, aiming specifically for the support of local social welfare agencies. Robert E. Black focused on promoting business opportunities for African-Americans, and worked on forming two schools for African-American students. Even though all of these great people accomplished many things, these accomplishments were only done throughout a period of 25 years. As the efforts of various members of the community continued to grow, the Louisville Urban League would only see more great accomplishments in its future.

Starting his long career as the Executive Director in 1946, Charles T. Steele greatly helped the organization to grow in Louisville, as well as promoting equal opportunity and improving human relations through helping to build the framework that would lead the community there. He also led the city’s earliest workforce development efforts, and even helped in establishing a local Guild. After Mr. Steele came another influential man, Mr. Arthur M. Walters, who has a long list of accomplishments for the Louisville Urban League. Throughout his time as the executive director, he continued to develop programs and increase funding for the organization, and worked hard to improve the relationship with the Louisville Urban League within the community. He also helped improve the diversification of the Board of Directors, as well as helping to implement the Civil Rights Act of 1964 and affirmative action programs. As if his accomplishments weren’t impressive enough already, he continued to launch a $1.2 million capital campaign, and established a Black Adoption Program, further strengthening the power and image of the organization, and giving the community even more of a reason to put their hope into the organization.

Finally, we come to the current President and CEO, Mr. Benjamin K. Richmond, who has held his positions since 1987. Mr. Richmond picked up where Mr. Walters left off, successfully completing the $1.2 million capital campaign, and continued to expand the organization’s programs, as well as improving training and workforce development. Not only this, but he helped to establish a strong housing development project, and worked hard to continue to improve and enhance the Louisville Urban League’s relationship with members of the business community. Through Mr. Richmond’s hard work and effort, the Louisville Urban League has continued to grow stronger and even more influential within the community. The work hasn’t stopped yet however, as Mr. Richmond continues to improve upon the organization and ensure that the Louisville Urban League is able to aid members of the community as strongly as possible.

Though the organization has already had a rich and successful history, it looks to continue to do even better in the future. By continuing to improve racial relations and problems within minority communities, it is their goal to establish true racial inequality, and to inspire hope into the communities that need it the most. With a strong track record in place, the Louisville Urban League is currently in a great position to work towards those goals and accomplish them.

**2.2 Purpose of the Louisville Urban League**

“As an active partner, leader and catalyst we will assist African Americans, other minority groups and the disadvantaged attain social and economic equality and stability through direct services and advocacy.”

This mission statement from the Louisville Urban League perhaps best summarizes their purpose. The Louisville Urban League is an organization promoting change and equality within the Louisville community, and their purpose is to provide aid in whatever ways they can to ensure that minorities within the community are able to work towards a brighter future. From working with young children in school to adults facing economic hardships, the Louisville Urban League is there to support them, and has a number of programs designed to support and aid those in need.

**3. Management and Business Processes**

**3.1 Center for Workforce Development**

One of the Louisville Urban League’s main services is their Center for Workforce Development, which helps to provide economic stability for those in need. They accomplish this through various services such as employment search assistance, career counseling, employability readiness training, job placement referrals, and post-placement support. To aid in accomplishing these services, the use of Salesforce has been employed. Through using Salesforce as a means of customer relationship management, Louisville Urban League is able to organize, automate, and synchronize their business processes, ultimately allowing for their workforce development services to function as smoothly as possible.

Aside from the obvious advantages to having one central piece of technology to organize and automate their business processes, one key advantage to using Salesforce in this area is that because Salesforce “runs in the clouds,” it is possible to access Salesforce from any location, provided that internet access is available. Therefore, Louisville Urban League staff can access information and view or make changes very conveniently. This increased access to information allows management and various personnel to better service their clients by ensuring that decisions that need to be made will be based upon the most current and accurate information, ultimately improving the decision-making process. This use of Salesforce has no doubt allowed for increased efficiency and effectiveness in implementing the workforce development services, and has been instrumental in helping to further accomplish the goals of the organization.

**3.2 Housing Services & Neighborhood Revitalization**

Louisville Urban League’s Housing Services & Neighborhood Revitalization programs are in place to assist families who are need of better housing. These programs provide counseling services that help provide families with knowledge that could help them improve their financial situations and take care of their housing needs. The services also aim to stabilize neighborhoods that are suffering from high foreclosure and other various economic forces. To aid in these services, the Louisville Urban League employs the use of CounselorMax, a client management system aimed at providing housing counseling. Similar to Salesforce, the use of CounselorMax here allows for automation of their counseling services, which will ultimately save time and make accessing client details more convenient, since the entire business process will be working under this one system. As well, it will simplify reporting, making interpreting the client details easier, and as an added bonus it will reduce paperwork as well. Not only that, but CounselorMax is programmable, which allows the Louisville Urban League to customize it to fit their needs as they see fit.

