
**Kentucky Horsemen's Benevolent and Protective Association
(HBPA)**

IT Strategic Assessment Report

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1. Executive Summary

According to Kentucky Horsemen's Benevolent and Protective Association (HBPA) website, www.kyhbpa.org, "The HBPA, established in 1940, is an organization of Owners and Trainers, approximately 40,000 nationally in 23 states and Canada, and over 6,000 in Kentucky. The association is governed by a Board of Directors consisting of Owners and Trainers volunteering their time and elected by the membership every three years. The HBPA is committed to working for the betterment of racing on all levels."

As the largest chapter of HPBA nationally serving more than 6,000 owners, trainers, and backstretch workers, the goal of this IT Strategic Assessment is to provide recommendations to the leadership of the Kentucky chapter of the HPBA on how the current IT infrastructure can be utilized and enhanced to assist the organization in reaching their strategic goals and vision. This valuation includes HPBA's current operations and management, the existing IT environment, the organization's envisioned IT capabilities, as well as suggestions on how to advance HPBA to the future state it desires from where it currently is.

2. History and Purpose

2.1 History of the Kentucky Horsemen's Benevolent and Protective Association

In 1940, HBPA was formed by several founders, including Doug Davis, Jack DeFee, Irv Gushen, Dr. Alex Harthill, John Manfuso, Johnny McDowell, and Mort Wolfson. Since its founding in 1940, HPBA has expanded its operations into the vast array of issues that horsemen may face. As a national entity, HPBA has historically worked predominately as an organization that helps ensure basic needs of horsemen were met in the mid-1900s. These services include burial services for

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horses, medical services, as well as housing and food for families in need.

Like most industries, as technology has become more advanced and more widely used, the needs of customers has changed. In the case of HBPA, horsemen's needs evolved in the digital age of races being simulcast on TV and online betting on various websites. Additionally, a demand now exists for a greater online presence for business functions such as marketing.

To be eligible for membership in HPBA, any horse trainer, owner-trainer, or owner has to have started a horse in a race in the last two years. Kentucky HBPA is an all-inclusive organization and represents anyone who identifies any member who identifies as a horseman, the organization notes that it does generally encourage the interests of owners and trainers. This can result in situations where breeders' interests are not promoted.

Kentucky HBPA's competition is the Kentucky Thoroughbred Association, which is an organization that tends to favor the interests and needs of breeders compared to owners and trainers. These two organizations compete over the number of members they have especially because horsemen can be members of both organizations concurrently.

This competition is essential to understand because of how it controls funding that each organization receives. According to Kentucky law, 1.5% of all purses from horse races are shared with the organization with the most members. The purses, in addition to donations from its members and other sources, is the funding that keeps Kentucky HBPA operating. In order to ensure its financial stability and ability to provide continued services to members, Kentucky HPBA has to work to maintain its membership base as well as add new members.

2.2 Purpose of the Kentucky Horsemen's Benevolent and Protective Association

The Kentucky chapter of the HBPA supports its members across the entire state in a variety

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of ways. Some of the issues HBPA is involved in includes lobbying for certain therapeutic medicines to be used in horse racing, royalties earned via simulcast, and the overall treatment of horsemen at tracks, in addition to other matters such as healthcare for backstretch workers and euthanasia for horses .

Fair compensation is a core issue that HBPA spends its resources on to ensure that horsemen are being properly compensated and not taken advantage of by money earned at casinos and other racetracks where races are simulcast on TV. One particular instance of HPBA confronting this issue was during its legislative battle over the Interstate Horseracing Act. This act legalized race betting via various telecommunication, notably the Internet. Initially, horse racing's regulations were targeted at the states where horse racing occurred (e.g. Kentucky, New York, California, etc.).

However, advances in technology such as simulcast changed the landscape of horse race wagering. For example, in 2016, 80 to 90 percent of horse racing wages occurred remotely. Because of this change in horse racing culture, a large portion of Kentucky HBPA's resources are focused on lobbying for legislation that distributes profits from wages properly to horsemen and not be taken advantage of with this new practice of remote wagers.