Aside from the benefits discussed already, the main reason for using CounselorMax as opposed to a more traditional, less-technological approach is that CounselorMax simplifies the work done and lessens the time needed to perform services. This not only provides the Louisville Urban League with better and easier-to-understand information, but it allows them to make better decisions as well, ultimately improving the service that the organization is able to provide to its clients. This is a crucial part of the business process, and once again similar to the use of Salesforce in work development services, utilizing CounselorMax has enabled Louisville Urban League to more efficiently and effectively accomplish their goals.

**3.3 Youth Development & Education**

The Youth Development & Education services looks to assist children in school and help them succeed in academics. However these services not only aim to help students improve their grades. They also aim to help children improve leadership skills, social skills, career development, cultural awareness, and even sports. As children are the future of our society, providing quality services to these children is an absolutely crucial task for Louisville Urban League, and they have been prepared for the challenge. Using a membership management system known as KidTrax, Louisville Urban League is able to track students and collect data such as a student’s grades, their attendance, and what organizations they’re a part of. Louisville Urban League is then able to use the data provided to make important correlations between a those aspects, ultimately allowing for better understanding of the needs of each student and how they can be better served.

As a result of KidTrax providing such a wealth of information about each student, Louisville Urban League has the advantage of being able to quickly compare data amongst students and notice any correlations. By utilizing KidTrax, Louisville Urban League is able to make better decisions regarding each student, which may point to particular strengths or weaknesses that students are having, but it may also point to any strengths or weaknesses in their own program. As a result of the increased amount of information provided to them, management is able to analyze their own procedures and processes and compare the effects on the students, ultimately ensuring that the best decisions are made and that the students receive the best quality of service possible. Once again, the utilization of a management system is a crucial part in accomplishing the goals of the Louisville Urban League.

**3.4 Security Measures**

For a variety of reasons, security is an important factor in the operations of the Louisville Urban League. From a technological perspective, there are a lot of concerns that need to be addressed. Fortunately, the Louisville Urban League seems to be well-aware of possible security concerns, and has taken a number of measures to prevent any issues from occurring. To begin with, although there are a variety of different users that make use of the computer machines at Louisville Urban League, everyone’s software and rights to machines are distributed through Group Policy, effectively controlling what users can and can’t do. In addition, no software is allowed to be installed on machines. Instead, software is distributed based on what is assigned to the user, no matter where they login from. There is also no access allowed to files on the hard drives. Users instead need to carry USB drives or some other media storage devices when accessing files, however they also have access to one universal “share” where they can store files. In addition to these controls, there are also no administrative rights on the machines, and nothing is stored locally. If the machines are somehow corrupted, they are simply re-imaged. Through these methods, the Louisville Urban League is able to effectively minimize any potential security risks that may arise through the use of their machines.

In addition to what has been mentioned already, other measures have been taken as well. The accounting system is actually by itself, with only Artie Robertson and the Account Manager having full access. Accounting consultants are however able to remotely login. As well, virus scans are done regularly, through the use of software provided by Symantec. In order to become aware of any potential vulnerabilities that attackers might attempt to exploit, there are also external penetration tests that are done. These external penetration tests allow Louisville Urban League to become quickly aware of any holes in their security system, upon which they are promptly dealt with and fixed as necessary. Due to the sensitivity of some of the data that Louisville Urban League works with, this security measure is particularly important because there are no doubt attackers that could cause a great deal of harm if such information got into the wrong hands, and by staying on top of security issues, Louisville Urban League is ensuring the confidentiality and privacy of its clients. To further expand on that note, when hard drives are finally removed and disposed of, the hard drives are wiped under a DoD standard, as issued by the National Industrial Security Program Operating Manual, and the hard drives are then restored. This wiping and destroying of hard drives prevents residual data from being access and compromised once the hard drives are finally disposed of.

These various security measures that are implemented are absolutely crucial to Louisville Urban League’s business, as their success relies on trust from the community. If the Louisville Urban League were unable to provide the necessary security for the data that they work with, great harm and misuse of information could occur, which would ultimately harm both the clients that are worked with as well as the Louisville Urban League’s reputation and business. Therefore, it is absolutely crucial that the Louisville Urban League stays on top of any security issues, and to ensure that the confidentiality and privacy of their customers remain intact. As analysis shows, it appears that the Louisville Urban League is well aware of these concerns, and has made every attempt to ensure that such compromise of information, whether from internal or external sources, is unable to occur. However security issues are constantly evolving, and while the Louisville Urban League may be on top of any security concerns at the present, it will be important for them to remain dedicated to staying ahead of any potential security hazards, and to put the appropriate counter-measures in place as necessary.

**3.5 Disaster Recovery**

Disaster recovery is an important concern for any organization, and the Louisville Urban League is well aware of this and has implemented a number of issues to ensure that loss of data is not an issue that they will have to deal with. To begin with, Louisville Urban League uses Symantec Backup Exec to backup any software used, through the use of two DLT2 tape autoloaders. There are also two sets of backups connected through RAID for other data, incorporating redundant servers to accomplish this task. There are not however currently any online backups, instead off-site backups are utilized. Backups are generally kept off-site for a couple of weeks, and afterwards tapes are re-used. The idea of online backups is being explored however, and possibly within the next 12 – 18 months could become a working solution, but currently is not something that is being used. In addition, sometime within the next 60 days, IT is looking to use external SATA drives for rotation purposes, and will be looking to migrate away from using tape for backups. As for the frequency of backups, full backups of hard disks and tapes are done weekly, there are no incremental backups done. Servers are also scheduled to be backed up over 3-day periods, being rotated. The financial system however is backed up each day, with the server being backed up each week. It is estimated that only a day’s worth of data could be lost at most. Finally, all servers have redundant power supplies, each on its own uninterruptable power supply, with the ability to sustain a 7-8 minute outage of the entire building.

As can be seen, the Louisville Urban League has adopted their own standard for backing up data, and has been very meticulous in preventing the loss of any data. According to Artie Robertson, losing data is a risk that is not worth having, and so every effort is made to ensure that such does not happen, even if it sometimes seems like overkill. Artie also provided information about the amount of data that is backed up, stating that there are roughly 285 gigabytes of data backed up each week, although actual data is probably closer to around 180 gigabytes. Generally speaking however, there is only around ¾ of a gigabyte’s worth of new data that comes in each week. There is a lot of updating involved, and there may not actually be much incremental growth in the data each week, however it is estimated that 80 man hours are lost if a week of data is lost, and therefore it is the belief of the organization that the data is worth constantly backing up. In addition, a lot of data is also shared through e-mails, and can be recovered as a last resort if necessary.

Based on what is known about the Louisville Urban League’s policy regarding backups, it seems that they are very well-prepared for any potential loss of data, being able to quickly recover as necessary. However it should be noted that not every measure is entirely necessary, and to some extent some of the measures could even be tweaked or left out. For example, full backups of hard disks and tapes weekly may not be entirely necessary, and incremental backups could be a more cost-efficient method. Regardless, the organization is fully prepared for any potential disasters or loss of data, which will enable them to continue serving their clients regardless of what may happen. This is a very important part of their business, and the importance of maintaining and not losing client data is likely one of the main reasons why backups are taken so seriously at the Louisville Urban League. As they look to the future, improvements are already being made and looked into as well, and the potential for online backups may help alleviate some of the time and costs associated with offsite backups. Regardless, it seems that the organization will be prepared for whatever challenges that the future may bring regarding disaster recovery or any kind of loss of data.

**4. Current IT Environment**

**4.1 Hardware**

The Louisville Urban League currently consists of 68 desktops and 10 laptops, spread out over two floors. In addition, there are 10 new printers, which are standardized (type and model) for toner efficiency. Recently a large purchase was made to purchase new hardware for the organization, putting them in strong standing regarding current technology. The last major update was in 2004, and it is estimated that the current machines should hopefully last for another 3-4 years, with an expected update of hardware at an estimated every 4-5 years. Servers however are a little bit different, and a server is never kept in service for more than 30 months. Also, while the recent purchase of new machines allowed for more current technology, brand new servers are never bought, and instead the organization relies on “last year’s technology” as opposed to current technology. Having said that, as a result of the recent purchase of new machines, the Louisville Urban League is quite up-to-date with their hardware, and the organization seems to be very aware of the importance of keeping up with technology and ensuring that the hardware used is not outdated.

(See Appendix B for a detailed description of the hardware inventory).

**4.2 Software**

Similar to hardware, the Louisville Urban League seems to be quite keen on keeping up-to-date with the necessary software. Based on the inventory provided, it seems that Windows 7 is already in use, putting the organization right at the front of current software technology. As well, various other fairly current Microsoft products are being incorporated, such as Microsoft Office 2007, Microsoft Silverlight, Microsoft .NET Framework, as well as Symantec products for their virus and security needs. In addition, as mentioned previously, users are not allowed to install their own software on machines, and every two weeks or so machines are scanned for any new media that may have been placed on machines and are promptly deleted, though generally those are found to be songs and things of a similar nature. While perhaps not quite as up-to-date as the hardware, the software employed by the Louisville Urban League is quite current, and is fully capable of performing the required services of the organization.