Another issue that the Kentucky chapter of the HPBA cares especially about is legislation that permits therapeutic medicine for race horses such as Lasix, which helps prevent bleeding in horses. Horse racing in the United States is distinctive on this issue compared to other countries where horse racing is a popular sport and using medicines like Lasix is prohibited. Kentucky HBPA and other groups in the United States who advocate for use of these medicines believe it is necessary for the health and humane treatment of the horses.

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The Kentucky Racing Health and Welfare fund is another resource that Kentucky HBPA helps connect its members to for the members' benefit. This fund helps provide financial support to backstretch workers via a health clinic in Louisville, as well as provide other health and wellbeing resources in Kentucky. The money for this fund comes from the revenue earned from unclaimed betting tickets from racetracks throughout Kentucky. In recent years, more and more backstretch workers are immigrants from Latin America who rely heavily on the support provided to them by this fund.

Kentucky HBPA has offices throughout Kentucky in the following locations:

- Churchill Downs – Louisville, KY (Headquarters and Welfare Center)
 - Trackside Training Center at Churchill – Louisville, KY
- Ellis Park – Henderson, KY
- Keeneland – Lexington, KY
 - Trackside Training Center at Keeneland
- Kentucky Downs – Franklin, KY
- Turfway Park – Florence, KY

3. Management and Business Processes.

3.1 Lobbying Efforts

In order to sustain the level and type of benefits it provides to its members, lobbying is a primary business process the Kentucky HPBA is involved in. Because of this, Kentucky HBPA has to place a majority of its time and resources into lobbying for legislation that favors their interests in the horse racing industry.

Because this business process is so central to the success and future growth of Kentucky HBPA, any upgrades to the existing IT environment should be made with the goal in mind of

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making this process easier and streamlined to maximize the time and resources expended on lobbying efforts.

3.2 Membership

Membership enrollment is a business process that occurs between both the Louisville office and an employee at the Lexington office who works from home. Generally, applications for membership are submitted in person by the backstretch employees, trainers, or owners. However, some applications are submitted via e-mail or fax.

These applications are tracked in an Excel spreadsheet. Maintenance of the spreadsheet is a responsibility shared between the Louisville office and the Lexington employee who works from home.

As mentioned previously, membership enrollment is crucial for the success of Kentucky HBPA. Because of this, detailed and centralized preservation of membership document is crucial. If certain financial paperwork or membership cards were to be lost and there was no backup documentation of these records, Kentucky HBPA's welfare would be at stake should the Kentucky state government require an audit of the organization and its members' information. Despite a member's history with the HBPA, if no card is present, membership is not considered legitimate.

3.3 Benevolence Program

Kentucky HBPA makes access to basic health and welfare services available through the Kentucky Racing Health and Welfare Fund, notably to the Hispanic immigrant backstretch workers who rely on these services the most due to the time and energy intensive nature of their work.

For members to benefit from this program, certain paperwork has to be completed by

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both HBPA and the member who wants to enroll. Because the benevolence program includes medical services, the information provided in this paperwork is subject to the Health Insurance Portability and Accountability Act of 1999 (HIPAA). The paperwork for the benevolence program is processed both at the Louisville headquarters and other offices throughout the state. In addition to these services, a complete list of benefits can be found at <http://hbpa.wpengine.com/kentucky-hbpa/benefits>.

3.4 Claiming Coverage

Kentucky HBPA provides an insurance service known as claiming coverage, for its members who choose to enroll in the service. The main benefit of this coverage is that it provides coverage for euthanasia in the event of thoroughbred injury.

The specific paperwork required for members to receive this benefit follows below:

1. A veterinarian's signed statement regarding the thoroughbred.
2. A certificate reflecting the horse being euthanized.
3. The signed card of the member, which should be on file with Louisville.

Once the documentation from the veterinarian has been substantiated, Kentucky HBPA will provide the member with up to \$10,000 or up to 50% of the euthanasia cost of the horse.