(See Appendix B for a detailed description of the software inventory)

**4.3 IT Skills/Training**

Although very little information was gathered regarding most of the IT staff and the training that they receive, Mr. Artie Robertson, the Senior Vice President and COO of the organization, seems to take very good care of the IT department and makes every effort to stay current with the IT necessary to accomplish the goals of the organization. The organization has also employed one person on their IT staff that is from the Speed School of Engineering at the University of Louisville, helping to ensure that IT staff members within the organization are also trained in current technology and practices. Therefore despite not having more detailed information, due to the organization’s strong willingness to pay attention to technology it is expected that the skills and training required by the IT department are also at an acceptable level.

**4.4 IT Budgeting and Spending**

Generally speaking, the budget for IT-related purposes is around $30,000 to $40,000 per year. However, just recently $80,000 was spent on the new hardware described in a previous section. This large sum of money was used to acquire entirely new machines, allowing the organization to stay as current with technology as possible. The cost for each new desktop came out to be about $901, with an additional $140 per machine when including the monitor and sound bar. Though quite a large sum of money, it should be noted that this is not a yearly budget for the organization, and was merely deemed to be a necessary use of funds at the time. In the future, it is possible that another large sum of money could be spent on IT every 4-5 years, however attention will be paid to whether or not the IT will be upgradeable as opposed to buying brand new machines such as what recently occurred.

**5. Envisioned IT Capabilities**

**5.1 Leadership’s Vision**

After meeting with President and CEO Benjamin Richmond, the vision of the leadership regarding IT became quite clear. The President made it clear that the goals of the organization are most certainly well-aligned with the goals of the IT department, and it is recognized that IT is very important for the success of the organization. Ultimately, the organization would like to have one central intake system, in which all program areas could be tracked. Salesforce is believed to be the key to this, and it is believed that the primary piece of Salesforce currently in use is definitely applicable to other areas of the organization. Once this can be done and Salesforce can be fully incorporated, the organization plans to showcase their setup nationally, and use it as a model for other members of the Urban League and similar organizations. It is envisioned that with these improvements, hopefully one day it would be both common and convenient for the average, every day person to donate to the organization. In the end however, it is the wish of the leadership that everyone within the organization is able to use what they have to the best of their abilities as far as IT goes, and not everything has to be absolutely cutting edge. That said however, the organization seems very committed to incorporating powerful and current IT into their operations, and recognize the importance and potential for growth that it provides.

* 1. **Top 10 Technology Issues**

1. **Integrating Salesforce with other systems within the organization.**
   * As outlined in the vision of the leadership, this is one of the main issues that the organization will attempt to work with in the future. Though not perceived to be problematic, it will absolutely essential to ensure that the integration of Salesforce is done carefully.
2. **Data Backups**
   * Although the organization is currently very strong in the area of backups and seems fully prepared for any loss of data, it will be important to remain committed to preventing such from occurring. However, one issue for the organization could be to look for more efficient ways to handle backups. As discussed, the option of online storage is being considered and may possibly be implemented in the future, but adjustments to the current model could be made as well.
3. **Security Hazards**
   * Once again the organization is already quite well-prepared for any security issues, but technology is constantly evolving and the organization will need to continue to stay up-to-date with potential security concerns. Failure to do so could result in a huge compromise of data that could be disastrous for the organization. As the organization continues to grow and prosper, it will likely become an even bigger target, and so as the organization grows, it may be wise to pay particular attention to this area as well.
4. **Virtualization**
   * One of the issues that the organization is currently facing is the virtualization of certain aspects of its IT. Physical servers are in place, but the organization recognizes the importance and need for virtualization. VMWare is currently installed on a couple of servers already, and the decision has been made to move forward towards more virtualization over the next two years. Ultimately, the organization would like to move towards HyperV, hopefully sometime within the next two years. While not a problematic issue for the organization, staying committed to virtualization will be an important issue in the future.
5. **Users of IT Within the Organization**
   * Although not much information was gathered regarding the response of users within the organization, generally speaking users do not often respond well to significant change, especially regarding IT-related things. Therefore, this could potentially be an issue that the organization will need to deal with. It will be important for the organization to successfully assimilate the changes that they make, and careful attention will be needed in order to do so. Paying attention to the concerns of the users and ensuring that they are well-educated on the changes and benefits will help to ensure that this issue is minimized.
6. **Servers**
   * Brand new servers are never purchased, and instead “last year’s technology” is used as opposed to more current technology. While probably a good thing in terms of saving costs, it should be noted that if a large sum of money is being spent towards buying new machines, it would probably be a good idea to upgrade to new servers along with it. Having new machines and outdated servers could cause some potential issues at some point in the future.
7. **New Equipment**
   * As mentioned, the organization recently spent a large sum of money on new computer machines. While this is beneficial to the organization, buying new machines as opposed to purchasing used machines is a lost opportunity to save some money. Used machines should be able to accomplish similar tasks as new machines, but for a much smaller cost. This is one issue that may be worth looking into more.
8. **IT Budget**
   * While the current IT budget sufficiently supports the organization, it should also be noted that it is not entirely necessary to spend such a large sum of money on new equipment every 4-5 years. Instead of doing that, the organization could set up larger yearly budgets that would allow for more consistent upgrading over time, eliminating the need for such a large budget every 4-5 years for new machines.
9. **Freeware**
   * It may be beneficial for the organization to look into more freeware solutions for software, allowing the organization to cut costs where necessary. Glancing over the software inventory, there are a lot of Microsoft products, which are likely not coming with big enough discounts (if any) to completely rule out the possibility of using freeware solutions instead.
10. **Middleware**
    * The use of middleware is another issue that could be explored within the organization. Through various meetings middleware was not brought up, however the use of middleware could be a potential solution to some of the organization’s IT goals. It is currently unclear to what extent the organization currently utilizes middleware, but exploring this issue could prove useful to the IT department.

**6. Closing the Gap**

**6.1 Improved Backup Policy**

While the organization is no doubt very well-prepared for any loss of data that may occur, some of the measures taken seem to be a bit unnecessary, and there could be some cost savings if some tweaks to the policy were made. In particular, if incremental backups were used as opposed to full backups, this could save time and money that would amount to something significant over a longer period of time. As well, it may be beneficial to sort through data and decide what data is worth keeping and what isn’t, as it is very likely that some data stored is not relevant to the current goals of the organization. Though not a major concern, it seems as if the procedures regarding backups are taken to an unnecessary level, and this is something that could certainly save the organization some money if better optimized.

**6.2 Upgrading as Opposed to Buying New**

As mentioned previously the organization recently spent a very large sum of money on new machines. Well definitely not an unwise decision, in the future it may be possible to significantly save on costs by simply upgrading hardware and software as opposed to purchasing new ones. The organization did make note of this however, and it was stated that in the future upgrades will be looked into over buying new hardware and software. Regardless, this is an important thing for the organization to remain on top of, because it is not absolutely necessary for all of their hardware and software to be new in order for their operations to run successful. Therefore, by making periodic upgrades every so often, the massive amount of money spent on buying new machines could be better allocated to other areas of the organization, ultimately improving operations of the organization as a whole.

**6.3 Used Equipment vs. New Equipment**

Similar to the option of upgrading, in the event that new hardware does need to be purchased, it may also be wise to first search for used equipment that would suit the organization’s needs. Another interesting thing to consider is how recently new machines were purchased yet used servers are in place. If this was reversed, and new servers and used machines were purchased, this may be a better use of funds and could improve operations. The difference in performance between new machines and used machines will probably not be noticeable to most users and would not have a significant effect on operations, and therefore it is not really necessary to purchase new machines. This change could save the organization a lot of money both in the present and in the future, and is an important option that should be considered when possible.

**6.4 Non-profit ERP’s**

Another option that the organization could pursue is looking for ERP’s that are geared towards non-profit organizations and that may offer discounted pricing. By looking at what other non-profit organizations are using and comparing and contrasting the futures of examined ERP’s, the Louisville Urban League could potentially find a perfect fit between performance and pricing. It is important to note that there are a wide variety of ERP’s available, and it is not necessary to go with a more expensive option. It seems that the Louisville Urban League would benefit greatly from the use of an ERP, as it would allow the organization to keep better track of clients and increase donor funding, and there is no reason why the organization should not explore its options in seeing what is available. It would be up to the Louisville Urban League however to determine the qualities and features provided by the ERP that best suits their needs, as those are things that may change and can only be determined by the organization itself.

**6.5 Middleware**

One final option that the organization may want to consider exploring is the use of middleware between the current Salesforce system and other department software in use within the organization. The idea is that it may be possible for the organization to develop its own middleware that could increase performance and communication amongst the various systems in place, which could end up being a cheaper option than some other alternatives. This would ultimately be up to the organization to decide however, but should certainly be an option that is explored and kept in mind as a possible alternative. Though possibly not as effective as integrating Salesforce across the entire organization, this alternative may provide significant savings that the organization could put to good use.

**7. Conclusion**

After examining the Louisville Urban League and in particular its IT department, the overall conclusion is that the organization is actually quite well-off in terms of technology, and is not facing many of the same IT problems that other non-profit organizations face. On the contrary, the Louisville Urban League has up-to-date hardware and software, employs competent and tech-savvy staff to support their IT department, and is constantly looking to the future for possible technological benefits to the organization and security hazards that may come their way. There appear to be no gaping holes within the organization, rather the issues that may require improvement are actually as a result of the organization being too particular about certain aspects of their IT. The main issues discovered seem to be a slight overdoing of the data backups, as well as the massive amount of money spent on new machines as opposed to used computers or even new servers at the least. While these are not huge problems for the organization, they are issues that could potentially be tweaked in order to save the organization some money in the long-run.