3.5 Public Relations

Besides its official lobbying efforts, Kentucky HBPA's public relation operations include its social media presence on social networking sites such as Facebook, Twitter and Instagram. Currently, HBPA's website provides visitors with information such as newsletters, and posts relating to horse racing and equine topics. There are newsletters on the site, but most are not current.

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There are hyperlinks to more popular articles such as links to *The Horseman's Journal*, which is a publication respected throughout the horse racing industry. The national level HBPA aids the Kentucky HBPA in providing access to the larger stories.

4. Current IT Environment

4.1 Hardware

The Kentucky HBPA is currently operating with a small office home office (SOHO) setup. Internet is provided by AT&T via a business broadband account and the connection is spread throughout the building in both an AT&T wireless modem/router and a wired connection (SOHO Netgear Ethernet switch – 10/100 Mbps).

The assessment team observed that internet users in the office opted to utilize the wired connection when possible instead of the wireless connection. However, most internet users conduct their work on a laptop. There was not a clear reason for this choice, and could possibly be due to poor internet connectivity experience with the wireless connection based on their office location.

Within each office there is a small, convenient Canon inkjet printer (models vary slightly). Each printer seemed to be in good condition with no complaints by the users. There is one enterprise grade Canon printer that can print, fax, and copy, but is currently only being used to fax and copy, however it is not being connected to by other users in the building besides the executive assistant. There is an additional Canon printer on the executive assistant's desk that is used for only the desktop PC on the desk.

For phone services, there are no voice over internet protocol (VOIP) systems being used, and only regular phones in addition to staff members' cell phones are being used for phone services.

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Because there are several HBPA offices throughout the state of Kentucky, it is important that staff members are able to be mobile. It is a common occurrence for staff members to travel across the street to Churchill Downs, which is why laptops are the preferred PC choice. Kentucky HBPA staff indicated that upkeep of the machines is not a concern, as the machines are generally replaced as they are damaged or age. There is no standard build or model of preferred laptop for staff.

Staff also indicated that laptops are considered property of the staff member that uses it, and is replaced as needed. The hardware of other Kentucky HBPA offices is unknown at this time. It is unclear if there is a formal inventory of the laptops.

Storage is handled by each individual user depending on their machine. The database containing membership data lives on two PCs, one is local to the executive assistant's computer in Louisville, and the other on the remote user's computer in Lexington. An external hard disk drive is in a fire safe at the Louisville office and contains critical member financial information.

Finally, the physical office did not have a security system at the time of the assessment, however, staff specified that a security system would be installed by the end of the week of November 23, 2016. This system will be attached to the landline and oversee all entries into the building.

4.2 Software

Similar to the hardware at Kentucky HBPA, there is no one specific product that is the standard choice for software. Currently, there are multiple operating systems being used by staff including one Mac device running on a unknown version of OS X (the item was not present for inventory at the time of the assessment), Windows XP, 7, and 10.

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Staff uses an ordinary Office 365 subscription to access the Microsoft Office suite, and Excel is used as a means of tracking certain data such as membership information, but there is no formal database beyond Excel being used.

As far as Kentucky HBPA's web presence, its website KYHBPA.org is the current page. It is a HTML/CSS/JavaScript site that is likely a WordPress produced site that is associated with the national HBPA. There has been some history in terms of maintenance and management of the website. KYHBPA.org was originally maintained by an organization by the name of Jockey Club IS, not much is known about the relationship Jockey Club IS had with Kentucky HBPA, however what is known is that Jockey Club IS charged around \$300 to \$400 per hour for basic website upgrades and maintenance and wanted to work "on their own time".

Kentucky HBPA no longer uses Jockey Club IS for their website, and instead now uses the national HBPA's web service via Blue Million and WordPress. Staff advised the assessment team that Kentucky HBPA spends \$25 per month, but did specify if that fee is part of a larger contract with the national HBPA. This \$25 includes hosting fees for the site and site maintenance, but not updates to content on the site, which is an additional fee.