The recommendations provided in this strategic assessment are by no means urgent concerns for the organization, but rather things that the organization may want to consider in seeing if other options may better support their organization. Regardless of whether or not the recommendations are followed, the Louisville Urban League seems to have a clear idea of where it wants to go, and how it wants to get there. Technology should be no problem for the organization as it attempts to move forward with its operations, and instead attention should be paid to saving costs where possible, rather than pursuing certain types of technology just because they may be more current. In particular, the organization’s goal of integrating Salesforce with other systems within the organization should greatly help to accomplish its others goals as well the visions of the leadership.

Finally, it has been a pleasure to work with the Louisville Urban League, and to learn about the great things that the organization is doing for the community. It has been a great opportunity to perform a strategic assessment of the organization and its IT department, and to examine the potential strengths and weaknesses that are involved. The organization has been very helpful in providing the information used to create this strategic assessment, and it is clear that the organization understands the importance of examining itself and looking for improvements when possible, especially in the area of information technology. If the organization continues to stay critical of itself and strive for improvement, and if the organization continues to embrace technology as well as it has, it should have no problem accomplishing the goals that it has set for itself and continuing to serve the Louisville community and those in need of its services.

**Appendix A – Basis of Analysis**

1. **The Five Forces**
   1. **Suppliers –** Being a non-profit organization, they have relatively little bargaining power over their suppliers and the funds that they receive.
   2. **Customers –** The organization has some degree of bargaining power over their customers, as they do provide a needed service to the community, but there is little room to actually bargain with the customers beyond providing or denying services.
   3. **Inter-Industry Competition –** Low, there are currently not enough organizations attempting to do what the Louisville Urban League is trying to do, which is part of the reason why their organization is needed to begin with.
   4. **Threat of Substitutes –** Similar to above, there may be some threat of substitutes, but there currently aren’t enough organizations out there doing what Louisville Urban League is doing.
   5. **Threat of New Entrants –** Low, since there are not many people willing to rush into the creation of a non-profit organization dedicated towards helping those in need. While there may be some new entrants, it is not profitable enough to attract a large amount of new entrants.
2. **Strategy**
   1. **Focus Strategy –** The Louisville Urban League incorporates a focus strategy, as they are focusing their efforts on a particular target market (minority communities that are in need), as well as promoting social and economic equality for minority communities.
3. **Organizational Structure**
   1. **Functional –** The Louisville Urban League demonstrates a classic example of a functional structure, with one main hierarchy and no completely separate divisions within the organization. However, the Louisville Urban League is a part of a bigger national project, which could make Louisville Urban League considered part of a divisional structure, but the way the Louisville Urban League itself is structured is functional. This is not surprising however, as Cash says that the functional form tends to work well when the organization’s issues involve expertise, efficiency, quality, and when it is relatively stable, which are all things that the Louisville Urban League possesses and must have in order to provide the services that it does.
4. **IT Architecture**
   1. The IT architecture of the organization is well established, with solid blueprints for how the IT is to function. As well, the organization’s goals are well-aligned with the IT architecture, and they have done a good job addressing what Cash says are important concerns when determining an IT architecture, as follows:
      1. Do we have the right technologies? Are they structured appropriately?
      2. What levels of information access, sharing, and security should we support?
      3. Which applications will we develop, and which will we buy off the shelf?
      4. Who will maintain and upgrade tools, data, and applications?
      5. Who will assess whether our IT architecture is meeting the firm’s needs?

Similarly, the organization has done a good job of addressing Cash’s other concern, that being that an IT architecture should be based on both an understanding of “where we are” and “where we are going” and should complement the firm’s organizational structure and management control philosophy and systems.

1. **Jobs**
   1. The Louisville Urban League appears to provide significant motivators in their jobs, including the hygiene factors Hertzberg says are important. It is difficult to say how Louisville Urban League stands up to the Hackman/Oldham theory however, but one can assume that skill variety, task significance, and task identity are all important concerns for the organization because of the motivated individuals who find meaning in such kind of work.
   2. In addition, throughout meetings with Artie Robertson and President Ben Richmond, there have been no reported conflicts with the introduction of new technology, even with the recent purchase of new hardware. This implies that the organization may be implementing some form of job satisfaction via methods such as the Unified Theory of Acceptance and Use of Technology model, allowing for the right conditions to be in place that create positive behavior in regards to new technology.
2. **People**
   1. Similar to the above section, it appears that people within the organization are sufficiently motivated, whether through finding meaningfulness in their work or through job satisfaction, but there have been no reported conflicts regarding people and new technology. As well, appropriate control systems seem to have been set up to get the desired behavior out of employees, such as the prevention of software or media being place onto computer machines.
3. **Other Notes**
   1. In addition to what has already been discussed, the organization seems to be well aware of Goldratt’s idea that the goal of an organization should be to make money now and in the future. They have taken the appropriate steps in order to ensure that they can continue to survive and perform their services.
   2. In terms of technology, they also seem to be particularly aware of how small changes might affect their IT setup. Under Morgan’s idea of flux and transformation, small changes can produce very large effects, and after several discussions with Louisville Urban League, it seems that they are well aware of the need to push forward with technology, but that it needs to be done in small changes (such as with virtualization and the integration of Salesforce). With the exception of the recent buying of many new computer machines, this seems to be fairly consistent.