KYHBPA.org is a WordPress based website that uses HTML/CSS/JavaScript for styling and content display, which is likely accomplished through use of WordPress plug-ins. The current site includes the following sections: News, About Us, Board of Directors, Benefits, Calendar, Links, Contact Us, and How to Join. Based on the ABC's provided by the Kentucky HBPA in section 5.2, the current site is lacking in many areas that the staff would like to see changed. This includes making a more engaging and interactive site that will help bridge the gap between the current process of hard copy paperwork, and migrate towards more online solutions.

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4.3 Staff IT Skills/Training

Currently there are no staff members at Kentucky HBPA whose sole responsibility is to maintain the technical upkeep of the chapter, i.e. no software developers or other IT personnel. At the Louisville headquarters, the executive assistant is proficient with the Microsoft Office suite, notably Excel and Word, which are used for various tasks in the day-to-day operations. Because the remote worker at the Lexington office uses Excel for the membership spreadsheet, it is believed that that employee also possesses ample Excel skills.

Leadership at Kentucky HBPA expressed to this assessment team that certain employees and members have a preference for hard copies of documents and other information versus digital copies. Besides the two employees with Microsoft Office suite skills, there appears to be a large learning curve which may present an obstacle for designing a robust user experience with a new IT system. A major facet of any new system implementation would involve converting most processes to a digital process.

For the website itself, the Kentucky HBPA staff currently relies on external third parties for updates to both website content and other services, which means content is not consistently updated in a timely manner.

4.4 IT Budgeting and Spending

This assessment team was not presented with a capital budget. However, the executive assistant expressed that in the future the HBPA Board of Directors would not be oppose a monthly budget dedicated to IT, especially funding for an updated website. An informal estimation of \$1,000 per month as a maximum could be a possibility, but it is merely speculation at this time.

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5. Envisioned IT Capabilities

5.1 Leadership's Vision

The leadership's vision for the Kentucky HBPA is well connected to its overall mission. The current leadership understands how crucial it is to the success of the organization to gain and retain members, and wants to strengthen its ability to do so. Additionally, the leadership is eager to adopt more modern and digital practices to help achieve that goal.

One of the major, if not the main desire, gathered from this assessment is that the leadership at Kentucky HBPA strongly wishes for their website to transform into a centralized place where current members can do and complete tasks or parts of tasks online with ease that currently have to be done entirely in person, but also be a location where those interested in becoming members can have a content rich website that will entice them to become a member of such a helpful and visible organization on the web. Currently, there is not a true leader in their industry of terms of a great website with all of the features the leadership has outlined as desirable. Since the Kentucky HBPA is unique as the largest chapter of the national HBPA, there is a highly marketable opportunity for the Kentucky HBPA to capitalize on this opportunity to also increase its competitive edge over the Kentucky Thoroughbred Association.

5.2 Top 10 Technology Issues

At the time of the interview for this assessment, Kentucky HBPA provided a clearly outlined document that outlines the items it believes to be "must haves" (A's), "like to haves" (B's) and "nice but can wait" (C's). In the recommendation portion of this assessment, each of the members of this assessment team will provide their own respective expert insight into which items should be the most important, as well as address additional areas of improvement.

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Note: A high quality user experience, especially on mobile devices, is expected for the entire platform.

'A's – Must Haves

1. About Us Page: Mission Statement/Services Offered
2. Board Members with individual biography pages and contact information
3. Shareable calendar of events
4. Page for common resources, downloadable by members
5. Membership page including benefits and online sign-up
6. Benevolence page outlining guidelines, process, and printable application (online form is a 'B' priority)

'B's – Like to Haves

1. Racing photos/video positioned attractively on page
2. Legislative issues listed on site, along with a form for horsemen to directly petition the appropriate politician on the issue from the site
3. News archives with keyword search
4. Ability to poll members
5. Link to *The Horseman's Journal* online
6. Trainers page with link to <http://www.ownerview.org>

'C's – Nice but can wait

1. Injury reporting for claiming coverage on site
2. Document upload and retention for benevolence applications
3. Online credit card payment processing for donations/reports
4. Racing education page
5. Fan/member photo uploads (require approval)
6. Jennie Rees commentary/blog (Jennie is a former Courier Journal reporter who covered racing in Kentucky for 30 years. She has recently assumed a communications position with Kentucky HBPA).

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In addition to these specified website needs provided by Kentucky HBPA, there were two other issues that Kentucky HBPA expressed concern about. First, the current challenge the organization faces when trying to communicate to mass audiences. Staff informed the assessment team of a particular incident where a horse was injured, but the information was not able to be communicated in a timely manner even with the existing website. Second, the lack of skill to maintain the current website is of concern to the leadership as well. However, the executive assistant expressed a possible interest in learning about this type of role.

From the perspective of the assessment team, a few issues emerged that were identified as pressing issues:

1. Lack of data consolidation/redundancy

Due to the critical nature of membership and financial information for the success of Kentucky HBPA, a single external HDD for the organization in a fire safe, while a good start, is not advisable for the organization as it aims to grow and expand. As the organization gains more members, more data will be collected and retained and will need to be protected and data integrity will become more vital.

2. Maximizing current infrastructure efficiency

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Kentucky HBPA is comparatively well off compared to other non-profits members of this assessment team have worked with previously. The ability to afford simple upgrades as needed for infrastructure, hardware and software does not appear to be an issue. However, there are some instances of Kentucky HBPA not utilizing its existing resources to their full extent. For example, the enterprise grade printer in the main office could be used as the printer for all staff and individual printers would not need to be supported and maintained. Also, determining why certain staff members prefer the wired connection could determine if any maintenance or repair needs to be done to the wireless connection.

3. Lack of standardization

While there are only a handful of Kentucky HBPA staff members at this time in the Louisville office, there is already quite a variety in hardware and software. This variety can potentially lead to incompatibilities across devices in the future when trying to use certain applications that use different operating systems. Additionally, troubleshooting and day-to-day operations may be slowed down due to these inconsistencies.

4. Lack of IT training

Based on this team's meeting with staff members, it appears that the board of directors has expressed enthusiasm in finding means to bring more digital solutions to the organization. One way to channel this enthusiasm and resources would be to provide and incentivize staff members to attend basic IT trainings. For example paying for, or paying for part of, a yearly training course in areas like the Microsoft Office suite or a training on managing and maximizing social media usage.

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6. Closing the Gap

6.1 Website Upgrades

A large portion of the needs Kentucky HBPA has outlined could likely be provided by the University of Louisville's non-profit affiliation program. The key to that success would be a willingness on the part of the staff and leadership at Kentucky HBPA to adopt the new system and practices that would keep the new system stable and functioning. It is important to recognize that while a new website has emerged as the primary desire, the website is not the golden hammer for Kentucky HBPA that will resolve all issues related to its current struggles and desires.

While the site could certainly help bring in new members and provide a first of its class mobile experience for its members who rely on Kentucky HBPA so dearly for its services and benefits, the system that the University of Louisville has the capacity to provide would not address all of these areas. For example, the benevolence enrollment that contains HIPAA information would immediately be out of scope for a solution provided by the University of Louisville and if still desired, would have to be implemented at a later date by a third party (likely Kentucky HBPA would need to pay someone to implement this feature).

Additionally, no matter how a new website were to be implemented (University of Louisville or a new website vendor other than BlueMillion), if there is not a dedicated individual responsible for the constant update of that information on the site, the new site itself has become a waste.

However, overall there are features provided by Kentucky HBPA that could easily be integrated into a web based solution such as online credit card payment, access to commonly used links or documents, and a social media banner.

From a development perspective, the current WordPress site would likely need to be

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separated from the national HBPA web solution if the Kentucky HBPA wants to maintain a WordPress solution. A new WordPress solution would be a viable option considering Kentucky HBPA's staffing situation where there are no developers on staff and hiring a developer may not be a step Kentucky HBPA is willing to take. A WordPress solution would then likely put the burden of maintenance and updating content on the staff at Kentucky HBPA.