**Appendix B – Technology Inventory**

**Hardware**

**System Model**

Dell Inc. OptiPlex 980

System Service Tag: B4XPLM1

Chassis Serial Number: B4XPLM1

Enclosure Type: Space-saving

**Processor**

2.80 gigahertz Intel Core i7 860

32 kilobyte primary memory cache

1024 kilobyte secondary memory cache

8192 kilobyte tertiary memory cache

64-bit ready

Multi-core (4 total)

Hyper-threaded (8 total)

**Main Circuit Board**

Board: Dell Inc. 0C522T A01

Serial Number: ..CN7360406A00FY.

Bus Clock: 133 megahertz

BIOS: Dell Inc. A02 04/29/2010

**Drives**

249.95 Gigabytes Usable Hard Drive Capacity

222.00 Gigabytes Hard Drive Free Space

TSSTcorp DVD+-RW TS-L633C [Optical drive]

ST3250318AS [Hard drive] (250.00 GB) --drive 0, s/n 9VY8C0Z2, SMART Status: Healthy

**Memory Modules**

4088 Megabytes Usable Installed Memory

Slot 'DIMM 1' has 2048 MB (serial number DA28ED4C)

Slot 'DIMM 2' has 2048 MB (serial number DA28EE4C)

Slot 'DIMM 3' is Empty

Slot 'DIMM 4' is Empty

**Local Drive Volumes**

c: (NTFS on drive 0) 249.16 GB 221.45 GB free

d: (NTFS on drive 0) 790 MB 555 MB free

**Network Drives**

*None discovered*

**Printers**

HP Color LaserJet 4600 PS on \\luldata.urbanleague.lul.org\

HP Universal Printing PCL 5 on \\luldata.urbanleague.lul.org\HPLJ4014CWDSRearOffice

HP Universal Printing PCL 5 on \\luldata.urbanleague.lul.org\HPLJ4014CWDSCounselorSuite

HP Universal Printing PCL 5 on \\luldata.urbanleague.lul.org\HPLJ4014AdminSuite

HP Universal Printing PCL 5 on \\luldata.urbanleague.lul.org\HPLJ4014AdminSuite

HP Universal Printing PCL 5 on \\luldata.urbanleague.lul.org\HPLJ4014CWDSResourceCenter

HP Universal Printing PCL 5 on \\luldata.urbanleague.lul.org\HPLJ4014CWDSResourceCenter

HP Universal Printing PCL 5 on \\luldata.urbanleague.lul.org\HPLJ4014AdminSuite

HP Universal Printing PCL 5 on \\luldata.urbanleague.lul.org\HPCLJ4600NAdmin

Imagistics im4510 PCL6 on \\LULMANAGEMENT.urbanleague.lul.org\Imagistics

im4510 Admin

Imagistics im4510 PCL6 on \\LULMANAGEMENT.urbanleague.lul.org\Imagistics

im4510 First Floor

Imagistics im4510 PCL6 on \\LULMANAGEMENT.urbanleague.lul.org\Imagistics

im4510 Admin

Imagistics im4510 PCL6 on \\LULMANAGEMENT.urbanleague.lul.org\Imagistics

im4510 Admin

Imagistics im4510 PCL6 on \\LULMANAGEMENT.urbanleague.lul.org\Imagistics

im4510 First Floor

Imagistics im4510 PCL6 on \\LULMANAGEMENT.urbanleague.lul.org\Imagistics

im4510 Admin

Imagistics im4510 PCL6 on \\LULMANAGEMENT.urbanleague.lul.org\Imagistics

im4510 First Floor

Microsoft XPS Document Writer on XPSPort:

Rumborak PDFWriter Plus on qvPDF1:

**Controllers**

*None discovered*

**Display**

ATI Radeon HD 4550 [Display adapter]

DELL E2010H [Monitor] (19.9"vis, s/n C201R04QC1DS, April 2010)