Another option would be for Kentucky HBPA to use the conjectured monthly IT budget of \$1000 to pay a developer to build out the entire solution. The price range is too varied to make a correct estimation of how much that process might cost, but as a frame of reference, the average salary for a .NET developer in Louisville is \$70,000 annually. However, certain individuals may be willing to offer their services at a discount due to the non-profit nature of the work.

Whatever the solution may end up being, it is important that the design principle of mobile-first is abided by since it is a key feature requested by the Kentucky HBPA to better reach its members, many of whom use their mobile device as their computer as well.

6.2 Mass Communication

Now more than ever businesses and organizations have to fight to keep the attention and customer (or membership) base interested and coming back for more product or services. From a traditional business perspective, customers frequently experience information overload from advertisements and frequent contact such as emails or texts or alerts on apps. Because of this, mass communication of any nature has to be focused and the content high quality or else people will disregard the information.

In terms of actually distributing the information to the masses, there are several third party tools Kentucky HBPA could use that are relatively low cost – perhaps there is even a

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marketing agency in Louisville willing to help the organization get started with such a solution pro-bono. However, if Kentucky HBPA is willing to put funding towards it, certainly a feasible and cost-effective solution exists that will allow the organization to communicate with large groups easily, and better deliver the information to particular groups who are being targeted. For example, a solution called Benchmark Email exists which allows a sender to send video emails instead of plain text.

6.3 Infrastructure Upgrades

As mentioned previously, the fact that the leadership at Kentucky HBPA has taken the step to store critical information on a disk and store it in a safe is a great start for the security of its information. A suggested next step would be select an off-site location to store this same data. As Kentucky HBPA grows, a physical copy may no longer be sufficient in terms of risk of if the information were to somehow be damaged. A non-physical copy of the data would be a good way to deal with this risk because if stored on the cloud or even a shared drive on the network would help alleviate the risk associated with having only a physical external copy of the data.

Understandably some of this data is considered sensitive and the staff and leadership at Kentucky HBPA may feel hesitant to store this information virtually, however there are ways to help reduce the risk of data being comprised, such as practicing standards of practice such as never sharing your password, not keeping your password stored in an easily accessible area, selecting a strong password, etc. The value of abiding by these basic principles cannot be overstated. It truly does make a difference.

Setting up the enterprise grade Canon printer so that everyone in the office can print to it would be another means of upgrading the existing infrastructure. This would likely not cost

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very much to have someone come out and arrange this setup in a matter of hours (possibly less than that). By consolidating the printer services, upkeep and maintenance of the individual printers is no longer needed, which saves money.

Additionally, determining why certain staff members prefer the wired connection over wireless would be a good step to take. It is likely a relatively easy fix, and if the wireless is found to be faulty, Kentucky HBPA should contact AT&T to have the issue resolved so that its monthly wireless bill is not being spent for a service that does not perform the way it should.

VOIP phones are not perceived to be a suggested upgrade at this time. There were no complaints about issues regarding phones or communication in that manner.

6.4 IT Training

Building on a point made in section 6.3, providing and incentivizing IT training for staff of Kentucky HBPA could help stir new creativeness and ideas amongst the staff on how to confront everyday issues they face by utilizing well known software like the Microsoft Office suite, but to a deeper level than what is currently being used. Since these staff members know the ins and outs of the everyday operations, they are well positioned to think creatively about how current processes could be improved just by making use of a new technology. Additionally, education about fundamental IT security principles will never go to waste and can be applied to any part of someone's life – especially an organization that deals with regulations such as Kentucky HBPA.

6.5 Social Media and Marketing

While this assessment is intended to be one focused on IT, social media and marketing goes hand in hand with technology. Because Kentucky HBPA is in the unique situation of having one and only direct competitor for funding, there is certainly an increased pressure on their organization to perform in an overtly competitive manner. For Kentucky HBPA to be successful

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in gathering and retaining more members improved social media presence and more targeted marketing is essential. Tools like HootSuite allow a user to maintain multiple social media accounts that are related, and post content on multiple platforms, or even plan posts ahead of time. This is a free tool and would be a low risk and low cost (zero cost) way for Kentucky HBPA to improve its social media presence in the interim of determining if this will be the client selected for the systems analysis and design course project.

7. Conclusions

Kentucky HPBA is well positioned to make meaningful and relatively easy changes in its organization to improve its business process efficiency, member growth and retention, as well as reduced costs in its current practices by implementing suggestions gathered from this assessment. A majority of these suggestions for Kentucky HBPA would add no additional cost and make use of the organization's already existing infrastructure and resources.

It is important to make the distinction again about the maintenance and upkeep of the website and that it is different from the utilization of the website. The long term and short term goals for each other these facets of the website vary and it is necessary to keep the two items separate with the big picture mission and goals of the Kentucky HBPA in mind.

8. Appendices

8.1 Basis of Analysis

Organizational Structure

The organizational structure of Kentucky HBPA is functional, but an informal iteration of functional. The board of directors is comprised of actual members of the Kentucky HBPA, who are owners or trainers themselves, meaning it is a member-owned organization. The staff of the

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organization execute the will and direction from the board. Within the Louisville headquarters of the Kentucky HBPA is executive director Martin "Marty" Maline and executive assistant, Sara Toomey. Both of whom provided significant and important direction for this assessment.

Porter Five Forces Analysis

Competitors: High Threat

Kentucky HBPA competes directly with the Kentucky Thoroughbred Association for the largest membership population. Because individuals can be members of both groups at the same time, the pressure is even greater for Kentucky HBPA to perform to the best of its abilities and find ways to supersede its competition. The details of this competition were discussed in Section 2 and explain how vital it is for Kentucky HBPA to maintain a majority of members so that it can continue to earn the 1.5% share of purses from horse races in the state.

New Entrants: Low Threat

While horse racing is especially popular in Kentucky compared to other states, the amount of domain knowledge required for a new group to arise and quickly overtake Kentucky HBPA as another horsemen's benevolence association would take quite some time and resources to win over the connections that are deeply rooted in the equine community. Certainly another group could form and provided it had more tech savvy staff, could easily have a more robust online presence than either Kentucky Thoroughbred Association or Kentucky HBPA, however, the time and resources needed to build the same type of programs and services that these organizations offer means that the threat of new entrants is low for now.

Substitutes: High Threat

Kentucky HBPA and the Kentucky Thoroughbred Association are not exactly substitutes

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for one another because they do lobby for different interests, however, they both directly compete for the same funding which makes the analysis for competitors and substitutes in this scenario the same.

Suppliers: High Threat

Kentucky HBPA's suppliers are the funding received from race track purses, as well as donations. Both the state government and the organization's members can be seen as suppliers since high levels of membership are required for the organization to exist. But also, the organization relies on state law to keep the current means of purse distribution. If the Kentucky legislature were to suddenly pass a new law that changed the terms or amounts of the purse distributions, Kentucky HBPA would not have much ability to fight the legislation other than their lobbying efforts, which is not a certain means of protection.

Customers: High Threat

The customers of Kentucky HBPA are the members of the organization. Kentucky HBPA happens to be a member-led organization and also relies directly on the amount of members it has as well as its ability to retain those members and not lose them to its competitor. This leads the bargaining power of its customers extremely high since they have the option of rescinding their membership to Kentucky HBPA and providing their membership power to its competition, thus weakening Kentucky HBPA's standing in the industry.

8.2 Technology Inventory

	Quantity	Comments
Hardware		
Laptops		
Various Models	6	
Printers		

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Canon Pixma	3	Portable
Canon Copy/Fax/Print Enterprise	1	Network capable
Canon Pixma Copy/Print	1	
Phones		
Plain phones - Multiline	6	
Security System		
Unknown	1	Install occurs 11/23/16
Network		
AT&T Modem	1	Modem/wireless router
Netgear Ethernet Switch	1	5-port 10/100 Mbps
Storage		
500 GB External HDD	1	Critical financials – kept in fire safe

8.3 Top 10 Technology Issues

Issues are listed in section 5.2.

8.4 Strategic Planning/Visioning Documents

Not available.

8.5 IT Budget/Spending Documents

Not available.