**Bus Adapters**

Intel(R) ICH8R/ICH9R/ICH10R/DO/5

Series/3400 Series SATA RAID Controller

Standard Enhanced PCI to USB Host Controller (2x)

**Multimedia**

High Definition Audio Device

**Communications**

Intel(R) 82578DM Gigabit Network Connection

Primary Auto IP Address: 10.59.0.115 / 16

Gateway: 10.59.4.250

Dhcp Server: 10.59.4.252

Physical Address: B8:AC:6F:AC:36:3E

Microsoft ISATAP Adapter

Networking Dns Servers: 10.59.4.252

10.59.4.251

**Other Devices**

USB Input Device (2x)

HID Keyboard Device

HID-compliant mouse

Generic USB Hub (2x)

USB Root Hub (2x)

Generic volume shadow copy

(see attached spreadsheet for information regarding the serial numbers of new computers purchased)

**Software**

2007 Microsoft Office system Version 12.0.6545.5000

Adobe Acrobat Version 9.3.3.177

Adobe Reader and Acrobat Manager Version 1.4.5.0

Adobe Reader Version 9.3.4.218

Advanced Micro Devices Inc. - Catalyst Control Centre Version 2.0.0.0

Advanced Micro Devices, Inc. - Catalyst® Control Center Version 1, 0, 0, 1

AMD External Events Version 6.14.11.1059

Apple Inc. - QuickTime QuickTime 7.6.8 (1675)

Apple Software Update Version 2.1.1.116

ATI Technologies Inc. - Catalyst Control Centre Version 2.0.0.0

Belarc, Inc. - Advisor Version 8.1p

Composer Application Version 1, 0, 0, 1

CyberLink PowerDVD DX Version 8.03.5424

Cyberlink PowerDVD Version 8.03.5424

ei Solutions, Inc., d/b/a Eastman Software - Imaging for Windows® Version 4.26.5362

Flash10i.ocx

Flash10k.ocx

Igor Pavlov - 7-Zip Version 4.65

Intel Corporation - IAStorDataSvc Version 9.5.6.1002

Intel Corporation - IAStorIcon Version 9.5.6.1002

Microsoft Clip Organizer Version 12.0.6423.1000

Microsoft Corporation - Internet Explorer Version 8.00.7600.16385

Microsoft Corporation - Office Diagnostics Service Version 12.0.6413.1000

Microsoft Corporation - Office Diagnostics Version 12.0.6413.1000

Microsoft Corporation - Office Source Engine Version 12.0.4518.1014

Microsoft Corporation - Silverlight Plug-In Version 4.0.50524.0

Microsoft Corporation - System Center Operations Manager 2007 Version 6.0.6278.0

Microsoft Corporation - Windows Installer – Unicode Version 5.0.7600.16385

Microsoft Corporation - Windows Live® Movie Maker Version 14.0.8117.0416

Microsoft Corporation - Windows Live® Photo Gallery Version 14.0.8117.0416

Microsoft Corporation - Windows® Search Version 7.00.7600.16385

Microsoft Office InfoPath Version 12.0.6529.5000

Microsoft Office Isolated Converter Environment Version 12.0.6413.1000

Microsoft Office Outlook Version 12.0.6539.5000

Microsoft Office Picture Manager Version 12.0.6413.1000

Microsoft Open XML Converter Version 12.0.6413.1000

Microsoft ® Windows Script Host Version 5.8.7600.16385

Microsoft® .NET Framework Version 2.0.50727.4927

Microsoft® .NET Framework Version 3.0.6920.4902

Microsoft® .NET Framework Version 4.0.30319.1

Microsoft® Silverlight Version 4.0.50524.0

Microsoft® Visual Studio .NET Version 7.10.3077

Microsoft® Visual Studio® 2005 Version 8.0.50727.42

Microsoft® Windows® Operating System Version 12.0.7600.16385

MicroVision Development, Inc. - Express Labeler Version 3.2

MicroVision Development, Inc. - SureThing CD Labeler Version 1.2.595

Mozilla Corporation - Firefox Version 3.6.6

NPSWF32.dll

Roxio Creator

SHARP CORPORATION - Desktop Document Manager Version 2, 7, 0,171

SHARP CORPORATION - Network Scanner Tool Version 2, 7, 0,172

SHARP CORPORATION - Network Scanner Tool Version 2.70

Sun Microsystems, Inc. - Java(TM) Platform SE Auto Updater 2 0 Version 2.0.2.4

SwDir.dll

Symantec AntiVirus Version 11.0.6070.422

Symantec Client Management Component Version 11.0.6005.440

Symantec Corporation - LiveUpdate Version 3.3.0.96

Symantec Network Access Control Version 11.0.6000.426

Symantec Security Technologies Version 106.5.1.6

the VideoLAN Team - VLC media player Version 1,1,0,0